



City of Pembroke Pines Florida

Proposed Budget 2017-18



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BUDGET BOOK FORMAT

The budget consists of the following sections:

Budget Summary Information

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

General Fund Information

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

Funds Other than General Fund

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

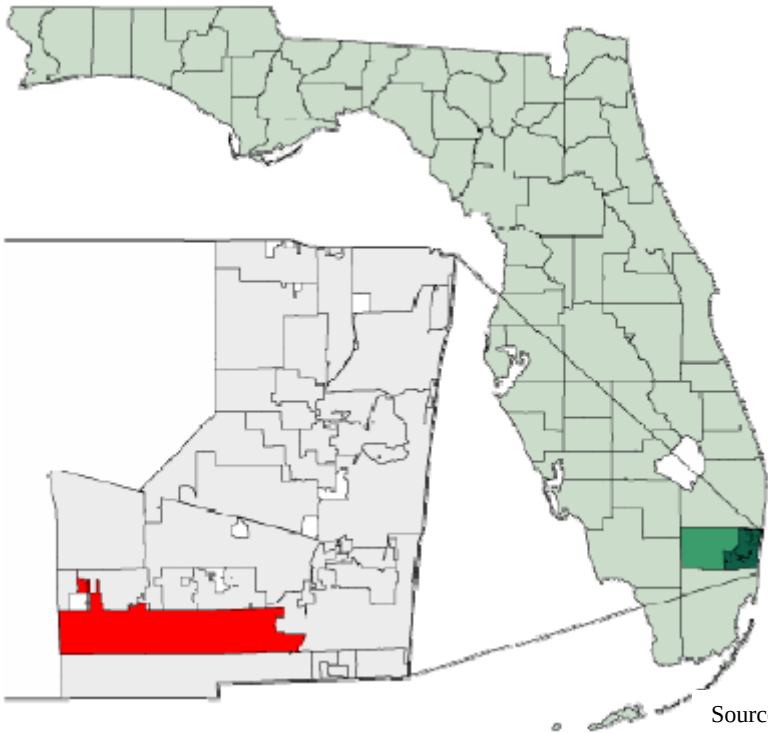
Detailed Information

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

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

City Location

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

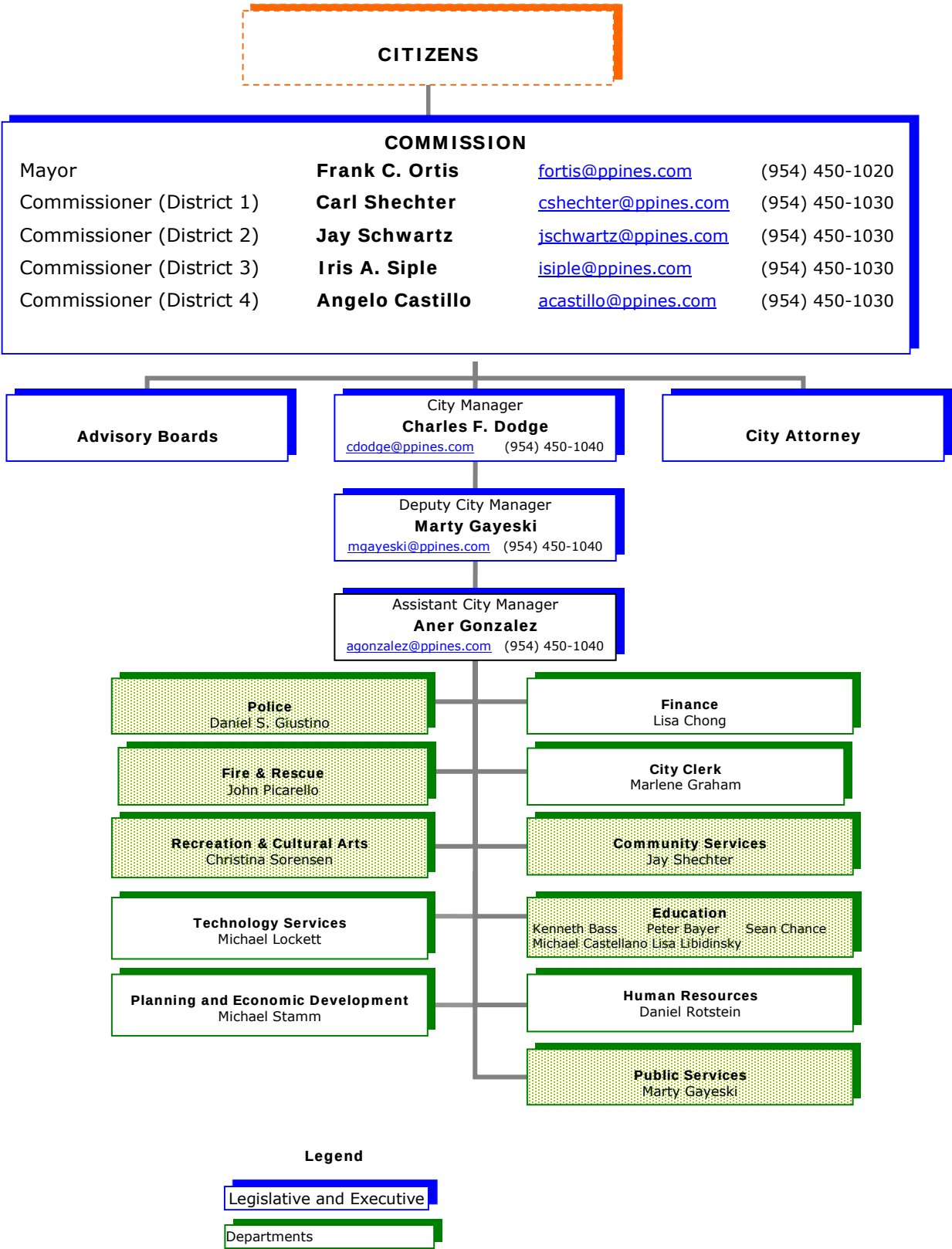


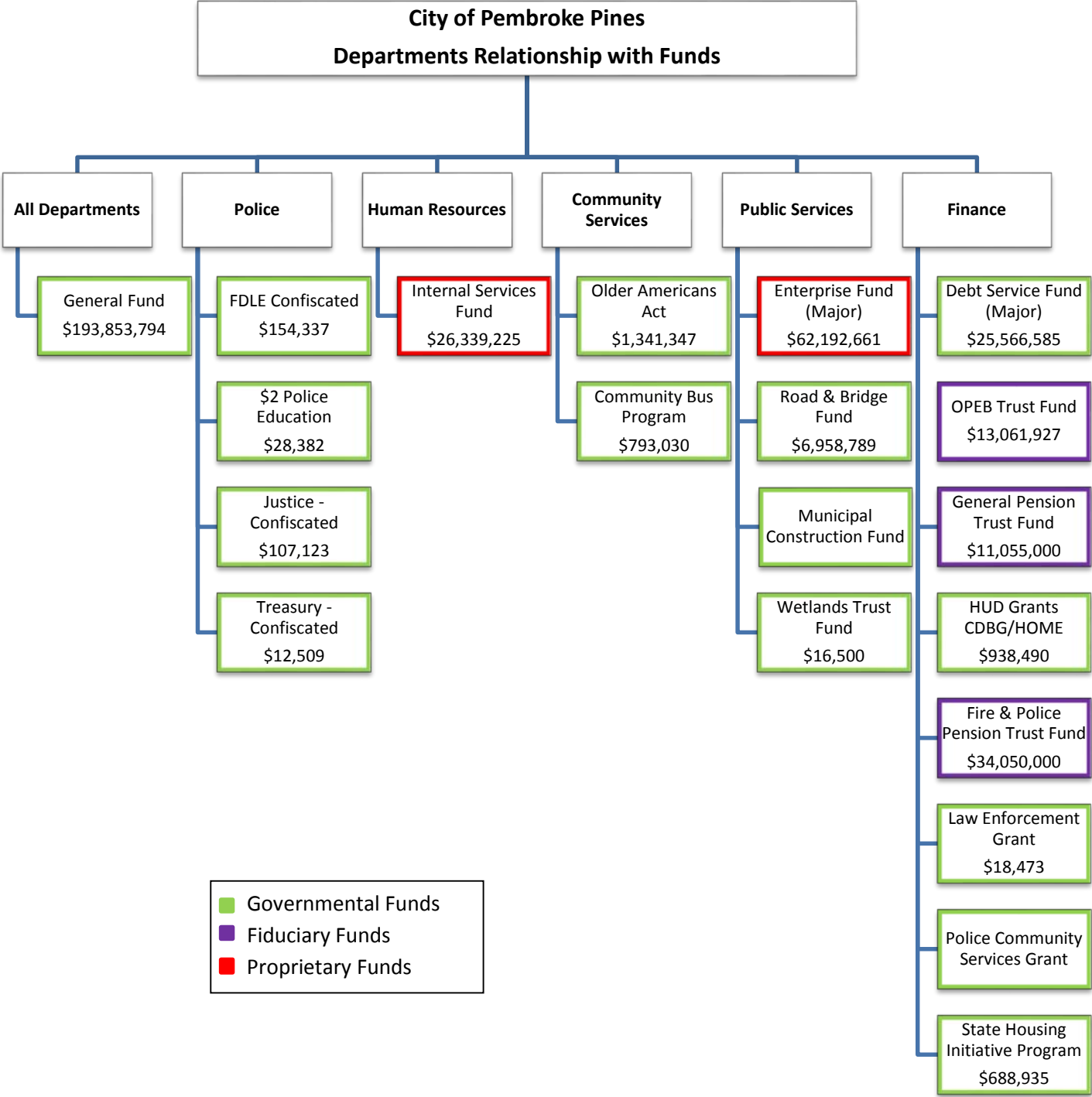


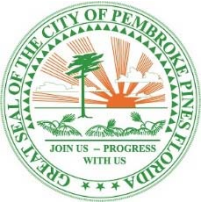
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CITY OF PEMBROKE PINES
Organizational Chart







City of Pembroke Pines



Frank C. Ortis, Mayor
Angelo Castillo, Vice-Mayor
Charles F. Dodge, City Manager

Jay Schwartz, Commissioner
Iris A. Siple, Commissioner
Carl Shechter, Commissioner

August 1, 2017

Honorable Mayor and Commissioners:

April 19, 2017 was a historic day for the City of Pembroke Pines! We officially opened the Charles F. Dodge City Center to resounding applause from dignitaries, residents, and community partners. This new multi-purpose complex, fondly referred to as the "crown jewel," consists of three buildings: the main building, which houses City Hall and the state-of-the-art Civic Center (Great Hall); the Commission Chambers; and the Mayor Frank C. Ortis Art Gallery and Exhibition Hall, known as "The Frank." The Civic Center is designed to accommodate banquets, conventions, meetings, tradeshow and performance events. It can accommodate approximately 3,200 guests seated for concerts, 1,300 guests for large classroom/lecture type events, 1,140 guests for banquet style events, and has space for over 160 exhibits for convention type shows. The center also offers 12 flexible meeting rooms with 5,804 square feet of cutting-edge amenities and can accommodate up to 1,000 attendees. "The Frank," a multi-disciplinary 11,000 square foot two-story art gallery and learning center, is a curated platform for exhibitions, workshops, lectures, and community engagement projects.

Since its opening, the Civic Center has hosted events such as the Pembroke Pines Charter School graduation ceremony, two major concerts, as well as numerous cultural events and activities. Other events are also scheduled for the remainder of the year. "The Frank" is currently holding its second exhibition and other programming is being developed for this building as well as the adjacent one acre outdoor Central Plaza. The Charles F. Dodge City Center is poised to become Pembroke Pines hub for governance and culture. All are invited to take advantage of the phenomenal amenities and the vast array of cultural events.

Completion of the Charles F. Dodge City Center complex bears testament to our perseverance and innovation. In fact, on June 24, 2017, the U.S. Conference of Mayors bestowed the "Outstanding Achievement Large City 2017 City Livability Award" to the City for Creative Placemaking at the Charles F. Dodge City Center. Additionally, development of other parcels at the City Center Project have also gained traction. The Mill Creek residential project of 700 units is already built and occupied, as is the 365 unit project built by the Related Group. Terra World, LLC has offered to purchase the remaining +/-40 developable acres in two phases. In September 2016 Terra World, LLC closed on Phase I, which will feature roughly 150,000 square feet of commercial/retail. This phase of the development is located along Pines Boulevard and will be anchored by Publix Supermarket. Phase II is in the land use stage and is expected to close by September 2017. Terra plans to build 115,000 square feet of commercial space along with a 387 apartment residential complex consisting of 16 three-story walk-up buildings of varied designs. The former City Hall parcel, which is +/- 13 acres, is slated for re-development and integration into the City Center Project. The parcel has been entitled and the northern +/-6.5 acres is under contract with Terra World LLC. They propose to utilize it for commercial development including a hotel of up to 350 rooms. The southern +/-6.5 acres is currently being marketed as the previous contract was withdrawn.

Overall, the 2017-18 Proposed Budget has benefitted from the recovering economy. The real estate market has experienced significant growth and as a corollary the tax roll shows an 8.6% increase over 2016. The 2017 taxable value of \$11.9 billion is slightly larger than the \$11.8 billion peak in 2007; it has taken the City a decade to fully recover. The Office of Economic and Demographic research expects growth in the state to continue, but at a moderate pace over the next few years. However, the City continues to face higher costs to meet the increases in demand for higher quality service levels.

The City's 2017-18 Expenditure Budget for all funds is \$377.2 million, an increase of \$29.5 million or 8.5% over the 2016-17 Adopted Budget of \$347.7 million. Most of the growth is attributable to the City's operating funds: the General Fund, the Road and Bridge Fund, and the Utility Fund. This budget provides funding for improvements in services, investments in infrastructure, and various facility upgrades. 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 2017-18 Proposed Budget for the General Fund, the City's main operating fund, has a gap of \$1.2 million. The revenue budget is \$192.7 million while the expenditure (including transfers) is \$193.9 million. The revenue budget (including other sources) increased by \$15.9 million, with property tax (the city's largest source of revenue) accounting for \$10.9 million of the increase. The budget for property tax is predicated on an advertised operating millage rate of 6.2130, which is 0.5394 mills above the current millage rate of 5.6736. Administration will work arduously during the next few months to find ways of reducing the operating millage rate by further examining revenue projections and reprioritizing expenditure requests. It is anticipated that these changes will enable us to levy a millage that is lower than the advertised rate. Based on the advertised rate, property tax on the median residence is \$719 for operating purposes as compared to \$610 last year; this is an increase of \$109 for the year.

Net fire expenditures shows a growth of \$1.2 million or 4.64% due mainly to appropriations for employee compensation and construction of the fire training facility. This growth translates to an increase in the fire assessment rates and the associated revenue. The residential fire assessment rate will increase by \$10.20 or 3.90%, from \$261.28 to \$271.48. The year-over-year revenue budget increase associated with fire assessment is \$1.1 million. The fire assessment funds 100% of net fire cost exclusive of the portion that pertains to exempt properties.

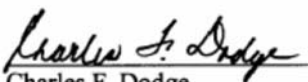
The 2017-18 General Fund expenditure budget is \$193.9 million and provides for increases in general government services, public safety, as well as recreation and culture. The City's law enforcement efforts will benefit from ten additional full-time positions, which include four Police Officers, three Police Service Aides, one Forensic Examiner, one Video Media Examiner, and one Administrative Assistant for the Body Camera Program that was implemented in June 2017. Additionally, in 2017-18, 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 patrol officers, night vision goggles, and body cameras. Several of the City's parks will be renovated and the aquatic interactive play structure at the YMCA Aquatic Center will be replaced. Phase II of the network wiring project will be rolled out to replace the remaining aging network cables. Completion of this project will expand capacity, improve data communication and safeguard against service failures.

The 2017-18 Road and Bridge Fund budget is \$7.0 million, which is \$0.8 million above the 2016-17 adopted budget. The 2017-18 budget includes appropriations for road projects that are of the highest priority. Work pertaining to the widening of Pembroke Road from Dykes Road to Silver Shores will continue as would the extension of Pembroke Road from 196th Avenue to U.S. 27. The latter will be funded from 2016-17 appropriations. The 2017-18 budget also provides funding for pressure washing of curbs/sidewalks along arterial roads and daily litter control for right away areas/swales on Pines Boulevard and Sheridan Street.

The Utility Fund budget for 2017-18 has a budget gap of \$10.8 million. The 2017-18 revenue budget includes a 3.9% increase in water and sewer rates based on the April change in the water and sewerage maintenance consumer price index (CPI). However, the increase is inadequate to cover both the increase in operating and capital costs. It is imperative that we continue to implement the 5-year capital improvement plan to ensure the delivery of high quality services. In order to facilitate implementation of the plan the water and sewer rates will need to increase by 24.7% above the change in CPI. The aggregate increase is equivalent to an \$8.85 combined increase in the monthly residential water and sewer rates based on the 3,000 gallons minimum. Funding for capital items in the 2017-18 capital budget include but is not limited to: (a) replacement of a section of water main on SE 207th Terrance; (b) installation of an air scouring system at the filter bank to eliminate sediment and debris; (c) installation of carbon dioxide injection systems at the WTP, Academic Village and Holly Lakes; (d) refurbishment of lift stations; (e) rehabilitation of the west surge tank; and (f) purchase of a vactor truck to start a 5 year cleaning schedule.

Our priority is to bolster public safety services, maintain the city's immaculate environs, improve our park facilities, upgrade the road networks, and improve the water/sewer infrastructure. These improvements will be executed in a manner that is fiscally sustainable without exerting undue burden on the residents and businesses of our City. Further, we will continue with the City Center Project as well as guide the development of remaining vacant land and the re-development of the eastern section of the City. These initiatives will improve the City's services and promote economic expansion thereby benefitting both residents and businesses alike.

Sincerely,


Charles F. Dodge
City Manager

cfld

Budget-in-Brief

Like 2016-17, 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. The all funds budget for 2017-18 is \$377.2 million, an increase of \$29.5 million over the 2016-17 adopted budget. The City's operating funds account for \$28.0 million or 94.7% of the increase. The 2017-18 budget highlights, including changes from the prior year, are discussed in this subsection.

Expenditure Budget - All Funds Proposed 2017-18 Compared to Adopted 2016-17 (in \$'000)

	2016-17 Adopted	2017-18 Proposed	Change from 2016-17	
			\$	%
General Fund	\$ 176,794	\$ 193,854	\$ 17,060	9.6%
Road & Bridge Fund	6,177	6,959	782	12.7%
Utility Fund	52,085	62,193	10,108	19.4%
Debt Service Fund	26,356	25,567	(789)	-3.0%
Public Insurance Fund	26,045	26,339	294	1.1%
General Pension Trust Fund	10,060	11,055	995	9.9%
Fire & Police Pension Trust Fund	33,751	34,050	299	0.9%
Other Post Employment Benefits Fund	11,827	13,062	1,235	10.4%
All Other Funds	4,563	4,098	(465)	-10.2%
Total Expenditures	\$ 347,658	\$ 377,177	\$ 29,519	8.5 %

General Fund

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

	2016-17 Adopted	2017-18 Proposed	Change from 2016-17	
Description			\$	%
Taxes	\$ 76,176	\$ 87,799	\$ 11,623	15.3%
Permits, Fees & Licenses	38,956	40,393	1,437	3.7%
Intergovernmental Revenue	15,553	16,193	640	4.1%
Charges for Services	31,600	32,029	429	1.4%
Fines & Forfeitures	1,518	1,862	344	22.7%
Miscellaneous Revenues	12,929	14,411	1,482	11.5%
Other Sources	62	-	(62)	-100.0%
Total Revenues	\$ 176,794	\$ 192,687	\$ 15,893	9.0 %

The General Fund revenue budget (including other sources) of \$192.7 million is \$15.9 million or 9.0% greater than the 2016-17 adopted budget, as shown in the table above. The major increases include: (a) \$10.9 million in property tax, (b) \$1.1 million in fire assessment fees, (c) \$0.8 million in red zone infraction fees, (d) \$0.8 million in housing rent, (e) \$0.6 million in EMS grant, (f) \$0.5 million in administrative fees – an interfund charge, and (g) \$0.4 million in rent related to the Howard C. Foreman Campus. These increases were partially offset by a \$0.5 million reduction in court fines and forfeiture. The increase in property tax stems from the operating millage of 6.2130 and the 8.6% increase in taxable value. The 2017-18 proposed operating millage rate is 0.5394 or 9.5% greater than the 2016-17 rate of 5.6736. Based on the City's advertised millage rate of 6.2130 the impact on the median residential property is \$719 compared to \$610 in 2016-17.

The \$1.1 million increase in fire assessment fees is a direct result of the \$1.2 million or 4.6% growth in net fire expenditures. The proposed 2017-18 residential fire assessment rate is \$271.48 per unit, which is \$10.20 or 3.9% above prior year. 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	2016-17	2017-18	Change from 2016-17	
	Adopted	Proposed	\$	%
General Government	\$ 27,907	\$ 38,441	\$ 10,534	37.7%
Public Safety	112,373	115,852	3,479	3.1%
Physical Environment	10,572	2,596	(7,976)	-75.4%
Economic Environment	7,876	8,194	318	4.0%
Human Services	7,351	7,360	9	0.1%
Culture-Recreation	10,715	21,410	10,695	99.8%
Total Expenditures	\$ 176,794	\$ 193,853	\$ 17,059	9.6 %

The \$193.9 million 2017-18 General Fund expenditure budget (including transfers) is \$17.1 million or 9.6% above the adopted 2016-17 budget, as shown in the table above. Most of the \$10.7 million increase in culture-recreation pertains to the transfer of the parks operations from physical environment back to culture-recreation.

The \$10.5 million increase in General Government, which comprise the administrative departments, represents 61.8% of the total year-over-year increase. The main components of the increase include: (a) estimated budget savings and contingency of \$5.2 million; (b) contractual personnel of \$1.5 million, (C) City contribution to general employees' pension of \$0.7 million; and (d) computer programs at \$0.6 million.

The year-over-year increase for Public Safety is \$3.5 million. The major sources of increase include City contribution to Police & Fire pension of \$1.9 million and the fire training facility at \$1.3 million.

Road and Bridge Fund

The Road and Bridge Fund 2017-18 proposed budget is \$7.0 million, an increase of \$0.8 million over the 2016-17 adopted budget. Revenues from local option gas taxes and sanitation fees show a \$0.3 million increase while other sources grew by \$0.4 million to balance the fund. The \$0.8 million net increase in the expenditure budget is the result of a \$1.0 million increase in the operating budget combined with a \$0.2 million decrease in the capital budget. The increase in the operating budget includes mainly: (a) \$0.5 million for pressure washing of curbs/sidewalks along arterial roads; (b) \$0.3 million for lawn and landscaping services; and (a) \$0.3 million for daily litter control for right away areas/swales on Pines Boulevard and Sheridan Street.

Utility Fund

The 2017-18 proposed budget for the Utility Fund has a deficit of \$10.8 million as the growth in expenditures have outpaced revenues. The 2017-18 revenue budget of \$51.4 million is \$0.6 million below that of the 2016-17 adopted budget mainly because the latter included \$1.5 million of retained earnings to balance the fund whereas the 2017-18 does not. The reduction in retained earnings is partially offset by a \$0.9 million increase in charges for services, which is predicated on a 3.9% Consumer Price Index (CPI) increase in water and sewer rates effective October 1, 2017. Water and sewer rates will need to increase by an additional 24.7% to bridge the budget gap and facilitate implementation of the 5-year capital improvement plan on a "pay-as-you-go" basis.

The 2017-18 expenditures budget of \$62.2 million is \$10.1 million above the 2016-17 adopted budget. The increase in expenditures is attributable to a \$4.6 million and a \$5.6 million increase in the operating and capital budgets, respectively. The major components of the increase in appropriations for operations include the following: (a) \$1.1 million for replacement of meters; (b) \$1.0 million for repair and maintenance of buildings, equipment, and motor vehicles; (c) \$0.6 million for administrative fees - an interfund charge; (d) \$0.5 million for cleaning of waste water treatment plant digestors; and (e) \$0.5 million for waste water treatment charges to City of Hollywood.

The \$12.0 million budget for capital includes equipment and upgrades that are indispensable to maintaining the structural integrity and smooth operation of the water and sewer system. Appropriations for capital items consists mainly of: (a) \$2.5 million for purchase and installation of Hypochlorite (CO2 Injection) systems at the Water Treatment Plant (WTP), Academic Village, and Holly Lakes booster stations to improve the disinfection and clarity of our water; (b) \$1.6 million for the replacement of water main on SW 207th Terrace; (c) \$1.2 million for various buildings; (d) \$0.9 million for an air scouring system for the filter bank at the WTP to eliminate sediment and debris; (e) \$0.9 million for computer programs; (f) \$0.8 million for the rehabilitation and replacement of lift stations; (g) \$0.7 million for trucks, which includes a vactor truck; (h) \$0.7 million for generators; and (i) \$0.5 million for rehabilitation of the west surge tank. The following tables compares the 2017-18 budget to prior year.

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

Category	2016-17	2017-18	Change from 2016-17	
	Adopted	Proposed	\$	%
Permits, Fees & Licenses	\$ 92	\$ 113	\$ 21	22.8%
Charges for Services	46,247	47,157	910	2.0%
Miscellaneous Revenues	177	282	105	59.3%
Other Sources	5,570	3,885	(1,685)	-30.3%
Total Revenues	\$ 52,086	\$ 51,437	\$ (649)	-1.2 %

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

Category	2016-17	2017-18	Change from 2016-17	
	Adopted	Proposed	\$	%
Personnel	\$ 2,833	\$ 2,698	\$ (135)	-4.8%
Operating	41,711	46,360	4,649	11.1%
Capital	6,438	12,030	5,592	86.9%
Debt Services	1,049	1,048	(1)	-0.1%
Grants & Aide	55	56	1	1.8%
Other	-	-	-	
Total Expenditures	\$ 52,086	\$ 62,192	\$ 10,106	19.4 %

Other Funds

Pension and Other Post-Employment Benefit Trust Funds

The funds for retiree pension, health, and life insurance benefits, which includes the General Pension Trust Fund, the Fire and Police Pension Trust Fund and the Other Post-Employment Benefits Fund, have an aggregate 2017-18 proposed budget of \$58.2 million. Compared to the 2016-17 adopted budget of \$55.6 million, this is an increase of \$2.5 million or 4.5%. The increase consists mainly of \$1.2 million for rising health insurance costs and claims; \$1.0 million for general employees' retirement benefits, reflecting an increase in the number of retirees, and \$0.2 million for professional services.

All Other Funds

The “All Other Funds” group consists primarily of grant and confiscated funds. The 2017-18 proposed budget for this group stands at \$4.1 million and represents a \$0.5 million or 10.2% decrease compared to the prior year adopted budget. The decrease is mainly attributable to the anticipated 2017-18 State Housing Initiative Partnership (SHIP) allocation, which reflects the State’s expected slowing of future refinancing activity.

Expenditure Budget - All Other Funds
Proposed 2017-18 Compared to Adopted 2016-17
(in \$'000)

Fund	2016-17	2017-18	Change from 2016-17	
	Adopted	Proposed	\$	%
State Housing Initiative Program	\$ 1,010	\$ 689	\$ (321)	-31.8%
HUD Grants CDBG/HOME	956	938	(18)	-1.9%
Law Enforcement Grant	18	18	-	0.0%
Community Bus Program	798	793	(5)	-0.6%
Treasury - Confiscated	60	13	(47)	-78.3%
Justice - Confiscated	111	107	(4)	-3.6%
\$2 Police Education	36	28	(8)	-22.2%
FDLE - Confiscated	233	154	(79)	-33.9%
Older Americans Act	1,325	1,341	16	1.2%
Wetlands Trust Fund	17	17	-	0.0%
Total Expenditures	\$ 4,564	\$ 4,098	\$ (466)	-10.2%

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 2017-18 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. 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. In addition, the 365 luxury rental units that were built by the Related Group on a +/-11 acre City Center parcel is currently being leased as well. The City received an offer from Terra World, LLC to purchase the remaining +/-40 developable acres of the City Center property. The proposed development will feature up to 387 residential units and 265,000 square feet of commercial/retail and office use. Terra plans to purchase and develop this parcel in two phases. Phase 1 is approximately 17.2 acres with 150,000 square feet of commercial/retail slated for development. Terra closed on Phase I in September 2016 and construction has commenced. Phase II, which is approximately 23.1 acres, is in the land use stage and is expected to close by September 2016. This phase features up to 387 residential units and 115,000 square feet of commercial. 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 southern +/- 6.5 acres is currently being remarketed.

Apart from the commercial and residential developments, a multi-purpose civic center, named the Charles F. Dodge City Center, was built at the City Center site. The development of the civic center is a City project, which was financed by General Obligation Bonds and proceeds from the sale of land. The City Center consists of three buildings: (a) a commission chamber, (b) an art gallery, and (c) a combined city hall and great hall. The new city hall 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.

Other activities aimed at promoting the business identify 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 Senor Howard C Forman Services Campus
 - Strategy 4.1.7: Develop a Redevelopment Overlay District
 - Strategy 4.1.8: Develop a Redevelopment Plan for the older strip retail and commercial corridors
 - Strategy 4.1.9: Create Redevelopment Overlay to allow for expansion of site depths along University and Pines Blvd corridors including street closures.
 - Strategy 4.1.10: Promote mixed use redevelopment strategies to enhance economic development in commercial corridors
 - Strategy 4.1.11: Create a small neighborhood grant program to fund small community identified priority projects where residents take responsibility for the ongoing operation and maintenance

Strategy 4.1.12: Improve the aesthetic quality of common areas, medians and swales through improved landscaping and maintenance
Objective 4.2: Promote Redevelopment in the Central Section of the City
Strategy 4.2.1: Continue to support development of City Center
Strategy 4.2.2: Promote City Center as the New Downtown
Strategy 4.2.3: Prepare a Medical District Plan for the area surrounding Memorial Hospital
Strategy 4.2.4: Collaborate with AT&T to move its storage facility away from the Shops at Pembroke Gardens
Strategy 4.2.5: Develop underutilized parcel next to City Center for regional uses
Strategy 4.2.6: Develop a Redevelopment Plan for the older strip retail and commercial corridors
Strategy 4.2.7: Create a small neighborhood grant program to fund small community identified priority projects where residents take responsibility for the ongoing operation and maintenance
Strategy 4.2.8: Improve the aesthetic quality of common areas, medians and swales through improved landscaping and maintenance
Objective 4.3: Promote Redevelopment in the Western Section of the City
Strategy 4.3.1: Prepare reuse and annexation plans for the Broward Correctional Institution Property
Strategy 4.3.2: Purchase South Florida Processing and Distribution Center
Strategy 4.3.3: Develop Reuse Plan for South Florida Processing and Distribution Center
Strategy 4.3.4: Improve the aesthetic quality of common areas, medians and swales through improved landscaping and maintenance
GOAL 5: Develop Infrastructure for Balanced Growth
This goal focuses on providing the necessary infrastructure and services to support the quality of life and economic growth. This includes roadway improvements such as the Pembroke Road/I-75 interchange and widening of roads. Essentially, the City needs to provide infrastructure to sites that are more likely to be developed or redeveloped within the next five years.
Objective 5.1: Improve infrastructure to encourage business growth and expansion
Strategy 5.1.1: Conduct an inventory of roadway deficiencies at key development sites
Strategy 5.1.2: Develop a Funding Plan to improve roadway deficiencies
Objective 5.2: Develop broadband to encourage business growth and expansion to key development sites
Strategy 5.2.1: Inventory current broadband capacity
Strategy 5.2.2: Meet with providers to explore methods of expanding and increasing coverage
Objective 5.3: Support and promote a comprehensive transportation plan for the City
Strategy 5.3.1: Continue to collaborate with regional stakeholders to establish a comprehensive regional transit plan
GOAL 6: Improve Quality of Life-Community Development
The City is looking to change its identity from a bedroom community to a business location. With the development of the Civic Center, the City will be able to promote this as a business and cultural venue.
Objective 6.1: Develop a list of unmet amenities for the City to pursue
Strategy 6.1.1: Examine gaps in services i.e. theatres, bowling alleys, skating rinks, and other evening activity generating uses
Strategy 6.1.2: Promote 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 2016

Monitoring of all Budgets

JANUARY 2017

- 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 2017

- 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 2017

Budget staff reviews and revises narratives as appropriate

APRIL 2017

MAY 2017

JUNE 2017

JULY 2017

- 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 2017

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

SEPTEMBER 2017

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

OCTOBER 2017

- 1 Adopted Budget for Fiscal Year 2018 goes into effect
Publish Adopted Budget Book on the City’s website
<http://www.ppines.com/index.aspx?NID=865>

NOVEMBER 2017

Commission approves Budget Revisions for fiscal year ending 9/30/17

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

Budget Monitoring /Control

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

Accounting for encumbrances provides a means of monitoring and controlling the budgetary process. Approved capital projects and equipment purchases outstanding at the close of the current fiscal year are 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 2017-18 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 2017-18 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 2017-18 Budget.

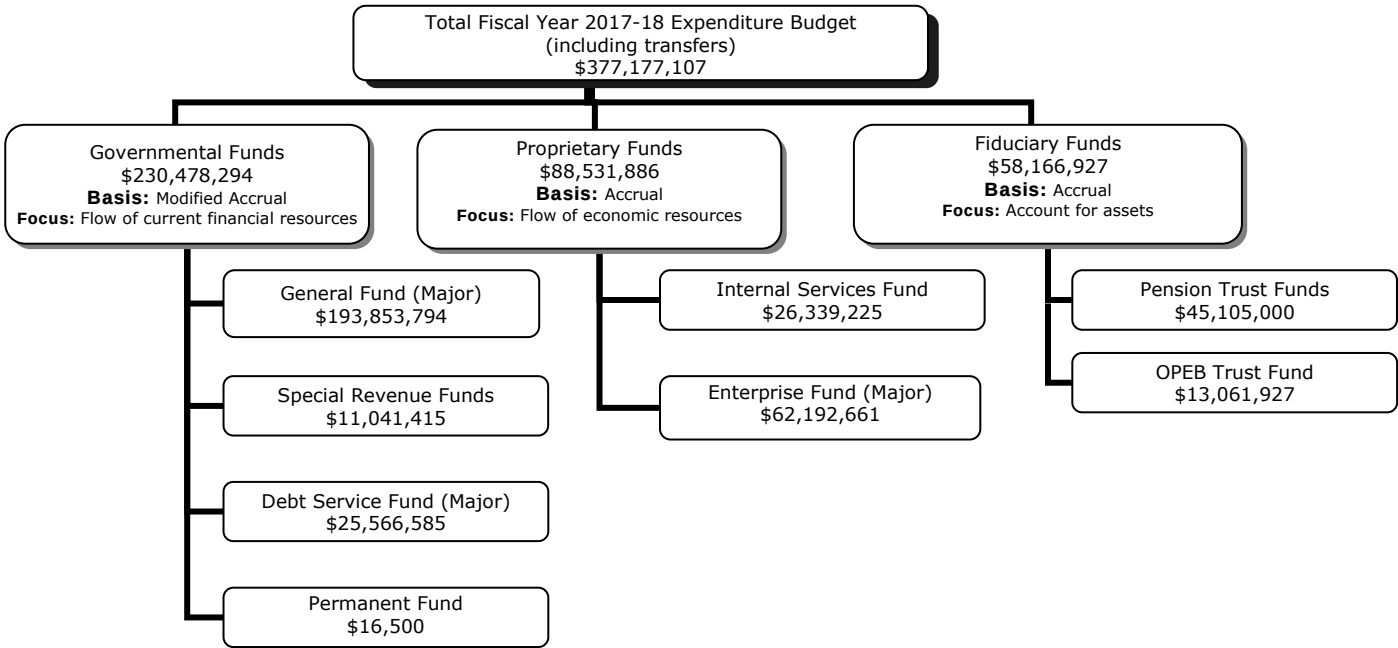
Fiduciary Fund Types

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 59.9% 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 1 full-time, and a net decrease of 30 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 and part-time staff count. All positions changes are presented by division in tabular form later in this section.

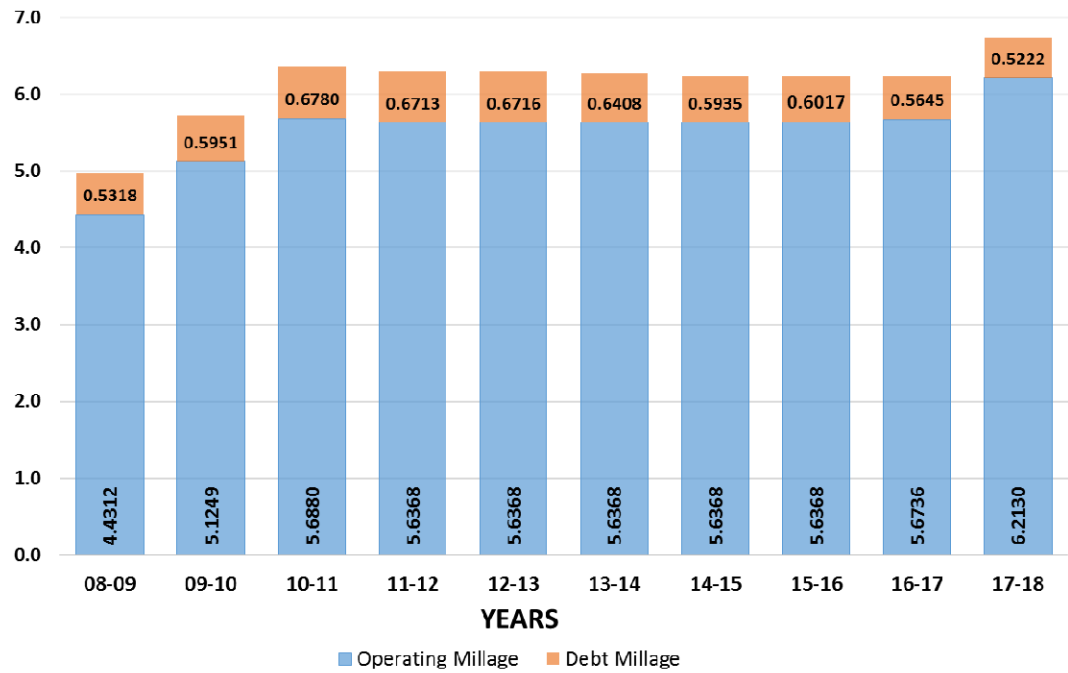
Summary – All Funds Net Changes in Positions			
	Deletions	F / T	P / T
Convert Police Department position to contractual for cost savings	(4)		
Convert Police Code Compliance Department position to contractual for cost savings	(1)		
Convert Fire Prevention Department positions to contractual for cost savings	(1)		(1)
Reduce West Pines EDC positions no longer needed, Site closed	(1)		(11)
Convert WCY EDC positions to contractual for cost savings	(2)		
Convert West EDC Teacher Aide position to contractual for cost savings	(1)		
Transfer Central EDC P/T Teacher Aide positions to Summer Program			(4)
Convert General Government Buildings Facilities Manager to contractual for cost savings	(1)		
Reduce General Government Buildings P/T Building Inspector no longer needed			(1)
Reduce Grounds Maintenance Manager & Special Projects positions no longer needed	(0.5)		(0.5)
Reduce Recreation Administrative Assistant position no longer needed	(1)		
Convert Recreation positions to contractual for cost savings	(1)		(5)
Reduce Recreation P/T Aide position no longer needed			(2)
Reduce Recreation P/T Self Defense Instructor position no longer needed			(3)
Convert Civic & Cultural Facility Art Gallery positions to contractual for cost savings			(2)
Convert Community Services Clerical position to contractual for cost savings	(1)		
Reduce Road & Bridge Manager position no longer needed	(0.5)		
Convert Utilities Administrative Services positions to contractual for cost savings	(1)		(1)
Reduce Utilities Administrative Services Special Projects position no longer needed	(0.5)		
Deletions Subtotal	(16)		(31)
	Additions		
New Police Officers	4		
Police Officer & Service Aide for Red Light Program	2		
P/T Police Office for City Hall/Chambers front desk			1
Additional positions in the Police Department to improve public safety	8		
Recreation Division Director to oversee Recreation Operation	1		
Additions Subtotal	15		1
All Funds Net Change in Positions	(1)		(30)

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 6.7352, which is comprised of an operating millage of 6.2130 and a debt service millage of 0.5222.

MILLAGE RATE SUMMARY



- 1. **Fund Balance Goal:** The City will plan the budget in such a way to retain a General Fund unassigned fund balance of not less than 10% of the total budgeted expenditures.
- 2. **User Fees for Services:** Fees for services will be set with the goal to recover 100 percent of costs, except in specific instances in which the City Commission determines that it is in the public interest to offset some of the cost through use of other revenues, such as general tax support. The same logic applies to services that are funded by grants. In relation to the Utility Fund, which is an enterprise fund, the water and sewer fees are updated annually by the change in the Consumer Price Index for the 12 months ending April of the current year. Other rate increases may be implemented, if approved by the City Commission. Revenues are expected to cover the cost of operations.
- 3. **Full Range of Municipal Services:** The City provides a full range of municipal services in order to maintain and enhance the quality of life in Pembroke Pines. The City acknowledges that the highest priority service areas relate to those that protect and enhance public safety and health.
- 4. **Public Safety Services:** Public safety services are a high priority. The City will ensure that services are provided in an efficient, effective manner, and through thoughtful plans, public safety needs can be met in our growing community. The budget for Police and Fire/Rescue represents 59.8% of the General Fund.
- 5. **Employee Safety / Productivity:** The City has made great strides in updating its fleet of vehicles, and in providing equipment and supplies that enhance the safety and productivity of employees. In the budget, Departments are asked to identify and to request funding to continue this policy of providing up-to-date equipment, supplies, and facilities to assure employee safety.

Financial Policies

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

Most of the policies represent long-standing principles; traditions and practices that have guided the City in the past and have helped maintain financial stability over the last 56 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

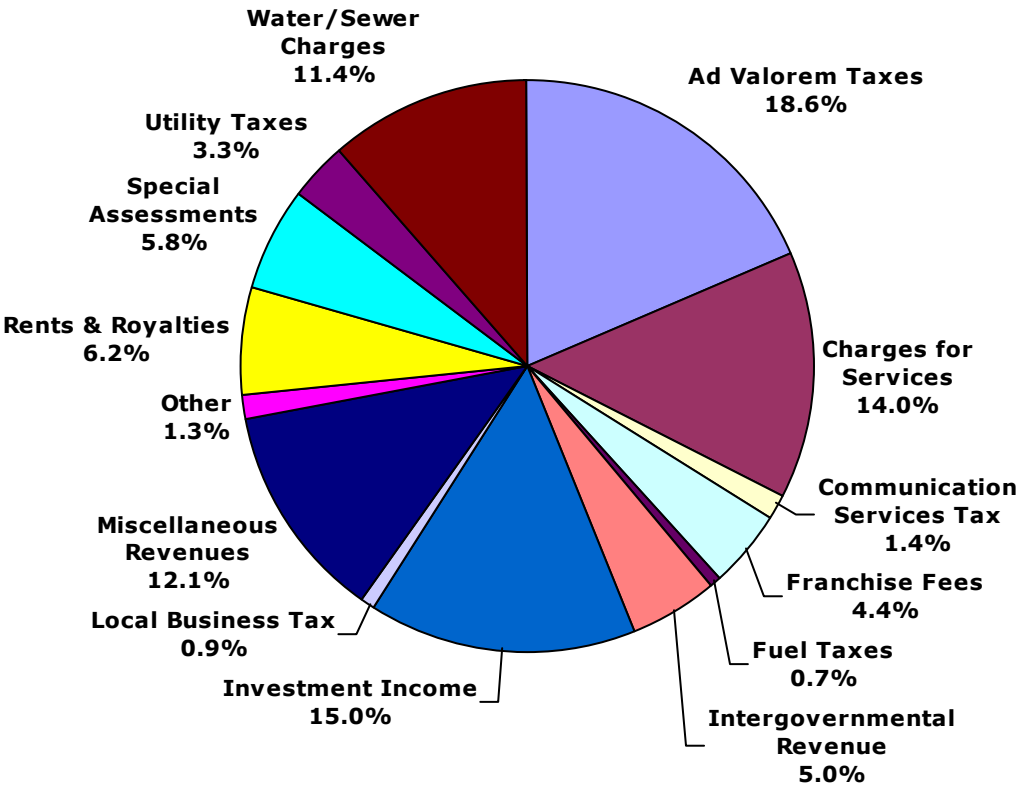
- 1. A purchase of or contract for commodities or services that is estimated by the Chief Procurement Office to cost more than \$25,000 shall be based on competitive bids or competitive proposals as determined by the Chief Procurement Officer except the following exemptions:
 - a. Emergency Purchases
 - 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 2017-18 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%.

2017-18 All Funds Revenue - By Category

Total Revenues (excludes Other Sources) \$408,908,708



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: 2.20%
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 2017
with 12-month average through April 2016.

Projected Population Change: +1.17%, as of April 2016
[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:

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

Step #3 – Calculation of Current Year Projection:

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

Step #4 – Calculation of New Budget Year Projection:

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

Major Revenue Sources

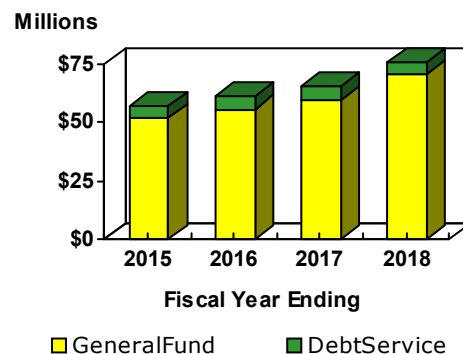
Ad Valorem Taxes

Description

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

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

The 2017-18 Budget is based on an operating millage of 6.2130.



Forecast Methodology and Analysis

The combined operating and debt service millage of 6.7352 multiplied by the taxable value, less 5% for possible adjustments to assessed values and/or discounts taken for early payment.

The \$10.9 million (18.4%) increase in operating Ad Valorem taxes in fiscal year 2017-18 reflects an 8.62% growth in taxable value and a 9.51% increase in the operating millage rate.

Fiscal Year Ending	Operating Millage Rate	General Fund	Debt Millage Rate	Debt Service Fund	Total	% Change
2018	6.2130	\$ 70,064,788	0.5222	\$ 5,888,916	\$ 75,953,704	16.7%
2017	5.6736	59,196,030	0.5645	5,889,763	65,085,793	6.3%
2016	5.6368	55,321,195	0.6017	5,904,829	61,226,024	7.6%
2015	5.6368	51,515,774	0.5935	5,406,078	56,921,852	-

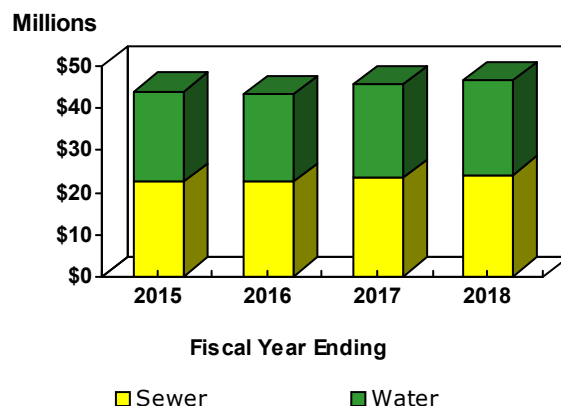
Water & Sewer Charges

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: 1.95% in 2014-15, the rates remained unchanged in 2015-16, and in 2016-17 the rates increased by 4.60%. The rate increase for 2017-18 is 3.88%.

Fiscal Year Ending	Water Charges	Sewer Charges	Total	% Change
2018	\$ 22,427,000	\$ 24,040,000	\$ 46,467,000	2.2%
2017	22,022,000	23,423,000	45,445,000	5.0%
2016	20,944,604	22,325,554	43,270,157	(1.3%)
2015	21,261,046	22,586,436	43,847,482	-

Interest and Other Earnings

Description

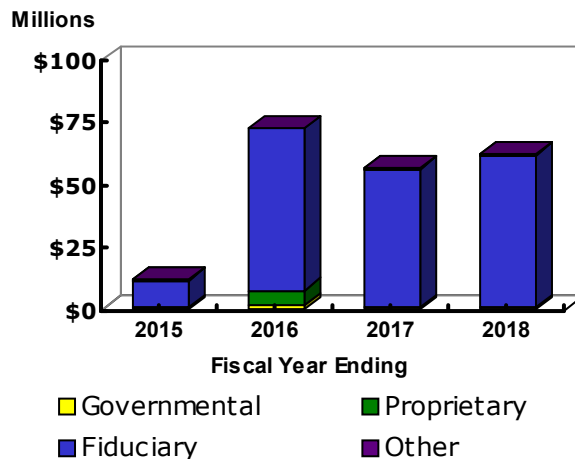
The City pools all cash, cash equivalents and investments, except for accounts that are maintained separately in accordance with legal restrictions. Governmental & business-type investments consist of interest-bearing depository and checking accounts, money market accounts, investment in external investment 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 10.1% increase in 2017-18 is based on the appreciation of investments for the Fiduciary Funds being higher than the projection for 2016-17.

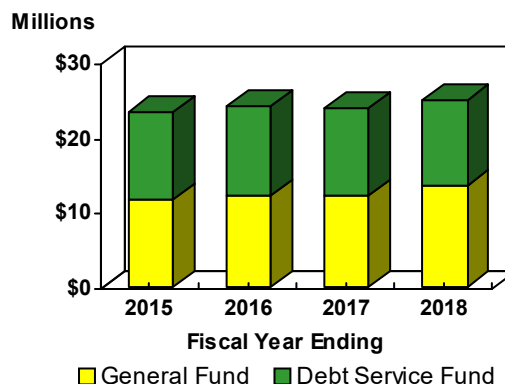


Fiscal Year Ending	Governmental Funds	Proprietary Fund	Fiduciary Funds	Other Funds	Total	% Change
2018	\$ 486,720	\$ 270,000	\$ 60,812,000	\$ 283,603	\$ 61,852,323	10.2%
2017	474,378	165,000	55,251,000	238,120	56,128,498	(22.6%)
2016	1,306,279	6,085,596	64,726,139	354,124	72,472,138	529.7%
2015	-142,822	384,910	10,985,429	282,307	11,509,824	-

Rentals

Description

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



Forecast Methodology and Analysis

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

Fiscal Year Ending	General Fund	Debt Service Fund	Total	% Change
2018	\$ 13,741,304	\$ 11,462,194	\$ 25,203,498	4.2%
2017	12,219,530	11,965,744	24,185,274	(0.6%)
2016	12,301,595	12,030,058	24,331,654	3.0%
2015	11,713,446	11,921,093	23,634,539	-

State Shared Revenues

Description

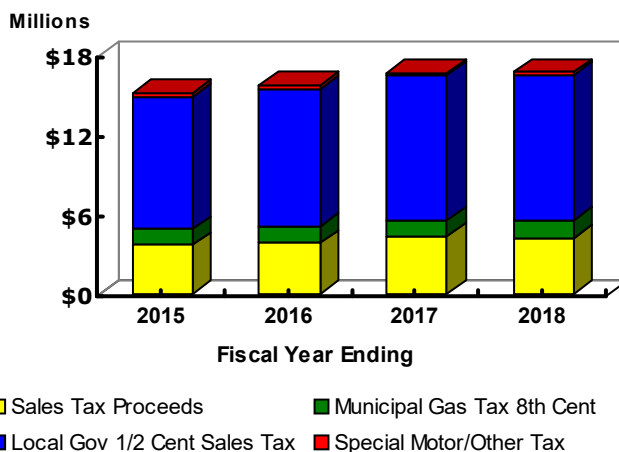
Taxes collected and remitted to the State of Florida are deposited in the State Revenue Sharing Trust Fund for Municipalities. The Trust Fund revenues consist of (1) Sales Tax Proceeds, (2) Municipal Gas Tax 8th Cent, (3) Special Motor and Other Tax, and (4) Local Government 1/2 Cent Sales Tax. The State 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 159,922 to 161,799 from 2015 to 2016, and from 157,905 to 159,922 from 2014 to 2015.

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 0.4% increase for fiscal year 2017-18.



Fiscal Year Ending	Sales Tax Proceeds	Municipal Gas Tax 8th Cent	Local Gov 1/2 Cent Sales Tax	Special Motor/Other Tax	Total	% Change
2018	\$ 4,279,000	\$ 1,337,000	\$ 10,980,000	\$ 221,500	\$ 16,817,500	0.4%
2017	4,366,000	1,301,000	10,859,606	218,715	16,745,321	5.9%
2016	3,897,200	1,261,336	10,400,007	247,503	15,806,045	3.9%
2015	3,747,868	1,201,413	10,013,065	256,262	15,218,608	-

Franchise Fees

Description

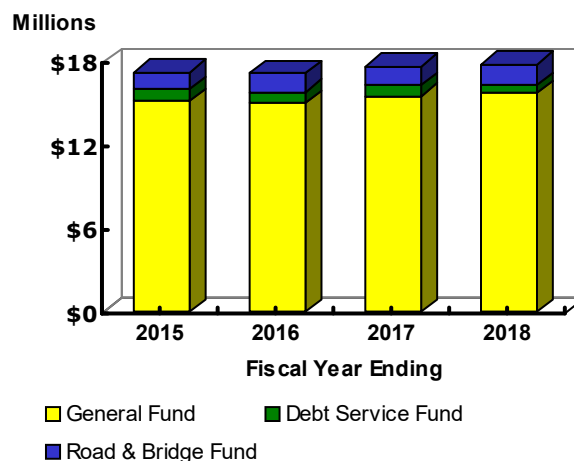
Franchise fees are established by franchise agreements between the City and private service providers of electric, natural gas, sanitation, towing, resource recovery, and recycling. This revenue is generated based on all residential, commercial, and industrial revenues collected by the provider for services 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 2017-18 increase is mainly attributable to Franchise Fees Electric due to increased consumption and rate changes as shown in the 2017-2020 rate settlement.



Fiscal Year Ending	General Fund	Road and Bridge Fund	Debt Service Fund	Total	% Change
2018	\$ 15,706,740	\$ 1,473,608	\$ 644,460	\$ 17,824,808	0.9%
2017	15,542,797	1,309,380	821,895	17,674,072	2.9%
2016	15,003,168	1,351,619	824,273	17,179,061	(0.5%)
2015	15,176,304	1,264,166	820,373	17,260,844	-

Public Services Taxes

Description

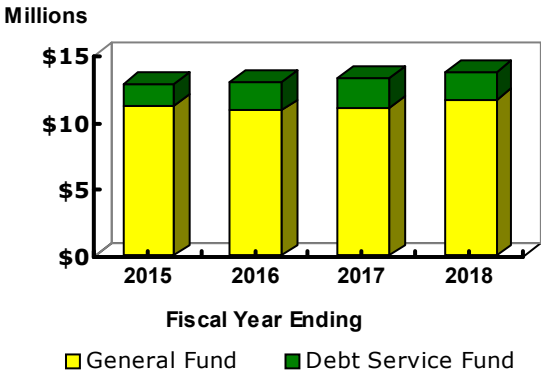
A tax levied on the purchase of electricity, natural gas, propane, and water.

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 2017-18 increase of 3.1% is due mainly to base rate increases, which are part of the 2017-2020 rate settlement.



Fiscal Year Ending	General Fund	Debt Service Fund	Total	% Change
2018	\$ 11,708,642	\$ 1,986,358	\$ 13,695,000	3.1%
2017	11,104,776	2,181,224	13,286,000	2.2%
2016	10,847,727	2,148,110	12,995,837	1.0%
2015	11,222,415	1,642,948	12,865,364	-

Fire Protection Special Assessment

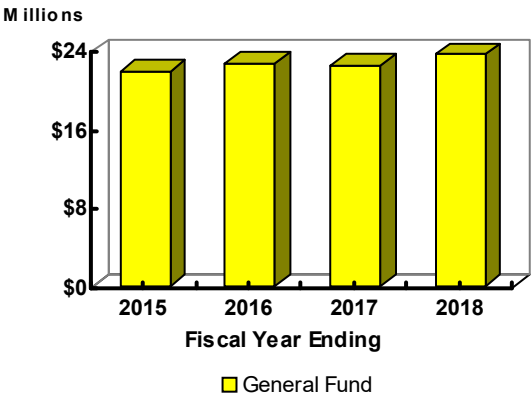
Description

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 4.7% increase for 2017-18 reflects a \$1.2 million increase in assessable costs at a 100% levy of assessable costs.

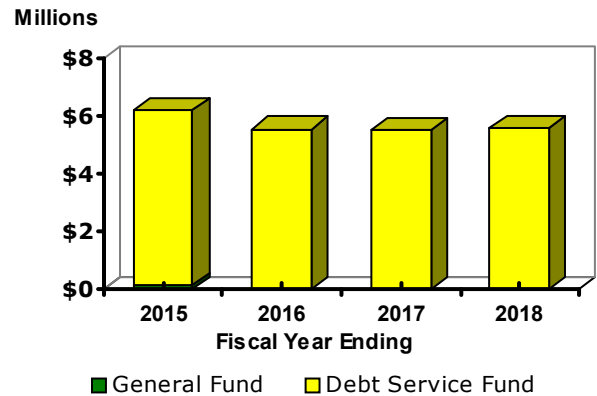


Fiscal Year Ending	General Fund	% Change
2018	\$ 23,652,568	4.7%
2017	22,600,762	(0.4%)
2016	22,698,380	3.1%
2015	22,015,192	-

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 2014-15 are mainly due to changes in technology. Cable service adds some stability to this revenue source.

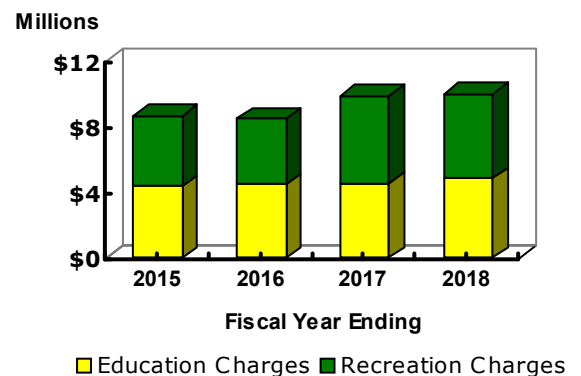
Fiscal Year Ending	General Fund	Debt Service Fund	Total	% Change
2018	\$ 0	\$ 5,549,000	\$ 5,549,000	0.7%
2017	0	5,509,584	5,509,584	(0.6%)
2016	0	5,545,281	5,545,281	(10.5%)
2015	169,075	6,028,397	6,197,471	-

Education and Recreational/Cultural Charges

Description

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

These revenues are accounted for in the General Fund.



Forecast Methodology and Analysis

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

The 1.2% change in 2017-18 is mainly attributable to the 2.2% increase in early development center fees and summer program fees at the Early Development Centers.

Fiscal Year Ending	Education Charges	Recreation Charges	Total	% Change
2018	\$ 4,829,778	\$ 5,177,471	\$ 10,007,249	1.2%
2017	4,519,831	5,371,959	9,891,790	16.7%
2016	4,481,072	3,994,843	8,475,914	(1.9%)
2015	4,389,934	4,252,032	8,641,965	-

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.

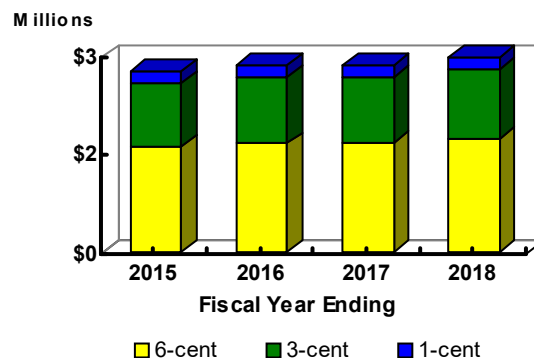
Pursuant to F.S. 336.025(1)(b)(2) the county has exercised its authority in levying a 1-cent tax on every gallon of motor fuel (excluding diesel fuel) sold in the county. The proceeds may be used for transportation expenditures needed to meet the requirements of the capital improvement elements of the 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 4.5% increase in 2017-18 is predicated on increased consumption associated with an improving economy.



Fiscal Year Ending	6-cent	3-cent	1-cent	Total	% Change
2018	\$ 1,753,000	\$1,071,000	\$ 182,000	\$ 3,006,000	4.5%
2017	1,676,000	1,026,000	174,000	2,876,000	0.2%
2016	1,670,881	1,024,331	173,717	2,868,929	3.2%
2015	1,617,019	994,588	168,673	2,780,280	-

Local Business Tax

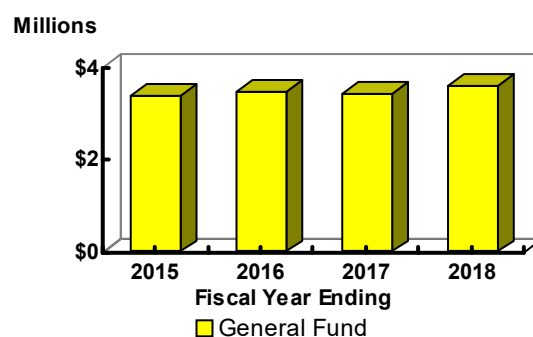
Description

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. The 2017-18 forecast anticipates an expansion in businesses.



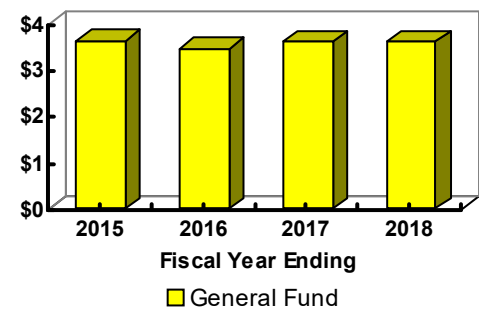
Fiscal Year Ending	General Fund	% Change
2018	\$ 3,580,000	5.2%
2017	3,404,000	(1.5%)
2016	3,455,361	2.3%
2015	3,378,223	-

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
2018	\$ 3,600,000	-
2017	3,600,000	4.3%
2016	3,450,021	(4.9%)
2015	3,628,917	-

Fines & Forfeitures

Description

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

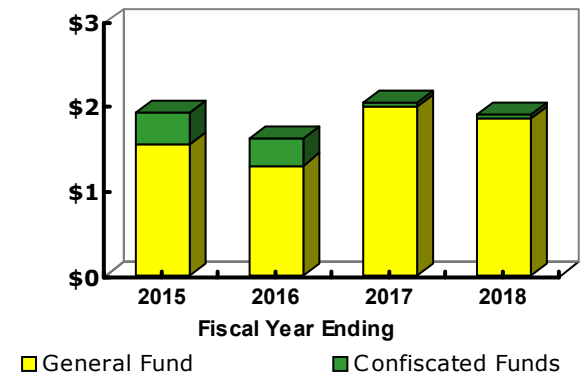
Forecast Methodology and Analysis

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 7.1% decrease in 2017-18 is based on a reduction of revenue from violations of local ordinance.

Millions



Fiscal Year Ending	General Fund	Confiscated Funds	Total	% Change
2018	\$ 1,861,820	\$ 28,382	\$ 1,890,202	(7.1%)
2017	1,999,475	35,616	2,035,091	25.1%
2016	1,299,092	328,261	1,627,354	(15.5%)
2015	1,553,068	371,709	1,924,777	-

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.

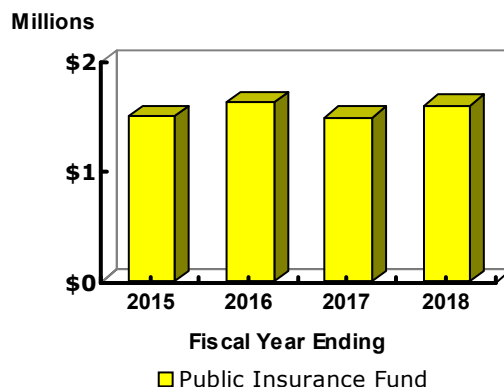
These contributions are accounted for as revenue in the Public Insurance Fund.

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
2018	\$ 1,595,099	7.2%
2017	1,487,314	(8.7%)
2016	1,629,033	8.8%
2015	1,497,333	-



City Pension Contribution

Description

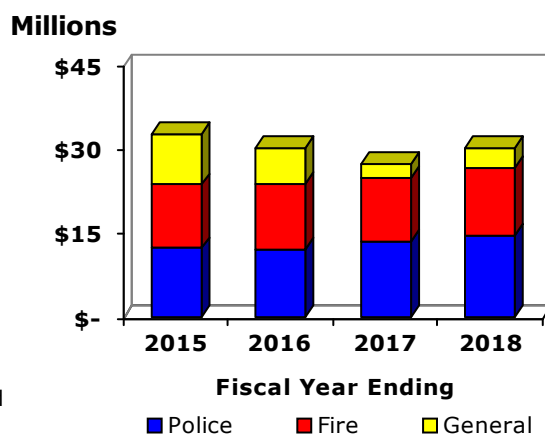
The City contributes an amount equal to/or exceeding the Annual Required Contribution (ARC) as determined by the actuary to the applicable Pension Trust Fund.

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 10.5% increase in 2017-18 is attributable to increases in the City contribution to the Fire and Police Plan as well as the General Employees' Pension Plan of \$1.9 and \$1.0 million, respectively.



Fiscal Year Ending	Fire	Police	General	Total	% Change
2018	\$ 12,087,042	\$ 14,663,431	\$ 3,500,000	\$ 30,250,473	10.5%
2017	11,284,810	13,600,076	2,500,000	27,384,886	(9.9%)
2016	11,678,340	12,230,627	6,500,000	30,408,967	(7.6%)
2015	11,417,200	12,302,161	9,174,902	32,894,263	-

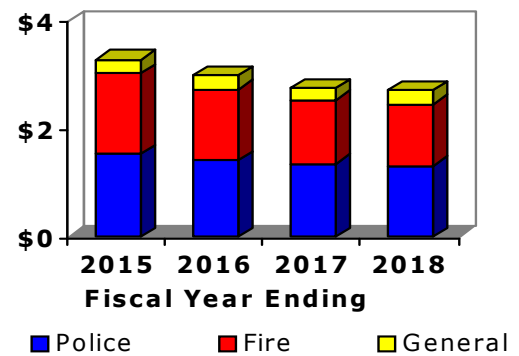
Employee Pension Contribution

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 2017-18 decrease of 2.0% is attributable to the reduction in employee contribution from participants of the Fire and Police Pension Plan.

Fiscal Year Ending	Fire	Police	General	Total	% Change
2018	\$ 1,143,285	\$ 1,313,612	\$ 241,596	\$ 2,698,493	(2.0%)
2017	1,174,647	1,348,104	229,490	2,752,241	(7.6%)
2016	1,311,612	1,418,782	249,518	2,979,912	(9.1%)
2015	1,488,326	1,538,539	251,779	3,278,644	-

Major Revenues

% Total 2017-18 Revenue Budget

Description	2017-18 Budget	% of Total
Ad Valorem Taxes	75,953,704	18.6%
Interest & Other Earnings	61,852,323	15.1%
Water & Sewer Charges	46,467,000	11.3%
City Pension Contribution	30,250,473	7.4%
Rentals	25,203,498	6.2%
Fire Protection Special Assessment	23,652,568	5.8%
Franchise Fees	17,824,808	4.4%
State Shared Revenues	16,817,500	4.1%
Public Services Taxes	13,695,000	3.3%
Education & Recreational/Cultural Charges	10,007,249	2.4%
Communication Services Tax	5,549,000	1.4%
Rescue Transport Fees	3,600,000	0.9%
Local Business Tax	3,580,000	0.9%
Local Option Gas Tax	3,006,000	0.7%
Employee Pension Contribution	2,698,493	0.7%
Fines & Forfeitures	1,890,202	0.5%
Employee Health Contributions	1,595,099	0.4%
Total Major Revenues	\$ 343,642,917	83.9%
Total Revenues	\$ 409,412,011	

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 as well as a 3.0% 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

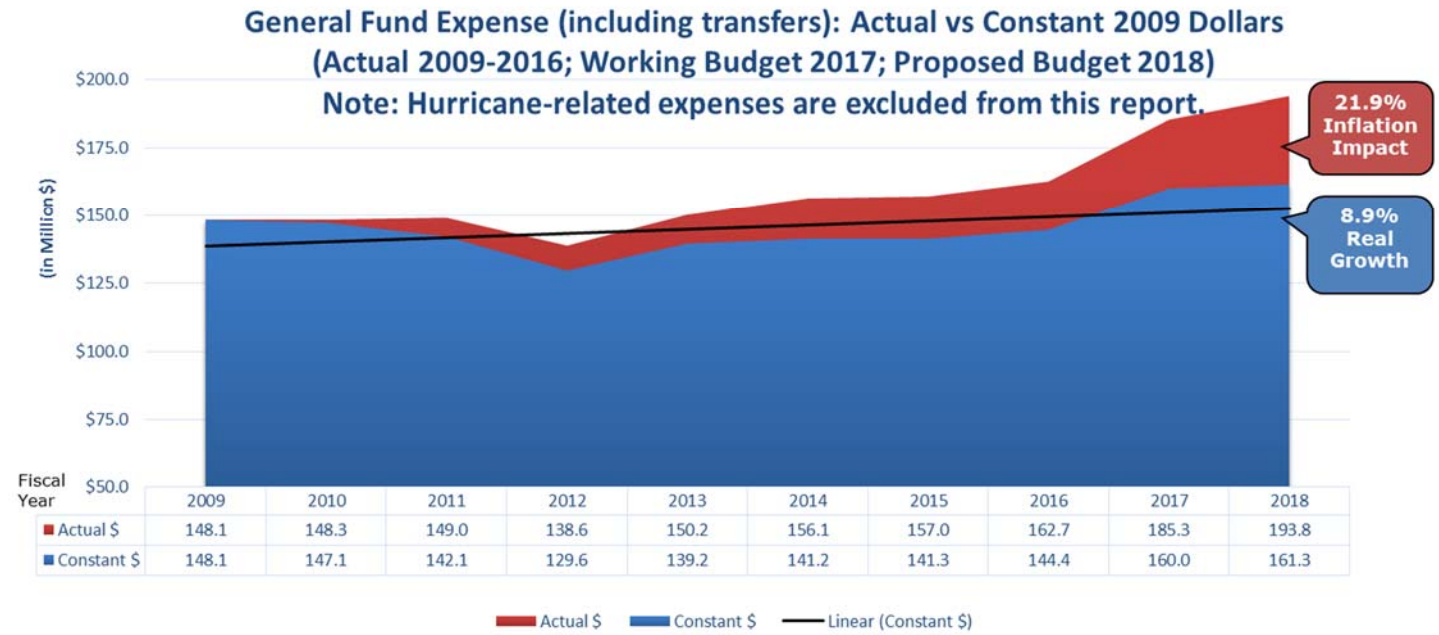
Projected expenditures are based on an estimated cost to completion.

General Fund 10-Year Expenditure Analysis

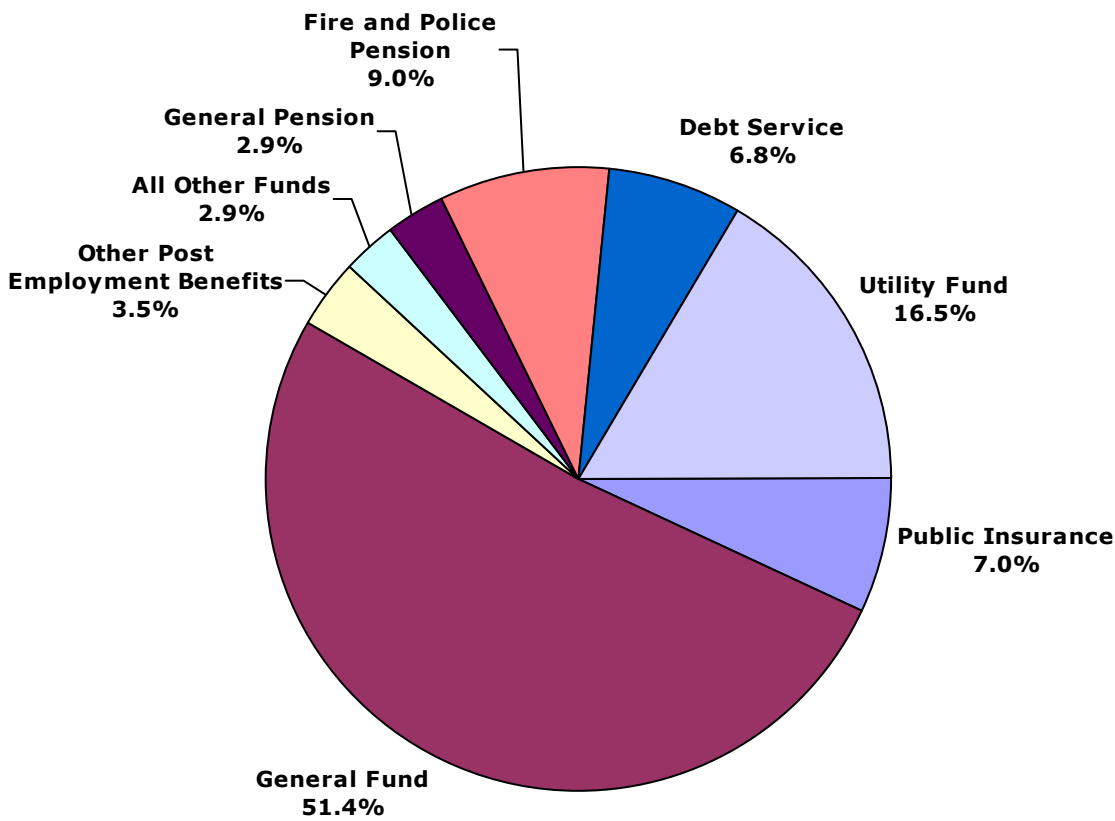
Growth in Constant 2009 Dollars: Consistent with guidelines, expenditure containment has been one of the underpinning principles of the budget development process. Over the past ten years the General Fund budget has experienced total growth of \$45.6 million or 30.8%. Using 2009 constant dollars to account for the impact of inflation, the real growth was \$13.2 million or 8.9%, with the remaining \$32.4 million or 21.9% growth due to inflation. The actual \$45.6 million increase is attributable to rising operating expenditures of \$32.8 million (+112.1%), \$10.4 million (+440.6%) in capital expenditures, \$2.1 million (+309.6%) in other expenditures, and \$0.2 million (+0.2%) in personnel expenses.

The \$32.8 million or 112.1% unadjusted increase in operating expenditure reflects mainly a change in service delivery as many City jobs were transitioned to contractual services in response to the real estate crash of 2008-2009. Other components of the increase include the operating expenses to run and maintain the new City Hall Civic Center, and \$3.8 million in repair and maintenance services.

The \$10.4 million or 440.6% increase in capital expenditures is due to the replacement of vehicles in the Public Safety Sector, improvements other than building in the Recreation Department, various technology projects throughout the city, as well as a Fire Training Facility and communication system.

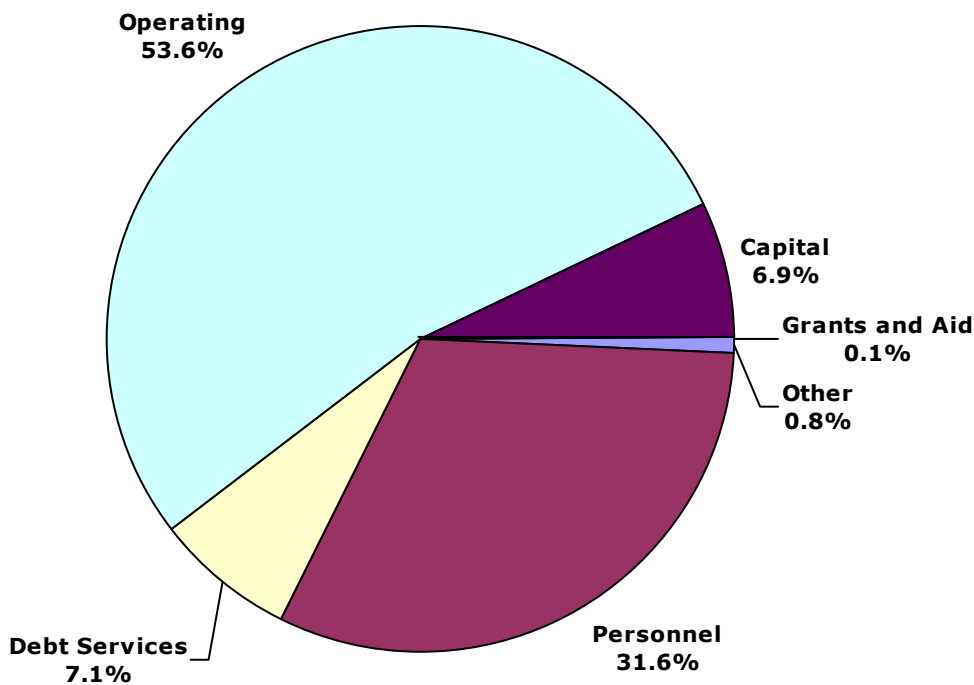


Expenditures By Fund



Total Expenditures (including transfers) \$377,177,107

Expenditures By Category



Position Changes

2017-18 Budget as Compared to 2016-17 Adopted Budget

Full Time Part Time

1 General Fund

3001 Police

12119 Finance Assistant	1	-
12425 Police Officer	4	-
12452 Logistics-Fleet Supervisor	1	-
12453 Logistics-Fleet Coordinator III	1	-
12454 Logistics Coordinator III	-1	-
12481 Logistics Manager II	-1	-
12525 Administrative Assistant I	1	-
12638 Forensic Examiner I	1	-
12655 Sergeant	1	-
12684 Clerical Spec II	-3	-
12723 Systems Administrator	-1	-
12938 Police Support Specialist IV	1	-
12939 Video Media Examiner	1	-
12985 Police Service Aide I	2	-

3001 Police 3001 Red Light Camera Program

12425 Police Officer	1	-
12985 Police Service Aide I	1	-

3001 Police 9007 Code Compliance

12684 Clerical Spec II	-1	-

3001 Police 9 -

4003 Fire/Rescue

12679 Clerical Spec I	-1	-
12684 Clerical Spec II	1	-
12835 Driver/Engineer	-2	-
12836 Driver Engineer - P/M	2	-

4003 Fire/Rescue 678 Fire Prevention

12685 Clerical Aide	-1	-
12699 Clerical Coordinator	1	-
12925 Fire Inspector	-1	-
13681 P/T Clerk Spec II	-	-1

4003 Fire/Rescue -1 -1

5002 Early Development Centers 201 West Pines pre-school

12143 EDC Teacher	-1	-
12781 Site Supervisor	-1	-
13408 P/T EDC Clerical Spec I	-	-1

Position Changes

2017-18 Budget as Compared to 2016-17 Adopted Budget

Full Time Part Time

1 General Fund

5002 Early Development Centers 201 West Pines pre-school

13551 P/T Teacher Aide	-	-10

5002 Early Development Centers 203 Charter EDC - Village Center

12781 Site Supervisor	1	-

5002 Early Development Centers 205 WCY EDC

12143 EDC Teacher	-1	-
12780 Teacher Aide	-1	-

5002 Early Development Centers 208 Charter EDC - West

12143 EDC Teacher	1	-
12780 Teacher Aide	-2	-

5002 Early Development Centers 209 Charter EDC - Central

12143 EDC Teacher	-1	-
12972 EDC Clerical Spec I	1	-
13551 P/T Teacher Aide	-	-4

5002 Early Development Centers	-4	-15

6001 General Gvt Buildings

12489 Facilities Manager	-1	-
13484 P/T Building Inspector	-	-1

6001 General Gvt Buildings 345 City Hall/Chambers

13410 P/T Police Officer	-	1

6001 General Gvt Buildings	-1	-

6004 Grounds Maintenance

12496 Grounds Maint/R&B Manager	-0.5	-
13164 Special Projects Manager	-	-0.5

6004 Grounds Maintenance 930 Public Services & Park Maintenance

12409 PS Park Supervisor	-2	-
12495 Parks Maintenance Manager	-1	-

6004 Grounds Maintenance	-3.5	-0.5

6006 Environmental Services (Engineering)

12774 Engineer	-0.5	-

6006 Environmental Services (Engineering)	-0.5	-

Position Changes

2017-18 Budget as Compared to 2016-17 Adopted Budget

Full Time Part Time

1 General Fund

7001 Recreation and Cultural Arts

12006 Assistant Athletic Coordinator	-1	-
12181 Division Director of Recreation	1	-
12409 PS Park Supervisor	2	-
12495 Parks Maintenance Manager	1	-
12525 Administrative Assistant I	-1	-
12559 Recreation Supervisor II	-1	-
12581 Recreation Specialist II	-1	-
12594 Soccer Coordinator	1	-
12595 Youth League Supervisor	1	-
13405 P/T Art Teacher	-	-2
13454 P/T Administrative Assistant	-	-1
13495 P/T Recreation Aide	-	-2
13527 P/T Self Defense Instructor	-	-3
13528 P/T Assistant PAC Program Director	-	-1
13531 P/T Assistant Program Coordinator	-	1
13563 P/T Recreation Leader	-	-1
13602 P/T Recreation Specialist	-	-1

7001 Recreation and Cultural Arts 2 -10

7010 Civic and Cultural Facility 350 Art Gallery

13562 P/T Curator	-	-1
13680 P/T Clerk Spec I	-	-1

7010 Civic and Cultural Facility - -2

8001 Community Services

12685 Clerical Aide	-1	-

8001 Community Services -1 -

1 General Fund Total - -28.5

100 Road & Bridge Fund

6002 Maintenance

12496 Grounds Maint/R&B Manager	-0.5	-

6002 Maintenance -0.5 -

100 Road & Bridge Fund Total -0.5 -

471 Utility Fund

Position Changes

2017-18 Budget as Compared to 2016-17 Adopted Budget

Full Time Part Time

471 Utility Fund

6010 Utilities Admin Services

12027 Utility Operations Manager	-1	-
12774 Engineer	0.5	-
13163 Division Director of Utilities	-	-1
13164 Special Projects Manager	-	-0.5

6010 Utilities Admin Services -0.5 -1.5

471 Utility Fund Total -0.5 -1.5

Total Change for All Funds	-1	-30

Position History By Department

	2014-15 Actual		2015-16 Actual		2016-17 Adopted Budget		2017-18 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	8	3	8	3	8	3
2001 Finance	14	1	13	-	13	-	13	-
2002 Technology Services	18	-	15	-	15	-	15	-
201 City Manager	1.5	3	1.5	3	1.5	2	1.5	2
202 Human Resources	5	-	4	-	3	-	3	-
3001 Police	298	4	302	4	314	5	322	5
3001 Police 3001 Red Light Camera Program	-	-	-	-	-	-	2	-
3001 Police 303 SRO program	-	23	-	24	-	24	-	24
3001 Police 313 Broward College SRO	-	2	-	2	-	2	-	2
3001 Police 9007 Code Compliance	11	-	15	-	15	-	14	-
4003 Fire/Rescue	206	2	206	1	206	1	206	1
4003 Fire/Rescue 678 Fire Prevention	10	1	10	1	10	1	9	-
5002 Early Development Centers 201 West Pines pre-school	2	11	2	12	2	11	-	-
5002 Early Development Centers 203 Charter EDC - Village Center	1	10	1	12	1	12	2	12
5002 Early Development Centers 205 WCY EDC	7	20	7	18	7	18	5	18
5002 Early Development Centers 208 Charter EDC - West	19	31	15	29	15	29	14	29
5002 Early Development Centers 209 Charter EDC - Central	15	32	15	32	15	32	15	28
5005 W.C.Y Administration	-	-	-	-	-	-	-	-
6001 General Gvt Buildings	5.5	1	8	1	8	1	7	-
6001 General Gvt Buildings 345 City Hall/Chambers	-	-	-	-	-	-	-	1
6001 General Gvt Buildings 350 Art Gallery	-	-	-	-	-	-	-	-
6004 Grounds Maintenance	2	-	1.5	0.5	1.5	0.5	1	-
6004 Grounds Maintenance 930 Public Services & Park Maintenance	44	17	3	-	3	-	-	-
6005 Purchasing/Contract Administration	2	-	1	-	1	-	1	-
6006 Environmental Services (Engineering)	2.5	-	2.5	-	2.5	-	2	-
6008 Howard C. Forman Human Services Campus	1	-	-	-	-	-	-	-
7001 Recreation and Cultural Arts	22	69	21	69	19	68	21	58
7001 Recreation and Cultural Arts 350 Art Gallery	-	-	-	-	-	-	-	-
7010 Civic and Cultural Facility 350 Art Gallery	-	-	-	1	1	2	1	-
8001 Community Services	2.5	-	2.5	-	2.5	-	1.5	-
8002 Housing Division	0.75	-	0.75	-	0.25	-	0.25	-
8002 Housing Division 603 Rental - Pines Place	1.75	-	1.75	-	0.25	-	0.25	-
9002 Planning and Economic Development	4	2	4	2	4	2	4	2
1 General Fund	705.5	237	661.5	220.5	669.5	219.5	669.5	191
6002 Maintenance	-	-	0.5	-	0.5	-	-	-
100 Road & Bridge Fund	0	0	0.5	0	0.5	0	0	0
3015 Victims of Crime Act Grant	-	1	-	1	-	1	-	1
122 Law Enforcement Grant	0	1	0	1	0	1	0	1
6010 Utilities Admin Services	9.5	2	7	1.5	7	1.5	6.5	-
471 Utility Fund	9.5	2	7	1.5	7	1.5	6.5	0
203 Self Insurance 401 Administration	1	-	1	-	1	-	1	-

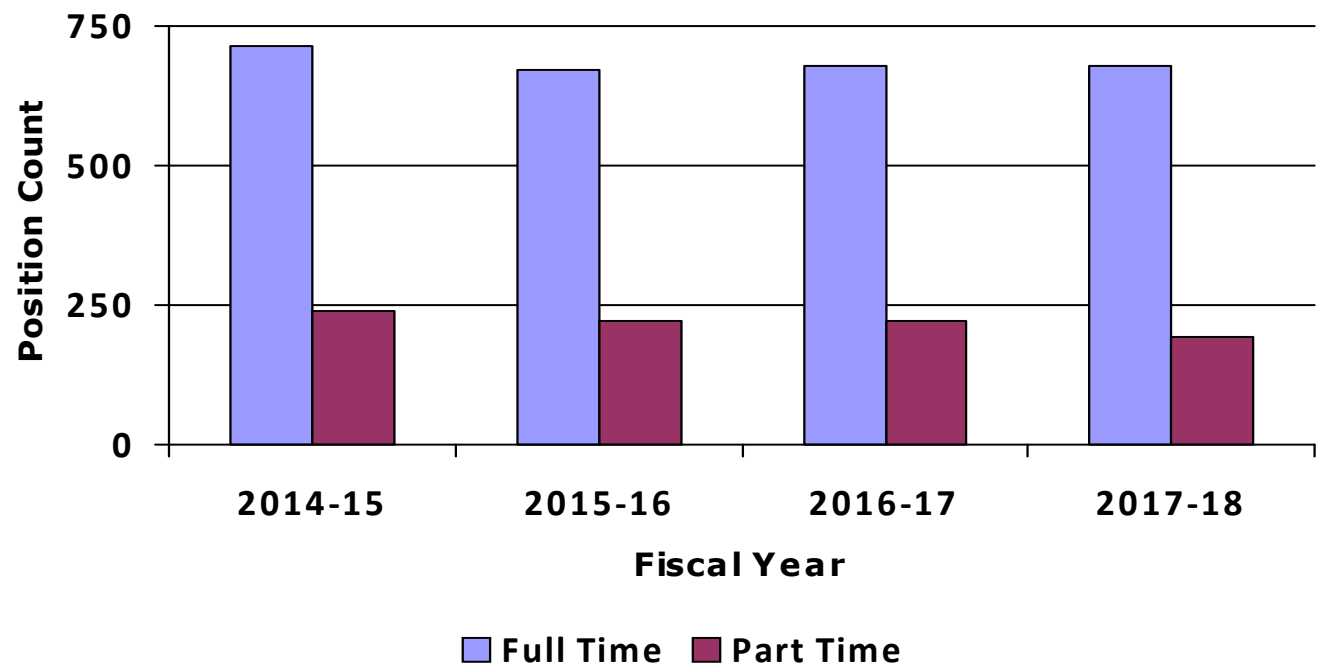
Position History By Department

	2014-15 Actual		2015-16 Actual		2016-17 Adopted Budget		2017-18 Budget	
	FT	PT	FT	PT	FT	PT	FT	PT
504 Public Insurance Fund	1	0	1	0	1	0	1	0

Total All Funds	716	240	670	223	678	222	677	192

	2014-15	2015-16	2016-17	2017-18
Total Full Time Equivalents (FTE):	836	781.5	789	773

Position Count History



ECONOMIC ANALYSIS

In March 2017, 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, 3.1% in 2015 and 3.6% in 2016. 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 2016, Florida produced the fourth highest State Foreclosure Rate with its highest months being July and August. Florida’s active foreclosure rate fell by 40% in 2016. 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 more than 1,000 days. 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 June, Broward County had a foreclosure rate of 1 in every 1,356 housing units, while its neighboring counties, Miami-Dade and Palm Beach County, have rates of 1 in every 6962 and 1 in every 1,280 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 1,175 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 June 2017, Pembroke Pines has a median home value of \$280,100 while in August 2015, the median home value was \$256,000, showing that the median home value has increased by nearly 9.4% over the past year. The median home value also showed more than 9% growth between June 2016 and June 2017. 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 4.1% in June 2017 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 June 2017 there were about 418,900 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 3.8% as of May 2017, which is below last year’s unemployment rate of 4.6%. 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 4.2%, 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 2.0% over the period from June 2016 to June 2017. The shelter and medical care indexes were the leading contributors to the increase over the prior year, up 0.8 and 1.1 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 increased by 11.3% from 2015 to 2016. The value of construction, led by the commercial sector, decreased by 64.5%, despite this decline the gross assessed value increased 8.4% or \$1.2 billion.

City of Pembroke Pines, Florida

Property Value and Construction (1) Last Ten Fiscal Years

<u>Year</u>	<u>Total Permits Issued</u>	<u>Miscellaneous</u>		<u>Residential</u>		<u>Commercial</u>		<u>Total Value of Construction</u>	<u>Gross Assessed Value (3)</u>
		<u>Permits Issued (2)</u>	<u>Valuation</u>	<u>Number of Units</u>	<u>Valuation</u>	<u>Number of Units</u>	<u>Valuation</u>		
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
2016	7,264	7,110	114,938,007	134	21,478,982	20	103,170,457	239,587,447	16,053,238,879

(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 - June, 2017)

Source: SE Regional Climate Center (Ft. Lauderdale)	
Average minimum temperature (F)	78.01
Average maximum temperature (F)	90.00
Average annual temperature (degrees)	84.00
Average annual precipitation (inches) since 1912	60.85

Future Land Use Designation (2016) (%)

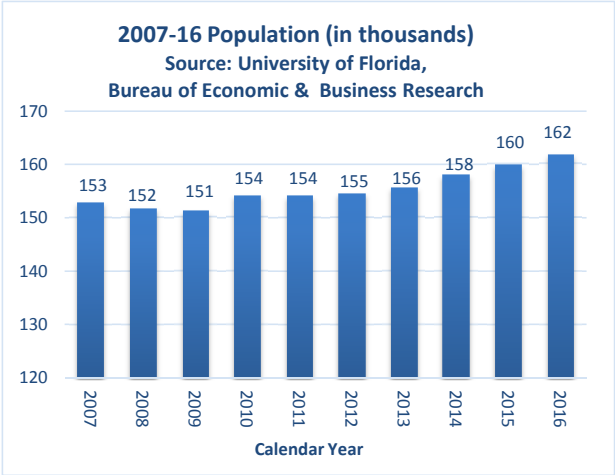
Source: City of Pembroke Pines Planning Department	
Recreation & Open Space/Conservation/Commercial Recreation	5%
Residential	71%
Agricultural	5%
Commercial	9%
Industrial	3%
Community Facility	3%
Transportation / Utility	4%
	100%
Total Planning Area (acres)	22,541

Elections (November 2016)

Source: Broward County Supervisor of Elections	
Active Voters - 17th Congressional March 2016	109,998
Votes Cast Last City Election	57,445
Charter Amendment 2- Annual Review of Officers - Nov 6, 2012	
% Voting Last City Election	52.22%

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	2.00%	3,198
	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	15.70%	25,108
	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	53.8%	86,038
	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	29.0%	16,359
	100.0%	56,409

Average Household (persons)	2.94
Source: 2015 American Community Survey and Bureau of Economic & Business Research, University of Florida	

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 (2016 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	\$ 133,152	1.26%
Pembroke Lakes Mall LTD	119,747	1.13%
Arium Resort LLC	105,559	1.00%
AVR Pembroke Pines I LLC	94,600	0.90%
Altis at Sheridan Village LLC	71,927	0.68%
AVR Pembroke Pines II LLC	62,066	0.59%

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

2015-16	4.2%	2010-11	9.1%
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%

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

2015-16	7,264	\$ 239,587,447
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

2007-2016 Final Gross Taxable Value

Source: DR420



ECONOMICS (continued)

2016 Principal Employers Corporate Human Resource Departments
(Total Full-time and Part-time positions)

Memorial Healthcare System	2,300
City of Pembroke Pines	1,498
Correct Care Solutions LLC	1,001
Waste Management Miami Inc.	1,000
Memorial Hospital Pembroke	700
South Area Transportation	500
Voice Mail Inc.	499
Wal-Mart	320
JC Penny	301
Reuter Recycling of Florida	300

SERVICE STATISTICS

Water (September 30, 2016) Source: Water Department

Water Accounts	43,329
Operating Wells	9
Daily Pumping Wells Capacity (MGD)	22.0
Average Daily Water Pumping (MGD)	15.0
Total Daily Pumping Plant Capacity (MGD)	18.5

Sewer (September 30, 2016) Source: Sewer Department

Miles of Sanitary Sewers	449
Average Daily Treatment (MGD)	6.0
Average Daily Treatment Capacity (MGD)	9.0

Public Works (September 30, 2016) Source: Public Svcs. Dept.

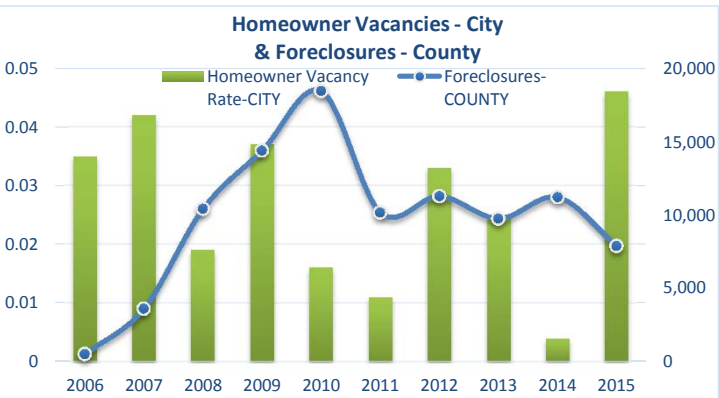
Residential Solid Waste Customers	38,030
Solid Waste Collected (tons)	114,463

Educational System (July 2016) Source: Charter Schools Admin.

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

Center for Arts (2016) Source: Recreation Dept.

Number of Event Days - Walter C. Young	0
Number of Event Days - River of Grass	327
Theaters	2



(Source: American Community Survey & County Appraiser Office)

Fiscal Year 2016-17 Property Taxable and Assessed Valuation

Source: Broward County Property Appraiser [DR403V and DR420]

Total Just Value	\$17,578,628,055
Less: Tax Exempt Property	-1,450,762,336
Differentials (Just Value - Assessed)	-3,190,398,919
Personal Exemptions	-1,962,792,426
Value Adjmt Bd/Appraiser Adjmts	-45,962,643
Operating Taxable Value	\$10,928,711,731
Tax Rates (2017)	
Local Retail Sales Tax Rate	6.00%
Property Tax Millage-2017 Assessment	6.2130
Debt Service Millage-2017 Assessment	0.5222

Police Protection (December 31, 2016) Source: Police Dept.

Employees (full-time)	362.0
Sworn	264.0
Non-Sworn	97.0
Grant Positions	0.5
Crime Index (fiscal year)	4,062
Crime Rate (per 1,000 population)	25
Traffic Accidents	6,034
Traffic/Parking Citations	21,240
Total Calls for Police Service	81,135

Fire Protection (December 31, 2016) Source: Fire Dept.

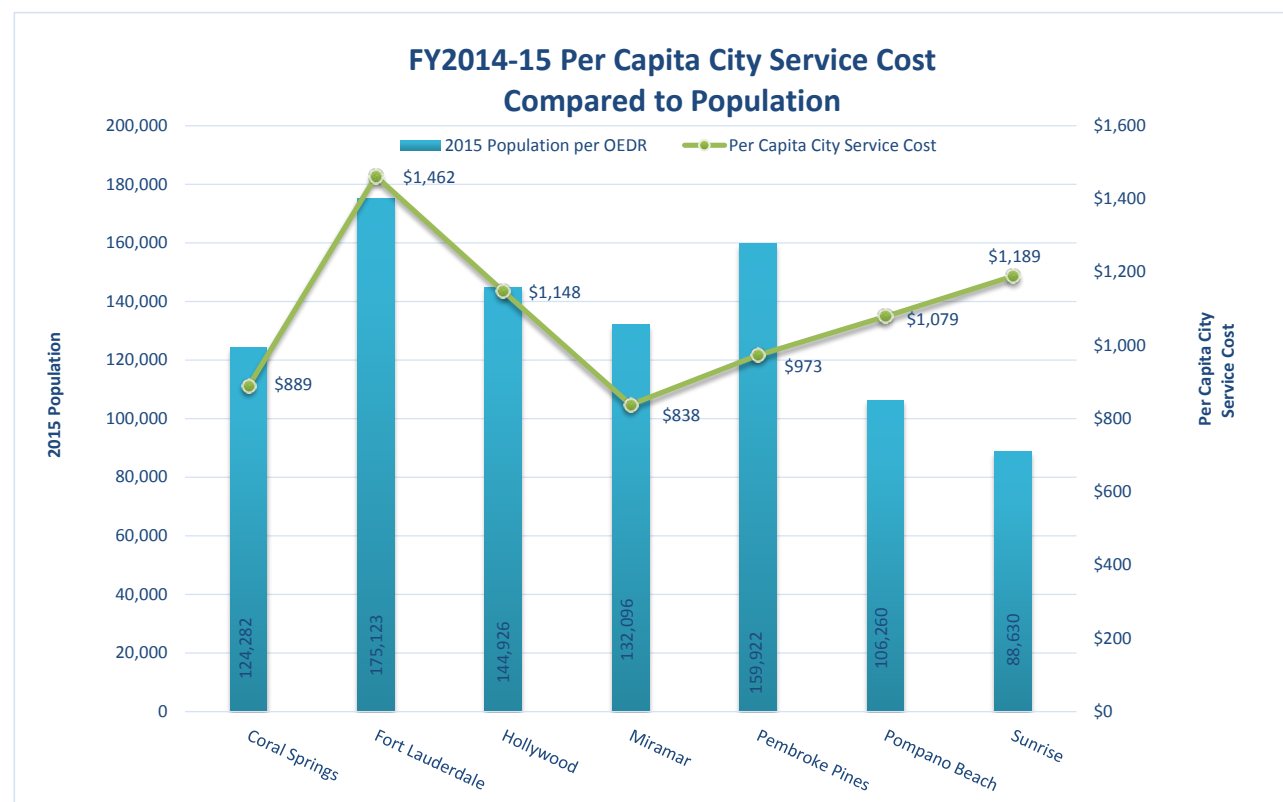
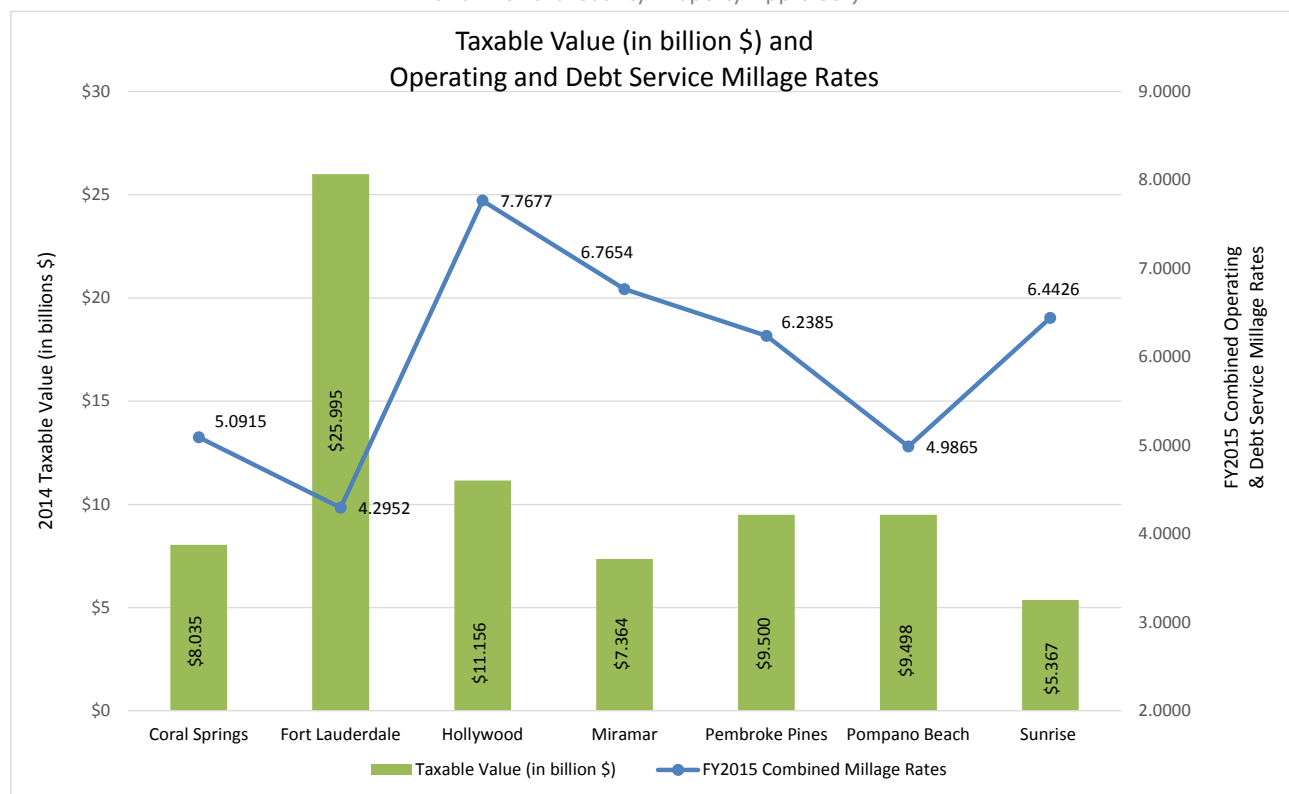
Stations	6
Employees (full-time)	222
Structure Fires	12
Advance Life Support Rescue Responses	11,368
Basic Life Support Rescue Responses	3,411
Other Rescue Calls	3,145
Other Emergencies	2,973
Fire Inspections (various kinds)	10,297
Fire Investigations	5

Municipal Parks (September 30, 2016) Source: Rec. Dept.

Developed Parks	34
Developed Acres	969.29
Undeveloped Acres	15
Swimming Pools	7
Recreation Centers	4
Lighted Ball fields	48
Unlighted Ball fields	2
Lighted Tennis Courts	50
Playgrounds	25
Gymnasium	2
Racquetball Courts/Indoor	8
Volleyball	3
Hockey Rinks	7
Fitness Center	1
Pavilions	37
Gazeboes	10
Paddleball Courts	25
Basketball Courts/Outdoor	22
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

Department Objective	Performance Measure
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 FCAT 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	2016 Benchmark	2016 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	↓	3,696	2,529	78.8%	12.0%	9.5%
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	↑	90.40	57.61	29.0%	4.0%	1.2%
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	↑	9.31%	8.62%	40.8%	8.0%	3.3%
To maintain a low tax burden	Per Capita City Operating ⁽²⁾ Costs compared to prior years (in constant dollars)		\$ 928	\$ 997	31.4%	4.0%	1.3%
Foster business growth	Local Business Tax Revenue per capita	↑	\$ 20.16	\$ 21.36	58.8%	8.0%	4.7%
(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	↑	52.0	69.3	91.0%	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	↑	91.1%	92.0%	58.1%	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	=	3.1%	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	↑	5.86	6.33	62.4%	4.0%	2.5%

The overall operating performance score is incomplete as actual data is unavailable for four of the KPIs. The data will be published in the adopted budget book.

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: 3,696 (average crime rate per 100,000 population for ten largest Broward cities during calendar year 2016).

Analysis: The 2016 City's crime rate of 2,529 per 100,000 residents increased by 1.4 percentage points, while the rate increased for the ten largest cities by 0.7 and the county decreased by 0.2 percentage points, respectively. The City remained at the 3rd lowest crime rate among the ten largest Broward County cities, behind Coral Springs (2,075) and Miramar (2,377). Ft. Lauderdale and Hollywood had 2016 crime rates of 6,662 and 3,807, respectively.

Crime Rate per 100,000 Population



Median Household Income Compared to 10 Largest Broward Cities

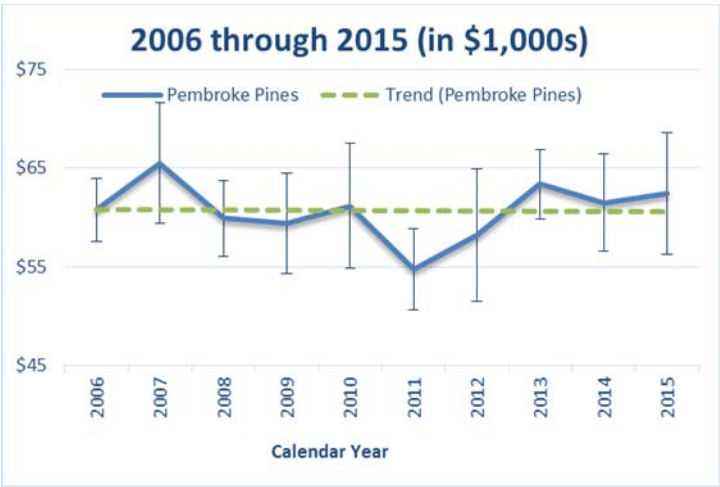


Benchmark: \$57,130 (median household income for 10 largest Broward cities in 2015.)

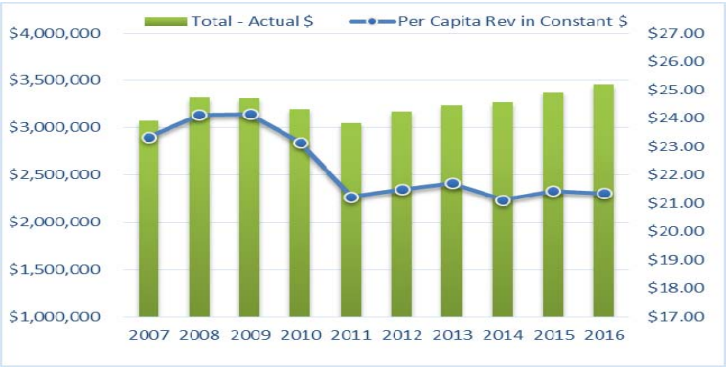
Analysis: Since 2002 the median household income (in constant dollars) for Pembroke Pines was on average 14.4% greater than the average of the ten largest cities in Broward County. According to the 2015 survey, the City’s median household income increased by 1.5% while the County grew by 4.5% and the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



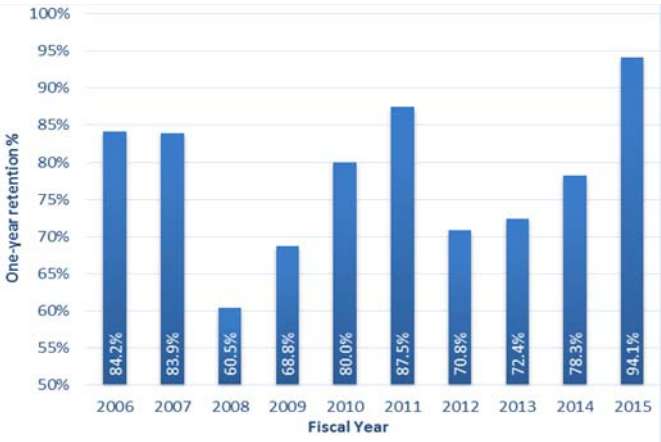
Change in Local Business Tax Revenue



Benchmark: \$20.20 (Average per capita revenue since 1982-83 in constant 2016 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 1.2% since fiscal year 2006-07 in constant 2016 dollars.

% of Full-time Employees Retained after One Year



Benchmark: 81.2% (Average City retention rate since 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.

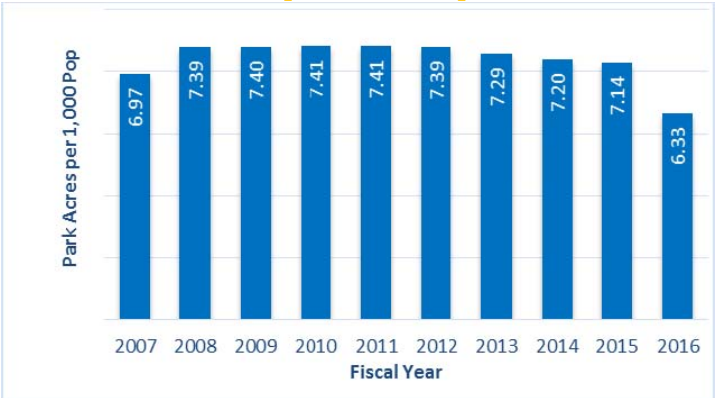
Per Capita City Operating Costs (in 2016 constant dollars)



Benchmark: Since Fiscal Year 1996 the average per capita cost of City operations has been \$928 in current (2016) dollars.

Analysis: Adjusted for inflation, using 2016 dollars, the per capita cost for 2015-16 was \$973.

Acres of Parkland per 1,000 Population



Benchmark: 5.86 acres of parkland per 1,000 population for the ten largest Broward cities for fiscal year 2015-16.

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.		2014-15		2015-16		2017	2018
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	↓	529	600	507	600	575	600
Measurement Type: Effectiveness							
Clearance rate for Part I offenses ⁽¹⁾	↑	27%	25%	26%	25%	25%	25%
Crime index for the following types of offenses:							
Murder	↓	4	-	1	-	-	-
Forcible rape	↓	23	10	26	10	10	10
Robbery	↓	89	75	101	75	75	75
Aggravated assault	↓	254	150	214	150	150	150
Burglary	↓	510	750	346	750	750	500
Larceny	↓	2,895	3,000	3,141	3,000	3,000	3,000
Motor vehicle theft	↓	213	200	263	200	200	200
Crime index	↓	3,988	4,500	4,092	4,185	4,200	3,935
Crime rate (per 100,000 residents)	↓	2,494	2,800	2,529	2,650	2,600	2,600

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

City Goal: (2) Promote and pursue a positive economic environment.		2014-15		2015-16		2017	2018
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	N/A	N/A	N/A

Fire

City Goal: (1) Promote health, safety, & welfare of the community.		2014-15		2015-16		2017	2018
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)	↓	4.11	<4.00	4.05	<4.00	<4.00	<4.00
% of unit response time less than 6 minutes	↑	89%	>90%	91%	93%	>90%	>93%
Measurement Type: Effectiveness							
Number of public participants in safety education classes (non-CPR) classes	↑	18,900	17,000	11,353	16,000	19,000	12,000

Community Services

City Goal: (1) Promote health, safety, & welfare of the community.		2014-15		2015-16		2017	2018
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	↑	3,500	3,000	2,007	3,200	3,600	2,500
Units of service (services covered by OAA Title IIIB and IIIE Grant)	↑	67,164	90,494	67,061	90,769	63,799	64,807

Finance

City Goal: (5) Commitment to excellence in leadership and management skills; instill confidence in integrity of City government.		2014-15		2015-16		2017	2018
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	↑	31	31	32	32	33	34
Number of years to receive Distinguished Budget Presentation Award from GFOA	↑	18	18	19	19	20	21

Department Performance Measures Report (continued)

City Manager

City Goal: (2) Promote and pursue a positive economic environment.		2014-15		2015-16		2017	2018
KPI: Median household income 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: Efficiency							
Change over operating rolled-back millage rate	↓	6.76%	3.15%	6.42%	1.96%	3.75%	3.11%
Per Capita City Operating Cost compared to prior years (in actual dollars)		\$973	\$1,000	\$ 997	\$1,000	\$1,000	\$1,000

City Goal: (3) Provide diverse recreational, educational, and cultural opportunities and maintain a full range of municipal services.		2014-15		2015-16		2017	2018
KPI: Charter School FCAT (Florida Comprehensive Assessment Test) Scores ranking among Broward schools		<u>Actual</u>	<u>Goal</u>	<u>Actual</u>	<u>Goal</u>	<u>Goal</u>	<u>Goal</u>
Measurement Type: Effectiveness							
Charter School FCAT Scores for:							
Elementary Schools	↑	77%	N/A	68%	N/A	77%	77%
Middle Schools	↑	78%	N/A	68%	N/A	78%	78%
High Schools	↑	77%	N/A	74%	N/A	77%	77%
FSU Elementary	↑	77%	N/A	67%	N/A	77%	77%

City Goal: (5) Commitment to excellence in leadership and management skills; instill confidence in integrity of City government.		2014-15		2015-16		2017	2018
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							
Unassigned Fund Balance as a % of annual General Fund expenditures ^	↑	23%	26%	22%	26%	28%	28%
Total direct debt as a % of property market value	=	4.2%	4.2%	3.9%	3.9%	3.6%	3.1%
Debt service as a % of General Fund budget	↓	16%	16%	15%	15%	15%	13%
% of principal retired in 10 years	↑	38%	38%	41%	41%	43%	47%
Direct debt per capita	↓	\$2,122	\$2,122	\$2,025	\$2,190	\$2,122	\$2,025

^ Policy stipulates a range from 10% to 30%

City Clerk

City Goal: (2) Promote and pursue a positive economic environment.		2014-15		2015-16		2017	2018
KPI: Local business tax revenue per capita		<u>Actual</u>	<u>Goal</u>	<u>Actual</u>	<u>Goal</u>	<u>Goal</u>	<u>Goal</u>
Measurement Type: Effectiveness							
Local business tax revenue per capita (in constant dollars)	↑	\$21.12	\$21.00	\$21.36	\$21.00	\$21.00	\$21.00

Human Resources

City Goal: (4) Provide a positive work environment that encourages teamwork, initiative, productivity, and individual development.		2014-15		2015-16		2017	2018
KPI: % change in new FT employee retention rate within one year of employment		<u>Actual</u>	<u>Goal</u>	<u>Actual</u>	<u>Goal</u>	<u>Goal</u>	<u>Goal</u>
Measurement Type: Effectiveness							
New FT employee turnover rate within one year of employment	↓	8.0%	20.0%	16.0%	15.0%	15.0%	

Department Performance Measures Report (continued)

Public Services

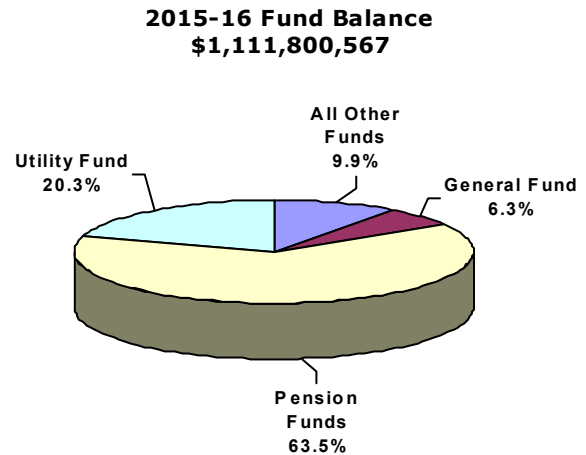
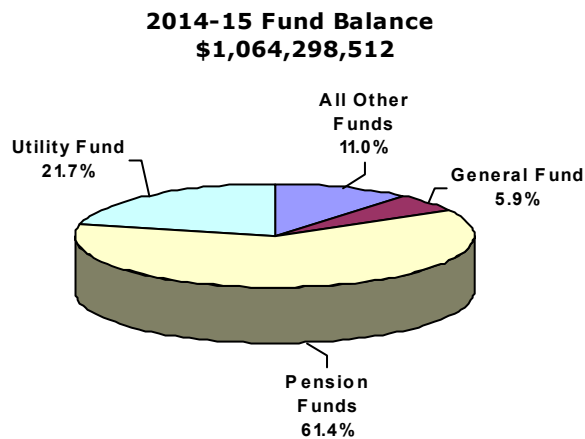
City Goal: (1) Promote health, safety, & welfare of the community.		2014-15		2015-16		2017	2018
KPI: Potable water quality ranking among Broward cities		Actual	Goal	Actual	Goal	Goal	Goal
Measurement Type: Effectiveness							
Finished Water Quality:							
pH (County standard 6.5 - 9.1 or higher)	↑	9.00	9.20	9.30	9.20	<9.50	9.00
Total Residual Chlorine (County standard 4.0 or lower)	↑	3.60	3.50	3.50	3.50	<4.0	3.50
Color (County standard 15.0 or lower)	↓	15.00	6.00	15.00	6.00	6.00	5.00
Fluoride ASF (County Standard 0.8 or lower)	↑	0.40	0.80	0.80	0.80	0.70	0.80
Turbidity NTU (Nephelometric Turbidity Unit) (County standard 1.0 or lower)	↓	0.80	0.06	0.90	0.90	1.00	0.90
Iron Fe- (County standard 0.3 or lower)	↓	0.10	0.02	0.03	0.02	0.30	0.03
City Goal: (6) Preserve and promote the ecological and environmental quality within the City.		2014-15		2015-16		2017	2018
KPI: Wastewater quality ranking among Broward cities		Actual	Goal	Actual	Goal	Goal	Goal
Measurement Type: Effectiveness							
CBOD5 (Carbonaceous Biochemical Oxygen Demand 5-Day) Effluent (County standard 20 or lower)	↓	8.30	5.20	5.00	5.20	<2.00	5.00
TSS (Total Suspended Solids) Effluent (County standard 20 or lower)	↓	12.70	3.00	2.50	3.00	<2.00	2.50
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	685.00	685.00	698.00	698.00
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	↑	7.14	7.30	6.33	7.30	7.30	7.30

Budget Summary for Fiscal Year 2017-18 - All Funds By Category

		2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget	% of Total	% Change from 2016-17
Beginning Fund Balance	\$	1,029,075,843	1,064,298,509	1,111,800,563	1,109,468,598		
<u>Revenues/Sources</u>							
Ad Valorem Taxes		56,921,852	61,226,024	65,085,793	75,953,704	18.6%	16.7%
Investment Income		10,912,229	66,116,197	55,776,278	61,349,020	15.0%	10.0%
Charges for Services		46,910,840	45,190,603	56,147,260	57,101,351	14.0%	1.7%
Miscellaneous Revenues		53,187,555	56,590,388	49,429,749	49,679,251	12.1%	0.5%
Water/Sewer Charges		43,847,482	43,270,157	45,445,000	46,467,000	11.4%	2.2%
Rents & Royalties		23,654,808	24,348,698	24,208,074	25,223,898	6.2%	4.2%
Special Assessments		22,179,789	23,134,760	22,771,762	23,920,568	5.8%	5.0%
Intergovernmental Revenue		19,312,412	19,844,854	28,021,699	20,353,174	5.0%	(27.4%)
Franchise Fees		17,260,843	17,179,060	17,674,072	17,824,808	4.4%	0.9%
Utility Taxes		12,865,363	12,995,837	13,286,000	13,695,000	3.3%	3.1%
Communication Services Tax		6,197,472	5,545,281	5,509,584	5,549,000	1.4%	0.7%
Local Business Tax		3,378,223	3,455,361	3,404,000	3,580,000	0.9%	5.2%
Fuel Taxes		2,780,280	2,868,929	2,876,000	3,006,000	0.7%	4.5%
Insurance Premium Taxes		2,470,921	2,445,532	2,470,922	2,445,532	0.6%	(1.0%)
Judgements, Fines & Forfeitures		1,924,777	1,627,353	2,035,091	1,890,202	0.5%	(7.1%)
Building Permits		1,092,273	971,286	724,000	870,200	0.2%	20.2%
Total Revenues/Sources		324,897,119	386,810,320	394,865,284	408,908,708	100.0%	3.6%
<u>Expenditures/Uses</u>							
General Government		94,876,081	97,172,700	113,509,554	121,303,393	32.4%	6.9%
Public Safety		99,510,609	103,334,592	116,209,295	116,173,194	31.0%	-
Debt Service		25,429,997	26,644,068	28,069,001	26,614,600	7.1%	(5.2%)
Utility Administration		26,682,448	26,189,198	24,899,032	26,386,122	7.0%	6.0%
Culture and Recreation		14,807,661	44,526,500	32,667,077	21,356,140	5.7%	(34.6%)
Sewer-Wastewater Services		11,992,522	13,659,700	19,423,848	20,431,286	5.5%	5.2%
Water Utility Services		4,430,806	5,795,010	13,917,770	14,327,238	3.8%	2.9%
Economic Environment		8,793,498	8,942,361	13,368,659	9,707,579	2.6%	(27.4%)
Human Services		7,049,953	7,118,786	7,356,381	7,765,721	2.1%	5.6%
Transportation		6,621,778	6,413,099	14,110,464	7,601,311	2.0%	(46.1%)
Physical Environment		8,024,220	10,310,069	12,715,090	2,612,249	0.7%	(79.5%)
Total Expenditures/Uses		308,219,572	350,106,083	396,246,171	374,278,833	100.0%	(5.5%)
Excess (Deficit)		16,677,547	36,704,237	(1,380,887)	34,629,875		
Transfers In		1,092,487	12,070,198	1,751,626	1,908,422		
Bond Premium (Discount)		9,830,036	-	5,511,204	-		
Payment to refunded bond escrow agent		(75,230,994)	(7,565,000)	(71,148,879)	-		
Refunding Bonds Issued		76,045,000	7,636,000	63,346,000	-		
Sale of equipment/land		7,178,757	3,418,136	71,200	71,500		
Transfers Out		(2,037,504)	(12,959,657)	(2,559,448)	(2,898,274)		
Capital Contributions		1,069,739	1,842,201	1,725,000	1,475,000		
Interest on Investments		212,684	270,345	187,220	233,303		
Investment Income		384,910	6,085,596	165,000	270,000		
Ending Fund Balance	\$	1,064,298,509	1,111,800,563	1,109,468,598	1,145,158,424		
Percent Change		-	4.5%	-0.2%	3.2%		

**Components of Fund Balance/Retained Earnings/Net Assets -
All Funds for 2014-15 and 2015-16**

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

**All Funds**

	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
Asset	\$ 1,113,116,821	\$ 1,172,403,267	\$ 59,286,447
Liability	48,818,309	60,602,700	11,784,391
Fund Balance	1,064,298,512	1,111,800,567	47,502,055

General Fund

	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
Cash & Investments	\$ 70,620,576	74,095,718	3,475,142
Taxes Receivable	5,332,386	5,266,239	-66,147
Accounts Receivable	1,382,132	2,489,387	1,107,254
Other Assets	2,942,197	7,533,715	4,591,518

	Asset Total	80,277,291	89,385,059	9,107,768
Accounts Payable	\$	13,315,561	14,369,662	1,054,101
Due to Other Funds		0	0	0
Deposits		1,462,030	2,359,123	897,093
Deferred Revenue		3,213,578	2,973,869	-239,709
Other Liabilities		24,146	40,804	16,658
Liability Total		18,015,315	19,743,458	1,728,143
Real Estate Investment and Other	\$	14,414,930	14,267,076	-147,854
Unassigned Fund Balance		35,768,693	34,582,347	-1,186,345
Disaster Assistance		2,125,000	2,125,000	0
Subsequent year's budget		9,953,353	18,667,177	8,713,824
Fund Balance Total	\$	62,261,975	69,641,600	7,379,625

Utility Fund

	<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
Cash & Investments	\$ 79,767,739	71,020,294	-8,747,444
Accounts Receivable	5,162,742	5,032,192	-130,550
Restricted Investments	9,702,593	9,945,543	242,950
Land, Buildings, Equipment & Improvements	250,557,671	251,899,213	1,341,542
Accumulated Depreciation	-101,687,915	-107,775,372	-6,087,458
Construction in Progress	790,168	8,100,277	7,310,109
Other Assets	2,370,841	3,792,268	1,421,426

Asset Total	246,663,838	242,014,413	-4,649,425

**Components of Fund Balance/Retained Earnings/Net Assets -
All Funds for 2014-15 and 2015-16**

<u>Utility Fund</u>		<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
Accounts Payable	\$	1,527,294	1,729,371	202,078
Due to Other Funds		0	0	0
Deposits		3,917,124	4,108,578	191,454
Other Liabilities		10,341,868	10,148,829	-193,038
Liability Total		15,786,286	15,986,779	200,493
Prior Period Adjustment	\$	-2,254,418	0	2,254,418
Retained Earnings - Reserved		0	0	0
Retained Earnings - Unreserved		232,386,735	225,267,933	-7,118,802
Other Equities		745,236	759,702	14,466
Retained Earnings Total	\$	230,877,552	226,027,635	-4,849,918
<u>Pension Funds</u>		<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
Cash & Investments	\$	643,348,893	697,531,064	54,182,171
Accounts Receivable		5,638,431	6,596,776	958,345
Land, Buildings, Equipment & Improvements		369,392	357,540	-11,852
Other Assets		5,442,567	3,161,536	-2,281,031
Asset Total		654,799,283	707,646,916	52,847,633
Accounts Payable	\$	973,649	1,297,654	324,005
Other Liabilities		0	0	0
Liability Total		973,649	1,297,654	324,005
Net Assets - Reserved	\$	653,825,634	706,349,262	52,523,628
Net Assets Held In Trust Total	\$	653,825,634	706,349,262	52,523,628
<u>All Other Funds</u>		<u>2014-15</u>	<u>2015-16</u>	<u>Change</u>
Cash & Investments	\$	130,121,742	130,304,504	182,762
Taxes Receivable		463,674	473,606	9,932
Accounts Receivable		10,316	1,013,050	1,002,734
Restricted Investments		551,718	1,201,700	649,983
Other Assets		228,959	364,019	135,060
Asset Total		131,376,408	133,356,879	1,980,471
Accounts Payable	\$	264,558	585,100	320,541
Due to Other Funds		161,390	7,218,470	7,057,080
Deposits		86,155	84,751	-1,404
Deferred Revenue		826,926	1,148,596	321,671
Other Liabilities		12,704,030	14,537,891	1,833,862
Liability Total		14,043,059	23,574,809	9,531,750
Fund Balance - Restricted	\$	55,637,262	67,903,912	12,266,651
Retained Earnings - Reserved		6,542,229	6,542,229	0
Real Estate Investment and Other		469,349	446,115	-23,234
Other Equities		54,684,510	34,889,814	-19,794,696
Fund Balance Total	\$	117,333,350	109,782,070	-7,551,279

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 2017-18 Budget

Allocation of Expenditures	Personnel Services	Operating Expenditure/ Expenses	Capital Outlay	Debt Service	Grants and Aids	Other Uses	Total
General Fund							
City Commission	602,250	293,274	-	-	-	-	895,524
City Manager	596,805	417,381	-	-	-	-	1,014,186
Human Resources	522,532	201,187	-	-	-	-	723,719
City Attorney	-	968,131	-	-	-	-	968,131
General Government	1,960,044	6,759,540	-	-	177,055	1,643,617	10,540,256
City Clerk	834,180	602,190	-	-	-	-	1,436,370
Finance	1,844,243	1,165,589	9,000	-	-	-	3,018,832
Technology Services	2,114,447	2,715,241	2,767,090	-	-	-	7,596,778
Police	56,943,616	6,392,905	2,516,802	-	-	-	65,853,323
Fire/Rescue	41,535,410	4,557,137	3,906,500	-	-	-	49,999,047
Early Development Centers	2,807,516	2,285,881	-	-	-	936,052	6,029,449
W.C.Y Administration	-	144,215	-	-	-	-	144,215
General Gvt Buildings	971,908	7,060,512	105,000	-	-	-	8,137,420
Grounds Maintenance	240,941	1,654,808	700,000	-	-	-	2,595,749
Purchasing/Contract Administration	137,744	607,164	-	-	-	-	744,908
Environmental Services (Engineering)	280,739	729,267	31,300	-	-	-	1,041,306
Howard C. Forman Human Services Campus	-	1,188,366	-	-	-	-	1,188,366
Recreation and Cultural Arts	3,669,195	10,678,619	2,501,513	-	-	-	16,849,327
Special Events	-	220,900	-	-	-	-	220,900
Golf Course	-	2,007,250	67,000	-	-	-	2,074,250
Civic and Cultural Facility	111,593	2,100,070	-	-	-	53,800	2,265,463
Community Services	222,210	770,622	165,245	-	28,685	-	1,186,762
Housing Division	112,856	8,081,595	-	-	-	-	8,194,451
Planning and Economic Development	604,132	530,930	-	-	-	-	1,135,062
General Fund Total	116,112,361	62,132,774	12,769,450	-	205,740	2,633,469	193,853,794
% of General Fund	59.9%	32.1%	6.6%	-	0.1%	1.4%	100%
Road & Bridge Fund							
Maintenance	106,197	4,686,151	-	-	-	-	4,792,348
Infrastructure	-	1,121,000	780,636	-	-	-	1,901,636
Transit System	-	-	-	-	-	264,805	264,805
Road & Bridge Fund Total	106,197	5,807,151	780,636	-	-	264,805	6,958,789
% of Road & Bridge Fund	1.5%	83.5%	11.2%	-	-	3.8%	100%
State Housing Initiative Program							
Community Development	-	688,935	-	-	-	-	688,935
State Housing Initiative Program Total	-	688,935	-	-	-	-	688,935
% of State Housing Initiative Program	-	100.0%	-	-	-	-	100%
HUD Grants CDBG/HOME							
Community Development	-	524,193	300,000	-	-	-	824,193
Transportation	-	114,297	-	-	-	-	114,297
HUD Grants CDBG/HOME Total	-	638,490	300,000	-	-	-	938,490
% of HUD Grants CDBG/HOME	-	68.0%	32.0%	-	-	-	100%
Law Enforcement Grant							
Victims of Crime Act Grant	18,473	-	-	-	-	-	18,473
Law Enforcement Grant Total	18,473	-	-	-	-	-	18,473
% of Law Enforcement Grant	100.0%	-	-	-	-	-	100%

Expenditure Category Matrix For 2017-18 Budget

Allocation of Expenditures	Personnel Services	Operating Expenditure/ Expenses	Capital Outlay	Debt Service	Grants and Aids	Other Uses	Total
Community Bus Program							
Community Services	-	219,630	-	-	-	-	219,630
Transit System	-	573,400	-	-	-	-	573,400
Community Bus Program Total	-	793,030	-	-	-	-	793,030
% of Community Bus Program	-	100.0%	-	-	-	-	100%
Treasury - Confiscated							
Treasury Confiscated	-	-	12,509	-	-	-	12,509
Treasury - Confiscated Total	-	-	12,509	-	-	-	12,509
% of Treasury - Confiscated	-	-	100.0%	-	-	-	100%
Justice - Confiscated							
Justice Confiscated	-	-	107,123	-	-	-	107,123
Justice - Confiscated Total	-	-	107,123	-	-	-	107,123
% of Justice - Confiscated	-	-	100.0%	-	-	-	100%
\$2 Police Education							
\$2 Police Education	-	28,382	-	-	-	-	28,382
\$2 Police Education Total	-	28,382	-	-	-	-	28,382
% of \$2 Police Education	-	100.0%	-	-	-	-	100%
FDLE - Confiscated							
FDLE	-	23,323	131,014	-	-	-	154,337
FDLE - Confiscated Total	-	23,323	131,014	-	-	-	154,337
% of FDLE - Confiscated	-	15.1%	84.9%	-	-	-	100%
Older Americans Act							
SW Multipurpose Center	-	1,246,063	-	-	95,284	-	1,341,347
Older Americans Act Total	-	1,246,063	-	-	95,284	-	1,341,347
% of Older Americans Act	-	92.9%	-	-	7.1%	-	100%
Debt Service							
General Debt Service	-	-	-	25,566,585	-	-	25,566,585
Debt Service Total	-	-	-	25,566,585	-	-	25,566,585
% of Debt Service	-	-	-	100.0%	-	-	100%
Utility Fund							
General Debt Service	-	-	-	1,048,015	-	-	1,048,015
Utilities Admin Services	1,936,112	4,695,710	1,429,000	-	-	-	8,060,822
Non-Departmental Expense	762,115	17,507,542	-	-	55,643	-	18,325,300
Sewer Collection	-	2,824,404	3,017,645	-	-	-	5,842,049
Sewer Treatment Plant	-	13,266,237	1,323,000	-	-	-	14,589,237
Water Plants	-	5,288,728	4,630,800	-	-	-	9,919,528
Water Distribution	-	2,777,710	1,630,000	-	-	-	4,407,710
Utility Fund Total	2,698,227	46,360,331	12,030,445	1,048,015	55,643	-	62,192,661
% of Utility Fund	4.3%	74.5%	19.3%	1.7%	0.1%	-	100%
Public Insurance Fund							
Self Insurance	116,637	26,222,588	-	-	-	-	26,339,225
Public Insurance Fund Total	116,637	26,222,588	-	-	-	-	26,339,225
% of Public Insurance Fund	0.4%	99.6%	-	-	-	-	100%

Expenditure Category Matrix For 2017-18 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	-	11,055,000	-	-	-	-	11,055,000
General Pension Trust Fund Total	-	11,055,000	-	-	-	-	11,055,000
% of General Pension Trust Fund	-	100.0%	-	-	-	-	100%
Fire & Police Pension Trust Fund							
Post Employment Benefits	-	34,050,000	-	-	-	-	34,050,000
Fire & Police Pension Trust Fund Total	-	34,050,000	-	-	-	-	34,050,000
% of Fire & Police Pension Trust Fund	-	100.0%	-	-	-	-	100%
Other Post Employment Benefits							
Post Employment Benefits	3,400	13,058,527	-	-	-	-	13,061,927
Other Post Employment Benefits Total	3,400	13,058,527	-	-	-	-	13,061,927
% of Other Post Employment Benefits	0.0%	100.0%	-	-	-	-	100%
TOTAL	119,055,295	202,121,094	26,131,177	26,614,600	356,667	2,898,274	377,177,107
% OF BUDGET	31.6%	53.6%	6.9%	7.1%	0.1%	0.8%	100%

City of Pembroke Pines, Florida
Transfers Matrix 2017-18 Budget

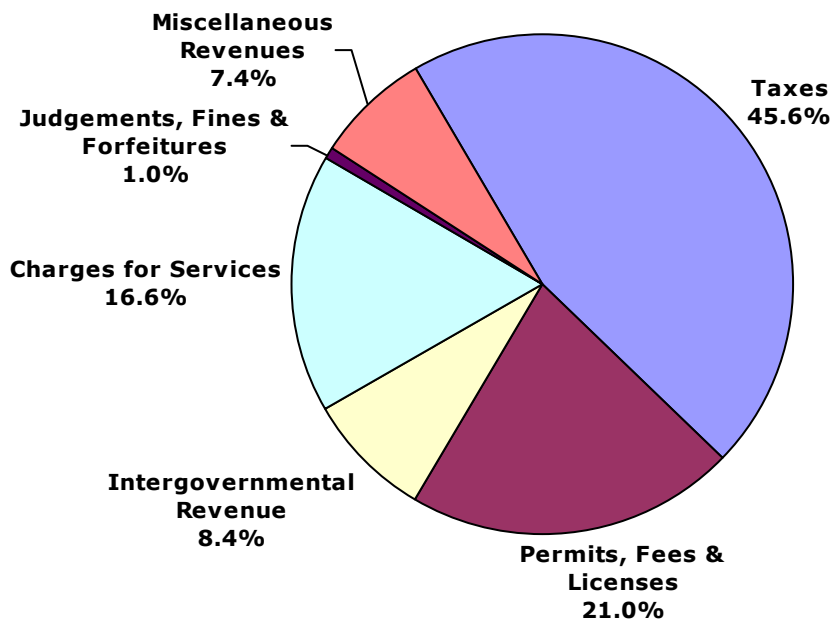
Fund	Transfer From	Transfer To
General Fund	2,633,469	-
Road & Bridge Fund	264,805	802,586
Older Americans Act	-	532,850
Debt Service	-	88,551
Community Bus Program	-	484,435
Charter Middle Schools	-	989,852
	\$2,898,274	\$2,898,274

Projected Changes in Fund Balances - Fund 1 General Fund

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

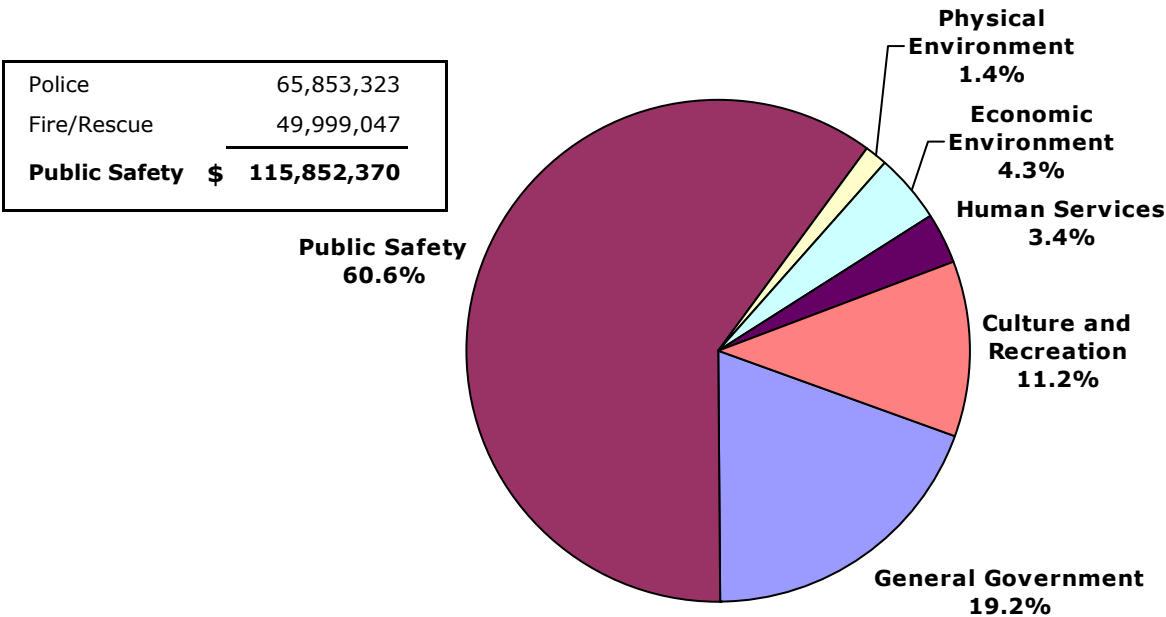
		2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget	% of Total	% Change from 2016-17
Beginning Fund Balance	\$	54,630,600	62,261,974	69,641,599	61,369,116		
<u>Revenues/Sources</u>							
Ad Valorem Taxes		51,515,774	55,321,195	59,196,030	70,064,788	36.4%	18.4%
Charges for Services		29,674,098	29,248,371	31,103,792	32,037,736	16.6%	3.0%
Special Assessments		22,179,789	23,134,760	22,771,762	23,920,568	12.4%	5.0%
Intergovernmental Revenue		14,996,934	15,083,451	15,863,587	16,192,684	8.4%	2.1%
Franchise Fees		15,176,304	15,003,168	15,542,797	15,706,740	8.2%	1.1%
Rents & Royalties		11,733,715	12,318,640	12,242,330	13,761,704	7.1%	12.4%
Utility Taxes		11,222,415	10,847,727	11,104,776	11,708,642	6.1%	5.4%
Local Business Tax		3,378,223	3,455,361	3,404,000	3,580,000	1.9%	5.2%
Insurance Premium Taxes		2,470,921	2,445,532	2,470,922	2,445,532	1.3%	(1.0%)
Judgements, Fines & Forfeitures		1,553,068	1,299,092	1,999,475	1,861,820	1.0%	(6.9%)
Building Permits		999,476	828,672	632,000	756,700	0.4%	19.7%
Investment Income		(432,829)	1,051,802	422,620	367,920	0.2%	(12.9%)
Miscellaneous Revenues		306,469	131,619	224,807	219,051	0.1%	(2.6%)
Communication Services Tax		169,075	-	-	-	-	-
Total Revenues/Sources		164,943,432	170,169,390	176,978,898	192,623,885	100.0%	8.8%
<u>Expenditures/Uses</u>							
Public Safety		99,315,309	102,992,268	114,057,804	115,852,370	60.6%	1.6%
General Government		27,681,479	27,010,065	31,826,457	36,797,241	19.2%	15.6%
Culture and Recreation		7,599,579	7,938,072	11,181,225	21,356,140	11.2%	91.0%
Economic Environment		7,306,436	7,258,635	7,876,005	8,194,451	4.3%	4.0%
Human Services		5,737,066	5,752,794	6,031,800	6,424,374	3.4%	6.5%
Physical Environment		8,021,490	10,292,747	12,698,590	2,595,749	1.4%	(79.6%)
Total Expenditures/Uses		155,661,358	161,244,581	183,671,881	191,220,325	100.0%	4.1%
Excess (Deficit)		9,282,074	8,924,809	(6,692,983)	1,403,560		
Sale of equipment/land		60,308	118,988	62,000	62,000		
Transfers Out		(1,711,007)	(1,664,172)	(1,641,500)	(2,633,469)		
Ending Fund Balance	\$	62,261,974	69,641,599	61,369,116	60,201,207		
Percent Change		-	11.9%	-11.9%	-1.9%		

General Fund Revenues



Ad Valorem Taxes	70,064,788
Utility Taxes	11,708,642
Local Business Tax	3,580,000
Insurance Premium Taxes	2,445,532
Taxes	\$ 87,798,962

General Fund Expenditures



Police	65,853,323
Fire/Rescue	49,999,047
Public Safety	\$ 115,852,370

Projected Changes in Fund Balances - Fund 51 Wetlands Trust Fund

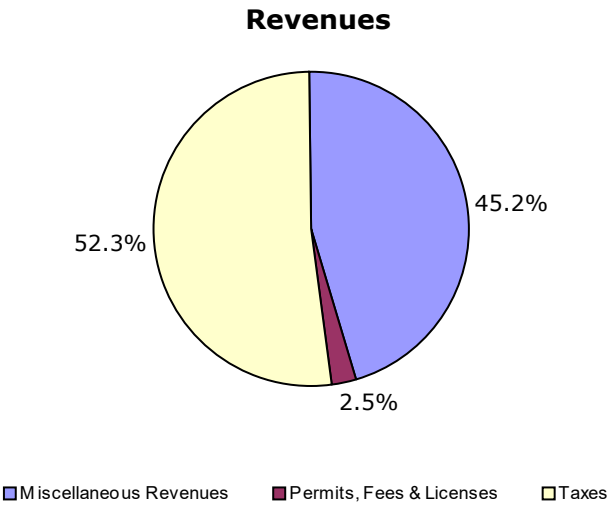
This permanent trust fund exists to account for funds donated by developers that are used to maintain and administer wetlands located in the City.

		2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget	% of Total	% Change from 2016-17
Beginning Fund Balance	\$	526,274	525,791	511,307	496,707		
<u>Revenues/Sources</u>							
Investment Income		2,247	2,839	1,900	2,000	100.0%	5.3%
Total Revenues/Sources		2,247	2,839	1,900	2,000	100.0%	5.3%
<u>Expenditures/Uses</u>							
Physical Environment		2,730	17,323	16,500	16,500	100.0%	-
Total Expenditures/Uses		2,730	17,323	16,500	16,500	100.0%	-
Excess (Deficit)		(483)	(14,484)	(14,600)	(14,500)		
Ending Fund Balance	\$	525,791	511,307	496,707	482,207		
Percent Change		-	-2.8%	-2.9%	-2.9%		

Projected Changes in Fund Balances - Fund 201 Debt Service

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

		2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget	% of Total	% Change from 2016-17
Beginning Fund Balance	\$	13,233,973	14,903,153	15,333,981	11,925,497		
<u>Revenues/Sources</u>							
Rents & Royalties		11,921,093	12,030,058	11,965,744	11,462,194	44.7%	(4.2%)
Ad Valorem Taxes		5,406,078	5,904,829	5,889,763	5,888,916	23.0%	-
Communication Services Tax		6,028,397	5,545,281	5,509,584	5,549,000	21.6%	0.7%
Utility Taxes		1,642,948	2,148,110	2,181,224	1,986,358	7.7%	(8.9%)
Franchise Fees		820,373	824,273	821,895	644,460	2.5%	(21.6%)
Investment Income		97,837	117,273	51,758	118,800	0.5%	129.5%
Total Revenues/Sources		25,916,726	26,569,824	26,419,968	25,649,728	100.0%	(2.9%)
<u>Expenditures/Uses</u>							
Debt Service		25,088,461	26,328,061	27,020,210	25,566,585	100.0%	(5.4%)
Total Expenditures/Uses		25,088,461	26,328,061	27,020,210	25,566,585	100.0%	(5.4%)
Excess (Deficit)		828,265	241,763	(600,242)	83,143		
Transfers In		118,065	118,065	118,068	88,551		
Bond Premium (Discount)		9,830,036	-	5,511,204	-		
Payment to refunded bond escrow agent		(75,230,994)	(7,565,000)	(71,148,879)	-		
Refunding Bonds Issued		66,133,497	7,636,000	63,346,000	-		
Transfers Out		(9,690)	-	(634,635)	-		
Ending Fund Balance	\$	14,903,153	15,333,981	11,925,497	12,097,191		
Percent Change		-	2.9%	-22.2%	1.4%		



Projected Changes in Fund Balances - Fund 320 Municipal Construction

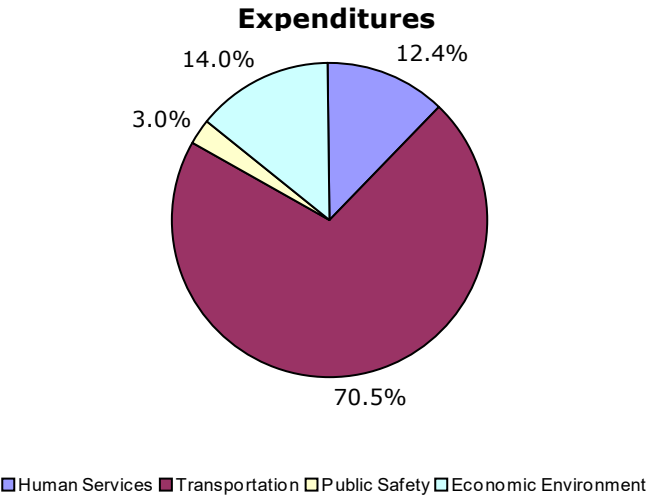
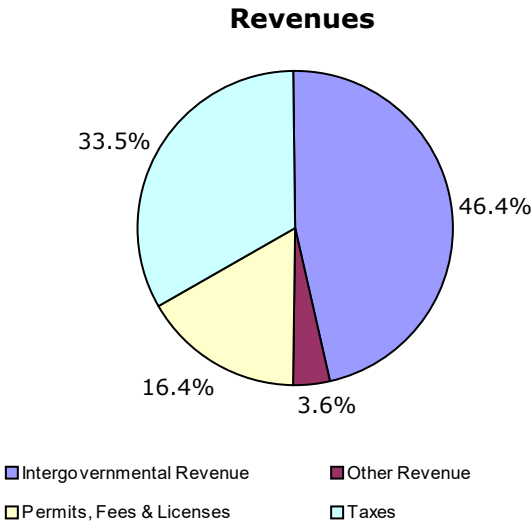
The Municipal Construction Fund accounts for financial resources used in the acquisition or construction of major capital facilities such as parks, improvements to parks, housing residences, charter schools, and various public safety facilities.

		2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget	% of Total	% Change from 2016-17
Beginning Fund Balance	\$	21,539,540	31,343,197	10,649,139	(9,867,801)		
<u>Revenues/Sources</u>							
Miscellaneous Revenues		630,861	1,453,376	-	116,500	100.0%	-
Intergovernmental Revenue		-	-	1,462,350	-	-	(100.0%)
Investment Income		192,169	137,205	-	-	-	-
Total Revenues/Sources		823,030	1,590,581	1,462,350	116,500	100.0%	(92.0%)
<u>Expenditures/Uses</u>							
General Government		26,086	-	-	-	-	-
Transportation		756,398	25,052	1,128,073	-	-	(100.0%)
Culture and Recreation		7,208,082	36,588,428	21,485,852	-	-	(100.0%)
Total Expenditures/Uses		7,990,566	36,613,480	22,613,925	-	-	(100.0%)
Excess (Deficit)		(7,167,536)	(35,022,899)	(21,151,575)	116,500		
Transfers In		9,690	11,061,921	634,635	-		
Refunding Bonds Issued		9,911,503	-	-	-		
Sale of equipment/land		7,050,000	3,266,919	-	-		
Ending Fund Balance	\$	31,343,197	10,649,139	(9,867,801)	(9,751,301)		
Percent Change		-	-66.0%	-192.7%	-1.2%		

Projected Changes in Fund Balances - Other Governmental Funds

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

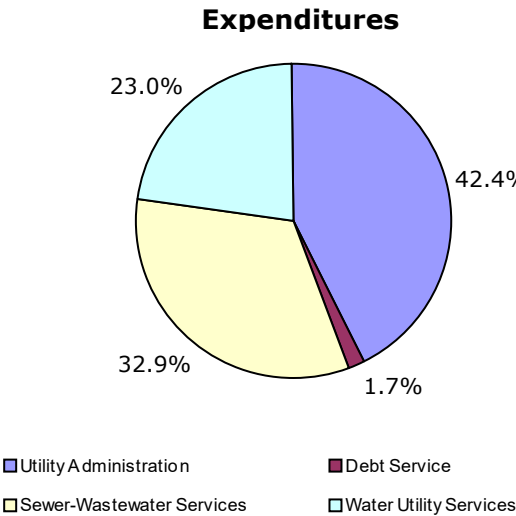
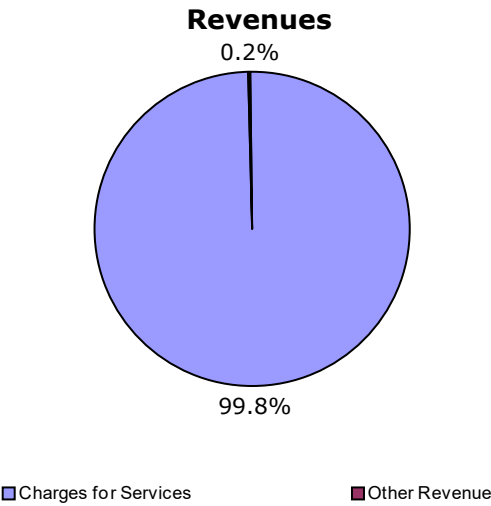
		2014-15	2015-16	2016-17	2017-18	% of	% Change from
Beginning Fund Balance	\$	7,605,234	8,381,717	8,841,500	3,091,654		
Revenues/Sources							
Intergovernmental Revenue		4,315,478	4,761,403	10,695,762	4,160,490	46.4%	(61.1%)
Fuel Taxes		2,780,280	2,868,929	2,876,000	3,006,000	33.5%	4.5%
Franchise Fees		1,264,166	1,351,619	1,309,380	1,473,608	16.4%	12.5%
Miscellaneous Revenues		184,523	190,750	519,703	246,295	2.7%	(52.6%)
Investment Income		67,376	80,940	49,000	48,300	0.5%	(1.4%)
Judgements, Fines & Forfeitures		371,709	328,261	35,616	28,382	0.3%	(20.3%)
Total Revenues/Sources		8,983,532	9,581,902	15,485,461	8,963,075	100.0%	(42.1%)
Expenditures/Uses							
Transportation		5,865,379	6,388,047	12,982,391	7,601,311	70.5%	(41.4%)
Economic Environment		1,487,062	1,683,726	5,492,654	1,513,128	14.0%	(72.5%)
Human Services		1,312,888	1,365,992	1,324,581	1,341,347	12.4%	1.3%
Public Safety		195,300	342,324	2,151,491	320,824	3.0%	(85.1%)
Total Expenditures/Uses		8,860,629	9,780,089	21,951,117	10,776,610	100.0%	(50.9%)
Excess (Deficit)		122,903	(198,187)	(6,465,656)	(1,813,535)		
Transfers In		964,732	890,212	998,923	1,819,871		
Sale of equipment/land		5,656	1,323	200	500		
Transfers Out		(316,807)	(233,564)	(283,313)	(264,805)		
Ending Fund Balance	\$	8,381,717	8,841,500	3,091,654	2,833,685		
Percent Change		-	5.5%	-65.0%	-8.3%		



Projected Changes in Fund Balances - Fund 471 Utility Fund

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

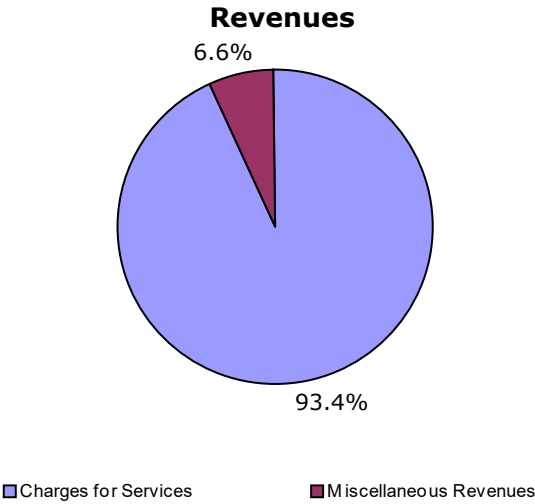
		2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget	% of Total	% Change from 2016-17
Beginning Fund Balance	\$	228,062,523	230,877,552	226,027,635	214,978,593		
<u>Revenues/Sources</u>							
Water/Sewer Charges		43,847,482	43,270,157	45,445,000	46,467,000	98.3%	2.2%
Charges for Services		804,480	798,700	801,600	690,000	1.5%	(13.9%)
Building Permits		92,797	142,614	92,000	113,500	0.2%	23.4%
Miscellaneous Revenues		137	1,746	2,800	2,600	-	(7.1%)
Total Revenues/Sources		44,744,896	44,213,217	46,341,400	47,273,100	100.0%	2.0%
<u>Expenditures/Uses</u>							
Utility Administration		26,682,448	26,189,198	24,899,032	26,386,122	42.4%	6.0%
Sewer-Wastewater Services		11,992,522	13,659,700	19,423,848	20,431,286	32.9%	5.2%
Water Utility Services		4,430,806	5,795,010	13,917,770	14,327,238	23.0%	2.9%
Debt Service		341,536	316,008	1,048,791	1,048,015	1.7%	(0.1%)
Total Expenditures/Uses		43,447,312	45,959,915	59,289,441	62,192,661	100.0%	4.9%
Excess (Deficit)		1,297,584	(1,746,698)	(12,948,041)	(14,919,561)		
Sale of equipment/land		62,794	30,906	9,000	9,000		
Transfers Out		-	(11,061,921)	-	-		
Capital Contributions		1,069,739	1,842,201	1,725,000	1,475,000		
Investment Income		384,910	6,085,596	165,000	270,000		
Ending Fund Balance	\$	230,877,552	226,027,635	214,978,593	201,813,032		
Percent Change		-	-2.1%	-4.9%	-6.1%		



Projected Changes in Fund Balances - Fund 504 Public Insurance Fund

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

		2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget	% of Total	% Change from 2016-17
Beginning Fund Balance	\$	6,542,229	6,542,229	6,542,228	6,542,228		
<u>Revenues/Sources</u>							
Charges for Services		16,432,262	15,143,532	24,241,868	24,373,615	93.4%	0.5%
Miscellaneous Revenues		2,465,417	2,971,529	1,616,390	1,732,307	6.6%	7.2%
Total Revenues/Sources		18,897,679	18,115,061	25,858,258	26,105,922	100.0%	1.0%
<u>Expenditures/Uses</u>							
General Government		19,110,363	18,385,406	26,045,478	26,339,225	100.0%	1.1%
Total Expenditures/Uses		19,110,363	18,385,406	26,045,478	26,339,225	100.0%	1.1%
Excess (Deficit)		(212,684)	(270,345)	(187,220)	(233,303)		
Interest on Investments		212,684	270,345	187,220	233,303		
Ending Fund Balance	\$	6,542,229	6,542,228	6,542,228	6,542,228		
Percent Change		-	0.0%	0.0%	0.0%		



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

This fund accounts for the accumulation of resources used to pay retirement benefits to the City's General Employees. The City's contribution represents the amount required to maintain the actuarial soundness of the plan as calculated annually using an investment-return assumption of 8%.

		2014-15	2015-16	2016-17	2017-18	% of	% Change from
Beginning Fund Balance	\$	160,780,771	158,618,895	167,490,115	170,159,605		
<u>Revenues/Sources</u>							
Investment Income		(1,726,137)	12,414,477	10,000,000	11,000,000	74.6%	10.0%
Miscellaneous Revenues		9,426,681	6,749,518	2,729,490	3,741,596	25.4%	37.1%
Total Revenues/Sources		7,700,544	19,163,995	12,729,490	14,741,596	100.0%	15.8%
<u>Expenditures/Uses</u>							
General Government		9,862,420	10,292,775	10,060,000	11,055,000	100.0%	9.9%
Total Expenditures/Uses		9,862,420	10,292,775	10,060,000	11,055,000	100.0%	9.9%
Excess (Deficit)		(2,161,876)	8,871,220	2,669,490	3,686,596		
Ending Fund Balance	\$	158,618,895	167,490,115	170,159,605	173,846,201		
Percent Change		-	5.6%	1.6%	2.2%		

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

This fund accounts for the accumulation of resources used to pay retirement benefits to the City's firefighters and police officers. The City's contribution represents the amount required to maintain the actuarial soundness of the plan using an investment-return assumption of 8%.

		2014-15	2015-16	2016-17	2017-18	% of	% Change from
Beginning Fund Balance	\$	483,895,286	495,206,739	538,859,146	576,236,705		
<u>Revenues/Sources</u>							
Investment Income		12,443,762	47,169,985	41,250,000	45,810,000	59.1%	11.1%
Miscellaneous Revenues		29,328,626	29,200,520	29,878,559	31,652,902	40.9%	5.9%
Total Revenues/Sources		41,772,388	76,370,505	71,128,559	77,462,902	100.0%	8.9%
<u>Expenditures/Uses</u>							
General Government		30,460,935	32,718,098	33,751,000	34,050,000	100.0%	0.9%
Total Expenditures/Uses		30,460,935	32,718,098	33,751,000	34,050,000	100.0%	0.9%
Excess (Deficit)		11,311,453	43,652,407	37,377,559	43,412,902		
Ending Fund Balance	\$	495,206,739	538,859,146	576,236,705	619,649,607		
Percent Change		-	8.8%	6.9%	7.5%		

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

This fund accounts for the accumulation of resources for the payment of health and life insurance benefits to retirees. The City contribution represents the amount required to maintain the actuarial soundness of the plan.

		2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget	% of Total	% Change from 2016-17
Beginning Fund Balance	\$	52,259,414	55,637,262	67,903,913	74,536,294		
<u>Revenues/Sources</u>							
Miscellaneous Revenues		10,844,841	15,891,330	14,458,000	11,968,000	74.9%	(17.2%)
Investment Income		267,804	5,141,676	4,001,000	4,002,000	25.1%	-
Total Revenues/Sources		11,112,645	21,033,006	18,459,000	15,970,000	100.0%	(13.5%)
<u>Expenditures/Uses</u>							
General Government		7,734,797	8,766,355	11,826,619	13,061,927	100.0%	10.4%
Total Expenditures/Uses		7,734,797	8,766,355	11,826,619	13,061,927	100.0%	10.4%
Excess (Deficit)		3,377,848	12,266,651	6,632,381	2,908,073		
Ending Fund Balance	\$	55,637,262	67,903,913	74,536,294	77,444,367		
Percent Change		-	22.0%	9.8%	3.9%		

SOURCE OF REVENUE DOLLARS: GENERAL FUND Proposed Budget 2017-18



GENERAL FUND REVENUES

Revenue Category	2014-15 Actual	2015-16 Actual	2016-17 Working Budget	2017-18 Proposed Budget
(1) Ad Valorem Taxes	\$ 51,515,774	\$ 55,321,195	\$ 59,196,030	\$ 70,064,788
(2) Charges for Services	29,674,098	29,248,371	31,103,792	32,037,736
(3) Special Assessments	22,179,789	23,134,760	22,771,762	23,920,568
(4) Intergovernmental Revenue	14,996,934	15,083,451	15,863,587	16,192,684
(5) Franchise Fees	15,176,304	15,003,168	15,542,797	15,706,740
(6) Rents & Royalties	11,733,715	12,318,640	12,242,330	13,761,704
(7) Utility Taxes	11,222,415	10,847,727	11,104,776	11,708,642
(8) Insurance Premium Taxes	2,470,921	2,445,532	2,470,922	2,445,532
(8) Judgements, Fines & Forfeitures	1,553,068	1,299,092	1,999,475	1,861,820
(8) Communication Services Tax	169,075	-	-	-
(8) Building Permits	999,476	828,672	632,000	756,700
(8) Miscellaneous Revenues	366,777	250,607	286,807	281,051
(9) Investment Income	(432,829)	1,051,802	422,620	367,920
(9) Local Business Tax	3,378,223	3,455,361	3,404,000	3,580,000
	\$ 165,003,740	\$ 170,288,378	\$ 177,040,898	\$ 192,685,885

USE OF REVENUE DOLLARS: GENERAL FUND Proposed Budget 2017-18



(1)
Police
\$0.34



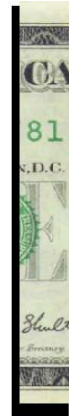
(2)
Fire & Rescue
\$0.26



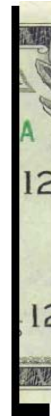
(4)
Rec &
Arts
\$0.11



(3)
Public
Services
\$0.07



(5)
Comm.
Services
\$0.05



(6)
Educa-
tion
\$0.03



(7)
Tech.
Svcs.
\$0.04



(8)
Gen
Gv't
\$0.05



(9)
Other
\$0.05

GENERAL FUND EXPENDITURES

Expenditure Category	2014-15 Actual	2015-16 Actual	2016-17 Working Budget	2017-18 Proposed Budget
(1) Police	\$ 54,451,582	\$ 57,286,402	\$ 65,635,238	\$ 65,853,323
(2) Fire & Rescue	44,746,730	45,705,866	48,422,566	49,999,047
(3) Public Services	16,287,835	19,772,040	24,291,693	13,707,749
(4) Recreation & Cultural Arts	7,599,579	7,938,072	11,181,225	21,409,940
(5) Community Services	8,163,617	8,115,615	8,924,406	9,381,213
(6) Education (EDCs)	5,528,667	5,519,342	5,703,782	6,029,449
(7) Technology Services	4,921,186	3,902,841	9,018,111	7,596,778
(8) General Government	8,074,687	7,081,150	3,827,586	10,540,256
(9) Finance	2,678,170	2,541,553	2,678,103	3,018,832
(9) Legislative / Executive / Legal	2,266,376	2,313,386	2,420,370	2,877,841
(9) City Clerk	1,042,133	1,191,229	1,425,834	1,436,370
(9) Planning	806,498	835,327	1,049,942	1,135,062
(9) Human Resources	613,828	630,596	647,086	723,719
	\$ 157,180,888	\$ 162,833,419	\$ 185,225,942	\$ 193,709,579



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 \$19,740 or 2.3% higher than the 2016-17 working budget. The increase is attributable to appropriations for benefit costs.

Accomplishments

Conducted forty two Public Hearings and eleven Town Hall meetings on topics such as: Lupa, zoning changes, Pines City Center, USPS facility, Fire Assessment, budget hearing, land use, holiday displays, block grant, shade sessions, infrastructure surtax, retreat, red light cameras, HOA landscaping ordinance review, landscaping and tree roots, as well as bus routes.

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

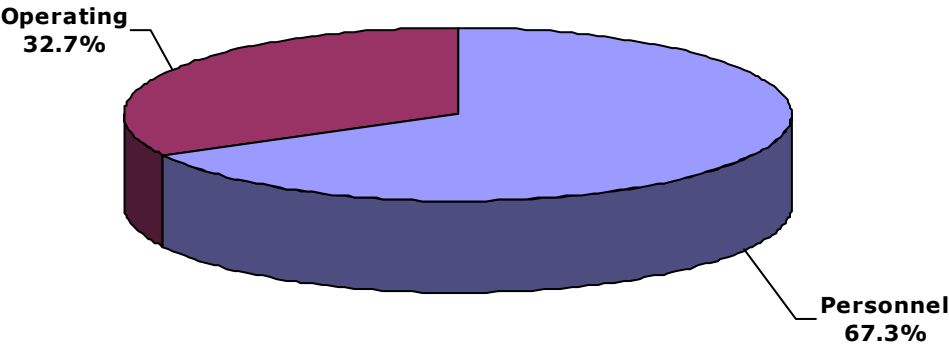
City Commission Performance Measures

Indicator	2014-15		2015-16		2016-17	2017-18
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Number of ordinances adopted during the year	33	30	24	40	27	25
Number of resolutions adopted during the year	41	50	42	38	42	42

City Commission

Expenditure Category	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Personnel				
Salary	300,536	307,090	312,570	340,030
Benefits	178,104	219,858	269,940	262,220
Personnel Total	478,639	526,948	582,510	602,250
Operating				
Other Contractual Services	250,000	250,000	250,000	250,000
Travel Per Diem	18,525	14,882	23,000	24,000
Rentals and Leases	368	2,022	2,207	2,207
Repair and Maintenance Services	12	802	1,200	1,200
Other Current Charges and Obligations	-	-	375	375
Office Supplies	1,885	1,676	2,500	1,500
Publications and Memberships	14,080	14,156	13,992	13,992
Operating Total	284,871	283,538	293,274	293,274
Total	763,510	810,486	875,784	895,524

Expenditure Category



Position Title		2014-15 Actual	2015-16 Actual	2016-17 Adopted	2017-18 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 FY2017-18 budget.

The City Manager budget shows an increase of \$398,715 or 64.78% above the 2016-17 working budget. The increase is attributable to the relocation of the Media Relations expenses from the General Government division to the City Manager division.

Accomplishments

- Negotiated contracts with all bargaining units.
- Continued to oversee the completion of projects funded by \$100.0 million G.O. Bonds.
- Continued to seek additional funding for the award winning Charter School system.
- Held workshops and retreats that provided additional information to the City Commission on various agenda items and City-related topics such as: Landscaping and tree roots, Pembroke Pines City Center, bus routes, fire assessment, budget, infrastructure surtax & red light camera.
- Purchased/sold various properties.
- The City's construction and property values increased by 8.74%.

City Manager Performance Measures

Indicator	2014-15		2015-16		2016-17	2017-18
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Number of resolutions reviewed	42	85	45	50	42	40
Number of ordinances reviewed	37	60	27	45	40	45
Effectiveness						
% of General Fund actual revenues to budgeted revenues	99.7%	100.0%	96.1%	100.0%	100.0%	100.0%
% of General Fund actual expenditures to budgeted expenditures	95.6%	100.0%	99.3%	100.0%	100.0%	100.0%
Total direct debt as a % of property market value	4.2%	4.2%	3.9%	3.9%	3.6%	3.1%
Debt service as a % of General Fund expenditures	16%	16%	15%	15%	15%	13%
Direct debt per capita	\$2,122	\$2,372	\$2,025	\$2,190	\$2,122	\$2,025
% of principal retired in 10 years	38%	38%	41%	41%	43%	47%
Unassigned Fund Balance as a % of annual General Fund expenditures ^	23.0%	26.0%	22.2%	25.6%	28.3%	28.3%
Charter School FSA Scores for:@						
Elementary School	77%	N/A	68%	N/A	77%	77%
Middle School	78%	N/A	68%	N/A	78%	78%
High School	77%	N/A	74%	N/A	77%	77%
FSU Elementary	77%	N/A	67%	N/A	77%	77%
Efficiency						
Percent change in adopted millage rate compared to rolled-back operating millage rate	6.76%	3.15%*	6.42%	1.96%*	3.75%*	3.11%
Per Capita City Service Cost compared to prior years (in current dollars)	\$973	\$1,000	\$997	\$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



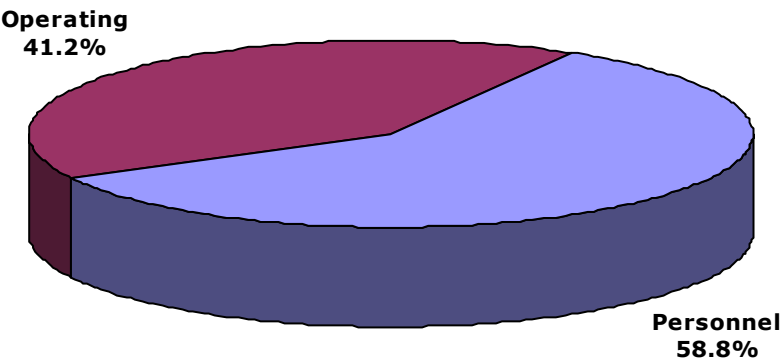
City Manager

Revenue Category	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
General Government Charges	-	-	-	33,000
Total	-	-	-	33,000

Expenditure Category	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Personnel				
Salary	450,469	450,271	481,701	454,357
Benefits	162,479	138,777	124,562	142,448
Personnel Total	612,948	589,048	606,263	596,805
Operating				
Professional Services	-	-	-	2,400
Other Contractual Services	-	-	-	280,890
Travel Per Diem	121	-	2,100	3,000
Rentals and Leases	293	1,614	1,764	1,764
Repair and Maintenance Services	289	203	750	750
Printing and Binding	-	-	-	116,877
Office Supplies	1,845	1,684	2,100	1,200
Operating Supplies	-	-	-	8,000
Publications and Memberships	2,388	2,410	2,500	2,500
Operating Total	4,937	5,910	9,214	417,381
Total	617,885	594,958	615,477	1,014,186

City Manager

Expenditure Category



Position Title		2014-15 Actual	2015-16 Actual	2016-17 Adopted	2017-18 Budget
11005	City Manager	1	1	1	1
12516	Assistant City Manager	0.5	0.5	0.5	0.5
13150	P/T Executive Coordinator	1	1	1	1
13682	P/T Executive Assistant	1	1	1	1
13685	P/T Clerical Aide	1	1	-	-
Total	Full-time	1.5	1.5	1.5	1.5
	Part-time	3	3	2	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

Coordinate future land use element changes with Broward Next process.

Actively assist Broward County Planning Council in implementation of Broward NEXT policies relating to land development regulations

Implement the updated comprehensive plan consistent the Broward Next.

Implementation of updated zoning inspection program.

Transferred files to On Base

Participation and coordinated in the update of the Broward County Municipal Population Forecast Model

Coordinated with US Census Bureau on Boundary Annexation survey to update municipal boundaries in advance of census 2020

Conduct 50 courtesy inspections of commercial and multifamily residential properties

Certify the City as a National Wildlife Community

Process and coordinate five neighborhood mitigation plans

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

Accomplishments

Coordinated City Real Estate transactions with City Officials, purchasers and sellers (to add acreage later)

Completed the FDOT Landscape Project on Pines Boulevard from McArthur Parkway to the Florida’s turnpike

Completed Dykes Road Landscape Design and installation.

Assisted in rebranding the City’s Landscape Advisory Board into the City’s Environmental Advisory Board

Inspected over 35 commercial and multifamily residential projects for compliance with landscape regulations.

Reviewed and processed in excess of 350 tree removal/relocation applications.

Provided technical assistance to several neighborhood homeowner associations on establishing tree mitigation plans.

Reviewed and processed over 50 landscape permit plans.

Assist EAB in creation and implementation parks evaluation report card.

Attendance to the B2B Climate Solutions Events

Participated in Broward County Sustainability stewardship program

Participation in Fourth National Climate Assessment (NCA4).

Participate in the local mitigation strategies (LMS)



Planning and Economic Development

established by Broward County emergency management

Coordinated with CRA Florida Inc to assist 784 seniors through the senior transportation program which accounted for 36,138 trips; 23 households were assisted with home repairs through the CDBG, SHIP and HOME programs. Two additional homes acquired through the City’s NSP3 Program in 2015 closed

Represented the City at the International Council of Shopping Centers (ICSC) conference in Orlando.

Processed 506 LBTRs and over 4,100 Building Permits.

Worked with building department and fire prevention bureau to streamline the LBTR process resulting in lower inspection costs to certain businesses

Coordinated, monitored and inspected the installation of City gateway signs and associated landscaping.

Worked with the City’s Economic Development Board to create a Citywide Business Survey to enhance City services to the Business community

Participated in SIX Pillars.

Met with local partners regarding West Broward Tourism

Provided technical assistance toward the creation of the City’s new ONBASE records management system.

Coordinated with the City Attorney’s office to draft new ordinances pertaining to land development regulations. New ordinances including the following:
Land Use Separation Ordinance
Site Plan Ordinance
Master Sign Plan Ordinance
Fuel Tanks
Front Yard Lot Coverage
Posted Notice
Fee Schedule change
Lighting Ordinance

Coordinate with the Broward County School Board for the third and restated inter-local agreement *(ILA)

Coordinated with the Broward County School Board staff in a study of missing sidewalk links with the goal of participating in a grant application that can fund improvements for safe routes to school.

Attended numerous community meetings

representing the Department in Citywide matters.

Social Media Committee Report to CC regarding City Communications and Marketing Plan and Social Media Policy

Updates to Planning procedures to streamline processing times for development review

Updates to department web page to provide better access to development review projects.

Interdepartmental coordination and monitoring with new city bus routes.

Participate in the implementation of the City’s new Agenda Management software.

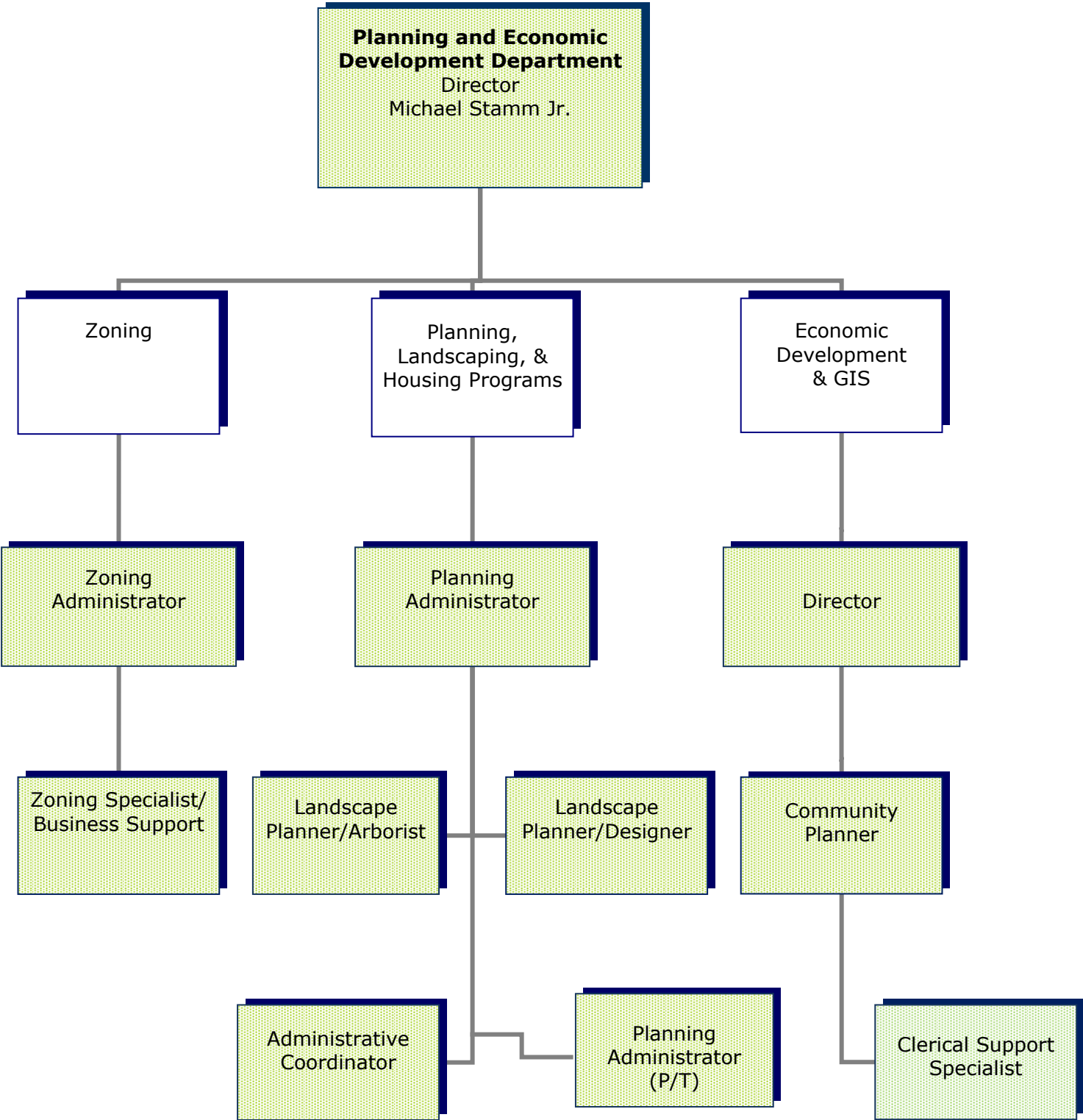
Established a development address assignment procedure.

Planning and Economic Development Performance Measures

Indicator	2014-15		2015-16		2016-17	2017-18
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Number of Planning and Zoning Board meetings facilitated	22	20	18	18	20	18
Number of Development Review Committee meetings coordinated	46	30	51	35	40	40
Number of Board of Adjustment meetings facilitated	4	8	4	7	5	8
Number of intergovernmental coordination meetings attended	15	15	15	25	20	25
Number of Economic Development Board Meetings facilitated	9	9	11	11	10	11
Number of Landscape Advisory Board Meetings facilitated	11	12	10	11	11	10
Number of Social Media Committee meetings	N/A	N/A	8	N/A	N/A	0
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

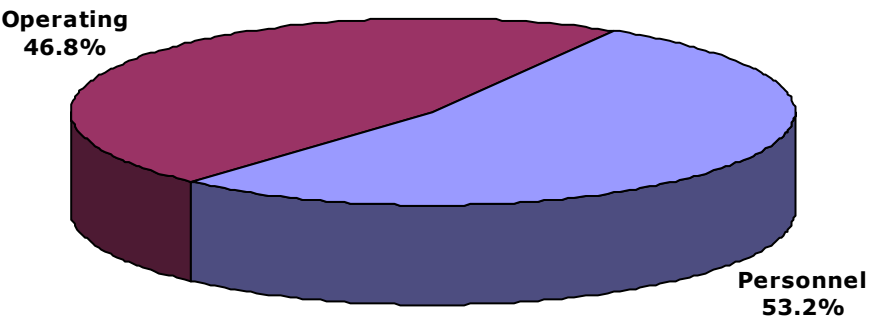
Planning and Economic Development

Revenue Category	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Building Permits	413,052	222,617	143,000	217,000
General Government Charges	328,834	385,259	258,664	218,975
Other Licenses, Fees & Permits	3,970	15,014	6,500	6,500
Total	745,857	622,890	408,164	442,475

Expenditure Category	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Personnel				
Salary	341,393	357,150	389,191	398,782
Benefits	165,044	178,282	208,950	205,350
Personnel Total	506,437	535,431	598,141	604,132
Operating				
Professional Services	-	-	15,900	15,900
Other Contractual Services	239,616	260,543	289,107	371,596
Travel Per Diem	1,371	750	2,500	3,000
Communication and Freight Services	1,637	2,478	7,864	8,250
Rentals and Leases	1,802	1,802	6,280	6,280
Insurance	175	-	150	150
Repair and Maintenance Services	5,874	2,472	13,954	13,954
Printing and Binding	425	-161	4,500	4,000
Promotional Activities	41,673	20,184	76,036	79,000
Other Current Charges and Obligations	5,432	618	7,800	7,800
Office Supplies	2,424	1,538	5,000	5,000
Operating Supplies	-3,031	-4,172	8,110	12,500
Publications and Memberships	2,663	1,975	3,500	3,500
Operating Total	300,061	288,026	440,701	530,930
Capital				
Machinery and Equipment	-	11,869	11,100	-
Capital Total	-	11,869	11,100	-
Total	806,498	835,327	1,049,942	1,135,062

Planning and Economic Development

Expenditure Category



Position Title		2014-15 Actual	2015-16 Actual	2016-17 Adopted	2017-18 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	Full-time	4	4	4	4
	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

Accomplishments

- Continued to improve the quality of service provided by the Technology Services Group, 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 social media based communications with residents through new refreshed website site deployment, city mobile applications and

- Civic Recreation application.
- 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 streamline efficiencies through single sources enterprise management suite.
- Business process review and analysis for currently deployed software applications and solutions.
- Prepare for migration of data city to new City Hall location in 2016/2017.
- Deploy Centralized Data solution with Data Loss Protection suite Phase II.
- Implement a comprehensive disaster recovery plan that will include testing protocols and business continuity as a practice.
- Technical and Project Management Support for Fire Services with replacing legacy Fire Report Suite.
- Completed successful procurement process for replacement agenda management software to be deployed in 2015/16.
- Network refresh for all City owned sites (Public Safety and remote sites).
- Deployed Final Phase of Fiber Optic Network to all large city sites.
- Deploy phase one of Virtual desktop infrastructure as desktop replacement model for delivery compute services to internal staff.
- Phase 2 Deployment Document Management suites
- Business Process Review of existing software application in consideration for Enterprise Resources Planning application.
- Develop and Deploy best practices solution 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.



Technology Services

Enhanced Online Application systems and deployed new electronic re-enrollment for Lottery suite.

Complete phase I 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 build out.

Complete a success selection and placement of Technical Project Manager position.

Completed successful replacement city document management software.

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

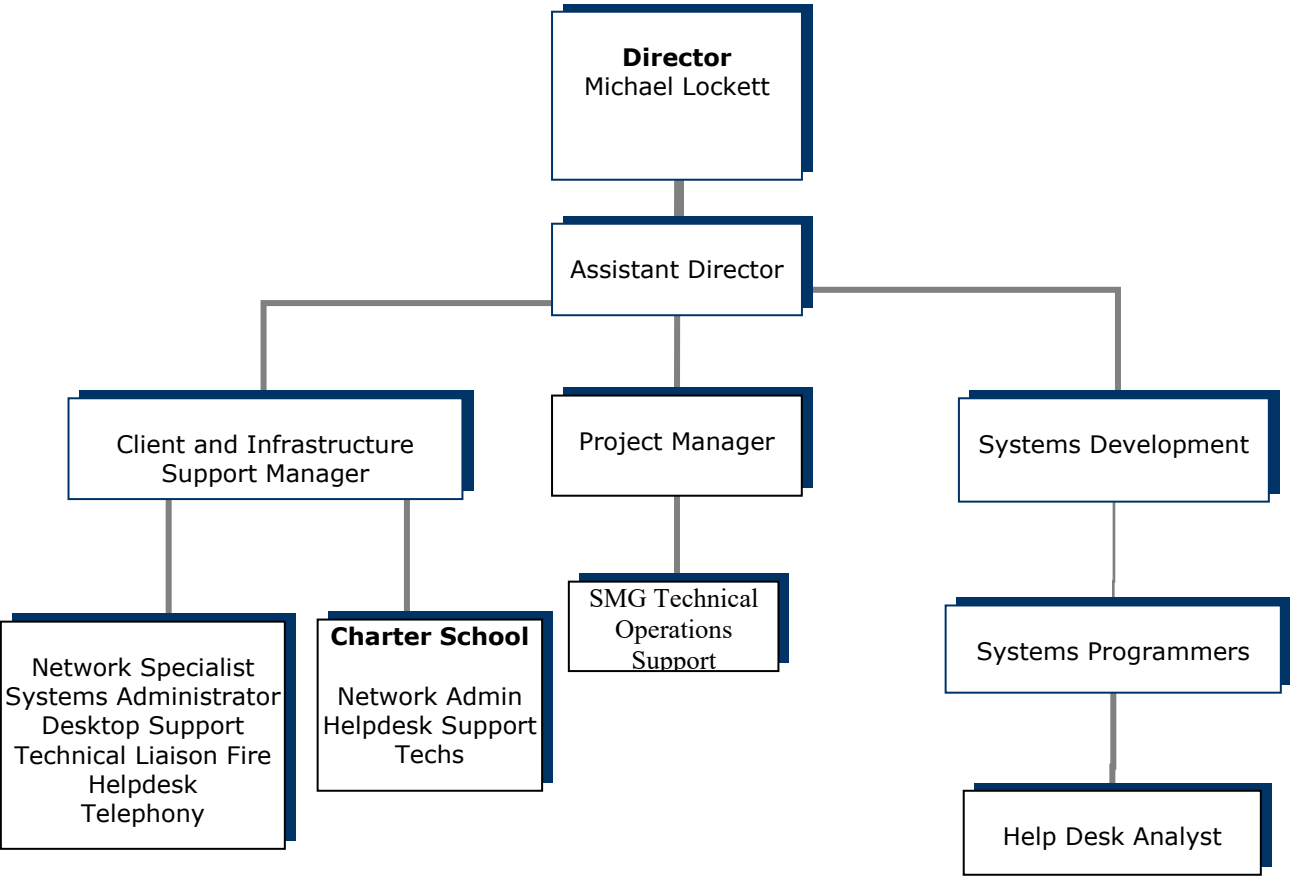
Technology Services Performance Measures

Indicator	2014-15		2015-16		2016-17	2017-18
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Number of Customers Supported (All City Owned Sites FTE and Contract)	1,799	*	1,799	*	1,799	1,799
Number of Software Applications, Modules & Interfaces Supported	415	*	421	*	415	400
Number of Desktop/Laptops Supported	4,480	*	4,789	*	3,500	4,440
Number of Servers Supported	72	*	80	*	50	60
Number of Mobile Data Terminals Supported	332	*	332	*	368	380
Number of Printers Supported	609	*	617	*	350	500
Number of Telephones Supported	916	*	940	*	990	970
Number of Help Desk Calls Processed	15,546	*	13,731	*	13,650	N/A
Effectiveness						
Visitors to City Website(s)	2,685,518	*	2,838,407	*	3,200,000	3,000,000
Average Percent of Information Technology Work Order Completed	6.7 hrs	*	6.3 hrs	*	4.8 hrs	5.5 hrs
-Less than One Hour	51.00%	*	57.20%	*	58.50%	60.20%
-Less than Four Hours	67.00%	*	54.50%	*	71.20%	67.50%
-By Help Desk	61.00%	*	37.90%	*	74.50%	44.40%
Percent of Calls Completed by Due Date	89.00%	*	91.00%	*	91.01%	96.00%
Average Time to Complete Work Orders	1.57 days	*	1.42 days	*	1.40 days	1.30 days
Number of Viruses/ Spam Prevented	3,100,000	*	4,674,301	*	3,300,800	4,674,301
Percent of Network Availability	99.75%	*	98.20%	*	99.96%	99.67%
Percent of Upgrades and Implementations Completed on Time	72.00%	*	81.00%	*	85.80%	91.90%
Percent of Projects Completed within Budget	94.80%	*	93.40%	*	96.60%	97.80%
Efficiency						
Average Number of Calls Processed per Help Desk Personnel	7,773	*	7,773	*	5,200	6,000
Average Cost per Employee Training	N/A	*	389	*	\$78.80	478
Average Time to Repair Computer	6.7 hrs	*	4.8 hrs	*	5.5 hrs	4.0 hrs

* New performance measure; no goal in previous years

TECHNOLOGY SERVICES

Organizational Chart

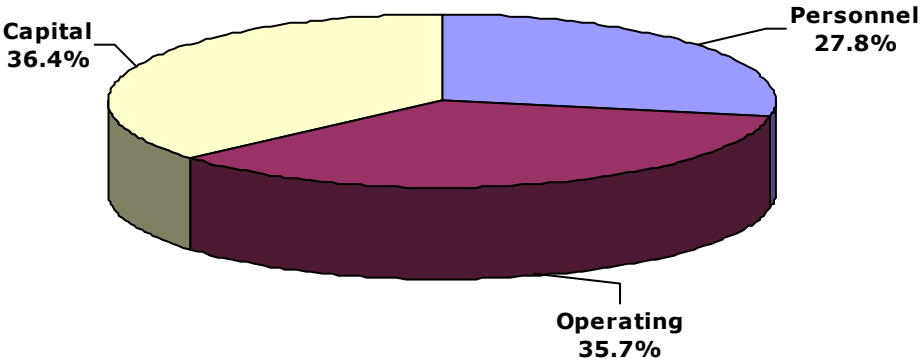


Technology Services

Revenue Category	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
General Government Charges	689,962	682,312	710,213	870,752
Total	689,962	682,312	710,213	870,752

Expenditure Category	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Personnel				
Salary	1,453,809	1,357,798	1,301,077	1,530,355
Benefits	720,560	789,585	816,022	870,954
Personnel Total	2,174,369	2,147,382	2,117,099	2,401,309
Operating				
Other Contractual Services	292,514	653,015	1,213,506	1,353,521
Travel Per Diem	375	1,599	5,200	5,200
Communication and Freight Services	28,105	28,296	43,582	43,582
Rentals and Leases	611	1,549	6,216	6,216
Repair and Maintenance Services	141,600	192,351	836,771	342,946
Office Supplies	696	2,452	4,200	4,200
Operating Supplies	298,103	465,498	548,541	640,029
Publications and Memberships	226	557	2,400	2,400
Training and Education	12,760	29,012	49,760	83,380
Operating Total	774,990	1,374,329	2,710,176	2,481,474
Capital				
Improvements Other Than Buildings	1,761,289	192,212	563,175	593,000
Machinery and Equipment	210,537	188,917	3,627,661	1,805,090
Capital Total	1,971,826	381,129	4,190,836	2,398,090
Total	4,921,186	3,902,841	9,018,111	7,280,873

Expenditure Category



Technology Services

Position Title		2014-15 Actual	2015-16 Actual	2016-17 Adopted	2017-18 Budget
12280	Help Desk Technician II	5	3	3	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	-	-	-
12652	Programmer/Analyst I	1	1	1	1
12693	Systems Programmer/Analyst II	1	1	1	1
12697	Proj Mangr/Systems Prog Analyst II	1	1	1	1
12720	Client & Infrastructure Support Mgr.	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	1	1
Total	Full-time	18	15	15	15
	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.

~ 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.

Goals

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

Objectives

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

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

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

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

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.

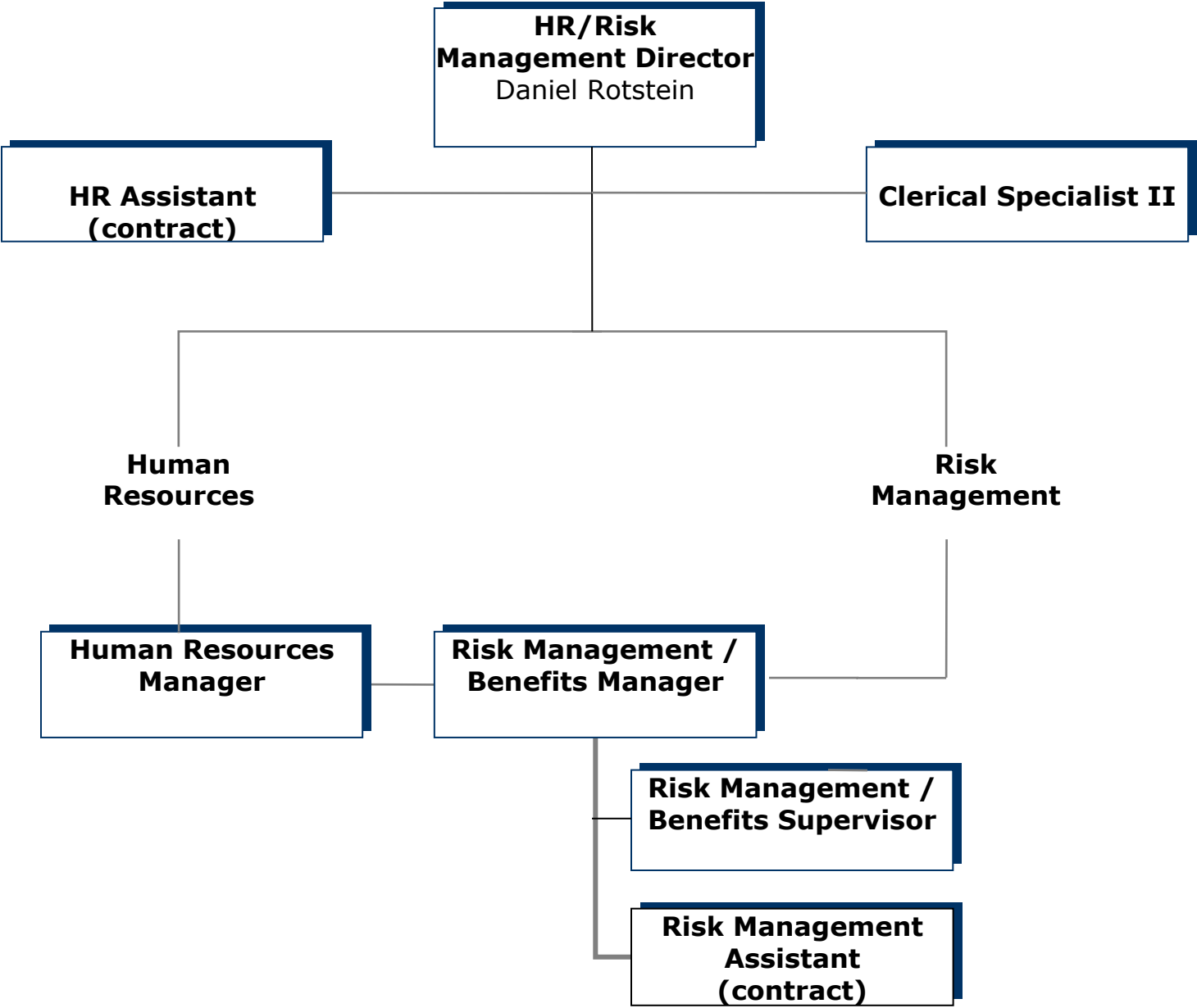
~ TRAINING - Provide an internal training program for employee training and development.

Human Resources Performance Measures

Indicator	2014-15		2015-16		2016-17	2017-18
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Number of positions processed for recruitment or promotion	115	70	97	60	100	N/A
Number of internal seminars offered	18	20	18	18	18	N/A
Number of employment applications received and processed (FT/PT City)	1,500	1,300	1,800	1,600	1,700	N/A
Number of applicants hired (FT/PT City and Schools)	312	100	75	80	250	N/A
Effectiveness						
New FT employee turnover rate within one year of employment	7.95%	20.00%	16.00 %	15.00%	15.00%	N/A
Efficiency						
Ratio of employees (City and School) to HR staff	250:1	257:1	243.34	260:1	250:1	N/A

HUMAN RESOURCES/RISK MANAGEMENT

Organizational Chart

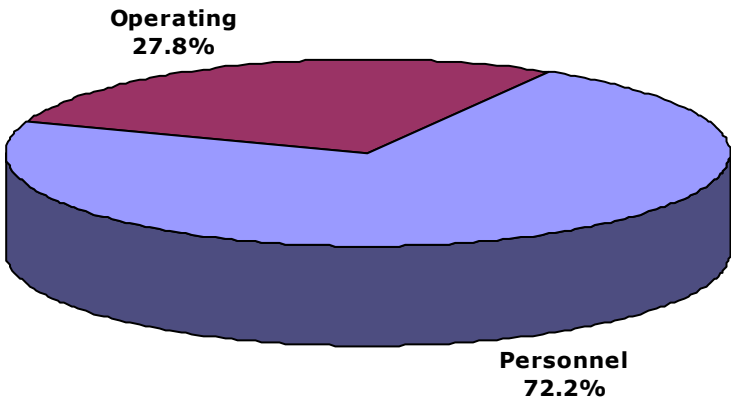


Human Resources

Expenditure Category	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Personnel				
Salary	338,110	325,575	319,800	354,845
Benefits	217,924	212,743	183,777	167,687
Personnel Total	556,034	538,319	503,577	522,532
Operating				
Professional Services	20,004	24,810	27,270	27,270
Other Contractual Services	23,005	48,586	74,820	124,348
Travel Per Diem	118	959	1,250	2,500
Rentals and Leases	2,398	2,616	2,669	2,669
Repair and Maintenance Services	2,279	2,885	5,400	5,400
Printing and Binding	648	4,789	14,900	15,000
Other Current Charges and Obligations	4,870	2,154	5,000	10,000
Office Supplies	3,208	3,547	4,000	4,000
Operating Supplies	1,264	1,932	4,200	4,000
Training and Education	-	-	2,000	6,000
Operating Total	57,794	92,278	141,509	201,187
Capital				
Machinery and Equipment	-	-	2,000	-
Capital Total	-	-	2,000	-
Total	613,828	630,596	647,086	723,719

Human Resources

Expenditure Category



Position Title		2014-15 Actual	2015-16 Actual	2016-17 Adopted	2017-18 Budget
12014	Risk Management/Benefits Supervisor	-	1	1	1
12440	Human Resources Director	1	1	1	1
12557	Risk Management/Benefits Specialist	1	-	-	-
12684	Clerical Spec II	1	1	-	-
12685	Clerical Aide	1	-	-	-
12790	Human Resources Manager	1	1	1	1
Total	Full-time	5	4	3	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.

Accomplishments

Facilitated the City's real estate transactions associated with its Neighborhood Stabilization Program including the implementation of the City's rehabilitation strategy by assisting with the purchase, rehabilitation, and eventual resale of foreclosed homes within the community to private homeowners.

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

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



City Attorney

in such property and thereby collect monies owed to the City.

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

Provided legal advice associated with ethics matters, coordinated on-going 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.

Conducting training to the City's officials and staff in accordance with the Florida Code of Ethics for Public Officials as well as the Broward County Code of Ethics ordinance requirements.

Addressed ethics questions submitted pursuant to the Broward County ethics ordinance and issued written legal opinions as requested.

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.

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

Assisted with amending the City's general employees' retirement plan to enable certain retirees the opportunity to take advantage of domestic partnership amendments the City adopted subsequent to their retirement, including drafting the appropriate plan amendments and ordinances.

Advised the City's Investment Committee regarding laws relevant to the City's investment of its surplus funds.

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

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

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.

Coordinated the City's discussion for the creation of the City's social media committee and facilitated the changing of its designation from an ad hoc committee to an official committee of the City Commission. Provided legal counsel to the committee at each stage of its development.

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.

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

Assisted the City staff in negotiations related to on-going disputes with U.S. Water.

Coordinated with consultants and outside legal counsel to address the City's options related to its Large User Wastewater Agreement with the City of Hollywood. Preparation of a resolution initiating dispute resolution proceedings with the City of Hollywood related to the Large User Agreement and the true-up of related charges as well as pending actions to enforce settlement agreement previously entered into.

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

Assisted the City with the implementation of the agreement with SMG, Inc. for the management of the City's civic center.

Continued to assist 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 the necessary permits, easements, and approvals for the City's development of the City Center Parking lot.



City Attorney

Negotiated an Interlocal Agreement with Broward County and assisted City Administration on matters related to the potential implementation of an infrastructure sales surtax.

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

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

Assisted City Staff with submitting the required applications to the Florida Agency for Healthcare Administration in order to receive supplemental indirect cost reimbursement payments for eligible costs associated with the Public Emergency Medical Transportation services provided by the City's Fire Rescue Department to Medicaid beneficiaries.

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.

Drafted resolutions, negotiated the agreements, and advised the City Commission on matters related to the implementation of Property Assessed Clean Energy (PACE) programs within the City.

Provided the necessary training, guidance, and legal advice to the City's Code Enforcement Unit of the City's Police Department. On-going coordination of the streamlining of the overall Code Enforcement process and assisted with the integration of the Unit with other City functions and departments. Attended weekly office hours specifically for the Code Enforcement Unit to provide enhanced legal guidance to the Unit to ensure the administrative citation process and imposition of administrative fees for the prosecution of code violations is incorporated within the overall process.

Assisted the City's Code Enforcement Unit of the City's Police Department in hearings before the City's special magistrate upon request. Monitored the entire process to ensure equitable and due process is afforded to those persons receiving citations and fines for alleged violations of the City's ordinances.

Continued providing on-site/off-site/24-7 Police Legal Advisor to the City's Police Department, which includes conducting general legal training, providing legal advice regarding the operations and performance of police duties on an on-going basis,

maintaining regular office hours at the Police Department, reviewing contracts, and advising on miscellaneous employment and labor issues, use of law enforcement trust funds, grant applications and agreements, and inter-agency agreements related to mutual aid, reciprocal aid, or traffic enforcement and task forces.

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.

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 real life experiences.

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.

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

Assisted with the transition of the agreement with the Florida Department of Children and Families for the Transitional Independent Living Facility Program to a private not-for-profit entity.

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

Coordinated with the City's outside legal 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.

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



City Attorney

associated with both programs.

Served as the City's legal counsel on three (3) bond transactions involving the refinancing of the bonds to construct the Susan B. Anthony Recovery Center on the Howard C. Forman Campus, the refinancing of capital improvement bonds, and the refinancing public utility bonds, in each instance restructuring the outstanding debt obligation for terms more favorable to the City.

Amended the City's background screening ordinance and assisted to implement screening procedures and provided legal counsel to the City's screening review committee.

Drafted an ordinance to implement an adult civil citation program within the City for certain offenses.

Prepare resolution opposing drilling efforts in the Florida Everglades.

Drafted an ordinance providing for crime-free rental housing to address crime rates in the City.

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

Drafted and advised the City Commission and staff with the implementation of a moratorium on cannabis-related business activities within the City.

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.

Initiated communication with Florida State University for the renewal of the Charter Agreement for the Pembroke Pines FSU Charter School.

Review, revision and implementation of the City's Charter School Title IX policies, including participating in a training session with Florida State University.

On-going facilitation with the City's implementation and processes for the City's new document management software system.

Continued and on-going review of all service, maintenance, lease, and usage agreements for all of the City's Charter School and departments.

Reviewed all field trip requests, both on-site and off-site, for all field trips of the City's Charter Schools, Early Development Centers, and summer camp programs.

Drafted proposed legislation on various charter school funding matters.

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

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

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

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

Assisted the City with the review of the various sports leagues and related legal matters associated with the continued operation of such leagues within the City.

Negotiated and drafted the necessary professional management agreement with SMG for the operation of the new City Center.

Assisted with and facilitated the coordination of the move into the new City Hall facility.

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	2014-15		2015-16		2016-17	2017-18
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Number of ordinances prepared for consideration by City Commission	38	40	33	40	42	42
Number of resolutions prepared for consideration by City Commission	40	40	39	45	45	45
Number of contracts reviewed, negotiated and drafted weekly	49	45	53	45	45	43
Number of real estate transactions	15	15	8	20	17	6
Number of bond issues	2	2	3	2	2	2
Number of Commission meetings attended	35	40	42	40	40	40
Number of verbal, written and electronic (E-mail) correspondences processed weekly	802	750	863	850	850	870

City Attorney

Expenditure Category	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Operating				
Professional Services	857,184	878,081	903,658	941,611
Office Supplies	19,716	24,858	20,301	21,154
Operating Supplies	8,081	5,004	5,150	5,366
Operating Total	884,981	907,942	929,109	968,131
Total	884,981	907,942	929,109	968,131



City Clerk

Mission

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

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 cashiering and cash handling functions, including timely and accurate deposits of payments received at City Hall.
- Provide the City Commission with recommendations discussed at monthly meetings of Boards and Committees.
- 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 cashiering system, processes payments made to the City via cash, check, debit and credit cards. The primary function is to provide quick and efficient service to the public with respect to processing transactions, depositing City funds daily, maintaining accurate records, providing information, and directing phone calls.

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

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

The Micrographics 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**
- Upgrade of the automated agenda management system from Legistar 4.8 to Granicus Open Platform Legistar L5, iLegislate, Votecast and Government Transparency.
 - Conversion from Filenet to Hyland Onbase Electronic Content Management (ECM) for the City's electronic repository.
 - Document Management Specialist function transitioned from Micrographics Tech position to



City Clerk

support the new digital environment in City Clerk's Department records management.

Accomplishments

Document Management Specialist function transitioned from Micrographics Tech position to support the new digital environment in City Clerk's Department records management.

Part-time Passport Acceptance Clerk added to support increased demand for passport service at City Hall.

City Clerk Performance Measures

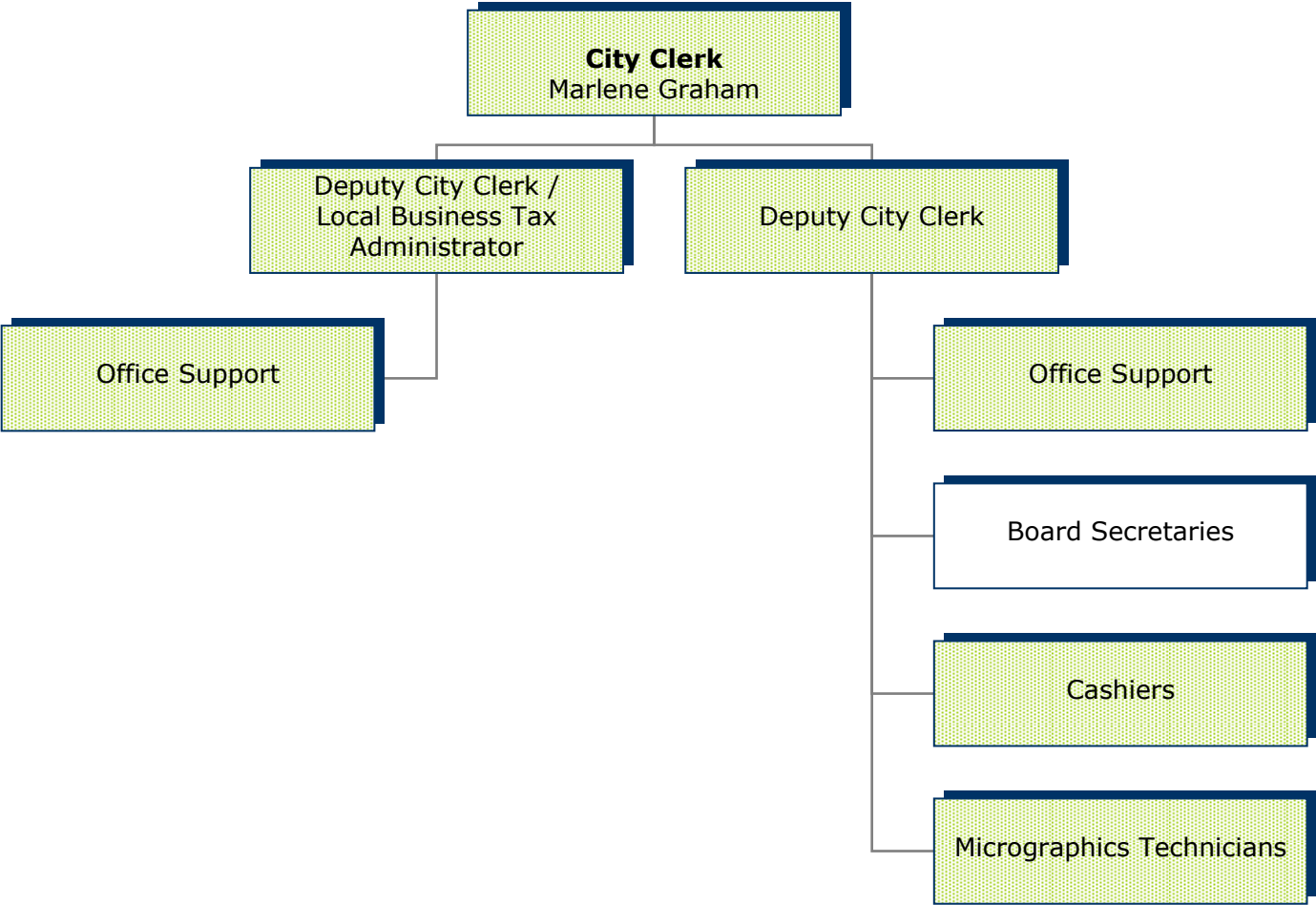
Indicator	2014-15		2015-16		2016-17	2017-18
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Subpoenas for records processed	110	125	168	125	125	168
"Action Only" Commission minutes prepared for next Commission meeting.	27	22	22	22	22	22
Commission agenda books prepared	372	220	380	300	300	380
Local business tax receipts monitored for compliance	7,699	8,394	8,725	8,395	8,416	8,725
Local Business Tax Receipts issued	6,827	7,290	7,593	7,290	7,295	7,599
Local Business Tax Office customers served	2,381	1,900	2,626	2,000	2,400	2,630
Public records requests processed	3,230	3,000	N/A	3,000	3,000	N/A
Passport applications processed	1,310	2,500	2,639	2,500	2,500	2,650
Passport Office customers served	1,735	3,500	3,699	3,500	3,500	3,700
Documents imaged and microfilmed	161,096	250,000	N/A	400,000	400,000	N/A
Staff training hours	28.5	14.0	137.0	35.0	35.0	137.0
Garage sale permits issued	1,266	1,500	1,092	1,500	1,500	1,150
Cashiering transactions (in millions)	\$28.0M	\$28.0M	\$28.0M	\$28.0M	\$30.0M	\$28.0M
Cashiering transactions (number)	39,063	42,000	38,900	40,000	42,000	38,900
Agenda packets prepared	832	1,050	852	1,000	850	860
Board and committee meetings attended	81	90	84	92	90	84
Abandoned properties registered	990	800	N/A	684	900	N/A
City Clerk customers served	981	1,200	1,055	1,200	1,200	1,055
Bid openings	38	60	31	60	60	40
Records dispositioned for destruction as per statutes (in tons)	22.85	15.00	23.48	21.00	23.00	26.00
Records dispositioned for destruction as per statutes (in cubic feet)	718	1,100	939	2,000	2,000	1,000
Effectiveness						
% of passport applications processed within 24 hours of appointment	100%	100%	100%	100%	100%	100%
% of documents accurately imaged	98.25%	100.00%	N/A	100.00%	100.00%	N/A
Commission meeting minutes made available on City's web site within 2 days after approval	100%	100%	100%	100%	100%	100%
Local business tax receipts available for renewal as required by statute	100%	100%	100%	100%	100%	100%
Cashiering - daily transactions balanced without overage or shortage	99.5%	100.0%	3.75%	100.0%	100.0%	N/A
Local business tax revenue per capita (in constant dollars)	\$21.12	\$21.00	\$21.36	\$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%	99%	100%	100%	99%
Efficiency						
Commission agendas prepared per year per F/T employee	372	225	29	28	300	29
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	204	350	293	400	300	320
Full-time employees on this task	1	1	1	1	1	1
Public Records requests processed per year per F/T employee	1,453	600	N/A	1,600	2,000	N/A
Full-time employees on this task	5	5	5	5	5	5
Passports processed per day per F/T employee	2.3	2.0	53.9	2.0	4.0	54
Full-time employees on this task	6.0	6.0	6.5	7.0	6.5	6.5
Cashiering transactions per year per F/T employee	39,063	20,000	38900	40,000	40,000	39000
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

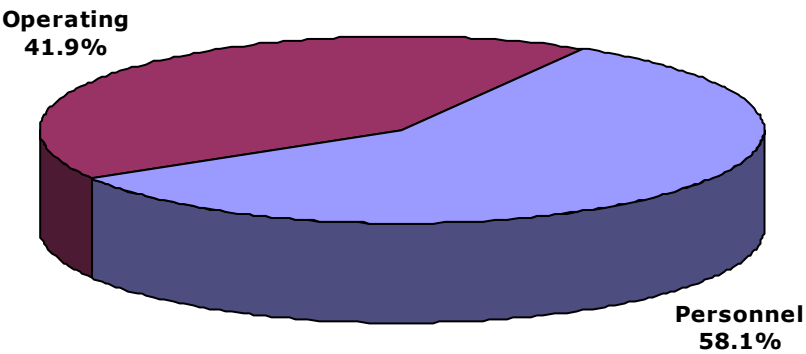
City Clerk

Revenue Category	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Building Permits	36,758	38,713	37,000	39,700
General Government Charges	58,069	100,911	77,080	103,580
Other Licenses, Fees & Permits	750	950	1,000	800
Total	95,577	140,574	115,080	144,080

Expenditure Category	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Personnel				
Salary	431,789	441,753	463,517	482,855
Benefits	329,288	318,238	369,010	351,325
Personnel Total	761,077	759,991	832,527	834,180
Operating				
Professional Services	31,976	15,076	32,088	33,000
Other Contractual Services	161,335	132,317	370,515	414,586
Travel Per Diem	2,893	1,858	3,900	4,000
Rentals and Leases	15,131	9,070	25,648	26,000
Insurance	290	144	600	400
Repair and Maintenance Services	17,102	15,459	59,329	56,904
Printing and Binding	16,465	7,793	16,800	14,500
Other Current Charges and Obligations	16,076	19,596	23,600	23,500
Office Supplies	8,190	7,771	15,305	17,700
Operating Supplies	5,759	3,480	7,852	11,000
Publications and Memberships	555	490	1,100	600
Training and Education	-	-	7,250	-
Operating Total	275,772	213,054	563,987	602,190
Capital				
Machinery and Equipment	5,284	218,184	29,320	-
Capital Total	5,284	218,184	29,320	-
Total	1,042,133	1,191,229	1,425,834	1,436,370

City Clerk

Expenditure Category



Position Title		2014-15 Actual	2015-16 Actual	2016-17 Adopted	2017-18 Budget
12047	City Clerk	1	1	1	1
12285	Micrographic Technician II	1	1	-	-
12287	Document Management Specialist	-	-	1	1
12525	Administrative Assistant I	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	1	1
Total	Full-time	9	8	8	8
	Part-time	2	3	3	3



Finance

Mission

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

Goals

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

Objectives

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

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

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

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

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

Improve the usefulness of the performance measures of each department.

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

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

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

Major Functions and Activities

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

~ ACCOUNTING:

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

~ ACCOUNTS RECEIVABLE:

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

~ ACCOUNTS PAYABLE:

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

~ ADMINISTRATIVE SUPPORT:

Provides administrative support not only to the Finance Director but also to the entire department. Additionally, responsible for assisting in editing and producing the 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 FY2017-18 expenditure budget show an increase of \$271,229 or 10.1% over the FY2016-17 working budget. This increase is mainly due to the increase of personnel cost, contractual services, education and conferences.

Accomplishments

Awarded the Distinguished Budget Presentation Award by the Government Finance Officers Association (GFOA) for the 20th consecutive year since October 1, 1997, for the FY2016-17 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, 2016. If awarded, this will be the 32nd consecutive year the award will be received.

Successfully completed the 2016 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 upgraded the fixed assets system.

Successfully refunded the Public Improvement Revenues Refunding Bonds, Series 2006, on October 11, 2016, resulting in a net present value savings of \$1,770,852.

Successfully refunded the Capital Improvement Revenue Refunding Bonds, Series 2006 and Series 2007, on May 24, 2017, resulting in a net present value savings of \$6,459,368.

Successfully relocated to the New City Hall without any interruption to the Finance operation.

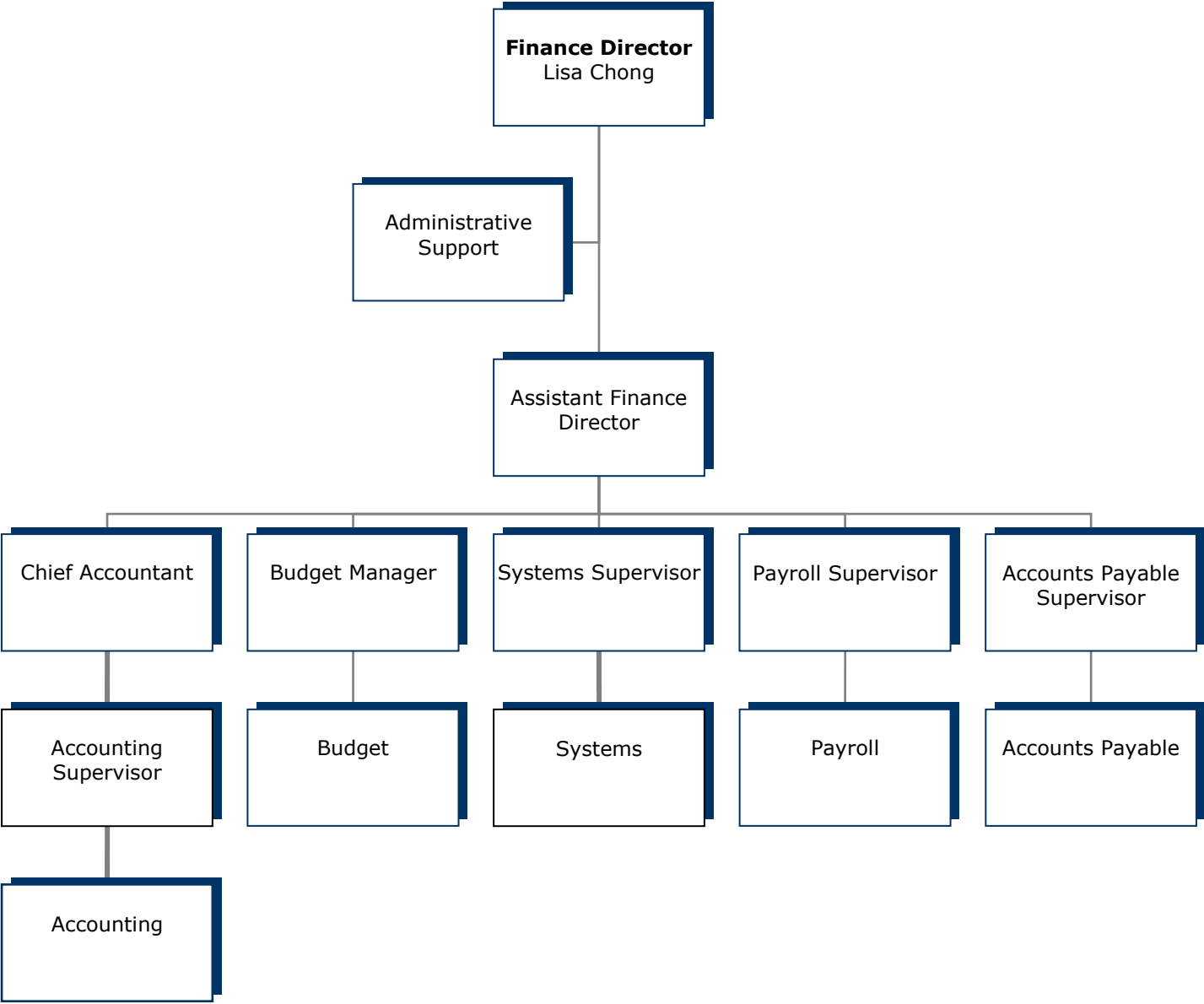
Assisted the Commission Auditors in conducting and completing their Purchasing and Credit Card Audit. This included the review of the policy and procedures and the control of using purchasing and credit cards.

Finance Performance Measures

Indicator	2014-15		2015-16		2016-17	2017-18
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Charter schools' special purpose financial statements	2	2	2	2	2	2
Invoices paid	45,704	48,000	46,850	50,000	50,000	50,000
Monthly financial statements	12	12	12	12	12	12
Comprehensive Annual Financial Report	1	1	1	1	1	1
Annual Budget	1	1	1	1	1	1
Effectiveness						
Number of audit adjustments by auditors	0	0	0	0	0	0
Number of 10-hour working days to complete the Comprehensive Annual Financial Report	64	64	64	64	64	64
Average number of 10-hour working days after the month's end to distribute the monthly financial statements (excluding October and September)	4	4	4	4	4	4
Average number of 10-hour working days to close year end	20	20	20	20	20	20
Average number of 10-hour working days after the receipt of the bank statement to complete reconciliations	8	8	8	8	8	8
% accuracy in forecasting approximately 25% of general fund revenues	99%	100%	100%	100%	100%	100%
Number of annual consecutive awards for Certificate of Achievement for Excellence in Financial Reporting from GFOA.	31	31	32	32	33	34
Number of annual consecutive Distinguished Budget Presentation Awards from GFOA	18	18	19	19	20	21
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



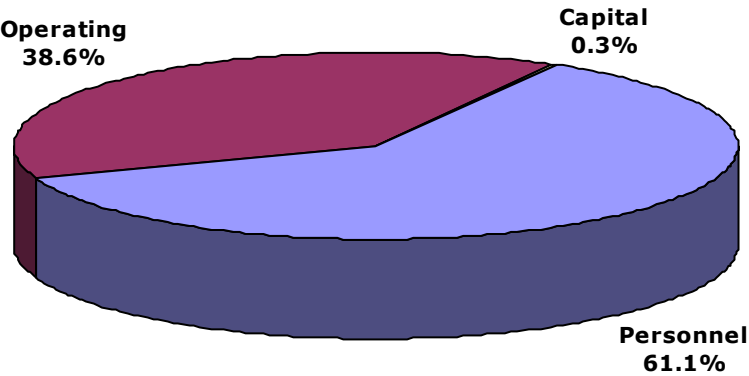
Finance

Revenue Category	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
General Government Charges	288,450	268,450	252,150	221,250
Fines & Forfeitures	7,048	5,716	6,200	7,500
Total	295,498	274,166	258,350	228,750

Expenditure Category	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Personnel				
Salary	1,218,621	1,060,834	1,071,517	1,165,791
Benefits	761,167	678,130	686,965	678,452
Personnel Total	1,979,789	1,738,964	1,758,482	1,844,243
Operating				
Professional Services	-	-	9,300	9,000
Accounting and Auditing	43,683	34,679	38,800	39,400
Other Contractual Services	534,389	646,157	721,541	968,214
Travel Per Diem	1,605	2,575	3,180	8,200
Communication and Freight Services	433	731	500	1,730
Rentals and Leases	1,088	4,353	4,400	4,400
Repair and Maintenance Services	94,538	95,281	102,900	102,900
Office Supplies	10,317	8,720	9,500	13,380
Operating Supplies	5,463	1,832	8,505	9,000
Publications and Memberships	2,799	1,911	4,665	4,865
Training and Education	315	1,532	4,350	4,500
Operating Total	694,630	797,771	907,641	1,165,589
Capital				
Machinery and Equipment	3,752	4,818	11,980	9,000
Capital Total	3,752	4,818	11,980	9,000
Total	2,678,170	2,541,553	2,678,103	3,018,832

Finance

Expenditure Category



Position Title		2014-15 Actual	2015-16 Actual	2016-17 Adopted	2017-18 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
12517	Assistant Finance Director	1	1	1	1
12523	Accountant	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	-	-	-
Total		14	13	13	13
Full-time					
Part-time		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

Accomplishments

The West Campus completed its tenth year of Florida's Voluntary Prekindergarten (VPK) in an upbeat. We continue to improve and maintain the Readiness rate. The staff continued to maintain licensing standards by renewing their early childhood credentials, taking inservice classes such as Sensory Disorder, CPR, First Aid, the Creative Curriculum and assessments that align with our curriculum. The West Campus continues to 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 send letters and packages to our soldiers to keep their spirits up. We bring in the Book Fair three times a year to make sure that our classrooms maintain a well stock library to Building a Love of Reading for our students.

Central Campus - We have maintained our AdvancED Southern Association of Colleges and Schools Council on Accreditation and School Improvement (SACS-CASI) Accreditation. This Accreditation is only given to schools that offer the highest quality of care and education to young children. All staff completed professional development courses in Pediatric and



Early Development Centers

Adult CPR and Teaching Strategies Gold.

Bright Beginnings- Completed the Tenth year of Florida's Voluntary Prekindergarten (VPK) Program. Our Scholastic Book fair was a great success earning "Scholastic" dollars, supplying dozens of books to our classroom libraries. Staff continued to maintain credentials and in-service hours required for licensing in First Aid and CPR. Our Young one's classroom was renovated giving it a fresh face.

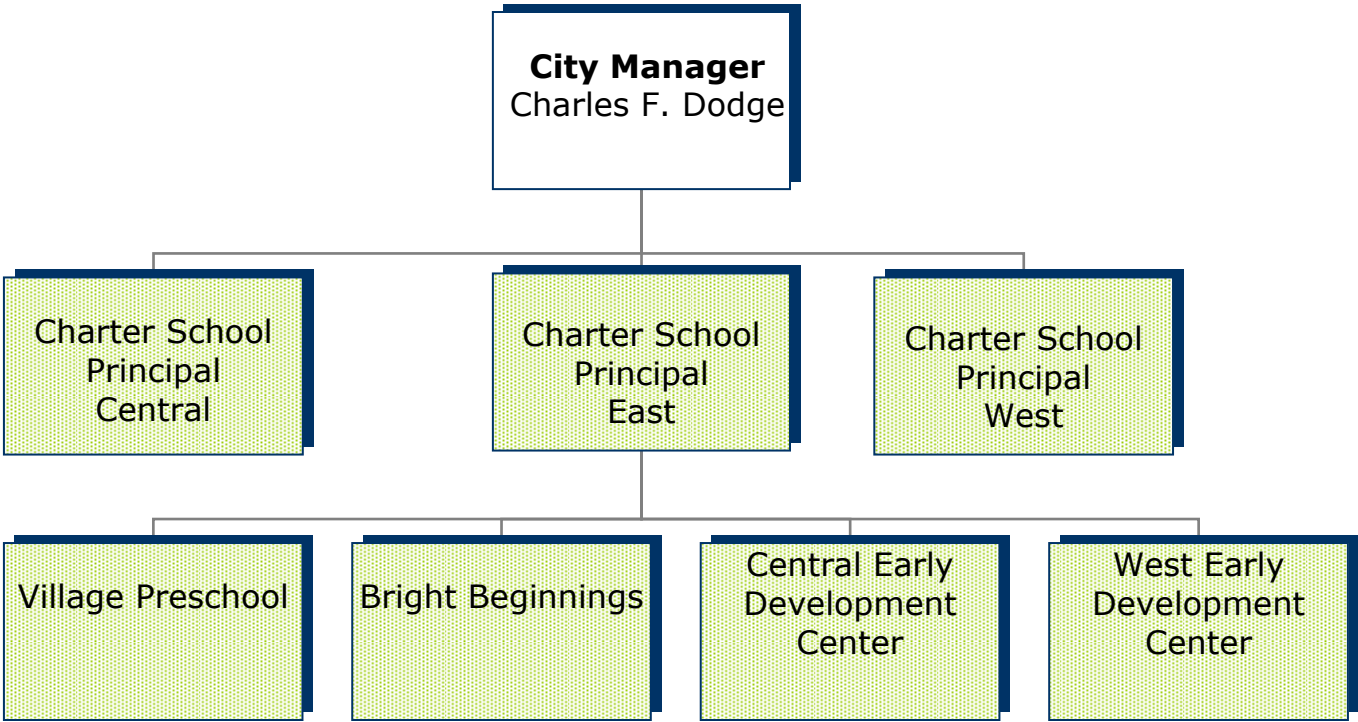
Village Preschool – Completed its tenth year of the Florida Voluntary Pre-Kindergarten (VPK) program. This year our school participated and held multiple family involvement events throughout the year such as our scholastic book fair,read across America, mother’s day breakfast, and VPK graduation.

Early Development Centers Performance Measures

Indicator	2014-15		2015-16		2016-17	2017-18
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Number of students	775	708	N/A	714	815	N/A
Effectiveness						
Met state mandated student to teacher ratio of 21 to 1	Yes	Yes	N/A	Yes	Yes	Yes

EARLY DEVELOPMENT CENTERS

Organizational Chart



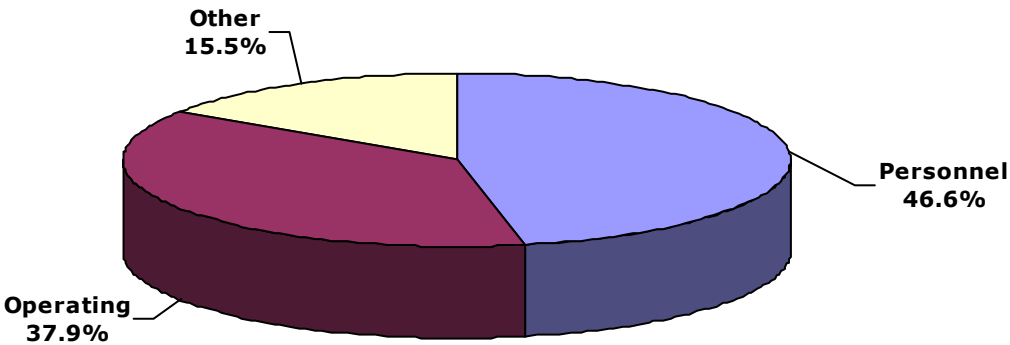
 Shading indicates direct public service provider

Early Development Centers

Revenue Category	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Education Charges	4,389,934	4,481,072	4,519,831	4,829,778
Recreation Charges	973,474	881,796	1,055,338	1,061,970
Other Miscellaneous Revenues	114,218	107,631	127,613	136,701
Private Gifts / Contributions	27,120	-	1,000	1,000
Total	5,504,746	5,470,499	5,703,782	6,029,449

Expenditure Category	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Personnel				
Salary	1,997,487	2,026,725	1,943,920	2,090,366
Benefits	598,356	564,924	779,218	717,150
Personnel Total	2,595,843	2,591,649	2,723,138	2,807,516
Operating				
Professional Services	309	185	2,023	500
Other Contractual Services	1,034,828	1,085,361	1,122,076	1,186,087
Travel Per Diem	-	1,542	450	600
Communication and Freight Services	5,015	5,334	6,750	7,250
Utility Services	93,893	87,871	50,871	65,102
Rentals and Leases	402,909	406,484	409,594	409,014
Repair and Maintenance Services	60,961	48,665	141,819	137,717
Printing and Binding	-	448	-	-
Other Current Charges and Obligations	81,790	86,477	98,046	101,386
Office Supplies	11,993	11,022	10,500	9,700
Operating Supplies	278,751	295,516	321,335	295,675
Publications and Memberships	794	-	650	500
Training and Education	200	200	1,750	1,750
Operating Total	1,971,442	2,029,104	2,165,864	2,215,281
Capital				
Improvements Other Than Buildings	-	-	3,850	-
Machinery and Equipment	16,365	9,130	3,108	-
Capital Total	16,365	9,130	6,958	-
Other				
Transfers	945,017	889,459	807,822	1,006,652
Other Total	945,017	889,459	807,822	1,006,652
Total	5,528,667	5,519,342	5,703,782	6,029,449

Early Development Centers
Expenditure Category



Position Title		2014-15 Actual	2015-16 Actual	2016-17 Adopted	2017-18 Budget
12120	Sch Accounting Clerk II	2	2	2	2
12143	EDC Teacher	24	22	22	20
12780	Teacher Aide	12	10	10	7
12781	Site Supervisor	4	4	4	4
12972	EDC Clerical Spec I	2	2	2	3
13408	P/T EDC Clerical Spec I	2	2	1	-
13551	P/T Teacher Aide	102	101	101	87
Total	Full-time	44	40	40	36
	Part-time	104	103	102	87



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.

Walter C. Young Resource Center Performance Measures

Indicator	2014-15		2015-16		2016-17	2017-18
	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	*
Number of civic, charitable, and religious organizations that use the center	51	98	165	45	98	165
Effectiveness						
% of organizations not accommodated	0%	0%	N/A	0%	0%	N/A
Actual as a % of budgeted revenue - dinner theatre	#	100%	N/A	#	#	N/A
Actual as a % of budgeted revenue - resource center	94%	100%	N/A	100%	100%	N/A

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

Walter C. Young Resource Center

Revenue Category	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Rents & Royalties	18,917	18,101	12,400	8,200
Total	18,917	18,101	12,400	8,200

Expenditure Category	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Personnel				
Benefits	42	-	-	-
Personnel Total	42	-	-	-
Operating				
Accounting and Auditing	943	777	900	900
Other Contractual Services	43,507	51,444	51,444	60,000
Utility Services	29,988	23,112	34,675	34,675
Repair and Maintenance Services	-	-	200	48,640
Office Supplies	-	-	220	-
Operating Total	74,437	75,333	87,439	144,215
Total	74,479	75,333	87,439	144,215



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

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

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

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

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

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

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

Budget Highlights

A new sponsorship opportunity was implemented during the programming of the second annual Veterans Employment Expo. The generosity of the sponsors collaboratively raised over \$7,000, which in turn gave them recognition for their sponsorship. These funds are targeted to provide assistance for veterans within the community.

Accomplishments

Two buses and communication equipment were received thru the Florida Department of Transportation (FDOT) on September 28, 2016.

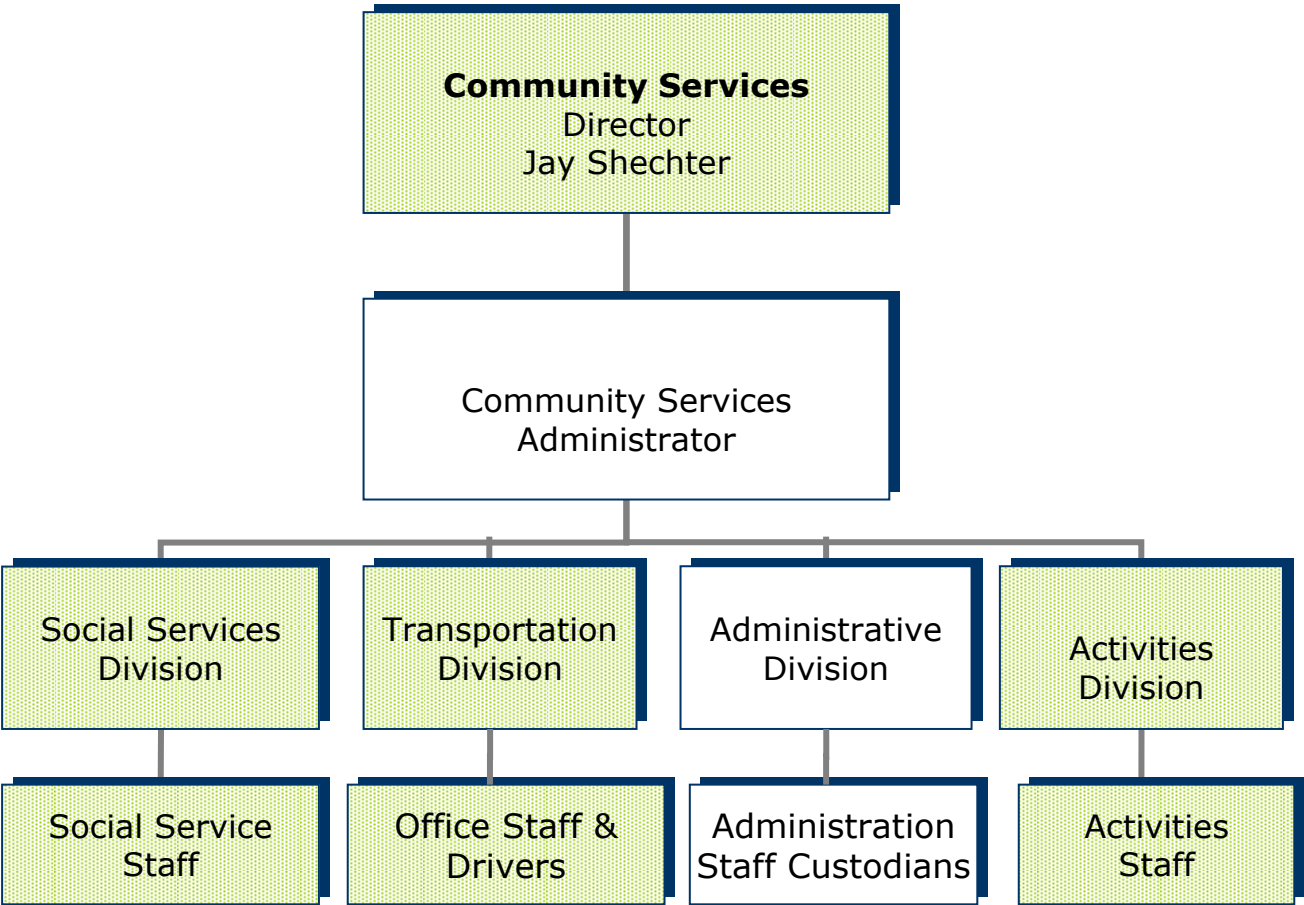
On January 6, 2017 Resolution 2016-R-43 was submitted to the Florida Department of Transportation (FDOT) for the purchase of two cutaway buses and communication/safety/gps equipment. The grant application requires 10% Local Match. If grant is awarded the 10% will be provided from the General Fund.

Community Services Performance Measures

Indicator	2014-15		2015-16		2016-17	2017-18
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Number of unduplicated clients	3,500	3,000	2,007	3,200	3,600	2,500
Units of service (Services covered by OAA Title IIIB and IIIE Grant)	67,164	90,494	67,061	90,769	63,799	64,807
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	163	72	163	385	132	162

COMMUNITY SERVICES

Organizational Chart



 Shading indicates direct public service provider

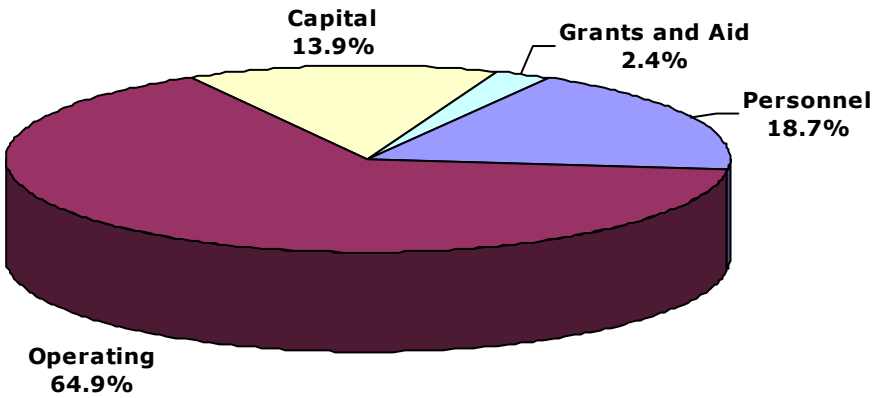
Community Services

Revenue Category	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Federal Grants	21,705	25,900	28,032	28,684
Grants from Local Units	11,451	-	-	-
Recreation Charges	108,194	96,939	148,859	118,018
Transportation Charges	124	1,660	240	240
Rents & Royalties	133,502	134,996	131,891	133,572
Total	274,976	259,495	309,022	280,514

Expenditure Category	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Personnel				
Salary	151,098	153,107	168,589	125,670
Benefits	95,499	103,382	127,895	96,540
Personnel Total	246,597	256,489	296,484	222,210
Operating				
Professional Services	1,117	738	1,560	1,560
Other Contractual Services	347,011	359,327	397,983	448,640
Travel Per Diem	284	532	150	-
Communication and Freight Services	10,384	10,690	16,499	11,099
Utility Services	115,589	111,898	76,500	113,000
Rentals and Leases	1,695	4,202	4,693	4,693
Repair and Maintenance Services	39,981	39,317	117,950	127,950
Printing and Binding	12,865	13,406	13,000	15,000
Office Supplies	4,024	1,915	4,500	4,000
Operating Supplies	24,175	29,084	47,350	44,500
Publications and Memberships	610	645	660	660
Operating Total	557,735	571,753	680,845	771,102
Capital				
Machinery and Equipment	32,792	5,155	45,500	165,245
Capital Total	32,792	5,155	45,500	165,245
Grants and Aid				
Aids to Private Organizations	20,057	23,584	25,572	28,685
Grants and Aid Total	20,057	23,584	25,572	28,685
Total	857,182	856,981	1,048,401	1,187,242

Community Services

Expenditure Category



Position Title		2014-15 Actual	2015-16 Actual	2016-17 Adopted	2017-18 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	-
Total	Full-time	2.5	2.5	2.5	1.5
	Part-time	-	-	-	-



Housing Division

Mission

To provide affordable, secure, and enhanced housing.

Goals

To provide a safe and enjoyable living environment with an opportunity to develop long-term friendships and a strong sense of community.

Objectives

To implement a comprehensive and strategic management plan that provides the necessary support to enable older people to stay independent at the senior housing complex at Pines Point and enable people of all ages to enjoy a family community that fosters friendship and a sense of belonging at Pines Place.

Provide affordable housing, with current rental rates below the market average.

Provide apartments with well laid out floor plans allowing for comfortable and safe housing for people of all ages.

Maintain beautiful well-kept grounds for walking and biking.

Provide ample parking.

Coordinate recreation, health support services, transportation, counseling, education, and social services at the 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

As of October 1, 2016, the rent for all units at Pines Place & Pines Point will be increased. Therefore, an increase in the rental revenues for each property is anticipated.

Accomplishments

In an effort to go green and be energy efficient, the City of Pembroke Pines has partnered with Venergy Group to install LED lighting throughout all common areas including parking lots at Pines Place and Pines Point. As a result having better lighting will be cost effective and will provide a much more secure property at night with brighter lighting.

In an effort to go green and be energy efficient, the City of Pembroke Pines has partnered with Venergy Group to replace all air conditioning units for high-efficiency units in the common areas at Pines Place and Pines Point. As a result, this will reduce the consumption of electricity at both properties.

Upgraded intercom system at Pines Point which allows tenants to be able to give their guest access to the lobby from their own personal phones.

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

Sponsored the 8th Annual Fourth of July celebration with all expenses paid through fundraising efforts where over 500 seniors from various communities in Broward County enjoyed lunch and activities.

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

Coordinated with Hispanic Unity and United Way, a non-profit organization, to offer free tax preparations to the tenants at Pines Place through the Volunteer Income Tax Assistance (VITA) program.

Coordinated with Comcast to have on-site a representative every month to assist tenants at Pines Point with any billing questions.

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

Distributed emergency meals to the tenants at Pines Point, Pines Place, and residents throughout the City

of Pembroke Pines.

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.

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

Organized a Halloween party at Pines Place and a Tree Trimming event for the residents at Pines Point.

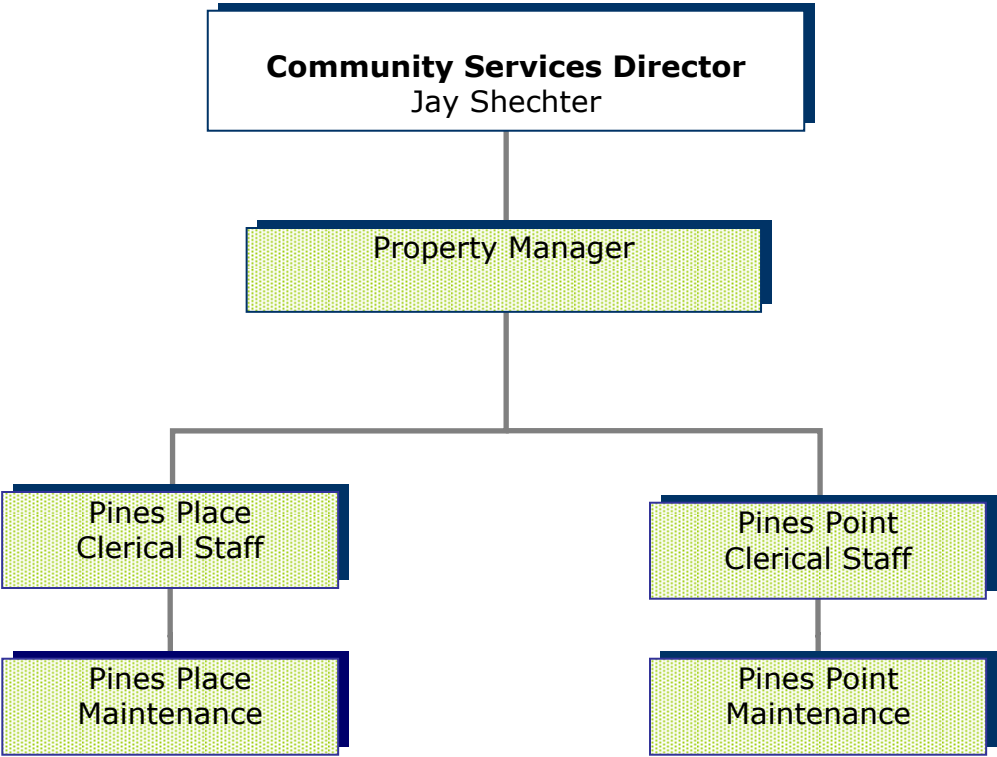
Through local partnerships, we were able to collect food donations and distribute among tenants.

Housing Division Performance Measures

Indicator	2014-15		2015-16		2016-17	2017-18
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Number of units occupied at Pines Point	181	171	183	181	181	185
Number of units occupied at Pines Place:						
Tower I (opened April, 2005)	185	188	185	188	188	190
Tower II (opened July, 2005)	168	168	171	168	170	175
Tower III (opened January, 2008)	195	198	189	198	198	200
Effectiveness						
Average occupancy rate at Pines Point	95%	90%	96%	95%	95%	95%
Average occupancy rate at Pines Place	89%	90%	89%	90%	90%	95%
Rental rate below market	Yes	Yes	Yes	Yes	Yes	Yes

HOUSING DIVISION

Organizational Chart



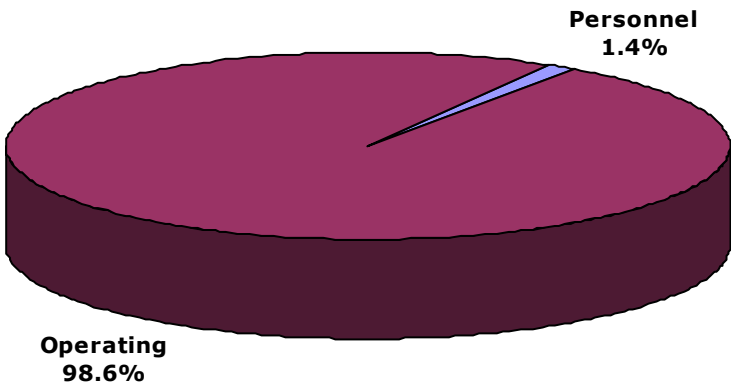
Housing Division

Revenue Category	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
General Government Charges	22,575	20,884	20,500	20,500
Rents & Royalties	7,364,950	7,367,468	7,443,756	8,220,263
Total	7,387,525	7,388,352	7,464,256	8,240,763

Expenditure Category	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Personnel				
Salary	129,714	118,779	78,256	81,090
Benefits	89,078	93,877	79,662	31,766
Personnel Total	218,792	212,656	157,918	112,856
Operating				
Professional Services	33,171	41,935	49,500	49,500
Other Contractual Services	873,563	826,715	912,020	969,482
Communication and Freight Services	146,843	156,073	161,000	168,700
Utility Services	552,423	518,625	583,358	636,358
Rentals and Leases	4,683,478	4,706,543	4,744,802	4,940,440
Insurance	74,637	60,732	136,058	135,012
Repair and Maintenance Services	292,283	321,838	626,342	624,900
Promotional Activities	-	-	12,300	12,300
Other Current Charges and Obligations	376,560	345,311	333,855	384,583
Office Supplies	4,761	4,297	7,935	8,100
Operating Supplies	49,925	47,730	150,917	155,889
Operating Total	7,087,643	7,029,799	7,718,087	8,085,264
Capital				
Machinery and Equipment	-	16,180	-	-
Capital Total	-	16,180	-	-
Total	7,306,436	7,258,635	7,876,005	8,198,120

Housing Division

Expenditure Category



Position Title		2014-15 Actual	2015-16 Actual	2016-17 Adopted	2017-18 Budget
12084	Community Service Director	0.5	0.5	0.5	0.5
12101	Residential Rental Coordinator	1	1	-	-
12525	Administrative Assistant I	1	1	-	-
Total	Full-time	2.5	2.5	0.5	0.5
	Part-time	-	-	-	-



Police

Mission

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

Goals

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

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

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

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

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

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

Objectives

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

OPERATIONS:

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

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

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

The Investigations Division is responsible for conducting criminal investigations. This Division is comprised of numerous units charged to investigate general crimes, burglaries, crimes against persons, domestic violence, missing persons, sex crimes, economic crimes, computer crimes, vice and narcotics. In addition, non-sworn personnel are assigned as Crime Scene Investigators, Crime Analysts, Digital Forensic Examiners, and Latent Print Examiners.

Detectives seek to reduce the availability of narcotics and vice-related activities through the seizure of illegal narcotics and the arrest of narcotics offenders. Continue to prevent and deter crimes related to youth gang activity. Identify criminal suspects through the increased utilization of computer-driven data analysis and other electronic investigative tools. Locate and identify persons utilizing the internet to prey upon and/or exploit children. Review investigations of unresolved homicides that have occurred in previous years. “Cold Case” detectives can reevaluate physical evidence for DNA analysis not available at the time of offense. Process crime scenes and gather all physical evidence to include latent fingerprints. Accurately evaluate the evidence in an effort to identify possible suspects, enhancing case resolution and clearance.

The Special Operations Division is comprised of both full and part-time units that provided highly-trained and specialized support functions. These units enhance the Department’s tactical, logistical, and



Police

crime reduction capabilities.

ADMINISTRATION:

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

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

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

Prepare and manage the departmental budget.

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, Investigations, and Special Operations Divisions and is responsible for the protection of life and property through the enforcement of laws and ordinances. The Units of these Divisions include: Dive Team, Traffic, K-9, Special Weapons and Tactics (SWAT), Crisis Response Team, Field Force, Honor Guard, Dignitary Protection, and Crime Suppression Team.

Patrol personnel are primarily assigned to three shifts:

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

Each shift covers the entire City of Pembroke Pines, which is organized into three patrol districts providing service 24 hours a day, 7 days per week. Each Officer is proactive in his/her patrol assignment. Crime prevention via patrol techniques and

interaction with the citizens is imperative. Officers look for the causes of neighborhood problems rather than just dealing with symptoms.

INVESTIGATIONS:

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

- ~ BURGLARY SUPPRESSION TEAM - This is a highly flexible plainclothes unit, deployed based on current/timely crime analysis and focused primarily on residential burglaries.
- ~ CRIME ANALYSIS UNIT - Conducts technical research and analysis of confidential data and investigative information for dissemination to operational and investigative endeavors.
- ~ CRIME SCENE UNIT – This unit processes crime scenes, collects and stores evidence, and matches latent fingerprints to persons in order to identify suspects and present forensic evidence in trials.
- ~ ECONOMIC CRIMES UNIT - This unit is responsible for investigating fraudulent schemes, individual acts of fraud, identity theft, and internet crimes. This is a rapidly expanding area of criminal activity that impacts victims, who may be individuals or corporations, in many ways such as theft of accounts, mortgage fraud, fraudulent checks, and credit card fraud. The elderly are often victims of these types of fraud through various schemes such as bait and switch, Ponzi, etc.
- ~ GENERAL INVESTIGATIONS UNIT – This unit identifies and locates through investigation, information, interview interrogations, and scientific analysis methods those individuals responsible for criminal activity; recovers stolen property for return to the owners; and assists in the successful prosecution of defendants.
- ~ CRIMES AGAINST PERSONS UNIT – This unit investigates deaths, robberies, and assaults and is responsible for cold homicide cases.
- ~ VICE INTELLIGENCE NARCOTICS (V.I.N) UNIT – This unit obtains information from confidential informants and other means, which identifies locations and persons involved in illegal drug sales. Through surveillance and other covert methods, probable cause is developed, enabling the service of search warrants. Illegal drugs are then confiscated and arrests are made. Any case requiring complete



Police

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



Police

~ 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 department will acquire a new Mobile Surveillance Tower Platform. This technology will provide an added vantage point for police personnel to conduct surveillance and will act as a visible deterrent during events that will attract large crowds. This will include events such as the annual Chili Cook-off, the City's Fourth of July celebration, Pines Day and any other City events where such technology would assist the police department in providing security to its citizens. In addition, it will be utilized at the mall parking lot during the busy holiday season. This technology will enhance the department's ability to solve and deter crime.

The SWAT team will be equipped with 10 Night Vision Goggles. This technology will provide night vision/reconnaissance and surveillance to the SWAT team to operate under conditions of degraded visibility due to darkness, adverse weather, heavy foliage and man-made structures. This equipment will enhance the team's ability to perform their duties in less than optimal lighting conditions.

Accomplishments

The acquisition, remodeling, and outfitting of an off-site undercover investigations office. The Vice, Intelligence & Narcotics (VIN) Unit can now perform its operations without the need to regularly respond to the Police Department's facilities and greatly improves the safety of personnel assigned to undercover roles.

Installation of a Bi-Directional Amplifier system (BDA) at Police Headquarters. The amplifier boosts the power of public safety band radio communications that are both received and transmitted from the portable public safety radios carried by personnel within the building.

Full implementation of the NC4 Street Smart information sharing system among all Patrol, Investigative, and Crime Analysis components of the Police Department. This system allows for the



Police

sharing and archiving of crime locations, intelligence bulletins, officer safety information, and wanted persons information among Police Department employees.

Received agency accreditation from the Commission of Florida Law Enforcement Accreditation.

Transitioned the Dive Team to the use of fully encapsulated dry suits for non-emergency dive operations.

Phased implementation of a body worn camera program by Patrol personnel. This program will assist in providing additional information as a result of officer/citizen encounters.

Re-implementation of the Red Light Camera program.

Commenced a 5-year phase in program for ballistic shields for all SRO's and patrol personnel.

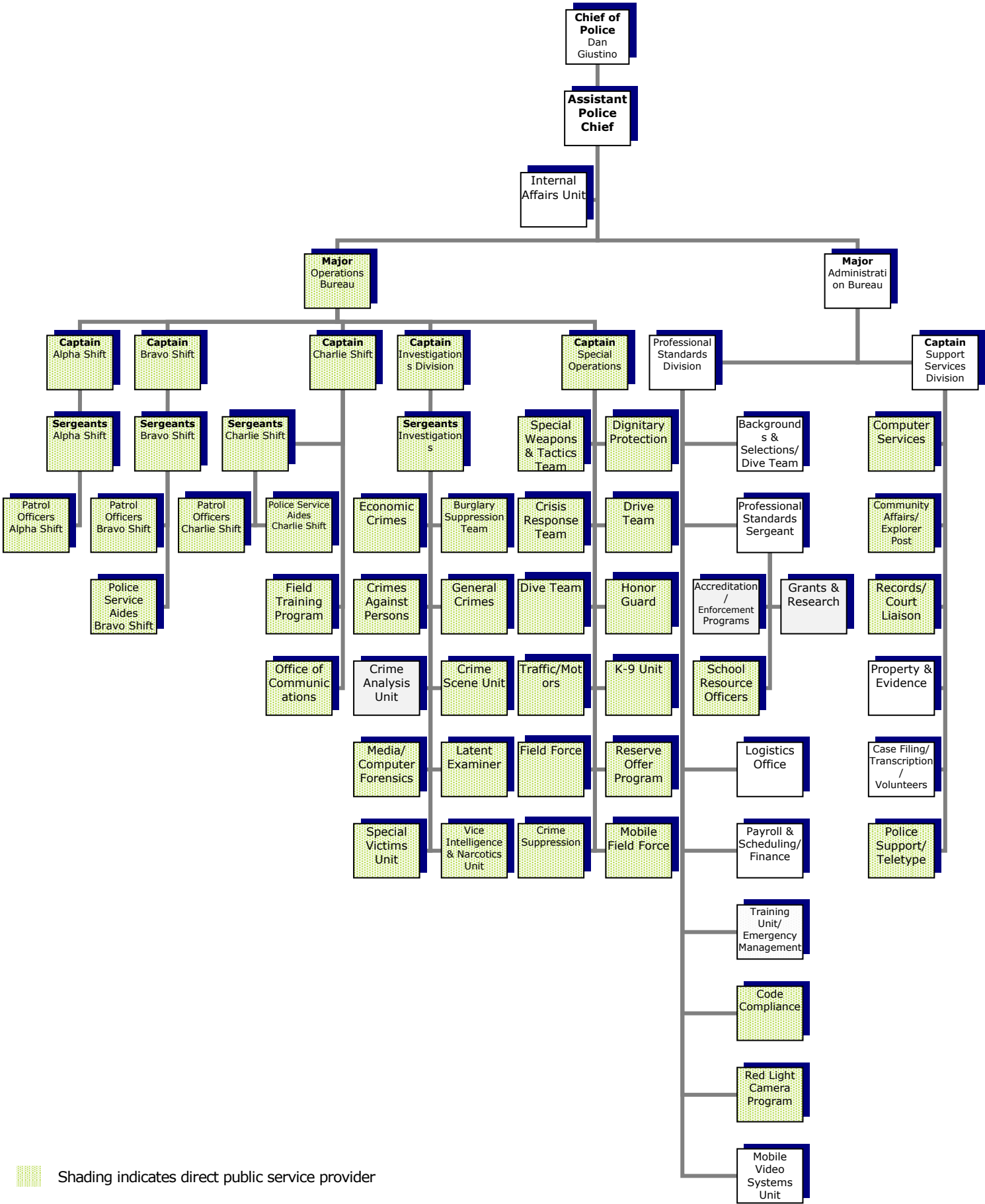
Police Performance Measures

Indicator	2014-15		2015-16		2016-17	2017-18
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Total calls for police service	84,675	100,000	81,135	100,000	90,000	90,000
Calls for service per 1,000 resident population	529	600	507	600	575	600
Number of arrests	3,020	3,750	2,634	3,750	3,500	3,500
Traffic accidents	6,140	5,000	6,034	5,000	5,500	6,000
Traffic/parking citations	30,001	50,000	21,240	50,000	40,000	40,000
Number of grids patrolled 24 hours per day	15	15	24	15	15	24
Number of citations issued	22	40	42	100	50	50
Number of violations issued	4,732	18,850	3,966	8,000	5,000	4,000
Effectiveness						
% of felony cases filed at the office of the State Attorney within 21 calendar days	99%	98%	98%	98%	98%	98%
Clearance rate for Part I offenses ^	27%	25%	26%	25%	25%	25%
Felony arrests per calls for service	1%	3%	1%	3%	3%	3%
% of arrests at sobriety check points	N/A	2%	N/A	2%	2%	2%
Traffic accidents per citation issued	20%	10%	28%	10%	10%	20%
% of cases closed prior to Code Board and/or Special Master hearing	N/A	95%	N/A	N/A	N/A	N/A
Number of occurrences for the following types of offenses during calendar year:						
Murder	4	0	1	0	0	0
Forcible rape	23	10	26	10	10	10
Robbery	89	75	101	75	75	75
Aggravated assault	254	150	214	150	150	150
Burglary	510	750	346	750	750	500
Larceny	2,895	3,000	3,141	3,000	3,000	3,000
Motor vehicle theft	213	200	263	200	200	200
Crime index (summation of occurrences)	3,988	4,500	4,092	4,185	4,200	3,935
Crime rate (per 100,000)	2,494	2,800	2,529	2,650	2,600	2,600
Efficiency						
Expenditures per resident population	\$340	\$364	\$358	\$384	\$402	\$407

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

POLICE

Organizational Chart

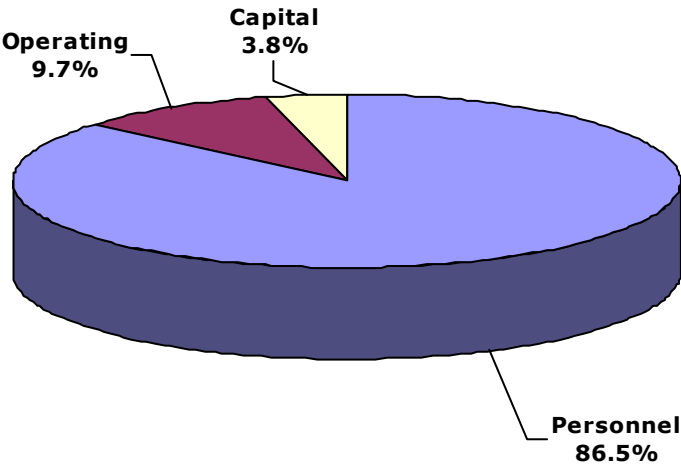


Police

Revenue Category	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Special Assessments	27,306	67,003	39,000	48,000
State Grants	6,409	-	-	-
General Government Charges	149,100	87,000	137,400	73,200
Public Safety Charges	1,126,874	1,167,615	1,330,463	1,448,070
Fines & Forfeitures	981,536	856,230	971,640	502,320
Local Ordinance Violations	564,485	437,147	1,021,635	1,352,000
Private Gifts / Contributions	-	1,000	1,000	1,000
Total	2,855,709	2,615,995	3,501,138	3,424,590

Expenditure Category	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Personnel				
Salary	22,546,917	23,577,002	25,275,206	26,346,806
Benefits	25,049,435	26,248,319	30,229,235	30,737,067
Personnel Total	47,596,353	49,825,321	55,504,441	57,083,873
Operating				
Professional Services	213,366	212,354	280,701	468,521
Other Contractual Services	572,321	583,889	1,103,315	1,606,709
Pension Benefits	51,970	61,398	61,500	82,000
Travel Per Diem	28,618	46,437	102,568	195,150
Communication and Freight Services	199,606	207,043	266,884	270,100
Utility Services	115,200	111,992	132,000	132,000
Rentals and Leases	70,181	73,106	91,130	73,085
Repair and Maintenance Services	725,887	790,434	1,378,890	1,289,902
Printing and Binding	6,223	5,829	68,528	48,900
Promotional Activities	1,448	1,031	1,500	1,500
Other Current Charges and Obligations	71,958	86,542	121,520	130,100
Office Supplies	34,651	32,062	45,000	45,600
Operating Supplies	1,556,362	1,609,701	2,050,503	1,816,732
Publications and Memberships	10,127	10,872	26,750	15,684
Training and Education	54,697	86,317	157,980	205,127
Operating Total	3,712,616	3,919,008	5,888,769	6,381,110
Capital				
Buildings	28,155	20,905	143,883	105,000
Improvements Other Than Buildings	17,780	-	17,137	-
Machinery and Equipment	3,096,679	3,521,168	4,081,008	2,411,802
Capital Total	3,142,614	3,542,073	4,242,028	2,516,802
Total	54,451,582	57,286,402	65,635,238	65,981,785

Police
Expenditure Category



Position Title	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2017-18 Budget
12029 Special Operations Manager	-	1	1	1
12042 Projects and Research Manager	-	1	1	1
12043 Assistant Records Unit Manager	-	1	1	1
12044 Records Unit Manager	1	1	1	1
12045 Police Chief	1	1	1	1
12080 Social Media Manager	1	-	-	-
12081 Police Social Media Manager	-	1	1	1
12085 Code Compliance Administrator	1	1	1	1
12115 Police Captain	5	5	6	6
12119 Finance Assistant	-	-	-	1
12131 Professional Standards Supervisor	1	1	1	1
12174 Division Major	2	2	2	2
12425 Police Officer	187	190	196	201
12452 Logistics-Fleet Supervisor	-	-	-	1
12453 Logistics-Fleet Coordinator III	-	-	-	1
12454 Logistics Coordinator III	-	1	2	1
12456 Logistics Coordinator II	1	-	-	-
12467 Property Evidence Technician	2	2	2	2
12468 Property Supervisor	1	1	1	1
12481 Logistics Manager II	-	1	1	-
12490 Logistics Manager	1	-	-	-
12491 Program Manager	1	-	-	-
12492 Finance Coordinator	1	1	1	1
12493 Administrative Services Manager	-	1	1	1
12511 Administrative Assitant III	-	1	1	1
12525 Administrative Assistant I	1	1	1	2

Police

Position Title		2014-15 Actual	2015-16 Actual	2016-17 Adopted	2017-18 Budget
12528	Administrative Assistant II	1	-	-	-
12603	Support Services Coordinator	1	1	1	1
12631	Crime Scene Technician	1	1	1	1
12632	Crime Scene Unit Supervisor	1	1	1	1
12633	Crime Scene Investigator	3	3	4	4
12634	Crime Scene Shift Supervisor	1	1	1	1
12638	Forensic Examiner I	-	1	1	2
12639	Forensic Examiner	1	-	-	-
12651	Programmer Analyst II	1	-	-	-
12652	Programmer/Analyst I	1	1	1	1
12655	Sergeant	32	32	32	33
12684	Clerical Spec II	17	15	15	11
12685	Clerical Aide	2	1	1	1
12698	Police Programmer Analyst III	-	1	1	1
12723	Systems Administrator	-	-	1	-
12733	Crime Analyst Supervisor	-	1	1	1
12736	Crime Analyst	2	2	2	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	-	-	-
12937	Fingerprint Examiner II	-	1	1	1
12938	Police Support Specialist IV	-	-	-	1
12939	Video Media Examiner	-	-	-	1
12978	Police Support Specialist III	-	1	1	1
12979	Police Support Specialist II	4	4	4	4
12980	Police Support Specialist I	8	8	8	8
12984	Police Administrative Specialist II	1	-	-	-
12985	Police Service Aide I	17	17	19	22
12986	Police Service Aide II	1	4	4	4
12987	Police Service Aide III	2	2	2	2
12988	Police Payroll Specialist I	1	2	2	2
13407	P/T Victim's Advocate - CITY	1	1	1	1
13412	P/T Police Support Specialist	3	3	3	3
13414	P/T School Resource Officer	24	24	24	24
13415	P/T SRO Supervisor	1	2	2	2
13416	P/T Police Support Specialist I	-	-	1	1
Total	Full-time	309	317	329	338
	Part-time	29	30	31	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

Funds to build a permanent training building at the Fire Training Facility
 Fire station air quality improvements
 Fiber optic cable to last fire station without it.
 2 new ambulances to replace 10 year old units
 Communications equipment to tie into new Broward County system
 1 new fire engine to replace 20 year old unit
 10 new cardiac monitor/defibrillators to replace obsolete units

Accomplishments

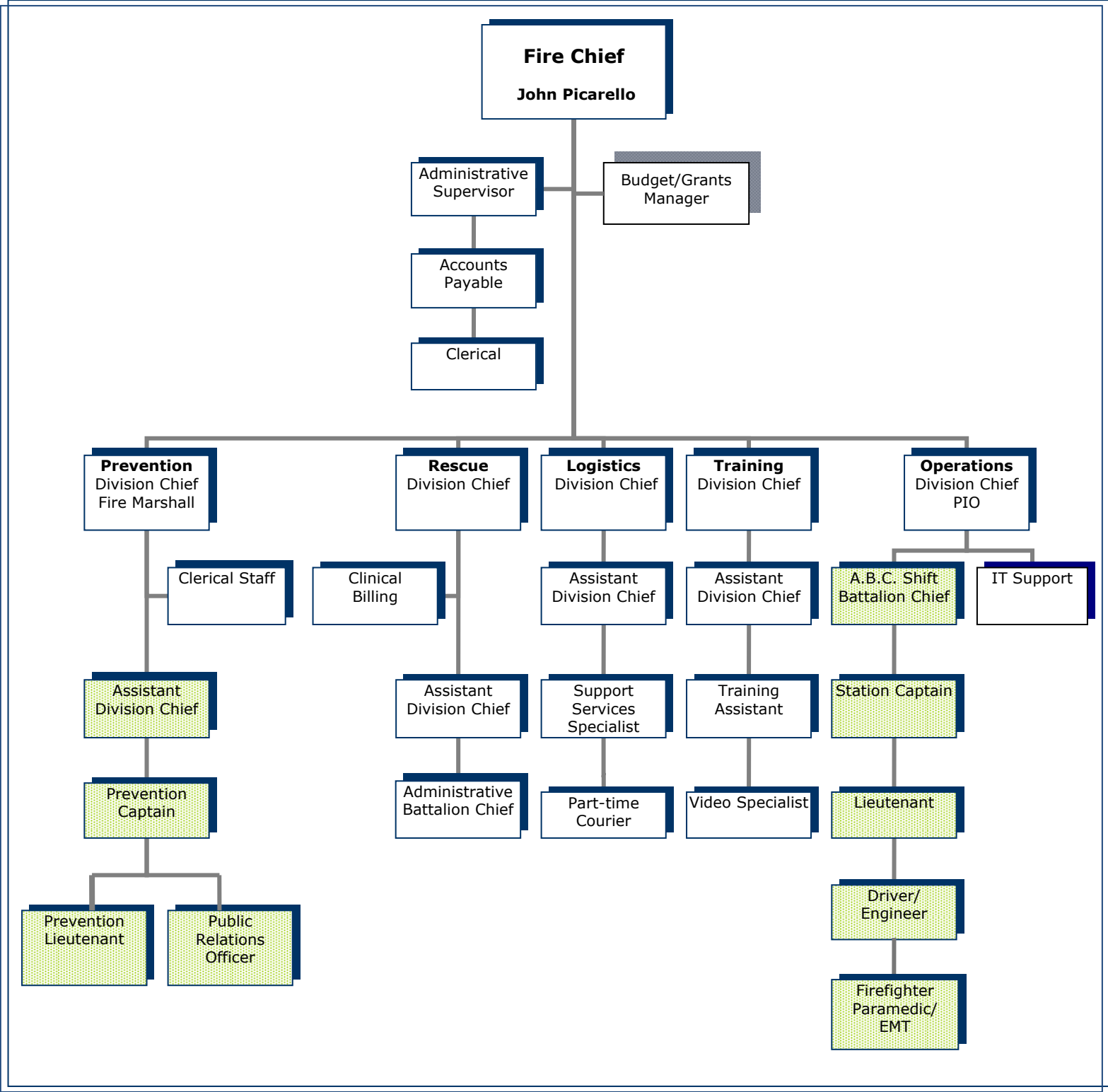
Reduced personnel costs and put more firefighters on the street via attrition of administrative positions
 Once again, completed the fiscal year under budget.
 Received various grants to purchase health and communications related equipment.

Fire Control - Ambulance Rescue Performance Measures

Indicator	2014-15		2015-16		2016-17	2017-18
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Fire/rescue responses	21,328	22,000	21,981	22,000	22,000	22,000
Calls for service per 1,000 residents	131	141	135	140	140	135
Emergency medical responses	17,882	18,500	18,410	18,500	17,000	17,500
Motor vehicle accident responses	1,926	1,600	1,757	1,500	1,900	1,800
Medical transports	10,542	11,000	10,766	12,000	10,000	10,000
Structure fires	77	48	26	48	50	30
Fires investigate	18	10	10	10	15	15
Total inspectable occupancies/buildings	6,352	6,200	6,054	6,200	6,400	6,200
Annual inspections completed	10,718	11,300	10,297	11,500	10,800	10,500
Pre-fire plans completed annually	2,503	2,600	2,605	2,600	2,600	2,650
Number of plans/documents reviewed	1,698	2,000	2,108	2,000	1,700	2,300
Number of public CPR education participants	972	1,100	874	1,000	1,000	1,100
Effectiveness						
Number of public participants in safety education (non-CPR) classes	18,900	17,000	11,353	16,000	19,000	12,000
Return of Spontaneous Circulation (ROSC)–reviving a stopped heart	35	28	37	35	38	40
# of unsolicited public appreciation letters	83	50	28	50	60	50
% of property saved vs. risk from structure fires	99.03%	99.90%	99.74%	99.90%	99.90%	99.90%
Efficiency						
Average unit response time from en route to arrival (in minutes)	4.11	<4.00	4.05	<4.00	< 4.00	<4.00
% of unit response time less than 6 minutes	89.34%	>90.00%	91.00%	>93.00%	>90.00%	>93.00%

* New measure - goal and actual unavailable.

FIRE CONTROL – AMBULANCE RESCUE
Organizational Chart



Shading indicates direct public service provider

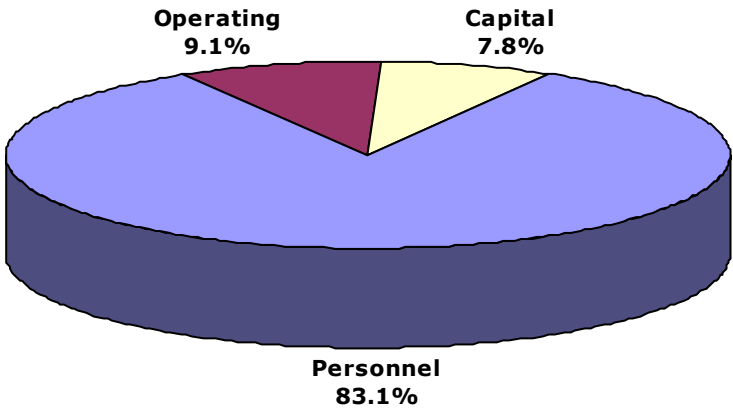
Fire Control - Ambulance Rescue

Revenue Category	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Federal Grants	507,060	2,222	-	-
Special Assessments	22,152,483	23,067,756	22,732,762	23,872,568
State Grants	91,600	5,415	-	600,000
State Shared	89,692	89,376	90,235	90,000
Public Safety Charges	4,449,173	4,472,887	4,492,000	4,644,000
Private Gifts / Contributions	-	6,500	-	-
Total	27,290,008	27,644,157	27,314,997	29,206,568

Expenditure Category	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Personnel				
Salary	18,390,476	18,541,060	18,485,486	18,307,631
Benefits	20,673,137	22,845,978	23,341,970	23,227,779
Personnel Total	39,063,613	41,387,038	41,827,456	41,535,410
Operating				
Professional Services	160,693	133,546	167,884	166,256
Other Contractual Services	469,907	461,458	508,543	792,618
Pension Benefits	1,455	7,750	18,000	37,500
Travel Per Diem	2,687	7,311	10,250	12,000
Communication and Freight Services	159,191	133,282	166,100	158,900
Utility Services	192,229	176,063	205,000	197,900
Rentals and Leases	748,736	749,668	752,731	801,371
Repair and Maintenance Services	617,094	658,995	1,005,790	847,690
Printing and Binding	4,005	3,802	5,300	5,300
Promotional Activities	5,982	6,057	10,300	10,800
Other Current Charges and Obligations	593,834	551,036	602,246	624,339
Office Supplies	16,639	17,150	20,300	21,500
Operating Supplies	606,401	676,462	797,272	797,728
Publications and Memberships	837	713	1,235	1,235
Training and Education	63,598	84,251	80,000	82,000
Operating Total	3,643,289	3,667,544	4,350,951	4,557,137
Capital				
Buildings	94,353	13,744	540,568	1,600,000
Improvements Other Than Buildings	-	24,970	2,300	150,000
Machinery and Equipment	1,945,475	612,569	1,701,291	2,156,500
Capital Total	2,039,828	651,283	2,244,159	3,906,500
Total	44,746,730	45,705,866	48,422,566	49,999,047

Fire Control - Ambulance Rescue

Expenditure Category



Position Title		2014-15 Actual	2015-16 Actual	2016-17 Adopted	2017-18 Budget
12010	Insurance Clerk	1	1	1	1
12099	Battalion Chief - PM	6	6	6	6
12130	Fire Chief	-	-	1	1
12172	Assistant Division Chief	4	4	4	4
12282	Micro Computer Specialist I	1	1	1	1
12528	Administrative Assistant II	1	1	1	1
12575	Lieutenant	27	27	27	27
12607	Captain - P/M	35	35	35	35
12651	Programmer Analyst II	1	1	1	1
12679	Clerical Spec I	1	1	1	-
12684	Clerical Spec II	1	1	1	2
12685	Clerical Aide	1	1	1	-
12699	Clerical Coordinator	-	-	-	1
12788	Division Chief	5	5	5	5
12835	Driver/Engineer	7	7	7	5
12836	Driver Engineer - P/M	29	29	29	31
12912	Fire Inspector/PM	3	4	4	4
12915	Firefighter/EMT	19	19	19	19
12918	Firefighter/PM	70	70	70	70
12925	Fire Inspector	1	1	1	-
12934	Administrative Battalion Chief	1	1	1	1
12936	Fire Prevent Adm Battalion Chief	1	-	-	-
13003	Fire Chief	1	1	-	-
13474	P/T Courier/Custodian	1	-	-	-
13681	P/T Clerk Spec II	2	2	2	1
Total					
	Full-time	216	216	216	215
	Part-time	3	2	2	1



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.

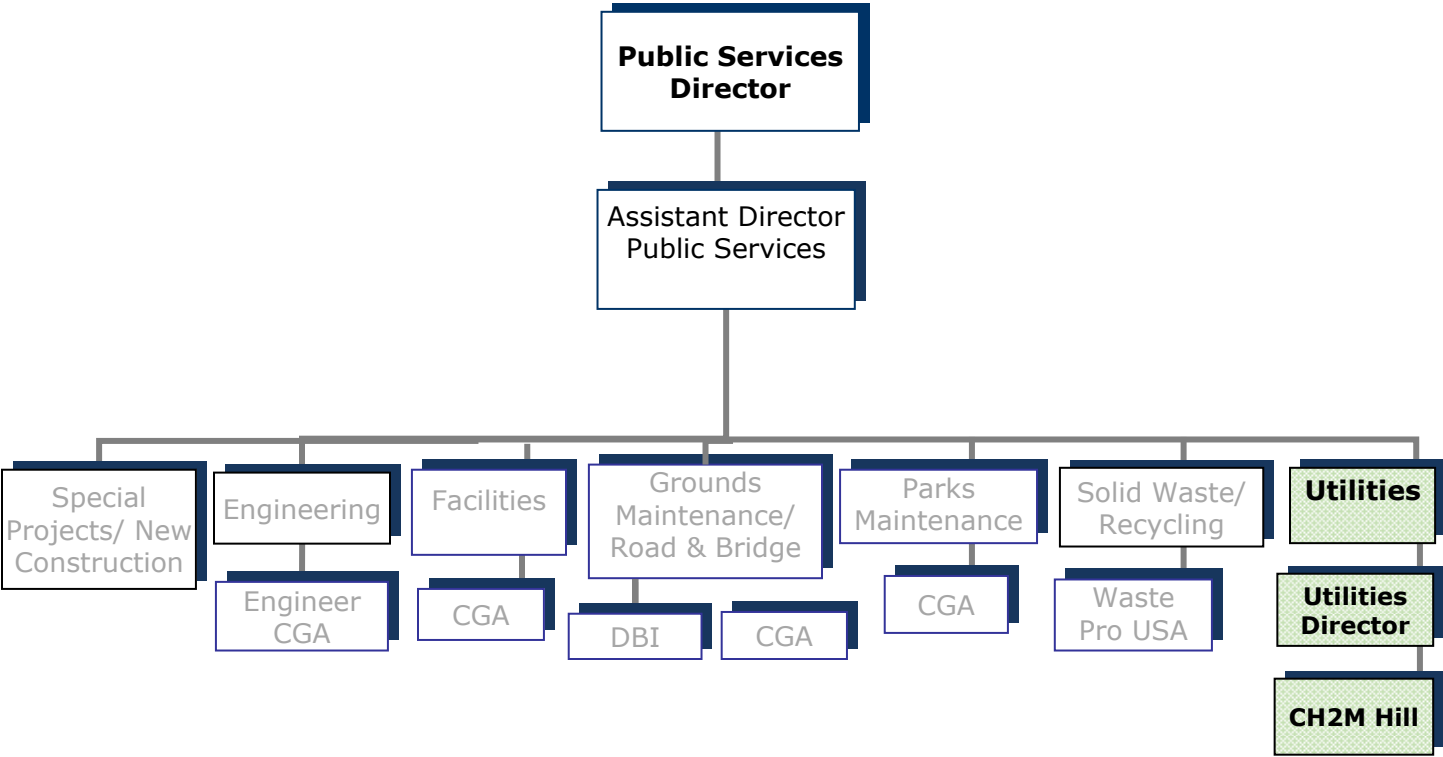
The Public Services Department's level of service requires constant flexibility based on the needs of the City and its citizens. This flexibility requires well-organized supervision of all expenditures affecting the operation of the Department. The Department's already efficient spending practices will help with the adjustment to the reduced allowable expenses.

Accomplishments

Departmental accomplishments are detailed within each Division's narratives.

PUBLIC SERVICES

Organizational Chart



 Shading indicates direct public service provider



Environmental Services (Engineering)

Goals

To coordinate various engineering services for the City. These services include design and construction of land development and capital improvement projects, construction inspections, infrastructure improvements, traffic studies, flood plain administration, and long-range infrastructure planning. Environmental Services (Engineering) ensures that all applicable federal, state, and local regulatory requirements associated with the delivery of these services are met.

Objectives

Continue to update the condition evaluation of all of the public roads in the City and schedule them for milling and resurfacing as needed and funds permit.

Continue the computerized mapping of all new utility system installations throughout the City.

Continue to clean and maintain the City owned drainage system as needed for compliance with Community Rating System (CRS) requirements.

Continue performing all necessary inspections and applications for the National Pollutant Discharge Elimination System (NPDES) permit for the City.

Major Functions and Activities

Environmental Services deals with construction activities of residential, commercial, industrial, and other subdivisions in the City including design and construction of water and sewer infrastructure, roads, parking lots, grading and drainage systems, waterways, walkways, street lighting, traffic control devices, and other related activities.

All design and construction plans for regulated engineering projects are submitted to the Division by developers or builders seeking plan Development Review Committee (DRC) approval and permitting. Once such plans are approved, construction permits are processed and issued by the department.

Inspection, documentation, and approval for all construction activities of all water, sewer, paving and drainage systems throughout the City to ensure that the work done is executed in compliance with approved plans and code requirements.

Responsible for the design, bidding process, construction supervision, and processing of payments

for all municipal projects funded by the City including water and sewer infrastructure, roads, drainage systems and sidewalks. Coordination of final inspection and Bond release for infrastructure which is to become City property.

Investigation and resolution of concerns received from residents related to utilities, drainage problems, sidewalks, roads and traffic engineering, and landscaping, etc. and coordination with the Police Department, Fire Department and Code Enforcement as needed.

Issuance of Flood Insurance Elevation Certifications. Provide related information to the public and insurance companies. Serve as the Flood Plain Manager.

Act as a liaison with other governmental engineering and regulatory agencies.

Serve on the Metropolitan Planning Organization(MPO) technical advisory committee to coordinate transportation projects in and around the City.

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 irrigation and drainage 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.

Review Speed Hump applications, coordinate speed zoning studies and inspect installation.

Budget Highlights

Continue citywide stormwater system cleaning and inspection for compliance with the Community Rating System for reduced flood insurance premiums. Continue resurfacing of City roadways. Design, bid and inspect the new parking lot for the Pubic Services Department at Howard Forman campus. Coordinate



Environmental Services (Engineering)

construction of Pembroke Road widening and sound wall installation from Silver Shores Blvd to Dykes Rd. Coordinate design and expansion of Sheridan St/Dykes Rd intersection, Coordinate and inspect construction of SW 145thAve/Pines Blvd intersection improvements. Continue design and property acquisition for Pembroke Rd extension from SW 196th Ave to US27.

Accomplishments

Coordinated re-striping and signage repair on streets throughout the City. Coordinated with Broward County Traffic Engineer Division on the re-timing of various traffic signals throughout the City. Coordinated construction and repair of various sidewalks throughout the City. Completed design and construction inspection of Memorial Park. Completed coordination and performed engineering inspections of Civic Center/City Hall. Completed construction of FPL parking lot at City Center. Completed coordination and inspection of the Pines Blvd privacy wall from Perry Airport to FL Turnpike. Coordinated and inspected resurfacing of various roadways including Taft St from Douglas to Palm and Palm from Taft to Johnson and areas including parts of Westwood Sec 3, Tanglewood, Pembroke Pointe and various other areas. Reviewed and coordinated Somerset Chapel Trail traffic improvements. Preparation of water system backflow prevention and cross connection control ordinance.

Environmental Services (Engineering) Performance Measures

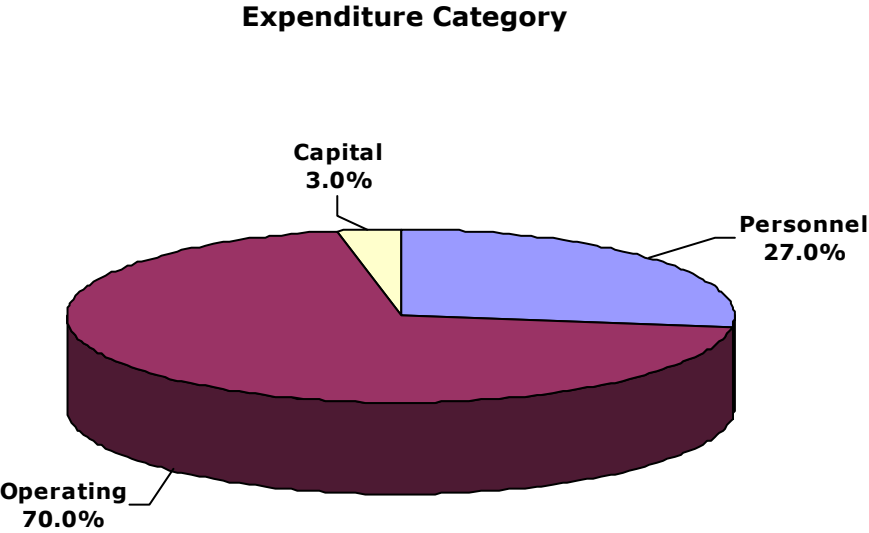
Indicator	2014-15		2015-16		2016-17	2017-18
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Permits issued	180	200	165	250	200	200
Monitored and inspected linear feet of traffic guardrail installed	4,544	*	N/A	3,650	3,000	N/A
Monitored and inspected linear feet of sidewalk replaced	3,500	*	2,927	25,000	25,000	2,500
Monitored and inspected linear feet of curbing installed +	450	*	N/A	500	2,600	N/A
Inspections conducted	1,240	2,000	1,255	2,000	2,000	2,000
Utility location tickets processed	7,392	4,000	9,138	4,000	8,000	8,000
Building department plan review	1,073	1,150	610	1,200	1,200	1200
Effectiveness						
% of projects designed, bid, and constructed on time and on budget	100%	100%	N/A	100%	100%	N/A
% completion of the computerized base map for the drainage system in the eastern portion of the City	70%	70%	N/A	80%	90%	N/A
Efficiency						
Inspections conducted per Engineer Inspector	620	1,000	627	1,200	1,500	1500

* 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	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Building Permits	549,666	567,341	452,000	500,000
General Government Charges	165,609	161,231	151,722	170,370
Total	715,275	728,573	603,722	670,370

Expenditure Category	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Personnel				
Salary	157,136	159,162	207,262	160,382
Benefits	106,078	111,885	149,069	120,357
Personnel Total	263,214	271,047	356,331	280,739
Operating				
Professional Services	150,000	234,675	155,000	155,000
Other Contractual Services	106,206	149,894	299,937	548,929
Communication and Freight Services	-75	124	200	200
Rentals and Leases	188	2,262	2,268	2,268
Repair and Maintenance Services	6,971	10,107	12,496	9,720
Printing and Binding	-	12	-	-
Office Supplies	3,346	5,212	4,000	4,000
Operating Supplies	4,974	15,200	13,000	9,000
Publications and Memberships	-	-	150	150
Operating Total	271,611	417,486	487,051	729,267
Capital				
Machinery and Equipment	-	50,841	43,937	31,300
Capital Total	-	50,841	43,937	31,300
Total	534,826	739,374	887,319	1,041,306



Environmental Services (Engineering)

Position Title		2014-15 Actual	2015-16 Actual	2016-17 Adopted	2017-18 Budget
12667 Chief Engineering Inspector		1	1	1	1
12770 Engineering Inspector		1	1	1	1
12774 Engineer		0.5	0.5	0.5	-
Total	Full-time	2.5	2.5	2.5	2
	Part-time	-	-	-	-



General Government Buildings

Mission

To provide the supervision of the design, bidding, and construction of all municipal building projects and to provide maintenance services related to governmental buildings and facilities.

Goals

- Make sure that all Capital Improvement Projects within the City have continuous construction management support.
- Ensure that all existing City properties and facilities are well maintained and repaired when needed.

Objectives

- Ensure that all municipal building projects are designed, bid, and constructed in conformity with all federal, state, and local regulatory requirements.
- Conduct routine maintenance services on all City facilities and provide skilled trade personnel for emergency repairs to City structures and support systems.
- Provide timely responses to all requests for routine maintenance services related to governmental buildings and facilities.
- Provide same-day response to all requests for emergency repair services related to governmental buildings and facilities, unless parts or equipment are not available.
- Ensure that all municipal buildings are in compliance with all applicable building codes.
- Ensure that all life-safety codes are maintained throughout all municipal buildings.

Major Functions and Activities

- Develop and provide cost estimates for municipal building projects as well as executing municipal building project permitting and construction.
- Maintain safety-related regulatory requirements for all municipal buildings, including maintenance of locks and keys for all City buildings.
- Maintain all fire alarms for municipal buildings and respond to all after-hour emergency calls related to municipal buildings.

Budget Highlights

- With the completion of the Civic Center, the 2017-18 budget has very little capital items, instead focusing on the general upkeep and maintenance of our current facilities. This allows for funds to be utilized elsewhere in order for the Police, Fire, and Utility departments to make much needed capital improvements which will be overseen by staff in the Public Services Department.
- With the completion of the Civic Center, the 2017-18 budget focuses on the general upkeep and maintenance of our current facilities.

Accomplishments

- Oversaw the completed construction of the new Pembroke Pines Civic Center, City Hall, Commission Chambers, Art Gallery, and FPL easement parking lot.
- Oversaw the new Memorial Park construction project utilizing in house staff to complete much of the work.
- Remodeled the Holly Lakes building to house the artist selected to build the final statue for the 911 Memorial.
- Continued renovations at building 37, 76, and 78 for the new Public Services compound and carpenter shop at the Health Park utilizing all in house labor.
- Oversaw the re-roofing projects of all flat roofs at the water plant, Fletcher Arts and Cultural Center, Fire Station 69, Pembroke Lakes Golf course, and several buildings and pavilions at Park facilities.
- Oversaw the construction of the metal maintenance building at the water plant.

General Government Buildings Performance Measures

Indicator	2014-15		2015-16		2016-17	2017-18
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Number of requests for emergency repairs during business hours	2,675	3,200	2,500	3,200	2,500	350
Number of requests for emergency repairs after business hours	475	725	300	700	600	100
Total work orders executed	18,675	20,000	10,189	21,000	21,000	10,000
Effectiveness						
% of projects that are designed, bid, and constructed in compliance with all federal, state, and local regulatory requirements	100%	100%	100%	100%	100%	100%
Efficiency						
Minutes required to respond to emergency calls related to municipal buildings	25	25	25	25	20	20

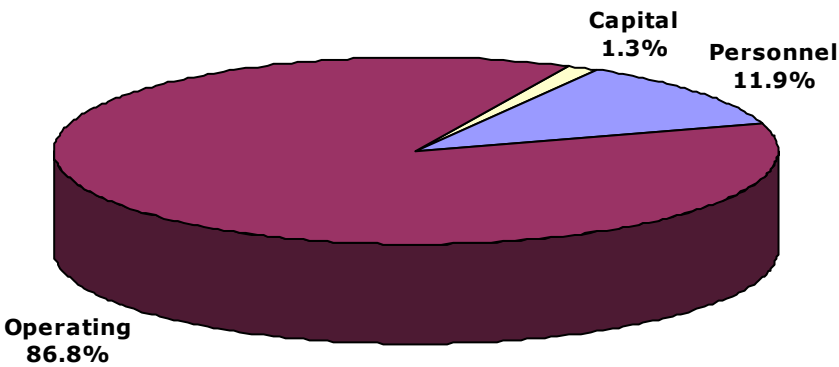
General Government Buildings

Revenue Category	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Rents & Royalties	2,711,804	2,966,677	2,599,043	2,796,829
Total	2,711,804	2,966,677	2,599,043	2,796,829

Expenditure Category	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Personnel				
Salary	414,094	500,020	592,733	559,096
Benefits	237,066	322,788	458,901	412,812
Personnel Total	651,160	822,808	1,051,634	971,908
Operating				
Professional Services	4,215	4,188	11,750	122,406
Other Contractual Services	4,181,840	4,481,093	5,224,464	5,769,649
Travel Per Diem	92	134	200	500
Communication and Freight Services	107,350	117,720	113,060	65,968
Utility Services	136,389	180,161	253,373	282,344
Rentals and Leases	5,139	10,577	7,600	6,600
Repair and Maintenance Services	105,826	423,998	773,215	776,030
Printing and Binding	342	3,464	1,500	1,500
Other Current Charges and Obligations	17,086	13,907	18,100	2,500
Office Supplies	9,870	4,049	7,500	6,000
Operating Supplies	102,271	122,875	141,500	105,500
Publications and Memberships	-	12	-	-
Training and Education	-	-	8,495	5,000
Operating Total	4,670,420	5,362,178	6,560,757	7,143,997
Capital				
Improvements Other Than Buildings	-	-	332,500	75,000
Machinery and Equipment	49,175	49,388	565,498	30,000
Capital Total	49,175	49,388	897,998	105,000
Total	5,370,755	6,234,374	8,510,389	8,220,905

General Government Buildings

Expenditure Category



Position Title		2014-15 Actual	2015-16 Actual	2016-17 Adopted	2017-18 Budget
12462	Plumber III	1	1	1	1
12469	Property Manager	-	1	1	1
12489	Facilities Manager	2	2	2	1
12494	Senior Facilities Manager	-	1	1	1
12523	Accountant	-	0.5	0.5	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
13410	P/T Police Officer	-	-	-	1
13484	P/T Building Inspector	1	1	1	-
Total	Full-time	5.5	8	8	7
	Part-time	1	1	1	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

Oversaw the completed construction of the new Pembroke Pines Civic Center, City Hall, Commission Chambers, Art Gallery, and FPL easement parking lot. Oversaw the new Memorial Park construction project utilizing in house staff to complete much of the work. Remodeled the Holly Lakes building to house the artist selected to build the final statue for the 911 Memorial. Continued renovations at building 37, 76, and 78 for the new Public Services compound and carpenter shop at the Health Park utilizing all in house labor. Oversaw the re-roofing projects of all flat roofs at the water plant, Fletcher Arts and Cultural Center, Fire Station 69, Pembroke Lakes Golf course, and several buildings and pavilions at Park facilities. Oversaw the construction of the metal maintenance building at the water plant.

Accomplishments

Completed the median enhancement on Pines Boulevard from the Florida Turnpike to University Drive. Enhanced medians on Dyke’s Road from Pines Blvd. to Sheridan Street. Completed all landscaping and irrigation for the newly relocated Memorial Park at City Center. Completed median enhancements on Taft Street, Johnson Street, Hiatus Road, and at various citywide buildings. Provided support to the landscape and irrigation renovations of the R&R Village located at the Howard C. Forman Campus. Provided staff support to correct "See-Click-Fix" issues. Pressure washed sidewalks, patios, and curbs within City facilities.

Grounds Maintenance Performance Measures

Indicator	2014-15		2015-16		2016-17	2017-18
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Acres of maintained landscaping around public buildings	865	865	870	870	870	445
Miles of maintained rights-of-way	485	485	485	485	490	490
Miles of landscaping and irrigation	166	166	170	170	170	170
Acres of parks maintained	425	425	N/A	425	425	N/A
Effectiveness						
% of projects completed	100%	100%	100%	100%	100%	100%
Licensed wetland acres in Pembroke Pines	685	685	685	685	698	698
% of fields maintained on schedule	100%	100%	N/A	100%	100%	N/A
Acres of parkland per 1,000 population	14.23	14.23	N/A	14.23	14.23	N/A
Efficiency						
Personnel hours required to inspect a typical municipal irrigation system	4.0	4.0	3.5	3.5	3.5	2
Personnel hours required to repair malfunctioning municipal irrigation system	4.0	4.0	3.5	3.5	3.5	3.5
Cost per acre of athletic fields maintained	\$3,500	\$3,500	N/A	\$3,400	\$3,400	N/A

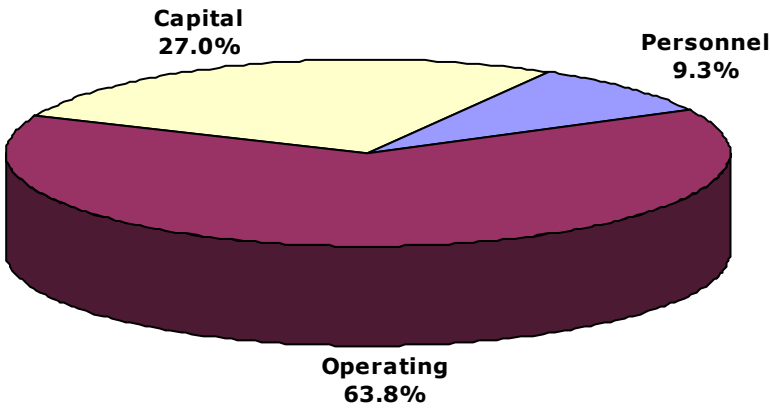
Grounds Maintenance

Revenue Category	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
State Grants	-	-	148,494	-
Total	-	-	148,494	-

Expenditure Category	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Personnel				
Salary	2,254,452	1,903,111	321,434	166,185
Benefits	1,729,573	1,612,992	160,861	74,756
Personnel Total	3,984,025	3,516,103	482,295	240,941
Operating				
Professional Services	-	5,800	5,000	80,000
Other Contractual Services	2,458,690	4,062,032	7,103,860	1,136,878
Travel Per Diem	-	78	-	-
Communication and Freight Services	48,598	57,307	52,400	50,000
Utility Services	103,029	86,074	104,700	110,000
Rentals and Leases	47,690	59,632	28,300	2,300
Repair and Maintenance Services	557,389	1,265,387	1,898,937	147,000
Other Current Charges and Obligations	9,655	15,530	31,000	26,400
Office Supplies	2,642	4,977	3,000	2,500
Operating Supplies	532,442	452,006	115,509	76,000
Publications and Memberships	180	170	-	-
Training and Education	-	1,170	1,110	-
Operating Total	3,760,315	6,010,163	9,343,816	1,631,078
Capital				
Improvements Other Than Buildings	106,082	606,767	2,179,126	555,000
Machinery and Equipment	171,068	159,714	693,353	145,000
Capital Total	277,150	766,481	2,872,479	700,000
Total	8,021,490	10,292,747	12,698,590	2,572,019

Grounds Maintenance

Expenditure Category



Position Title		2014-15 Actual	2015-16 Actual	2016-17 Adopted	2017-18 Budget
12051	Public Services Director	-	0.5	0.5	0.5
12055	Deputy Public Services Director	1	-	-	-
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	-	-	-
12409	PS Park Supervisor	2	2	2	-
12476	PS Administrative Supervisor	1	-	-	-
12477	PS Div Director of Park Operations	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	-	-	-
13164	Special Projects Manager	-	0.5	0.5	-
13406	P/T PS Custodian	7	-	-	-
13521	P/T PS Maintenance Worker I	10	-	-	-
Total	Full-time	46	4.5	4.5	1
	Part-time	17	0.5	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 \$130,511 or 21.2% when compared to the FY2016-17 working budget. This change is mainly attributable to the addition of a Fleet Maintenance Software System to increase efficiency along with the

addition of a contractual Fleet Supervisor Position.

Accomplishments

The Purchasing Division has adopted the City's first "Purchasing Card, Corporate Credit Card, Store Card and Fuel Card Policy" to establish general guidelines for Cardholders and other stakeholders.

Purchasing Performance Measures

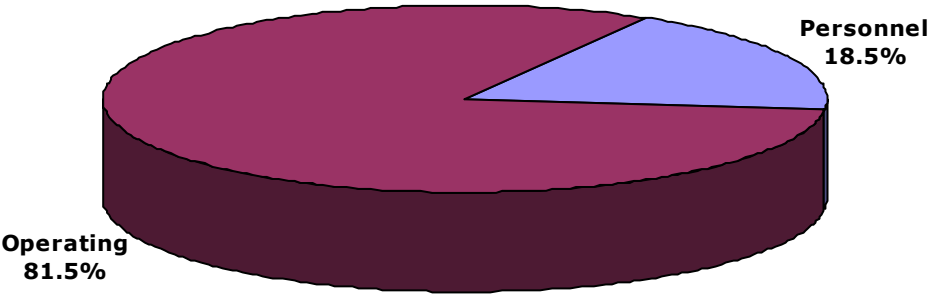
Indicator	2014-15		2015-16		2016-17	2017-18
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Number of City vehicles ordered	60	75	76	55	50	55
Number of bids advertised	43	50	37	50	50	40
Effectiveness						
% of purchasing contracts in compliance with all applicable regulatory statutes	100%	100%	100%	100%	100%	100%
Number of initial bids that required rebidding	0	0	5	0	0	0
Number of formal protests filed related to the bidding process	0	0	1	0	0	0
Efficiency						
Number of (ten-hour) work-days required to fully execute a standard purchase order	6	4	8	4	4	4

Purchasing

Expenditure Category	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Personnel				
Salary	164,660	103,189	79,505	87,879
Benefits	82,075	83,087	49,451	49,865
Personnel Total	246,734	186,277	128,956	137,744
Operating				
Other Contractual Services	240,481	348,138	448,218	530,541
Travel Per Diem	-	-	500	500
Communication and Freight Services	934	539	1,000	1,000
Utility Services	11,308	5,099	9,860	-
Repair and Maintenance Services	-	-	2,000	2,000
Other Current Charges and Obligations	1,463	1,485	4,500	3,000
Office Supplies	1,510	1,164	1,000	1,500
Operating Supplies	24,846	16,799	16,850	67,100
Publications and Memberships	529	570	610	620
Training and Education	50	70	1,500	1,500
Operating Total	281,121	373,862	486,038	607,761
Capital				
Machinery and Equipment	-	1,415	-	-
Capital Total	-	1,415	-	-
Total	527,855	561,555	614,994	745,505

Purchasing

Expenditure Category



Position Title		2014-15 Actual	2015-16 Actual	2016-17 Adopted	2017-18 Budget
12486	Purchasing Manager	1	1	1	1
12488	Assistant Purchasing Manager	1	-	-	-
Total	Full-time	2	1	1	1
	Part-time	-	-	-	-



Howard C. Forman Human Services Campus

Goals

The Senator Howard C. Forman Human Services Campus is responsible for the establishment and maintenance of health care, community service, educational, and senior housing facilities serving various children, families and seniors of southeast Florida. This division ensures that superior facilities are available to professional providers of these critical services.

Objectives

- Provide existing leaseholders with facilities consistent with their individual program requirements.
- Develop an effective site-management plan designed to retain existing health care providers and encourage new health care, community service, and educational providers to relocate to the 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 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.

Accomplishments

- Continue to aggressively market the vacated buildings to expand and encourage growth of rental space.
- Continue upgrade of campus appearance in phases by painting exteriors of building, as well as sealing and repairing parking lots and roadways.
- An Agreement with the Department of Economic Opportunity and the City of Pembroke Pines, the City was awarded an amount of \$100,000. These funds will be used to continue to rehabilitate the R&R Village. The renovations will include: Irrigation, sidewalks, black top driveway, landscaping, fencing and street lights. This project will be completed by June 30, 2017.

Howard C. Forman Human Services Campus Performance Measures

Indicator	2014-15		2015-16		2016-17	2017-18
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Number of executed leases	10	16	10	11	13	12
Total square footage leased	238,757	220,000	206,757	206,757	300,000	300,000
Total square footage available	293,320	302,077	302,077	302,077	100,000	100,000
Effectiveness						
% of square footage leased	73%	73%	68%	68%	80%	80%
Efficiency						
Personnel hours required to review individual lease agreements	5	5	5	5	4	3

Howard C. Forman Human Services Campus

Revenue Category	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Federal Grants	99,856	61,389	-	-
Grants from Local Units	11,534	25,632	-	-
State Grants	-	250,000	100,000	-
State Shared	24,940	15,346	-	-
General Government Charges	30,392	30,330	30,900	30,700
Rents & Royalties	893,646	1,147,466	1,426,063	1,877,277
Private Gifts / Contributions	90,796	-	25,000	15,000
Total	1,151,165	1,530,163	1,581,963	1,922,977

Expenditure Category	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Personnel				
Salary	47,913	-	-	-
Benefits	14,557	1	-	-
Personnel Total	62,470	1	-	-
Operating				
Professional Services	53,057	43,326	96,000	46,000
Other Contractual Services	1,008,895	900,662	282,834	275,916
Travel Per Diem	2,119	318	-	-
Communication and Freight Services	8,595	9,025	6,000	7,200
Utility Services	227,041	223,614	222,500	239,500
Rentals and Leases	275,757	276,880	276,403	216,448
Insurance	33,898	25,756	78,920	70,067
Repair and Maintenance Services	61,052	104,953	434,659	332,000
Other Current Charges and Obligations	630	352	-	100
Office Supplies	362	598	-	-
Operating Supplies	11,608	13,051	300	2,000
Operating Total	1,683,013	1,598,535	1,397,616	1,189,231
Capital				
Improvements Other Than Buildings	74,759	309,222	175,285	-
Machinery and Equipment	1,132	10,600	7,500	-
Capital Total	75,891	319,822	182,785	-
Grants and Aid				
Aids to Government Agencies	11,534	25,632	-	-
Grants and Aid Total	11,534	25,632	-	-
Total	1,832,909	1,943,990	1,580,401	1,189,231



Recreation and Cultural Arts

Mission

Dedicated to providing a comprehensive program that includes all phases of leisure, recreation services, cultural arts programming and special events for youths and adults. Our purpose is to provide a wide variety of activities and facilities to accommodate the leisure pursuits of our residents, while improving the quality of life in Pembroke Pines.

Goals

To provide the highest quality recreation, cultural, and leisure opportunities and facilities that are accessible, safe, physically attractive, and well maintained for youth, teens, and adult programming.

Promote the City as a destination for entertainment, sports programming and cultural arts.

Contribute directly to the physical and emotional health, social growth, and development of our residents through a wide range of recreational and cultural experiences and involvement.

Improve the quality of life in Pembroke Pines by promoting public awareness of recreation and cultural arts.

Objectives

Present to the public a well-trained, responsive, knowledgeable, and helpful staff by expanding training for employees and volunteers interacting with our residents and youth organizations. Training and educational seminars include public relations and communication skills, risk management responsibilities, and safety.

Increase user satisfaction, attendance, and participation rates for our programs and facilities by providing a wide variety of leisure opportunities in our Recreation and Cultural Arts Centers that will appeal to our residents, prompting them to visit our parks and participate in our programs.

Work closely with our youth organizations to provide sufficient sports programs to meet the needs of our expanding youth population.

To ensure accessibility of our programs and facilities by providing leisure opportunities that are strategically located throughout the City and to schedule these activities during hours/days that will enable our residents to participate.

Facilitate recreational and cultural opportunities for our residents by partnering with other public and private organizations. Co-sponsor and coordinate programs and special events with other organizations and voluntary agencies. Develop partnerships with the private sector to expand existing activities and programs.

Maximize revenues by improved marketing strategies and decrease expenditures by increased evaluation of all programs.

AQUATICS:
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 as well as the three swimmers who attended the 2016 Summer Olympics. 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



Recreation and Cultural Arts

States Golf Association.
Continue to implement preventative maintenance projects against weeds, disease and contamination of the turf grass, along with projects designed to enhance the quality and playability of the golf course.

Increase the membership base with promotions and advertising targeting Pembroke Pines residents.

Present a knowledgeable and highly-trained professional staff to greet the public and solve problems.

Increase user participation rates.

Conduct year-round clinics for juniors with the purpose of exposing young people to golf.

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, Studio 18 and the Frank C. Ortis Art Gallery.

Cooperate in the coordination of all community resources--and with all agencies, private, voluntary, and public--in providing the community with facilities and programs to achieve the best use of all available resources.

Continue to provide the public with well-maintained updated facilities.

SPECIAL EVENTS:
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.

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 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 are available to residents and nonresidents of all age



Recreation and Cultural Arts

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.

~CULTURAL ART CENTERS - Includes three community centers, an art and cultural center, the Studio 18 Artist Village and the Frank C. Ortis Art Gallery. The community centers offer a variety of classes and activities and serve as meeting places for non-profit civic organizations and homeowners' associations. Cultural Arts facilities programs educate and engage citizens and visitors with a rich and diverse range of cultural expressions through both education and special events. These centers host recreational programs and classes taught by both Recreation and Cultural Arts Department employees and private instructors. Classes offered include art 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 opened the Mayor Frank C. Ortis Art Gallery and Exhibit Hall.

~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 33 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, Mayor's Kids Day, Mayor's Chess Challenge and various holiday theme events. The City's annual birthday celebration, a.k.a. Pines Day, features a festival, concerts, children's activities, and community exhibits as well as a parade. 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 population division will continue to provide quality family oriented events in the City.

~ TENNIS - Offer a wide range of programs for all ages and skill levels. Some of these programs consist of leagues, clinics, tournaments, summer tennis camps, junior tennis after-school programs, special needs programming, total fitness conditioning classes, and introductory clinics for beginners offered in our summer camps. The tennis personnel oversee the daily maintenance and conduct safety checks of fifty lighted tennis courts across the City. The tennis courts consist of forty-five hard courts and five clay courts. Tennis professionals offer private and semi-private lessons and clinics to tennis players who wish to improve their skills and level of play. Annual tennis memberships are available.

~ PARKS - Maintain our parks and recreation facilities to provide opportunities for recreation experiences. The Parks Division also has operational responsibilities for the oversight of the seven youth sports organizations using our facilities. The quality of the parks and athletic facilities in Pembroke Pines is among the finest in Broward County. Currently, the park system includes 48 baseball/softball diamonds, which host many regional tournaments. In addition, the park system has 20 football/soccer fields, 30 paddleball/racquetball courts at 6 locations, 24 outdoor basketball courts, 47 picnic shelters, 26 batting cages, 25 children's playgrounds and 7 in-line hockey rinks.

Budget Highlights

Continuation of special events, including the City's 58th 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.



Recreation and Cultural Arts

Sponsor and organize the Annual Art Festival to be held at the Pembroke Pines City Center in 2018.

Host the 16th Annual Florida Golf Coast OpenSwimming Invitational in 2018.

Continue planning monthly exhibits and lectures featuring well-known artists at Studio 18 and the new Frank C. Ortis Art Gallery.

Host the 9th Annual Mayor's Kids Day event in June 2018.

Host the 7th Annual National "Kids to Parks Day".

Co-host with the Charter High School Booster Club a Challenger 3 versus 3 Soccer Tournament in April 2018.

Teach over 2,000 children water safety lessons.

Accomplishments

Produced the 57th Annual Pembroke Pines Birthday Celebration.

Worked closely with the Arts and Culture Advisory Board to produce the 19th Annual Art Festival in the Pines.

In addition to the events produced by our Special Events Section, the department provided assistance to many non-profit organizations.

Hosted nine 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 5th consecutive year. The grant funds the Special Population Summer Camp, which caters to participants up to age 22.

Partnered with CareerSource Broward to provide summer employment opportunities for eight 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 50 families in Pembroke Pines.

Continued hosting the special event "Bow Wow Ween" at the City's Dog Park.

Increased attendance at our Summer Golf and Tennis Camp.

Installed new pavers at Silver Lakes South Park.

Replaced and installed new fencing at various parks and recreation facilities.

Installed new pavers walkway at the Community Gardens Health Park.

Commenced completion of the 9/11 Memorial Sculpture.

Opened new location for Veterans' and 9/11 Memorial Park.

Hosted Broward County District and Regional Tennis Tournaments at Maxwell Park.

Hosted the U.S. Tennis Association Leagues for Juniors and Adults.

Continued our summer water polo league with 25 athletes.

Updated the gym equipment at Towngate Recreation Center.

Renovated the recreation hall at Rose G. Price Park.

Hosted the Second Annual Mayor's Chess Challenge

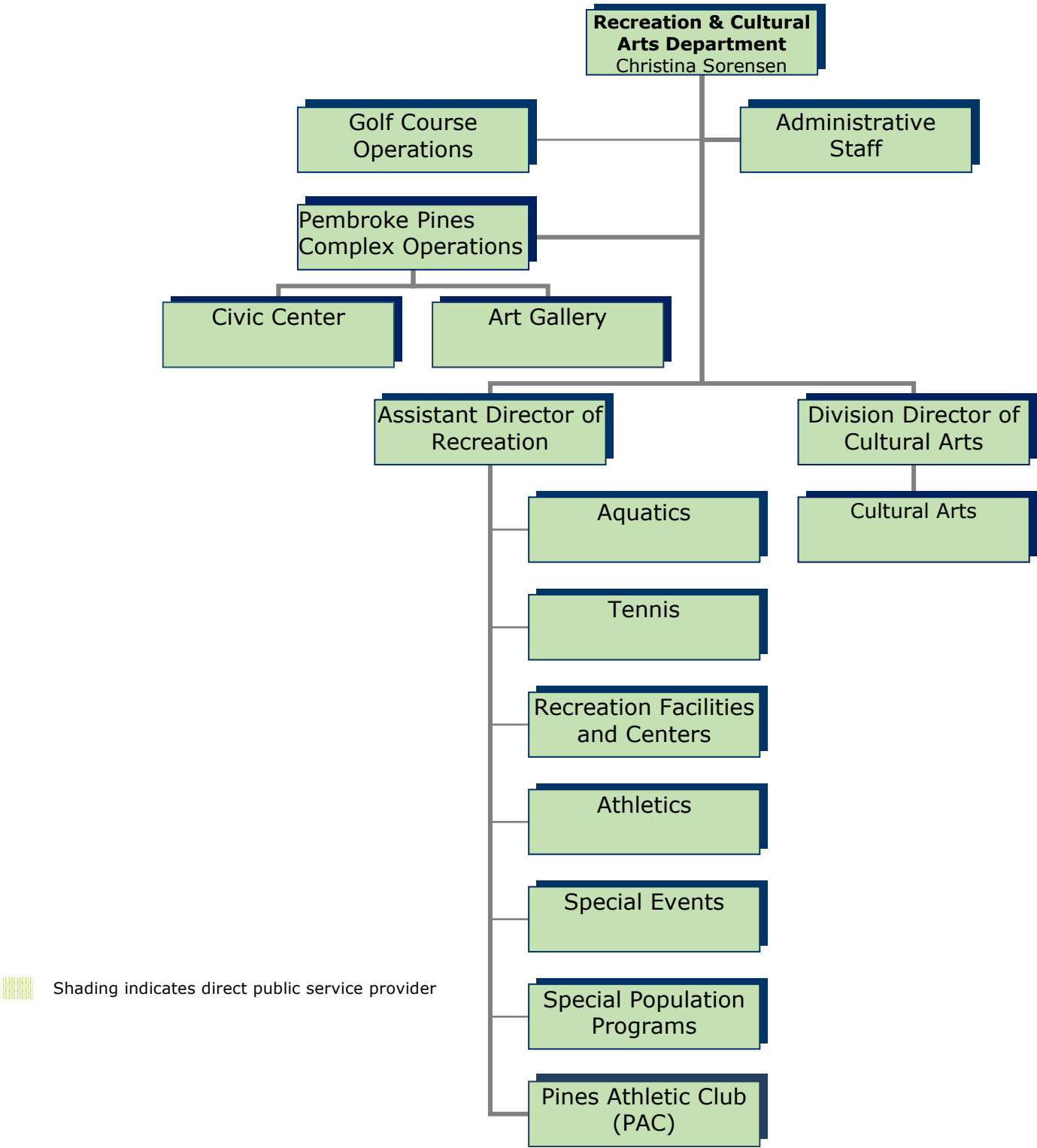
Renamed Rainbow Park Jack McCluskey Rainbow Park in Mr. McCluskey's honor.

Recreation and Cultural Arts Performance Measures

Indicator	2014-15		2015-16		2016-17	2017-18
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Number of sports leagues	50	44	44	44	50	45
Number of participants for athletics	7,623	10,500	7,280	9,000	9,000	9,000
Number of swim team members	300	340	275	340	300	300
Number of children in youth programs	161	195	60	170	170	60
Number of special events	33	32	36	50	33	36
Number of participants (for special events / activities)	64,435	68,000	65,125	90,000	68,000	68,000
Number of tennis memberships	156	178	110	180	172	116
Number of golf rounds	46,257	50,000	45,122	50,000	48,000	48,000
Number of specialized recreation classes	122	142	247	265	142	250
Number of participants for specialized recreation classes	44,067	46,428	33,753	60,000	46,428	35,000
Effectiveness						
% of residents rating facilities as satisfactory	92.1%	100.0%	88.0%	100.0%	100.0%	100.0%
% of residents rating programs as satisfactory	92.1%	100.0%	92.1%	100.0%	100.0%	100.0%
% of residents rating hours of operation as satisfactory	92.5%	100.0%	90.3%	100.0%	100.0%	100.0%
% of residents rating physical attractiveness of facilities as satisfactory	90.8%	100.0%	83.2%	100.0%	100.0%	100.0%
% of residents rating the variety of program activities as satisfactory	84.6%	100.0%	86.8%	100.0%	100.0%	100.0%
% of residents rating helpfulness or attitude of staff as satisfactory	96.9%	100.0%	98.6%	100.0%	100.0%	100.0%
% of residents rating the safety of facilities as satisfactory	88.8%	100.0%	89.4%	100.0%	100.0%	100.0%
% of residents rating cleanliness as satisfactory	89.0%	95.5%	85.6%	100.0%	100.0%	100.0%
Efficiency						
Operating cost per participant for soccer program	\$43	\$43	\$42	\$42	\$42	\$42
Art and culture supplies cost/participant	\$2.42	\$2.03	\$3.65	\$2.28	\$2.00	\$3.65
Ratio of volunteer hours to total staff hours worked	51.7%	50.0%	41%	50.0%	52.0%	52%
Average cost per soccer league game	\$72	\$74	\$74	\$74	\$74	\$74

RECREATION AND CULTURAL ARTS DEPARTMENT

Organizational Chart

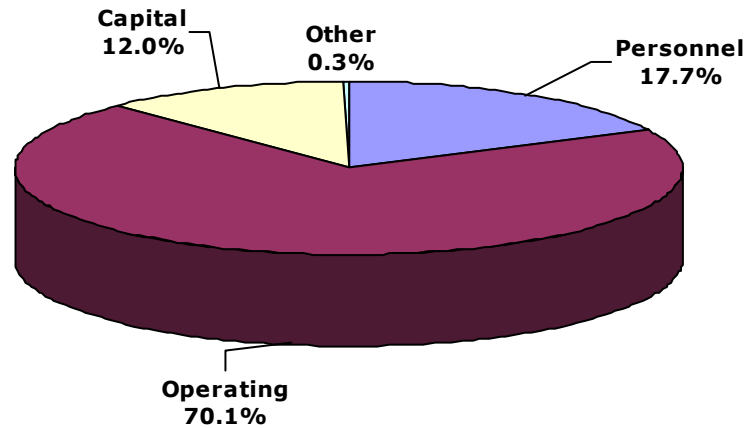


Recreation and Cultural Arts

Revenue Category	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Federal Grants	21,545	10,633	17,822	-
Grants from Local Units	85,024	77,284	30,030	-
State Grants	-	-	14,368	-
General Government Charges	-	-	-	15,000
Recreation Charges	3,170,364	3,016,108	4,167,762	3,997,483
Other Licenses, Fees & Permits	1,825	1,015	1,800	1,389
Rents & Royalties	556,820	630,709	572,700	671,086
Other Miscellaneous Revenues	3,044	750	3,050	750
Private Gifts / Contributions	18,445	60	32,000	50,000
Total	3,857,067	3,736,559	4,839,532	4,735,708

Expenditure Category	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Personnel				
Salary	2,188,524	2,146,998	2,250,595	2,545,436
Benefits	1,048,867	1,011,795	1,277,616	1,235,352
Personnel Total	3,237,392	3,158,794	3,528,211	3,780,788
Operating				
Professional Services	588,805	629,629	726,985	694,314
Accounting and Auditing	1,734	1,382	1,600	1,600
Other Contractual Services	1,128,622	1,311,849	2,777,038	9,046,597
Travel Per Diem	1,249	1,451	3,228	2,300
Communication and Freight Services	33,433	34,264	85,602	85,836
Utility Services	928,876	898,191	1,250,717	1,251,279
Rentals and Leases	522,954	521,014	540,159	669,806
Repair and Maintenance Services	151,648	158,423	470,983	2,254,627
Printing and Binding	1,474	3,472	17,615	46,535
Promotional Activities	128,858	119,546	118,500	126,100
Other Current Charges and Obligations	341,555	363,792	569,291	309,041
Office Supplies	5,520	3,592	7,100	9,600
Operating Supplies	416,000	405,526	502,085	503,554
Publications and Memberships	335	1,189	2,650	2,850
Training and Education	1,609	1,022	1,700	2,800
Operating Total	4,252,673	4,454,342	7,075,253	15,006,839
Capital				
Improvements Other Than Buildings	-	192,031	105,586	1,800,000
Machinery and Equipment	109,515	132,906	448,175	768,513
Infrastructure	-	-	24,000	-
Capital Total	109,515	324,937	577,761	2,568,513
Other				
Transfers	-	-	-	53,800
Other Total	-	-	-	53,800
Total	7,599,579	7,938,072	11,181,225	21,409,940

Recreation and Cultural Arts Expenditure Category



Position Title	2014-15 Actual	2015-16 Actual	2016-17 Adopted	2017-18 Budget
12006 Assistant Athletic Coordinator	1	1	1	-
12181 Division Director of Recreation	-	-	-	1
12215 Senior Lifeguard	2	2	2	2
12230 Chief Curator/Head of Cultural Projects	1	1	1	1
12409 PS Park Supervisor	-	-	-	2
12495 Parks Maintenance Manager	-	-	-	1
12508 Rec & Cultural Arts Acct Clerk I	2	1	1	1
12509 Rec & Cultural Arts Acct Clerk II	-	1	1	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	1
12546 Aquatic Coordinator	1	1	1	1
12547 Aquatic Coordinator Assistant	1	1	1	1
12559 Recreation Supervisor II	1	1	1	-
12562 Recreation Supervisor I	1	1	1	1
12563 Special Events Coordinator	1	1	1	1
12564 Special Events- Coordinator Assistant	1	1	1	1
12572 Division Director Cultural Arts	1	1	1	1
12573 Recreation Specialist	2	2	1	1
12581 Recreation Specialist II	2	1	1	-
12594 Soccer Coordinator	-	-	-	1
12595 Youth League Supervisor	-	-	-	1
12891 Special Population Prog Coord	1	1	1	1
13405 P/T Art Teacher	5	5	5	3
13450 P/T Cashier	1	1	1	1
13454 P/T Administrative Assistant	1	1	1	-

Recreation and Cultural Arts

Position Title		2014-15 Actual	2015-16 Actual	2016-17 Adopted	2017-18 Budget
13488 P/T Senior Lifeguard		2	2	2	2
13492 P/T Lifeguard		10	10	10	10
13495 P/T Recreation Aide		20	20	20	18
13526 P/T Recreation Therapeutics		1	1	1	1
13527 P/T Self Defense Instructor		3	3	3	-
13528 P/T Assistant PAC Program Director		1	1	1	-
13531 P/T Assistant Program Coordinator		-	-	-	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		2	2	2	1
13563 P/T Recreation Leader		6	6	6	5
13591 P/T Water Safety Instructor		9	9	9	9
13602 P/T Recreation Specialist		2	2	2	1
13680 P/T Clerk Spec I		2	3	3	2
Total	Full-time	22	21	20	22
	Part-time	69	70	70	58



Non-Departmental

Goals

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

Major Functions and Activities

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

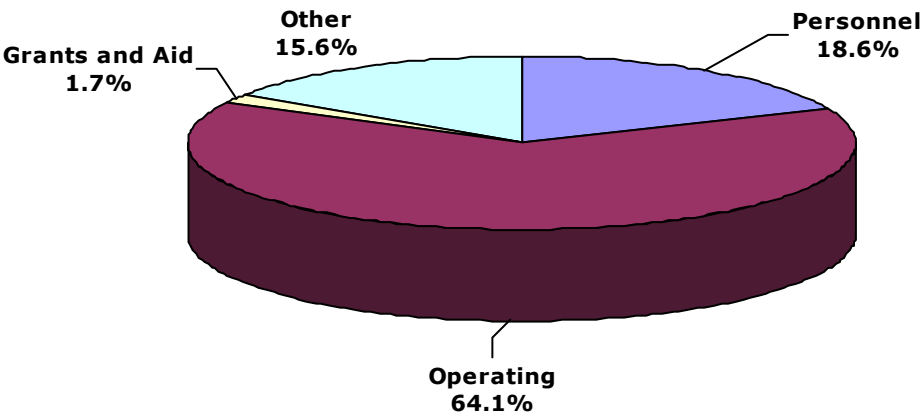
There are no City employees assigned to this division. City personnel services budgeted here are payments for accrued sick and vacation leave made to employees in the other divisions.

Non-Departmental

Revenue Category	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
State Shared	56,649	57,277	50,000	51,000
General Government Charges	13,716,424	13,376,938	13,741,370	14,172,161
Rents & Royalties	54,075	53,223	56,477	54,477
Total	13,827,149	13,487,438	13,847,847	14,277,638

Expenditure Category	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Personnel				
Salary	-	-	-	20,000
Benefits	4,540,122	3,467,524	1,363,516	1,940,044
Personnel Total	4,540,122	3,467,524	1,363,516	1,960,044
Operating				
Contingency	-	-	-2,251,607	3,000,000
Professional Services	1,054,888	1,258,993	1,025,400	1,162,100
Other Contractual Services	249,744	268,416	286,798	115,024
Pension Benefits	42,283	42,600	50,206	54,400
Communication and Freight Services	100,709	87,222	99,436	87,296
Rentals and Leases	-	1,280	1,280	1,280
Insurance	941,343	787,332	1,839,814	2,001,396
Printing and Binding	99,552	103,748	111,873	-
Promotional Activities	-	-	1,000	1,000
Other Current Charges and Obligations	28,217	52,664	237,380	275,865
Office Supplies	3,078	3,202	3,200	3,200
Operating Supplies	625	486	550	500
Publications and Memberships	55,359	56,430	56,430	57,479
Operating Total	2,575,799	2,662,372	1,461,760	6,759,540
Grants and Aid				
Aids to Government Agencies	89,693	108,635	97,548	101,055
Aids to Private Organizations	30,000	33,000	36,000	76,000
Other Grants and Aids	68,084	34,906	35,084	-
Grants and Aid Total	187,777	176,541	168,632	177,055
Other				
Transfers	765,990	774,713	833,678	841,031
Other Uses	5,000	-	-	-
Other Total	770,990	774,713	833,678	841,031
Total	8,074,687	7,081,150	3,827,586	9,737,670

**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 207-18 budget includes major capital items as follows:

Widening portions of Pembroke Road west of I-75.

Improvements to the intersection of Sheridan Street and Dyke’s Road.

Street sweeping and pressure cleaning of City sidewalks, medians, and curbs.

Continued resurfacing of streets citywide.

Accomplishments

Completed the City’s portion of the construction of overpass of I-75 at Pembroke Road.

Completed construction of the parking lot on the FPL easement at the Civic Center.

Completed resurfacing projects located at Palm Avenue, Taft Street, Westwood, Pembroke Pointe, and Tanglewood.

Resurface and repair of city owned parking lots at Rose Price Park, Jack McCuskey Park, and Pembroke Lakes Golf Course.

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 and various road restriping projects.

Streets and Sidewalks Performance Measures

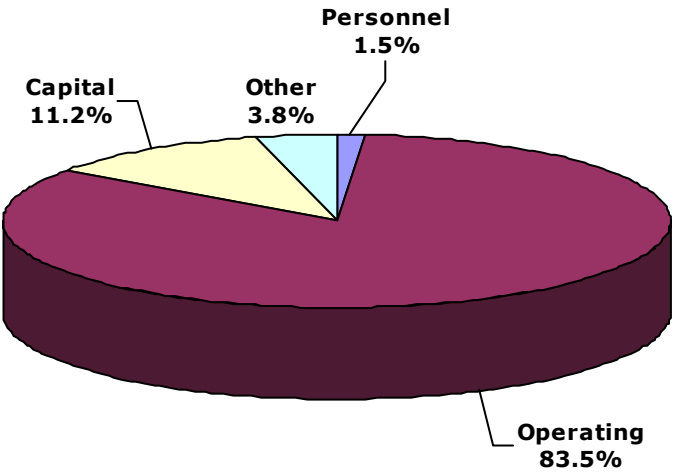
Indicator	2014-15		2015-16		2016-17	2017-18
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Number of miles of road to maintain	485	470	485	485	490	490
Effectiveness						
% of community projects with paved surfaces that have adhered to all applicable technical and engineering requirements	100%	100%	100%	100%	100%	100%
Efficiency						
Cost to install a square foot of concrete residential sidewalk	\$22.00	\$22.00	\$22.00	\$22.00	\$23.00	\$23.00
Cost to install a linear foot of concrete curb and gutter in a typical residential street	\$35.00	\$35.00	\$35.00	\$35.00	\$36.00	\$36.00

Streets and Sidewalks

Revenue Category	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Fuel Taxes	2,780,280	2,868,929	2,876,000	3,006,000
Franchise Fees	1,264,166	1,351,619	1,309,380	1,473,608
State Grants	8,058	7,225	2,243,215	-
State Shared	1,286,394	1,346,839	1,379,480	1,417,500
Investment Income	54,997	64,696	38,000	32,300
Disp of Fix Assets / Sale of Equip/ Scrap	5,656	1,323	200	500
Other Miscellaneous Revenues	176,204	181,486	219,703	226,295
Private Gifts / Contributions	-	-	275,000	-
Interfund Transfers	-	-	-	802,586
Appropriated Fund Balance	-	-	5,679,139	-
Beginning Surplus	-	-	-1,879,974	-
Total	5,575,755	5,822,118	12,140,143	6,958,789

Expenditure Category	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Personnel				
Salary	-	-	35,145	-
Benefits	199,151	152,072	94,494	106,197
Personnel Total	199,151	152,072	129,639	106,197
Operating				
Professional Services	48,601	115,689	77,590	150,000
Other Contractual Services	1,520,696	1,996,105	2,253,623	3,041,594
Communication and Freight Services	18	-	-	-
Utility Services	1,225,881	1,226,139	1,163,201	1,327,286
Insurance	148,166	129,638	260,647	267,271
Repair and Maintenance Services	999,909	110,515	2,111,933	841,000
Other Current Charges and Obligations	-	-	2,410	-
Road Materials and Supplies	180,000	-	180,000	180,000
Operating Total	4,123,271	3,578,086	6,049,404	5,807,151
Capital				
Improvements Other Than Buildings	461,804	1,385,366	3,879,645	480,636
Machinery and Equipment	-	-	36,000	-
Infrastructure	-	207,102	1,762,142	300,000
Capital Total	461,804	1,592,467	5,677,787	780,636
Other				
Transfers	316,807	233,564	283,313	264,805
Other Total	316,807	233,564	283,313	264,805
Total	5,101,033	5,556,190	12,140,143	6,958,789

Streets and Sidewalks
Expenditure Category



Position Title		2014-15 Actual	2015-16 Actual	2016-17 Adopted	2017-18 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
- 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 2017-18 after the budget is adopted.

Based on the 2017-18 budget, the City anticipates assisting seven individuals with minor home repairs and five first time home buyers with down payments and closing costs.

Accomplishments

As of May 31st, 2017 the City has provided services in the amount of \$580,313 through the SHIP grant including \$333,889 to assist seven individuals with home repairs and \$170,000 to assist five individuals with home purchase assistance.

State Housing Initiative Partnership (SHIP) Grant Performance Measures

Indicator	2014-15		2015-16		2016-17	2017-18
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Home repairs	3	5	9	9	12	10
First-time home buyer	2	#	5	5	7	7
Effectiveness						
% of funds spent to total funds available	18%	30%	25%	25%	28%	25%
Efficiency						
Average cost per household assisted:						
Home repairs	\$44,844	#	50,000	#	\$50,000	50,000
Purchase assistance	\$40,000	#	40,000	#	\$40,000	30,000

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	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
State Grants	552,178	624,778	2,596,542	688,935
Investment Income	-	-	2,000	2,000
Beginning Surplus	-	-	-2,000	-2,000
Total	552,178	624,778	2,596,542	688,935

Expenditure Category	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Operating				
Professional Services	85,069	77,641	73,914	68,893
Other Contractual Services	450,609	380,563	1,430,186	415,042
Other Current Charges and Obligations	16,500	166,574	399,616	205,000
Operating Total	552,178	624,778	1,903,716	688,935
Total	552,178	624,778	1,903,716	688,935



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 CDBG, HOME and NSP funds from previous project years will be carried over to fiscal year 2016-2017.

Accomplishments

As of May 31st, 2017, the City has provided services in the amount of \$527,130 through the CDBG, including \$225,656 for home repairs (5 homes) and \$42,307 in support of the City's Senior Transportation Program.

As of May 31st, 2017, the Senior Transportation Program has provided approximately 22,433 trips to eligible clients 62 years old and over.

As of May 31st, 2017, the City provided services in the amount of \$117,365 through the HOME grant to assist two individuals with home repairs.

HUD Grants CDBG-HOME Performance Measures

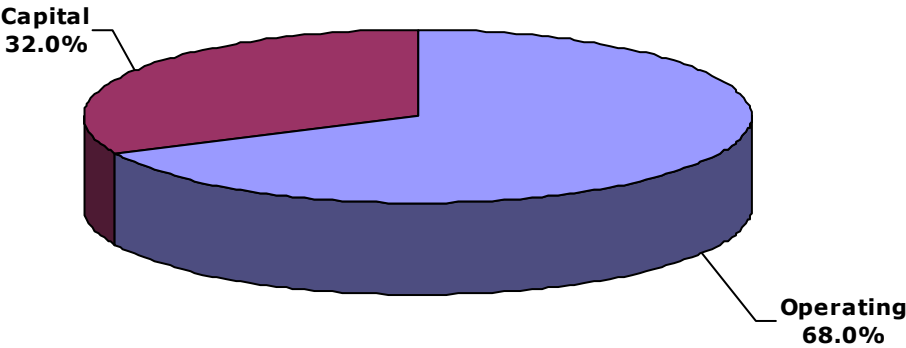
Indicator	2014-15		2015-16		2016-17	2017-18
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Home repairs - CDBG	8	15	18	18	10	10
New construction - CDBG & Home	0	0	0	0	0	0
Number of one-way (age 62+) client trips with HUD grant funding for fuel and repairs/maintenance, and the balance of expenses covered by Older Americans Act (OAA) Grant	31,344	35,000	35,744	26,267	25,573	36,000
Number of unduplicated CDBG clients	180	200	836	120	200	900
Home repairs - NSP	1	6	1	1	1	1
Purchase assistance - NSP	2	6	1	1	3	0
Home repairs - HOME	3	7	10	10	3	3
Effectiveness						
% of funds spent vs. funds available for home repairs	42%	40%	50%	50%	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	\$3.48	\$3.04	\$3.16	\$2.50	\$4.43	\$3.00
Vehicular accidents per 100,000 miles	1.590	0.000	2.120	0.000	0.000	0.000
Road call rate per passenger trip (Calls for assistance due to mechanical problems)	0.0002	0.0000	0.0002	0.0000	0.0000	0.0000
Passengers per mile	1.00	1.00	0.25	1.00	1.00	2.00

HUD Grants CDBG-HOME

Revenue Category	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Federal Grants	1,044,110	1,172,018	3,013,005	938,490
Total	1,044,110	1,172,018	3,013,005	938,490

Expenditure Category	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Operating				
Professional Services	146,631	142,449	199,586	173,578
Other Contractual Services	688,253	496,499	2,206,526	350,615
Repair and Maintenance Services	51,402	56,913	60,893	60,893
Other Current Charges and Obligations	100,000	420,000	140,000	-
Operating Supplies	57,824	56,157	56,000	53,404
Operating Total	1,044,110	1,172,018	2,663,005	638,490
Capital				
Improvements Other Than Buildings	-	-	300,000	300,000
Capital Total	-	-	300,000	300,000
Total	1,044,110	1,172,018	2,963,005	938,490

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 2017-18 is \$20,473, which includes an additional \$2,000 in training costs for the Part-Time Assistant Victim Advocate grant position. The 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 has undergone a change in how measurements by Types of Services for victims are categorized. These defined areas for victim services are now Information and Referral, Emotional Support and Safety Services, and Criminal/Civil Justice System Assistance and Personal Advocacy/Accompaniment.

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 2017 UASI grant. The 2015 UASI grant focused on procuring additional P-25 compliant interoperable portable radios for the Fire Department, and specialized equipment for the department’s SWAT team, this grant was closed out in June 2017.

The 2016 and 2017 UASI grants will focus on procuring additional P-25 compliant interoperable portable radios for the Fire Department and a mobile security tower platform for the Police Department.

Law Enforcement Grant Performance Measures

Indicator	2014-15		2015-16		2016-17	2017-18
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
VOCA direct expenditures	\$17,843	^\$17,918	\$18,473	^ \$17,918	^\$17,918	\$20,473
VOCA victim referrals	269	^350	N/A	^350	^350	N/A
Information & Referral			163			^310
VOCA crisis intervention counseling	125	^200	N/A	^200	^200	N/A
Emotional Support/Safety Services			54			^130
VOCA legal advocacy referrals	45	^75	N/A	^75	^75	N/A
Criminal/Civil Justice System Assistance			41			^50
VOCA personal advocacy	222	^75	N/A	^75	^75	N/A
Personal Advocacy/Accompaniment			64			^25
Homeland Security Urban Area Security Initiative	\$0	^\$242,282	\$119,700	+	^\$240,841	^\$236,353
Grant expenditures						
Highway Safety Grant expenditures	\$75,785	+	\$7,536	+	+	+

+ No grant funding was/is expected.
^ Contingent upon receipt of grant funding.

Law Enforcement Grant

Revenue Category	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Federal Grants	93,628	214,908	109,385	18,473
Total	93,628	214,908	109,385	18,473

Expenditure Category	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Personnel				
Salary	92,360	43,945	34,160	17,160
Benefits	1,268	1,268	1,313	1,313
Personnel Total	93,628	45,213	35,473	18,473
Operating				
Operating Supplies	-	-	522	-
Training and Education	-	-	2,000	-
Operating Total	-	-	2,522	-
Capital				
Machinery and Equipment	-	169,695	71,114	-
Capital Total	-	169,695	71,114	-
Total	93,628	214,908	109,109	18,473



Police Community Services Grant

Mission

To enhance community law enforcement services through any one of seven major programmatic categories, which are Law Enforcement Programs; Prosecution & Courts; Prevention & Education; Corrections & Community Corrections; Drug Treatment & Enforcement; Planning, Evaluation, & Technology Improvements; and Crime Victim & Witness Programs. Specialized law enforcement technology and equipment not normally placed in the general fund budget is the focus of this grant.

Goals

The Byrne Memorial Justice Grant, known as the Justice Assistance Grant (JAG), provides a source of funding to assist the City in reducing crime and improving public safety while fostering a relationship between the Police Department and the community at large.

Objectives

To use funds received from the Bureau of Justice Assistance in accordance with program requirements. The following core activities are supported by this grant:

- ~ hiring of officers and support personnel,
- ~ enhancing security measures around schools,
- ~ establishing crime prevention programs, and
- ~ purchasing equipment and technology to enhance officer safety.

Major Functions and Activities

Grant funds are used primarily for the following purposes:

- ~ procuring equipment and specific software directly related to basic law enforcement functions and
- ~ utilizing the acquired technology and equipment to further response-readiness, to meet mandated Federal and State National Incident Management System (NIMS) goals of preparedness, response, mitigation, and recovery to all-hazards incidents.

Budget Highlights

The Justice Assistance Grant (JAG) funds will be utilized to purchase equipment that will better prepare the department to respond and recover from all hazardous incidents, including criminal activity. Any unspent funds in the current year will be carried forward and utilized during FY2017-18.

Accomplishments

- 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. This project is ongoing and grant funds continue to be expended toward its completion. The 2015 JAG grant has an end date of September 2018.
- The 2016 JAG has been awarded to the City’s Police Department in the amount of \$18,891, for the purchase of License Plate Reader equipment for use in patrol vehicles. Funds have not yet been expended for this project. The 2015 JAG grant has an end date of September 2019.

Police Community Services Grant Performance Measures

Indicator	2014-15		2015-16		2016-17	2017-18
	Actual	Goal	Actual	Goal	Goal	Goal

Outputs

Funds spent on equipment	\$19,345	*	\$0	*	*	^\$18,891

* No grant funding was/is expected

Police Community Services Grant

Revenue Category	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Federal Grants	19,345	-	44,809	-
Total	19,345	-	44,809	-

Expenditure Category	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Personnel				
Salary	-	-	8,442	-
Personnel Total	-	-	8,442	-
Operating				
Operating Supplies	-	-	2,505	-
Operating Total	-	-	2,505	-
Capital				
Machinery and Equipment	19,345	-	33,862	-
Capital Total	19,345	-	33,862	-
Total	19,345	-	44,809	-



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

All service routes continue to maintain the County's required ridership threshold and therefore guarantees the program's funding. The County strict maintenance of ridership of 7.1 passengers per service hours.

Continue the Community Bus Services throughout the City including a greater portion of the eastern



Community Bus Program

section. Reduction of wait-time between stop will be the major focus.

Accomplishments

Two cutaway buses were received in July, 2016 under the Florida Department of Transportation (FDOT) Grant. These buses will enhance the mobility of senior and individuals with disabilities.

Community Bus Program Performance Measures

Indicator	2014-15		2015-16		2016-17	2017-18
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Number of information documents distributed	6,550	12,000	4,440	12,000	12,000	12,000
Road calls required (calls for assistance due to mechanical problems)	40	40*	30	40*	40*	40
Number of one-way client trips	208,292	230,000	195,684	230,000	230,000	230,000
Effectiveness						
Number of grievances filed against system	8	0	11	0	0	0
Efficiency						
Passengers per service hour	13.35	13.00	13.35	13.00	14.00	14.00
Passengers per mile	0.96	2.00	.64	2.00	2.00	2.00
Vehicular accidents per 100,000 miles	3.24	0.00	.98	0.00	0.00	0
Average cost per one-way client (any age) trip	\$3.00	\$2.00	\$0.60	\$2.00	\$2.00	\$0.51

* 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	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Federal Grants	210,621	193,492	189,000	-
Grants from Local Units	309,227	311,013	308,595	308,595
Interfund Transfers	452,080	447,846	511,073	484,435
Total	971,928	952,351	1,008,668	793,030

Expenditure Category	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Operating				
Professional Services	476	202	2,300	2,300
Other Contractual Services	530,599	523,324	524,374	530,580
Communication and Freight Services	-326	607	2,600	1,600
Repair and Maintenance Services	125,742	156,562	140,485	166,800
Office Supplies	1,059	987	1,450	1,450
Operating Supplies	108,294	60,179	128,130	90,300
Operating Total	765,844	741,861	799,339	793,030
Capital				
Machinery and Equipment	206,084	210,490	209,329	-
Capital Total	206,084	210,490	209,329	-
Total	971,928	952,351	1,008,668	793,030



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 \$12,509 for equipment purchases that will support the activities covered under the Department of Treasury guidelines.

Accomplishments

No funds were expended during the year.

Law Enforcement Trust Fund Treasury Confiscated Performance Measures

Indicator	2014-15		2015-16		2016-17	2017-18
	Actual	Goal	Actual	Goal	Goal	Goal

Outputs

Funds spent on equipment and building improvements	\$4,029	\$25,643	\$1,470	\$8,022	\$59,576	\$12,509

Law Enforcement Trust Fund Treasury Confiscated

Revenue Category	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Fines & Forfeitures	49,768	18,647	-	-
Investment Income	2,140	2,733	2,000	2,000
Appropriated Fund Balance	-	-	312,976	-
Beginning Surplus	-	-	57,576	10,509
Total	51,907	21,381	372,552	12,509

Expenditure Category	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Operating				
Professional Services	-	-	2,000	-
Repair and Maintenance Services	-	-	25,927	-
Operating Supplies	-	-	2,678	-
Operating Total	-	-	30,605	-
Capital				
Buildings	4,029	1,470	880	-
Improvements Other Than Buildings	-	-	59,791	-
Machinery and Equipment	-	-	281,276	12,509
Capital Total	4,029	1,470	341,947	12,509
Total	4,029	1,470	372,552	12,509



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 \$107,123 for equipment purchases that will support the activities that are covered under the Department of Justice guidelines.

Accomplishments

Funds were used to commence construction of a Police "Simunition" Training Facility at the Police Department's Shooting Range. The new facility will enable the department to provide realistic training scenarios involving hostage situations and other high liability threats and crimes which help develop additional expertise and enhance crime prevention. Training scenarios will include active shooter, dynamic entry, building searches and indoor tactical techniques. The facility will allow officers to be trained quickly and efficiently without the necessity of travel.

Law Enforcement Trust Fund Justice Confiscated Performance Measures

Indicator	2014-15		2015-16		2016-17	2017-18
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Funds spent on equipment	\$6,156	\$43,465	\$23,813	\$49,967	\$110,623	\$107,123

Law Enforcement Trust Fund Justice Confiscated

Revenue Category	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Fines & Forfeitures	109,708	103,981	-	-
Investment Income	4,403	5,616	3,000	5,000
Appropriated Fund Balance	-	-	602,659	-
Beginning Surplus	-	-	107,623	102,123
Total	114,111	109,597	713,282	107,123

Expenditure Category	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Operating				
Professional Services	-	-	31,200	-
Operating Supplies	147	940	138,014	-
Operating Total	147	940	169,214	-
Capital				
Improvements Other Than Buildings	6,156	-	380,181	-
Machinery and Equipment	-	23,813	163,887	107,123
Capital Total	6,156	23,813	544,068	107,123
Total	6,303	24,753	713,282	107,123



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

Funds expended for the conference registration fees and related travel expenses of two female sergeants to attend "Women's Leadership Institute Conference" presented by International Association of Chiefs of Police. This 40-hour science-based curriculum focused on leading individuals, teams, fair and impartial policing, and other relevant topics to develop high

performing leaders.

Funds expended for the conference registration fees and related travel expenses of two command staff members to attend "2017 FBINAA Re-trainer Conference" presented by Florida FBINAA. This four-day conference provided an opportunity for training and state networking.

Funds expended for the conference registration fees of eight command staff members to attend "65th Annual Summer Training Conference & Exposition" presented by Florida Police Chiefs Association. This five-day conference covered various topics related to law enforcement professional development.

Funds expended for the conference registration fees and related travel expenses of the Administrative Assistant to the Police Chief to attend "Police Chiefs' Executive/Administrative Assistant CORE II Training" presented by Florida Police Chiefs Association. This three-day course focused on providing further 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 two command staff members to attend "Florida Executive Development Seminar" presented by Florida FBINAA. This five-day seminar covered topics on leadership, officer involved shootings, mentoring and police media relations.

Law Enforcement Trust Fund \$2 Police Education Performance Measures

Indicator	2014-15		2015-16		2016-17	2017-18
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Number of new recruits sent to the Police Academy	4	5	14	4	5	4
Efficiency						
Average training cost per recruit	\$3,740	\$3,620	\$4,000	\$3,620	\$4,000	\$4,200

Law Enforcement Trust Fund \$2 Police Education

Revenue Category	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Fines & Forfeitures	35,248	28,961	35,616	28,382
Investment Income	2,097	2,112	1,000	2,000
Appropriated Fund Balance	-	-	205,906	-
Beginning Surplus	-	-	-1,000	-2,000
Total	37,345	31,073	241,522	28,382

Expenditure Category	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Operating				
Travel Per Diem	17,981	25,333	120,735	12,382
Publications and Memberships	22,380	55,760	120,787	16,000
Operating Total	40,361	81,093	241,522	28,382
Total	40,361	81,093	241,522	28,382



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 \$131,014 for equipment purchases that will support activities that are covered under the Florida Department of Law Enforcement guidelines.

Accomplishments

Donated \$5,000 to "A Child is Missing" program.

Donated \$3,000 to "Broward County Crime Stoppers" program.

Law Enforcement Trust Fund FDLE Confiscated Performance Measures

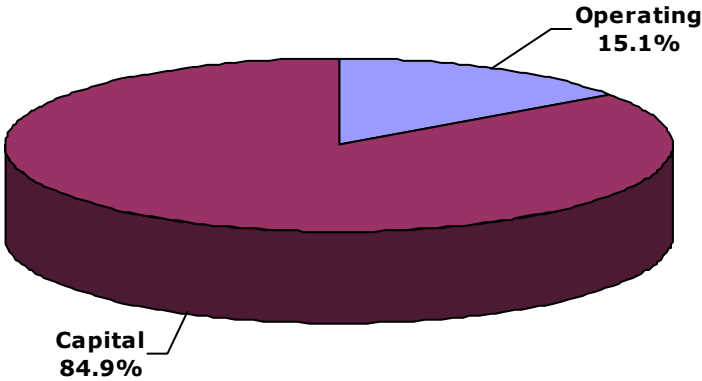
Indicator	2014-15		2015-16		2016-17	2017-18
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Funds spent for drug and crime prevention	\$21,733	\$17,294	\$10,350	\$16,090	\$35,361	\$23,323
Funds spent on equipment and building improvements	\$0	\$93,002	\$0	\$70,000	\$198,633	\$131,014

Law Enforcement Trust Fund FDLE Confiscated

Revenue Category	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Fines & Forfeitures	176,985	176,672	-	-
Investment Income	3,739	5,783	3,000	5,000
Appropriated Fund Balance	-	-	435,947	-
Beginning Surplus	-	-	230,994	149,337
Total	180,724	182,455	669,941	154,337

Expenditure Category	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Operating				
Professional Services	-	-	12,951	-
Other Contractual Services	9,900	9,750	23,250	-
Travel Per Diem	-	-	6,176	-
Other Current Charges and Obligations	-	-	5,000	-
Operating Supplies	21,733	10,350	60,506	23,323
Operating Total	31,633	20,100	107,883	23,323
Capital				
Buildings	-	-	105,774	-
Machinery and Equipment	-	-	449,199	131,014
Capital Total	-	-	554,973	131,014
Grants and Aid				
Aids to Private Organizations	-	-	7,085	-
Grants and Aid Total	-	-	7,085	-
Total	31,633	20,100	669,941	154,337

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.
- ~ RESPITE - Provides relief or rest for a primary caregiver from the constant/continued supervision, companionship, therapeutic and/or personal care of a functionally-impaired older person for a specific period of time. This service is provided through coordination with a home health agency.
- ~ TRANSPORTATION - Provision of one-way or round-trip service within a designated area. The service area is bordered on the north by State Road 84, on the east by State Road 1 (U.S. 441), on the south by County Line Road and the west by U.S. 27. Strategically established routes ensure provision of subscription trips via a multi-load system to promote efficiency and 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

The Carl Shechter Southwest Focal Point Senior Center continues to work with local medical offices and social service agencies who desire to collaborate and contribute to the center. These efforts affords our members to enjoy additional treats such as Birthday celebrations, Ice Cream socials, and live musical entertainment.

Accomplishments

The Carl Shechter Southwest Focal Point Senior Center continues to provide the annual Health and Education fair for the community each November. Various organizations and local agencies commit to this collaborative effort to present the community with vital information for the senior population ranging from the medical professions such as clinics and doctors to the para professionals as home health agencies and Medicare assistance.

The second annual Veterans Employment Expo was held and very well attended. This year proved to be another successful event with the collaboration of local companies and agencies who have a vested interest in hiring veterans.

The Carl Shechter Southwest Focal Point Senior Center continues to host quarterly flea markets and semi-annual antiques and collectibles shows. The flea markets held in November 2016 and February 2017 brought in over \$21,000.00 in revenue for the center. The October 2016 antiques show was thwarted by the impending hurricane earlier that month. The next show is scheduled for March 2017 and promises to be as successful as all previous ones.

Older Americans Act (OAA) Grant Performance Measures

Indicator	2014-15		2015-16		2016-17	2017-18
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Number of clients receiving day care services	68	100	100	104	100	120
Number of senior clients registered at SW Focal Point Center	3,607	3,000	2,007	3,200	3,700	2,500
Units (1 hour) of service:						
Public education	48	60	47	48	48	48
Personal care	4,552	4,576	4,816	4,576	4,525	4,454
Respite	379.5	390.0	514.0	390.0	390.0	460.0
Homemaker	2,725	3,176	3,163	3,176	3,128	3,127
Number of one-way client (age 60+) trips per year	31,344	27,036	36,138	26,267	25,513	25,514
Screening & Assessment	223.75	700.00	121.00	100.00	120.00	120.00
Health support-group	1,373	768	0	0	0	0
Adult day care	36,392	36,392	36,046	50,176	36,036	36,036
Counseling--individual	72.75	72.00	73	72.00	72.00	72
Counseling--group	90.25	58.00	91	58.00	60.00	60
Recreation	6,679	3,346	7,806	4,990	5,624	6,611
Caregiver Training & Support - Group	153.5	148.0	144	148.0	148.5	220
Effectiveness						
% of service units billed	70.29%	100.00%	100.00%	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	0.50	0.25	3.00	3.00	2.00
Vehicular accidents per 100,000 miles	1.590	0.000	2.12	0.000	0.000	0.000
Road calls per passenger trip	0.0002	0.0000	0.0002	0.0000	0.0000	0.0000
Grant reimbursement per trip	\$7.64	\$8.55	\$8.80	\$8.80	\$8.80	\$9.06

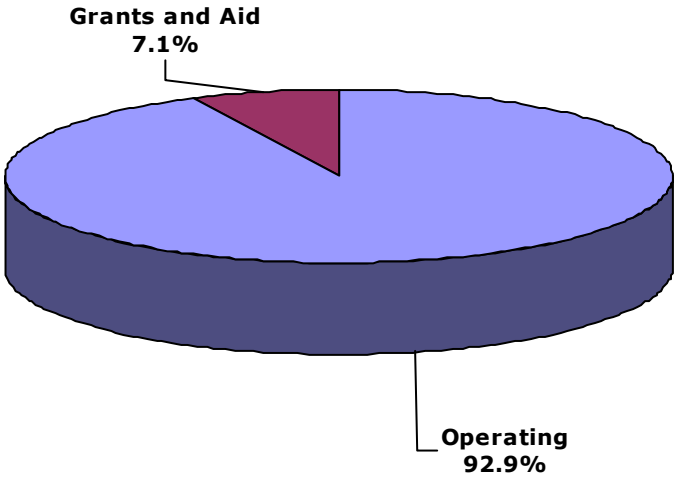
Service terminated by OAA.

Older Americans Act (OAA) Grant

Revenue Category	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Federal Grants	390,284	487,555	418,192	418,192
Grants from Local Units	140,874	148,979	139,151	139,151
State Grants	260,759	254,596	254,388	231,154
Private Gifts / Contributions	8,319	9,264	25,000	20,000
Interfund Transfers	512,652	442,365	487,850	532,850
Total	1,312,888	1,342,758	1,324,581	1,341,347

Expenditure Category	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Operating				
Professional Services	322	158	1,400	1,400
Other Contractual Services	1,110,281	1,152,148	1,092,863	1,130,523
Repair and Maintenance Services	28,425	17,791	60,800	60,800
Operating Supplies	74,238	93,969	74,234	53,340
Operating Total	1,213,267	1,264,066	1,229,297	1,246,063
Grants and Aid				
Aids to Government Agencies	99,621	101,926	95,284	95,284
Grants and Aid Total	99,621	101,926	95,284	95,284
Total	1,312,888	1,365,992	1,324,581	1,341,347

Expenditure Category





Debt Service Fund

Mission

To optimize City resources in obtaining funds for City projects.

Goals

To finance projects and refund existing debts utilizing the most cost-effective methods, while minimizing the restrictions that would hinder the future borrowing capacity of the City.

Objectives

To account for the servicing of general long-term debt and to maintain the highest possible bond ratings for the marketability of the City’s debt.

Major Functions and Activities

The following paragraphs describe the bond issues of the City of Pembroke Pines. The balances outstanding shown in these paragraphs are as of September 30, 2017. All capitalized terms are as defined in each bond issue’s official documents.

~ CHARTER SCHOOL REVENUE BONDS, SERIES 2008 (Reissued in May 2014):

On March 25, 2008, the City issued \$64,095,000 bonds for the purpose of providing funds to: (i) finance the acquisition, construction and equipping of certain additions to existing charter school educational facilities located within the City and (ii) advance refund the outstanding City of Pembroke Pines, Florida Charter School Revenue Bonds, Series 2001A and 2001B (the "Refunded Bonds") in the aggregate principal amount of \$29,405,000 and \$17,715,000, respectively. The 2008 Bonds have an outstanding balance of \$ 62,395,000 due in varying installments through July 1, 2038. They initially bear interest at the Weekly Rate, but may be converted at the option of the City, to a Fixed Rate. The interest rate during each Weekly Rate Period will be determined by the Remarketing Agent and no 2008 Bond shall bear interest at an interest rate higher than 12% per annum. The 2008 Bonds and the City's regular payment obligations under the Series 2008 Swap Transaction, are payable from and secured by a lien upon and pledge of revenues derived by the City from lease payments made to the City as a result of its ownership and operation of the Charter Schools and Charter Lab School, including, fee-based pre-school programs and revenues received pursuant to

leases and/or other agreements for use of such facilities. Pursuant to the Resolution, the City has covenanted to apply the funds on deposit in the Special Revenue Fund to the payment of the Charter School Lease Revenues prior to any other application. In the event the Pledged Revenues are not sufficient, the City has covenanted to budget and appropriate in its annual budget amounts sufficient to meet its obligation from Non-Ad Valorem Revenues. The covenant to budget and appropriate does not create any lien upon or pledge of such Non-Ad Valorem Revenues. The 2008 Bonds were issued on parity with any Additional Parity Bonds.

The 2008 Bonds are subject to optional and mandatory tender for purchase and to optional and mandatory redemption prior to maturity. Holders of the 2008 Bonds may elect to have their 2008 Bonds purchased on any Business Day, upon delivery of a Tender Notice to the Tender Agent seven days prior to the applicable Purchase Date. They are subject to redemption on any Business Day at the option of the City at a redemption price equal to 100% of the principal amount of such 2008 Bonds plus accrued interest to the date of redemption. The 2008 Bonds tendered for purchase, either at the option of the owner or upon mandatory tender, and not remarketed, will be subject to purchase pursuant to a Stand-by Bond Purchase Agreement with Royal Bank of Canada providing liquidity support for the 2008 Bonds.

In an effort to hedge its exposure to variable interest rates on the 2008 Bonds, the City has entered into four Qualified Fixed Payor Swap (pay-fixed, receive-variable interest rate swap) transactions (collectively, the "Series 2008 Swap Transaction") with two Counterparties. On May 17, 2011, the City reissued the Charter 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



Debt Service Fund

Counterparties plus the 0.89% interest spread to the Bank.

On May 29, 2014, the City reissued the Charter School Revenue Bonds, Series 2008 (the Series 2008 Bonds) in the principal amount of \$62,795,000. The City, with the advice of the Financial Advisor, was able to remarket the Series 2008 Bonds to PNC Bank, National Association (Bank) and obtain a variable rate of SIFMA rate plus 0.59% for a four year term with an expiration date of July 1, 2018. The Series 2008 Bonds have four interest rate SWAPs for which the City pays fixed rates to the Counterparties and the Counterparties pay the City the SIFMA rate. During the four year period with the Bank, the effective interest cost to the City will be fixed rates that the City pays to the Counterparties plus the 0.59% interest spread to the Bank.

The Series 2008 Swap Transaction has an initial notional amount equal to the initial aggregate principal amount of the 2008 Bonds and will terminate at various times with the final termination date on the final maturity date of the 2008 Bonds, unless earlier terminated pursuant to the terms of the applicable the 2008 Swap Transaction. The notional amount of the Series 2008 Swap Transaction will amortize at the same times and in the same amounts as the amortization of the 2008 Bonds. The City will pay a fixed rate of interest to each of the Swap Counterparties on their respective notional amounts equal to 3.324% and 3.794% and will receive in return from each of the Swap Counterparties a floating rate equal to the Securities Industry and Financial Markets Association (SIFMA) Municipal Swap Index, on the same notional amount determined on the day of the week specified in the applicable Series 2008 Swap Transaction.

It is anticipated by the City that the floating rate payable by each of the Swap Counterparties will approximate the interest rate on the 2008 Bonds while the 2008 Bonds bear interest in the Weekly Rate Mode. There is no guarantee, however, that such rates will match at all times or at any time. The City is exposed to "basis risk" to the extent that the floating rate it receives from the applicable Swap Counterparty does not equal the interest rate it is required to pay on the 2008 Bonds. The City's payment obligations under the Series 2008 Swap Transaction (except for Swap Termination Payments) will be payable from Pledged Revenues, on a parity with the payment of interest on the 2008 Bonds and are paid on a priority to principal payments on the 2008 Bonds.

The City's net payments/receipts under the Series 2008 Swap Transaction will consist of Periodic Payments based upon fluctuations in short-term interest rates and, in the event of a termination of the Series 2008 Swap Transaction prior to the stated term thereof, a potential Swap Termination Payment. The amount of such potential Swap Termination Payment will be based primarily upon market interest rate levels and the remaining term of the Series 2008 Swap Transaction at the time of termination. The City's obligations with respect to the payment of Swap Termination Payments, if any, are subordinate to the payment of Pledged Revenues on the 2008 Bonds and the Periodic Payments on the Series 2008 Swap Transaction.

As the SIFMA Rate for September 30, 2017 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, 2015 (per GASB Statement No. 38, paragraph 10) plus the 0.59% interest spread to the Bank.

~ Capital Improvement Revenue Refunding Bonds, Series 2010:

On June 22, 2010, the City issued the Capital Improvement Revenue Refunding Bonds, Series 2010 in the amount of \$8,545,700 for the purpose of refunding the outstanding \$8,690,000 Capital Improvement Revenue Bonds, Series 1999 in order to realize a net interest cost savings. These Series 2010 Bonds have an outstanding balance of \$5,091,600 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.



Debt Service Fund

~ 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 \$ 6,548,267 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 \$ 31,535,000 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.

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 \$38,200,000 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 \$27,165,000 due in varying installments



Debt Service Fund

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 \$74,020,000 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 \$4,170,000 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 \$1,040,000. 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.

~ PUBLIC IMPROVEMENT REVENUE REFUNDING BONDS, SERIES 2017:

On October 11, 2016 the City issued \$17,386,400 bonds for the purpose of advance refunding of all of the Public Improvement Revenue Bonds, Series 2006. These refunding bonds have an outstanding balance of \$ 17,386,400 due in varying installments through October 1, 2022. The outstanding bonds bear interest at 1.340%, with interest payable semi-annually on April 1st and October 1st. The principal and interest on these bonds are payable from a pledge of and lien upon the City's electric public service tax revenues on a parity with the Public Improvement Revenue Bonds, Series 2001, 2004A, 2004B, 2006, 2014 and any Additional Parity Bonds.

~ VARIABLE RATE CAPITAL IMPROVEMENT REVENUE REFUNDING BONDS (Susan B. Anthony Center), SERIES 2008 (Reissued in September 2016):

On September 30, 2016, the City issued \$7,636,000 bond under an Indenture of Trust between the Issuer and U.S. National Bank Association, as trustee for the purpose of current refunding the Variable Rate Capital Improvement Revenue Bonds, Series 2008 (Susan B. Anthony Center) in order to realize a net interest cost savings. The Series 2016 Bonds initially will bear interest at the Weekly Rate, determined by the Remarketing Agent each Wednesday and payable on the first Wednesday of each month. Interest on the Series 2016 Bonds will be paid at the lesser of the maximum rate permitted by law and 12% per annum. The Issuer may change the interest rate determination method from time to time. A change in the method, other than a change between the Daily



Debt Service Fund

Rate and the Weekly Rate, will result in the Series 2016 Bond becoming subject to mandatory tender for purchase on the effective date of such change.

These 2016 Bonds have an outstanding balance of \$7,636,000. They will mature on October 1, 2038, subject to optional redemption, purchase and tender. During any Daily Period or Weekly Period, the Series 2016 Bond are subject to redemption by the Issuer, at the option of the Issuer, in whole at any time or in part on any Interest Payment Date, less than all of such Series 2008 Bonds to be selected by lot or in such other manner as the Trustee shall determine, at a redemption price of 100% of the outstanding principal amount thereof plus accrued interest. The Series 2016 Bond shall be subject to mandatory tender by the Registered Owners for purchase.

The debt service shown in following "Schedule of Debt Service on Outstanding Bonds as of September 30, 2017" is based on the 1.66% with interest payable semi-annually on April 1st and October 1st.

~ CAPITAL IMPROVEMENT REVENUE REFUNDING BONDS, Series 2017:

On May 24, 2017, the City issued \$45,960,000 bond refunding Capital Improvement Revenue Refunding Bonds, Series 2006 Capital Improvement Revenue Bonds (Phase II of Forman Senior Housing Project), Series 2007. These bonds have an outstanding balance of \$45,960,000 due in varying installments through December 1, 2036. The outstanding bonds bear interest at rates from 2.00% to 5.00%, with interest payable semi-annually on June 1st and December 1st. The principal and interest on these bonds are payable from a pledge of and lien upon the City's electric franchise revenues on a parity with the Capital Improvement Revenue Refunding Bonds, Series 2006, Series 2007 and any additional Parity Franchise Revenue Bonds.

Budget Highlights

Future debts will be issued as the Commission deems appropriate

Accomplishments

All bond issues' obligations were met and covenants complied

Debt Service Fund Performance Measures

Indicator	2014-15		2015-16		2016-17	2017-18
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Number of bond issues outstanding	12	12	12	12	12	11
Number of payments	68	69^	70	82	68	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, 2017

	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 2006 & 2007	Refunding Charter Sch Bonds & New Charter School Projects	Refunding Susan B. Anthony Center 2005 Bonds
Type of Bonds	\$76,045,000	\$29,720,000	\$45,960,000	\$64,095,000	\$7,636,000
Revenue		Public Improv. Refunding	Capital Improv. Refunding	Charter School	Variable Rate Cap Improv. Refunding
General Obligation	General Obligation			*	**
Fiscal Y/E Sep 30	Series 2015	Series 2016	Series 2017	Series 2008	Series 2016
2017	4,812,738	110,017	4,640,311	481,121	330,110
2018	5,895,538	2,980,644	4,570,038	483,676	335,388
2019	5,897,938	3,021,949	4,554,288	478,839	340,869
2020	5,895,938	3,027,331	4,565,988	477,180	347,200
2021	5,897,688	3,021,895	4,542,963	478,678	353,365
2022	5,897,688	3,023,957	4,529,213	478,068	361,365
2023	5,895,688	3,019,999	4,532,838	1,611,346	369,165
2024	5,896,438	-	4,420,963	1,890,485	377,766
2025	5,894,438	-	4,418,463	1,768,295	387,151
2026	5,894,438	-	4,412,338	1,809,690	396,304
2027	5,895,238	-	2,325,588	3,330,207	407,224
2028	5,894,738	-	2,320,463	4,460,939	417,879
2029	5,894,988	-	2,345,163	4,607,724	429,268
2030	5,896,388	-	2,340,988	4,743,002	441,375
2031	5,896,187	-	2,338,800	4,875,691	454,184
2032	5,894,937	-	1,195,931	4,722,702	467,676
2033	5,892,687	-	1,185,375	4,865,623	481,837
2034	5,893,937	-	1,189,250	5,027,047	495,649
2035	5,892,937	-	1,185,500	5,212,885	511,113
2036	5,894,187	-	1,189,000	5,395,068	527,195
2037	-	-	-	5,582,974	543,878
2038	-	-	-	5,784,254	560,147
2039	-	-	-		
Total debt service	\$ 116,824,754	\$ 18,205,792	\$ 62,803,455	\$ 68,565,494	\$ 9,336,109
Principal outstanding FY 2017	\$ 75,285,000	\$ 17,386,400	\$ 45,960,000	\$ 62,595,000	\$ 7,636,000

City of Pembroke Pines, Florida
Schedule of Debt Service on Outstanding Bonds as of September 30, 2017

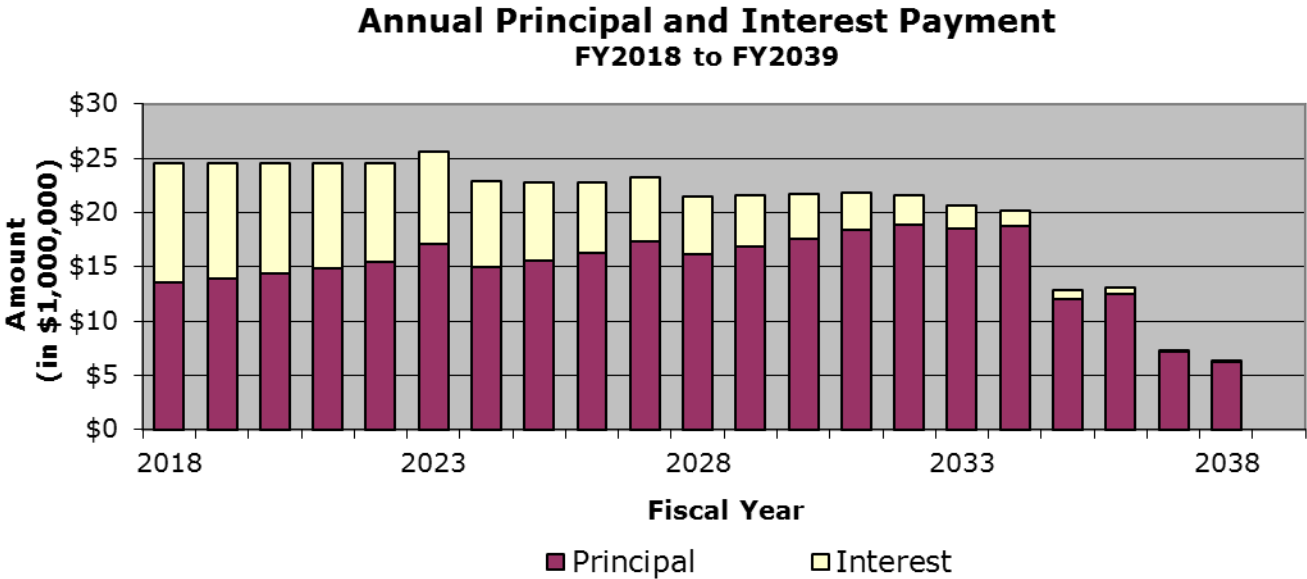
					Business-type Activities	Combined Activities
	Refunding Capital Improv Series 1999	Refunding Firefighters Pension Series 2003A	Refunding Police Officers & General Employees Pension Series 2004	Refunding Senior Housing Tower I & II 2004A & 2004B	Consolidated Utility System Project	
Type of Bonds	\$8,545,700	\$35,300,000	\$41,540,000	\$29,040,000	\$12,300,000	
Revenue	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 2010	Series 2013	Series 2014	Series 2014	Series 2010	Debt Service/ Principal
2017	703,784	2,851,210	3,174,313	2,193,381	1,057,647	20,354,632
2018	707,676	2,845,404	3,167,482	2,178,356	1,057,182	24,221,383
2019	705,234	2,841,173	3,160,801	2,176,606	1,056,701	24,234,397
2020	706,283	2,840,187	3,160,213	2,182,106	1,056,203	24,258,628
2021	706,141	2,837,531	3,156,675	2,180,706	1,055,687	24,231,329
2022	708,345	2,832,555	3,150,650	2,171,931	1,055,153	24,208,924
2023	708,938	2,830,701	3,148,094	2,182,431	1,054,601	25,353,801
2024	707,946	2,823,222	3,149,365	2,175,306	1,054,029	22,495,519
2025	827,893	2,824,932	3,139,715	2,172,681	1,053,438	22,487,006
2026	827,123	2,820,253	3,139,235	2,171,681	1,052,826	22,523,888
2027	829,084	2,818,689	3,132,980	2,172,056	-	20,911,067
2028	-	2,815,086	3,131,112	2,184,731	-	21,224,948
2029	-	2,809,437	3,128,153	2,174,953	-	21,389,686
2030	-	2,802,421	3,128,602	2,176,625	-	21,529,401
2031	-	2,799,073	3,117,365	2,165,000	-	21,646,299
2032	-	2,793,378	3,119,832	2,159,875	-	20,354,331
2033	-	2,789,904	3,116,182	2,155,375	-	20,486,983
2034	-	2,788,075	3,106,414	2,165,850	-	20,666,222
2035	-	-	-	2,154,850	-	14,957,285
2036	-	-	-	-	-	13,005,450
2037	-	-	-	-	-	6,126,852
2038	-	-	-	-	-	6,344,401
2039	-	-	-	-	-	-
Total debt service	\$ 8,138,447	\$ 50,763,231	\$ 56,527,181	\$ 41,294,503	\$ 10,553,467	\$ 443,012,433
Principal outstanding FY 2017	\$ 6,909,800	\$ 34,060,000	\$ 41,540,000	\$ 29,040,000	\$ 9,640,059	\$ 330,052,259

* 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, 2017” regarding the two variable rate bond issues, the total annual debt service will be fairly constant for the next 17 years, 2018 – 20335, 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.



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 2008 (Susan B. Anthony Center).

The total outstanding bond principal balance as of September 30, 2017 is **\$330,052,259** representing a decrease of **\$18,483,600** from prior year as a result of principal repayment.

Property Taxable Value for fiscal Year Ending Sept. 30, 2017 (2016 Tax Year)

Just Value	\$ 17,578,628,055
Less: Property and Personal Exemptions	(3,360,908,285)
Homestead Assessment Differential ⁽¹⁾	(2,803,606,700)
Nonhomestead Residential Property Differential ⁽²⁾	(264,773,190)
Certain Residential and Nonresidential Real Property Differential ⁽²⁾	(99,385,270)
Agricultural Differential ⁽³⁾	(22,569,850)
Pollution Control Devices Differential ⁽⁴⁾	(63,909)
Value Adjustment Board & Broward County Property Appraiser Adjustments	(98,609,120)
Final Taxable Value	\$ 10,928,711,731

(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: 0.2606-FY2007, 0.4672-FY2008, 0.5318-FY2009, 0.5951-FY2010, 0.6780-FY2011, 0.6713-FY2012, 0.6716-FY2013, 0.6408-FY2014, 0.5935-FY2015 and 0.6017- FY2016.

(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	72,715,000	
Total General Obligation Bonds subject to debt limitation		72,715,000
Total outstanding debt	\$346,265,745	
Legal debt margin		<u>\$ 58,158,735</u>

Bond Covenants

The City is also governed by the covenants of individual revenue bonds if the City plans to issue additional parity bonds. The covenants are as follows:

Taxable Communications Services Tax Revenue Bonds, Series 2013
Taxable Communications Services Tax Revenue Bonds, Series 2014

Additional parity bonds payable from the pledged revenues may be issued only if the pledged revenues for the most recent full fiscal year equal at least 120% of the maximum bond debt service requirement on all existing and proposed parity bonds.

Public Improvement Revenue Bonds, Series 2014

Additional parity bonds payable from the pledged revenues may be issued for acquisition or construction of capital improvements in the City, or for refunding of bonds, and only if the pledged revenues for the most recent full fiscal year equal at least 125% of the maximum bond debt service requirement on all existing and proposed parity bonds.

Public Improvement Revenue Refunding Bonds, Series 2016

Additional parity bonds payable from the pledged revenues may be issued for acquisition or construction of capital improvements in the City, or for refunding of bonds, and only if the pledged revenues for the most recent full fiscal year equal at least 125% of the maximum bond debt service requirement on all existing and proposed parity bonds.

Capital Improvement Revenue Refunding Bonds, Series 2017

Additional parity franchise revenue bonds payable from the pledged revenues may be issued only if the pledged revenues for such preceding fiscal year equal at least 125% of the maximum bond debt service requirement on all existing and proposed parity bonds.

Charter School Revenue Bonds, Series 2008 (Reissued in May 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 2016)

Additional parity franchise revenue bonds payable from the pledged revenue may be issued only if the pledged revenues for the most recent full fiscal year equal at least 125% of the maximum bond debt service requirement on all existing and proposed parity franchise revenue bonds.

Capital Improvement Revenue Refunding Bonds, Series 2010

Additional bonds and additional parity franchise revenue bonds payable from the pledged revenues may be issued only for acquisitions or construction of additions, extensions or improvements to the Project, or for refunding of bonds, and only if the pledged revenues for the preceding fiscal year equal at least 125% of the maximum bond debt service requirement on all existing and proposed parity bonds.

Consolidated Utility System Revenue Bonds, Series 2010

Additional Parity Obligations shall be issued after the Net Revenues derived for any consecutive twelve (12) months out of the preceding twenty-four (24) months preceding the date of issuance of the proposed Additional Parity Obligations adjusted as provided in the bond resolution, is equal to and not less than 120% of the Maximum Bond Service Requirement on all the outstanding Bonds and the Additional Parity Obligations.

Debt Service Fund

Revenue Category	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Ad Valorem Taxes	5,406,078	5,904,829	5,889,763	5,888,916
Utility Taxes	1,642,948	2,148,110	2,181,224	1,986,358
Communications Service Tax	6,028,397	5,545,281	5,509,584	5,549,000
Franchise Fees	820,373	824,273	821,895	644,460
Investment Income	97,837	117,273	51,758	118,800
Rents & Royalties	11,921,093	12,030,058	11,965,744	11,462,194
Interfund Transfers	118,065	118,065	118,068	88,551
Debt Proceeds/Installment Purchase	75,963,533	7,636,000	68,857,204	-
Beginning Surplus	-	-	3,408,484	-171,694
Total	101,998,325	34,323,889	98,803,724	25,566,585

Expenditure Category	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Debt Services				
Principal Payments	11,784,365	11,683,165	12,246,468	12,767,951
Interest Payments	12,601,764	14,496,970	14,091,839	12,781,084
Other Debt Service Costs	4,000	7,641,925	18,000	17,550
OneTimers	75,230,994	-	71,148,879	-
Debt Services Total	99,621,123	33,822,061	97,505,186	25,566,585
Other				
Transfers	9,690	-	-	-
Bond Issuance	698,331	71,000	663,903	-
Other Total	708,022	71,000	663,903	-
Total	100,329,145	33,893,061	98,169,089	25,566,585



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.

Accomplishments

Ongoing projects that are part of the General Obligation Bond Initiative include:
Citywide streetscape enhancements Phase II/III.
Completed projects that were part of the General.

Obligation Bond Initiative include:
Finalized planting of trees Citywide.
Construction of Civic Center/City Hall.
Parking Lot under the FPL Easement adjacent to the City Center Complex.
Construction of Memorial Park.

Municipal Construction Fund Performance Measures

Indicator	2014-15		2015-16		2016-17	2017-18
	Actual	Goal	Actual	Goal	Goal	Goal

Outputs

Number of projects completed	3	9	1	5	5	2

Municipal Construction Fund

Revenue Category	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Grants from Local Units	-	-	462,350	-
State Grants	-	-	1,000,000	-
Investment Income	192,169	137,205	-	-
Disp of Fix Assets / Sale of Equip/ Scrap	7,050,000	-	-	-
Private Gifts / Contributions	630,861	1,453,376	-	116,500
Interfund Transfers	9,690	11,061,921	634,635	-
Sale of Capital Assets	-	3,266,919	-	-
Debt Proceeds/Installment Purchase	9,911,503	-	-	-
Appropriated Fund Balance	-	-	7,771,682	-
Beginning Surplus	-	-	-850,100	-116,500
Prior Year Bond Proceeds	-	-	13,595,358	-
Total	17,794,223	15,919,421	22,613,925	-

Expenditure Category	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Capital				
Capital Contingency	-	-	1,140,746	-
Land	379,381	-	-	-
Buildings	6,745,586	31,819,829	16,796,917	-
Improvements Other Than Buildings	355,853	4,793,651	4,185,063	-
Machinery and Equipment	-	-	9,587	-
Infrastructure	509,746	-	481,612	-
Capital Total	7,990,566	36,613,480	22,613,925	-
Total	7,990,566	36,613,480	22,613,925	-



Utilities

Goals

To operate an efficient, environmentally sound, regulatory compliant utility that provides our customers with the highest quality of water and wastewater services while maintaining a competitive rate structure. The Utility Fund provides the means to effectively operate, maintain and improve our physical infrastructure while meeting or exceeding all regulatory requirements.

Objectives

Our objectives are, to:

Operate our drinking water and wastewater treatment plants at maximum efficiency to meet or exceed all environmental and regulatory parameters and provide a world class service to our customers.

Continuously upgrade and improve infrastructure, procedures and processes to keep pace with technological improvements and regulatory changes

Utilize technology (GIS, hydraulic studies, bench testing, improved metering, data processing, etc.) to improve our systems, our customer service experience and revenue collection, to allow for the maintenance of our low utility rate

Maintain fire hydrant systems per City of Pembroke Pines Fire Department requirements, thereby supporting the Insurance Service Organization (ISO) Class One fire protection rating.

Identify and repair major sources of inflow and infiltration into the sanitary sewer system.

Continue to upgrade and replace potable water meters to meet industry targets.

Continue our program of lift-station upgrade and replacement for better performance and aesthetics.

Fully implement our automated valve exercising program for force main and water main valves throughout the City.

Major Functions and Activities

Our six main functions are:

- 1. Environmental Services
- 2. Technical Services
- 3. Water Treatment
- 4. Water Distribution

- 5. Wastewater Collection
- 6. Wastewater Treatment

The careful implementation of all six functions are integral to the comprehensive success of our system as a whole and allows the City of Pembroke Pines to seamlessly provide this broad base of services and support. This is encompassed in our ability to pump water from the ground, treat it, deliver it to our residents, collect and treat wastewater, as well as collect the revenues generated by these services. The City utilizes the contract services of CH2M (a global services company) to operate and maintain our facilities.

~ ENVIRONMENTAL SERVICES (ENGINEERING) - See the separate Engineering section of this document for information on this element.

~ TECHNICAL SERVICES - The technical and regulatory requirements of the Water Treatment Plant and the Wastewater Treatment Plant are addressed by our contractor CH2M. Their responsibilities include provision of NELAC certified laboratory services to monitor the water and wastewater systems, ensuring that all federal, state, and local standards for water quality are strictly met; and the management and upkeep of our computerized control systems associated with the operation of both treatment plants, along with the computerized lift station telemetry Supervisory Control and Data Acquisition (SCADA) system.

~ WATER TREATMENT - The City's Water Treatment Plant is staffed and operated 24 hours a day by a team of certified operators. The plant reliably produces approximately 13.5 million gallons (MG) of potable water daily. Our water plant also provides water for firefighting purposes throughout our City at pressures and flow rates that enable the City to maintain the highest fire insurance rating possible (ISO Class One rating). As we transition to more computer based systems, we are able to provide a 24-hour communication link between our staff, customers and emergency repair crews. Our technological improvements also allow for more precise monitoring and implementation of routine preventative maintenance to reduce downtime and improve system reliability and performance.

~ WATER DISTRIBUTION - is responsible for the repair and preventative maintenance of more than 525 miles of water distribution lines, service lines, meters, and associated control valves and



Utilities

appurtenances. Additionally, the water distribution section provides repair and preventative maintenance and testing services to 4,641 fire hydrants.

~ WASTEWATER COLLECTION - is responsible for the operation, repair, and preventative maintenance of more than 36 miles of force mains and 412 miles of gravity sewer mains, as well as 7,567 associated manholes and 190 lift stations.

~ WASTEWATER TREATMENT - The City's Wastewater Treatment Plant is staffed and operated 24 hours a day by certified operators, ensuring that approximately 7.5 million gallons/day of sanitary waste is treated and disposed of in an environmentally safe manner and in conformance with all applicable federal, state, and local laws. The treated effluent from the wastewater plant is disposed of via deep well injection, while solids are shipped away for land application to the agricultural community. During plant operations, frequent inspections are performed, thereby ensuring all routine and preventative maintenance is accomplished in a timely manner to preclude any degenerative performance.

Budget Highlights

The City’s improved water and wastewater infrastructure has benefited significantly from the investments of our customers. As we work to keep our utilities functioning at the highest levels, we need to focus not only on the maintenance of what we have in place, but to also get on board with technological improvements and advancements in the industry. To move towards this reality, the following Capital Improvements are appropriated for 2017-2018:

- \$800,000 for heavy equipment and vehicles;
- \$820,000 for replacement of lift stations;
- \$396,000 for the purchase of small capital equipment;
- \$1,550,000 for the design and construction of new water mains in the north western portion of the city;
- \$879,000 for the purchase of software and assessments to improve our Customer Service/Billing systems and implement a much needed GIS baseline;
- \$258,000 for the purchase of pumps and motors;
- \$975,000 for the construction of new

- buildings/structures at Hollylake and equipment shelter/storage facilities;
- \$605,000 for safety and protection related items, includes, guard houses, security gates, alarms, signs;
- \$807,645 for the purchase of generators and accessories;
- \$3,000,000 for the upgrading of the water and wastewater plants with new technologies and systems to meet regulatory requirements and improve processes; and
- \$1,700,000 for the rehabilitation of various components of the water and wastewater plants to keep the existing infrastructure functioning as intended.

Accomplishments

- ~ PROJECTS COMPLETED –
Water Plant:
Completed rehabilitation on 5 of our 9 raw water production wells.

Rehabilitation completed on all 3 lime slakers.

Rehabilitation completed on 3 of our 4 water treatment accelerators.

Rehabilitation completed on all 4 of our filter systems.

Rehabilitation completed on the ion exchange system.

The addition of carbon dioxide to maximize pH control and improve solids removal.

The return of clarity to the water supplied to our customers (no yellow tint).

Upgraded and changed-out process flow meters.

Cleaned the interior of all our finished water storage tanks.

Completed BCR Phase II of the Neutralizer Project – resulted in the production of a Class AA sludge which is suitable for use as a domestic fertilizer.

Replaced 10 lift stations with new units.

Installed a comprehensive SCADA system with new hardware, new software which allows the City to have remote access to the 200 lift stations and 12 generator sites. A redundant server setup allows for



Utilities

improved efficiency and real-time knowledge of system operation 24/7. The City has realized a reduction in failure rate/incoming calls communication from approximately 40% to 10%.

Our lift station spare parts inventory has been increased to allow for quicker response and less down time during periods of equipment failure. Our preventative maintenance programs have been computerized to allow for more precise monitoring and less failures under normal circumstances.

Purchased and implemented an automated valve exercising program which greatly increases the number of valves that can be maintained and with increased maintenance will result in less failures system wide.

Acquired a fuel truck to provide for the acquisition and delivery of fuel to all City systems in need during emergency situations at all times.

Utilities Performance Measures

Indicator	2014-15		2015-16		2016-17	2017-18
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Number of potable water meters replaced	2,400	2,000	1,985	2,000	3,000	4,000
Linear feet of gravity sewer mains rehabilitated, eliminating inflow and infiltration into the sanitary sewer system	0	0	4,000	2,000	2,000	10,000
Miles of water main maintained	525	525	525	1,000	525	525
Fire hydrants maintained	4,641	4,650	5,160	4,700	4,700	5,160
Lift stations maintained	193	190	198	197	193	198
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	120,000	90,000	120,000	90,000	100,000	120,000
Effectiveness						
PH (County standard 6.5 - 9.1 or higher)	9.0	9.2	9.3	9.2	<9.5	9.0
Total Residual Chlorine (County standard 4.0 or lower)	3.6	3.5	3.5	3.5	<4.0	3.5
Color (County standard 15.0 or lower)	15.0	6.0	15.0	6.0	6.0	5.0
Fluoride ASF (County standard 0.8 or lower)	0.4	0.8	0.8	0.8	0.7	0.8
Turbidity NTU (County standard 1.0 or lower)	0.80	0.06	.90	0.90	1.00	.90
Iron Fe- (County standard 0.3 or lower)	0.10	0.02	.03	0.20	0.30	.03
CBOD5 Effluent (County standard 20 or lower)	8.3	5.2	5.0	5.2	<2.0	5.0
TSS Effluent (County standard 20 or lower)	12.7	3.0	2.5	3.0	<2.0	2.5
Efficiency						
Number of hours required to repair a pressure main break	6	4	4	4	4	4
Number of hours required to respond to after-hours emergency situations	1	1	1	1	4	1

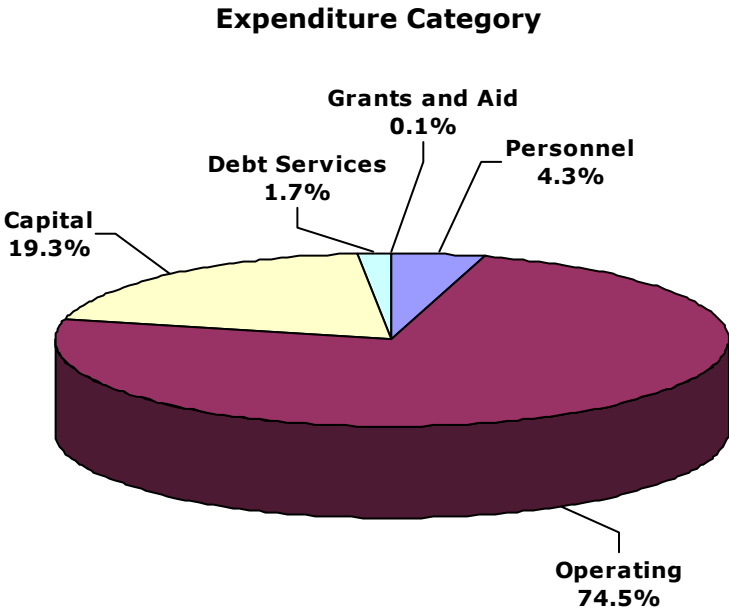
Utilities

Revenue Category	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Building Permits	92,797	142,614	92,000	113,500
General Government Charges	49,244	51,823	36,600	40,000
Physical Environment Charges	755,236	746,877	765,000	650,000
Water/Sewer Charges	43,847,482	43,270,157	45,445,000	46,467,000
Investment Income	384,910	6,085,596	165,000	270,000
Disp of Fix Assets / Sale of Equip/ Scrap	39,655	28,918	5,000	5,000
Miscellaneous Revenues	23,138	1,988	4,000	4,000
Other Miscellaneous Revenues	137	1,746	2,800	2,600
Appropriated Retained Earnings	-	-	6,402,614	-
Water/Sewer Connection	1,069,739	1,842,201	1,725,000	1,475,000
Capital Funded By Reserve	-	-	2,360,000	2,410,000
Beginning Retained Earnings	-	-	2,286,427	-
Total	46,262,339	52,171,919	59,289,441	51,437,100

Expenditure Category	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Personnel				
Salary	845,100	696,148	825,447	732,632
Benefits	2,133,619	2,049,366	1,983,714	1,965,595
Personnel Total	2,978,719	2,745,515	2,809,161	2,698,227
Operating				
Professional Services	882,869	992,963	1,004,914	968,000
Accounting and Auditing	55,670	50,141	49,500	49,500
Other Contractual Services	8,004,914	9,228,647	10,933,631	11,495,232
Travel Per Diem	34	23	300	300
Communication and Freight Services	238,114	256,574	250,460	267,960
Utility Services	8,452,489	9,349,776	9,064,719	9,578,598
Rentals and Leases	173,590	160,187	178,233	191,395
Insurance	1,149,587	892,724	1,964,810	1,940,439
Repair and Maintenance Services	323,891	355,315	1,127,225	2,106,480
Printing and Binding	5,440	14,820	22,600	18,000
Depreciation	6,136,667	6,563,911	2,607,050	2,410,000
Other Current Charges and Obligations	14,048,061	13,702,247	14,132,503	14,741,533
Office Supplies	8,960	26,806	23,500	28,100
Operating Supplies	603,200	1,274,080	2,000,477	2,570,234
Publications and Memberships	744	1,173	2,000	2,000
Training and Education	-	-	2,000	2,500
Operating Total	40,084,229	42,869,388	43,363,922	46,370,271
Capital				
Buildings	-	-	440,855	1,205,000
Improvements Other Than Buildings	-	-	3,866,865	2,850,000
Machinery and Equipment	-	-	7,704,661	7,975,445
Capital Total	-	-	12,012,381	12,030,445
Debt Services				
Principal Payments	-	-	759,205	785,777
Interest Payments	341,536	316,008	289,586	262,238
Debt Services Total	341,536	316,008	1,048,791	1,048,015
Grants and Aid				
Aids to Government Agencies	42,829	29,005	55,186	55,643
Grants and Aid Total	42,829	29,005	55,186	55,643

Utilities

Other				
Transfers	-	11,061,921	-	-
Other Total	-	11,061,921	-	-
Total	43,447,312	57,021,837	59,289,441	62,202,601



Position Title		2014-15 Actual	2015-16 Actual	2016-17 Adopted	2017-18 Budget
12027	Utility Operations Manager	1	1	1	-
12051	Public Services Director	-	0.5	0.5	0.5
12055	Deputy Public Services Director	2	-	-	-
12109	Administrative Supervisor	3	1	1	1
12148	Utilities Director	-	1	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	0.5	0.5
12741	Controller	0.5	0.5	0.5	0.5
12774	Engineer	0.5	0.5	0.5	1
12795	Utility Maintenance Manager	1	1	1	1
13001	Public Services Director	0.5	-	-	-
13163	Division Director of Utilities	1	1	1	-
13164	Special Projects Manager	-	0.5	0.5	-
13681	P/T Clerk Spec II	1	-	-	-
Total	Full-time	9.5	7	7	6.5
	Part-time	2	1.5	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.

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.

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.

Responsible for the administration and monitoring of group health and life insurance benefits.

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.

Public Insurance Fund Performance Measures

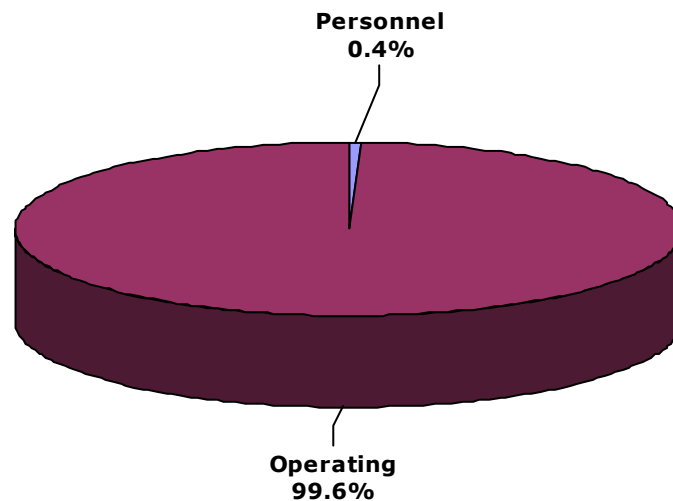
Indicator	2014-15		2015-16		2016-17	2017-18
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Safety seminars	18	20	12	18	18	N/A
Effectiveness						
Total claims	157	100	120	90	80	N/A
Efficiency						
Average workers' compensation insurance cost per FT Employee	\$1,818	\$1,000	\$1,497	\$1,000	\$1,200	N/A

Public Insurance Fund

Revenue Category	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
General Government Charges	16,432,262	15,143,532	24,241,868	24,373,615
Investment Income	212,684	270,345	187,220	233,303
Other Miscellaneous Revenues	2,465,417	2,971,529	1,616,390	1,732,307
Total	19,110,363	18,385,406	26,045,478	26,339,225

Expenditure Category	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Personnel				
Salary	68,721	69,256	66,299	70,478
Benefits	10,889	24,582	38,186	46,159
Personnel Total	79,610	93,837	104,485	116,637
Operating				
Other Contractual Services	88,570	73,344	105,450	116,504
Travel Per Diem	-	-	-	2,000
Insurance	18,912,013	18,207,291	25,816,043	26,166,430
Repair and Maintenance Services	-	-	2,000	2,000
Printing and Binding	-	7,913	12,000	15,000
Other Current Charges and Obligations	27,503	-	-	-
Office Supplies	2,667	3,020	4,500	4,500
Operating Supplies	-	-	1,000	1,000
Training and Education	-	-	-	4,000
Operating Total	19,030,753	18,291,569	25,940,993	26,311,434
Total	19,110,363	18,385,406	26,045,478	26,428,071

Expenditure Category



Public Insurance Fund

Position Title		2014-15 Actual	2015-16 Actual	2016-17 Adopted	2017-18 Budget
12014 Risk Management/Benefits Supervisor		1	-	-	-
12017 Risk/Benefits Manager		-	1	1	1
Total	Full-time	1	1	1	1
	Part-time	-	-	-	-



General Employees Pension

Mission

To accumulate financial assets in order to provide long-term pension benefits to the City's General Employees and their beneficiaries.

Goals

To accurately account for all the financial resources of the Pension Plan, whether earned through investments or contributed by the City and its employees, so as to ensure that funds will be available for the payment of benefits as they become due and to maintain the actuarial soundness of the Pension Plan.

Objectives

To provide accurate, timely, and efficient accounting of the activities related to the General Employees Pension Plan (GEPP), which is administered by the Principal Financial Group.

To keep the GEPP actuarially sound by funding it in accordance with the Annual Required Contributions, as determined by the Plan's actuary.

To invest the assets of the GEPP in accordance with the Investment Policy adopted by the City.

To ensure that all Employees contribute 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 fiscal year 2017-18 is approximately \$4.0 million.

The GEPP budget includes an estimated annual rate of return of 7.25%, which approximates \$11.0 million in investment income. The actuarial assumption of 7.25% represents the average long-term expected



General Employees Pension

rate of return.

Accomplishments

The City’s ADC for the fiscal year ending 2017-18 is \$2.4 million. This represented a \$0.3 million or 11.1% decrease from the prior year, 2016-17. The City will be making an additional \$1.6 million contribution to the ADC by the end of the 2017-18 year, totaling \$4.0 million.

For the twelve month period ending May 31, 2017, the GEPP investments were valued at \$175 million. The annualized rate of return for this period was 11.6%.

General Employees Pension Performance Measures

Indicator	2014-15		2015-16		2016-17	2017-18
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Retired participants	375	375	337	375	375	375
Benefits (in millions) paid to participants including those in the Deferred Retirement Option Plan (DROP)	\$9.8M	\$9.2M	\$10.2M	\$10.0M	\$10.0M	\$11.0M
Average retirement age	55	55	55	55	55	55
Average salary increase	0.0%	0.0%	0%	0.0%	0.0%	2%
Effectiveness						
% of transfers completed within a week of due date	100%	100%	100%	100%	100%	100%
Return on investment**	7.75%	7.75%	8.1%	7.75%	7.75%	7.5%
City contribution as a % of covered payroll ^	82.5%	51.70%	188.86%	51.70%	51.70%	51.70%
Efficiency						
% of administrative costs to total assets	0.05%	0.05%	0.05%	0.05%	0.05%	0.05%

** 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	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Investment Income	-1,726,137	12,414,477	10,000,000	11,000,000
Pension Fund Contributions	9,426,681	6,749,518	2,729,490	3,741,596
Beginning Surplus	-	-	-2,669,490	-3,686,596
Total	7,700,544	19,163,996	10,060,000	11,055,000

Expenditure Category	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Operating				
Professional Services	48,274	49,316	60,000	55,000
Pension Benefits	9,839,428	10,249,698	10,000,000	11,000,000
Other Current Charges and Obligations	-25,282	-6,239	-	-
Operating Total	9,862,420	10,292,775	10,060,000	11,055,000
Total	9,862,420	10,292,775	10,060,000	11,055,000



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 2017-18 is approximately \$26.8 million; this represents a increase of \$1.9 million 2016-17 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 ADC for the fiscal year ending 2017-18 is \$26.8 million. The City will be making the full contribution by the end of the year.

For the period ending March 31, 2017, the Fire and Police Pension investments were valued at \$564.4 million. The net rate of return for the Plan was 5.9% for the six months ending March 31, 2017.

Police and Fire Pension Performance Measures

Indicator	2014-15		2015-16		2016-17	2017-18
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Retired participants	314	360	337	340	340	340
Benefits (in millions) paid to participants including those in the Deferred Retirement Option Plan (DROP)	\$26.9M	\$26.5M	\$28.8M	\$27.5M	\$28.5M	\$30.0M
Effectiveness						
% of transfers completed within pay period	100%	100%	100%	100%	100%	100%
Return on investment*	8.0%	8.0%	9.7%	8.0%	8.0%	8.0%
City contribution as a % of covered payroll	83.80%	84.10%	95.22%	84.10%	84.10%	84.10%
Efficiency						
% of administrative costs to total fund assets	0.20%	0.20%	0.12%	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	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Investment Income	12,443,762	47,169,985	41,250,000	45,810,000
Other Miscellaneous Revenues	72,859	26,207	-	-
Pension Fund Contributions	29,255,767	29,174,313	29,878,559	31,652,902
Beginning Surplus	-	-	-37,377,559	-43,412,902
Total	41,772,388	76,370,505	33,751,000	34,050,000

Expenditure Category	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Operating				
Professional Services	3,390,424	3,655,561	3,625,000	3,800,000
Other Current Charges and Obligations	27,070,511	29,062,537	30,126,000	30,250,000
Operating Total	30,460,935	32,718,098	33,751,000	34,050,000
Total	30,460,935	32,718,098	33,751,000	34,050,000



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's will contribute an additional \$2.1 million to the actuarially determined annual OPEB cost of \$9.6 million to the OPEB Trust Fund, totaling \$11.7 million, for fiscal year 2017-18.

Accomplishments

For the period ending April 30, 2017 the OPEB Trust Fund was valued at \$71.2 million. The annualized net rate of return for OPEB 4.0% for the twelve months ending April 30, 2017.

Other Postemployment Benefits Performance Measures

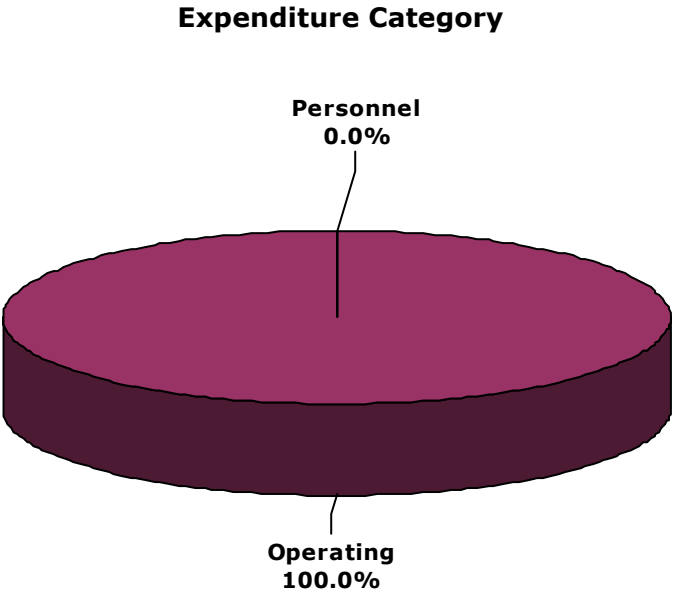
Indicator	2014-15		2015-16		2016-17	2017-18
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Retired participants receiving benefits	562	620	562	800	800	800
Retiree health claim benefits paid	\$7.2M	\$8.1M	\$10.2M	\$8.1M	\$8.0M	\$11.0M
Effectiveness						
Return on investments**	-15.0%	8.0%	7.3%	8.0%	8.0%	8.0%
City's ARC as a % of City payroll	11.0%	11.4%	11.2%	12.0%	12.0%	12.0%
Efficiency						
City's actual contribution as a % of the ARC	124.0%	100.0%	245.0%	100.0%	100%	100.0%
Administrative costs as a % of total fund assets	0.44%	1.25%	0.31%	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	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Investment Income	267,804	5,141,676	4,001,000	4,002,000
Other Miscellaneous Revenues	833,858	698,370	265,000	275,000
Pension Fund Contributions	10,010,983	15,192,960	14,193,000	11,693,000
Beginning Surplus	-	-	-6,632,381	-2,908,073
Total	11,112,645	21,033,006	11,826,619	13,061,927

Expenditure Category	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Personnel				
Benefits	2,999	3,173	3,384	3,400
Personnel Total	2,999	3,173	3,384	3,400
Operating				
Professional Services	259,962	289,987	296,616	300,000
Other Contractual Services	28,328	23,375	15,000	15,000
Insurance	7,443,508	8,449,819	11,511,619	12,743,527
Operating Total	7,731,799	8,763,182	11,823,235	13,058,527
Total	7,734,797	8,766,355	11,826,619	13,061,927





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 FY2017-18.

Wetlands Mitigation Trust Fund Performance Measures

Indicator	2014-15		2015-16		2016-17	2017-18
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Funds set aside for wetlands maintenance	\$527,060	\$600,000	\$511,307	\$600,000	\$600,000	\$550,000
Effectiveness						
Investment yield	0.25%	1.00%	0.54%	1.00%	1.00%	1.00%

Wetlands Mitigation Trust Fund

Revenue Category	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Investment Income	2,247	2,839	1,900	2,000
Beginning Surplus	-	-	14,600	14,500
Total	2,247	2,839	16,500	16,500

Expenditure Category	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Operating				
Professional Services	2,730	17,323	16,500	16,500
Operating Total	2,730	17,323	16,500	16,500
Total	2,730	17,323	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 2017-18 through FY 2021-22)

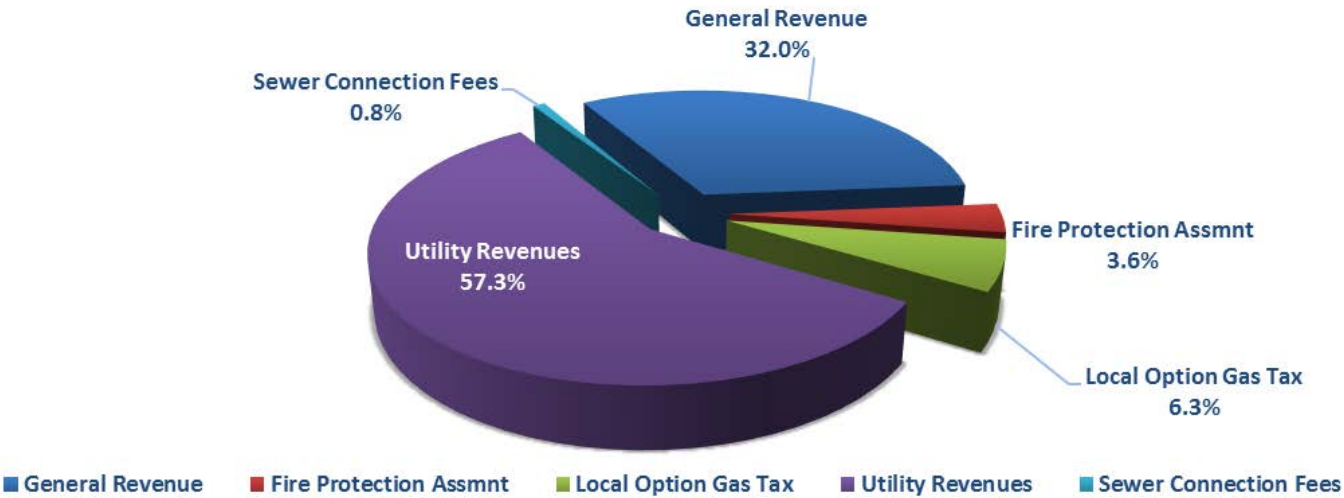
Overview of the 5-Year CIP

The 5-year CIP for FY 2017-18 through FY 2021-22 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 2017-18 to FY 2021-22 is \$119.7 million, with the Utility Fund comprising \$69.5 million (58.1 %). The other sizeable segment of the CIP is the General Fund, accounting for \$42.6 million (35.6%) and comprise in large part of public safety vehicle purchases (\$14.0 million, 32.6%) 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 2021-22 totals \$119.7 million. Of that amount, \$38.3 million (32.0%) will be funded from general operating revenues; \$4.3 million (3.6%) from fire protection special assessments; \$7.5 million (6.3%) from the Local Option Gas Tax; \$1.0 million (0.8%) from sewer connection fees; and \$68.5 million (57.3%) from utility revenues. See the table following for annual details.

CAPITAL IMPROVEMENT PROGRAM
Capital Costs by Funding Source FY 2017-18 to FY 2021-22



Capital Costs by Funding Source FY 2017-18 to FY 2021-22							
Funding Source	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	Five-Year Total	%
General Revenue	6,012,379	11,968,305	6,737,352	6,419,324	7,199,535	38,336,895	32.0 %
Fire Protection Assmnt	1,233,411	1,119,430	1,646,183	287,211	-	4,286,235	3.6 %
Local Option Gas Tax	891,000	1,650,000	1,650,000	1,650,000	1,650,000	7,491,000	6.3 %
Utility Revenues	4,780,500	15,250,500	16,050,500	16,315,500	16,140,500	68,537,500	57.3 %
Sewer Connection Fees	-	1,000,000	-	-	-	1,000,000	0.8 %
Totals	\$ 12,917,290	\$ 30,988,235	\$ 26,084,035	\$ 24,672,035	\$ 24,990,035	\$ 119,651,630	100.0 %

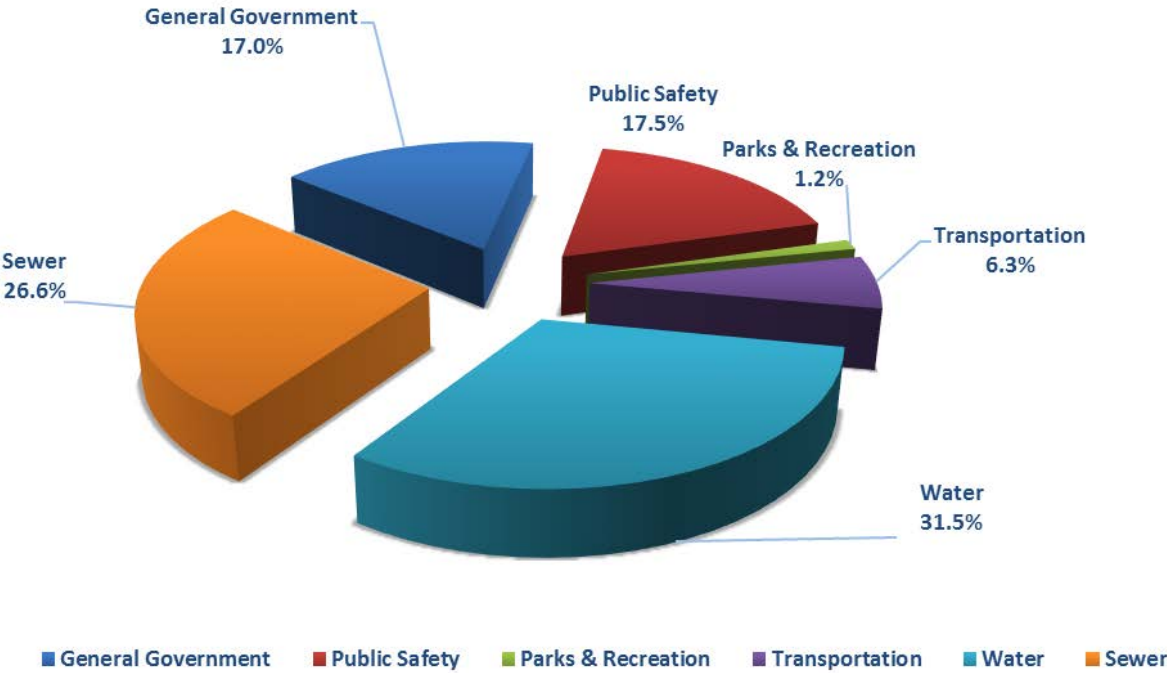
CIP Capital Costs

The projects within the CIP consist mainly of water and sewer projects, which account for \$69.5 million (58.1%) of the total. That utility component includes \$23.1 million for replacements of water mains, \$4.1 million for forcemain replacements, and \$9.8 million for replacing and repairing the gravity sewer lines. The largest component of the \$20.9 million expenditure planned for public safety is vehicles. Of the \$20.3 million planned for General Government, \$6.0 million is related to grounds maintenance; the majority being \$4.6 million for landscaping, and \$9.6 million is related to Technology Services; the majority being computer programs and software at \$7.5 million.

CAPITAL IMPROVEMENT PROGRAM

Capital Costs by Project Category FY 2017-18 to FY 2021-22

Project Category	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	Five-Year Total	%
General Government	2,932,790	6,622,735	4,300,535	3,131,535	3,309,535	20,297,130	17.0 %
Public Safety	3,963,000	6,270,000	3,883,000	3,370,000	3,420,000	20,906,000	17.5 %
Parks & Recreation	350,000	195,000	200,000	205,000	470,000	1,420,000	1.2 %
Transportation	891,000	1,650,000	1,650,000	1,650,000	1,650,000	7,491,000	6.3 %
Water	1,940,000	8,030,000	9,395,000	9,540,000	8,775,000	37,680,000	31.5 %
Sewer	2,840,500	8,220,500	6,655,500	6,775,500	7,365,500	31,857,500	26.6 %
Totals	\$ 12,917,290	\$ 30,988,235	\$ 26,084,035	\$ 24,672,035	\$ 24,990,035	\$ 119,651,630	100.0 %



CIP Impact on the Operating Budget

The \$119.7 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, \$14.4 million or 12.01% 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 2017-18 are still needed or affordable in the new year. Based on need, items are then submitted for inclusion in the FY 2017-18 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 2017-18 planned expenditures for all funds were \$33.3 million. The General, Road and Bridge, and Utility funds accounted for 37.4%, 5.3%, and 57.3% of that amount, respectively. The aggregate amount included approximately \$2.0 million for qualified operating expenditures and \$31.3 million for capital expenditures. Of the \$2.0 million planned operating expenditure, \$1.3 million is included in the FY 2017-18 budget and \$0.8 million is postponed or cancelled.

Regarding the \$31.3 million planned for capital expenditure, \$11.7 million is budgeted in FY 2017-18, and \$19.6 million was postponed and/or cancelled. A breakout of the latter by fund is provided in the following table. The FY 2017-18 capital budget for all funds, which includes other capital spending that does not qualify for CIP inclusion under CIP definitions, totals \$12.9 million, a decrease of \$20.4 million (61.2%) from last year’s CIP plan (capital component) for FY 2017-18. This is due to deferred and cancelled capital spending.

Cancelled and Postponed Capital in the FY 2017-18 CIP

CIP Items (Capital ONLY)	Cancelled	Postponed	Total
General Fund	\$ 1,635,435	\$ 3,591,510	\$ 5,226,945
Road & Bridge Fund	100,000	-	100,000
Municipal Construction Fund	-	-	-
Utility Fund	14,320,000	-	14,320,000
Total Cancelled, Postponed, Reclassified	\$16,055,435	\$ 3,591,510	\$ 19,646,945

General Fund: The \$12.5 million General Fund FY 2017-18 CIP plan included \$0.4 million and \$12.1 million for operating and capital expenditures, respectively. Of the amount originally planned for operating expenditures in the FY 2017-18 CIP, \$0.4 million is budgeted in FY 2017-18; the remainder was postponed and/or cancelled. The capital budget for FY 2017-18 includes \$6.9 million of the \$12.1 million originally planned. The \$5.2 million that is not budgeted consists of \$3.6 million of postponed items and \$1.6 million of cancellations. The capital budget for FY 2017-18 includes \$5.9 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 2017-18 CIP, is presented later in this section.

General Fund – Details of Budget Deviation from Last Year’s Plan

General Fund CIP for FY 2017-18	\$ 12,472,735
Less: Qualified Operating Expense items in FY 2017-18 CIP	(365,000)
Less: Cancelled and Postponed FY 2017-18 CIP Capital items	(5,226,945)
Add: Non-CIP Capital Expenditures that are in the Adopted Capital Budget	4,812,760
Add: Excess of Appropriated over CIP	1,075,900
Fiscal Year 2017-18 General Fund Capital Budget	\$ 12,769,450

Utility Fund: Last year’s Utility Fund CIP plan for FY 2017-18 was \$19.1 million. Of that amount \$4.8 million is appropriated in the budget for FY 2017-18. The remainder of \$14.3 million has been cancelled. Appropriated capital expenditures that were not in last year’s CIP plan for FY 2017-18 total \$7.2 million.

Utility Fund – Details of Budget Deviation from Last Year’s Plan

Utility Fund CIP for FY 2017-18	\$ 19,100,500
Less: Cancelled and Postponed FY 2017-18 CIP Capital items	(14,320,000)
Add: Non-CIP Capital Expenditures that are in the Adopted Capital Budget	2,774,000
Add: Excess of Appropriated over CIP	4,475,945
Fiscal Year 2017-18 Utility Fund Capital Budget	<u>\$ 12,030,445</u>

Fiscal Year 2017-18 Capital Budget and Operating Impact

The City’s capital budget is dominated by capital expenditures for repair and replacements. The FY 2017-18 capital budget for all funds is \$26.1 million, an increase of \$9.5 million or 57.1% above the FY 2016-17 adopted budget. The General Fund and the Utility Fund account for 48.9% and 46.0% of the total appropriations, respectively. The public safety capital budget of \$4.0 million is 30.7% of the total capital outlay planned, and the Fire Department represents 60.0% of the public safety total. The principal components of the FY 2017-18 capital budget are shown below.

Recurring Items: The majority of the items are 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.

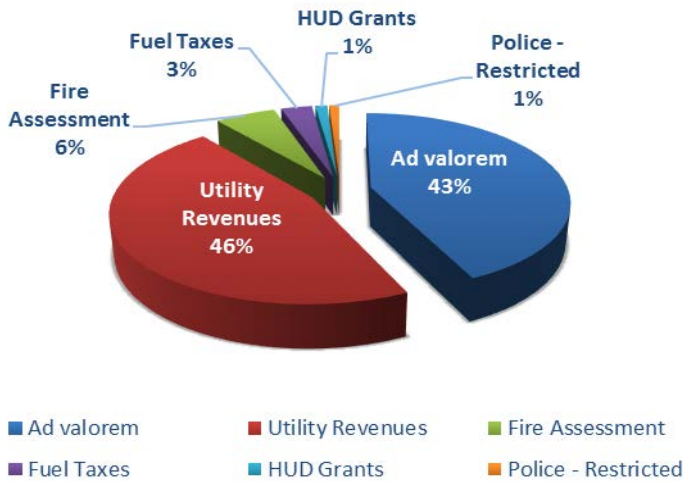
- \$0.5 million – ambulances
- \$0.5 million – fire engine
- \$1.4 million – police vehicles

Nonrecurring Items: These items are not considered significant since they are being funded with operating revenues on a pay-as-you-go basis 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.

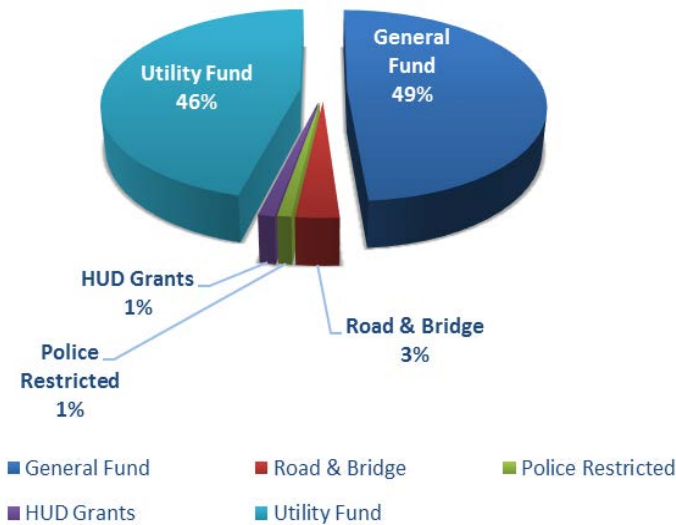
- \$1.1 million – The replacement and rehabilitation of various Lift Stations and installation of the corresponding control panels.
- \$1.5 million – Permanent structure for Firefighter training facility.
- \$1.6 million – Design and Install a Water Main at various locations throughout the City.
- \$2.5 million – Purchase and install Hypochlorite (CO2 injection) system at the WTP, AV & Hollylakes.
- \$0.8 million – Video Surveillance System for the Pines Charter Schools (5 sites)
- \$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 2017-18 Capital Budget

FY 2017-18 Capital Budget
By Funding Source



FY 2017-18 Capital Budget
By Use



By Funding Source	FY 18 Amount	% of Total	By Fund	FY 18 Amount	% of Total
Ad valorem	\$ 11,251,799	43.06%	General Fund	\$ 12,769,450	48.87%
Utility Revenues	12,030,445	46.04%	Road & Bridge	780,636	2.99%
Fire Assessment	1,517,651	5.81%	Police Restricted	250,646	0.96%
Fuel Taxes	780,636	2.99%	HUD Grants	300,000	1.15%
HUD Grants	300,000	1.15%	Utility Fund	12,030,445	46.04%
Police - Restricted	250,646	0.96%			
Total	\$ 26,131,177	100.00%	Total	\$ 26,131,177	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 Charles F. Dodge City Center Complex. 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 2017-18 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.

CAPITAL IMPROVEMENT PROGRAM

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

SOURCE OF FUNDING		FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	Total
GENERAL FUND							
Div. 2002 - Technology Services							
Technology Infrastructure	Revenues	1,046,490	-	-	-	178,000	1,224,490
Computer Programs/ Software & Systems Mod.	Revenues	517,000	3,971,000	1,898,800	569,800	569,800	7,526,400
Network Servers	Revenues	44,000	150,000	44,000	44,000	44,000	326,000
Vehicles	Revenues	-	44,000	-	-	-	44,000
Telephony and Phone Systems	Revenues	69,000	44,000	44,000	44,000	44,000	245,000
Data Storage	Revenues	-	-	-	-	-	-
Switches and Hubs	Revenues	-	-	-	-	-	-
Disaster Recovery Software and Hardware	Revenues	70,000	-	-	68,000	68,000	206,000
Div. 3001 - Police							
Vehicles	Revenues	1,318,000	1,750,000	1,750,000	1,750,000	1,750,000	8,318,000
Radios	Revenues	62,000	2,500,000	50,000	50,000	50,000	2,712,000
Motorcycle	Revenues	48,000	50,000	50,000	50,000	50,000	248,000
Computer System	Revenues	175,000	200,000	200,000	200,000	200,000	975,000
Div. 4003 - Fire Rescue							
(Note: Rev/Fire Asmt = Revenues & Fire Assessment)							
Vehicles	Rev/Fire Asmt	50,000	50,000	50,000	50,000	50,000	250,000
Ladder Truck	Fire Asmt	-	1,000,000	1,000,000	-	-	2,000,000
Fire Engine	Fire Asmt	460,000	-	500,000	-	500,000	1,460,000
Life Pak 12	Revenues	300,000	-	-	-	-	300,000
Ambulances	Revenues	260,000	530,000	-	795,000	265,000	1,850,000
Command Vehicle	Rev/Fire Asmt	-	-	75,000	-	-	75,000
Air System	Fire Asmt	-	-	-	-	75,000	75,000
Rescue Laptops	Revenues	-	60,000	-	-	60,000	120,000
Radios	Rev/Fire Asmt	100,000	35,000	35,000	35,000	200,000	405,000
Automated External Defibrillators	Revenues	-	-	25,000	-	25,000	50,000
SCBA Refurbishment	Fire Asmt	-	-	-	100,000	-	100,000
Training Facility Upgrades /Fire Academy	Rev/Fire Asmt	1,000,000	-	-	50,000	-	1,050,000
Training Facility Refurbishment	Rev/Fire Asmt	-	10,000	-	-	25,000	35,000
Station Refurbishment	Rev/Fire Asmt	30,000	30,000	30,000	45,000	45,000	180,000
Fire Prevention vehicle	Fire Asmt	30,000	30,000	18,000	15,000	-	93,000
Fire Safety Education Trailer	Fire Asmt	-	-	-	-	100,000	100,000
Computer Programs-RMS	Rev/Fire Asmt	25,000	25,000	25,000	25,000	25,000	125,000
Stretchers	Revenues	-	-	-	-	-	-
Automatic CPR Device	Revenues	-	-	75,000	75,000	-	150,000
Fire Prevention laptops	Fire Asmt	5,000	-	-	30,000	-	35,000
Communications upgrade	Rev/Fire Asmt	100,000	-	-	100,000	-	200,000
Div. 6001 - General Government Bldgs.							
Vehicles & Heavy Equipment	Revenues	30,000	75,000	75,000	75,000	75,000	330,000
Div. 6004 - Grounds Maintenance							
Vehicles & Heavy Equipment	Revenues	145,000	225,000	225,000	225,000	225,000	1,045,000
Playground Equipment	Revenues	-	-	-	-	-	-
Landscaping	Revenues	555,000	1,000,000	1,000,000	1,000,000	1,000,000	4,555,000
Improvements other than bldg.	Revenues	-	100,000	100,000	100,000	100,000	400,000
Div. 6005 - Purchasing							
Vehicles & Heavy Equipment	Revenues	-	-	30,000	-	-	30,000
Div. 6006 - Environmental Svcs							
Vehicles & Heavy Equipment	Revenues	31,300	30,000	30,000	30,000	30,000	151,300

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

SOURCE OF FUNDING		FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	Total
GENERAL FUND (continued)							
Div. 6008 - HC Forman Campus							
Vehicles & Heavy Equipment	Revenues	60,000	60,000	60,000	60,000	60,000	300,000
Sidewalks	Revenues	-	150,000	150,000	150,000	150,000	600,000
Div. 7001 - Recreation & Div. 7006 - Golf							
Vehicles	Revenues	55,000	55,000	55,000	55,000	60,000	280,000
Heavy Equipment-Park & Rec & Golf	Revenues	45,000	50,000	50,000	50,000	60,000	255,000
Other Equipment	Revenues	50,000	50,000	50,000	50,000	50,000	250,000
Improvements Other than Building	Revenues	200,000	40,000	45,000	50,000	200,000	535,000
Div. 7010 - City Center							
Improvements other than building	Revenues	-	-	-	-	100,000	100,000
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	120,000
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	128,000	128,000	128,000	128,000	128,000	640,000
Div. 8002 - Housing -Proj. 603-Pines Place							
Repair/replacement of Air-Conditioning Units and other appliances: Refrigerators, washers, dryers, ranges, water heaters	* Revenues	237,000	240,000	110,000	232,000	232,000	1,051,000
TOTAL GENERAL FUND		\$ 7,245,790	\$ 13,087,735	\$ 8,383,535	\$ 6,706,535	\$ 7,199,535	\$ 42,623,130
ROAD & BRIDGE FUND							
Div. 6002 - Maintenance & Div. 6003 - Infrastructure							
Road Resurfacing	* Revenues	741,000	1,500,000	1,500,000	1,500,000	1,500,000	6,741,000
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		\$ 891,000	\$ 1,650,000	\$ 1,650,000	\$ 1,650,000	\$ 1,650,000	\$ 7,491,000

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

SOURCE OF FUNDING		FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	Total
UTILITY FUND							
Div. 6021-Sewer Collection & Div. 6022-Sewer Treatment							
Lift Station Replacements (10 per year)	Revenues	800,000	1,000,000	1,000,000	1,000,000	1,000,000	4,800,000
Lift Station Rehabs	Revenues	250,000	250,000	250,000	250,000	250,000	1,250,000
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	20,000	100,000	150,000	100,000	100,000	470,000
Heavy Equipment/Vehicles	Revenues	110,000	110,000	120,000	130,000	140,000	610,000
Small Equipment - pumps, hoses, etc.	Revenues	60,500	260,500	265,500	270,500	75,500	932,500
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	-	-	-	-	200,000	200,000
Treatment Units - rehab	Revenues	-	925,000	-	1,000,000	1,300,000	3,225,000
Surge Tanks - rehab East and West	Revenues	500,000	850,000	-	-	-	1,350,000
Replace Chlorination System	Revenues	250,000	250,000	250,000	-	-	750,000
Buildings - rehab or replace	Revenues	-	-	-	450,000	100,000	550,000
Replace pumps, generators, tanks, etc.	Revenues	850,000	850,000	100,000	100,000	100,000	2,000,000
Install Cover on Effluent Tank	Revenues	-	300,000	-	-	-	300,000
Rehab Monitoring Wells	Revenues	-	-	-	200,000	200,000	400,000
Paving: Resurface the entire sewer treatment plant	Revenues	-	-	220,000	-	-	220,000
Sub Total for Sewer		2,840,500	8,220,500	6,655,500	6,775,500	7,365,500	31,857,500
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
Decant System - upgrade	Revenues	-	-	1,500,000	-	-	1,500,000
Variable Frequency Drive Replacements	Revenues	10,000	100,000	100,000	100,000	100,000	410,000
Booster Pump Stations - rehabs and rebuilds	Revenues	-	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	150,000	50,000	150,000	50,000	550,000
Water Mains - replacements	Revenues	1,550,000	5,000,000	4,250,000	4,750,000	7,500,000	23,050,000
Heavy Equipment/Vehicles - water distrib.	Revenues	175,000	175,000	185,000	195,000	205,000	1,100,000
Small Equipment - pumps, hoses, etc.	Revenues	55,000	55,000	60,000	65,000	70,000	305,000
Repaint GST's at Holly Lake and Academic Village	Revenues	-	-	-	80,000	-	80,000
Inspection of All GST's (Holly Lake, Academic Village and Johnson Street	Revenues	-	-	-	100,000	-	100,000
Sub Total for Water		1,940,000	8,030,000	9,395,000	9,540,000	8,775,000	37,680,000
Sub Total for Water and Sewer		4,780,500	16,250,500	16,050,500	16,315,500	16,140,500	69,537,500
TOTAL UTILITY FUND		\$ 4,780,500	\$ 16,250,500	\$ 16,050,500	\$ 16,315,500	\$ 16,140,500	\$ 69,537,500
TOTAL - ALL FUNDS		\$ 12,917,290	\$ 30,988,235	\$ 26,084,035	\$ 24,672,035	\$ 24,990,035	\$ 119,651,630

* 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.)

UTILITY FUND

IN PRESENT VALUE AS REVISED BY DEPARTMENT DIRECTORS							
		FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	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		(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(750,000)
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		(60,000)	(60,000)	(60,000)	(60,000)	(60,000)	(300,000)
TOTAL UTILITY FUND		\$ (210,000)	\$ (210,000)	\$ (210,000)	\$ (210,000)	\$ (210,000)	\$ (1,050,000)

DISPOSITION OF PRIOR CIP

		FY 2017-18					
SOURCE OF FUNDING	CIP Plan	Appropriated	Postponed	Cancelled	Excess		
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	128,000				
Div. 8002 - Housing -Project 603-Pines Place							
Repair/replacement of Air-Conditioning Units and other appliances: Refrigerators, washers, dryers, ranges, water heaters	* Revenues	237,000	237,000				
Div. 8001 - Community Services							
(3) Van Replacements	Revenues	315,735	-	315,735			
Tile	Revenues	30,000	-	30,000			
Computer Software - Database	Revenues	60,000	-	60,000			
Div. 3001 - Police							
Vehicles	Revenues	1,500,000	1,318,000	182,000			
Radios	Revenues	2,000,000	62,000	1,938,000			
Motorcycle	Revenues	50,000	48,000	2,000			
Computer System	Revenues	175,000	175,000		14,400		
Div. 4003 - Fire Rescue							
(Note: Rev/Fire Asmt = Revenues & Fire Assessment)							
Vehicles	Rev/Fire Asmt	50,000	50,000				
Fire engine	Fire Asmt	500,000	460,000	40,000			
Special equip - rescue	Revenues	300,000	300,000		55,000		
Ambulances	Revenues	260,000	260,000		260,000		
Air System	Fire Asmt	50,000		50,000			
Radios	Fire Asmt	300,000	100,000	200,000			
Automated External Defibrillators	Revenues	25,000		25,000			
SCBA Refurbishment	Fire Asmt	50,000	50,000				
Fire Station Refurbishment - Alhambra	Rev/Fire Asmt	15,000	15,000		35,000		
Fire Station Refurbishment - SW 72nd Ave	Rev/Fire Asmt	15,000	15,000		35,000		
Training Facility Upgrades /Fire Academy	Fire Asmt	1,000,000	1,000,000		500,000		
Computer Programs-RMS	Rev/Fire Asmt	25,000	25,000		27,000		
Stretchers	Revenues	100,000		100,000			
Automatic CPR Device	Revenues	100,000		100,000			
Communications upgrade	Rev/Fire Asmt	100,000	100,000		110,000		
Fire Prevention Laptops	Fire Asmt	30,000	5,000	25,000			
Fire Prevention Vehicle	Fire Asmt	30,000	30,000		19,500		
Div. 7001 - Recreation and Cultural Arts & Div. 7006 - Golf							
Vehicles	Revenues	55,000	55,000		5,000		
Heavy Equipment-Park & Rec & Golf	Revenues	45,000	45,000		15,000		
Other Equipment	Revenues	50,000	50,000				
Improvements other than bldg.	Revenues	207,000	200,000	7,000			
Div. 2002 - Technology Services							
Technology Infrastructure	Revenues	2,350,000	1,046,490	1,303,510			
Computer Programs/Software & Systems Mod.	Revenues	517,000	517,000				
Network Servers	Revenues	44,000	44,000				
Telephony and Phone Systems	Revenues	69,000	69,000				
Disaster Recovery Software and Hardware	Revenues	70,000	70,000				
Div. 6001 - General Government Buildings							
Vehicles & Heavy Equipment	Revenues	75,000	30,000	45,000			
Div. 6004 - Grounds Maintenance							
Vehicles & Heavy Equipment	Revenues	225,000	145,000	80,000			
Playground Equipment	Revenues	100,000		100,000			
Landscaping	Revenues	1,000,000	555,000	445,000			
Improvements other than bldg.	Revenues	100,000		100,000			
Div. 6006 - Environmental Services							
Vehicles & Heavy Equipment	Revenues	60,000	31,300	28,700			
Div. 6008 - HC Forman Campus							
Vehicles & Heavy Equipment	Revenues	60,000	60,000				
TOTAL GENERAL FUND		37.53%	\$ 12,472,735	\$ 7,245,790	\$ 3,591,510	\$ 1,635,435	\$ 1,075,900

DISPOSITION OF PRIOR CIP

		FY 2017-18					
SOURCE OF FUNDING	CIP						
		Plan	Appropriated	Postponed	Cancelled	Excess	
Fund 100 - Road & Bridge Fund							
Div. 6002 - Maintenance & Div. 6003 - Infrastructure							
Vehicles & Heavy Equipment	Revenues	100,000			100,000		
Road Resurfacing	* Revenues	1,500,000	741,000		759,000		
Road, Sidewalk & Drainage Improvements	* Add'l Local * Option Gas Tax	150,000	150,000				680,636
TOTAL ROAD & BRIDGE FUND	5.25%	\$ 1,750,000	\$ 891,000	\$ -	\$ 859,000	\$	680,636
Fund 471 - Utility Fund							
Div. 6021-Sewer Collection & Div. 6022-Sewer Treatment							
Lift Station Replacement (10 per year)	Revenues	1,000,000	800,000		200,000		
Lift Station Rehabs	Revenues	250,000	250,000				
Gravity Sewer Lines - Replace	Revenues						
Gravity Sewer Lines - repair, re-line	Revenues	525,000			525,000		
SCADA Upgrade (Lift Station telemetry)	Revenues	100,000	20,000		80,000		
Heavy Equipment/Vehicles	Revenues	110,000	110,000				608,000
Small Equipment - pumps, hoses, etc.	Revenues	60,500	60,500				134,500
Forcemain Replacement	Revenues	1,800,000			1,800,000		
Wastewater Treatment Plant Odor Control	Sewer Connect	1,000,000			1,000,000		
Deep Well Integrity Test	Revenues	100,000			100,000		
Treatment Units - rehab	Revenues	1,225,000			1,225,000		
Surge Tanks - rehab East and West	Revenues	1,350,000	500,000		850,000		
Replace Chlorination System	Revenues	500,000	250,000		250,000		
Replace pumps, generators, tanks, etc.	Revenues	850,000	850,000				7,645
Rehab Monitoring Wells	Revenues	200,000			200,000		
Sub Total for Wastewater		\$ 9,070,500	\$ 2,840,500	\$ -	\$ 6,230,000	\$	750,145
Fund 471 - Utility Fund (Continued)							
Div. 6031-Water Plant & Div. 6032-Water Distribution							
Replace Ion Exchange Valves	Revenues	50,000			50,000		
Replace Raw Water Well	Revenues	250,000			250,000		
Rehab Lime Slaker	Revenues	150,000			150,000		
Water Filters - rehab 8	Revenues	2,000,000			2,000,000		
Variable Frequency Drive Replacements	Revenues	100,000	10,000		90,000		
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		
Clean and Inspect all Water Treatment Units	Revenues	100,000			100,000		
Miscellaneous Equipment - replacements	Revenues	150,000	150,000				3,320,000
Water Mains - Replacements	Revenues	5,000,000	1,550,000		3,450,000		
Heavy Equipment/Vehicles - water distribution	Revenues	175,000	175,000				140,000
Small Equipment - pumps, hoses, etc.	Revenues	55,000	55,000				265,800
Alternative Water Supply	Bond Proceeds						
Sub Total for Water		\$ 10,030,000	\$ 1,940,000	\$ -	\$ 8,090,000	\$	3,725,800
TOTAL UTILITY FUND	57.32%	\$ 19,100,500	\$ 4,780,500	\$ -	\$ 14,320,000	\$	4,475,945
TOTAL - ALL FUNDS	100.0%	\$ 33,323,235	\$ 12,917,290	\$ 3,591,510	\$ 16,814,435	\$	6,232,481

* 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.

City of Pembroke Pines, Florida - Revenue Detail

Account	-Division -Project	Description	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Entity 1 General Fund						
Taxes						
Ad Valorem Taxes						
311001		Current real/personal property tax	51,625,432	55,243,335	59,126,030	69,994,788
311002		Delinq real/personal property taxes	(109,658)	77,860	70,000	70,000
Ad Valorem Taxes			51,515,774	55,321,195	59,196,030	70,064,788
Insurance Premium Taxes						
312510-4003		Fire Insurance Premium Tax	1,257,401	1,138,770	1,257,401	1,138,770
312520		Casualty Insurance Premium Tax	1,213,521	1,306,762	1,213,521	1,306,762
Insurance Premium Taxes			2,470,921	2,445,532	2,470,922	2,445,532
Utility Taxes						
314100		Public service taxes- Electric service	8,974,725	9,103,852	9,313,350	9,840,256
314300		Public service taxes- Water	2,008,862	1,500,657	1,535,426	1,627,386
314400		Public service taxes- Gas	185,041	184,155	196,000	183,000
314800		Public service taxes- Propane	53,787	59,063	60,000	58,000
Utility Taxes			11,222,415	10,847,727	11,104,776	11,708,642
Communications Service Tax						
315000		Communications Services Tax	169,075	-	-	-
Communications Service Tax			169,075	-	-	-
Local Business Tax						
316000		Local business tax - City	3,378,223	3,455,361	3,404,000	3,580,000
Local Business Tax			3,378,223	3,455,361	3,404,000	3,580,000
Taxes			68,756,408	72,069,815	76,175,728	87,798,962
Permits, Fees & Licenses						
Franchise Fees						
323100		Franchise fees- Electricity	7,756,829	7,468,118	8,019,105	7,783,540
323400		Franchise fees- Gas	133,314	133,029	133,000	131,000
323600		Privilege fees- Sewer	2,728,365	2,693,581	2,811,000	2,885,000
323700		Franchise fees-Sanitation-Non-Franchisee	250,492	252,619	248,368	270,100
323720		Franchise fees- Sanitation-Franchisee	2,347,738	2,510,150	2,431,706	2,736,700
323910		Franchise fees- Bus bench/shelter ad	132,000	132,000	132,000	132,000
323930		Franchise fees- Rsrc Rcvry Host Fee	1,558,343	1,548,791	1,520,400	1,520,400
323940		Franchise fees- Towing service	269,224	264,881	247,218	248,000
Franchise Fees			15,176,304	15,003,168	15,542,797	15,706,740
Building Permits						
322016-9002		Building permit review	276,256	151,563	100,000	115,000
322037-9002		Special event permit review	3,000	1,600	3,000	2,000

City of Pembroke Pines, Florida - Revenue Detail

Account	-Division -Project	Description	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Building Permits						
322040-1001	Garage sales		6,325	5,460	6,500	6,500
322041-1001	POD annual permits		500	1,500	500	500
322050-9002	Landscaping permit		133,797	69,454	40,000	100,000
322053-6006	Landscape replacement contribution		3,690	-	2,000	-
322055-6006	Paving/drainage permits		545,976	567,341	450,000	500,000
322075-1001	Sign renewal fee		29,933	31,753	30,000	32,700
Building Permits			999,476	828,672	632,000	756,700
Special Assessments						
325110-4003	Fire equipment assessment		31,140	79,133	32,000	70,000
325130-3001	Police equipment assessment		27,306	67,003	39,000	48,000
325220-4003	Fire protection special assmt		22,015,192	22,698,380	22,600,762	23,652,568
325221-4003	Interim Fire special assmt		106,152	290,243	100,000	150,000
Special Assessments			22,179,789	23,134,760	22,771,762	23,920,568
Other Licenses, Fees & Permits						
329101-7001	Background Ck/Contractor		1,825	1,015	1,800	1,389
329200-1001	Annual Lobbyist Registration Fee		750	950	1,000	800
329300-9002	Tree Removal-Relocation Permit		3,970	15,014	6,500	6,500
Other Licenses, Fees & Permits			6,545	16,979	9,300	8,689
Permits, Fees & Licenses			38,362,114	38,983,578	38,955,859	40,392,697
Intergovernmental Revenue						
Federal Grants						
331500-8001	Elderly energy assistance		21,705	25,900	28,032	28,684
331694-6008-55	DCF-Transitional Housing Federal		99,856	61,389	-	-
331710-7001-310	Promotion of the Arts Grant		21,545	10,633	17,822	-
331816-4003	Assistance to Firefighters Grant (AFG)		507,060	-	-	-
331940-4003	National Bioterrorism Hospital Prep		-	2,222	-	-
Federal Grants			650,166	100,144	45,854	28,684
Grants from Local Units						
337631-6008-55	In kind revenue		11,534	25,632	-	-
337656-7001-304	CSC Maximizing Out-of-Sch Time		85,024	77,284	-	-
337902-7010-311	Community Foundation for Broward		-	-	30,030	-
337902-8001	Community Foundation for Broward		11,451	-	-	-
Grants from Local Units			108,009	102,916	30,030	-
Occupational Licenses / County						
338000	Local business tax - County		208,536	165,769	159,000	164,000
Occupational Licenses / County			208,536	165,769	159,000	164,000

City of Pembroke Pines, Florida - Revenue Detail

Account	-Division	-Project	Description	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 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	-	600,000
334395-6004			Highway beautification grant	-	-	148,494	-
334510-6008-60			Local Economic Development Initiatives	-	250,000	100,000	-
334740-7010-312			General Program Support Grant	-	-	14,368	-
State Grants				98,009	255,415	262,862	600,000
State Shared							
335121			Sales Tax Proceeds	3,747,868	3,897,200	4,366,000	4,279,000
335140-800			Mobile home licenses	2,294	2,448	2,000	2,000
335150-800			Beverage licenses	54,356	54,829	48,000	49,000
335180			Local gov 1/2cent sale tax	10,013,065	10,400,007	10,859,606	10,980,000
335200-4003			Firefighter supplemental comp	89,692	89,376	90,235	90,000
335901-6008-55			DCF - Transitional Housing Match	24,940	15,346	-	-
State Shared				13,932,214	14,459,207	15,365,841	15,400,000
Intergovernmental Revenue				14,996,934	15,083,451	15,863,587	16,192,684

Charges for Services

Education Charges

347951-5002-201			EDC Fees - State VPK	104,976	125,432	-	-
347951-5002-203			EDC Fees - State VPK	129,527	102,710	119,658	140,415
347951-5002-205			EDC Fees - State VPK	145,240	136,616	140,415	140,415
347951-5002-208			EDC Fees - State VPK	218,275	251,366	235,980	245,916
347951-5002-209			EDC Fees - State VPK	196,336	245,205	204,240	204,240
347955-5002-203			EDC Fees - State Supplement	18,113	22,104	17,835	34,440
347955-5002-205			EDC Fees - State Supplement	15,377	11,855	23,052	23,052
347955-5002-208			EDC Fees - State Supplement	22,064	25,948	23,575	4,715
347955-5002-209			EDC Fees - State Supplement	8,535	5,873	6,355	6,478
347961-5002-201			Early Development Center Fees	199,451	188,645	-	-
347961-5002-203			Early Development Center Fees	312,956	277,618	518,184	525,202
347961-5002-205			Early Development Center Fees	728,241	679,293	911,817	908,318
347961-5002-208			Early Development Center Fees	1,064,936	1,121,189	1,055,358	1,260,222
347961-5002-209			Early Development Center Fees	1,165,256	1,199,369	1,188,571	1,255,536
347969-5002-201			EDC registration fees	5,321	3,050	-	-
347969-5002-203			EDC registration fees	1,672	4,330	5,576	8,030
347969-5002-205			EDC registration fees	14,224	15,340	17,784	16,755
347969-5002-208			EDC registration fees	16,509	35,647	24,168	28,606
347969-5002-209			EDC registration fees	22,923	29,482	27,263	27,438
Education Charges				4,389,934	4,481,072	4,519,831	4,829,778

City of Pembroke Pines, Florida - Revenue Detail

Account	-Division	-Project	Description	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
General Government Charges							
341200-800			Administrative fees	11,743,870	11,486,641	11,787,802	12,261,200
341280-800			Credit enhancement fee	50,000	50,000	50,000	50,000
341292-6008-55			Housing application fee	470	165	-	-
341292-6008-60			Housing application fee	80	145	500	300
341292-8002			Housing application fee	5,001	4,670	4,500	4,500
341292-8002-603			Housing application fee	17,574	16,214	16,000	16,000
341296-6008-670			Maintenance/administrative fees	29,842	30,020	30,400	30,400
341298-800			Payment in lieu of taxes	1,371,457	1,269,401	1,330,668	1,310,736
341300-3001-9007			Admin Hearing Fee	15,450	13,200	14,400	12,000
341305-3001-9007			Registration of Abandoned Property	133,650	73,800	123,000	61,200
341310-800			Adm. Fee - Building Services	164,642	165,808	172,400	173,025
341311-2002			Admin Fee - Technical Services	689,962	682,312	710,213	870,752
341904-800			Administrative fee-25% surcharge	8,166	7,312	7,500	7,200
341905-9002			Planning & Zoning Board surcharge	2,048	2,428	3,000	1,400
341917-800			Administration fee - Sanitation	235,672	252,346	240,000	250,000
341918-800			Contract Administration - Sanitation	120,000	120,000	120,000	120,000
341921-9002			Local business tax review fee	18,791	17,109	22,000	25,000
341932-1001			Certify copy record search	8,972	11,912	5,000	5,000
341934-6006			Engineering charges to Utility	141,383	127,860	136,722	140,370
341936-6006			Engineering plan review fee	24,226	33,371	15,000	30,000
341940-9002			Land use plan amendments	25,252	34,206	18,000	18,000
341941-9002			(DRI) Development of Regional Impact Fees	11,482	5,741	5,880	6,000
341942-9002			Flexibility Allocation Fees	-	3,670	1,850	2,000
341948-2001			Lien research	288,450	268,450	252,150	221,250
341952-1001			Notary fees	496	340	980	980
341956-1001			Other government filing fees	1,800	10,411	-	10,500
341957-1001			Passport Fee	46,566	78,045	71,000	87,000
341960-9002			Plat approval fees	17,568	18,775	20,000	18,500
341968-1001			Sale of code of ordinance	235	203	100	100
341969-9002			BOA Review Fees	750	2,250	3,500	2,500
341976-9002			Sign approval fees	7,912	11,388	10,000	7,000
341979-9002			Group Home Research	173	20	80	125
341980-9002			Site review fees	102,435	126,284	55,000	50,000
341981-7010-350			Entrance Fee	-	-	-	15,000
341982-201 -315			Advertising	-	-	-	33,000
341982-800			Advertising	22,618	25,430	33,000	-
341985-9002			Site or Zoning Inspection	31,063	13,933	10,000	4,800
341986-9002			P & Z Variance Review Fees	14,680	56,941	15,000	15,000
341987-9002			Deed Restriction processing	336	168	154	150
341991-9002			Zoning letters	16,183	16,621	14,000	7,500
341992-9002			Zoning fees (public hearings)	31,443	32,833	17,500	16,700
341994-9002			Miscellaneous Fees	41,694	35,914	53,000	35,000
341995-9002			Alcoholic Beverage License Review	4,549	3,663	6,000	4,800

City of Pembroke Pines, Florida - Revenue Detail

Account	-Division -Project	Description	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
General Government Charges						
341996-9002	Special Exception Fees		-	-	1,400	2,000
341997-9002	Deferral Fee		1,034	1,034	1,100	1,000
341999-9002	Appeal of Decision		1,441	2,282	1,200	1,500
General Government Charges			15,449,416	15,113,316	15,379,999	15,929,488
Public Safety Charges						
342100-3001	Police services		60,521	65,596	58,320	63,000
342120-3001-303	School Resource Officers		664,388	692,922	664,977	804,704
342120-3001-313	School Resource Officers		53,567	214,266	214,266	214,266
342150-3001	Take Home Vehicle Program		18,988	45,352	48,500	46,700
342202-4003-678	Annual Fire Inspection Fee		491,053	449,460	500,000	500,000
342203-4003-678	Life Safety Plan Reviews & Inspections		210,325	427,292	260,000	410,000
342204-3001	False Alarm Fee		140,400	136,350	137,600	133,000
342204-4003-678	False Alarm Fee		62,200	68,700	65,000	66,000
342501-4003-678	Fee - Expediting Overtime		9,559	21,841	15,000	17,000
342600-4003	Rescue transport fees		3,628,917	3,450,021	3,600,000	3,600,000
342900-4003	CPR certification		11,178	10,871	13,000	12,000
342901-4003	ILA-Fire Rescue services to Bwrđ County		9,000	14,000	12,000	12,000
342930-4003	Fire detail		26,941	30,701	27,000	27,000
342940-3001	Police detail		185,931	10,369	204,000	183,600
342960-3001	Police civilian academy		3,080	2,760	2,800	2,800
Public Safety Charges			5,576,048	5,640,502	5,822,463	6,092,070
Recreation Charges						
347200-7001	Clean up fees		14,779	14,413	14,745	14,870
347210-5002-201	Summer program fees		41,185	29,897	-	-
347210-5002-203	Summer program fees		78,224	84,133	116,220	113,430
347210-5002-205	Summer program fees		191,703	116,251	233,631	224,238
347210-5002-208	Summer program fees		237,727	203,082	262,922	251,412
347210-5002-209	Summer program fees		258,791	263,781	262,525	270,830
347210-7001	Summer program fees		-	-	205,000	205,000
347210-7003	Summer program fees		200,137	177,164	-	-
347215-5002-201	Summer activity fees		1,972	2,635	-	-
347215-5002-203	Summer activity fees		1,675	5,699	4,650	5,950
347215-5002-205	Summer activity fees		15,889	17,015	26,790	23,640
347215-5002-208	Summer activity fees		27,155	36,408	26,410	41,680
347215-5002-209	Summer activity fees		43,914	44,927	41,950	45,000
347220-5002-203	Sch Year Activity Fee		2,125	845	5,475	6,400
347220-5002-205	Sch Year Activity Fee		6,944	7,879	8,275	8,275
347220-5002-208	Sch Year Activity Fee		31,332	31,326	27,090	31,715
347220-5002-209	Sch Year Activity Fee		34,838	37,918	39,400	39,400
347225-7001	Youth Athletic Program		153,565	118,931	130,000	123,000
347228-7001	Pines Athletic Club Program		98,744	94,671	104,000	-
347301-7010-340	Civic Center Operating Revenues		-	-	953,607	906,506

City of Pembroke Pines, Florida - Revenue Detail

Account	-Division	-Project	Description	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Recreation Charges							
347400-7003			Special events	22,808	23,703	26,925	40,000
347450-7001			Special Population Programs	14,951	13,433	15,620	15,360
347504-7006			Driving range fees	67,050	61,496	67,000	67,000
347508-7006			Golf bag storage	3,215	2,996	4,400	4,000
347512-7006			Golf cart rental	1,455,312	1,350,127	1,500,000	1,450,000
347516-7006			Golf club rentals	6,545	9,567	7,100	8,000
347520-7006			Golf green fees	443,734	443,733	445,000	445,000
347524-7006			Golf handicaps fees	700	1,700	750	1,700
347528-7006			Golf locker rental	2,027	1,525	2,375	2,000
347532-7006			Golf memberships	88,445	77,539	92,000	88,900
347540-7001			Membership fitness center	8,213	8,287	9,200	8,250
347548-7001			Racquet club fees	2,855	2,636	2,800	2,600
347552-7001			Racquet club memberships	1,014	1,202	900	1,202
347556-7001			Recreation classes by staff	1,129	1,158	1,500	1,150
347556-8001			Recreation classes by staff	108,194	96,939	148,859	118,018
347564-7001			Swimming fees	6,238	6,622	6,200	6,600
347565-7001			Athletic fees-non resident	97,306	94,975	95,000	95,000
347566-7001			Youth Soccer Fees	192,524	222,868	191,000	222,000
347568-7001			Swimming lessons by staff	62,615	61,099	62,500	62,000
347572-7001			Swimming pool membership	14,829	22,664	19,040	19,040
347573-7001			Community Swim Team Fees	46,761	29,569	37,250	37,250
347576-7001			Tennis court fees	10,387	7,702	10,500	10,500
347580-7001			Tennis lessons	23,978	25,818	25,865	28,000
347584-7001			Tennis membership fees	25,667	24,694	26,755	22,355
347908-7001			Art & Cultural Program Fees	39,357	46,291	43,000	43,000
347909-7001			ArtsPark Program Fees	64,841	69,128	66,600	66,600
347911-7001			Community garden fees	640	220	780	420
347925-7001			Taxable Recreational Fees	-	178	350	180
Recreation Charges				4,252,032	3,994,843	5,371,959	5,177,471
Transportation Charges							
344910-8001			Transportation Services	124	1,660	240	240
Transportation Charges				124	1,660	240	240
Charges for Services				29,667,553	29,231,392	31,094,492	32,029,047

Judgements, Fines & Forfeitures

Fines & Forfeitures

351010-3001			Parking citations	53,101	56,768	57,000	50,400
351020-3001			Parking fines-\$5 surcharge	2,603	2,600	2,640	1,920
359000-3001			Court fines & forfeiture	925,831	796,861	912,000	450,000
359200-2001			Penalty - returned checks	7,048	5,716	6,200	7,500

City of Pembroke Pines, Florida - Revenue Detail

Account	-Division	-Project	Description	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Fines & Forfeitures							
			Fines & Forfeitures	988,583	861,946	977,840	509,820
Local Ordinance Violations							
354000-3001-9007			Violations of local ordinance	560,792	431,134	540,000	408,000
354100-3001-3001			Red Zone Infraction	3,693	6,013	481,635	944,000
			Local Ordinance Violations	564,485	437,147	1,021,635	1,352,000
Judgements, Fines & Forfeitures				1,553,068	1,299,092	1,999,475	1,861,820
Miscellaneous Revenues							
Investment Income							
361010			Gain/loss on investments	(988,523)	-	-	-
361030			Interest from FLOC 1-3 yr Bond Fund	266,078	430,766	312,000	312,000
361035-4003			Interest on fire protection assmnt	2,143	2,824	1,500	2,500
361084			Interest on investments	279,620	608,248	103,600	45,400
361085			Interest on Money Market Acct	22	28	20	20
361088			Interest on tax deposits	5,107	6,783	4,500	5,000
361096			Miscellaneous Interest	2,725	3,152	1,000	3,000
			Investment Income	(432,829)	1,051,802	422,620	367,920
Disp of Fix Assets / Sale of Equip/ Scrap							
364010			Sale of equipment	54,158	109,438	60,000	60,000
			Disp of Fix Assets / Sale of Equip/ Scrap	54,158	109,438	60,000	60,000
Miscellaneous Revenues							
365000			Scrap or surplus sales	6,150	9,550	2,000	2,000
			Miscellaneous Revenues	6,150	9,550	2,000	2,000
Other Miscellaneous Revenues							
369010			Cash - over + short	(306)	(749)	100	100
369030			Jury duty & subpoena money	15,525	12,182	10,000	11,000
369039-7001			Concession Sales	244	-	250	-
369040			Other miscellaneous revenue	15,602	2,493	2,000	2,000
369040-7006			Other miscellaneous revenue	2,800	750	2,800	750
369045-5002-201			Food Sales	6,594	7,393	-	-
369045-5002-203			Food Sales	4,945	4,919	11,838	23,676
369045-5002-205			Food Sales	23,331	18,318	26,400	26,400
369045-5002-208			Food Sales	39,742	36,575	46,750	44,000
369045-5002-209			Food Sales	39,606	40,426	42,625	42,625
369058			Purchasing discounts earned	1,415	1,736	1,500	1,500
			Other Miscellaneous Revenues	149,500	124,044	144,263	152,051
Private Gifts / Contributions							
366015			Contributions	20,608	16	21,544	-

City of Pembroke Pines, Florida - Revenue Detail

Account	-Division -Project	Description	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Private Gifts / Contributions						
366015-3001		Contributions	-	1,000	1,000	1,000
366015-4003		Contributions	-	6,500	-	-
366015-5002-208		Contributions	18,210	-	-	-
366015-5002-209		Contributions	8,910	-	1,000	1,000
366015-6008-60		Contributions	90,796	-	25,000	15,000
366015-7003		Contributions	18,445	60	25,000	-
366015-7010-311		Contributions	-	-	7,000	-
366015-7010-350		Contributions	-	-	-	50,000
Private Gifts / Contributions			156,969	7,576	80,544	67,000
Rents & Royalties						
362020-7001		Commission-recreation classes	8,161	7,174	8,500	8,500
362024-800		Commission- Coke machines	4,598	3,746	7,000	5,000
362025-7006		Commission- Pro Shop	7,510	6,125	7,300	6,900
362030-6001		Rental-city facilities	332,214	505,633	302,816	285,550
362030-7001		Rental-city facilities	123,681	122,682	123,000	123,000
362030-8002		Rental-city facilities	81,201	73,506	60,000	60,870
362031-6001		Rental- cell towers - Exempt	1,604,820	1,715,888	1,549,356	1,715,888
362033-7005		Rental - dinner theatre	2,585	-	-	-
362034-7001		Rental-Gymnasium	3,509	2,321	3,900	2,915
362035-7001		Field Rentals	50,648	115,339	50,000	115,000
362037-6001		Rental - Fire Control	747,252	745,156	746,871	795,391
362038-7001		Rental - Storage Lot	338,297	360,741	346,000	410,000
362040-7006		Rental restaurant-facility	16,509	11,138	30,000	-
362041-5005		Rental-wcyrc	11,594	11,376	5,900	1,700
362042-8002		Rental-housing	1,825,321	1,834,295	1,824,868	1,868,840
362042-8002-603		Rental-housing	5,401,307	5,404,939	5,507,888	6,239,453
362043-5005		Rental-exempt organizations	7,323	6,725	6,500	6,500
362045-800		Rental Charter School	49,477	49,477	49,477	49,477
362046-8001		Rental - Community Services	18,143	19,107	16,002	16,002
362051-6008-55		Rental Misc Fees	1,295	728	-	-
362051-6008-55		Rental Misc Fees	95	-	-	-
362051-7001		Rental Misc Fees	5,920	5,190	4,000	4,771
362051-8002		Rental Misc Fees	3,742	1,801	1,000	1,100
362051-8002-603		Rental Misc Fees	53,379	52,926	50,000	50,000
362052-6008-55		Rent-Independent Living Youth	94,253	65,859	-	-
362053-6008-55		Rent-Young Professionals	13,706	8,028	-	-
362054-6008-55		Rental - Adult Day Care	470	-	-	-
362054-8001		Rental - Adult Day Care	115,359	115,890	115,889	117,570
362060-6001		Rental to utility fund	27,518	-	-	-
362060-6008		Rental to utility fund	112,115	149,486	150,533	153,695
362070-6008		Rental State Hosp Site- Exempt	364,915	312,933	338,074	338,074
362070-6008-60		Rental State Hosp Site- Exempt	2,200	27,405	72,000	78,000
362071-6008		Rental State Hosp Site- Taxable	304,597	583,027	865,456	1,307,508

City of Pembroke Pines, Florida - Revenue Detail

Account	-Division	-Project	Description	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Rents & Royalties							
			Rents & Royalties	11,733,715	12,318,640	12,242,330	13,761,704
			Miscellaneous Revenues	11,667,663	13,621,048	12,951,757	14,410,675
Other Sources							
Appropriated Fund Balance							
389920			Appropriated fund balance	-	-	6,807,542	-
			Appropriated Fund Balance	-	-	6,807,542	-
Beginning Surplus							
389940			Beginning surplus	-	-	1,402,444	-
			Beginning Surplus	-	-	1,402,444	-
Fund Balance VOIP & VDI							
389947			Fund Balance - VOIP & VDI	-	-	62,497	-
			Fund Balance VOIP & VDI	-	-	62,497	-
			Other Sources	-	-	8,272,483	-
			Entity 1 General Fund	165,003,741	170,288,377	185,313,381	192,685,885

City of Pembroke Pines, Florida - Revenue Detail

Account	-Division	-Project	Description	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Entity 51 Wetlands Trust Fund							
Miscellaneous Revenues							
Investment Income							
361030			Interest from FLOC 1-3 yr Bond Fund	2,247	2,839	1,900	2,000
Investment Income				2,247	2,839	1,900	2,000
Miscellaneous Revenues				2,247	2,839	1,900	2,000
Other Sources							
Beginning Surplus							
389940			Beginning surplus	-	-	14,600	14,500
Beginning Surplus				-	-	14,600	14,500
Other Sources				-	-	14,600	14,500
Entity 51 Wetlands Trust Fund				2,247	2,839	16,500	16,500

City of Pembroke Pines, Florida - Revenue Detail

Account	-Division -Project	Description	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Entity 100 Road & Bridge Fund						
Taxes						
Fuel Taxes						
312411		Local option gas tax - \$.06	1,617,019	1,670,881	1,676,000	1,753,000
312421		Addl local option gas tax \$.03	994,588	1,024,331	1,026,000	1,071,000
312422		Addl local option gas tax \$.01 (5th cent)	168,673	173,717	174,000	182,000
Fuel Taxes			2,780,280	2,868,929	2,876,000	3,006,000
Taxes			2,780,280	2,868,929	2,876,000	3,006,000
Permits, Fees & Licenses						
Franchise Fees						
323720		Franchise fees- Sanitation-Franchisee	1,264,166	1,351,619	1,309,380	1,473,608
Franchise Fees			1,264,166	1,351,619	1,309,380	1,473,608
Permits, Fees & Licenses			1,264,166	1,351,619	1,309,380	1,473,608
Intergovernmental Revenue						
State Grants						
334491-6003		County Incentive Grant Program	8,058	7,225	2,243,215	-
State Grants			8,058	7,225	2,243,215	-
State Shared						
335120		Municipal gas tax 8th cent	1,201,413	1,261,336	1,301,000	1,337,000
335122		Motor fuel tax rebate	79,180	80,883	78,000	80,000
335124		Special/motor fuel tax	5,800	4,620	480	500
State Shared			1,286,394	1,346,839	1,379,480	1,417,500
Intergovernmental Revenue			1,294,452	1,354,064	3,622,695	1,417,500
Miscellaneous Revenues						
Investment Income						
361030		Interest from FLOC 1-3 yr Bond Fund	18,656	20,293	13,000	1,300
361084		Interest on investments	36,340	44,403	25,000	31,000
Investment Income			54,997	64,696	38,000	32,300
Disp of Fix Assets / Sale of Equip/ Scrap						
364010		Sale of equipment	5,656	1,323	200	500
Disp of Fix Assets / Sale of Equip/ Scrap			5,656	1,323	200	500

City of Pembroke Pines, Florida - Revenue Detail

Account	-Division	-Project	Description	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Other Miscellaneous Revenues							
369040			Other miscellaneous revenue	176,204	181,486	219,703	226,295
Other Miscellaneous Revenues				176,204	181,486	219,703	226,295
Private Gifts / Contributions							
366010-6003			Contribution in aid of construction	-	-	275,000	-
Private Gifts / Contributions				-	-	275,000	-
Miscellaneous Revenues				236,856	247,506	532,903	259,095
Other Sources							
Interfund Transfers							
381020			Transfer from General Fund	-	-	-	802,586
Interfund Transfers				-	-	-	802,586
Appropriated Fund Balance							
389920			Appropriated fund balance	-	-	5,679,139	-
Appropriated Fund Balance				-	-	5,679,139	-
Beginning Surplus							
389940			Beginning surplus	-	-	(1,879,974)	-
Beginning Surplus				-	-	(1,879,974)	-
Other Sources				-	-	3,799,165	802,586
Entity 100 Road & Bridge Fund				5,575,755	5,822,118	12,140,143	6,958,789

City of Pembroke Pines, Florida - Revenue Detail

Account	-Division	-Project	Description	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Entity 120 State Housing Initiative Program							
Intergovernmental Revenue							
State Grants							
334920-600		S.H.I.P.		448,299	565,408	2,506,016	688,935
334930-600		SHIP Recaptured Income		103,880	59,371	90,526	-
State Grants				552,178	624,778	2,596,542	688,935
Intergovernmental Revenue				552,178	624,778	2,596,542	688,935
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				552,178	624,778	2,596,542	688,935

City of Pembroke Pines, Florida - Revenue Detail

Account	-Division	-Project	Description	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Entity 121 HUD Grants CDBG/HOME							
Intergovernmental Revenue							
Federal Grants							
331900-600			Community dev block grant	391,572	450,456	1,678,585	647,684
331900-8006			Community dev block grant	109,226	113,070	116,893	114,297
331903-600			Neighborhood Stabilization Program (NSP)	147,951	930	470,868	-
331904-600			NSP Program Income	154,981	156,621	-	-
331905-600			CDBG Recaptured Income	51,243	70,689	75,350	-
331907-600			HOME Recapture Income	-	17,503	-	-
331908-600			NSP Recaptured Income	59,387	-	50,000	-
331909-600			NSP 2010 Program Income	-	297,115	192,494	-
331930-600			HOME Grant	129,749	65,633	428,815	176,509
Federal Grants				1,044,110	1,172,018	3,013,005	938,490
Intergovernmental Revenue				1,044,110	1,172,018	3,013,005	938,490
Entity 121 HUD Grants CDBG/HOME				1,044,110	1,172,018	3,013,005	938,490

City of Pembroke Pines, Florida - Revenue Detail

Account	-Division	-Project	Description	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Entity 122 Law Enforcement Grant							
Intergovernmental Revenue							
Federal Grants							
331251-3015			Victims of Crime Act	17,843	17,843	20,995	18,473
331254-3026			Highway Planning and Construction	75,785	7,536	17,276	-
331627-3027			Substance Abuse & Mental Health	-	19,834	-	-
331810-3030			Urban Area Strategic Initiative (UASI)	-	169,695	71,114	-
Federal Grants				93,628	214,908	109,385	18,473
Intergovernmental Revenue				93,628	214,908	109,385	18,473
Entity 122 Law Enforcement Grant				93,628	214,908	109,385	18,473

City of Pembroke Pines, Florida - Revenue Detail

Account	-Division	-Project	Description	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Entity 124 Police Community Services Grant							
Intergovernmental Revenue							
Federal Grants							
331263-3018			Byrne Justice Asst Grant	19,345	-	44,809	-
Federal Grants				19,345	-	44,809	-
Intergovernmental Revenue				19,345	-	44,809	-
Entity 124 Police Community Services Grant				19,345	-	44,809	-

City of Pembroke Pines, Florida - Revenue Detail

Account	-Division	-Project	Description	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Entity 128 Community Bus Program							
Intergovernmental Revenue							
Federal Grants							
331801-8001			Capital Assistance Program/5310	194,687	193,492	189,000	-
331802-8001			Federal Transit-Capital Invest Grant	15,933	-	-	-
Federal Grants				210,621	193,492	189,000	-
Grants from Local Units							
337410-8004			Broward county transit grant	260,028	261,986	259,236	259,236
337410-8004-42			Broward county transit grant	49,199	49,026	49,359	49,359
Grants from Local Units				309,227	311,013	308,595	308,595
Intergovernmental Revenue				519,848	504,505	497,595	308,595
Other Sources							
Interfund Transfers							
381020-8001			Transfer from General Fund	135,273	214,282	227,760	219,630
381100-8001			Transfer from Road & Bridge Fund	120,431	14,260	-	-
381100-8004			Transfer from Road & Bridge Fund	186,102	213,193	283,313	256,983
381100-8004-42			Transfer from Road & Bridge Fund	10,273	6,112	-	7,822
Interfund Transfers				452,080	447,846	511,073	484,435
Other Sources				452,080	447,846	511,073	484,435
Entity 128 Community Bus Program				971,928	952,351	1,008,668	793,030

City of Pembroke Pines, Florida - Revenue Detail

Account	-Division	-Project	Description	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Entity 131 Treasury - Confiscated							
Judgements, Fines & Forfeitures							
Fines & Forfeitures							
351040-3011			Confiscated by Dept of Treasury	49,768	18,647	-	-
Fines & Forfeitures				49,768	18,647	-	-
Judgements, Fines & Forfeitures				49,768	18,647	-	-
Miscellaneous Revenues							
Investment Income							
361030			Interest from FLOC 1-3 yr Bond Fund	2,140	2,733	2,000	2,000
Investment Income				2,140	2,733	2,000	2,000
Miscellaneous Revenues				2,140	2,733	2,000	2,000
Other Sources							
Appropriated Fund Balance							
389920			Appropriated fund balance	-	-	312,976	-
Appropriated Fund Balance				-	-	312,976	-
Beginning Surplus							
389940			Beginning surplus	-	-	57,576	10,509
Beginning Surplus				-	-	57,576	10,509
Other Sources				-	-	370,552	10,509
Entity 131 Treasury - Confiscated				51,907	21,381	372,552	12,509

City of Pembroke Pines, Florida - Revenue Detail

Account	-Division	-Project	Description	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Entity 132 Justice - Confiscated							
Judgements, Fines & Forfeitures							
Fines & Forfeitures							
351050-3012			Confiscated by Dept of Justice	109,708	103,981	-	-
Fines & Forfeitures				109,708	103,981	-	-
Judgements, Fines & Forfeitures				109,708	103,981	-	-
Miscellaneous Revenues							
Investment Income							
361030			Interest from FLOC 1-3 yr Bond Fund	4,403	5,616	3,000	5,000
Investment Income				4,403	5,616	3,000	5,000
Miscellaneous Revenues				4,403	5,616	3,000	5,000
Other Sources							
Appropriated Fund Balance							
389920			Appropriated fund balance	-	-	602,659	-
Appropriated Fund Balance				-	-	602,659	-
Beginning Surplus							
389940			Beginning surplus	-	-	107,623	102,123
Beginning Surplus				-	-	107,623	102,123
Other Sources				-	-	710,282	102,123
Entity 132 Justice - Confiscated				114,111	109,597	713,282	107,123

City of Pembroke Pines, Florida - Revenue Detail

Account	-Division	-Project	Description	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Entity 133 \$2 Police Education							
Judgements, Fines & Forfeitures							
Fines & Forfeitures							
351030-3013			Police education \$2.00	35,248	28,961	35,616	28,382
Fines & Forfeitures				35,248	28,961	35,616	28,382
Judgements, Fines & Forfeitures				35,248	28,961	35,616	28,382
Miscellaneous Revenues							
Investment Income							
361030			Interest from FLOC 1-3 yr Bond Fund	2,097	2,112	1,000	2,000
Investment Income				2,097	2,112	1,000	2,000
Miscellaneous Revenues				2,097	2,112	1,000	2,000
Other Sources							
Appropriated Fund Balance							
389920			Appropriated fund balance	-	-	205,906	-
Appropriated Fund Balance				-	-	205,906	-
Beginning Surplus							
389940			Beginning surplus	-	-	(1,000)	(2,000)
Beginning Surplus				-	-	(1,000)	(2,000)
Other Sources				-	-	204,906	(2,000)
Entity 133 \$2 Police Education				37,345	31,073	241,522	28,382

City of Pembroke Pines, Florida - Revenue Detail

Account	-Division	-Project	Description	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Entity 134 FDLE - Confiscated							
Judgements, Fines & Forfeitures							
Fines & Forfeitures							
351000-3004			Confiscated by FDLE	176,985	176,672	-	-
Fines & Forfeitures				176,985	176,672	-	-
Judgements, Fines & Forfeitures				176,985	176,672	-	-
Miscellaneous Revenues							
Investment Income							
361030			Interest from FLOC 1-3 yr Bond Fund	3,739	5,783	3,000	5,000
Investment Income				3,739	5,783	3,000	5,000
Miscellaneous Revenues				3,739	5,783	3,000	5,000
Other Sources							
Appropriated Fund Balance							
389920			Appropriated fund balance	-	-	435,947	-
Appropriated Fund Balance				-	-	435,947	-
Beginning Surplus							
389940			Beginning surplus	-	-	230,994	149,337
Beginning Surplus				-	-	230,994	149,337
Other Sources				-	-	666,941	149,337
Entity 134 FDLE - Confiscated				180,724	182,455	669,941	154,337

City of Pembroke Pines, Florida - Revenue Detail

Account	-Division -Project	Description	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Entity 199 Older Americans Act						
Intergovernmental Revenue						
Federal Grants						
331690-8005	Oaa title iii-b&d		322,229	368,906	329,464	329,464
331691-8005	Oaa title iii-e		65,015	118,649	88,728	88,728
331693-8005	GEC Geriatric Education Center		3,040	-	-	-
Federal Grants			390,284	487,555	418,192	418,192
Grants from Local Units						
337630-8005	In kind rev from g.f.		99,621	101,926	95,284	95,284
337660-8005	Oaa cash match		41,253	47,053	43,867	43,867
Grants from Local Units			140,874	148,979	139,151	139,151
State Grants						
334692-8005	Local Service Providers (LSP)		260,759	254,596	254,388	231,154
State Grants			260,759	254,596	254,388	231,154
Intergovernmental Revenue			791,917	891,130	811,731	788,497
Miscellaneous Revenues						
Private Gifts / Contributions						
366050-8005	Recipient donations		8,319	9,264	25,000	20,000
Private Gifts / Contributions			8,319	9,264	25,000	20,000
Miscellaneous Revenues			8,319	9,264	25,000	20,000
Other Sources						
Interfund Transfers						
381020	Transfer from General Fund		512,652	442,365	487,850	532,850
Interfund Transfers			512,652	442,365	487,850	532,850
Other Sources			512,652	442,365	487,850	532,850
Entity 199 Older Americans Act			1,312,888	1,342,758	1,324,581	1,341,347

City of Pembroke Pines, Florida - Revenue Detail

Account	-Division -Project	Description	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Entity 201 Debt Service						
Taxes						
Ad Valorem Taxes						
311001-900		Current real/personal property tax	5,406,078	5,904,829	5,889,763	5,888,916
		Ad Valorem Taxes	5,406,078	5,904,829	5,889,763	5,888,916
Utility Taxes						
314100		Public service taxes- Electric service	1,642,948	1,668,238	1,646,650	1,493,744
314300		Public service taxes- Water	-	479,871	534,574	492,614
		Utility Taxes	1,642,948	2,148,110	2,181,224	1,986,358
Communications Service Tax						
315000		Communications Services Tax	6,028,397	5,545,281	5,509,584	5,549,000
		Communications Service Tax	6,028,397	5,545,281	5,509,584	5,549,000
Taxes			13,077,423	13,598,220	13,580,571	13,424,274
Permits, Fees & Licenses						
Franchise Fees						
323100		Franchise fees- Electricity	820,373	824,273	821,895	644,460
		Franchise Fees	820,373	824,273	821,895	644,460
Permits, Fees & Licenses			820,373	824,273	821,895	644,460
Miscellaneous Revenues						
Investment Income						
361030		Interest from FLOC 1-3 yr Bond Fund	97,295	116,548	51,000	118,000
361088-900		Interest on tax deposits	542	724	758	800
		Investment Income	97,837	117,273	51,758	118,800
Rents & Royalties						
362042-900		Rental-housing	4,669,304	4,690,610	4,718,302	4,913,740
362044-900		Rental- Early Development Centers	380,466	380,158	380,573	378,993
362045-900		Rental Charter School	6,283,007	6,287,210	6,259,568	5,618,125
362047-900		Rental - SBA Center	313,423	395,880	331,898	335,388
362049-900		Rental - Howard C. Forman	274,893	276,200	275,403	215,948
		Rents & Royalties	11,921,093	12,030,058	11,965,744	11,462,194
Miscellaneous Revenues			12,018,931	12,147,331	12,017,502	11,580,994

City of Pembroke Pines, Florida - Revenue Detail

Account	-Division	-Project	Description	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Other Sources							
Interfund Transfers							
381020			Transfer from General Fund	118,065	118,065	118,068	88,551
Interfund Transfers				118,065	118,065	118,068	88,551
Debt Proceeds/Installment Purchase							
384000-677A			Debt proceeds	66,133,497	-	-	-
384100			Bond Issuance	-	-	63,346,000	-
384100-679			Bond Issuance	-	7,636,000	-	-
384200			Bond Premium/Discount	9,830,036	-	5,511,204	-
Debt Proceeds/Installment Purchase				75,963,533	7,636,000	68,857,204	-
Beginning Surplus							
389940			Beginning surplus	-	-	3,408,484	(171,694)
Beginning Surplus				-	-	3,408,484	(171,694)
Other Sources				76,081,599	7,754,065	72,383,756	(83,143)
Entity 201 Debt Service				101,998,325	34,323,889	98,803,724	25,566,585

City of Pembroke Pines, Florida - Revenue Detail

Account	-Division -Project	Description	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Entity 320 Municipal Construction						
Intergovernmental Revenue						
Grants from Local Units						
337704-7001	TDT Capital Challenge Grant		-	-	462,350	-
Grants from Local Units			-	-	462,350	-
State Grants						
334730-7001	Cultural Facilities Grant Program		-	-	1,000,000	-
State Grants			-	-	1,000,000	-
Intergovernmental Revenue			-	-	1,462,350	-
Miscellaneous Revenues						
Investment Income						
361030	Interest from FLOC 1-3 yr Bond Fund		2,154	(60,785)	-	-
361030-672	Interest from FLOC 1-3 yr Bond Fund		23,284	8,241	-	-
361030-676	Interest from FLOC 1-3 yr Bond Fund		144,918	114,049	-	-
361030-677A	Interest from FLOC 1-3 yr Bond Fund		21,813	75,699	-	-
Investment Income			192,169	137,205	-	-
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	Contribution in aid of construction		-	1,035,784	-	-
366035	Municipal dedication fees		630,861	417,592	-	116,500
Private Gifts / Contributions			630,861	1,453,376	-	116,500
Miscellaneous Revenues			7,873,030	1,590,581	-	116,500
Other Sources						
Interfund Transfers						
381050	Transfer from Utility Fund		-	11,061,921	-	-
381201	Transfer from Debt Service Fund		9,690	-	634,635	-
Interfund Transfers			9,690	11,061,921	634,635	-
Sale of Capital Assets						
388100	Sale of General Capital Assets		-	3,266,919	-	-
Sale of Capital Assets			-	3,266,919	-	-
Debt Proceeds/Installment Purchase						
384000-677A	Debt proceeds		9,911,503	-	-	-

City of Pembroke Pines, Florida - Revenue Detail

Account	-Division	-Project	Description	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Debt Proceeds/Installment Purchase							
Debt Proceeds/Installment Purchase				9,911,503	-	-	-
Appropriated Fund Balance							
389920			Appropriated fund balance	-	-	7,771,682	-
Appropriated Fund Balance				-	-	7,771,682	-
Prior Year Bond Proceeds							
389935			Prior Year Bond Proceeds	-	-	13,595,358	-
Prior Year Bond Proceeds				-	-	13,595,358	-
Beginning Surplus							
389940			Beginning surplus	-	-	(850,100)	(116,500)
Beginning Surplus				-	-	(850,100)	(116,500)
Other Sources				9,921,193	14,328,840	21,151,575	(116,500)
Entity 320 Municipal Construction				17,794,223	15,919,421	22,613,925	-

City of Pembroke Pines, Florida - Revenue Detail

Account	-Division	-Project	Description	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Entity 471 Utility Fund							
Permits, Fees & Licenses							
Building Permits							
322085-6010			Utility construction fee	92,797	142,614	92,000	113,500
Building Permits				92,797	142,614	92,000	113,500
Permits, Fees & Licenses				92,797	142,614	92,000	113,500
Charges for Services							
General Government Charges							
341922-6031			Backflow prevention certif fee	42,575	42,750	30,000	30,000
341990-6010			Utility plan review fee	6,669	9,073	6,600	10,000
General Government Charges				49,244	51,823	36,600	40,000
Physical Environment Charges							
343310-6031			Water utility installation fees	3,825	26,089	30,000	50,000
343320-6031			Water utility record/penalty fees	663,016	642,979	650,000	530,000
343600-6010			New account charge	60,170	56,510	60,000	50,000
343910-6010			Lien recording/release	28,225	21,300	25,000	20,000
Physical Environment Charges				755,236	746,877	765,000	650,000
Water/Sewer Charges							
343300-6031			Water charges	21,261,046	20,944,604	22,022,000	22,427,000
343510-6021			Sewer charges	22,586,436	22,325,554	23,423,000	24,040,000
Water/Sewer Charges				43,847,482	43,270,157	45,445,000	46,467,000
Charges for Services				44,651,962	44,068,857	46,246,600	47,157,000
Miscellaneous Revenues							
Investment Income							
361010			Gain/loss on investments	-	5,814,058	-	-
361030			Interest from FLOC 1-3 yr Bond Fund	327,218	225,934	134,000	225,000
361030-845			Interest from FLOC 1-3 yr Bond Fund	57,692	45,603	31,000	45,000
Investment Income				384,910	6,085,596	165,000	270,000
Disp of Fix Assets / Sale of Equip/ Scrap							
364010			Sale of equipment	39,655	28,918	5,000	5,000
Disp of Fix Assets / Sale of Equip/ Scrap				39,655	28,918	5,000	5,000
Miscellaneous Revenues							
365000			Scrap or surplus sales	23,138	1,988	4,000	4,000
Miscellaneous Revenues				23,138	1,988	4,000	4,000

City of Pembroke Pines, Florida - Revenue Detail

Account	-Division	-Project	Description	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Other Miscellaneous Revenues							
369010			Cash - over + short	(248)	(438)	100	100
369040			Other miscellaneous revenue	10	28	700	500
369060-6021			Sewer - other revenue	-	-	500	500
369080			Water - other revenues	375	2,156	1,500	1,500
Other Miscellaneous Revenues				137	1,746	2,800	2,600

Miscellaneous Revenues				447,841	6,118,247	176,800	281,600

Other Sources

Water/Sewer Connection

389802-6021			Sewer connection - East	412,340	728,292	425,000	425,000
389803-6021			Sewer connection - West	116,208	183,223	400,000	300,000
389804-6031			Water connection - East	441,352	779,536	450,000	450,000
389805-6031			Water connection - West	99,839	151,150	450,000	300,000
Water/Sewer Connection				1,069,739	1,842,201	1,725,000	1,475,000

Appropriated Retained Earnings

389910			Appropriated retained earnings	-	-	6,402,614	-
Appropriated Retained Earnings				-	-	6,402,614	-

Capital Funded By Reserve

389915			Capital Funded by Reserve	-	-	2,360,000	2,410,000
Capital Funded By Reserve				-	-	2,360,000	2,410,000

Beginning Retained Earnings

389946			Beginning retained earnings	-	-	2,286,427	-
Beginning Retained Earnings				-	-	2,286,427	-

Other Sources				1,069,739	1,842,201	12,774,041	3,885,000

Entity 471 Utility Fund				46,262,339	52,171,919	59,289,441	51,437,100

City of Pembroke Pines, Florida - Revenue Detail

Account	-Division	-Project	Description	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Entity 504 Public Insurance Fund							
Charges for Services							
General Government Charges							
341212-203	-402		Contribution from Charter School	3,710,540	3,638,288	5,748,817	5,725,122
341212-203	-403		Contribution from Charter School	39,021	43,758	74,250	106,311
341212-203	-404		Contribution from Charter School	121,783	38,457	179,882	161,773
341212-203	-405		Contribution from Charter School	91,659	88,735	181,500	107,500
341235-203	-402		Contribution from general fund	7,628,081	7,663,498	10,790,506	10,766,225
341235-203	-403		Contribution from general fund	101,595	103,250	164,907	262,129
341235-203	-404		Contribution from general fund	2,285,933	1,546,963	2,696,699	2,743,114
341235-203	-405		Contribution from general fund	1,040,421	865,213	2,018,777	2,166,475
341245-203	-402		Contribution from pp utility fund	86,841	104,825	105,712	104,373
341245-203	-403		Contribution from pp utility fund	1,529	2,233	4,383	4,112
341245-203	-404		Contribution from pp utility fund	27,106	17,723	32,111	18,771
341245-203	-405		Contribution from pp utility fund	1,149,587	892,724	1,964,810	1,940,439
341270-203	-402		Contribution from road/bridge	-	5,517	8,132	-
341270-203	-403		Contribution from road/bridge	-	72	236	-
341270-203	-404		Contribution from road/bridge	-	2,638	10,499	-
341270-203	-405		Contribution from road/bridge	148,166	129,638	260,647	267,271
General Government Charges				16,432,262	15,143,532	24,241,868	24,373,615
Charges for Services				16,432,262	15,143,532	24,241,868	24,373,615
Miscellaneous Revenues							
Investment Income							
361030-203	-402		Interest from FLOC 1-3 yr Bond Fund	26,344	44,255	18,000	38,000
361084-203	-402		Interest on investments	113,667	145,375	100,271	101,295
361084-203	-403		Interest on investments	7,454	9,044	6,979	6,004
361084-203	-404		Interest on investments	20,176	19,896	17,970	16,004
361084-203	-405		Interest on investments	45,043	51,775	44,000	72,000
Investment Income				212,684	270,345	187,220	233,303
Other Miscellaneous Revenues							
369022-203	-402		Specific Stop Loss Recovery	471,904	880,428	-	-
369052-203	-402		Cobra Premiums	56,252	53,817	5,000	3,000
369053-203	-402		RX Rebates	193,083	269,856	30,000	30,000
369055-203	-402		Health insurance coverage	1,497,333	1,629,033	1,487,314	1,595,099
369057-203	-403		Supplemental life insurance	95,331	104,154	94,076	104,208
369059-203	-402		Medical Claims - Refund/Adj.	151,515	34,242	-	-
Other Miscellaneous Revenues				2,465,417	2,971,529	1,616,390	1,732,307

City of Pembroke Pines, Florida - Revenue Detail

Account	-Division	-Project	Description	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Miscellaneous Revenues				2,678,101	3,241,874	1,803,610	1,965,610
Entity 504 Public Insurance Fund				19,110,363	18,385,406	26,045,478	26,339,225

City of Pembroke Pines, Florida - Revenue Detail

Account	-Division	-Project	Description	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Entity 655 General Pension Trust Fund							
Miscellaneous Revenues							
Investment Income							
361012-204			Investment Income	(1,726,137)	12,414,477	10,000,000	11,000,000
Investment Income				(1,726,137)	12,414,477	10,000,000	11,000,000
Pension Fund Contributions							
368010-204			City contribution - general	4,176,359	1,404,674	540,123	718,333
368011-204			City contribution - legacy	4,998,544	5,095,326	1,959,877	2,781,667
368050-204			Employee contribution - general	251,779	249,518	229,490	241,596
Pension Fund Contributions				9,426,681	6,749,518	2,729,490	3,741,596
Miscellaneous Revenues				7,700,544	19,163,996	12,729,490	14,741,596
Other Sources							
Beginning Surplus							
389940			Beginning surplus	-	-	(2,669,490)	(3,686,596)
Beginning Surplus				-	-	(2,669,490)	(3,686,596)
Other Sources				-	-	(2,669,490)	(3,686,596)
Entity 655 General Pension Trust Fund				7,700,544	19,163,996	10,060,000	11,055,000

City of Pembroke Pines, Florida - Revenue Detail

Account	-Division	-Project	Description	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Entity 656 Fire & Police Pension Trust Fund							
Miscellaneous Revenues							
Investment Income							
361000-204			Appreciation of investments	2,700,347	36,628,904	30,440,000	35,000,000
361012-204			Investment Income	9,743,415	10,541,081	10,810,000	10,810,000
Investment Income				12,443,762	47,169,985	41,250,000	45,810,000
Other Miscellaneous Revenues							
369040-204			Other miscellaneous revenue	72,859	26,207	-	-
Other Miscellaneous Revenues				72,859	26,207	-	-
Pension Fund Contributions							
368000-204			Casualty insurance premium tax	1,213,521	1,306,762	1,213,521	1,306,762
368005-204			City contribution - fire	11,417,200	11,678,340	11,284,810	12,087,042
368020-204			City contribution - police	12,302,161	12,230,627	13,600,076	14,663,431
368040-204			Employee contribution - fire	1,488,326	1,311,612	1,174,647	1,143,285
368042-204			Employee buybacks	10,762	-	-	-
368045-204			Employee Contribution - ESI	27,859	89,420	-	-
368060-204			Employee contribution - police	1,538,539	1,418,782	1,348,104	1,313,612
368090-204			Fire insurance premium tax	1,257,401	1,138,770	1,257,401	1,138,770
Pension Fund Contributions				29,255,767	29,174,313	29,878,559	31,652,902
Miscellaneous Revenues				41,772,388	76,370,505	71,128,559	77,462,902
Other Sources							
Beginning Surplus							
389940			Beginning surplus	-	-	(37,377,559)	(43,412,902)
Beginning Surplus				-	-	(37,377,559)	(43,412,902)
Other Sources				-	-	(37,377,559)	(43,412,902)
Entity 656 Fire & Police Pension Trust Fund				41,772,388	76,370,505	33,751,000	34,050,000

City of Pembroke Pines, Florida - Revenue Detail

Account	-Division	-Project	Description	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Entity 657 Other Post Employment Benefits							
Miscellaneous Revenues							
Investment Income							
361084-204			Interest on investments	266,391	5,139,408	4,000,000	4,000,000
361085			Interest on Money Market Acct	1,414	2,268	1,000	2,000
Investment Income				267,804	5,141,676	4,001,000	4,002,000
Other Miscellaneous Revenues							
369053-204			RX Rebates	-	-	15,000	15,000
369054			Part D Subsidy	168,262	163,330	100,000	140,000
369056-204			Medical contribution	665,596	533,634	150,000	120,000
369059-204			Medical Claims - Refund/Adj.	-	1,405	-	-
Other Miscellaneous Revenues				833,858	698,370	265,000	275,000
Pension Fund Contributions							
368035-204			City contrib-General retiree health	3,023,752	4,958,404	5,478,000	4,503,048
368036-204			City contrib-Police retiree health	3,900,993	4,839,582	4,244,000	3,496,448
368037-204			City contrib-Fire retiree health	3,069,809	5,393,014	4,414,000	3,636,504
368038-204			City contrib-Schools retiree health	16,429	1,960	57,000	57,000
Pension Fund Contributions				10,010,983	15,192,960	14,193,000	11,693,000
Miscellaneous Revenues				11,112,645	21,033,006	18,459,000	15,970,000
Other Sources							
Beginning Surplus							
389940			Beginning surplus	-	-	(6,632,381)	(2,908,073)
Beginning Surplus				-	-	(6,632,381)	(2,908,073)
Other Sources				-	-	(6,632,381)	(2,908,073)
Entity 657 Other Post Employment Benefits				11,112,645	21,033,006	11,826,619	13,061,927

City of Pembroke Pines, Florida
Revenue Detail
All Funds

	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
1 General Fund	165,003,741	170,288,377	185,313,381	192,685,885
51 Wetlands Trust Fund	2,247	2,839	16,500	16,500
100 Road & Bridge Fund	5,575,755	5,822,118	12,140,143	6,958,789
120 State Housing Initiative Program	552,178	624,778	2,596,542	688,935
121 HUD Grants CDBG/HOME	1,044,110	1,172,018	3,013,005	938,490
122 Law Enforcement Grant	93,628	214,908	109,385	18,473
124 Police Community Services Grant	19,345	-	44,809	-
128 Community Bus Program	971,928	952,351	1,008,668	793,030
131 Treasury - Confiscated	51,907	21,381	372,552	12,509
132 Justice - Confiscated	114,111	109,597	713,282	107,123
133 \$2 Police Education	37,345	31,073	241,522	28,382
134 FDLE - Confiscated	180,724	182,455	669,941	154,337
199 Older Americans Act	1,312,888	1,342,758	1,324,581	1,341,347
201 Debt Service	101,998,325	34,323,889	98,803,724	25,566,585
320 Municipal Construction	17,794,223	15,919,421	22,613,925	-
471 Utility Fund	46,262,339	52,171,919	59,289,441	51,437,100
504 Public Insurance Fund	19,110,363	18,385,406	26,045,478	26,339,225
655 General Pension Trust Fund	7,700,544	19,163,996	10,060,000	11,055,000
656 Fire & Police Pension Trust Fund	41,772,388	76,370,505	33,751,000	34,050,000
657 Other Post Employment Benefits	11,112,645	21,033,006	11,826,619	13,061,927
Total All Funds	420,710,737	418,132,796	469,954,498	365,253,637

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 511 Legislative
Division 100 City Commission | Project Blank

Object	Object Description	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Personnel					
11001	Mayor	46,030	46,206	45,854	45,854
11002	Vice - Mayor	23,476	23,566	23,387	23,387
11003	Commissioner	70,429	70,699	70,161	70,161
12884	Executive Assist	55,469	55,469	55,204	62,227
13682	P/T Executive Assistant	29,098	29,208	30,514	31,751
15001	Special Payment non P & F	7,784	7,784	-	-
15103	Expense allowance	68,250	68,250	68,250	68,250
15107	Automobile allowance	-	5,908	19,200	38,400
21000	Social Security- matching	21,648	22,114	23,923	26,021
22000	Retirement contributions	42,472	34,866	15,858	28,834
23000	Health Insurance	54,361	66,206	97,578	96,342
23100	Life Insurance	437	502	807	1,169
24000	Workers compensation	764	477	806	846
26300	General retiree health contrib	58,422	95,693	130,968	109,008
Personnel		478,639	526,948	582,510	602,250
Operating					
34990	Contractual services- other	250,000	250,000	250,000	250,000
40100	Travel/conferences	18,525	14,882	23,000	24,000
44200	Rents- machinery & equipment	368	2,022	2,207	2,207
46800	Maintenance contracts	12	802	1,200	1,200
49104	License fees	-	-	375	375
51100	Office supplies	1,885	1,676	2,500	1,500
54100	Memberships/ dues/ subscription	14,080	14,156	13,992	13,992
Operating		284,871	283,538	293,274	293,274
Project Total		763,510	810,486	875,784	895,524
Division Total		763,510	810,486	875,784	895,524

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 512 Executive

Division 201 City Manager | Project Blank

Object	Object Description	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Personnel					
11005	City Manager	276,319	276,319	274,997	274,997
12516	Assistant City Manager	82,168	83,592	86,186	86,196
12992	Vacation leave - retire/term	-	-	10,726	-
12996	Sick leave - retire/term	-	-	19,892	-
13150	P/T Executive Coordinator	20,510	21,435	20,800	21,641
13682	P/T Executive Assistant	38,531	36,204	50,648	52,696
13685	P/T Clerical Aide	635	-	-	-
15001	Special Payment non P & F	14,271	14,271	-	-
15007	Topped Out Incentive	-	-	-	375
15103	Expense allowance	4,800	4,800	4,801	4,801
15107	Automobile allowance	10,385	10,800	10,800	10,800
15116	Cell Phone Pay	2,850	2,850	2,851	2,851
21000	Social Security- matching	21,244	21,114	31,870	32,059
22000	Retirement contributions	119,493	75,348	31,986	55,391
23000	Health Insurance	5,436	16,551	24,395	24,086
23100	Life Insurance	183	905	1,754	2,087
24000	Workers compensation	1,517	935	1,815	1,573
26300	General retiree health contrib	14,606	23,924	32,742	27,252
Personnel		612,948	589,048	606,263	596,805

Operating

40100	Travel/conferences	121	-	2,100	3,000
44200	Rents- machinery & equipment	293	1,614	1,764	1,764
46250	R & M equipment	173	-	-	-
46800	Maintenance contracts	116	203	750	750
51100	Office supplies	1,845	1,684	2,100	1,200
54100	Memberships/ dues/ subscription	2,388	2,410	2,500	2,500
Operating		4,937	5,910	9,214	9,214

Project Total	617,885	594,958	615,477	606,019

Entity 1 General Fund | Function 512 Executive

Division 201 City Manager | Project 315 Media Relations

Object	Object Description	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Operating					
31500	Professional services- other	-	-	-	2,400
34989	Contractual service provider	-	-	-	280,890
47140	Printing - flyer/newspaper	-	-	-	116,877
52000	Operating supplies	-	-	-	500
52650	Equip < than \$1000	-	-	-	7,500
Operating		-	-	-	408,167
Project Total		-	-	-	408,167
Division Total		617,885	594,958	615,477	1,014,186

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	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Personnel					
12014	Risk Management/Benefits Supervisor	-	55,385	55,120	57,418
12440	Human Resources Director	153,824	156,725	162,088	162,095
12557	Risk Management/Benefits Specialist	50,369	-	-	-
12685	Clerical Aide	7,157	-	-	-
12790	Human Resources Manager	94,343	94,343	93,892	97,845
12992	Vacation leave - retire/term	10,555	-	-	25,308
12996	Sick leave - retire/term	3,572	-	-	2,729
14000	Overtime	105	-	-	-
15001	Special Payment non P & F	11,884	12,084	-	-
15007	Topped Out Incentive	-	-	-	750
15107	Automobile allowance	4,800	5,539	7,200	7,200
15116	Cell Phone Pay	1,500	1,500	1,500	1,500
21000	Social Security- matching	22,580	21,180	23,892	26,448
22000	Retirement contributions	98,591	65,186	21,625	35,583
22010	Defined contribution - General	644	-	-	-
23000	Health Insurance	45,534	44,137	48,789	48,171
23100	Life Insurance	751	742	1,084	1,835
24000	Workers compensation	1,138	704	1,075	1,146
26300	General retiree health contrib	48,685	80,794	87,312	54,504
Personnel		556,034	538,319	503,577	522,532
Operating					
31400	Professional services- medical	17,229	17,930	22,250	22,250
31500	Professional services- other	2,775	6,880	5,020	5,020
34989	Contractual service provider	21,523	48,586	66,340	124,348
34990	Contractual services- other	1,482	-	8,480	-
40100	Travel/conferences	118	959	1,250	2,500
44200	Rents- machinery & equipment	2,398	2,616	2,669	2,669
46800	Maintenance contracts	2,279	2,885	5,400	5,400
47100	Printing	648	4,789	14,900	15,000
49000	Legal/employment ads	4,870	2,154	5,000	10,000
51100	Office supplies	3,208	3,547	4,000	4,000
52000	Operating supplies	574	642	900	1,500
52650	Equip < than \$1000	-	-	800	500
52652	Software < than \$1000 &/or licenses	325	350	-	-
52653	Computer equipment < \$1000	366	940	2,500	2,000
55229	Training	-	-	2,000	6,000
Operating		57,794	92,278	141,509	201,187
Capital					
64050	Copier machine	-	-	2,000	-
Capital		-	-	2,000	-
Project Total		613,828	630,596	647,086	723,719
Division Total		613,828	630,596	647,086	723,719

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 514 Legal counsel
Division 300 City Attorney | Project Blank

Object	Object Description	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Operating					
31200	Professional services- retainer fees	225,852	232,622	239,604	249,667
31350	Professional services- on site	445,740	459,113	472,891	492,752
31360	Professional services- legal advisor	135,516	135,516	139,586	145,449
31500	Professional services- other	50,076	50,830	51,577	53,743
51100	Office supplies	19,716	24,858	20,301	21,154
52950	Out of pocket expenses	8,081	5,004	5,150	5,366
Operating		884,981	907,942	929,109	968,131
Project Total		884,981	907,942	929,109	968,131
Division Total		884,981	907,942	929,109	968,131

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 519 Other general governmental services

Division 800 General Government | Project Blank

Object	Object Description	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Personnel					
12992	Vacation leave - retire/term	-	-	-	10,000
12996	Sick leave - retire/term	-	-	-	10,000
21000	Social Security- matching	533	-	1,530	-
22001	Retirement contribution - legacy	4,535,140	3,458,452	1,335,403	1,890,044
25000	Unemployment compensation	4,449	9,072	26,583	50,000
	Personnel	4,540,122	3,467,524	1,363,516	1,960,044
Operating					
30010	Contingency	-	-	978,456	3,000,000
30030	Estimated Budget Savings	-	-	-3,230,063	-
31300	Professional services-Outside Legal	694,038	625,097	700,000	790,000
31500	Professional services- other	360,850	633,896	325,400	372,100
34989	Contractual service provider	224,732	243,973	238,499	87,994
34990	Contractual services- other	25,012	24,443	48,299	27,030
36100	Excess benefit	42,283	42,600	50,206	54,400
41225	Cable fees	233	126	240	200
41400	Postage	100,476	87,096	99,196	87,096
44200	Rents- machinery & equipment	-	1,280	1,280	1,280
45000	Insurance	941,343	787,332	1,839,814	2,001,396
47140	Printing - flyer/newspaper	99,552	103,748	111,873	-
48250	Employee award program	-	-	1,000	1,000
49150	Auto tags & titles	15,325	13,862	11,480	-
49356	Special projects	12,893	38,802	25,900	25,865
49965	Police & Fire Pension Misc. Costs	-	-	200,000	250,000
51100	Office supplies	3,078	3,202	3,200	3,200
52650	Equip < than \$1000	625	486	550	500
54100	Memberships/ dues/ subscription	55,359	56,430	56,430	57,479
	Operating	2,575,799	2,662,372	1,461,760	6,759,540
Grants and Aid					
81001	Grant - Area Agency On Aging	89,693	108,635	97,548	101,055
82005	Grant - Women In Distress	12,000	12,000	15,000	15,000
82013	Grant - Learning for Success-KAPOW	3,000	6,000	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	10,000
82024	Grant - Broward Regional HPC	-	-	-	40,000
83013	Grant - Family Central	68,084	34,906	35,084	-
	Grants and Aid	187,777	176,541	168,632	177,055
Other					
91100	Transfer to Road and Bridge	-	-	-	802,586
91128	Transfer to Community Bus Program	135,273	214,282	227,760	219,630
91199	Transfer to OAA	512,652	442,365	487,850	532,850
91201	Transfer to Debt Service Fund	118,065	118,065	118,068	88,551
99800	Settlement	5,000	-	-	-
	Other	770,990	774,713	833,678	1,643,617
	Project Total	8,074,687	7,081,150	3,827,586	10,540,256

City of Pembroke Pines, Florida - Expenditure Detail

Division Total	8,074,687	7,081,150	3,827,586	10,540,256

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	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Personnel					
12047	City Clerk	102,515	102,515	102,024	105,240
12285	Micrographic Technician II	44,392	44,392	-	-
12287	Document Management Specialist	-	-	45,724	47,862
12620	Cashier II	37,954	37,954	37,773	39,265
12684	Clerical Spec II	113,006	113,006	112,466	117,640
12775	Deputy City Clerk	55,531	55,531	55,266	57,931
12782	Deputy City Clerk/Occ Lic Admin	57,182	57,182	56,909	59,594
13509	Shared - Secretary	12,575	12,844	29,835	31,046
13679	P/T Passport Clerk	-	7,943	18,720	19,477
14000	Overtime	65	35	300	300
15001	Special Payment non P & F	8,568	8,568	-	-
15107	Automobile allowance	-	1,108	3,600	3,600
15116	Cell Phone Pay	-	675	900	900
21000	Social Security- matching	32,337	31,864	35,464	36,943
22000	Retirement contributions	102,054	46,207	24,469	34,007
22010	Defined contribution - General	17,648	17,516	17,501	18,430
23000	Health Insurance	86,977	77,240	113,841	112,399
23100	Life Insurance	1,010	910	1,475	2,474
24000	Workers compensation	1,629	961	1,636	1,728
26300	General retiree health contrib	87,633	143,540	174,624	145,344
Personnel		761,077	759,991	832,527	834,180

Operating

31500	Professional services- other	31,976	15,076	32,088	33,000
34050	Contractual microfilming	13,962	7,813	234,000	234,000
34989	Contractual service provider	147,373	124,504	136,515	180,586
40100	Travel/conferences	2,893	1,858	3,900	4,000
44200	Rents- machinery & equipment	15,131	9,070	24,608	26,000
45440	Insurance- errors & omissions	290	144	600	400
46250	R & M equipment	830	838	2,000	1,500
46800	Maintenance contracts	3,009	1,359	7,941	6,741
46801	I.T. Maintenance contracts	13,262	13,262	49,388	48,663
47100	Printing	4,891	2,396	6,800	4,500
47400	Codification of ordinances	11,575	5,397	10,000	10,000
49000	Legal/employment ads	15,043	16,901	19,500	19,500
49100	Recording fees	1,033	2,695	4,100	4,000
51100	Office supplies	8,190	7,682	14,305	17,000
51300	Microfilm supplies	-	89	1,000	700
52650	Equip < than \$1000	1,439	175	1,826	2,000
52652	Software < than \$1000 &/or licenses	4,320	3,240	4,000	7,000
52653	Computer equipment < \$1000	-	65	2,026	2,000
54100	Memberships/ dues/ subscription	555	490	1,100	600
55229	Training	-	-	7,250	-
Operating		275,772	213,054	562,947	602,190

Capital

64023	Camera	-	-	1,695	-
64039	Computer equipment not micro	2,578	-	3,625	-
64051	Computer programs	-	212,861	10,000	-
64053	Micro computer	-	-	1,040	-
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	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Capital					
64400	Other equipment	-	5,323	-	-
Capital		5,284	218,184	30,360	-
Project Total		1,042,133	1,191,229	1,425,834	1,436,370
Division Total		1,042,133	1,191,229	1,425,834	1,436,370

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 513 Financial and administrative
Division 2001 Finance | Project Blank

Object	Object Description	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Personnel					
12086	Finance Director	134,909	130,777	133,544	140,990
12428	Payables Supervisor	58,313	59,293	59,010	60,886
12431	Payroll Coordinator	114,116	115,613	116,679	120,083
12433	Payroll Supervisor	70,329	72,439	72,093	74,817
12513	Account Clerk III	40,304	-	-	-
12515	Accounting Clerk II	36,582	-	-	-
12517	Assistant Finance Director	115,619	115,619	115,066	120,271
12523	Accountant	49,619	33,211	-	-
12525	Administrative Assistant I	60,095	60,080	59,800	61,568
12556	Budget Manager	82,012	84,478	84,074	86,924
12641	Chief Accountant	86,018	82,806	100,006	100,007
12642	Accounting Supervisor	-	-	43,964	75,925
12651	Programmer Analyst II	170,377	175,382	174,554	183,030
12686	Systems Supervisor	98,899	98,899	98,426	98,426
12992	Vacation leave - retire/term	39,405	-	-	14,341
12996	Sick leave - retire/term	14,455	-	-	11,970
13680	P/T Clerk Spec I	12,275	-	-	-
14000	Overtime	4,673	582	5,000	5,000
15001	Special Payment non P & F	24,907	25,585	-	-
15007	Topped Out Incentive	-	-	-	2,250
15107	Automobile allowance	3,877	3,969	7,200	7,202
15116	Cell Phone Pay	1,841	2,100	2,101	2,101
21000	Social Security- matching	88,367	76,474	81,705	88,672
22000	Retirement contributions	295,171	152,768	65,467	98,889
22010	Defined contribution - General	42,385	34,544	37,200	41,935
23000	Health Insurance	163,082	154,480	211,419	208,741
23100	Life Insurance	2,369	2,455	3,776	6,494
24000	Workers compensation	4,151	2,359	3,750	4,055
26300	General retiree health contrib	165,641	255,050	283,648	229,666
Personnel		1,979,789	1,738,964	1,758,482	1,844,243

Operating

31500	Professional services- other	-	-	9,300	9,000
32100	Accounting and auditing fees	43,683	34,679	38,800	39,400
34989	Contractual service provider	502,096	630,506	721,541	968,214
34990	Contractual services- other	19,293	15,651	-	-
34995	I.T. Contractual services	13,000	-	-	-
40100	Travel/conferences	1,605	2,575	3,180	8,200
41100	Telephone	433	731	500	1,730
44200	Rents- machinery & equipment	1,088	4,353	4,400	4,400
46250	R & M equipment	447	179	500	500
46800	Maintenance contracts	164	1,175	6,400	6,400
46801	I.T. Maintenance contracts	93,927	93,927	96,000	96,000
51100	Office supplies	10,317	8,720	9,500	13,380
52650	Equip < than \$1000	480	870	620	1,700
52652	Software < than \$1000 &/or licenses	3,701	629	7,135	5,500
52653	Computer equipment < \$1000	1,282	334	750	1,800
54100	Memberships/ dues/ subscription	2,799	1,911	4,665	4,865
55200	College Classes - Education	-	-	2,850	3,000
55229	Training	315	1,532	1,500	1,500

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 513 Financial and administrative
Division 2001 Finance | Project Blank

Object	Object Description	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Operating					
	Operating	694,630	797,771	907,641	1,165,589
Capital					
64039	Computer equipment not micro	-	-	5,000	5,000
64051	Computer programs	-	-	780	-
64053	Micro computer	-	-	4,500	-
64055	Laptop/Tablet	3,752	4,818	1,700	-
64159	Perforator	-	-	-	4,000
	Capital	3,752	4,818	11,980	9,000
	Project Total	2,678,170	2,541,553	2,678,103	3,018,832
	Division Total	2,678,170	2,541,553	2,678,103	3,018,832

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	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Personnel					
12280	Help Desk Technician II	251,192	179,907	157,707	161,362
12303	Network Specialist II	194,092	193,924	192,193	199,702
12525	Administrative Assistant I	54,967	54,967	54,704	56,798
12643	Help Desk Technician I	38,162	38,312	38,002	39,172
12644	Help Analyst/Technician	68,920	68,937	68,599	71,525
12645	Help Desk Analyst	58,053	37,066	-	-
12652	Programmer/Analyst I	95,469	76,154	75,760	78,046
12693	Systems Programmer/Analyst II	65,592	87,122	86,695	90,412
12697	Proj Mangr/Systems Prog Analyst II	105,942	106,449	105,436	108,692
12720	Client & Infrastructure Support Mgr.	74,605	-	-	-
12722	Manager of Systems Development	126,612	126,612	126,007	126,007
12723	Systems Administrator	69,593	69,826	69,285	73,307
12903	Technology Services Director	140,678	140,678	140,005	146,695
12904	Asst. Technology Services Director	-	82,493	109,991	115,812
12992	Vacation leave - retire/term	25,594	871	-	-
12996	Sick leave - retire/term	6,369	24	-	-
14000	Overtime	37,856	54,090	50,500	33,000
15001	Special Payment non P & F	19,098	18,158	-	-
15007	Topped Out Incentive	-	-	-	750
15100	Holiday pay	333	448	-	2,400
15107	Automobile allowance	-	1,108	3,600	3,600
15115	Beeper pay	14,742	14,577	16,593	16,790
15116	Cell Phone Pay	5,940	6,075	6,000	5,460
21000	Social Security- matching	109,490	97,860	97,620	100,987
22000	Retirement contributions	180,764	118,492	58,217	75,413
22010	Defined contribution - General	80,557	81,369	80,070	83,233
23000	Health Insurance	195,973	198,617	243,945	240,855
23100	Life Insurance	3,074	3,165	4,390	7,330
24000	Workers compensation	4,648	3,001	4,360	4,579
26300	General retiree health contrib	146,055	287,080	327,420	272,520
Personnel		2,174,369	2,147,382	2,117,099	2,114,447
Operating					
34989	Contractual service provider	292,308	617,199	942,706	1,347,868
34990	Contractual services- other	-	-	25,000	44,000
34995	I.T. Contractual services	206	23,055	245,800	240,800
40100	Travel/conferences	375	1,599	5,200	5,200
41100	Telephone	2,548	2,058	4,382	4,382
41371	Streaming video service fees	2,250	2,250	4,400	4,400
41380	Data communication	23,307	23,988	34,800	34,800
44200	Rents- machinery & equipment	611	1,549	6,216	6,216
46250	R & M equipment	6,601	2,184	24,000	40,000
46300	R & M motor vehicles	2,130	4,386	1,500	1,500
46800	Maintenance contracts	-	-	2,136	56,836
46801	I.T. Maintenance contracts	131,897	185,781	154,191	244,610
51100	Office supplies	696	2,452	4,200	4,200
52000	Operating supplies	5,468	3,653	13,200	13,200
52015	Books	-	-	1,625	1,950
52470	Computer supplies	113	1,155	3,450	3,450
52540	Fuel	1,197	1,819	3,990	3,990
52650	Equip < than \$1000	2,268	7,322	44,460	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	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Operating					
52652	Software < than \$1000 &/or licenses	211,855	378,880	284,076	380,679
52653	Computer equipment < \$1000	72,154	59,232	197,740	223,800
54100	Memberships/ dues/ subscription	226	557	2,400	2,400
55229	Training	12,760	29,012	49,760	38,000
Operating		768,969	1,348,131	2,055,232	2,715,241
Capital					
63993	Improvements - Other	-	-	384,345	832,000
64039	Computer equipment not micro	114,704	49,378	49,000	-
64051	Computer programs	3,495	-	20,000	578,000
64055	Laptop/Tablet	35,672	17,825	16,800	33,600
64214	Truck	21,739	21,809	-	24,890
64221	Van	-	-	24,890	-
64400	Other equipment	-	-	35,000	278,000
Capital		175,610	89,012	530,035	1,746,490
Project Total		3,118,949	3,584,525	4,702,366	6,576,178

Entity 1 General Fund | Function 513 Financial and administrative
Division 2002 Technology Services | Project 306 IT Modernization (VOIP/VDI)

Object	Object Description	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Operating					
34995	I.T. Contractual services	-	12,761	-	-
46801	I.T. Maintenance contracts	972	-	654,944	-
52653	Computer equipment < \$1000	5,049	13,437	-	-
Operating		6,021	26,198	654,944	-
Capital					
63993	Improvements - Other	1,761,289	192,212	178,830	130,000
64039	Computer equipment not micro	34,927	99,905	3,481,971	890,600
Capital		1,796,216	292,117	3,660,801	1,020,600
Project Total		1,802,237	318,316	4,315,745	1,020,600
Division Total		4,921,186	3,902,841	9,018,111	7,596,778

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 521 Law enforcement
Division 3001 Police | Project Blank

Object	Object Description	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Personnel					
12029	Special Operations Manager	-	-	56,850	59,210
12042	Projects and Research Manager	-	10,445	50,523	53,436
12043	Assistant Records Unit Manager	-	8,935	43,222	45,653
12044	Records Unit Manager	53,339	56,075	55,807	44,577
12045	Police Chief	162,669	166,740	165,943	165,943
12080	Social Media Manager	40,757	33,067	-	-
12081	Police Social Media Manager	-	8,935	43,222	45,540
12115	Police Captain	386,292	537,208	615,284	661,301
12119	Finance Assistant	-	-	32,258	43,354
12131	Professional Standards Supervisor	-	55,500	62,400	64,584
12174	Division Major	384,292	258,798	259,892	256,288
12425	Police Officer	10,927,813	11,407,247	12,058,161	12,706,972
12452	Logistics-Fleet Supervisor	-	-	-	60,444
12453	Logistics-Fleet Coordinator III	-	-	-	41,467
12454	Logistics Coordinator III	-	23,973	76,128	56,348
12456	Logistics Coordinator II	41,027	15,311	-	-
12467	Property Evidence Technician	77,748	77,937	77,377	74,554
12468	Property Supervisor	38,402	40,233	40,040	41,296
12481	Logistics Manager II	-	35,540	56,431	-
12490	Logistics Manager	55,520	20,740	-	-
12491	Program Manager	44,203	-	-	-
12492	Finance Coordinator	64,300	65,689	65,375	68,062
12493	Administrative Services Manager	-	46,962	46,738	49,576
12511	Administrative Assitant III	-	11,546	55,848	57,614
12525	Administrative Assistant I	42,638	24,918	42,016	86,393
12528	Administrative Assistant II	53,339	43,276	-	-
12603	Support Services Coordinator	64,127	64,127	63,820	63,820
12631	Crime Scene Technician	49,812	45,496	50,648	41,263
12632	Crime Scene Unit Supervisor	47,280	10,647	55,516	62,149
12633	Crime Scene Investigator	147,366	150,239	191,840	181,841
12634	Crime Scene Shift Supervisor	59,974	51,970	60,965	55,587
12638	Forensic Examiner I	-	12,993	61,422	123,210
12639	Forensic Examiner	43,292	47,227	-	-
12651	Programmer Analyst II	65,276	51,986	-	-
12652	Programmer/Analyst I	70,830	70,830	70,492	74,785
12655	Sergeant	2,714,237	2,837,008	2,901,178	2,934,080
12684	Clerical Spec II	524,533	503,876	384,887	379,493
12685	Clerical Aide	97,277	50,347	36,608	37,744
12698	Police Programmer Analyst III	-	13,868	67,080	69,593
12723	Systems Administrator	-	-	54,725	-
12730	Court Liaison Specialist	7,528	-	-	-
12733	Crime Analyst Supervisor	-	58,290	58,012	61,550
12736	Crime Analyst	103,476	65,104	95,431	99,939
12800	Asst. Police Chief	128,421	137,564	140,210	143,312
12885	Victim's Advocate	48,843	48,843	48,610	50,563
12886	Assistant Victim's Advocate	42,218	42,218	42,016	43,281
12913	Finger Print Examiner	60,030	-	-	-
12937	Fingerprint Examiner II	-	62,042	61,568	63,745
12938	Police Support Specialist IV	-	-	27,133	46,830
12939	Video Media Examiner	-	-	-	38,064
12978	Police Support Specialist III	-	19,138	44,034	45,945
12979	Police Support Specialist II	157,671	173,972	173,140	179,481

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 521 Law enforcement

Division 3001 Police | Project Blank

Object	Object Description	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Personnel					
12980	Police Support Specialist I	309,644	326,038	328,266	340,968
12981	Police Administrative Specialist I	29,022	-	-	-
12984	Police Administrative Specialist II	12,551	35,922	-	-
12985	Police Service Aide I	512,465	450,188	517,534	645,768
12988	Police Payroll Specialist I	11,954	77,237	88,276	92,212
12992	Vacation leave - retire/term	164,110	145,941	204,044	226,359
12996	Sick leave - retire/term	314,299	360,438	400,491	293,940
12997	Sick leave - annual	420,908	442,690	615,287	621,194
13407	P/T Victim's Advocate - CITY	36,107	35,867	35,662	37,108
13412	P/T Police Support Specialist	71,353	64,484	77,059	74,437
13416	P/T Police Support Specialist I	-	-	31,925	28,067
14000	Overtime	1,096,909	1,106,157	1,000,000	1,000,000
14400	Off-duty detail	-	1,472	-	1,500
15000	Incentive pay	197,417	198,917	193,818	198,383
15001	Special Payment non P & F	2,553	7,081	-	-
15003	New Hire Incentive Pay	-	35,000	110,000	105,000
15004	New Hire Relocation Pay	-	-	25,000	25,000
15007	Topped Out Incentive	-	-	-	3,000
15010	Certification pay	120	120	120	120
15050	Stand-by pay	85,961	54,778	86,000	75,000
15100	Holiday pay	353,582	358,633	350,000	360,000
15101	Uniform cleaning allowance	297,303	295,078	291,960	303,840
15104	Assignment pay	159,242	151,563	137,530	117,234
15107	Automobile allowance	19,522	21,600	21,600	28,800
15108	Shift Differential	11,978	10,934	11,440	12,480
15109	Shift Differential- Certified Officer	61,713	61,059	65,520	57,720
15110	Dive team equipment allowance	3,600	3,425	3,600	2,400
15115	Beeper pay	16,118	16,833	18,000	17,500
15116	Cell Phone Pay	17,750	16,975	16,800	16,500
15200	Longevity pay	298,544	284,089	285,966	234,508
21000	Social Security- matching	1,601,444	1,631,952	1,795,433	1,855,248
22000	Retirement contributions	340,480	187,018	79,124	67,329
22010	Defined contribution - General	261,329	261,189	331,587	357,687
22100	Retirement contributions P & F	12,302,161	12,230,630	13,600,076	14,614,825
22110	State contribution P&F retirement	1,213,521	1,306,762	1,213,521	1,306,762
23000	Health Insurance	3,107,147	3,205,186	4,789,455	4,961,615
23100	Life Insurance	41,685	43,766	71,534	118,972
24000	Workers compensation	893,910	624,327	1,091,167	1,146,543
26300	General retiree health contrib	652,350	1,100,473	1,746,240	1,507,944
26305	Police retiree health contrib	3,900,993	4,839,582	4,244,000	3,481,311
Personnel		45,624,275	47,460,262	52,470,885	53,816,161

Operating

31400	Professional services- medical	8,000	8,125	18,700	19,000
31450	Professional services- veterinarian	19,830	7,953	23,000	23,000
31500	Professional services- other	14,617	48,288	54,991	115,050
31760	Off-duty Detail - PBA	6,409	5,779	8,160	45,840
34500	Contract- building maintenance	42,049	47,758	60,000	70,000
34982	Function sourcing- Grounds/Facilities	32,429	13,659	-	-
34989	Contractual service provider	-	-	146,598	342,570
34990	Contractual services- other	496,206	518,348	664,157	748,549

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 521 Law enforcement

Division 3001 Police | Project Blank

Object	Object Description	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Operating					
36100	Excess benefit	51,970	61,398	61,500	82,000
40100	Travel/conferences	28,618	46,437	102,568	195,150
41100	Telephone	71,182	72,369	114,625	112,775
41380	Data communication	125,703	132,434	137,395	147,565
43100	Electric	109,190	105,828	125,000	125,000
43200	Water & sewer	6,010	6,164	7,000	7,000
44200	Rents- machinery & equipment	70,181	72,708	90,173	72,128
46150	R & M- land- building & improvement	67,722	51,208	392,546	108,598
46250	R & M equipment	19,903	35,879	102,850	136,650
46300	R & M motor vehicles	536,822	536,302	617,910	647,910
46800	Maintenance contracts	26,357	12,051	40,950	60,803
46801	I.T. Maintenance contracts	61,450	145,069	233,506	283,981
47100	Printing	5,762	5,829	67,028	47,400
48250	Employee award program	1,448	1,031	1,500	1,500
49000	Legal/employment ads	40	2,973	5,400	5,400
49105	License renewals	2,518	9,775	10,000	10,000
49354	Drug investigation	7,000	10,000	16,000	16,000
49355	Special investigation	1,627	216	5,000	5,000
49357	False alarm program	34,448	30,425	31,120	30,200
49680	Special events- miscellaneous	23,372	30,010	46,500	56,000
51100	Office supplies	31,869	30,160	40,000	40,000
51400	Photo supplies	-	3	2,000	2,000
52000	Operating supplies	79,615	49,655	160,660	149,266
52002	Operating supplies- ID unit	11,849	14,240	16,500	17,500
52003	Operating supplies- Training Unit	153,220	89,238	148,824	119,100
52200	Cleaning/janitorial supplies	1,319	735	1,500	1,000
52540	Fuel	764,656	621,451	654,256	696,695
52600	Clothing/uniforms	141,118	201,509	249,036	257,380
52645	S.E.T. Equipment < \$1000	52,666	14,004	36,652	34,470
52650	Equip < than \$1000	187,731	139,605	428,625	185,191
52652	Software < than \$1000 &/or licenses	56,805	366,441	99,591	170,677
52653	Computer equipment < \$1000	31,654	58,034	66,112	64,270
52681	Operating supplies for K-9	5,486	4,100	9,600	9,600
52682	Operating supplies- dive team	45	-	-	-
52683	S.E.T. Operating supplies	63,223	39,353	84,853	74,900
54100	Memberships/ dues/ subscription	9,950	10,772	25,780	14,714
55200	College Classes - Education	23,190	16,427	35,000	50,000
55229	Training	31,507	67,481	113,230	145,377
Operating		3,516,763	3,741,222	5,356,396	5,547,209

Capital

62017	Building improvement	28,155	20,905	102,791	105,000
63115	Landscaping	9,200	-	-	-
63161	Parking lot	8,580	-	17,137	-
64023	Camera	3,500	24,972	-	6,000
64028	Car	61,729	206,948	151,178	96,000
64039	Computer equipment not micro	1,488	-	70,668	-
64051	Computer programs	137,032	121,794	235,519	80,900
64053	Micro computer	2,530	-	15,873	13,500
64055	Laptop/Tablet	33,841	167,629	193,919	189,400
64072	Storage tank	-	-	310,356	-

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 521 Law enforcement

Division 3001 Police | Project Blank

Object	Object Description	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Capital					
64073	Generator	-	-	107,426	6,500
64110	K-9 dogs	8,500	25,000	18,000	9,500
64140	Motorcycle	38,100	37,850	48,000	48,000
64176	S.E.T. Equipment	33,800	1,961	203,889	111,800
64181	Radio- portable	-	246	-	62,000
64182	Radar gun	8,988	23,548	-	-
64210	Truck pickup	9,085	-	-	-
64213	Trailer	-	-	33,977	18,000
64214	Truck	2,587,381	2,309,787	1,886,004	1,222,000
64221	Van	29,400	23,504	28,791	-
64400	Other equipment	103,605	300,868	671,248	548,202
Capital		3,104,914	3,265,012	4,094,776	2,516,802
Project Total		52,245,952	54,466,496	61,922,057	61,880,172

Entity 1 General Fund | Function 521 Law enforcement

Division 3001 Police | Project 3001 Red Light Camera Program

Object	Object Description	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Personnel					
12425	Police Officer	-	-	24,866	71,490
12985	Police Service Aide I	-	-	18,138	36,723
12997	Sick leave - annual	-	-	-	3,300
15000	Incentive pay	-	-	-	1,560
15101	Uniform cleaning allowance	-	-	-	1,500
15104	Assignment pay	-	-	-	2,145
21000	Social Security- matching	-	-	3,290	8,930
22010	Defined contribution - General	-	-	1,632	3,306
22100	Retirement contributions P & F	-	-	-	48,606
23000	Health Insurance	-	-	-	32,114
23100	Life Insurance	-	-	-	627
24000	Workers compensation	-	-	-	6,635
26300	General retiree health contrib	-	-	-	18,168
26305	Police retiree health contrib	-	-	-	15,137
Personnel		-	-	47,926	250,241
Operating					
31305	Prof services-Outside Legal-Red Light	19,068	6,786	60,850	125,131
34980	Contractual services - Redflex	-	-	172,500	345,000
34989	Contractual service provider	-	-	31,500	66,376
Operating		19,068	6,786	264,850	536,507
Project Total		19,068	6,786	312,776	786,748

Entity 1 General Fund | Function 521 Law enforcement

Division 3001 Police | Project 303 SRO program

Object	Object Description	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Personnel					
13413	P/T SRO Coordinator	31,077	-	-	-

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 521 Law enforcement

Division 3001 Police | Project 303 SRO program

Object	Object Description	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Personnel					
13414	P/T School Resource Officer	763,075	821,404	893,904	893,904
13415	P/T SRO Supervisor	7,440	82,088	96,224	96,224
15000	Incentive pay	19,793	21,925	37,440	37,440
15101	Uniform cleaning allowance	6,948	7,308	8,640	8,640
21000	Social Security- matching	59,942	68,496	79,312	79,312
23000	Health Insurance	250,059	253,788	390,312	385,368
23100	Life Insurance	2,101	1,911	3,266	3,098
24000	Workers compensation	49,498	34,322	59,848	60,702
	Personnel	1,189,935	1,291,242	1,568,946	1,564,688
Operating					
31760	Off-duty Detail - PBA	132,295	125,030	100,000	125,000
	Operating	132,295	125,030	100,000	125,000
	Project Total	1,322,230	1,416,272	1,668,946	1,689,688

Entity 1 General Fund | Function 521 Law enforcement

Division 3001 Police | Project 313 Broward College SRO

Object	Object Description	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Personnel					
13414	P/T School Resource Officer	16,965	85,020	87,756	87,756
15000	Incentive pay	443	960	960	960
15101	Uniform cleaning allowance	150	708	600	1,500
21000	Social Security- matching	1,345	6,636	6,844	6,904
23000	Health Insurance	5,436	22,069	32,526	32,114
23100	Life Insurance	49	196	314	254
24000	Workers compensation	1,157	3,064	5,304	5,380
	Personnel	25,545	118,652	134,304	134,868
Operating					
31760	Off-duty Detail - PBA	9,498	7,744	7,500	8,000
	Operating	9,498	7,744	7,500	8,000
	Project Total	35,042	126,396	141,804	142,868

Entity 1 General Fund | Function 529 Other public safety

Division 3001 Police | Project 9007 Code Compliance

Object	Object Description	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Personnel					
12085	Code Compliance Administrator	10,323	67,403	67,080	67,080
12684	Clerical Spec II	71,986	73,526	44,615	42,260
12985	Police Service Aide I	199,562	210,119	217,656	225,104
12986	Police Service Aide II	10,958	114,426	163,303	169,160
12987	Police Service Aide III	47,960	35,364	79,956	82,856
12992	Vacation leave - retire/term	36,471	4,284	-	-
12996	Sick leave - retire/term	10,917	620	-	-
14000	Overtime	1,448	-	3,000	1,500

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	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Personnel					
15001	Special Payment non P & F	-	2,683	-	-
15010	Certification pay	120	120	120	120
15100	Holiday pay	241	12,551	15,000	15,000
15101	Uniform cleaning allowance	160	2,220	2,400	2,880
15116	Cell Phone Pay	1,625	4,895	4,800	5,520
21000	Social Security- matching	28,946	38,697	47,952	46,804
22000	Retirement contributions	73,168	11,110	8,586	6,130
22010	Defined contribution - General	29,177	39,465	56,123	46,753
23000	Health Insurance	108,721	143,445	211,419	176,627
23100	Life Insurance	1,174	1,318	2,155	3,395
24000	Workers compensation	16,535	17,480	30,795	32,117
26300	General retiree health contrib	107,107	175,438	327,420	254,352
Personnel		756,598	955,164	1,282,380	1,177,658
Operating					
31300	Professional services-Outside Legal	3,650	2,650	7,500	7,500
34989	Contractual service provider	-	-	28,560	46,009
34990	Contractual services- other	1,636	4,125	-	-
41100	Telephone	102	53	5,504	400
41380	Data communication	2,620	2,188	9,360	9,360
44200	Rents- machinery & equipment	-	399	957	957
46250	R & M equipment	-	-	3,000	3,000
46300	R & M motor vehicles	12,488	8,971	27,000	48,000
46800	Maintenance contracts	1,145	953	1,440	180
46801	I.T. Maintenance contracts	-	-	780	780
47100	Printing	461	-	1,500	1,500
49100	Recording fees	2,954	3,143	7,500	7,500
51100	Office supplies	2,783	1,898	3,000	3,600
52000	Operating supplies	-	-	791	2,415
52540	Fuel	6,449	4,344	6,700	4,983
52600	Clothing/uniforms	-	6,531	20,500	20,500
52650	Equip < than \$1000	527	463	65,903	8,785
52653	Computer equipment < \$1000	-	-	400	-
54100	Memberships/ dues/ subscription	177	100	970	970
55229	Training	-	2,410	9,750	9,750
Operating		34,992	38,227	201,115	176,189
Capital					
64051	Computer programs	-	-	1,400	-
64181	Radio- portable	-	-	24,326	-
64214	Truck	37,700	277,061	69,000	-
64221	Van	-	-	11,434	-
Capital		37,700	277,061	106,160	-
Project Total		829,290	1,270,452	1,589,655	1,353,847
Division Total		54,451,582	57,286,402	65,635,238	65,853,323

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	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 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	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 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	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Personnel					
12010	Insurance Clerk	38,843	38,843	38,657	40,200
12099	Battalion Chief - PM	597,818	612,368	606,978	606,978
12130	Fire Chief	-	-	178,298	178,298
12172	Assistant Division Chief	357,555	336,181	364,167	302,252
12282	Micro Computer Specialist I	66,880	66,880	66,560	69,298
12528	Administrative Assistant II	65,020	65,020	64,709	64,709
12575	Lieutenant	2,043,736	2,086,394	2,069,647	2,069,647
12607	Captain - P/M	2,894,877	2,934,654	2,891,096	2,881,283
12651	Programmer Analyst II	95,806	95,806	95,348	95,348
12679	Clerical Spec I	34,067	34,067	9,944	-
12684	Clerical Spec II	38,728	38,728	62,503	77,279
12788	Division Chief	436,800	495,733	506,948	521,270
12835	Driver/Engineer	484,748	499,279	495,384	345,450
12836	Driver Engineer - P/M	2,115,960	2,096,467	2,097,322	2,261,604
12915	Firefighter/EMT	1,096,972	1,034,173	1,037,703	1,106,642
12918	Firefighter/PM	4,242,211	4,285,946	4,436,570	4,442,977
12934	Administrative Battalion Chief	130,839	110,306	115,607	100,415
12992	Vacation leave - retire/term	193,210	229,752	74,149	45,273
12996	Sick leave - retire/term	438,394	462,534	175,384	49,792
12997	Sick leave - annual	362,826	377,757	554,580	619,918
13003	Fire Chief	175,644	179,155	-	-
13474	P/T Courier/Custodian	12,756	-	-	-
13681	P/T Clerk Spec II	14,605	14,587	15,925	16,575
14000	Overtime	21,582	23,656	30,000	30,000
14016	Overtime - Non-City details	26,970	25,534	27,000	27,000
14017	Overtime - Staffing	119,810	168,661	170,000	120,000
14400	Off-duty detail	8,809	10,787	14,000	14,000
15000	Incentive pay	156,540	156,260	159,120	159,640
15007	Topped Out Incentive	-	-	1,500	1,500
15040	Inspector certification	202,240	193,280	192,400	189,280
15100	Holiday pay	613,014	523,420	650,000	650,000
15101	Uniform cleaning allowance	13,440	12,880	13,440	11,760
15104	Assignment pay	67,959	43,281	-	-
15111	Assignment pay - Rescue	39,621	41,403	41,000	42,000
15112	Assignment pay - FIRE/EMS	-	28,808	70,000	74,400
15116	Cell Phone Pay	6,960	7,050	7,200	6,300
15200	Longevity pay	221,822	186,562	154,378	137,949
21000	Social Security- matching	1,292,115	1,289,545	1,335,894	1,326,275
22000	Retirement contributions	46,609	41,070	24,902	34,037
22001	Retirement contribution - legacy	17,164	33,249	17,043	22,700
22010	Defined contribution - General	30,541	30,541	30,398	31,217
22100	Retirement contributions P & F	10,969,259	11,219,845	11,043,945	11,808,677
22110	State contribution P&F retirement	1,204,256	1,083,251	1,230,563	1,116,530
23000	Health Insurance	2,217,918	2,217,887	3,268,863	3,227,457
23100	Life Insurance	34,095	33,484	54,551	87,665
24000	Workers compensation	984,566	651,860	1,192,918	1,205,712
26300	General retiree health contrib	58,422	95,693	130,968	127,176
26310	Fire retiree health contrib	2,938,247	5,159,654	4,223,920	3,495,960
Personnel		37,230,254	39,372,291	40,041,482	39,842,443

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	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Operating					
31300	Professional services-Outside Legal	1,582	1,251	5,000	5,000
31400	Professional services- medical	73,498	78,662	97,230	97,230
31500	Professional services- other	6,505	3,660	4,500	4,500
31508	Professional Services Other - Fire	36,367	5,960	12,126	12,126
31509	Professional Services Other - Rescue	42,742	44,013	49,028	47,400
34300	Contract- laundry & cleaning	28,668	29,010	30,900	31,200
34500	Contract- building maintenance	16,602	20,013	23,400	23,400
34982	Function sourcing- Grounds/Facilities	80,290	38,765	-	-
34988	Contractual Svcs Provider-Rescue	78,056	72,272	78,495	82,196
34989	Contractual service provider	227,376	265,807	298,825	428,751
34990	Contractual services- other	1,404	702	1,450	1,450
36100	Excess benefit	1,455	7,750	18,000	37,500
40100	Travel/conferences	1,444	5,858	5,750	6,000
41100	Telephone	129,356	114,049	127,500	134,400
41380	Data communication	15,200	8,866	20,000	9,600
41400	Postage	406	1,280	1,000	1,200
43100	Electric	129,939	122,950	133,900	132,000
43200	Water & sewer	25,956	25,548	27,600	27,600
43300	Gas	21,026	12,653	25,000	20,400
44200	Rents- machinery & equipment	967	2,959	4,300	4,420
44365	Rentals - Fire	693,194	690,535	691,994	738,448
46100	R & M office equipment	782	644	1,400	1,400
46150	R & M- land- building & improvement	45,580	97,176	144,000	144,000
46250	R & M equipment	27,425	52,793	54,000	62,400
46300	R & M motor vehicles	448,360	432,944	519,000	503,500
46800	Maintenance contracts	54,212	31,238	59,500	59,500
46801	I.T. Maintenance contracts	18,516	17,571	34,640	34,640
47100	Printing	3,765	3,594	6,000	4,500
48250	Employee award program	600	600	800	800
48500	Promotional activities	1,904	1,341	4,000	4,000
49104	License fees	-	-	2,000	2,000
49105	License renewals	26,819	11,132	26,855	26,855
49180	Administrative fees - Fire	496,967	475,901	487,433	508,157
49201	Taxes and/or assessments	28,036	28,095	29,187	29,187
49220	Promotional exams	16,359	11,456	30,060	30,060
51100	Office supplies	13,700	15,492	15,000	16,200
51200	Maps	770	-	2,000	2,000
51400	Photo supplies	175	243	1,000	1,000
52000	Operating supplies	-	3,465	7,500	7,500
52005	Operating supplies - Fire	19,630	21,445	21,000	21,600
52006	Operating supplies - Rescue	138,158	154,112	144,000	162,000
52015	Books	319	73	2,630	2,630
52020	Books - Rescue	3,519	4,754	5,000	5,000
52160	Pharmaceutical supplies	19,318	29,684	26,000	36,000
52200	Cleaning/janitorial supplies	6,578	17,554	24,000	24,000
52250	Linen/bedding	2,448	1,022	4,820	4,820
52431	Operating chemicals - Fire	7,648	5,374	9,000	9,000
52432	Operating chemicals - Rescue	3,548	5,061	6,000	6,000
52540	Fuel	183,611	120,260	261,407	230,763
52600	Clothing/uniforms	35,910	40,003	33,000	33,000
52630	Protective clothing	103,473	99,580	115,000	115,000
52652	Software < than \$1000 &/or licenses	-	77,405	4,000	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	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Operating					
52653	Computer equipment < \$1000	10,505	5,839	10,000	10,000
52654	Nozzles < \$1000	-	-	4,465	4,465
52656	Ladders < \$1000	-	-	2,500	2,500
52657	Hose < \$1000	9,431	9,800	10,000	10,000
52659	Equip less than \$1000 - Fire	21,480	36,567	40,000	40,000
52660	Equip less than \$1000 - Rescue	23,870	28,352	33,000	35,000
52701	Food purchases	1,459	2,275	2,000	2,500
54100	Memberships/ dues/ subscription	432	308	635	635
55200	College Classes - Education	55,438	75,217	70,000	70,000
55228	Training - Rescue	8,160	9,034	10,000	12,000
Operating		3,450,936	3,479,964	3,918,830	4,123,433
Capital					
62009	Fire station- Alhambra	-	-	-	50,000
62012	Fire Station-72nd Avenue	-	-	-	50,000
62016	Fire station-9500 Pines	-	-	267,868	-
62018	Fire station- Century Village	77,979	12,551	25,000	-
62038	Fire Training Facility	-	-	247,700	1,500,000
63000	Improvement other than building	-	24,970	2,300	150,000
64009	Ambulance refurbishment	-	-	12,172	15,000
64011	Air compressor	30,062	-	-	-
64016	Ambulances	475,806	244,403	502,828	520,000
64025	Breathing apparatus	4,690	-	-	-
64028	Car	39,942	37,285	42,132	50,000
64038	Communications systems	17,285	23,372	175,000	450,000
64051	Computer programs	-	-	170,000	52,000
64057	Laptop Computer - Rescue	23,226	31,109	-	-
64180	Radio	24,558	-	25,000	100,000
64181	Radio- portable	34,452	104,391	216,890	-
64214	Truck	-	-	-	40,000
64351	Special equipment - Fire	9,990	37,390	35,000	35,000
64352	Special equipment - Rescue	-	75,248	3,701	355,000
64400	Other equipment	23,424	-	20,000	-
64440	Fire apparatus refurbish	-	-	25,000	25,000
64450	Fire engine	446,655	-	449,866	460,000
Capital		1,208,067	590,720	2,220,457	3,852,000
Project Total		41,889,256	43,442,975	46,180,769	47,817,876

Entity 1 General Fund | Function 529 Other public safety

Division 4003 Fire/Rescue | Project 40 EMS state grant

Object	Object Description	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 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	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Personnel					
12172	Assistant Division Chief	119,035	122,023	121,389	121,389
12607	Captain - P/M	153,206	173,367	171,871	171,871
12685	Clerical Aide	36,037	36,069	9,107	-
12699	Clerical Coordinator	-	-	26,758	39,150
12788	Division Chief	108,148	116,452	120,019	126,022
12912	Fire Inspector/PM	206,432	280,500	287,488	292,032
12925	Fire Inspector	61,697	63,005	62,629	-
12936	Fire Prevent Adm Battalion Chief	94,590	-	-	-
12992	Vacation leave - retire/term	258	23,638	31,613	27,897
12996	Sick leave - retire/term	34,152	61,928	19,324	17,392
12997	Sick leave - annual	25,786	27,923	28,977	27,230
13681	P/T Clerk Spec II	13,422	12,909	2,132	-
14000	Overtime	5,086	3,587	13,000	15,000
14012	Overtime- Hurricane	-	-	1,738	1,738
14018	Overtime - Expediting Expense	4,212	12,760	10,000	17,000
15000	Incentive pay	11,460	13,180	13,520	9,360
15040	Inspector certification	16,640	16,560	16,640	15,600
15050	Stand-by pay	16,285	16,326	16,500	16,500
15100	Holiday pay	9,334	8,598	9,600	27,500
15101	Uniform cleaning allowance	5,040	3,360	3,360	3,360
15104	Assignment pay	6,437	6,521	6,263	-
15116	Cell Phone Pay	3,660	3,645	3,540	3,600
15200	Longevity pay	22,498	22,498	22,501	15,953
21000	Social Security- matching	70,468	74,530	76,136	72,266
22000	Retirement contributions	4,950	3,284	2,131	2,455
22010	Defined contribution - General	3,243	3,246	3,228	3,524
22100	Retirement contributions P & F	447,941	458,492	240,865	278,365
22110	State contribution P&F retirement	53,145	55,519	26,838	22,240
23000	Health Insurance	108,721	110,343	162,630	144,513
23100	Life Insurance	1,738	1,785	2,915	4,340
24000	Workers compensation	48,439	33,391	61,354	57,958
26300	General retiree health contrib	9,737	15,949	21,828	18,168
26310	Fire retiree health contrib	131,562	233,360	190,080	140,544
Personnel		1,833,359	2,014,747	1,785,974	1,692,967

Operating

34500	Contract- building maintenance	-	-	3,000	3,000
34989	Contractual service provider	-	-	22,673	172,821
40100	Travel/conferences	1,243	1,453	4,500	6,000
41100	Telephone	-19	745	1,400	1,400
41380	Data communication	2,811	2,222	2,700	2,700
43100	Electric	6,472	6,255	6,700	6,500
44200	Rents- machinery & equipment	518	1,553	1,560	1,560
44365	Rentals - Fire	54,058	54,621	54,877	56,943
46150	R & M- land- building & improvement	-	-	500	500
46250	R & M equipment	158	100	1,400	1,400
46300	R & M motor vehicles	18,065	17,271	20,000	20,000
46800	Maintenance contracts	469	241	350	350
47100	Printing	241	208	800	800
48500	Promotional activities	3,478	4,116	5,500	6,000
49104	License fees	30	15	150	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	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Operating					
49105	License renewals	-	-	12,298	13,500
49180	Administrative fees - Fire	25,623	24,438	14,263	14,430
51100	Office supplies	1,994	1,415	2,300	2,300
52000	Operating supplies	1,182	296	2,000	2,000
52015	Books	3,202	1,761	3,600	3,600
52200	Cleaning/janitorial supplies	-	-	850	850
52540	Fuel	10,123	6,501	15,500	15,500
52650	Equip < than \$1000	165	-	2,000	2,000
52652	Software < than \$1000 &/or licenses	-	-	500	500
52653	Computer equipment < \$1000	206	5,280	1,500	1,500
54100	Memberships/ dues/ subscription	405	405	600	600
Operating		130,425	128,897	181,521	336,904
Capital					
64028	Car	34,528	17,242	17,500	49,500
64039	Computer equipment not micro	-	-	5,000	-
64051	Computer programs	-	20,384	1,202	-
64055	Laptop/Tablet	-	5,521	-	5,000
Capital		34,528	43,147	23,702	54,500
Project Total		1,998,312	2,186,791	1,991,197	2,084,371

Entity 1 General Fund | Function 529 Other public safety

Division 4003 Fire/Rescue | Project 680 Assistance to Firefighters

Object	Object Description	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 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	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Operating					
34500	Contract- building maintenance	37,511	34,890	49,800	49,800
41100	Telephone	11,438	6,120	12,000	9,600
43100	Electric	8,234	8,034	10,000	9,600
43200	Water & sewer	602	623	1,800	1,800
46150	R & M- land- building & improvement	3,527	9,017	164,000	10,000
46250	R & M equipment	-	-	7,000	10,000
52200	Cleaning/janitorial supplies	-	-	2,500	2,500
52540	Fuel	617	-	1,000	1,000
52650	Equip < than \$1000	-	-	2,000	2,000
52653	Computer equipment < \$1000	-	-	500	500
Operating		61,929	58,684	250,600	96,800

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	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Capital					
62031	Fire station- Stirling Rd	16,375	1,193	-	-
Capital		16,375	1,193	-	-
Project Total		78,303	59,877	250,600	96,800
Division Total		44,746,730	45,705,866	48,422,566	49,999,047

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	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Other					
91171	Transfer to Charter Middle School	945,017	889,459	807,822	936,052
	Other	945,017	889,459	807,822	936,052
	Project Total	945,017	889,459	807,822	936,052

Entity 1 General Fund | Function 569 Other human services

Division 5002 Early Development Centers | Project 201 West Pines pre-school

Object	Object Description	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Personnel					
12143	EDC Teacher	47,420	27,422	-	-
12781	Site Supervisor	20,357	38,506	-	-
13408	P/T EDC Clerical Spec I	27,951	24,105	-	-
13551	P/T Teacher Aide	103,356	84,175	-	-
14000	Overtime	58	-	-	-
21000	Social Security- matching	14,795	12,885	-	-
22500	ICMA - city portion	3,374	3,273	-	-
23000	Health Insurance	21,744	22,069	-	-
23100	Life Insurance	147	159	-	-
24000	Workers compensation	3,173	2,601	-	-
	Personnel	242,374	215,196	-	-

Operating

34500	Contract- building maintenance	29,560	22,209	-	-
34982	Function sourcing- Grounds/Facilities	6,112	5,587	-	-
34989	Contractual service provider	12,735	20,187	-	-
34990	Contractual services- other	2,821	10,181	-	-
41100	Telephone	1,186	1,185	-	-
43100	Electric	12,588	11,109	-	-
43200	Water & sewer	3,290	2,036	-	-
44200	Rents- machinery & equipment	891	712	-	-
46150	R & M- land- building & improvement	10,990	4,868	-	-
46250	R & M equipment	63	-	-	-
46800	Maintenance contracts	258	225	-	-
49104	License fees	312	441	-	-
49674	Special event- summer program	1,500	1,425	-	-
51100	Office supplies	706	694	-	-
52000	Operating supplies	7,547	3,997	-	-
52030	Sch year activities	230	-	-	-
52050	Playground/athletic supplies	48	139	-	-
52600	Clothing/uniforms	500	-	-	-
52650	Equip < than \$1000	801	1,330	-	-
52652	Software < than \$1000 &/or licenses	-	370	-	-
52653	Computer equipment < \$1000	539	945	-	-
52701	Food purchases	5,326	6,478	-	-
54510	Media Books	378	-	-	-
54525	Professional Books	208	-	-	-
	Operating	98,589	94,119	-	-

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	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Capital					
64204	TV-Closed Circuit/Security Camera	-	7,420	-	-
Capital		-	7,420	-	-
Project Total		340,963	316,735	-	-

Entity 1 General Fund | Function 569 Other human services

Division 5002 Early Development Centers | Project 203 Charter EDC - Village Center

Object	Object Description	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Personnel					
12143	EDC Teacher	23,281	23,949	23,879	23,879
12781	Site Supervisor	-	-	38,397	38,397
13551	P/T Teacher Aide	101,309	129,333	150,513	171,600
14000	Overtime	66	63	-	-
21000	Social Security- matching	9,419	11,630	16,283	17,905
22500	ICMA - city portion	1,165	1,180	3,114	3,114
23000	Health Insurance	21,744	11,034	32,526	32,114
23100	Life Insurance	140	55	224	439
24000	Workers compensation	3,012	1,995	5,704	5,166
26300	General retiree health contrib	218	-	700	614
Personnel		160,355	179,238	271,340	293,228

Operating

34500	Contract- building maintenance	33,651	32,318	33,173	51,230
34982	Function sourcing- Grounds/Facilities	12,660	3,716	500	500
34989	Contractual service provider	284,858	295,759	266,914	288,062
34990	Contractual services- other	1,933	6,766	8,391	8,391
40100	Travel/conferences	-	-	350	-
41100	Telephone	1,640	1,689	2,000	2,000
41380	Data communication	-	100	2,000	2,000
43100	Electric	14,448	14,070	7,962	10,000
43200	Water & sewer	3,328	4,109	3,420	3,420
44200	Rents- machinery & equipment	357	1,428	1,500	1,500
44800	Transportation Rentals	-	960	1,500	-
46150	R & M- land- building & improvement	3,713	8,311	7,780	6,000
46210	Energy Savings Project	-	1,098	13,209	13,443
46250	R & M equipment	-	55	500	500
46800	Maintenance contracts	495	512	1,500	1,500
47100	Printing	-	448	-	-
49104	License fees	377	378	2,071	911
49674	Special event- summer program	3,030	7,126	3,500	5,000
51100	Office supplies	1,448	1,227	1,500	1,500
52000	Operating supplies	17,860	15,422	13,640	10,000
52030	Sch year activities	5,758	4,389	5,500	5,500
52050	Playground/athletic supplies	432	903	434	1,500
52200	Cleaning/janitorial supplies	-	-	436	-
52650	Equip < than \$1000	5,333	1,254	2,500	2,500
52652	Software < than \$1000 &/or licenses	-	180	500	500
52653	Computer equipment < \$1000	-	-	350	350
52701	Food purchases	17,525	18,426	29,300	21,000

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 569 Other human services

Division 5002 Early Development Centers | Project 203 Charter EDC - Village Center

Object	Object Description	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Operating					
54100	Memberships/ dues/ subscription	-	-	450	300
	Operating	408,847	420,645	410,880	437,607
Capital					
64039	Computer equipment not micro	-	-	1,700	-
64400	Other equipment	-	-	1,130	-
	Capital	-	-	2,830	-
	Project Total	569,202	599,884	685,050	730,835

Entity 1 General Fund | Function 569 Other human services

Division 5002 Early Development Centers | Project 205 WCY EDC

Object	Object Description	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Personnel					
12143	EDC Teacher	87,473	90,116	71,596	70,180
12780	Teacher Aide	41,885	43,097	28,335	23,172
12781	Site Supervisor	44,182	45,455	45,324	45,324
12992	Vacation leave - retire/term	-	-	100	100
12996	Sick leave - retire/term	-	-	100	100
12997	Sick leave - annual	1,789	355	20	20
13551	P/T Teacher Aide	149,620	154,727	203,047	229,004
14000	Overtime	-	-	50	50
15015	Payment in lieu of benefits	6,369	4,800	4,802	2,401
21000	Social Security- matching	24,521	25,011	27,045	28,352
22500	ICMA - city portion	8,677	8,794	7,266	6,884
23000	Health Insurance	33,714	44,137	81,315	64,228
23100	Life Insurance	441	405	638	876
24000	Workers compensation	6,667	4,301	9,370	8,122
26300	General retiree health contrib	1,310	-	2,450	1,560
	Personnel	406,649	421,197	481,458	480,373

Operating

34500	Contract- building maintenance	35,527	37,520	37,393	55,560
34982	Function sourcing- Grounds/Facilities	6,389	4,892	-	-
34989	Contractual service provider	301,071	325,249	411,724	407,716
34990	Contractual services- other	1,118	1,149	3,000	3,000
44200	Rents- machinery & equipment	594	1,119	1,000	1,000
44800	Transportation Rentals	4,605	4,635	3,000	4,000
46150	R & M- land- building & improvement	16,295	3,701	20,000	12,000
46250	R & M equipment	794	-	1,000	1,000
46800	Maintenance contracts	504	524	3,000	3,000
49104	License fees	445	2,209	850	850
49674	Special event- summer program	18,296	20,571	30,000	30,000
51100	Office supplies	4,002	3,336	2,500	2,500
52000	Operating supplies	27,506	30,978	28,700	25,000
52030	Sch year activities	4,695	5,015	5,300	5,300
52050	Playground/athletic supplies	-	172	1,000	200
52650	Equip < than \$1000	2,466	6,736	7,000	5,500
52652	Software < than \$1000 &/or licenses	-	465	300	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	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Operating					
52653	Computer equipment < \$1000	-	945	600	600
52701	Food purchases	26,235	30,479	36,000	36,000
55200	College Classes - Education	-	-	450	450
Operating		450,541	479,694	592,817	593,976
Capital					
64400	Other equipment	-	1,710	-	-
Capital		-	1,710	-	-
Project Total		857,190	902,601	1,074,275	1,074,349

Entity 1 General Fund | Function 569 Other human services

Division 5002 Early Development Centers | Project 208 Charter EDC - West

Object	Object Description	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Personnel					
12120	Sch Accounting Clerk II	27,440	28,228	28,143	28,143
12143	EDC Teacher	201,473	199,613	200,317	238,390
12780	Teacher Aide	67,223	51,739	52,380	18,200
12781	Site Supervisor	42,553	43,785	43,660	43,660
12972	EDC Clerical Spec I	25,278	26,185	26,021	26,021
12992	Vacation leave - retire/term	2,501	54	500	500
12996	Sick leave - retire/term	2,486	54	500	500
12997	Sick leave - annual	2,125	779	1,300	1,300
13551	P/T Teacher Aide	294,756	316,093	317,037	369,200
14000	Overtime	-	59	200	200
15015	Payment in lieu of benefits	9,323	10,246	9,604	12,005
15100	Holiday pay	-	-	100	100
21000	Social Security- matching	48,946	49,381	52,024	56,505
22500	ICMA - city portion	17,987	17,188	17,532	17,478
23000	Health Insurance	152,210	132,411	195,156	144,513
23100	Life Insurance	939	786	1,461	2,137
24000	Workers compensation	12,025	7,602	16,293	15,988
26300	General retiree health contrib	2,071	-	5,600	4,680
Personnel		909,337	884,204	967,828	979,520

Operating

31500	Professional services- other	309	185	2,023	500
34500	Contract- building maintenance	42,981	46,801	43,000	59,724
34982	Function sourcing- Grounds/Facilities	13,465	5,701	-	900
34989	Contractual service provider	71,035	80,137	116,363	156,343
34990	Contractual services- other	2,446	6,744	7,650	8,000
40100	Travel/conferences	-	-	-	500
41100	Telephone	-28	-	250	750
43100	Electric	11,256	11,020	8,776	10,000
43200	Water & sewer	3,814	4,546	4,000	4,000
44200	Rents- machinery & equipment	94	1,683	1,712	1,712
44360	Rentals	187,856	187,548	187,653	186,418
44800	Transportation Rentals	4,350	3,720	6,000	7,500
46150	R & M- land- building & improvement	9,770	13,303	17,288	20,000

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	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Operating					
46210	Energy Savings Project	-	2,408	28,944	29,587
46250	R & M equipment	-	1,016	1,572	500
46800	Maintenance contracts	1,346	2,112	1,800	1,800
49104	License fees	619	716	625	625
49674	Special event- summer program	22,277	17,277	22,000	25,000
51100	Office supplies	4,410	4,165	4,000	4,000
52000	Operating supplies	11,917	10,607	10,000	12,000
52030	Sch year activities	9,730	11,268	10,129	10,000
52050	Playground/athletic supplies	1,006	124	1,139	500
52650	Equip < than \$1000	2,192	947	6,933	1,500
52652	Software < than \$1000 &/or licenses	2,607	2,652	2,674	2,625
52653	Computer equipment < \$1000	-	-	-	500
52701	Food purchases	41,339	44,376	39,200	40,000
55200	College Classes - Education	200	200	300	300
Operating		444,993	459,255	524,031	585,284
Capital					
63193	Sidewalk- new	-	-	3,850	-
64014	Aluminum shed	16,365	-	-	-
64400	Other equipment	-	-	1,978	-
Capital		16,365	-	5,828	-
Project Total		1,370,694	1,343,459	1,497,687	1,564,804

Entity 1 General Fund | Function 569 Other human services

Division 5002 Early Development Centers | Project 209 Charter EDC - Central

Object	Object Description	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Personnel					
12120	Sch Accounting Clerk II	26,395	25,123	28,143	24,625
12143	EDC Teacher	154,533	159,053	158,583	138,280
12780	Teacher Aide	104,053	107,069	106,762	106,762
12781	Site Supervisor	45,163	46,475	46,343	46,343
12972	EDC Clerical Spec I	24,847	25,447	25,501	48,901
12992	Vacation leave - retire/term	-	-	200	200
12996	Sick leave - retire/term	-	-	200	200
12997	Sick leave - annual	6,443	7,148	5,000	5,000
13507	P/T Summer Program	-	-	-	11,157
13551	P/T Teacher Aide	298,534	307,671	322,211	361,400
14000	Overtime	43	-	250	250
15005	Supplements	-	1,000	-	-
15015	Payment in lieu of benefits	7,200	4,800	4,802	4,802
21000	Social Security- matching	48,045	49,013	53,416	56,620
22500	ICMA - city portion	17,750	17,878	18,099	18,110
23000	Health Insurance	130,740	132,411	211,419	208,741
23100	Life Insurance	788	829	1,355	2,276
24000	Workers compensation	10,837	7,896	14,978	16,048
26300	General retiree health contrib	1,757	-	5,250	4,680
Personnel		877,129	891,814	1,002,512	1,054,395

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	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Operating					
34500	Contract- building maintenance	35,585	35,585	36,000	53,652
34982	Function sourcing- Grounds/Facilities	8,133	4,383	900	900
34989	Contractual service provider	131,226	135,466	151,868	155,215
34990	Contractual services- other	1,523	5,010	5,200	7,494
40100	Travel/conferences	-	1,542	100	100
41100	Telephone	2,216	2,360	2,500	2,500
43100	Electric	40,838	36,150	21,713	32,682
43200	Water & sewer	4,329	4,829	5,000	5,000
44200	Rents- machinery & equipment	452	1,809	1,809	1,809
44360	Rentals	192,611	192,611	192,920	192,575
44800	Transportation Rentals	11,100	10,260	12,500	12,500
46150	R & M- land- building & improvement	14,762	6,811	13,238	15,000
46210	Energy Savings Project	-	2,453	29,488	30,187
46250	R & M equipment	327	45	1,200	1,200
46800	Maintenance contracts	1,644	1,225	4,000	2,000
49104	License fees	3,417	5,376	4,000	3,000
49674	Special event- summer program	31,516	30,958	35,000	36,000
51100	Office supplies	1,427	1,600	2,500	1,700
52000	Operating supplies	22,645	20,291	24,000	21,000
52030	Sch year activities	20,461	20,919	27,000	29,000
52050	Playground/athletic supplies	-	820	1,000	1,000
52200	Cleaning/janitorial supplies	-	-	100	100
52650	Equip < than \$1000	2,609	7,029	8,000	8,000
52652	Software < than \$1000 &/or licenses	2,370	3,127	2,700	2,700
52653	Computer equipment < \$1000	-	-	1,500	1,500
52701	Food purchases	39,074	44,732	51,000	51,000
54525	Professional Books	208	-	200	200
55229	Training	-	-	1,000	1,000
Operating		568,472	575,390	636,436	669,014
Project Total		1,445,601	1,467,204	1,638,948	1,723,409
Division Total		5,528,667	5,519,342	5,703,782	6,029,449

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	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Personnel					
24000	Workers compensation	42	-	-	-
Personnel		42	-	-	-
Operating					
32100	Accounting and auditing fees	943	777	900	900
34500	Contract- building maintenance	43,507	51,444	51,444	60,000
43100	Electric	26,989	20,534	31,000	31,000
43200	Water & sewer	2,999	2,578	3,675	3,675
46150	R & M- land- building & improvement	-	-	200	48,640
51100	Office supplies	-	-	220	-
Operating		74,437	75,333	87,439	144,215
Project Total		74,479	75,333	87,439	144,215
Division Total		74,479	75,333	87,439	144,215

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	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Personnel					
12462	Plumber III	58,980	58,980	58,698	58,698
12469	Property Manager	-	46,231	46,010	47,866
12489	Facilities Manager	149,765	83,721	146,786	85,065
12494	Senior Facilities Manager	1,168	83,514	83,388	103,584
12523	Accountant	-	8,534	25,002	26,525
12533	Electrician II	55,613	55,573	55,308	58,415
12609	Carpenter Foreman	65,020	65,020	64,709	64,709
12741	Controller	30,210	34,528	34,996	39,016
13484	P/T Building Inspector	9,760	6,582	32,786	690
14000	Overtime	17,200	24,854	15,000	15,000
15001	Special Payment non P & F	7,159	9,816	-	-
15007	Topped Out Incentive	-	-	-	2,250
15107	Automobile allowance	-	2,492	9,000	9,000
15115	Beeper pay	16,068	16,125	17,000	17,000
15116	Cell Phone Pay	3,150	4,050	4,050	4,050
21000	Social Security- matching	31,671	37,234	45,353	40,697
22000	Retirement contributions	51,175	54,712	29,219	45,128
22010	Defined contribution - General	16,165	16,930	26,231	18,753
23000	Health Insurance	59,660	82,757	130,105	112,400
23100	Life Insurance	788	1,149	2,178	2,800
24000	Workers compensation	28,922	26,339	51,191	43,937
26300	General retiree health contrib	48,685	103,668	174,624	145,344
Personnel		651,160	822,808	1,051,634	940,927

Operating

31100	Professional services- engineering	-	3,275	2,500	3,000
31500	Professional services- other	4,215	913	9,250	75,000
34300	Contract- laundry & cleaning	583	500	650	650
34500	Contract- building maintenance	52,526	47,627	56,661	32,160
34982	Function sourcing- Grounds/Facilities	3,688,409	3,618,728	4,170,453	4,281,740
34989	Contractual service provider	320,433	475,611	695,537	929,225
34990	Contractual services- other	119,888	338,626	176,266	174,478
40100	Travel/conferences	92	134	200	500
41100	Telephone	102,648	115,187	100,000	50,000
41225	Cable fees	4,379	2,283	4,760	2,500
41400	Postage	323	250	800	1,000
43100	Electric	131,498	175,217	118,158	100,000
43200	Water & sewer	4,891	4,944	5,000	5,000
44200	Rents- machinery & equipment	5,139	10,577	7,600	6,600
46150	R & M- land- building & improvement	13,915	342,061	555,205	700,000
46160	R & M garage building	-	1,175	2,000	-
46250	R & M equipment	6,046	14,905	16,600	15,000
46260	R & M garage equipment	1,937	3,090	3,000	-
46300	R & M motor vehicles	54,215	51,605	50,000	50,000
46800	Maintenance contracts	29,712	11,163	19,443	11,030
47100	Printing	342	3,464	1,500	1,500
49104	License fees	2,269	700	3,100	2,500
49105	License renewals	25	25	-	-
49201	Taxes and/or assessments	14,792	13,182	15,000	-
51100	Office supplies	9,870	4,049	7,500	6,000
52000	Operating supplies	27,652	56,161	60,000	45,000

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 519 Other general governmental services

Division 6001 General Gvt Buildings | Project Blank

Object	Object Description	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Operating					
52150	First aid, safety equip & supplies	-	487	3,000	2,000
52200	Cleaning/janitorial supplies	2,128	596	12,000	1,000
52300	Expendable tools	53	1,558	5,000	5,000
52540	Fuel	44,406	15,442	25,000	25,000
52650	Equip < than \$1000	27,178	46,071	29,160	25,000
52652	Software < than \$1000 &/or licenses	-	1,790	1,500	1,500
52653	Computer equipment < \$1000	853	771	1,840	1,000
54100	Memberships/ dues/ subscription	-	12	-	-
55200	College Classes - Education	-	-	2,000	5,000
55229	Training	-	-	6,495	-
Operating		4,670,420	5,362,178	6,167,178	6,558,383
Capital					
63061	Fencing	-	-	37,500	50,000
63115	Landscaping	-	-	25,000	25,000
63121	Lighting	-	-	20,000	-
63161	Parking lot	-	-	250,000	-
64028	Car	37,074	-	-	30,000
64055	Laptop/Tablet	1,490	-	-	-
64072	Storage tank	-	-	154,599	-
64073	Generator	-	-	253,896	-
64188	Saw- table	-	5,591	-	-
64400	Other equipment	10,612	43,797	276,970	-
Capital		49,175	49,388	1,017,965	105,000
Project Total		5,370,755	6,234,374	8,236,777	7,604,310

Entity 1 General Fund | Function 519 Other general governmental services

Division 6001 General Gvt Buildings | Project 345 City Hall/Chambers

Object	Object Description	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Personnel					
13410	P/T Police Officer	-	-	-	27,228
21000	Social Security- matching	-	-	-	2,083
24000	Workers compensation	-	-	-	1,670
Personnel		-	-	-	30,981
Operating					
31340	Management Fee - SMG	-	-	-	44,406
34987	Contractual Services - SMG	-	-	50,935	267,911
34990	Contractual services- other	-	-	73,542	-
41100	Telephone	-	-	7,500	12,468
43100	Electric	-	-	107,508	143,344
43200	Water & sewer	-	-	22,707	34,000
46150	R & M- land- building & improvement	-	-	7,000	-
49105	License renewals	-	-	420	-
52000	Operating supplies	-	-	4,000	-
Operating		-	-	273,612	502,129

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 519 Other general governmental services
Division 6001 General Gvt Buildings | Project 345 City Hall/Chambers

Object	Object Description	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Project Total		-	-	273,612	533,110
Division Total		5,370,755	6,234,374	8,510,389	8,137,420

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	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Personnel					
12051	Public Services Director	1,160	50,855	70,200	71,604
12055	Deputy Public Services Director	78,881	2,319	-	-
12496	Grounds Maint/R&B Manager	-	-	32,895	-
12499	Deputy City Manager	90,591	91,750	93,750	93,756
12992	Vacation leave - retire/term	13,534	-	-	-
13001	Public Services Director	66,513	-	-	-
13164	Special Projects Manager	481	41,951	50,005	-
15001	Special Payment non P & F	9,959	5,606	-	-
15007	Topped Out Incentive	-	-	-	375
15107	Automobile allowance	-	-	1,800	-
15116	Cell Phone Pay	900	900	1,350	450
21000	Social Security- matching	14,709	11,043	18,452	11,968
22000	Retirement contributions	97,841	54,904	14,994	13,783
22010	Defined contribution - General	-	-	3,948	-
23000	Health Insurance	5,436	27,586	16,264	16,058
23100	Life Insurance	139	707	1,745	956
24000	Workers compensation	9,087	10,027	20,002	4,739
26300	General retiree health contrib	19,476	31,900	32,742	27,252
Personnel		408,707	329,548	358,147	240,941
Operating					
31500	Professional services- other	-	2,300	5,000	80,000
34500	Contract- building maintenance	4,420	328	-	-
34982	Function sourcing- Grounds/Facilities	1,260,872	1,036,662	1,061,986	1,090,128
34989	Contractual service provider	-	-	14,000	35,791
34990	Contractual services- other	48,837	28,844	331,920	34,689
41100	Telephone	44,271	53,043	50,000	50,000
41400	Postage	17	-	-	-
43100	Electric	95,810	80,362	96,500	100,000
43200	Water & sewer	7,219	5,712	8,200	10,000
44200	Rents- machinery & equipment	188	40,021	23,300	2,300
46150	R & M- land- building & improvement	69,882	189,083	125,000	50,000
46170	R & M irrigation	-	27,815	196,000	50,000
46250	R & M equipment	4,630	4,177	18,500	20,000
46300	R & M motor vehicles	22,338	49,825	54,000	25,000
46800	Maintenance contracts	6,303	794	2,000	2,000
49104	License fees	1,400	-	1,400	1,400
49105	License renewals	125	125	-	-
49600	Trash disposal charges	7,170	15,405	25,000	25,000
51100	Office supplies	794	2,372	2,500	2,500
52000	Operating supplies	-8	3,351	8,000	5,000
52200	Cleaning/janitorial supplies	-	476	-	1,000
52300	Expendable tools	-	139	500	5,000
52420	Horticultural chemicals	-	160	2,000	-
52430	Operating chemicals	-	19,449	30,000	30,000
52540	Fuel	2,482	4,347	10,000	10,000
52650	Equip < than \$1000	-	10,025	15,000	15,000
52652	Software < than \$1000 &/or licenses	-	327	-	10,000
54100	Memberships/ dues/ subscription	-	90	-	-
Operating		1,576,750	1,575,233	2,080,806	1,654,808

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	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Capital					
63115	Landscaping	92,862	430,405	1,357,516	555,000
63115	Landscaping	-	-	317,601	-
64012	Backhoe	-	-	99,526	-
64088	Skid Steer Loader	-	-	75,135	-
64089	Excavator	-	-	52,280	-
64214	Truck	25,545	111,419	176,721	-
64400	Other equipment	-	40,500	4,800	145,000
Capital		118,407	582,324	2,083,579	700,000
Project Total		2,103,864	2,487,106	4,522,532	2,595,749

Entity 1 General Fund | Function 539 Other physical environment

Division 6004 Grounds Maintenance | Project 930 Public Services & Park Maintenance

Object	Object Description	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Personnel					
12360	PS Maint WRK/HEO	78,926	30,819	-	-
12361	PS Maint WRK I	658,090	444,719	-	-
12362	PS MAINT WRK II	260,962	148,452	-	-
12363	PS MAINT WRK III	148,966	94,049	-	-
12364	PS Irrigation Maintenance Worker	88,719	59,146	-	-
12365	PS Irrigation Mechanic	50,926	33,951	-	-
12366	PS Landscape Maintenance Worker	42,679	28,452	-	-
12367	PS Maint Worker III/Playgrnd Safety	50,926	33,951	-	-
12368	PS Spray Fertilizer Technician	43,410	28,940	-	-
12408	PS Maintenance Crew Leader	52,367	34,911	-	-
12409	PS Park Supervisor	120,896	121,254	35,173	-
12476	PS Administrative Supervisor	44,744	-	-	-
12477	PS Div Director of Park Operations	56,457	-	-	-
12495	Parks Maintenance Manager	-	53,479	23,461	-
12992	Vacation leave - retire/term	82,491	227,951	-	-
12996	Sick leave - retire/term	41,638	216,419	-	-
13406	P/T PS Custodian	54,266	21,250	-	-
13521	P/T PS Maintenance Worker I	69,944	17,061	-	-
14000	Overtime	25,156	57,358	10,000	-
15001	Special Payment non P & F	10,011	8,213	-	-
15010	Certification pay	120	80	-	-
15100	Holiday pay	2,714	43,600	2,000	-
15108	Shift Differential	4,776	3,051	-	-
15116	Cell Phone Pay	3,250	2,625	800	-
21000	Social Security- matching	154,534	127,057	4,782	-
22000	Retirement contributions	270,061	179,720	2,420	-
22010	Defined contribution - General	133,047	91,425	2,816	-
23000	Health Insurance	467,502	320,460	16,264	-
23100	Life Insurance	4,289	2,799	244	-
24000	Workers compensation	105,549	53,613	4,360	-
26300	General retiree health contrib	447,902	701,751	21,828	-
Personnel		3,575,318	3,186,555	124,148	-

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	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Operating					
31100	Professional services- engineering	-	3,500	-	-
34300	Contract- laundry & cleaning	11,479	10,364	-	-
34500	Contract- building maintenance	34,396	26,306	-	-
34982	Function sourcing- Grounds/Facilities	327,094	340,224	38,890	-
34984	Function sourcing-Parks Maintenance	-	1,743,055	5,671,064	-
34989	Contractual service provider	543,043	574,821	-	-
34990	Contractual services- other	228,550	301,427	-	-
40100	Travel/conferences	-	78	-	-
41100	Telephone	2,185	2,002	-	-
41380	Data communication	2,125	2,262	2,400	-
44200	Rents- machinery & equipment	47,502	19,610	5,000	-
46150	R & M- land- building & improvement	215,788	798,700	1,464,437	-
46170	R & M irrigation	42,299	31,758	15,015	-
46250	R & M equipment	35,115	28,395	15,000	-
46300	R & M motor vehicles	151,613	134,840	10,000	-
46800	Maintenance contracts	9,420	-	-	-
49105	License renewals	960	-	4,600	-
51100	Office supplies	1,848	2,604	500	-
52000	Operating supplies	23,654	33,904	5,000	-
52050	Playground/athletic supplies	47,396	43,545	5,611	-
52150	First aid, safety equip & supplies	2,399	1,678	-	-
52200	Cleaning/janitorial supplies	27,903	21,399	400	-
52300	Expendable tools	5,277	2,897	400	-
52350	Electrical/mechanical supplies	10,350	11,211	100	-
52420	Horticultural chemicals	123,015	106,973	-	-
52460	Sand- seed- soil	126,553	88,369	-	-
52540	Fuel	138,289	76,577	9,000	-
52600	Clothing/uniforms	-	129	-	-
52650	Equip < than \$1000	16,433	13,852	35,109	-
52653	Computer equipment < \$1000	316	-	-	-
52800	Horticultural supplies	8,382	13,199	-	-
54100	Memberships/ dues/ subscription	180	80	-	-
55229	Training	-	1,170	1,110	-
Operating		2,183,565	4,434,930	7,283,636	-
Capital					
63000	Improvement other than building	-	-	13,400	-
63015	Pines Recreation Center- improvement	-	-	400,000	-
63054	Josias Dog Park	-	112,972	-	-
63061	Fencing	11,920	41,430	61,396	-
63121	Lighting	-	21,960	-	-
63201	Silver Lakes South Park improvement	1,300	-	-	-
63997	Improvements - New Comm Facilities	-	-	57,000	-
64015	Air conditioner	3,087	-	-	-
64139	Mowers- other	54,681	-	-	-
64204	TV-Closed Circuit/Security Camera	-	2,795	-	-
64400	Other equipment	87,755	5,000	236,478	-
Capital		158,743	184,157	768,274	-
Project Total		5,917,626	7,805,641	8,176,058	-

City of Pembroke Pines, Florida - Expenditure Detail

Division Total	8,021,490	10,292,747	12,698,590	2,595,749

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	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Personnel					
12486	Purchasing Manager	96,298	81,010	75,005	83,379
12488	Assistant Purchasing Manager	60,276	15,285	-	-
15001	Special Payment non P & F	6,286	3,000	-	-
15107	Automobile allowance	-	2,769	3,600	3,600
15116	Cell Phone Pay	1,800	1,125	900	900
21000	Social Security- matching	11,894	7,585	6,083	6,724
22000	Retirement contributions	28,107	20,842	4,741	8,133
23000	Health Insurance	21,744	22,069	16,263	16,057
23100	Life Insurance	341	356	269	482
24000	Workers compensation	515	337	267	301
26300	General retiree health contrib	19,474	31,898	21,828	18,168
Personnel		246,734	186,277	128,956	137,744
Operating					
34300	Contract- laundry & cleaning	-	-	100	-
34500	Contract- building maintenance	3,224	194	2,500	-
34982	Function sourcing- Grounds/Facilities	50,060	49,008	51,614	53,008
34989	Contractual service provider	187,198	298,936	394,004	476,936
40100	Travel/conferences	-	-	500	500
41100	Telephone	934	539	1,000	1,000
43100	Electric	10,006	4,920	9,500	-
43200	Water & sewer	1,302	178	360	-
46300	R & M motor vehicles	-	-	2,000	2,000
49000	Legal/employment ads	1,463	1,485	4,500	3,000
51100	Office supplies	1,510	1,164	1,000	1,500
52000	Operating supplies	8	-	500	-
52200	Cleaning/janitorial supplies	178	-	250	-
52540	Fuel	-	949	500	1,500
52650	Equip < than \$1000	-	1,183	1,000	1,000
52652	Software < than \$1000 &/or licenses	24,660	14,600	14,600	64,600
52653	Computer equipment < \$1000	-	66	-	-
54100	Memberships/ dues/ subscription	529	570	610	620
55229	Training	50	70	1,500	1,500
Operating		281,121	373,862	486,038	607,164
Capital					
64055	Laptop/Tablet	-	1,415	-	-
Capital		-	1,415	-	-
Project Total		527,855	561,555	614,994	744,908
Division Total		527,855	561,555	614,994	744,908

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	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Personnel					
12667	Chief Engineering Inspector	87,205	87,143	86,757	86,757
12770	Engineering Inspector	63,739	63,694	63,420	66,875
12774	Engineer	-	-	51,085	-
14000	Overtime	6,192	8,326	6,000	6,000
15007	Topped Out Incentive	-	-	-	750
21000	Social Security- matching	12,598	11,944	15,857	12,270
22000	Retirement contributions	20,727	13,746	8,922	9,634
22010	Defined contribution - General	13,585	13,575	18,115	13,828
23000	Health Insurance	27,181	27,586	40,658	32,114
23100	Life Insurance	448	448	904	889
24000	Workers compensation	7,196	4,713	10,043	6,202
26300	General retiree health contrib	24,343	39,873	54,570	45,420
Personnel		263,214	271,047	356,331	280,739
Operating					
31100	Professional services- engineering	150,000	234,675	155,000	155,000
34300	Contract- laundry & cleaning	639	531	1,000	1,000
34500	Contract- building maintenance	2,910	243	2,950	-
34989	Contractual service provider	102,657	143,075	220,987	472,929
34990	Contractual services- other	-	6,045	75,000	75,000
41100	Telephone	-75	124	200	200
44200	Rents- machinery & equipment	188	2,262	2,268	2,268
46250	R & M equipment	371	-	500	-
46300	R & M motor vehicles	4,668	9,472	5,276	4,500
46800	Maintenance contracts	1,932	635	6,720	5,220
47100	Printing	-	12	-	-
51100	Office supplies	3,346	5,212	4,000	4,000
52000	Operating supplies	446	1,135	500	500
52540	Fuel	4,291	4,974	10,000	6,000
52650	Equip < than \$1000	-	9,091	1,500	1,500
52653	Computer equipment < \$1000	238	-	1,000	1,000
54100	Memberships/ dues/ subscription	-	-	150	150
Operating		271,611	417,486	487,051	729,267
Capital					
64051	Computer programs	-	-	4,890	-
64214	Truck	-	19,567	23,668	30,000
64400	Other equipment	-	31,274	15,379	1,300
Capital		-	50,841	43,937	31,300
Project Total		534,826	739,374	887,319	1,041,306
Division Total		534,826	739,374	887,319	1,041,306

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	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Personnel					
12469	Property Manager	45,172	-	-	-
15001	Special Payment non P & F	1,840	-	-	-
15116	Cell Phone Pay	900	-	-	-
21000	Social Security- matching	3,442	-	-	-
23000	Health Insurance	10,872	-	-	-
23100	Life Insurance	97	-	-	-
24000	Workers compensation	146	1	-	-
Personnel		62,470	1	-	-
Operating					
31100	Professional services- engineering	-	3,150	5,000	5,000
31300	Professional services-Outside Legal	15,545	30,803	40,000	30,000
31500	Professional services- other	20,645	2,960	50,000	10,000
34982	Function sourcing- Grounds/Facilities	720,267	630,521	79,692	81,709
34989	Contractual service provider	11,848	-2,944	-	-
34990	Contractual services- other	142,971	164,528	203,142	193,342
41100	Telephone	5,839	6,172	6,000	7,200
43100	Electric	175,568	170,679	200,000	220,000
43200	Water & sewer	6,051	7,183	6,500	7,500
43300	Gas	329	866	2,000	1,000
44360	Rentals	274,893	276,200	275,403	215,948
45000	Insurance	24,441	17,149	42,905	30,067
45065	Property insurance-Leasehold improvements	9,456	7,750	36,015	40,000
46150	R & M- land- building & improvement	24,441	73,641	417,959	50,000
46164	R & M resurfacing	-	-	-	250,000
46300	R & M motor vehicles	675	872	2,000	2,000
46800	Maintenance contracts	-	-	2,700	23,000
49105	License renewals	100	100	-	100
52000	Operating supplies	663	191	-	500
52650	Equip < than \$1000	-	-	300	500
52652	Software < than \$1000 &/or licenses	300	-	-	-
52653	Computer equipment < \$1000	515	-	-	-
Operating		1,434,545	1,389,822	1,369,616	1,167,866
Capital					
63000	Improvement other than building	74,759	1,850	75,000	-
64400	Other equipment	1,132	10,600	7,500	-
Capital		75,891	12,450	82,500	-
Project Total		1,572,907	1,402,273	1,452,116	1,167,866

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	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Operating					
31300	Professional services-Outside Legal	1,389	6,413	-	-
34500	Contract- building maintenance	6,298	4,641	-	-
34982	Function sourcing- Grounds/Facilities	6,768	1,794	-	-
34989	Contractual service provider	106,238	94,756	-	-

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	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Operating					
34990	Contractual services- other	8,810	7,366	-	-
40100	Travel/conferences	2,119	318	-	-
41100	Telephone	2,756	2,853	-	-
43100	Electric	26,520	25,531	-	-
43200	Water & sewer	8,283	9,371	-	-
44200	Rents- machinery & equipment	864	680	-	-
45065	Property insurance-Leasehold improvements	-	858	-	-
46150	R & M- land- building & improvement	28,097	2,966	-	-
46250	R & M equipment	515	510	-	-
46800	Maintenance contracts	540	637	-	-
49355	Special investigation	530	252	-	-
51100	Office supplies	362	598	-	-
52000	Operating supplies	9,076	5,224	-	-
52650	Equip < than \$1000	1,054	199	-	-
Operating		210,221	164,965	-	-

Grants and Aid

81121	In-kind- salaries	11,534	25,632	-	-
Grants and Aid		11,534	25,632	-	-
Project Total		221,755	190,597	-	-

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	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Operating					
31300	Professional services-Outside Legal	15,478	-	1,000	1,000
34982	Function sourcing- Grounds/Facilities	5,695	-	-	-
43100	Electric	-	-	2,000	1,000
43200	Water & sewer	10,290	9,985	9,000	10,000
44330	Credit application	-	-	1,000	500
46150	R & M- land- building & improvement	6,784	26,327	13,000	5,000
46800	Maintenance contracts	-	-	2,000	2,000
52650	Equip < than \$1000	-	7,436	-	1,000
Operating		38,247	43,748	28,000	20,500
Capital					
63063	Veterans Home Renovations	-	307,372	100,285	-
Capital		-	307,372	100,285	-
Project Total		38,247	351,120	128,285	20,500

Division Total	1,832,909	1,943,990	1,580,401	1,188,366

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	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Personnel					
12006	Assistant Athletic Coordinator	46,042	46,462	2,650	-
12181	Division Director of Recreation	-	-	-	99,840
12215	Senior Lifeguard	103,732	103,823	103,335	106,330
12230	Chief Curator/Head of Cultural Projects	30,381	50,637	-	-
12409	PS Park Supervisor	-	-	85,155	127,336
12495	Parks Maintenance Manager	-	-	61,528	82,417
12508	Rec & Cultural Arts Acct Clerk I	87,440	68,527	43,784	45,302
12509	Rec & Cultural Arts Acct Clerk II	-	18,877	43,244	44,608
12519	Recreation & Cultural Arts Director	144,482	134,581	115,000	121,113
12521	Assistant Recreation Director	97,687	99,777	100,007	104,236
12525	Administrative Assistant I	88,877	88,903	49,112	49,275
12546	Aquatic Coordinator	85,420	85,747	85,093	85,093
12547	Aquatic Coordinator Assistant	60,260	60,798	59,800	61,568
12559	Recreation Supervisor II	97,634	35,320	-	-
12562	Recreation Supervisor I	57,107	57,319	56,888	59,895
12563	Special Events Coordinator	61,172	61,319	60,924	64,570
12564	Special Events- Coordinator Assistant	43,384	42,048	43,223	45,763
12572	Division Director Cultural Arts	55,773	74,901	75,005	78,985
12573	Recreation Specialist	56,812	36,553	36,296	38,078
12581	Recreation Specialist II	81,643	62,337	2,801	-
12594	Soccer Coordinator	-	-	47,761	53,911
12595	Youth League Supervisor	-	-	42,200	47,646
12891	Special Population Prog Coord	62,936	45,112	62,733	51,652
12992	Vacation leave - retire/term	9,510	46,982	15,620	-
12996	Sick leave - retire/term	17	18,664	7,816	-
13405	P/T Art Teacher	44,542	43,898	76,762	52,693
13450	P/T Cashier	10,071	10,203	11,195	11,649
13454	P/T Administrative Assistant	35,691	20,727	-	-
13488	P/T Senior Lifeguard	38,325	38,493	41,496	40,104
13492	P/T Lifeguard	87,143	94,065	109,517	125,674
13495	P/T Recreation Aide	156,728	144,043	154,056	189,722
13507	P/T Summer Program	163,965	152,594	242,045	246,456
13526	P/T Recreation Therapeutics	9,306	12,843	16,438	14,156
13527	P/T Self Defense Instructor	9,565	12,190	2,390	-
13528	P/T Assistant PAC Program Director	18,247	18,334	1,019	-
13531	P/T Assistant Program Coordinator	-	-	17,831	19,612
13532	P/T Special Events Staff	-	-	20,262	20,262
13537	P/T Music Teacher	46,500	40,958	48,140	57,246
13539	P/T Drama Teacher	6,812	10,046	9,108	9,656
13549	P/T Storage Lot Attendant	10,529	10,034	10,047	10,516
13562	P/T Curator	15,891	11,699	25,672	26,708
13563	P/T Recreation Leader	39,835	53,572	45,505	51,072
13591	P/T Water Safety Instructor	100,891	123,241	81,575	147,429
13602	P/T Recreation Specialist	21,233	14,974	15,872	14,156
13680	P/T Clerk Spec I	21,669	14,252	26,203	25,663
14000	Overtime	11,960	8,563	21,000	30,000
15001	Special Payment non P & F	13,044	16,703	-	-
15007	Topped Out Incentive	-	-	-	2,250
15010	Certification pay	600	240	240	240
15100	Holiday pay	613	439	5,748	3,000
15107	Automobile allowance	-	3,692	4,801	8,401
15108	Shift Differential	808	906	2,080	-

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	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Personnel					
15116	Cell Phone Pay	1,800	5,025	6,125	6,900
21000	Social Security- matching	162,586	154,883	175,640	189,731
22000	Retirement contributions	237,776	137,886	71,055	92,240
22010	Defined contribution - General	83,928	78,404	75,321	91,531
23000	Health Insurance	228,315	231,720	325,259	337,197
23100	Life Insurance	2,992	2,956	4,648	7,912
24000	Workers compensation	85,831	51,475	97,794	106,041
26300	General retiree health contrib	243,426	350,876	480,216	363,360
Personnel		3,180,932	3,108,621	3,425,035	3,669,195
Operating					
31500	Professional services- other	2,773	9,499	6,400	6,400
34340	Operating Expenses - SMG	-	-	-	17,813
34982	Function sourcing- Grounds/Facilities	-	-	-	15,000
34984	Function sourcing-Parks Maintenance	-	-	-	5,881,738
34989	Contractual service provider	195,039	246,773	442,701	524,195
34990	Contractual services- other	106,125	98,498	173,861	165,941
40100	Travel/conferences	310	1,068	2,000	2,000
41100	Telephone	28,148	28,801	29,000	30,500
41380	Data communication	-	-	-	2,400
41400	Postage	-	29	200	200
43100	Electric	683,492	653,048	722,000	722,000
43200	Water & sewer	136,654	136,569	140,000	140,000
43320	Gas- Pool	11,747	15,414	30,000	16,000
44200	Rents- machinery & equipment	13,031	11,813	36,951	20,724
44700	Rent - Charter School facilities	509,182	508,934	488,080	642,955
46150	R & M- land- building & improvement	8,519	18,921	145,855	1,970,995
46250	R & M equipment	4,622	4,765	9,000	15,000
46300	R & M motor vehicles	16,183	23,308	20,000	20,000
46600	R & M pool	94,819	52,658	68,770	119,560
46800	Maintenance contracts	1,732	3,544	4,105	3,829
47100	Printing	1,093	2,009	2,200	2,200
48100	Advertising	1,161	-	2,000	-
48505	Special Population Program	6,992	3,237	12,000	12,000
48555	Youth Soccer	76,108	74,262	82,500	80,500
49105	License renewals	10,730	11,565	12,578	13,639
49645	Pines Athletic Club Program	32,720	25,362	62,140	-
49649	Special events	-	-	170,700	-
49655	Special events- ArtsPark	5,899	6,091	6,500	6,500
51100	Office supplies	4,977	3,338	5,000	7,000
52000	Operating supplies	1,679	3,949	5,000	8,000
52050	Playground/athletic supplies	4,345	5,928	4,500	5,900
52070	Art & Cultural Supplies	23,907	24,936	30,674	30,890
52071	ArtsPark Supplies	19,167	19,636	44,000	44,610
52150	First aid, safety equip & supplies	1,997	217	2,500	3,500
52200	Cleaning/janitorial supplies	42	217	1,000	1,000
52300	Expendable tools	65	43	200	500
52350	Electrical/mechanical supplies	-	174	800	300
52421	Community garden supplies	2,654	2,160	5,660	2,100
52460	Sand- seed- soil	3,015	2,598	3,000	3,000
52480	Pool Chemicals & Supplies	68,952	69,191	76,000	62,680

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	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Operating					
52540	Fuel	18,370	17,301	30,000	30,000
52600	Clothing/uniforms	5,682	6,010	6,500	5,500
52650	Equip < than \$1000	22,666	15,336	26,081	35,950
52652	Software < than \$1000 &/or licenses	288	799	100	100
52653	Computer equipment < \$1000	1,286	159	1,000	1,000
54100	Memberships/ dues/ subscription	185	1,039	1,500	1,700
55229	Training	1,609	1,022	1,700	2,800
Operating		2,127,963	2,110,220	2,914,756	10,678,619
Capital					
63000	Improvement other than building	-	13,054	50,036	1,675,000
63061	Fencing	-	-	-	75,000
63082	September 11th Memorial	-	-	-	50,000
64051	Computer programs	-	-	47,620	-
64053	Micro computer	-	2,870	-	-
64055	Laptop/Tablet	-	-	7,117	-
64214	Truck	37,700	65,170	54,180	67,000
64221	Van	-	25,399	4,333	-
64400	Other equipment	9,706	30,875	269,675	634,513
67500	Tryptic Art Piece	-	-	24,000	-
Capital		47,406	137,368	456,961	2,501,513
Project Total		5,356,300	5,356,209	6,796,752	16,849,327

Entity 1 General Fund | Function 572 Parks and recreation

Division 7001 Recreation and Cultural Arts | Project 304 Special Population

Object	Object Description	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Personnel					
13507	P/T Summer Program	52,448	46,578	-	-
21000	Social Security- matching	4,012	3,563	-	-
Personnel		56,460	50,141	-	-
Operating					
48505	Special Population Program	24,359	22,681	-	-
Operating		24,359	22,681	-	-
Project Total		80,819	72,822	-	-

Entity 1 General Fund | Function 572 Parks and recreation

Division 7001 Recreation and Cultural Arts | Project 310 NEA Grant

Object	Object Description	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Operating					
34990	Contractual services- other	20,606	10,250	16,744	-
40100	Travel/conferences	939	383	1,078	-
Operating		21,545	10,633	17,822	-

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 572 Parks and recreation
Division 7001 Recreation and Cultural Arts | Project 310 NEA Grant

Object	Object Description	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Project Total		21,545	10,633	17,822	-

Entity 1 General Fund | Function 572 Parks and recreation
Division 7001 Recreation and Cultural Arts | Project 350 Art Gallery

Object	Object Description	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget

Operating

34990 Contractual services- other		11,002	-	-	-

Operating		11,002	-	-	-

Project Total		11,002	-	-	-

Division Total		5,469,667	5,439,664	6,814,574	16,849,327

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 574 Special events
Division 7003 Special Events | Project Blank

Object	Object Description	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Operating					
49649	Special events	48,156	40,778	47,150	49,200
49651	Special event- teen program	1,557	715	1,450	1,450
49656	Special event- Xmas/Chanukah	31,002	32,127	35,650	55,850
49659	Special Event- Kids Konnection	1,423	6,508	7,900	7,400
49660	Special event- Easter egg hunt	12,016	12,510	17,000	13,000
49662	Special Event- 4th Of July	29,991	40,044	40,000	40,000
49666	Special event- Halloween contest	9,778	12,601	18,500	13,500
49670	Special event- Pines Day	57,134	27,848	34,000	40,500
49674	Special event- summer program	45,229	93,296	-	-
Operating		236,286	266,426	201,650	220,900
Project Total		236,286	266,426	201,650	220,900
Division Total		236,286	266,426	201,650	220,900

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	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Operating					
31500	Professional services- other	-	-	1,000	-
34500	Contract- building maintenance	8,703	-	-	-
34990	Contractual services- other	-	-	500	-
41100	Telephone	327	-	-	-
46150	R & M- land- building & improvement	-	-	500	-
49104	License fees	240	-	-	-
52000	Operating supplies	100	-	-	-
52350	Electrical/mechanical supplies	-	-	50	-
Operating		9,371	-	2,050	-
Project Total		9,371	-	2,050	-
Division Total		9,371	-	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	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Operating					
31500	Professional services- other	586,033	600,130	619,162	619,900
32100	Accounting and auditing fees	1,734	1,382	1,600	1,600
34300	Contract- laundry & cleaning	78	57	100	100
34500	Contract- building maintenance	2,970	2,590	2,500	2,750
34900	Contract- cart rental	119,051	117,497	124,000	122,500
34950	Contract- maintenance	661,143	680,978	681,812	683,466
34990	Contractual services- other	3,904	3,993	4,000	4,035
41100	Telephone	3,735	4,028	4,250	4,250
41225	Cable fees	1,223	1,405	1,500	1,500
43100	Electric	82,643	77,523	73,500	84,000
43200	Water & sewer	9,063	8,844	9,300	9,006
43340	Gas- restaurant	5,277	6,793	6,000	6,166
44200	Rents- machinery & equipment	741	267	900	900
46150	R & M- land- building & improvement	20,097	37,484	204,230	100,000
46170	R & M irrigation	-	3,101	500	500
46250	R & M equipment	5,245	14,575	15,000	24,266
46800	Maintenance contracts	431	68	200	200
47100	Printing	381	169	600	335
48100	Advertising	20,238	18,581	20,000	20,000
49105	License renewals	712	-	1,712	1,202
49201	Taxes and/or assessments	20,566	21,715	22,800	22,800
49400	Bank service charge	34,401	32,633	34,000	34,000
51100	Office supplies	543	254	600	600
52000	Operating supplies	19,532	13,586	22,000	14,442
52200	Cleaning/janitorial supplies	943	864	1,000	1,000
52300	Expendable tools	1,961	1,705	3,275	2,025
52350	Electrical/mechanical supplies	500	2,659	3,000	2,500
52420	Horticultural chemicals	174,995	170,085	176,000	173,407
52460	Sand- seed- soil	24,375	22,944	26,000	29,400
52650	Equip < than \$1000	6,389	11,441	9,360	20,750
52652	Software < than \$1000 &/or licenses	1,500	-	1,500	1,500
52800	Horticultural supplies	11,592	12,844	16,850	18,000
54100	Memberships/ dues/ subscription	150	150	150	150
Operating		1,822,147	1,870,345	2,087,401	2,007,250
Capital					
63000	Improvement other than building	-	72,720	-	-
63067	Lake Bank Erosion Barrier	-	106,257	51,794	-
64039	Computer equipment not micro	6,896	-	-	-
64139	Mowers- other	27,874	-	48,808	60,000
64400	Other equipment	27,339	8,592	16,871	7,000
Capital		62,109	187,569	117,473	67,000
Project Total		1,884,256	2,057,913	2,204,874	2,074,250
Division Total		1,884,256	2,057,913	2,204,874	2,074,250

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 572 Parks and recreation

Division 7010 Civic and Cultural Facility | Project 311 Feeding Your Soul

Object	Object Description	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Operating					
31500	Professional services- other	-	-	10,269	-
34990	Contractual services- other	-	-	12,900	-
47100	Printing	-	-	2,815	-
49649	Special events	-	-	15,265	-
52000	Operating supplies	-	-	4,531	-
Operating		-	-	45,780	-
Project Total		-	-	45,780	-

Entity 1 General Fund | Function 572 Parks and recreation

Division 7010 Civic and Cultural Facility | Project 312 State General Program

Object	Object Description	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 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	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Operating					
31340	Management Fee - SMG	-	20,000	67,950	61,831
34340	Operating Expenses - SMG	-	129,685	1,040,524	1,186,511
41100	Telephone	-	-	23,450	14,962
41380	Data communication	-	-	22,050	22,050
43100	Electric	-	-	199,880	216,507
43200	Water & sewer	-	-	41,587	27,000
43300	Gas	-	-	1,000	-
44200	Rents- machinery & equipment	-	-	211	-
46150	R & M- land- building & improvement	-	-	10,000	-
46800	Maintenance contracts	-	-	189	-
49105	License renewals	-	-	210	-
Operating		-	149,685	1,407,051	1,528,861
Other					
91171	Transfer to Charter Middle School	-	-	-	53,800
Other		-	-	-	53,800
Project Total		-	149,685	1,407,051	1,582,661

Entity 1 General Fund | Function 573 Cultural services

Division 7010 Civic and Cultural Facility | Project 350 Art Gallery

Object	Object Description	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Personnel					
12230	Chief Curator/Head of Cultural Projects	-	-	54,593	63,353

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	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Personnel					
15116	Cell Phone Pay	-	-	900	900
21000	Social Security- matching	-	-	4,177	4,916
22010	Defined contribution - General	-	-	4,915	7,603
23000	Health Insurance	-	-	16,263	16,057
23100	Life Insurance	-	-	183	367
24000	Workers compensation	-	32	317	229
26300	General retiree health contrib	-	-	21,828	18,168
Personnel		-	32	103,176	111,593
Operating					
31340	Management Fee - SMG	-	-	7,836	6,183
34340	Operating Expenses - SMG	-	-	9,163	25,033
34989	Contractual service provider	-	-	65,308	180,115
34990	Contractual services- other	-	21,528	229,375	237,400
40100	Travel/conferences	-	-	150	300
41100	Telephone	-	-	5,152	9,974
43100	Electric	-	-	21,250	27,600
43200	Water & sewer	-	-	2,700	3,000
44200	Rents- machinery & equipment	-	-	9,228	5,227
45150	Insurance - Fine Arts Policy	-	-	1,740	-
46150	R & M- land- building & improvement	-	-	2,000	-
46800	Maintenance contracts	-	-	300	277
47100	Printing	-	1,294	12,000	44,000
48100	Advertising	-	785	6,000	13,600
49105	License renewals	-	-	200	-
49649	Special events	-	-	2,446	10,000
51100	Office supplies	-	-	1,500	2,000
52000	Operating supplies	-	-	3,500	3,000
52600	Clothing/uniforms	-	-	1,000	1,000
52650	Equip < than \$1000	-	-	2,000	1,000
52652	Software < than \$1000 &/or licenses	-	744	500	500
52653	Computer equipment < \$1000	-	-	3,354	-
54100	Memberships/ dues/ subscription	-	-	1,000	1,000
Operating		-	24,351	387,702	571,209
Project Total		-	24,383	490,878	682,802
Division Total		-	174,068	1,958,077	2,265,463

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	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Personnel					
12084	Community Service Director	65,250	67,303	68,256	71,090
12543	Activities Coordinator	47,481	47,618	47,300	49,580
12685	Clerical Aide	33,165	33,255	33,033	-
12992	Vacation leave - retire/term	-	-	7,500	-
12996	Sick leave - retire/term	-	-	7,500	-
14000	Overtime	2,602	2,331	5,000	5,000
15001	Special Payment non P & F	2,600	2,600	-	-
21000	Social Security- matching	11,089	10,942	11,580	9,404
22000	Retirement contributions	23,095	15,972	8,889	9,756
22010	Defined contribution - General	7,258	7,279	7,230	4,463
23000	Health Insurance	27,181	27,586	40,658	24,086
23100	Life Insurance	325	324	778	698
24000	Workers compensation	2,208	1,406	4,190	2,713
26300	General retiree health contrib	24,343	39,873	54,570	45,420
Personnel		246,597	256,489	296,484	222,210

Operating

31500	Professional services- other	1,117	738	1,560	1,560
34500	Contract- building maintenance	70,657	69,872	76,784	76,844
34982	Function sourcing- Grounds/Facilities	65,447	53,456	41,412	42,530
34989	Contractual service provider	109,323	127,187	154,142	210,768
34990	Contractual services- other	101,585	108,811	125,645	118,018
40100	Travel/conferences	284	532	150	-
41100	Telephone	8,909	9,320	15,000	9,600
41225	Cable fees	1,475	1,370	1,499	1,499
43100	Electric	104,903	99,800	65,000	100,000
43200	Water & sewer	9,918	11,647	10,000	12,000
43300	Gas	768	451	1,500	1,000
44200	Rents- machinery & equipment	1,695	4,202	4,693	4,693
46150	R & M- land- building & improvement	29,495	28,892	50,000	70,000
46210	Energy Savings Project	-	-	40,000	40,000
46250	R & M equipment	4,404	2,118	5,000	5,000
46300	R & M motor vehicles	956	1,259	13,000	3,000
46800	Maintenance contracts	2,126	2,697	5,600	5,600
46801	I.T. Maintenance contracts	3,000	4,350	4,350	4,350
47100	Printing	12,865	13,406	13,000	15,000
51100	Office supplies	4,024	1,915	4,500	4,000
52000	Operating supplies	6,144	9,657	8,350	10,000
52200	Cleaning/janitorial supplies	3,664	1,664	5,500	5,500
52350	Electrical/mechanical supplies	1,894	632	3,000	5,000
52540	Fuel	7,322	12,222	7,500	13,000
52650	Equip < than \$1000	4,317	4,183	5,500	6,000
52653	Computer equipment < \$1000	835	727	17,500	5,000
54100	Memberships/ dues/ subscription	610	645	660	660
Operating		557,735	571,753	680,845	770,622

Capital

64051	Computer programs	-	-	45,500	60,000
64214	Truck	32,792	-	-	-
64221	Van	-	-	-	105,245
64400	Other equipment	-	5,155	-	-

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	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Capital					
	Capital	32,792	5,155	45,500	165,245
Grants and Aid					
82012	Grant- elderly energy assistance	20,057	23,584	25,572	28,685
	Grants and Aid	20,057	23,584	25,572	28,685
	Project Total	857,182	856,981	1,048,401	1,186,762
	Division Total	857,182	856,981	1,048,401	1,186,762

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	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Personnel					
12084	Community Service Director	32,625	33,651	34,128	35,545
14000	Overtime	-	-	5,000	5,000
15001	Special Payment non P & F	1,300	1,300	-	-
21000	Social Security- matching	2,302	2,404	2,908	2,997
22000	Retirement contributions	6,004	4,311	2,058	3,324
23000	Health Insurance	8,154	8,276	4,066	4,015
23100	Life Insurance	122	122	490	206
24000	Workers compensation	682	434	3,024	799
26300	General retiree health contrib	7,304	11,962	16,371	4,542
Personnel		58,493	62,461	68,045	56,428
Operating					
31300	Professional services-Outside Legal	-	3,142	1,000	1,000
34500	Contract- building maintenance	54,015	49,887	63,000	65,000
34982	Function sourcing- Grounds/Facilities	140,646	108,508	102,852	105,630
34989	Contractual service provider	126,327	104,778	112,572	122,131
34990	Contractual services- other	1,340	709	2,400	3,000
41100	Telephone	4,739	5,500	6,000	6,200
41225	Cable fees	30,026	31,512	34,000	36,000
43100	Electric	47,573	42,653	43,000	45,000
43200	Water & sewer	82,873	74,815	89,000	92,000
44200	Rents- machinery & equipment	-	833	3,000	3,100
44330	Credit application	2,640	2,530	3,000	3,100
44360	Rentals	709,868	711,972	716,640	715,632
45000	Insurance	25,699	20,502	44,760	40,489
46150	R & M- land- building & improvement	54,285	59,913	123,000	127,000
46210	Energy Savings Project	-	-	31,000	34,000
46250	R & M equipment	2,107	676	6,000	6,200
46300	R & M motor vehicles	-	-	500	500
46800	Maintenance contracts	22,911	19,000	35,000	40,000
46801	I.T. Maintenance contracts	-	300	300	300
48100	Advertising	-	-	7,300	7,300
49175	Administrative fees	125,916	113,306	106,335	111,736
49201	Taxes and/or assessments	8,730	8,506	8,730	9,500
51100	Office supplies	1,880	2,992	3,300	3,400
52000	Operating supplies	3,761	2,225	5,150	5,300
52200	Cleaning/janitorial supplies	845	197	5,150	5,300
52540	Fuel	-	-	1,374	1,374
52650	Equip < than \$1000	35,795	16,584	59,000	62,000
52652	Software < than \$1000 &/or licenses	-	-	600	600
52653	Computer equipment < \$1000	358	515	2,300	2,300
Operating		1,482,332	1,381,555	1,616,263	1,655,092
Capital					
64400	Other equipment	-	5,620	-	-
Capital		-	5,620	-	-
Project Total		1,540,825	1,449,636	1,684,308	1,711,520

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	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Personnel					
12084	Community Service Director	32,625	33,651	34,128	35,545
12525	Administrative Assistant I	61,864	25,456	-	-
12992	Vacation leave - retire/term	-	8,650	-	-
12996	Sick leave - retire/term	-	14,770	-	-
14000	Overtime	-	-	5,000	5,000
15001	Special Payment non P & F	1,300	1,300	-	-
21000	Social Security- matching	7,224	6,085	2,908	2,997
22000	Retirement contributions	14,501	9,948	2,058	3,324
22010	Defined contribution - General	5,568	2,291	-	-
23000	Health Insurance	19,026	19,310	4,066	4,015
23100	Life Insurance	260	258	490	206
24000	Workers compensation	890	564	3,024	799
26300	General retiree health contrib	17,041	27,911	38,199	4,542
Personnel		160,299	150,195	89,873	56,428
Operating					
31300	Professional services-Outside Legal	4,171	12,919	18,500	18,500
31500	Professional services- other	29,000	25,874	30,000	30,000
34500	Contract- building maintenance	83,086	84,936	91,000	95,000
34982	Function sourcing- Grounds/Facilities	260,844	240,258	214,175	219,960
34989	Contractual service provider	104,384	136,976	164,985	190,092
34990	Contractual services- other	102,921	100,663	161,036	165,000
41100	Telephone	15,121	17,241	16,000	18,500
41225	Cable fees	96,957	101,820	105,000	108,000
43100	Electric	173,598	142,024	199,358	199,358
43200	Water & sewer	248,379	259,132	252,000	300,000
44200	Rents- machinery & equipment	2,730	4,138	10,000	10,000
44330	Credit application	8,805	8,432	10,500	10,500
44360	Rentals	3,959,436	3,978,638	4,001,662	4,198,108
45000	Insurance	48,938	40,230	91,298	94,523
46150	R & M- land- building & improvement	166,176	170,001	329,000	300,000
46210	Energy Savings Project	-	-	35,642	40,000
46250	R & M equipment	27,180	49,028	46,000	51,000
46800	Maintenance contracts	18,424	22,020	19,000	25,000
46801	I.T. Maintenance contracts	1,200	900	900	900
48100	Advertising	-	-	5,000	5,000
49104	License fees	2,130	1,170	2,400	2,500
49175	Administrative fees	239,784	222,329	216,390	260,847
51100	Office supplies	2,882	1,305	4,635	4,700
52000	Operating supplies	2,113	3,680	4,760	4,900
52200	Cleaning/janitorial supplies	6,094	2,539	21,000	21,000
52300	Expendable tools	-	81	209	215
52540	Fuel	-	674	1,374	1,400
52650	Equip < than \$1000	959	21,234	50,000	51,500
Operating		5,605,311	5,648,244	6,101,824	6,426,503
Capital					
64400	Other equipment	-	10,560	-	-
Capital		-	10,560	-	-

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	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Project Total		5,765,610	5,808,999	6,191,697	6,482,931
Division Total		7,306,436	7,258,635	7,876,005	8,194,451

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	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 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	91,542	101,347	107,024	110,910
12696	Planning Administrator	70,329	74,088	75,005	78,539
13426	P/T Planning Administrator	30,502	27,962	42,609	44,332
13449	P/T CADD Operator	-	-	12,330	12,831
14000	Overtime	218	252	7,770	6,216
15001	Special Payment non P & F	9,691	10,328	-	-
15007	Topped Out Incentive	-	-	-	1,500
15107	Automobile allowance	-	4,062	6,000	6,001
15116	Cell Phone Pay	1,380	1,380	1,380	1,380
21000	Social Security- matching	25,634	26,542	29,780	30,515
22000	Retirement contributions	50,052	37,248	19,182	29,373
22010	Defined contribution - General	5,054	5,054	5,031	5,031
23000	Health Insurance	43,489	44,137	65,052	64,228
23100	Life Insurance	667	758	1,279	2,145
24000	Workers compensation	1,200	746	1,314	1,386
26300	General retiree health contrib	38,948	63,796	87,312	72,672
Personnel		506,437	535,431	598,141	604,132
Operating					
31500	Professional services- other	-	-	15,900	15,900
34989	Contractual service provider	238,866	259,043	281,676	364,165
34990	Contractual services- other	750	1,500	7,431	7,431
40100	Travel/conferences	1,371	750	2,500	3,000
41100	Telephone	1,448	1,872	2,000	2,500
41380	Data communication	190	606	864	750
41400	Postage	-	-	5,000	5,000
44200	Rents- machinery & equipment	1,802	1,802	6,280	6,280
45440	Insurance- errors & omissions	175	-	150	150
46250	R & M equipment	179	-	750	750
46300	R & M motor vehicles	1,570	599	3,604	3,604
46800	Maintenance contracts	2,025	1,873	4,600	4,600
46801	I.T. Maintenance contracts	2,100	-	5,000	5,000
47100	Printing	425	-161	4,500	4,000
48510	Economic Development Activities	24,923	19,524	73,036	75,000
48511	Landscape Activities	16,751	659	3,000	4,000
49000	Legal/employment ads	5,432	618	7,800	7,800
51100	Office supplies	2,424	1,538	5,000	5,000
52000	Operating supplies	-6,093	-7,974	-390	3,500
52540	Fuel	1,063	865	2,000	2,500
52650	Equip < than \$1000	422	1,475	500	500
52652	Software < than \$1000 &/or licenses	1,298	1,295	4,000	4,000
52653	Computer equipment < \$1000	278	168	2,000	2,000
54100	Memberships/ dues/ subscription	2,663	1,975	3,500	3,500
Operating		300,061	288,026	440,701	530,930
Capital					
64051	Computer programs	-	8,637	11,100	-
64053	Micro computer	-	3,232	-	-

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	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Capital					
Capital		-	11,869	11,100	-
Project Total		806,498	835,327	1,049,942	1,135,062
Division Total		806,498	835,327	1,049,942	1,135,062
1 General Fund		157,372,365	162,908,753	185,313,381	193,853,794

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	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Operating					
31500	Professional services- other	1,270	15,863	15,000	15,000
31750	Custodial fees	1,460	1,460	1,500	1,500
Operating		2,730	17,323	16,500	16,500
Project Total		2,730	17,323	16,500	16,500
Division Total		2,730	17,323	16,500	16,500
51 Wetlands Trust Fund		2,730	17,323	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	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Personnel					
12496	Grounds Maint/R&B Manager	-	-	32,895	-
15107	Automobile allowance	-	-	1,800	-
15116	Cell Phone Pay	-	-	450	-
21000	Social Security- matching	-	-	2,690	-
22001	Retirement contribution - legacy	199,151	143,845	58,075	94,999
22010	Defined contribution - General	-	-	3,948	-
23000	Health Insurance	-	5,517	8,132	-
23100	Life Insurance	-	72	236	-
24000	Workers compensation	-	2,638	10,499	-
26300	General retiree health contrib	-	-	10,914	11,198
Personnel		199,151	152,072	129,639	106,197
Operating					
34983	Function sourcing- Rights of Way	887,550	1,152,031	1,191,550	1,241,550
34990	Contractual services- other	627,965	838,893	1,056,573	1,340,044
34998	Contractual Services - Pressure Washing	-	-	-	460,000
41100	Telephone	18	-	-	-
43400	Street lighting	1,225,881	1,226,139	1,163,201	1,327,286
45000	Insurance	148,166	129,638	260,647	267,271
46150	R & M- land- building & improvement	-	-	39,243	50,000
Operating		2,889,580	3,346,701	3,711,214	4,686,151
Project Total		3,088,731	3,498,773	3,840,853	4,792,348
Division Total		3,088,731	3,498,773	3,840,853	4,792,348

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	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Operating					
31100	Professional services- engineering	48,601	115,689	72,890	150,000
34990	Contractual services- other	5,181	5,181	5,500	-
46150	R & M- land- building & improvement	-	1,992	-	-
46164	R & M resurfacing	982,278	76,535	2,028,930	741,000
46165	R & M drainage	17,631	31,989	28,760	50,000
49104	License fees	-	-	2,410	-
53999	Transp Proj owned by Other G'vt	180,000	-	180,000	180,000
Operating		1,233,691	231,386	2,318,490	1,121,000
Capital					
63053	Pembroke Rd (Dykes-Silver Shores)	372,675	180,000	3,879,645	480,636
63061	Fencing	4,125	-	-	-
63070	Guard rails	-	-	19,700	-
63187	Taft/University- Douglas	85,004	1,205,366	-	-
64400	Other equipment	-	-	36,000	-
67173	IF - Road improvement	-	128,789	173,204	300,000
67999	IF - Transportation Projects	-	78,313	1,588,938	-
Capital		461,804	1,592,467	5,697,487	780,636
Project Total		1,695,494	1,823,853	8,015,977	1,901,636
Division Total		1,695,494	1,823,853	8,015,977	1,901,636

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	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Other					
91128	Transfer to Community Bus Program	316,807	233,564	283,313	264,805
Other		316,807	233,564	283,313	264,805
Project Total		316,807	233,564	283,313	264,805
Division Total		316,807	233,564	283,313	264,805
100 Road & Bridge Fund		5,101,033	5,556,190	12,140,143	6,958,789

City of Pembroke Pines, Florida - Expenditure Detail

Entity 120 State Housing Initiative Program | Function 554 Housing and urban development
Division 600 Community Development | Project 2012 2012 Grant Year

Object	Object Description	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Operating					
34991	Home repair/weatherization	137,986	-	-	-
Operating		137,986	-	-	-
Project Total		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	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Operating					
31510	Professional service- Direct cost	3,949	-	-	-
34991	Home repair/weatherization	103,892	-	-	-
Operating		107,841	-	-	-
Project Total		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	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Operating					
31501	Professional services- CRA admin	54,805	-	-	-
34991	Home repair/weatherization	208,731	333,535	232,134	-
49208	Home owner counseling	16,500	13,500	-	-
Operating		280,036	347,035	232,134	-
Project Total		280,036	347,035	232,134	-

Entity 120 State Housing Initiative Program | Function 554 Housing and urban development
Division 600 Community Development | Project 2015 2015 Grant Year

Object	Object Description	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Operating					
31501	Professional services- CRA admin	26,315	50,501	18	-
34991	Home repair/weatherization	-	47,028	505,596	-
49208	Home owner counseling	-	3,000	22,000	-
49216	Home Buyer Assistance	-	150,074	49,926	-
Operating		26,315	250,603	577,540	-
Project Total		26,315	250,603	577,540	-

Entity 120 State Housing Initiative Program | Function 554 Housing and urban development
Division 600 Community Development | Project 2016 2016 Grant Year

Object	Object Description	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Operating					
31501	Professional services- CRA admin	-	27,140	73,896	-
34991	Home repair/weatherization	-	-	696,347	-

City of Pembroke Pines, Florida - Expenditure Detail

Entity 120 State Housing Initiative Program | Function 554 Housing and urban development
Division 600 Community Development | Project 2016 2016 Grant Year

Object	Object Description	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Operating					
49208	Home owner counseling	-	-	47,690	-
49216	Home Buyer Assistance	-	-	280,000	-
Operating		-	27,140	1,097,933	-
Project Total		-	27,140	1,097,933	-

Entity 120 State Housing Initiative Program | Function 554 Housing and urban development
Division 600 Community Development | Project 2017 2017 Grant Year

Object	Object Description	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Operating					
31501	Professional services- CRA admin	-	-	68,893	68,893
34991	Home repair/weatherization	-	-	415,042	415,042
49208	Home owner counseling	-	-	15,000	15,000
49216	Home Buyer Assistance	-	-	190,000	190,000
Operating		-	-	688,935	688,935
Project Total		-	-	688,935	688,935
Division Total		552,178	624,778	2,596,542	688,935
120 State Housing Initiative Program		552,178	624,778	2,596,542	688,935

City of Pembroke Pines, Florida - Expenditure Detail

Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development

Division 600 Community Development | Project 2008NSP 2008 NSP Grant Year

Object	Object Description	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Operating					
34940	Acquisition-Rehabilitation or New Construction	262,271	17,551	273,700	-
34991	Home repair/weatherization	49	-	149,418	-
49216	Home Buyer Assistance	100,000	140,000	-	-
Operating		362,320	157,551	423,118	-
Project Total		362,320	157,551	423,118	-

Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development

Division 600 Community Development | Project 2009 2009 Grant Year

Object	Object Description	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Operating					
34991	Home repair/weatherization	41,152	-	-	-
Operating		41,152	-	-	-
Project Total		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	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Operating					
34991	Home repair/weatherization	13,000	-	46,871	-
Operating		13,000	-	46,871	-
Project Total		13,000	-	46,871	-

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	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Operating					
34940	Acquisition-Rehabilitation or New Construction	-	17,115	150,244	-
49216	Home Buyer Assistance	-	280,000	140,000	-
Operating		-	297,115	290,244	-
Project Total		-	297,115	290,244	-

Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development

Division 600 Community Development | Project 2011 2011 Grant Year

Object	Object Description	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Operating					
34991	Home repair/weatherization	56,716	-	-	-
Operating		56,716	-	-	-
Project Total		56,716	-	-	-

City of Pembroke Pines, Florida - Expenditure Detail

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	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Operating					
31510	Professional service- Direct cost	2,457	-	-	-
34991	Home repair/weatherization	23,185	-	-	-
Operating		25,642	-	-	-
Project Total		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	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Operating					
34991	Home repair/weatherization	55,443	826	-	-
Operating		55,443	826	-	-
Project Total		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	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Operating					
31510	Professional service- Direct cost	359	-	-	-
34991	Home repair/weatherization	29,151	-	-	-
Operating		29,511	-	-	-
Project Total		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	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Operating					
34991	Home repair/weatherization	136,194	142,010	74	-
Operating		136,194	142,010	74	-
Project Total		136,194	142,010	74	-

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	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Operating					
31510	Professional service- Direct cost	5,443	-	-	-
34991	Home repair/weatherization	50,891	-	-	-
Operating		56,334	-	-	-
Project Total		56,334	-	-	-

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	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Operating					
31500	Professional services- other	1,000	2,792	-	-
31501	Professional services- CRA admin	127,405	-	-	-
34991	Home repair/weatherization	11,905	190,143	32,525	-
Operating		140,310	192,935	32,525	-
Project Total		140,310	192,935	32,525	-

Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development

Division 600 Community Development | Project 2014HOME 2014 HOME Grant Year

Object	Object Description	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Operating					
31510	Professional service- Direct cost	9,967	6,702	4,514	-
34991	Home repair/weatherization	8,296	71,205	75,827	-
Operating		18,263	77,907	80,341	-
Project Total		18,263	77,907	80,341	-

Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development

Division 600 Community Development | Project 2015 2015 Grant Year

Object	Object Description	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Operating					
31501	Professional services- CRA admin	-	131,825	-	-
34991	Home repair/weatherization	-	53,549	236,406	-
Operating		-	185,374	236,406	-
Project Total		-	185,374	236,406	-

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	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Operating					
31510	Professional service- Direct cost	-	1,130	18,034	-
34991	Home repair/weatherization	-	4,100	153,931	-
Operating		-	5,230	171,965	-
Project Total		-	5,230	171,965	-

Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development

Division 600 Community Development | Project 2016 2016 Grant Year

Object	Object Description	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Operating					
31500	Professional services- other	-	-	19,482	-
31501	Professional services- CRA admin	-	-	136,375	-
34991	Home repair/weatherization	-	-	982,202	-

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	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Operating					
	Operating	-	-	1,138,059	-
Capital					
63994	Improvements - Recreation Facilities	-	-	300,000	-
	Capital	-	-	300,000	-
	Project Total	-	-	1,438,059	-

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	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Operating					
31510	Professional service- Direct cost	-	-	21,181	-
34991	Home repair/weatherization	-	-	155,328	-
	Operating	-	-	176,509	-
	Project Total	-	-	176,509	-

Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development
Division 600 Community Development | Project 2017 2017 Grant Year

Object	Object Description	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Operating					
31500	Professional services- other	-	-	-	19,050
31501	Professional services- CRA admin	-	-	-	133,347
34991	Home repair/weatherization	-	-	-	195,287
	Operating	-	-	-	347,684
Capital					
63994	Improvements - Recreation Facilities	-	-	-	300,000
	Capital	-	-	-	300,000
	Project Total	-	-	-	647,684

Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development
Division 600 Community Development | Project 2017HOME 2017 HOME Grant Year

Object	Object Description	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Operating					
31510	Professional service- Direct cost	-	-	-	21,181
34991	Home repair/weatherization	-	-	-	155,328
	Operating	-	-	-	176,509
	Project Total	-	-	-	176,509
Division Total		934,884	1,058,948	2,896,112	824,193

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	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Operating					
46300	R & M motor vehicles	51,402	56,913	60,893	60,893
52540	Fuel	57,824	56,157	56,000	53,404
Operating		109,226	113,070	116,893	114,297
Project Total		109,226	113,070	116,893	114,297
Division Total		109,226	113,070	116,893	114,297
121 HUD Grants CDBG/HOME		1,044,110	1,172,018	3,013,005	938,490

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	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Personnel					
13576	P/T Victim's Advocate Grant	16,575	16,575	17,160	17,160
21000	Social Security- matching	1,268	1,268	1,313	1,313
Personnel		17,843	17,843	18,473	18,473
Operating					
52653	Computer equipment < \$1000	-	-	522	-
55229	Training	-	-	2,000	-
Operating		-	-	2,522	-
Project Total		17,843	17,843	20,995	18,473
Division Total		17,843	17,843	20,995	18,473

City of Pembroke Pines, Florida - Expenditure Detail

Entity 122 Law Enforcement Grant | Function 521 Law enforcement
Division 3026 Federal-Aid Highway | Project Blank

Object	Object Description	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Personnel					
14000	Overtime	75,785	7,536	17,276	-
Personnel		75,785	7,536	17,276	-
Project Total		75,785	7,536	17,276	-
Division Total		75,785	7,536	17,276	-

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	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Personnel					
14000	Overtime	-	19,834	-	-
Personnel		-	19,834	-	-
Project Total		-	19,834	-	-
Division Total		-	19,834	-	-

City of Pembroke Pines, Florida - Expenditure Detail

Entity 122 Law Enforcement Grant | Function 521 Law enforcement
Division 3030 Homeland Security | Project 2014 2014 Grant Year

Object	Object Description	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 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	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Capital					
64181	Radio- portable	-	49,995	-	-
64400	Other equipment	-	-	71,114	-
Capital		-	49,995	71,114	-
Project Total		-	49,995	71,114	-
Division Total		-	169,695	71,114	-

122 Law Enforcement Grant		93,628	214,908	109,385	18,473

City of Pembroke Pines, Florida - Expenditure Detail

Entity 124 Police Community Services Grant | Function 521 Law enforcement
Division 3018 Byrne | Project 2014 2014 Grant Year

Object	Object Description	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Personnel					
14000	Overtime	-	-	8,442	-
Personnel		-	-	8,442	-
Capital					
64400	Other equipment	19,345	-	-	-
Capital		19,345	-	-	-
Project Total		19,345	-	8,442	-

Entity 124 Police Community Services Grant | Function 521 Law enforcement
Division 3018 Byrne | Project 2015 2015 Grant Year

Object	Object Description	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Operating					
52650	Equip < than \$1000	-	-	1,430	-
52652	Software < than \$1000 &/or licenses	-	-	675	-
52653	Computer equipment < \$1000	-	-	400	-
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	-

Entity 124 Police Community Services Grant | Function 521 Law enforcement
Division 3018 Byrne | Project 2016 2016 Grant Year

Object	Object Description	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Capital					
64400	Other equipment	-	-	18,891	-
Capital		-	-	18,891	-
Project Total		-	-	18,891	-
Division Total		19,345	-	44,809	-

124 Police Community Services Grant		19,345	-	44,809	-

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	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Operating					
31400	Professional services- medical	-	-	400	400
31500	Professional services- other	44	42	200	200
34300	Contract- laundry & cleaning	134	291	300	300
34990	Contractual services- other	121,917	132,672	116,216	129,630
46250	R & M equipment	-	-	600	600
46300	R & M motor vehicles	36,082	40,339	50,000	50,000
52540	Fuel	34,024	27,853	35,000	35,000
52652	Software < than \$1000 &/or licenses	3,274	5,847	3,500	3,500
Operating		195,475	207,043	206,216	219,630
Project Total		195,475	207,043	206,216	219,630

Entity 128 Community Bus Program | Function 544 Transit system
Division 8001 Community Services | Project 5309 Federal Transit Adm.

Object	Object Description	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Operating					
52650	Equip < than \$1000	15,933	-	-	-
Operating		15,933	-	-	-
Project Total		15,933	-	-	-

Entity 128 Community Bus Program | Function 544 Transit system
Division 8001 Community Services | Project 5310 Section 5310

Object	Object Description	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Operating					
52650	Equip < than \$1000	9,442	4,502	1,215	-
Operating		9,442	4,502	1,215	-
Capital					
64221	Van	206,084	210,490	209,329	-
Capital		206,084	210,490	209,329	-
Project Total		215,526	214,992	210,544	-
Division Total		426,934	422,035	416,760	219,630

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	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Operating					
31400	Professional services- medical	-	-	900	900
31500	Professional services- other	392	140	500	500
34300	Contract- laundry & cleaning	1,442	1,354	1,900	1,900
34500	Contract- building maintenance	-	-	2,000	2,000
34990	Contractual services- other	368,189	351,131	370,000	362,319
41100	Telephone	-347	607	2,500	1,500
46300	R & M motor vehicles	89,660	110,589	87,185	110,000
51100	Office supplies	1,034	987	1,200	1,200
52000	Operating supplies	1,856	2,839	2,000	3,000
52540	Fuel	21,168	7,532	60,000	30,000
52650	Equip < than \$1000	440	-	1,000	1,000
52652	Software < than \$1000 &/or licenses	-	-	2,815	1,900
Operating		483,834	475,179	532,000	516,219
Project Total		483,834	475,179	532,000	516,219

Entity 128 Community Bus Program | Function 544 Transit system
Division 8004 Transit System | Project 42 CBS Blue Route

Object	Object Description	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Operating					
31400	Professional services- medical	-	-	200	200
31500	Professional services- other	40	20	100	100
34300	Contract- laundry & cleaning	210	212	200	250
34990	Contractual services- other	38,707	37,665	33,758	34,181
41100	Telephone	21	-	100	100
46250	R & M equipment	-	-	200	200
46300	R & M motor vehicles	-	5,634	2,500	6,000
51100	Office supplies	25	-	250	250
52000	Operating supplies	59	3	300	300
52540	Fuel	21,802	11,604	22,000	15,000
52650	Equip < than \$1000	296	-	300	600
Operating		61,160	55,138	59,908	57,181
Project Total		61,160	55,138	59,908	57,181
Division Total		544,993	530,317	591,908	573,400
128 Community Bus Program		971,928	952,351	1,008,668	793,030

City of Pembroke Pines, Florida - Expenditure Detail

Entity 131 Treasury - Confiscated | Function 521 Law enforcement
Division 3011 Treasury Confiscated | Project Blank

Object	Object Description	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Operating					
31300	Professional services-Outside Legal	-	-	2,000	-
46150	R & M- land- building & improvement	-	-	25,927	-
52650	Equip < than \$1000	-	-	2,278	-
52653	Computer equipment < \$1000	-	-	400	-
Operating		-	-	30,605	-
Capital					
62000	Buildings	-	-	653	-
62052	Animal Facility	4,029	1,470	227	-
63061	Fencing	-	-	20,693	-
63166	Shooting range	-	-	39,098	-
64023	Camera	-	-	1,044	-
64175	Signs	-	-	952	-
64180	Radio	-	-	11	-
64214	Truck	-	-	362	-
64400	Other equipment	-	-	278,907	12,509
Capital		4,029	1,470	341,947	12,509
Project Total		4,029	1,470	372,552	12,509
Division Total		4,029	1,470	372,552	12,509
131 Treasury - Confiscated		4,029	1,470	372,552	12,509

City of Pembroke Pines, Florida - Expenditure Detail

Entity 132 Justice - Confiscated | Function 521 Law enforcement
Division 3012 Justice Confiscated | Project Blank

Object	Object Description	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 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	147	940	59,713	-
52650	Equip < than \$1000	-	-	76,301	-
Operating		147	940	169,214	-
Capital					
63166	Shooting range	6,156	-	380,181	-
64051	Computer programs	-	-	54,197	-
64181	Radio- portable	-	-	43,724	-
64400	Other equipment	-	23,813	65,966	107,123
Capital		6,156	23,813	544,068	107,123
Project Total		6,303	24,753	713,282	107,123
Division Total		6,303	24,753	713,282	107,123
132 Justice - Confiscated		6,303	24,753	713,282	107,123

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	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Operating					
40100	Travel/conferences	17,981	25,333	120,735	12,382
54000	Police Training- Std Bnd \$2	22,380	55,760	120,787	16,000
Operating		40,361	81,093	241,522	28,382
Project Total		40,361	81,093	241,522	28,382
Division Total		40,361	81,093	241,522	28,382
133 \$2 Police Education		40,361	81,093	241,522	28,382

City of Pembroke Pines, Florida - Expenditure Detail

Entity 134 FDLE - Confiscated | Function 521 Law enforcement
Division 3004 FDLE | Project Blank

Object	Object Description	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Operating					
31300	Professional services-Outside Legal	-	-	12,951	-
34990	Contractual services- other	9,900	9,750	23,250	-
40100	Travel/conferences	-	-	6,176	-
49000	Legal/employment ads	-	-	5,000	-
52000	Operating supplies	-	-	596	-
52600	Clothing/uniforms	-	-	10,101	-
52620	Drug & crime prevention	21,733	10,350	41,732	23,323
52650	Equip < than \$1000	-	-	8,077	-
Operating		31,633	20,100	107,883	23,323
Capital					
62000	Buildings	-	-	105,774	-
64028	Car	-	-	147	-
64051	Computer programs	-	-	15,000	-
64176	S.E.T. Equipment	-	-	20,138	-
64181	Radio- portable	-	-	33,000	-
64214	Truck	-	-	1,600	-
64400	Other equipment	-	-	379,314	131,014
Capital		-	-	554,973	131,014
Grants and Aid					
82014	Police Explorers	-	-	7,085	-
Grants and Aid		-	-	7,085	-
Project Total		31,633	20,100	669,941	154,337
Division Total		31,633	20,100	669,941	154,337
134 FDLE - Confiscated		31,633	20,100	669,941	154,337

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	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Operating					
31400	Professional services- medical	-	-	600	600
31500	Professional services- other	322	158	800	800
34300	Contract- laundry & cleaning	859	1,355	1,400	1,400
34989	Contractual service provider	378,139	365,982	350,683	373,100
34990	Contractual services- other	731,283	784,811	740,780	756,023
46250	R & M equipment	-	-	800	800
46300	R & M motor vehicles	28,425	17,791	60,000	60,000
52540	Fuel	51,004	45,909	51,000	51,000
52652	Software < than \$1000 &/or licenses	-	-	-	2,340
52920	Heater Meals	23,234	48,059	23,234	-
Operating		1,213,267	1,264,066	1,229,297	1,246,063
Grants and Aid					
81121	In-kind- salaries	90,953	86,217	83,427	83,427
Grants and Aid		90,953	86,217	83,427	83,427
Project Total		1,304,219	1,350,283	1,312,724	1,329,490

Entity 199 Older Americans Act | Function 569 Other human services
Division 8005 SW Multipurpose Center | Project 45 III E Funds

Object	Object Description	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Grants and Aid					
81121	In-kind- salaries	8,669	15,709	11,857	11,857
Grants and Aid		8,669	15,709	11,857	11,857
Project Total		8,669	15,709	11,857	11,857
Division Total		1,312,888	1,365,992	1,324,581	1,341,347
199 Older Americans Act		1,312,888	1,365,992	1,324,581	1,341,347

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	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Debt Services					
71494	Bond Principal \$49,910,000	1,290,000	-	-	-
71495	Bond Principal \$20,140,000	540,000	-	-	-
71496	Bond Principal \$15,975,000	420,000	-	-	-
71499	Bond Principal \$26,805,000	630,000	655,000	680,000	-
71550	Bond Principal \$29,720,000	2,200,000	2,315,000	2,430,000	-
71551	Bond Principal \$45,050,000	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	155,000	170,000	180,000	212,000
71555	Bond Principal \$8,545,700	406,300	425,100	443,400	466,200
71556	Principal- Installment purchase	118,065	118,065	118,068	88,551
71557	Bond Principal \$35,300,000	1,240,000	1,255,000	1,270,000	1,295,000
71558	Bond Principal \$41,540,000	-	1,620,000	1,720,000	1,735,000
71559	Bond Principal \$29,040,000	-	890,000	985,000	1,010,000
71561	Bond Principal \$17,386,000	-	-	-	2,766,200
71562	Bond Principal \$45,960,000	-	-	-	2,655,000
72494	Bond interest \$49,910,000	29,025	-	-	-
72495	Bond interest \$20,140,000	10,463	-	-	-
72496	Bond interest \$15,975,000	8,610	-	-	-
72499	Bond interest \$26,805,000	1,087,263	1,061,563	1,034,013	-
72550	Bond interest \$29,720,000	1,094,550	981,675	863,050	-
72551	Bond interest \$45,050,000	1,575,675	1,491,088	1,394,963	-
72553	Bond interest \$64,095,000	2,593,770	2,596,339	2,591,687	2,609,683
72554	Bond interest \$8,040,000	158,423	154,880	151,898	123,388
72555	Bond interest \$8,545,700	295,721	278,438	260,385	241,476
72556	Bond interest \$35,300,000	1,618,155	1,602,591	1,581,210	1,550,404
72557	Bond Interest \$41,540,000	821,676	1,467,204	1,454,313	1,432,482
72558	Bond Interest \$29,040,000	692,867	1,232,056	1,208,382	1,168,357
72561	Bond interest \$17,386,000	-	-	-	214,445
72562	Bond interest \$45,960,000	-	-	-	1,985,311
73300	Payment to refunded bond escrow agent	75,230,994	-	71,148,879	-
73302	Payment to refund bond trustee	-	7,565,000	-	-
73450	Escrow agent fees	-	-	700	700
73805	Variable Rate Bond Fees - CS	-	-	11,000	11,000
73810	Prof fees - bond int rate mode	-	71,000	-	-
73850	Fiscal agent fees	3,600	4,900	5,400	5,400
Debt Services		94,115,157	27,924,898	91,607,348	19,670,597
Other					
91320	Transfer to municipal construction fund	9,690	-	634,635	-
99540	Bond issue cost	-34,208	-	663,903	-
Other		-24,518	-	1,298,538	-
Project Total		94,090,640	27,924,898	92,905,886	19,670,597

Entity 201 Debt Service | Function 517 Debt service payments
Division 900 General Debt Service | Project 675 GO Bonds 2005

Object	Object Description	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Debt Services					
71498	Bond Principal \$47,000,000	1,170,000	-	-	-

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	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Debt Services					
72498	Bond interest \$47,000,000	834,974	-	-	-
73850	Fiscal agent fees	400	-	-	-
Debt Services		2,005,374	-	-	-
Project Total		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	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Debt Services					
71552	Bond Principal \$43,000,000	960,000	1,000,000	1,040,000	-
72552	Bond interest \$43,000,000	920,963	85,450	44,200	-
73850	Fiscal agent fees	-	575	450	-
Debt Services		1,880,963	1,086,025	1,084,650	-
Project Total		1,880,963	1,086,025	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	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Debt Services					
71560	Bond Principal \$76,045,000	760,000	1,265,000	1,305,000	2,440,000
72559	Bond Interest \$76,045,000	859,629	3,545,688	3,507,738	3,455,538
73850	Fiscal agent fees	-	450	450	450
Debt Services		1,619,629	4,811,138	4,813,188	5,895,988

Other

99540	Bond issue cost	732,540	-	-	-
Other		732,540	-	-	-
Project Total		2,352,169	4,811,138	4,813,188	5,895,988

Entity 201 Debt Service | Function 517 Debt service payments
Division 900 General Debt Service | Project 679 SBA Refunding

Object	Object Description	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Other					
99540	Bond issue cost	-	71,000	-	-
Other		-	71,000	-	-
Project Total		-	71,000	-	-

Division Total		100,329,145	33,893,061	98,803,724	25,566,585

City of Pembroke Pines, Florida - Expenditure Detail

201 Debt Service	100,329,145	33,893,061	98,803,724	25,566,585

City of Pembroke Pines, Florida - Expenditure Detail

Entity 320 Municipal Construction | Function 541 Road and street facilities
Division 6003 Infrastructure | Project 675 GO Bonds 2005

Object	Object Description	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Capital					
63995	Improvements - Landscaping	990	-	1,765	-
Capital		990	-	1,765	-
Project Total		990	-	1,765	-

Entity 320 Municipal Construction | Function 541 Road and street facilities
Division 6003 Infrastructure | Project 676 GO Bonds 2007B

Object	Object Description	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Capital					
63995	Improvements - Landscaping	271,748	25,052	144,600	-
Capital		271,748	25,052	144,600	-
Project Total		271,748	25,052	144,600	-

Entity 320 Municipal Construction | Function 541 Road and street facilities
Division 6003 Infrastructure | Project 677 GO Bonds 2009C

Object	Object Description	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Capital					
63995	Improvements - Landscaping	-	-	500,096	-
67999	IF - Transportation Projects	483,660	-	481,612	-
Capital		483,660	-	981,708	-
Project Total		483,660	-	981,708	-
Division Total		756,398	25,052	1,128,073	-

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	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Capital					
67175 IF - HCF Pembroke Rd		26,086	-	-	-
	Capital	26,086	-	-	-
	Project Total	26,086	-	-	-
	Division Total	26,086	-	-	-

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	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Capital					
62301	Civic Center	3,556,546	17,544,742	9,018,567	-
Capital		3,556,546	17,544,742	9,018,567	-
Project Total		3,556,546	17,544,742	9,018,567	-

Entity 320 Municipal Construction | Function 572 Parks and recreation
Division 7001 Recreation and Cultural Arts | Project 672 Cap Improv - 2006

Object	Object Description	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Capital					
62300	City Hall/Gallery/Chambers	2,823,622	822,828	519,675	-
Capital		2,823,622	822,828	519,675	-
Project Total		2,823,622	822,828	519,675	-

Entity 320 Municipal Construction | Function 572 Parks and recreation
Division 7001 Recreation and Cultural Arts | Project 675 GO Bonds 2005

Object	Object Description	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Capital					
60010	Capital contingency	-	-	54,736	-
63994	Improvements - Recreation Facilities	68,306	-	-	-
64999	Equipment - Recreation/Playground	-	-	9,587	-
Capital		68,306	-	64,323	-
Project Total		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	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Capital					
62300	City Hall/Gallery/Chambers	-	7,304,642	3,671,911	-
62999	Buildings - New Comm Facilities	-	-	500,002	-
63994	Improvements - Recreation Facilities	14,809	-	3,547	-
Capital		14,809	7,304,642	4,175,460	-
Project Total		14,809	7,304,642	4,175,460	-

Entity 320 Municipal Construction | Function 572 Parks and recreation
Division 7001 Recreation and Cultural Arts | Project 677 GO Bonds 2009C

Object	Object Description	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Capital					
60010	Capital contingency	-	-	1,086,010	-
61999	Purchase/development of open space	379,381	-	-	-
62999	Buildings - New Comm Facilities	365,418	8,961	-	-

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	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Capital					
	Capital	744,798	8,961	1,086,010	-
	Project Total	744,798	8,961	1,086,010	-

Entity 320 Municipal Construction | Function 572 Parks and recreation
Division 7001 Recreation and Cultural Arts | Project 677A GO Bonds 2015

Object	Object Description	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Capital					
62300	City Hall/Gallery/Chambers	-	6,138,657	3,086,762	-
63161	Parking lot	-	4,768,599	3,535,055	-
	Capital	-	10,907,256	6,621,817	-
	Project Total	-	10,907,256	6,621,817	-
	Division Total	7,208,082	36,588,428	21,485,852	-
	320 Municipal Construction	7,990,566	36,613,480	22,613,925	-

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	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Debt Services					
71505	Loan Principal \$12,300,000	-	-	759,205	785,777
72505	Loan interest \$12,300,000	341,536	316,008	289,586	262,238
Debt Services		341,536	316,008	1,048,791	1,048,015
Project Total		341,536	316,008	1,048,791	1,048,015
Division Total		341,536	316,008	1,048,791	1,048,015

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	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Personnel					
12027	Utility Operations Manager	-	-	79,893	-
12051	Public Services Director	1,160	50,855	70,200	71,604
12055	Deputy Public Services Director	197,867	5,838	-	-
12109	Administrative Supervisor	179,859	115,173	66,997	69,086
12148	Utilities Director	1,760	119,060	121,992	129,102
12499	Deputy City Manager	90,591	91,750	93,750	93,756
12516	Assistant City Manager	82,168	83,592	86,186	86,196
12523	Accountant	-	8,534	25,002	26,525
12741	Controller	30,210	34,528	34,996	39,016
12774	Engineer	-	-	51,085	125,008
12795	Utility Maintenance Manager	67,185	68,322	67,996	70,738
12992	Vacation leave - retire/term	48,964	22,436	-	-
12993	Accrued vacation	-20,846	-13,675	-	-
12994	Accrued sick leave	-22,098	-14,037	-	-
12996	Sick leave - retire/term	19,804	11,136	-	-
13001	Public Services Director	66,513	-	-	-
13163	Division Director of Utilities	54,795	26,709	56,044	-
13164	Special Projects Manager	481	41,951	50,005	-
15001	Special Payment non P & F	30,235	23,093	-	-
15007	Topped Out Incentive	-	-	-	750
15107	Automobile allowance	11,354	15,784	16,200	16,200
15116	Cell Phone Pay	5,100	5,100	5,101	4,651
21000	Social Security- matching	59,820	48,330	63,781	54,647
22000	Retirement contributions	-	-1,315,542	40,240	59,008
22010	Defined contribution - General	-	768	16,437	13,639
22210	Pension Expense - Collective	103,146	559,760	-	-
23000	Health Insurance	86,841	104,825	105,712	104,373
23100	Life Insurance	1,529	2,233	4,383	4,112
24000	Workers compensation	27,106	17,723	32,111	18,771
26300	General retiree health contrib	769,059	1,266,363	1,164,000	948,930
Personnel		1,892,601	1,380,609	2,252,111	1,936,112
Operating					
31100	Professional services- engineering	167,161	182,867	175,000	175,000
31300	Professional services-Outside Legal	36,067	1,809	50,000	50,000
31500	Professional services- other	310,607	10,117	20,520	15,000
32100	Accounting and auditing fees	55,670	50,141	49,500	49,500
34500	Contract- building maintenance	5,571	382	12,000	30,000
34981	Function sourcing- Utilities	1,025,242	1,108,339	1,253,944	1,161,829
34982	Function sourcing- Grounds/Facilities	5,418	855	3,000	3,000
34989	Contractual service provider	141,439	327,571	488,619	800,054
34990	Contractual services- other	5,070	6,034	6,600	6,600
40100	Travel/conferences	32	10	200	200
41100	Telephone	30,221	28,817	40,000	42,000
41225	Cable fees	4,355	2,250	5,000	2,500
41400	Postage	179,468	188,729	164,000	198,000
44200	Rents- machinery & equipment	1,707	5,832	7,700	7,700
45000	Insurance	1,149,587	892,724	1,964,810	1,940,439
46150	R & M- land- building & improvement	11,878	2,858	35,830	-
46250	R & M equipment	1,453	856	5,000	1,000
46300	R & M motor vehicles	19,128	17,243	27,000	20,000

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	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Operating					
46800	Maintenance contracts	7,942	16,020	15,980	15,980
47100	Printing	5,440	14,820	22,600	18,000
49100	Recording fees	1,819	1,413	2,000	2,000
49104	License fees	-	-	1,000	1,000
51100	Office supplies	8,897	26,417	23,000	27,600
52000	Operating supplies	11,110	-1,729	3,000	2,000
52150	First aid, safety equip & supplies	84	110	500	1,500
52300	Expendable tools	-	241	-	500
52540	Fuel	35,680	28,921	30,000	30,000
52650	Equip < than \$1000	45,034	28,235	15,500	20,000
52652	Software < than \$1000 &/or licenses	558	18,569	1,000	1,000
52653	Computer equipment < \$1000	7,255	1,472	2,000	2,000
54100	Memberships/ dues/ subscription	744	1,173	2,000	2,000
55200	College Classes - Education	-	-	2,000	2,500
Operating		3,274,635	2,963,097	4,429,303	4,628,902
Capital					
62000	Buildings	-	-	-	500,000
63061	Fencing	-	-	37,500	-
63161	Parking lot	-	-	250,000	-
64050	Copier machine	-	-	24,900	-
64051	Computer programs	-	-	35,798	879,000
64073	Generator	-	-	253,897	-
64400	Other equipment	-	-	-	50,000
Capital		-	-	602,095	1,429,000
Project Total		5,167,236	4,343,705	7,283,509	7,994,014

Entity 471 Utility Fund | Function 536 Water-sewer combined service
Division 6010 Utilities Admin Services | Project 510 Security Services

Object	Object Description	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Operating					
34990	Contractual services- other	67,918	48,480	57,503	66,808
Operating		67,918	48,480	57,503	66,808
Project Total		67,918	48,480	57,503	66,808
Division Total		5,235,155	4,392,186	7,341,012	8,060,822

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	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Personnel					
22001	Retirement contribution - legacy	-	1,315,542	542,050	762,115
22210	Pension Expense - Collective	1,077,181	52,771	-	-
25000	Unemployment compensation	8,937	-3,407	15,000	-
Personnel		1,086,118	1,364,906	557,050	762,115
Operating					
31300	Professional services-Outside Legal	-	-	45,000	175,000
31301	Professional Srvs-Outside Legal (City Ctr)	36,454	9,382	35,000	25,000
31303	Professional Srvs-Other (City Ctr)	7,126	7,784	8,000	8,000
44110	Interfund rental	139,633	149,486	150,533	153,695
49175	Administrative fees	9,750,070	9,565,012	9,821,811	10,399,741
49201	Taxes and/or assessments	1,371,457	1,269,401	1,330,668	1,310,736
49207	Engineering Charges From General Fund	141,383	127,860	136,722	140,370
49211	Privilege fees	2,728,365	2,693,581	2,811,000	2,885,000
49990	Interest customer deposit	7,193	16,684	-	-
59000	Depreciation Expense	6,136,667	6,563,911	-	-
59100	Reserve for Capital Replacement	-	-	2,607,050	2,410,000
Operating		20,318,347	20,403,101	16,945,784	17,507,542
Grants and Aid					
81008	Brwd Water Conservation Program	42,829	29,005	55,186	55,643
Grants and Aid		42,829	29,005	55,186	55,643
Other					
91320	Transfer to municipal construction fund	-	11,061,921	-	-
Other		-	11,061,921	-	-
Project Total		21,447,293	32,858,934	17,558,020	18,325,300
Division Total		21,447,293	32,858,934	17,558,020	18,325,300

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	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Operating					
31100	Professional services- engineering	-	-	93,500	100,000
34981	Function sourcing- Utilities	1,173,855	1,391,345	1,564,624	1,458,381
34982	Function sourcing- Grounds/Facilities	7,049	7,174	2,000	-
34989	Contractual service provider	488,316	524,601	571,976	652,673
40100	Travel/conferences	-	4	50	50
41100	Telephone	22,724	33,406	20,000	20,000
44200	Rents- machinery & equipment	-	4,406	5,000	15,000
46150	R & M- land- building & improvement	21,288	27,450	83,000	139,000
46250	R & M equipment	89,415	61,830	264,000	115,000
46300	R & M motor vehicles	20,158	35,634	6,000	50,000
49104	License fees	-	575	300	300
51100	Office supplies	62	389	500	500
52000	Operating supplies	2,644	5,336	5,500	7,000
52150	First aid, safety equip & supplies	1,690	3,282	3,000	3,000
52200	Cleaning/janitorial supplies	-	276	500	1,000
52300	Expendable tools	3,790	6,287	8,000	10,000
52430	Operating chemicals	-	222	2,500	2,500
52540	Fuel	1,759	1,565	7,500	5,000
52650	Equip < than \$1000	6,011	6,757	6,500	45,000
52653	Computer equipment < \$1000	-	-	106,196	-
Operating		1,838,760	2,110,537	2,750,646	2,624,404
Capital					
62000	Buildings	-	-	-	350,000
63192	Sewer lines	-	-	243,794	-
64068	Sewer Cleaning Vacuum Machine	-	-	345,292	400,000
64073	Generator	-	-	-	647,645
64089	Excavator	-	-	150,989	-
64213	Trailer	-	-	49,308	-
64214	Truck	-	-	115,073	250,000
64350	Special equipment	-	-	84,027	-
64400	Other equipment	-	-	41,235	570,000
Capital		-	-	1,029,718	2,217,645
Project Total		1,838,760	2,110,537	3,780,364	4,842,049

Entity 471 Utility Fund | Function 535 Sewer/wastewater services

Division 6021 Sewer Collection | Project 812 Lift station upgrade

Object	Object Description	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Capital					
63122	Lift station	-	-	845,386	800,000
Capital		-	-	845,386	800,000
Project Total		-	-	845,386	800,000

City of Pembroke Pines, Florida - Expenditure Detail

Entity 471 Utility Fund | Function 535 Sewer/wastewater services
Division 6021 Sewer Collection | Project 828 Infiltration & inflow correction

Object	Object Description	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Operating					
34100	Contract- outside repairs	-	-	250,000	200,000
Operating		-	-	250,000	200,000
Project Total		-	-	250,000	200,000
Division Total		1,838,760	2,110,537	4,875,750	5,842,049

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	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Operating					
31100	Professional services- engineering	37,768	48,600	112,100	100,000
31300	Professional services-Outside Legal	42,463	122,638	200,000	100,000
31500	Professional services- other	243,381	213,021	76,394	70,000
34450	Contract- sludge removal	128,775	170,183	150,000	150,000
34451	Contract-Grit/Screenings Removal	-	-	102,362	136,483
34981	Function sourcing- Utilities	1,352,971	1,589,590	1,779,150	1,666,328
34982	Function sourcing- Grounds/Facilities	11,331	21,634	12,000	14,000
34989	Contractual service provider	90,207	9,921	-	-
34990	Contractual services- other	73,503	98,004	132,969	762,870
40100	Travel/conferences	-	9	50	50
41100	Telephone	1,346	1,346	2,400	2,400
41225	Cable fees	-	-	60	60
43100	Electric	830,617	782,464	750,501	750,000
43200	Water & sewer	70,182	66,938	75,000	75,000
43600	Wastewater treatment charges	7,098,603	8,105,206	7,819,718	8,304,846
44200	Rents- machinery & equipment	32,100	290	15,000	15,000
46150	R & M- land- building & improvement	9,566	52,672	217,035	570,000
46250	R & M equipment	21,922	19,128	60,000	250,000
46300	R & M motor vehicles	3,872	20,603	24,000	25,000
46800	Maintenance contracts	-	-	8,155	-
49000	Legal/employment ads	-	191	500	200
49104	License fees	2,680	30	6,000	8,500
49105	License renewals	23,003	2,750	5,500	3,000
52000	Operating supplies	468	1,392	500	500
52150	First aid, safety equip & supplies	986	636	400	100
52200	Cleaning/janitorial supplies	-	161	200	200
52300	Expendable tools	231	490	3,700	200
52410	Lab chemicals & supplies	7,300	1,900	2,000	1,000
52430	Operating chemicals	59,890	205,376	225,000	250,000
52540	Fuel	9,642	10,735	12,000	9,000
52650	Equip < than \$1000	956	3,255	7,343	1,500
Operating		10,153,762	11,549,163	11,800,037	13,266,237
Capital					
62000	Buildings	-	-	-	100,000
64072	Storage tank	-	-	154,599	-
64073	Generator	-	-	496,103	-
64204	TV-Closed Circuit/Security Camera	-	-	50,000	-
64400	Other equipment	-	-	723,664	923,000
Capital		-	-	1,424,366	1,023,000
Project Total		10,153,762	11,549,163	13,224,403	14,289,237

Entity 471 Utility Fund | Function 535 Sewer/wastewater services
Division 6022 Sewer Treatment Plant | Project 834 Plant Rehabilitation

Object	Object Description	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Capital					
63183	Sewer treatment rehabilitation	-	-	1,323,695	300,000

City of Pembroke Pines, Florida - Expenditure Detail

Entity 471 Utility Fund | Function 535 Sewer/wastewater services
Division 6022 Sewer Treatment Plant | Project 834 Plant Rehabilitation

Object	Object Description	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Capital					
Capital		-	-	1,323,695	300,000
Project Total		-	-	1,323,695	300,000
Division Total		10,153,762	11,549,163	14,548,098	14,589,237

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	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Operating					
31100	Professional services- engineering	-	372,394	50,000	50,000
31500	Professional services- other	1,843	24,353	110,000	100,000
34450	Contract- sludge removal	156,301	116,965	160,000	160,200
34981	Function sourcing- Utilities	2,139,403	2,459,373	2,775,213	2,578,083
34982	Function sourcing- Grounds/Facilities	13,065	15,443	5,000	2,000
34990	Contractual services- other	-	-	49,275	176,693
41380	Data communication	-	2,026	3,000	3,000
43100	Electric	453,087	395,168	419,500	448,752
44200	Rents- machinery & equipment	-	174	-	-
46150	R & M- land- building & improvement	2,161	17,639	250,725	580,000
46250	R & M equipment	59,916	66,946	160,000	310,000
46300	R & M motor vehicles	-	1,108	5,000	500
49104	License fees	13,065	16,270	7,850	15,000
49105	License renewals	9,027	8,480	9,152	2,000
52000	Operating supplies	238	5	250	250
52150	First aid, safety equip & supplies	57	-	-	-
52300	Expendable tools	430	-	250	250
52410	Lab chemicals & supplies	6,301	-	-	-
52430	Operating chemicals	326,977	803,648	1,177,126	850,000
52540	Fuel	1,193	1,804	20,000	5,000
52650	Equip < than \$1000	974	410	1,000	7,000
Operating		3,184,039	4,302,204	5,203,341	5,288,728
Capital					
62000	Buildings	-	-	440,855	255,000
63061	Fencing	-	-	-	200,000
63250	Water well	-	-	830,325	-
64073	Generator	-	-	50,000	-
64165	Pump	-	-	128,826	-
64400	Other equipment	-	-	4,650,950	4,175,800
Capital		-	-	6,100,956	4,630,800
Project Total		3,184,039	4,302,204	11,304,297	9,919,528
Division Total		3,184,039	4,302,204	11,304,297	9,919,528

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	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Operating					
34981	Function sourcing- Utilities	1,118,824	1,326,102	1,493,360	1,390,034
34989	Contractual service provider	656	6,650	81,536	42,942
40100	Travel/conferences	3	-	-	-
44200	Rents- machinery & equipment	150	-	-	-
46150	R & M- land- building & improvement	38,583	2,419	4,656	10,000
46250	R & M equipment	3,250	-	5,000	10,000
46300	R & M motor vehicles	13,360	12,909	17,844	10,000
52000	Operating supplies	-	-	3,000	-
52150	First aid, safety equip & supplies	-	-	500	1,500
52300	Expendable tools	210	500	1,000	1,000
52430	Operating chemicals	-	-	1,000	1,000
52540	Fuel	-	-	3,500	1,000
52650	Equip < than \$1000	24,471	-	15,113	5,000
52651	Meters < than \$1000	47,261	144,225	300,799	1,305,234
Operating		1,246,767	1,492,805	1,927,308	2,777,710
Capital					
63062	Fire hydrants	-	-	30,000	-
63233	Water main	-	-	306,165	1,550,000
64012	Backhoe	-	-	89,286	-
64087	Wheel Loader	-	-	75,714	-
64400	Other equipment	-	-	185,000	80,000
Capital		-	-	686,165	1,630,000
Project Total		1,246,767	1,492,805	2,613,473	4,407,710
Division Total		1,246,767	1,492,805	2,613,473	4,407,710
471 Utility Fund		43,447,312	57,021,837	59,289,441	62,192,661

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	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Personnel					
12014	Risk Management/Benefits Supervisor	61,133	-	-	-
12017	Risk/Benefits Manager	-	66,316	65,999	70,178
12993	Accrued vacation	3,802	-	-	-
12994	Accrued sick leave	1,053	-	-	-
15001	Special Payment non P & F	2,434	2,640	-	-
15116	Cell Phone Pay	300	300	300	300
21000	Social Security- matching	4,641	5,054	5,072	5,392
22000	Retirement contributions	-	-	3,980	6,562
22001	Retirement contribution - legacy	-	-	7,306	11,809
22210	Pension Expense - Collective	-3,489	4,629	-	-
26300	General retiree health contrib	9,737	14,899	21,828	22,396
Personnel		79,610	93,837	104,485	116,637
Operating					
34989	Contractual service provider	86,038	73,344	81,450	92,504
34990	Contractual services- other	2,532	-	24,000	24,000
40100	Travel/conferences	-	-	-	2,000
45025	Hazardous cleanup	-	-	6,000	6,000
45050	Insurance- administrative fees	134,639	106,088	200,000	190,000
46800	Maintenance contracts	-	-	2,000	2,000
47100	Printing	-	7,913	12,000	15,000
49857	Allocation of Adm Expenses	-305,486	-284,203	-435,435	-457,641
51100	Office supplies	2,667	3,020	4,500	4,500
52650	Equip < than \$1000	-	-	1,000	1,000
55200	College Classes - Education	-	-	-	4,000
Operating		-79,610	-93,837	-104,485	-116,637
Project Total		-	-	-	-

Entity 504 Public Insurance Fund | Function 519 Other general governmental services
Division 203 Self Insurance | Project 402 Health Insurance

Object	Object Description	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Operating					
45053	Health- Administrative fees	600,329	560,089	679,053	652,000
45085	Dental/Cobra Fees	-	-	2,420	2,420
45420	Health- Premium	614,148	651,961	1,004,300	1,054,515
45808	Health Claims	12,493,867	13,055,115	16,302,713	16,334,981
49857	Allocation of Adm Expenses	227,217	201,969	305,266	319,198
Operating		13,935,560	14,469,134	18,293,752	18,363,114
Project Total		13,935,560	14,469,134	18,293,752	18,363,114

Entity 504 Public Insurance Fund | Function 519 Other general governmental services
Division 203 Self Insurance | Project 403 Life Insurance

Object	Object Description	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Operating					
45095	Insurance- Life	240,078	258,719	339,062	474,352
49857	Allocation of Adm Expenses	4,851	3,791	5,769	8,412

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	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Operating					
	Operating	244,929	262,510	344,831	482,764
	Project Total	244,929	262,510	344,831	482,764

Entity 504 Public Insurance Fund | Function 519 Other general governmental services

Division 203 Self Insurance | Project 404 Workers Compensation

Object	Object Description	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Operating					
45070	Insurance-excess wrkrs compensation	268,866	276,576	639,713	639,713
45080	State assessment- self ins wrkrs comp	38,835	26,285	62,300	71,645
45742	Workers compensation 1985-86	-1,499	0	-	-
45751	Workers compensation 1993-94	0	11,663	-	-
45752	Workers compensation 1994-95	206,727	632,974	-	-
45753	Workers compensation 1995-96	87	-488,838	-	-
45754	Workers compensation 1996-97	29,938	0	-	-
45756	Workers compensation 1998-99	-5,280	-18,385	-	-
45757	Workers compensation 1999-00	64,118	-11,890	-	-
45758	Workers compensation 2000-01	98,712	114,002	-	-
45759	Workers compensation 2001-02	161,984	0	-	-
45760	Workers compensation 2002-03	136,489	0	-	-
45761	Workers compensation 2003-04	62,185	471,984	-	-
45762	Workers compensation 2004-05	223,330	83	-	-
45763	Workers compensation 2005-06	34,777	-38,887	-	-
45764	Workers compensation 2006-07	32,490	74,238	-	-
45765	Workers compensation 2007-08	23,620	74,942	-	-
45766	Workers compensation 2008-09	47,327	30,258	-	-
45767	Workers compensation 2009-10	-76,701	144,982	-	-
45768	Workers compensation 2010-11	24,547	-22,941	-	-
45769	Workers compensation 2011-12	-104,322	-14,066	-	-
45771	Workers compensation 2012-13	-998	-30,231	-	-
45772	Workers compensation 2013-14	-57,510	-140,227	-	-
45773	Workers compensation 2014-15	1,203,732	-332,349	-	-
45774	Workers compensation 2015-16	-	834,296	-	-
45778	Workers compensation 2016-17	-	-	2,185,965	-
45779	Workers compensation 2017-18	-	-	-	2,176,958
49857	Allocation of Adm Expenses	43,540	31,212	49,183	51,346
	Operating	2,454,997	1,625,678	2,937,161	2,939,662
	Project Total	2,454,997	1,625,678	2,937,161	2,939,662

Entity 504 Public Insurance Fund | Function 519 Other general governmental services

Division 203 Self Insurance | Project 405 Property & Casualty Insurance

Object	Object Description	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Operating					
45060	Insurance- excess property	796,397	785,759	1,593,750	1,685,000
45200	Insurance- Gallagher package	477,212	527,773	1,128,522	1,200,000
45225	Insurance - bus	269,909	253,060	300,000	215,000
45600	Insurance- fidelity bonds	9,201	308	12,245	15,000

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	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Operating					
45706	Insurance claims paid 2017-18	-	-	-	1,100,000
45707	Insurance claims paid 2016-17	-	-	1,100,000	-
45708	Insurance claims paid 2015-16	-	386,437	-	-
45709	Insurance claims paid 2014-15	443,000	8,426	-	-
45711	Insurance claims paid 2013-14	39,138	76,667	-	-
45712	Insurance claims paid 2012-13	132,374	2,275	-	-
45713	Insurance claims paid 2011-12	82,205	269,352	-	-
45714	Insurance claims paid 2010-11	70,449	-43,424	-	-
45715	Insurance claims paid 2009-10	149,547	-14,392	-	-
45716	Insurance claims paid 2008-09	-26,217	-22,910	-	-
45717	Insurance claims paid 2007-08	1,596	-1,257	-	-
45718	Insurance claims paid 2006-07	673	10,798	-	-
45719	Insurance claims paid 2005-06	-3,645	-5,715	-	-
45722	Insurance claims paid 1993-94	-1	1,772	-	-
45723	Insurance claims paid 1994-95	-7,059	301,396	-	-
45724	Insurance claims paid 1995-96	-21	-546,984	-	-
45725	Insurance claims paid 1996-97	5,591	-	-	-
45727	Insurance claims paid 1998-99	-5,477	-8,009	-	-
45728	Insurance claims paid 1999-00	-5,934	-6,026	-	-
45729	Insurance claims paid 2000-01	-3,584	-6,634	-	-
45731	Insurance claims paid 2001-02	-4,842	-	-	-
45732	Insurance claims paid 2002-03	-2,825	-	-	-
45733	Insurance claims paid 2003-04	755	12,184	-	-
45734	Insurance claims paid 2004-05	-810	-1	-	-
45736	Insurance claims paid 1985-86	-138	-	-	-
45770	Claims not part of Gallagher	-	-	260,000	260,000
49857	Allocation of Adm Expenses	57,381	47,231	75,217	78,685
Operating		2,474,877	2,028,085	4,469,734	4,553,685
Project Total		2,474,877	2,028,085	4,469,734	4,553,685
Division Total		19,110,363	18,385,406	26,045,478	26,339,225
504 Public Insurance Fund		19,110,363	18,385,406	26,045,478	26,339,225

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	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Operating					
31500	Professional services- other	103	1,740	10,000	5,000
31700	Professional service-investment mgt	48,172	47,576	50,000	50,000
36000	Retirement benefits	9,839,428	10,249,698	10,000,000	11,000,000
49851	Contribution refund	-25,282	-6,239	-	-
Operating		9,862,420	10,292,775	10,060,000	11,055,000
Project Total		9,862,420	10,292,775	10,060,000	11,055,000
Division Total		9,862,420	10,292,775	10,060,000	11,055,000
655 General Pension Trust Fund		9,862,420	10,292,775	10,060,000	11,055,000

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	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Operating					
31500	Professional services- other	597,262	627,306	625,000	700,000
31700	Professional service-investment mgt	2,793,162	3,028,255	3,000,000	3,100,000
49910	Retirement benefits	26,957,754	28,838,780	30,000,000	30,000,000
49952	Contribution refund	112,757	223,757	126,000	250,000
Operating		30,460,935	32,718,098	33,751,000	34,050,000
Project Total		30,460,935	32,718,098	33,751,000	34,050,000
Division Total		30,460,935	32,718,098	33,751,000	34,050,000
656 Fire & Police Pension Trust Fund		30,460,935	32,718,098	33,751,000	34,050,000

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	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
Personnel					
21000	Social Security- matching	2,999	3,173	3,384	3,400
Personnel		2,999	3,173	3,384	3,400
Operating					
31700	Professional service-investment mgt	259,962	289,987	296,616	300,000
34990	Contractual services- other	28,328	23,375	15,000	15,000
45053	Health- Administrative fees	201,472	210,752	291,300	330,000
45095	Insurance- Life	68,328	70,193	72,600	101,640
45420	Health- Premium	284,186	311,546	380,160	468,192
45425	Health insurance subsidy	8,465	9,530	16,200	18,000
45650	Fiduciary bond Insurance	15,195	15,195	28,000	30,000
45808	Health Claims	6,865,862	7,832,604	10,723,359	11,795,695
Operating		7,731,799	8,763,182	11,823,235	13,058,527
Project Total		7,734,797	8,766,355	11,826,619	13,061,927
Division Total		7,734,797	8,766,355	11,826,619	13,061,927
657 Other Post Employment Benefits		7,734,797	8,766,355	11,826,619	13,061,927

City of Pembroke Pines, Florida
Expenditure Detail
All Funds

	2014-15 Actual	2015-16 Actual	2016-17 Budget	2017-18 Budget
1 General Fund	157,372,365	162,908,753	185,313,381	193,853,794
51 Wetlands Trust Fund	2,730	17,323	16,500	16,500
100 Road & Bridge Fund	5,101,033	5,556,190	12,140,143	6,958,789
120 State Housing Initiative Program	552,178	624,778	2,596,542	688,935
121 HUD Grants CDBG/HOME	1,044,110	1,172,018	3,013,005	938,490
122 Law Enforcement Grant	93,628	214,908	109,385	18,473
124 Police Community Services Grant	19,345	-	44,809	-
128 Community Bus Program	971,928	952,351	1,008,668	793,030
131 Treasury - Confiscated	4,029	1,470	372,552	12,509
132 Justice - Confiscated	6,303	24,753	713,282	107,123
133 \$2 Police Education	40,361	81,093	241,522	28,382
134 FDLE - Confiscated	31,633	20,100	669,941	154,337
199 Older Americans Act	1,312,888	1,365,992	1,324,581	1,341,347
201 Debt Service	100,329,145	33,893,061	98,803,724	25,566,585
320 Municipal Construction	7,990,566	36,613,480	22,613,925	-
471 Utility Fund	43,447,312	57,021,837	59,289,441	62,192,661
504 Public Insurance Fund	19,110,363	18,385,406	26,045,478	26,339,225
655 General Pension Trust Fund	9,862,420	10,292,775	10,060,000	11,055,000
656 Fire & Police Pension Trust Fund	30,460,935	32,718,098	33,751,000	34,050,000
657 Other Post Employment Benefits	7,734,797	8,766,355	11,826,619	13,061,927
Total All Funds	385,488,070	370,630,741	469,954,498	377,177,107

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 5,926 students in 2016-17.

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 161,799 (OEDR) residents, this year's City’s budget stands at \$377.2 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.