Adopted Budget

Fiscal Year 2018-19

The City Of
PEMBROKE PINES
Florida

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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

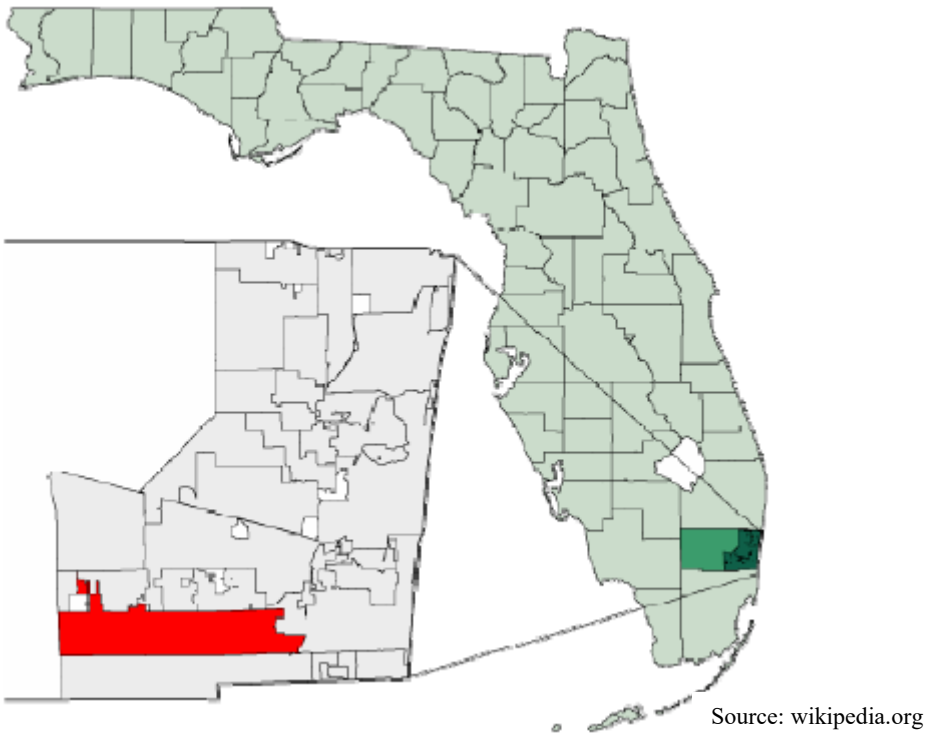
Detailed Information

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.



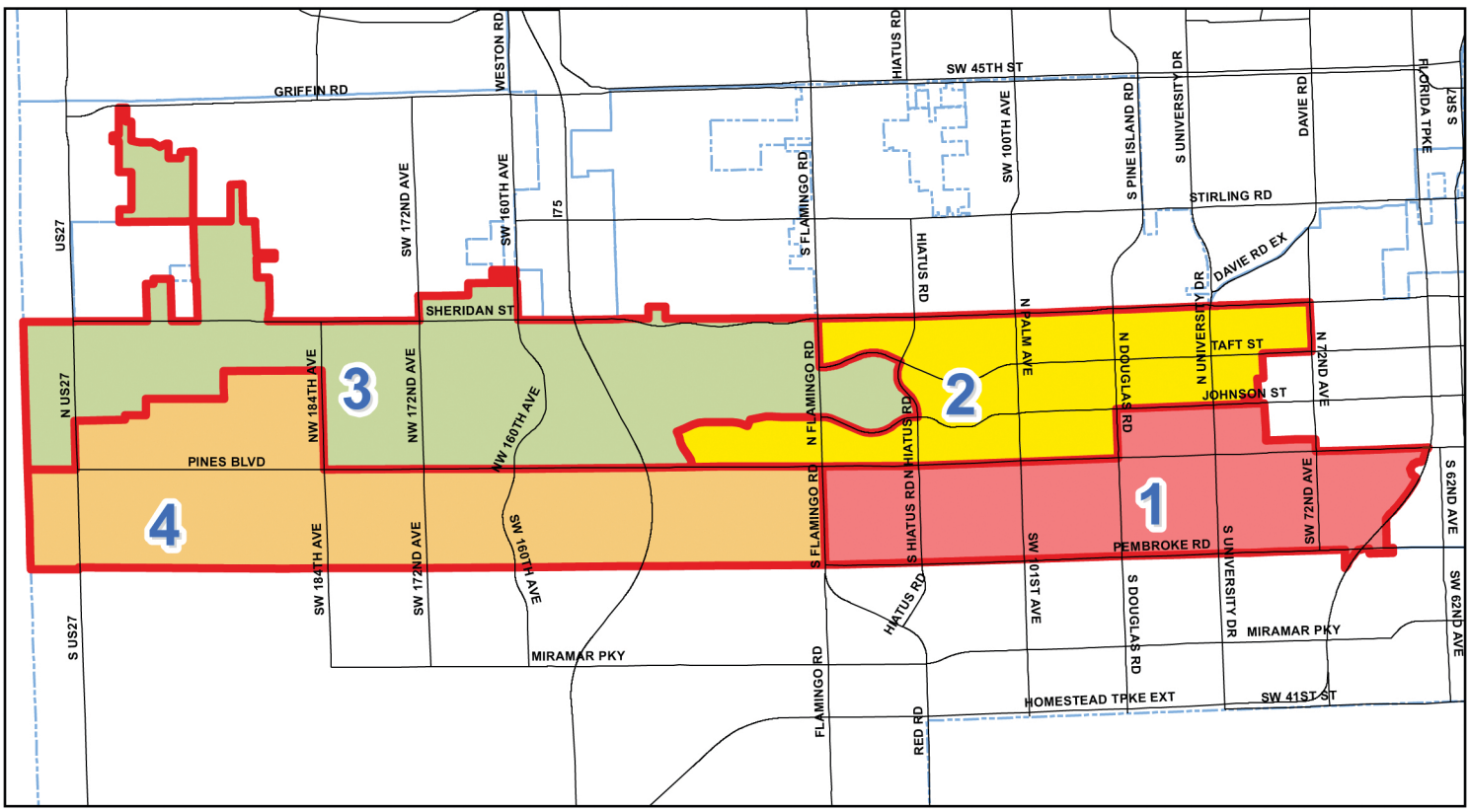
Source: wikipedia.org

Commission Districts Map

CITY OF PEMBROKE PINES

City Boundary — Streets 1 2 3 4

Map Created by: Planning and Economic Development Department



Frank C. Ortis
Mayor

Vice Mayor
Thomas Good Jr.
District 1

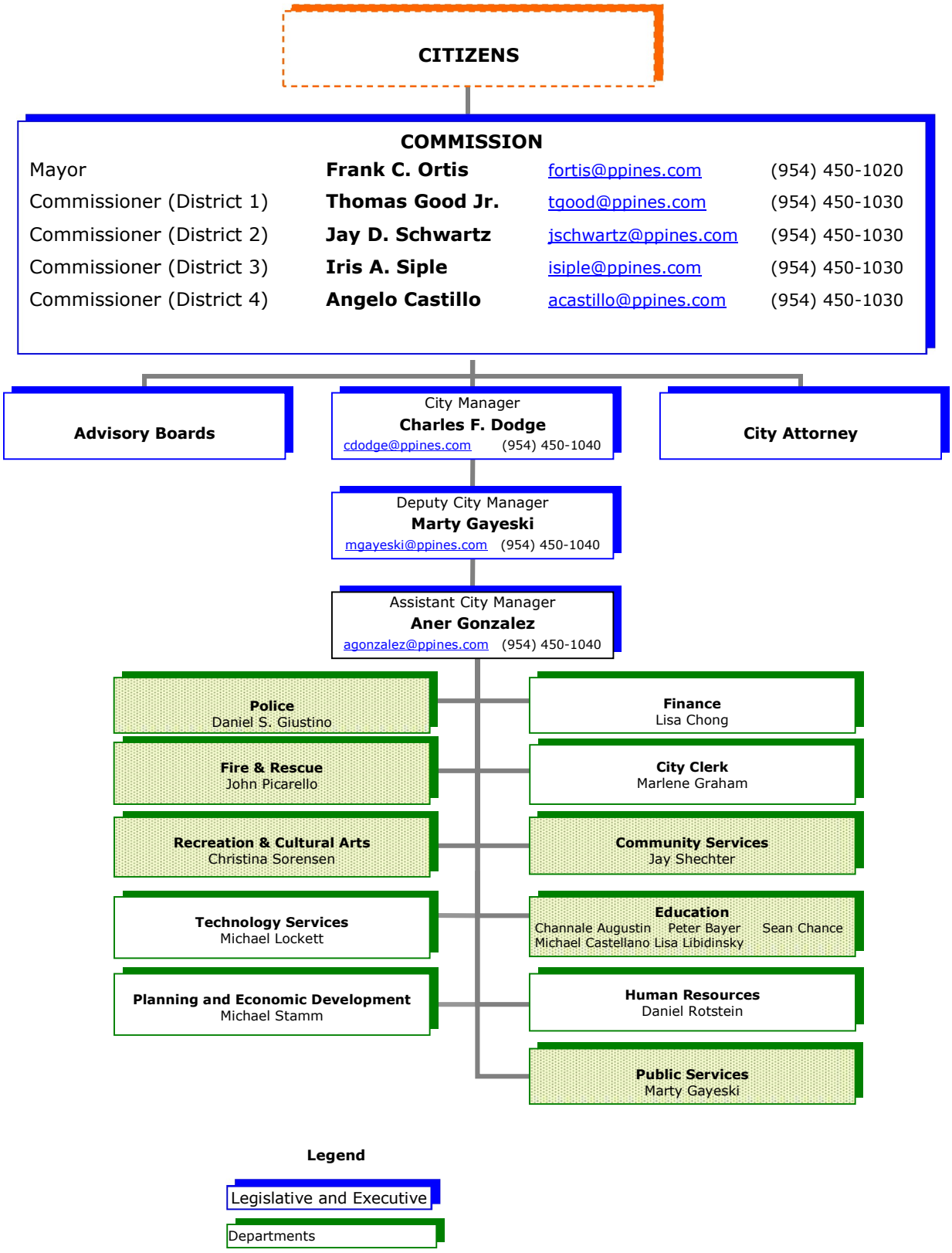
Commissioner
Jay D. Schwartz
District 2

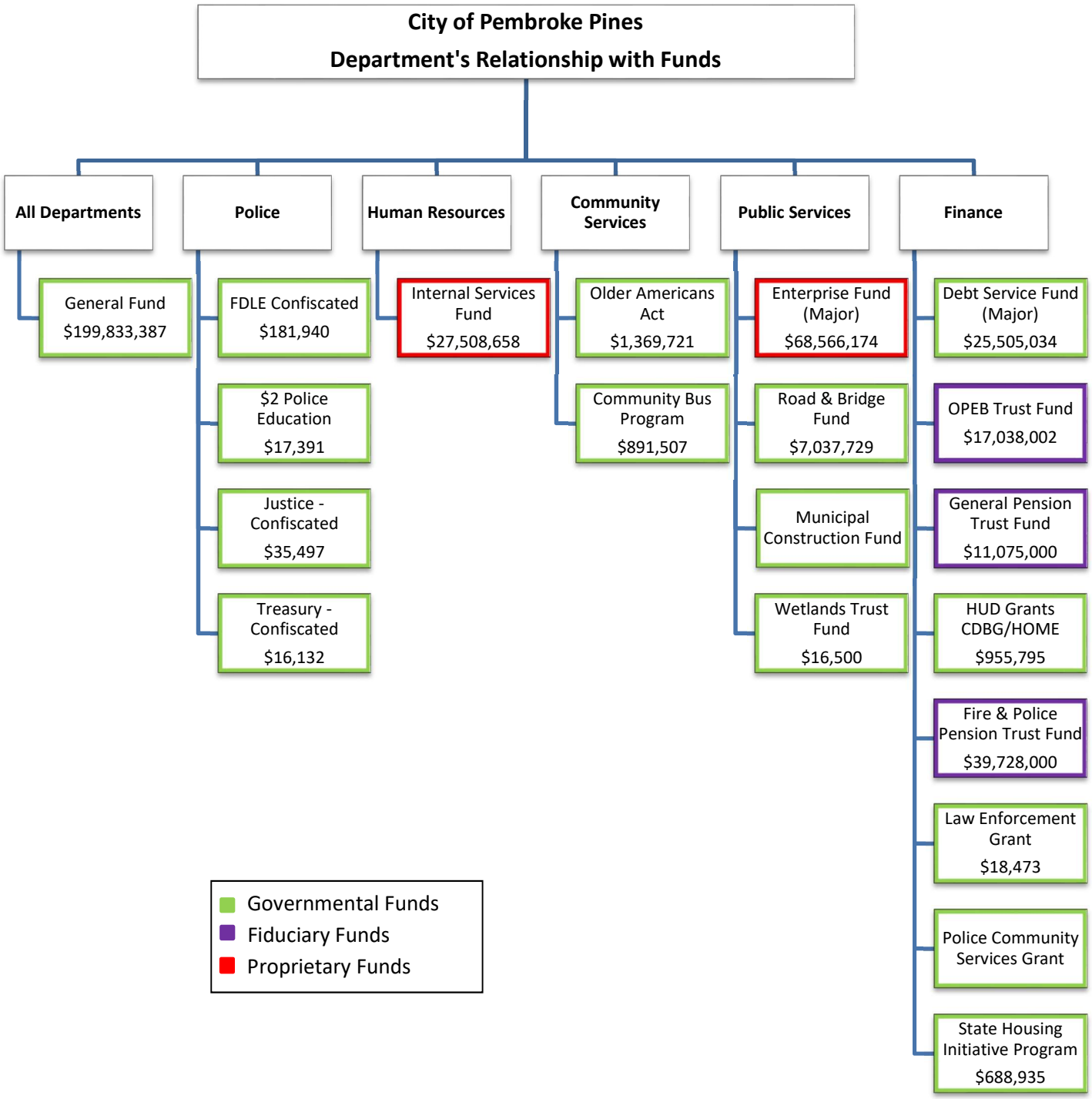
Commissioner
Iris A. Siple
District 3

Commissioner
Angelo Castillo
District 4

CITY OF PEMBROKE PINES

Organizational Chart




City of Pembroke Pines
Department's Relationship with Funds
All Departments
Police
Human Resources
Community Services
Public Services
Finance
General Fund $199,833,387
FDLE Confiscated $181,940
$2 Police Education $17,391
Justice - Confiscated $35,497
Treasury - Confiscated $16,132
Internal Services Fund $27,508,658
Older Americans Act $1,369,721
Community Bus Program $891,507
Enterprise Fund (Major) $68,566,174
Road & Bridge Fund $7,037,729
Municipal Construction Fund
Wetlands Trust Fund $16,500
Debt Service Fund (Major) $25,505,034
OPEB Trust Fund $17,038,002
General Pension Trust Fund $11,075,000
HUD Grants CDBG/HOME $955,795
Fire & Police Pension Trust Fund $39,728,000
Law Enforcement Grant $18,473
Police Community Services Grant
State Housing Initiative Program $688,935
Governmental Funds
Fiduciary Funds
Proprietary Funds

PEMBROKE PINES
CITY COMMISSION

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

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954-450-1030
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Charles F. Dodge
CITY MANAGER
954-450-1040
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October 1, 2018

Honorable Mayor and Commissioners:

In accordance with the City of Pembroke Pines' Charter, Code of Ordinances, and the laws of the State of Florida, it is an honor to present the 2018-19 Adopted Budget and Five-Year Capital Improvement Plan.

This budget, continues the City's focus on providing excellent services to our residents, businesses, community leaders and visitors. The Charles F. Dodge City Center has been in operation for a little over a year and is fast becoming a well-known place for spectacular cultural events, shows, and experiences. The vision of the City Commission many years ago has come to fruition and the final stages of commercial and residential components are well underway to being completed and will enhance the overall experience for all who live, work and play in Pembroke Pines.

The economic environment in Pembroke Pines remains on a positive trajectory, with increased property values, employment and growth, which assisted the structuring of the 2018-19 Adopted Budget.

The City's 2018-19 Adopted Budget for all funds is $400.1 million, an increase of $25.9 million or 6.9% over the 2017-18 Adopted Budget and provides funding for improvements in services mainly through technological advancements, investments in infrastructure, and various facility upgrades, especially at the water and sewer plants.

The City's 2018 taxable value increased by 7.3% to $12.6 billion and resulted in an increase in property tax revenues to the City. New construction amounted to $122.7 million and accounted for 1.04% of the increase in taxable value. For fiscal year 2018-19, the City is anticipated to collect $68.4 million in property tax revenues for operating purposes, an increase of $4.4 million. The City's total millage rate including the debt millage is 6.1419, the lowest it has been since 2009-10. The total millage rate is 0.0539 mills below the 2017-18 adopted rate of 6.1958 due to the debt service millage rate decreasing from 0.5222 to 0.4683 as a result of the increase in taxable value. The operating millage rate remains at 5.6736. Additionally, the residential fire assessment rate is essentially flat moving from $271.48 to $271.79.

The General Fund 2018-19 Adopted Budget is $199.8 million, an increase of $9.1 million or 4.8% over the 2017-18 Adopted Budget, and is structurally balanced using $5.0 million of reserves. This budget allows the City to meet its ongoing commitments as well as provide for enhancements to services, especially in areas such as public safety.

The Police Department's staff complement will be augmented with nine (9) new full-time City positions, which include an Emergency Management Director, Support Center Manager, Economic Crimes Investigator, Staff Inspector, Professional Standards Coordinator, Police Service Aid, and three Police Support Specialist. Additionally, several vehicles, including patrol cars, a ladder truck, a fire engine, and a transport ambulance will be replaced to improve efficiency and reduce maintenance costs. The budget for public safety also provides funding for additional electronic Variable Message Board (VSB) trailers to boost public awareness messaging and trailer-mounted Traffic Signal Systems to mitigate congestion when the permanent traffic signals become inoperative.

Several of the City's parks will be renovated and the Academic Village Olympic pool will undergo major repairs. Funds are appropriated for the preparation of a Parks and Recreation System Master Plan. The objective of this long range plan is to shape the direction, development, and delivery of the City's parks and recreation facilities. It will outline a vison and delineate the objectives and strategies for achieving such.

Funding is also provided for major technology improvements mainly year one of the migration to an integrated, enterprise-wide solution. Further, a centralized geographic information system (GIS) team, comprising of three members, will be established to manage a new city-owned GIS system, which will capture, store, manipulate, analyze, manage, and present all types of geographical data. Residents will also benefit from a GIS internet homepage with links to a Map Catalog where .pdf maps can be downloaded, a Data Catalog where data can be downloaded in GIS or CAD format, and an Interactive Maps page where different themes of GIS data can be viewed in web-based map viewers.

The $7.0 million Road and Bridge Fund Adopted Budget for 2018-19 is balanced with a $0.6 million transfer from the General Fund. The budget includes funding for road resurfacing projects, traffic calming solutions (traffic circles and center islands), pressure washing of curbs and sidewalks, as well as litter control for rights-of-way and swales. Road resurfacing projects include: Lakeside Key, Washington Street from Hiatus Road to City Center, SW 129th Avenue and SW 136th Avenue South of Pines Boulevard; Pembroke Road from Flamingo Road to SW 129th Avenue; SW 4th Street west of SW 178th Avenue.

The $68.6 million Utility Fund 2018-19 Adopted Budget is $5.8 million higher than the 2017-18 Adopted Budget due directly to the increase in operating cost to cover necessary repairs and maintenance, operating chemicals, sewer treatment charges from Hollywood, and increase workload resulting from implementation of new processes. The $11.6 million budget for capital provides funding for several upgrades to the water and sewer system in accordance with the 5-year plan, which is underpinned by the City's policy of maintaining physical assets at a level that protects the City's capital investment, minimizes future maintenance and replacement cost, as well as maximizes the use of new technologies. These upgrades include but are not limited to: (a) replacement of failing water mains at Pines Village (Pines Boulevard to SW 9th Street, Florida Turnpike to SW 72nd Avenue) and Century Village (Pines Boulevard to Pembroke Road, Flamingo Road to SW 140th Avenue); (b) continue annual replacement and rehabilitation of approximately 15 lift stations; (c) rehabilitation of the East Surge Tank, which absorbs variations in sewage flow; (d) rebuilding of lime slakers and rehabilitation of treatment Unit A to ensure the effectiveness of water treatment; and (e) ongoing sewage force main repairs. In addition, funding is provided for a Sanitary Sewer Evaluation Study to determine the scope of cleaning and areas of inflow and infiltration with the objective of improving the efficiency of the sewer system.

After months of review City administration is confident that this budget optimizes the use of resources, safeguards capital investment, and fosters continued financial stability. It is in line with achieving our City's goals of promoting and preserving the health, safety and welfare of the community. Further, it supports best-in-class services without placing undue burden on our residents and businesses.

Sincerely,

Charles F. Dodge
City Manager

cfd

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Pembroke Pines

Florida

For the Fiscal Year Beginning

October 1, 2017

Christopher P. Morrill

Executive Director

Government Finance Officers Association of the United States and Canada (GFOA) presented a distinguished Budget Presentation Award to City of Pembroke Pines, Florida, for its Annual Budget for the fiscal year beginning October 1, 2017. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device.

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

Budget-in-Brief

Like 2017-18, the challenge in preparing this budget is achieving the balance between covering increasing operating costs and strengthening service levels while keeping taxes and fees affordable for residents. The recovery of the economy and the concomitant boost in the real estate as well as the stock market are the major sources of revenue increase. The all funds budget for 2018-19 is $400.1 million, an increase of $25.9 million over the 2017-18 adopted budget. The City's operating funds account for $15.0 million or 58.0% of the increase. The 2018-19 budget highlights, including changes from the prior year, are discussed in this subsection.

Expenditure Budget - All Funds
Adopted 2018-19 Compared to Adopted 2017-18
(in $'000)

	2017-18 Adopted	2018-19 Adopted	Change from 2017-18 $	Change from 2017-18 %
General Fund	$ 190,754	$ 199,833	$ 9,079	4.8%
Road & Bridge Fund	6,959	7,038	79	1.1%
Utility Fund	62,728	68,566	5,838	9.3%
Debt Service Fund	25,567	25,505	(62)	-0.2%
Public Insurance Fund	26,339	27,509	1,170	4.4%
General Pension Trust Fund	11,055	11,075	20	0.2%
Fire & Police Pension Trust Fund	34,050	39,728	5,678	16.7%
Other Post Employment Benefits Fund	13,063	17,038	3,975	30.4%
All Other Funds	4,097	4,192	95	2.3%
Total Expenditures	**$ 374,612**	**$ 400,484**	**$ 25,872**	**6.9%**

General Fund

General Fund Revenues by Category
(in $'000)

Description	2017-18 Adopted	2018-19 Adopted	Change from 2017-18 $	Change from 2017-18 %
Taxes	$ 81,716	$ 86,806	$ 5,090	6.2%
Permits, Fees & Licenses	40,393	42,184	1,791	4.4%
Intergovernmental Revenue	16,193	16,372	179	1.1%
Charges for Services	32,029	33,034	1,005	3.1%
Fines & Forfeitures	1,862	1,655	(207)	-11.1%
Miscellaneous Revenues	14,411	15,005	594	4.1%
Other Sources	4,150	4,777	627	-100.0%
Total Revenues	**$ 190,754**	**$ 199,833**	**$ 9,079**	**4.8%**

The 2018-19 adopted General Fund budget is balanced with reserves of $5.0 million. The adopted General Fund revenue budget (including other sources) of $199.8 million is $9.1 million or 4.8% greater than the 2017-18 adopted budget, as shown in the table above. The major increases include: (a) $4.4 million in property tax, (b) $1.3 million in administrative fees – an interfund charge, (c) $1.2 million in taxes and fees on electricity, (d) $0.9 million in privilege fees- Sewer, (e) $0.6 million in use of fund balance, (f) $0.6 million in rental of the City apartments, and (g) $0.4 million in sales tax proceeds. These increases were partially offset by a $0.6 million reduction in grant funding. The increase in property tax stems from the 7.3% increase in taxable value as the 2018-19 adopted operating millage rate of 5.6736 is the same as the 2017-18 adopted millage rate.

General Fund Expenditures by Function
(in $'000)

Category	2017-18 Adopted	2018-19 Adopted	Change from 2017-18 $	Change from 2017-18 %
General Government	$ 35,341	$ 38,211	$ 2,870	8.1%
Public Safety	115,852	121,087	5,235	4.5%
Physical Environment	2,596	3,878	1,282	49.4%
Economic Environment	8,194	8,512	318	3.9%
Human Services	7,360	7,447	87	1.2%
Culture-Recreation	21,411	20,698	(713)	-3.3%
Total Expenditures	**$ 190,754**	**$ 199,833**	**$ 9,079**	**4.8%**

The $199.8 million 2018-19 General Fund expenditure budget (including transfers) is $9.1 million or 4.8% above the adopted 2017-18 budget, as shown in the table above. Public safety, general government, and physical environment account for 57.7%, 31.6%, and 14.1% of the increase, respectively.

Public Safety represents 60.6% of the 2018-19 budget and shows a $5.2 million or 4.5% increase over the 2017-18 adopted budget. Appropriations for personnel and operating costs reflect a $6.2 million increase, which is partially offset by a $1.0 million reduction in capital. The major sources of increase include: (a) $2.4 million for salaries; (b) $1.1 million for City contribution to Police & Fire pension; (c) $1.0 million for health insurance for current and retired employees; (d) $0.4 million for contractual services; and (e) $0.4 million for operating supplies. A significant portion of the increase for salaries is tied to the fact that the 2017-18 salary increases for police were not coded to public safety in the 2017-18 adopted budget.

The $2.9 million increase in General Government, which comprise the administrative departments, pertains mainly to a 65.9% and a 41.9% increase in capital and operating (non-personnel) costs, respectively. The main components of the increase include: (a) contractual personnel at $1.6 million; (b) paging and alerting system at $1.4 million, (C) computer programs at $1.1 million; and (d) repairs and maintenance of $0.7 million. These increases were partially offset by decreases of $1.0 million for contingency, $0.7 million for equipment, and $0.3 million for other postemployment benefits.

The year-over-year increase for Physical Environment is $1.3 million and is due mainly to increases in appropriations for operating (non-personnel) and capital. These primarily include: (a) $0.4 million for contractual services; (b) $0.2 million for repairs and maintenance; (c) $0.2 million for landscaping; and (d) $0.2 million for trucks.

The foregoing increases were partially offset by a $0.7 million or 3.3% reduction in Culture-Recreation. This decrease is attributable mainly to a $1.0 million reduction in appropriations for capital, primarily park improvements as many upgrades are being done in 2017-18. In addition, personnel decreased by $0.3 million due mainly to transitioning the Special Population Program to the Young Men's Christian Association (YMCA). These decreases were partially offset by a $0.6 million increase in appropriations for operating costs.

Road and Bridge Fund

The Road and Bridge Fund 2018-19 adopted budget is $7.0 million, an increase of $79K over the 2017-18 adopted budget. Revenues from local option gas taxes and sanitation fees show a $235K increase, which was partially offset by a $174K reduction in the transfer from the General Fund. The $79K net increase in the expenditure budget is the result of a $0.7 million increase in the operating (including personnel) budget and a $93K increase in the transfer to the Community Bus Program combined with a $0.8 million decrease in the capital budget. The increase in the operating budget includes mainly: (a) $0.3 million for road resurfacing; (b) $0.2 million for pressure washing of curbs/sidewalks along arterial roads; (c) $0.1 million for street lighting; and (d) $0.1 million for other transportation projects. The latter has a $0.3 million appropriation for Sheridan Street and Dykes Road widening, which is being designed and constructed by Broward County.

Utility Fund

The 2018-19 Utility Fund adopted budget has a $2.5 million deficit. The 2018-19 adopted budget for revenue and other sources stands at $66.1 million, which is $3.4 million or 5.4% over the 2017-18 adopted budget. The growth is driven primarily by a $5.6 million increase in revenues from charges for services. This increase is mainly predicated on a 3.2%

increase in water and sewer rates effective October 1, 2018, which is based on the April change in the Water and Sewerage Maintenance CPI index.

The $5.9 million growth in the budget for expenditures is attributable to the $6.3 million or 12.8% increase in personnel and operating. The major components of the increase in appropriations for operations include the following: (a) $1.6 million for the annual function sourcing contract to cover mainly the increase in the allowance for repairs and maintenance, seven additional personnel to handle increased workload brought about by the implementation of new equipment and processes, and the annual adjustment for inflation; (b) $1.0 million for administrative fees - an interfund charge; (c) $0.9 million for repairs to gravity sewer pipe lines in Holly Lake, Pembroke Lakes, Pembroke Point and Pines Village East as well as the relining of the Holly Lake area sewer mains to mitigate intrusion of storm water, which affects the operation of the Waste Water Treatment Plant (WWTP); (d) $0.9 million for operating chemicals (mainly quicklime); and (e) $0.9 million for waste water treatment charges from City of Hollywood.

The $11.6 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) $2.7 million for equipment; (b) $2.5 million for replacement of water main pipes at Pines Village (Pines Boulevard to SW 9th St, Florida Turnpike to SW 72nd Ave) and Century Village (Pines Boulevard to Pembroke Road, Flamingo Road to SW 140th Ave); (c) $1.6 million for lift station purchase, rehabilitation and reconstruction; (d) $0.9 million for rehabilitate of the East Surge Tank; (e) $0.8 million for rehabilitation of treatment Unit A; (f) $0.8 million for security walls around Water Treatment Plant and Eastern Well Field (g); $0.6 million for forcemain replacement, upsizing, and relocation; and (h) $0.3 million for a Sanitary Sewer Evaluation Study (SSES). The following tables compares the 2018-19 budget to prior year.

Utility Fund Revenues by Category
(in $'000)

Description	2017-18 Adopted	2018-19 Adopted	Change from 2017-18 $	Change from 2017-18 %
Permits, Fees & Licenses	$ 114	$ 150	$ 36	31.6%
Charges for Services	55,768	61,397	5,629	10.1%
Miscellaneous Revenues	282	302	20	7.1%
Other Sources	6,564	6,717	153	2.3%
Total Revenues	**$ 62,728**	**$ 68,566**	**$ 5,838**	**9.3%**

Utility Fund Expenditures by Category
(in $'000)

Category	2017-18 Adopted	2018-19 Adopted	Change from 2017-18 $	Change from 2017-18 %
Personnel	$ 2,698	$ 2,749	$ 51	1.9%
Operating	46,895	53,185	6,290	13.4%
Capital	12,030	11,585	(445)	-3.7%
Debt Services	1,048	1,047	(1)	-0.1%
Grants & Aide	57	-	(57)	-100.0%
Total Expenditures	**$ 62,728**	**$ 68,566**	**$ 5,838**	**9.3%**

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 2018-19 adopted budget of $67.8 million. Compared to the 2017-18 adopted budget of $58.2 million, this is an increase of $9.7 million or 16.6%. The increase consists mainly of $5.3 million for police and fire retirement benefits, $3.8 million for rising health insurance costs, and $0.6 million for professional services.

All Other Funds

The "All Other Funds" group consists primarily of grant and confiscated funds. The 2018-19 adopted budget for this group stands at $4.2 million and represents a $95K or 2.3% increase compared to the current year adopted budget. The table below shows the year-over-changes by fund.

Expenditure Budget - All Other Funds
Adopted 2018-19 Compared to Adopted 2017-18
(in $'000)

Fund	2017-18 Adopted	2018-19 Adopted	Change from 2017-18 $	Change from 2017-18 %
State Housing Initiative Program	$ 689	$ 689	$ -	0.0%
HUD Grants CDBG/HOME	937	956	19	2.0%
Law Enforcement Grant	18	18	-	0.0%
Community Bus Program	793	892	99	12.5%
Treasury - Confiscated	13	16	3	23.1%
Justice - Confiscated	107	35	(72)	-67.3%
$2 Police Education	28	17	(11)	-39.3%
FDLE - Confiscated	154	182	28	18.2%
Older Americans Act	1,341	1,370	29	2.2%
Wetlands Trust Fund	17	17	-	0.0%
Total Expenditures	**$ 4,097**	**$ 4,192**	**$ 95**	**2.3%**

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 2017, Commission has approved a total of 156 projects. Of these projects, 115 have been completed, 4 projects are in the construction phase, 1 project is in the planning/design phase, 14 projects have been re-allocated, and 22 projects have been eliminated. Since September 2016, 1 project has been completed. The current budget is $120,149,543; the difference between the current budget and the $100,000,000 borrowed is due to interest earned, property sale net proceeds, bond discounts, and miscellaneous receipts. Of the $120,149,543, 96.89% or $116,409,486 has been spent or allocated.

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 remaining +/-40 developable acres of the City Center property is under contract with Terra World, LLC . The proposed development will feature up to 387 residential units and 265,000 square feet of commercial/retail and office use. Terra 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 is expected to be completed in 2018. Phase II, which is approximately 23.1 acres, is in the land use stage and is expected to close in October 2017. 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 houses all of the departments that were located at the old city hall as well as the emergency operations center (EOC). The impressive 24,000 square foot great hall offers room for approximately 3,200 guests seated for concerts, 1,300 guests for large classroom/lecture type events, 1,140 guests for banquet style events and space for over 160 exhibits for convention type shows. The design for the area surrounding the civic center site consists of a 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 the City.

Concerning redevelopment in the western section of the City, annexation of the recently purchased Broward Correctional Institution Property was finalized in September 2015. Core5 Industrial is developing a 750,000-square-foot industrial park on this 66-acre parcel. Construction has begun and the first building is scheduled for completion in the 1st quarter of 2018. In addition, the 27-acre South Florida Processing and Distribution Center was purchased and annexed by the City. This parcel is under contract with Terra World, LLC for mixed-use development called 16000 Pines Market. Terra plans to develop the property in two phases; the first phase includes 135,000 square feet of retail as well as 20,000 square feet of restaurants and the second phase is a 120 single-family home project. Terra closed on the first phase and construction is expected to begin soon.

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. The work was completed in 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 Senator Howard Forman Health Services Concept Plan
Strategy 4.1.6: Partner with a Developer to fully plan and develop a Health oriented Business Park on the Senor Howard C Forman Services Campus
Strategy 4.1.7: Develop a Redevelopment Overlay District
Strategy 4.1.8: Develop a Redevelopment Plan for the older strip retail and commercial corridors
Strategy 4.1.9: Create Redevelopment Overlay to allow for expansion of site depths along University and Pines Blvd corridors including street closures.
Strategy 4.1.10: Promote mixed use redevelopment strategies to enhance economic development in commercial corridors
Strategy 4.1.11: Create a small neighborhood grant program to fund small community identified priority projects where residents take responsibility for the ongoing operation and maintenance

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

Objective 4.2: Promote Redevelopment in the Central Section of the City
Strategy 4.2.1: Continue to support development of City Center
Strategy 4.2.2: Promote City Center as the New Downtown
Strategy 4.2.3: Prepare a Medical District Plan for the area surrounding Memorial Hospital
Strategy 4.2.4: Collaborate with AT&T to move its storage facility away from the Shops at Pembroke Gardens
Strategy 4.2.5: Develop underutilized parcel next to City Center for regional uses
Strategy 4.2.6: Develop a Redevelopment Plan for the older strip retail and commercial corridors
Strategy 4.2.7: Create a small neighborhood grant program to fund small community identified priority projects where residents take responsibility for the ongoing operation and maintenance
Strategy 4.2.8: Improve the aesthetic quality of common areas, medians and swales through improved landscaping and maintenance

Objective 4.3: Promote Redevelopment in the Western Section of the City
Strategy 4.3.1: Prepare reuse and annexation plans for the Broward Correctional Institution Property
Strategy 4.3.2: Purchase South Florida Processing and Distribution Center
Strategy 4.3.3: Develop Reuse Plan for South Florida Processing and Distribution Center
Strategy 4.3.4: Improve the aesthetic quality of common areas, medians and swales through improved landscaping and maintenance

GOAL 5: Develop Infrastructure for Balanced Growth

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

Objective 5.1: Improve infrastructure to encourage business growth and expansion
Strategy 5.1.1: Conduct an inventory of roadway deficiencies at key development sites
Strategy 5.1.2: Develop a Funding Plan to improve roadway deficiencies

Objective 5.2: Develop broadband to encourage business growth and expansion to key development sites
Strategy 5.2.1: Inventory current broadband capacity
Strategy 5.2.2: Meet with providers to explore methods of expanding and increasing coverage

Objective 5.3: Support and promote a comprehensive transportation plan for the City
Strategy 5.3.1: Continue to collaborate with regional stakeholders to establish a comprehensive regional transit plan

GOAL 6: Improve Quality of Life-Community Development

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

Objective 6.1: Develop a list of unmet amenities for the City to pursue
Strategy 6.1.1: Examine gaps in services i.e. theatres, bowling alleys, skating rinks, and other evening activity generating uses
Strategy 6.1.2: Promote 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 2017

Monitoring of all Budgets

JANUARY 2018

- 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 2018

- 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 2018

Budget staff reviews and revises narratives as appropriate

APRIL 2018
MAY 2018
JUNE 2018
JULY 2018

- 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 2018

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

SEPTEMBER 2018

4 First Public Budget Hearing
12 Fire Assessment Hearing
17 Second and Final Budget Hearing—Adopt millage rate and Budget
Upload Adopted Budget into the accounting system

OCTOBER 2018

1 Adopted Budget for Fiscal Year 2019 goes into effect
Publish Adopted Budget Book on the City's website
http://www.ppines.com/865/City-Operating-Budget

NOVEMBER 2018

Commission approves Budget Revisions for fiscal year ending 9/30/2018

INTRODUCTION TO THE BUDGET PROCESS

Budget Preparation/Development

1. During January, departments begin planning for the upcoming fiscal year and begin to prepare budgets.

2. During February, enable departmental access to the Budget Module to initiate the capture of data for the ensuing fiscal period. The Budget Module provides the following tools that facilitate the preparation and completion of the budget:

    a. Defined object codes required by the State Uniform Accounting System.
    b. An alphabetical listing of object codes for expenditure accounts.
    c. A current personnel roster.
    d. Computer-generated budget worksheets showing actual expenditures for the prior and current years, the current working budget, and a status quo personnel cost projection.

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 provide all interested persons the opportunity to be heard for or against the estimates of any item. The commission-approved adopted budget is integrated into the accounting software system and is effective October 1st. It establishes the legal authority to incur expenditures up to the appropriated amount for each line item.

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

All of the special revenue funds have appropriated fiscal year 2018-19 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 2018-19 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 2018-19 Budget.

Fiduciary Fund Types

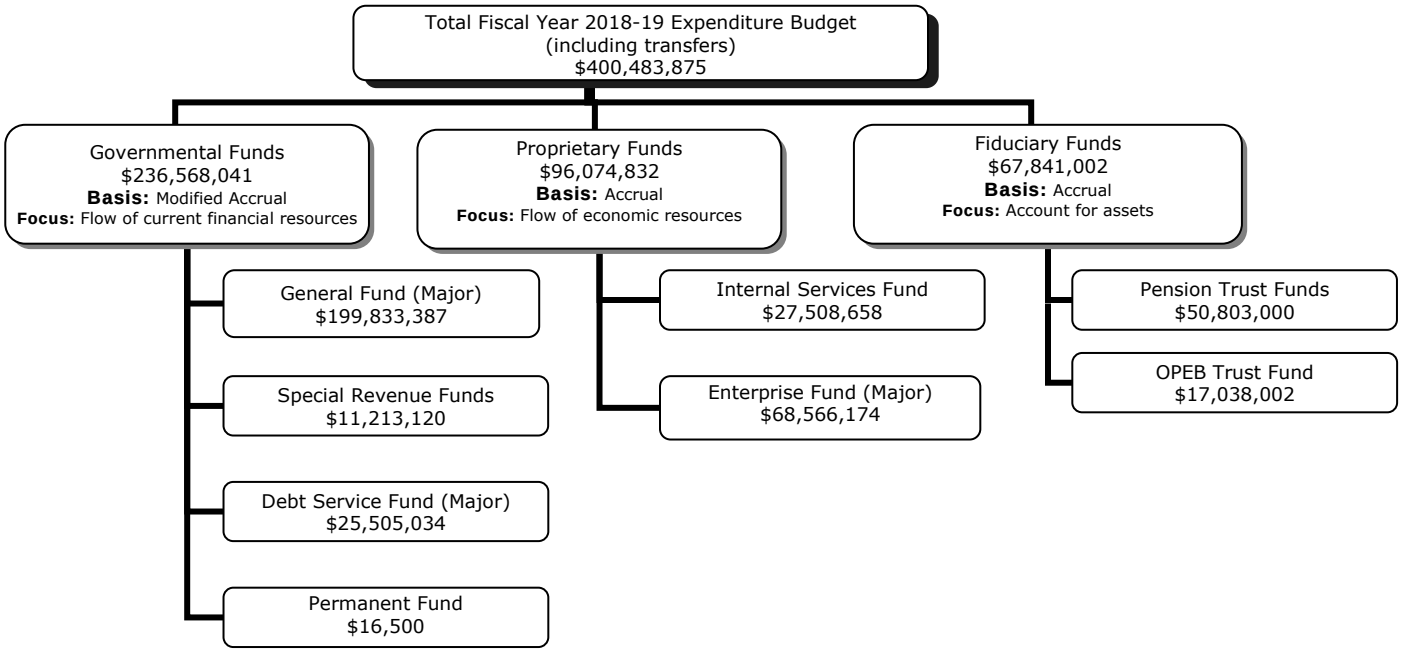
Fiduciary funds are used to account for assets held in a trustee or agency capacity for others. The measurement focus is to account for assets. The City has two fiduciary fund types:

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

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

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

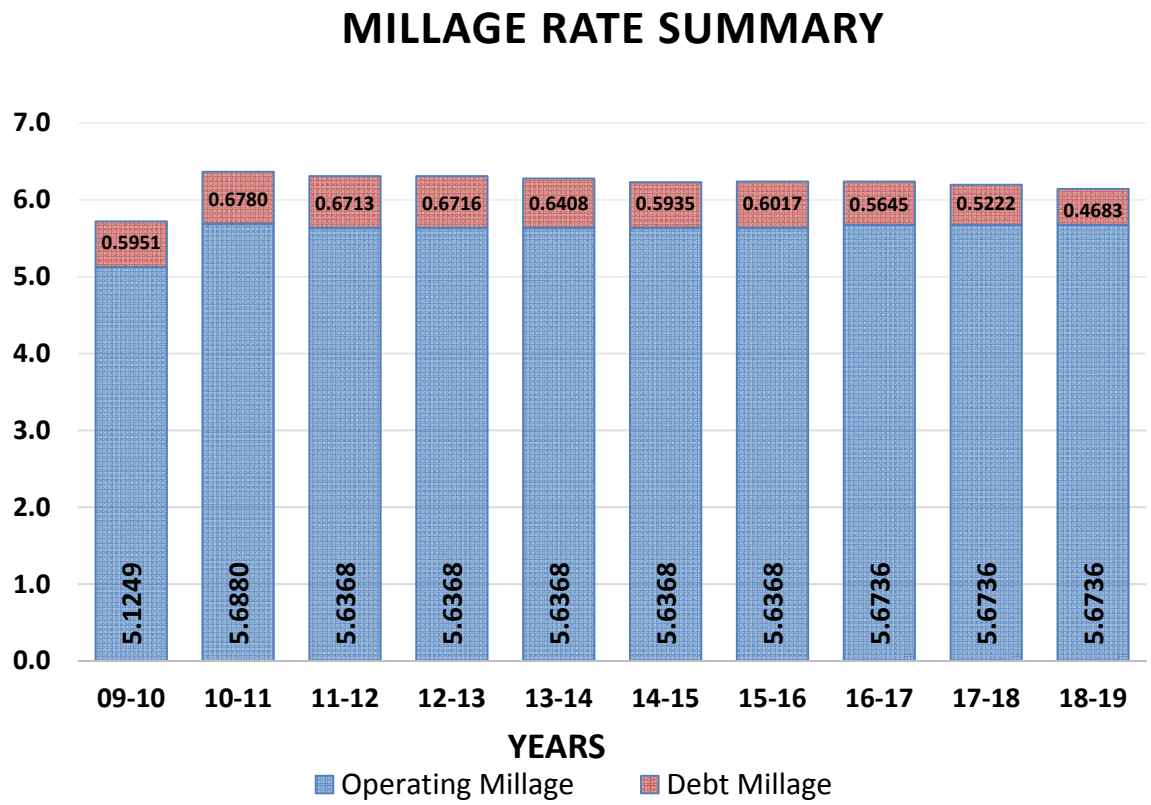
The City's staff complement comprises of employees hired directly by the City (authorized positions) and those hired through a private company. The City-wide authorized position count shows a net increase of 3 full-time positions. Overall the changes are the result of aligning resources to meet existing needs and capitalizing on cost savings. Below is a summary of the changes in the full-time and part-time position 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 Technology Services Department positions to contractual for cost savings	(2)	
Convert P/T positions into F/T position		(2)
Convert Police Administrative Assistant & Clerical Specialist to contractual for cost savings	(2)	
Convert Fire Insurance Clerk to contractual for cost savings	(1)	
Convert EDC Teacher & EDC Clerical Specialist to contractual for cost savings	(2)	
Reduce Teacher Aide position no longer needed		(1)
Convert Chief Curator to contractual for cost savings	(1)	
Reduce Special Populations positions, YMCA will manage program	(1)	(1)
Deletions Subtotal	**(9)**	**(4)**
Additions	**F/T**	**P/T**
Emergency Management Director for Police Department	1	
Program Coordinator for Red Light Camera Program	1	
Additional positions in the Police Department to improve public safety	8	
Additional School Resource Officer at Academic Village, West Campus & Central Campus		3
Police Officer for City Hall/Chambers front desk		1
City Engineer for Public Services	1	
New F/T position from conversion of P/T positions	1	
Additions Subtotal	**12**	**4**
All Funds Net Change in Positions	**3**	**-**

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 6.1419, which is comprised of an operating millage of 5.6736 and a debt service millage of 0.4683.



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 60.6% of General Fund expenditures including transfers.

5. **Employee Safety / Productivity:** The City has made great strides in updating its fleet of vehicles, and in providing equipment and supplies that enhance the safety and productivity of employees. In the budget, Departments are asked to identify and to request funding to continue this policy of providing up-to-date equipment, supplies, and facilities to assure employee safety.

Financial Policies

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

Most of the policies represent long-standing principles; traditions and practices that have guided the City in the past and have helped maintain financial stability over the last 58 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

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

Operating Budget Policies

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

2. As of July 1, 2010, General employees contribute $100 per month towards the cost of their health insurance. Employees hired after October 1, 1991 assume the cost associated with dependent coverage.

3. No new or expanded services shall be implemented without implementing trade-offs of expenses or revenues at the same time. This applies to personnel, equipment, and any other ancillary expenses associated with the service.

4. The City shall continue to support a scheduled level of maintenance and replacement of its infrastructure and fleet. Expansions to the fleet should be justified based on growth of the City.

5. The City shall support capital expenditures that reduce future operating costs.

Capitalization Threshold Policy

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

2. A capitalization threshold is established for the following categories: Land and land improvements, building and building improvements, infrastructure and infrastructure improvements, leasehold improvements, property under capital lease, construction work in progress, furniture and equipment, works of art and historical treasures, library resources, and intangible assets.

3. The City will report capital assets at historical cost.

4. The City will depreciate capital assets over their estimated useful lives unless they are: inexhaustible, infrastructure assets reported using modified approach, and construction work in progress.

Capital Budget Policies

1. The City has developed a multi-year plan for capital improvement that is updated annually with documentation of deviations from the plan.

2. The City will maintain its physical assets at a level adequate to protect the City's capital investment and minimize future maintenance and replacement costs. The budget will provide for the adequate maintenance and the systematic replacement of the capital plant and equipment from current revenues wherever possible.

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

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

4. The City will, according to its Comprehensive Land Use Plan, try to ensure that the necessary infrastructure is in place to facilitate the orderly development of vacant lands.

5. The City will use the following criteria to evaluate the relative merit of each capital project. Capital expenditures will foster goals of:

   a. Economic and neighborhood vitality.
   b. Infrastructure and heritage preservation.
   c. Capital projects that implement a component of an approved redevelopment plan.
   d. Projects specifically included in an approved replacement schedule.
   e. Projects that reduce the cost of operations. Projects that increase the cost of operations shall have identified trade-offs to support those additional costs.
   f. Projects that significantly improve safety and reduce risk exposure.
   g. Projects supporting private development must include return on investment ratios, or a fully documented cost/benefit analysis.

Revenue Policies

1. The City will attempt to maintain a diversified and stable revenue system as a shelter from short-run fluctuations in any single revenue source.

2. The City will attempt to obtain additional major revenue sources as a way of ensuring a balanced budget.

3. The City will establish user charges and fees at a level to recover the full cost (direct and indirect) of providing the service in the Utility Fund, which is self-sustaining.

4. The City will review fees/charges annually and will design or modify revenue systems to include provisions that automatically allow charges to grow at a rate that keeps pace with the cost of providing the service.

5. The City will consider market rates and charges levied by other public and private organizations for similar services in establishing fees and charges.

Cash Management / Investment Policies

1. The City will deposit all funds received by 2:00 PM the next day.

2. The City will manage its financial assets so as to protect the principal, provide sufficient liquidity and maximize the return on investments within an acceptable exposure to risk.

3. The City will collect revenues aggressively, including any past due amounts owed.

Debt Management Policies

1. Authorization of projects financed by debt shall occur only after the Commission has received a report of the impact of the contemplated borrowing on the existing Capital Improvement Plan and operating budget together with a recommendation from the City Manager and the Finance Director.

2. Projects that are financed fall into one of two categories:

   a) Projects that generate revenue and require no subsidy for payment of debt service.

b) Projects requiring subsidy for payment of debt service shall enhance the quality of life for the citizens of the City.

3. The City will publish and distribute an official statement for each bond issue.

4. General obligation debt will only be issued if approved by the voters in a referendum.

5. The amount of direct unlimited tax general obligation ("UTGO") debt outstanding at any time that is subject to approval by the voters should not exceed 1.5% of the City's taxable assessed valuation.

6. The amount of direct, non-self-supporting, limited tax general obligation ("LTGO") debt and lease purchase obligations outstanding at any time that are not subject to approval by the voters should not exceed 1.5% of the City's taxable assessed valuation. Furthermore, the City shall strive to limit the annual debt service requirements on these obligations to an amount that is not greater than 10% of annual General Fund and Debt Service Fund revenues.

7. The City will maintain bond reserves and sinking funds as required by the various bond issues.

8. The City may issue advance refunding bonds (as defined for federal tax law purposes) when advantageous, legally permissible, prudent, and net present value savings, expressed as a percentage of the par amount of the refunding bonds, equals or exceeds 3% and is equal to or greater than $100,000.

Derivative Debt Management Policy

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

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

Accounting, Auditing and Financial Reporting Policies

1. An independent audit in accordance with Government Auditing Standards will be performed annually.

2. The City will produce annual financial reports in accordance with Generally Accepted Accounting Principles (GAAP) as outlined by the Governmental Accounting Standards Board (GASB).

Procurement Policy

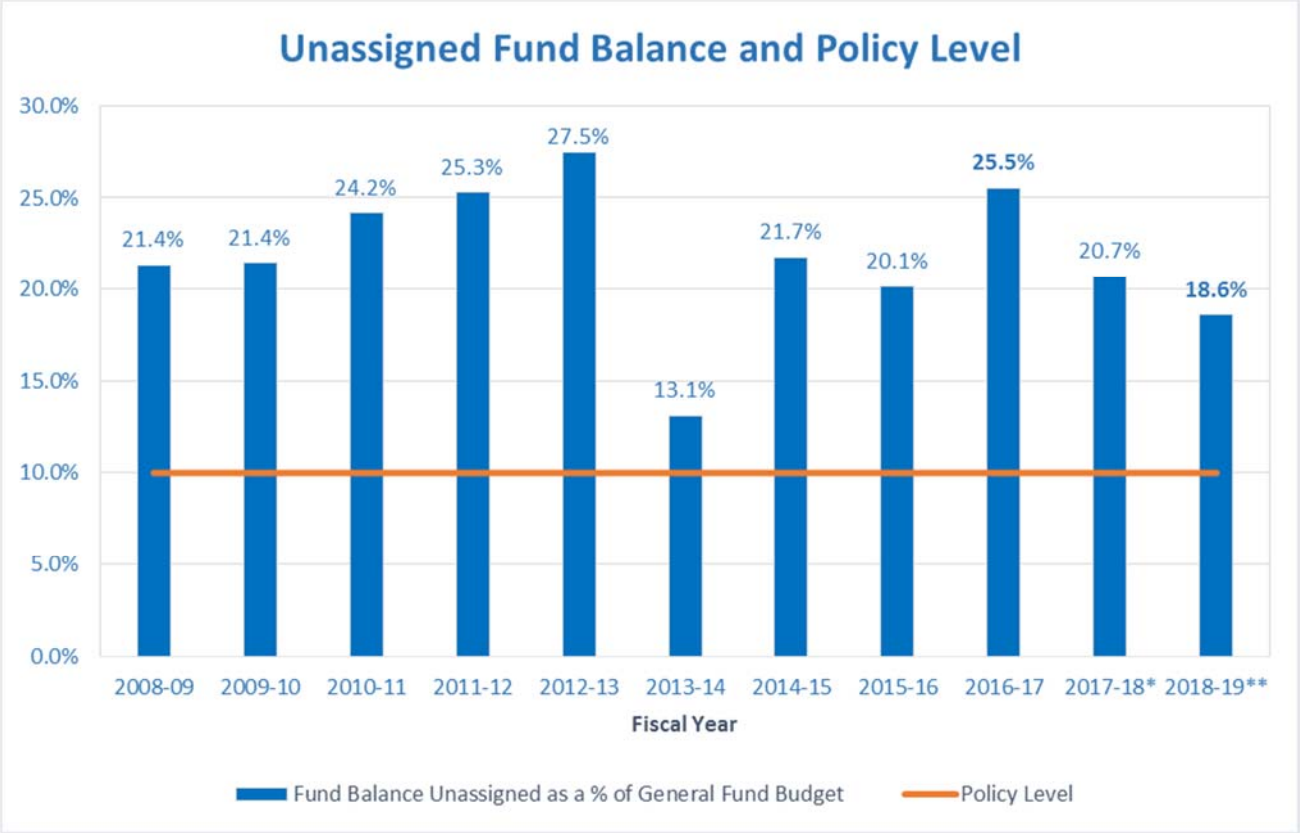
1. A purchase of or contract for commodities or services that is estimated by the Chief Procurement Office to cost more than $25,000 shall be based on competitive bids or competitive proposals as determined by the Chief Procurement Officer except the following exemptions:
    a. Emergency Purchases
    b. Professional services involving peculiar skill, ability, experience or expertise.
    c. City standard, single-source and sole-source commodities or services
    d. Disaster preparedness
    e. Utilization of other governmental agencies' contracts
    f. Cooperative purchasing
    g. Best interest of the City

2. City Commission approval is required when the initial purchase of, or contract for, commodities or services is in excess of $25,000 unless it is for emergency purchases; in which case the City Manager is empowered to waive competitive bidding and authorize such purchases. These purchases are later ratified by the City Commission.

Fund Balance Policy

1. The unassigned fund balance for the General Fund shall be not less than 10% of the total budgeted expenditures of the General Fund.

2. Compliance with the provisions of this policy shall be reviewed as part of the annual budget adoption process, and the amounts of non-spendable, restricted, committed, and assigned fund balance shall also be reviewed during this process.



Fiscal Year	Fund Balance - Unassigned	Adopted General Fund Expenditures	Unassigned FB as a % of GF	Policy Level
2008-09	34,142,847	159,839,410	21.4%	10%
2009-10	36,155,207	168,566,193	21.4%	10%
2010-11	36,090,554	149,309,909	24.2%	10%
2011-12	38,330,423	151,556,066	25.3%	10%
2012-13	42,147,303	153,385,934	27.5%	10%
2013-14	20,503,089	156,162,657	13.1%	10%
2014-15	35,769,693	164,484,987	21.7%	10%
2015-16	34,582,347	171,717,743	20.1%	10%
2016-17	44,470,455	174,251,023	25.5%	10%
2017-18*	39,523,606	190,753,794	**20.7%**	10%
2018-19**	37,146,670	199,833,387	**18.6%**	10%

* Preliminary - Fund Balance Unassigned is based on prior year less 2017-18 Beginning Surplus budget as of July 31, 2018

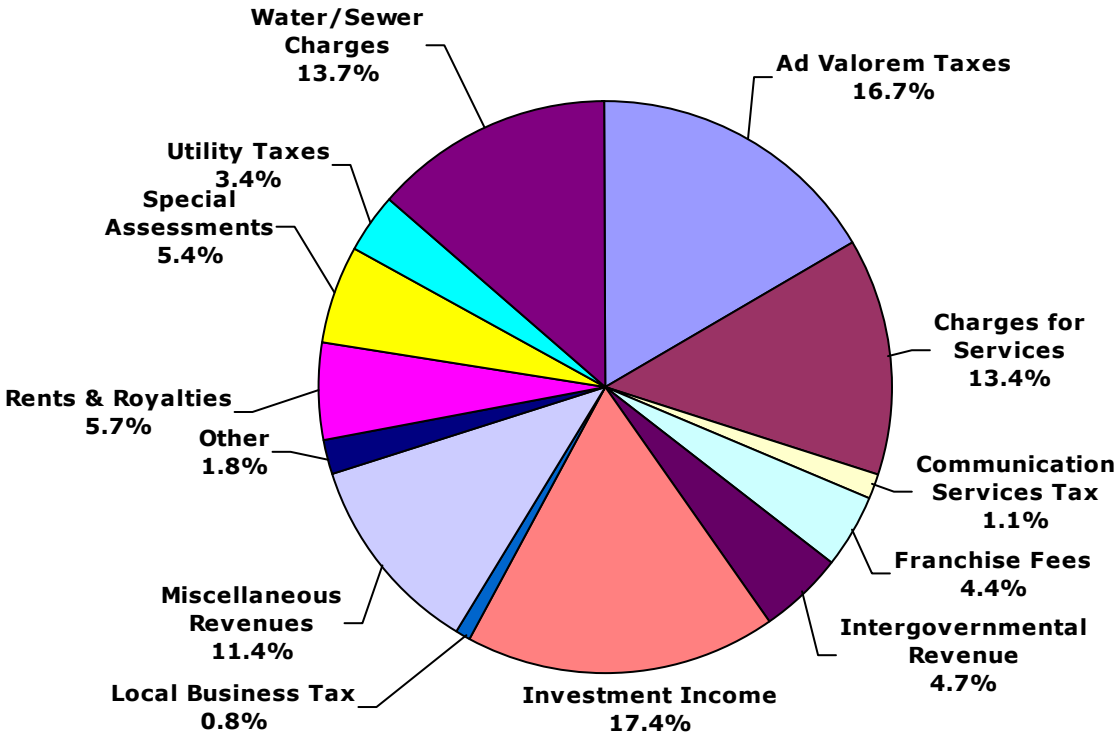
** Estimate - Fund Balance Unassigned is based on prior year less 2018-19 Beginning Surplus budget

BASIS OF REVENUE AND EXPENDITURE ESTIMATES

The preceding guidelines are the foundation upon which (1) the annual 2018-19 budget and (2) the fiscal year 2018-19 to 2022-23 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%.

2018-19 All Funds Revenue - By Category

Total Revenues (excludes Other Sources) $443,238,757



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

Basis of Revenue Estimates

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

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

Primary Forecast Drivers
Projected Rate of Inflation: 2.46%
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 2018
with 12-month average through April 2017.

Projected Population Change: +0.81%, as of April 2017
[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:**

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

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

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

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

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

Major Revenue Sources

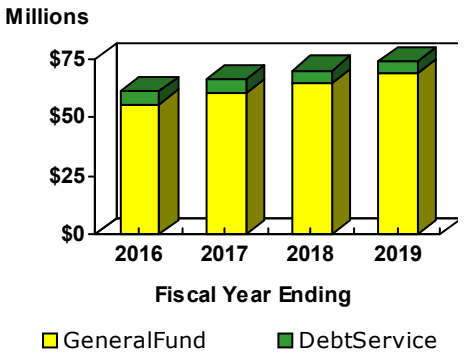
Ad Valorem Taxes

Description

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

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

The 2018-19 Budget is based on an operating millage of 5.6736.



Forecast Methodology and Analysis

The combined operating and debt service millage of 6.1419 multiplied by the taxable value, less 5% for possible adjustments to assessed values and/or discounts taken for early payment.

The $4.4 million (6.8%) increase in operating Ad Valorem taxes in fiscal year 2018-19 reflects an 7.3% growth in taxable value.

Fiscal Year Ending	Operating Millage Rate	General Fund	Debt Millage Rate	Debt Service Fund	Total	% Change
2019	5.6736	$ 68,350,023	0.4683	$ 5,641,632	$ 73,991,655	5.9%
2018	5.6736	63,981,906	0.5222	5,888,916	69,870,822	6.2%
2017	5.6736	59,856,769	0.5645	5,956,732	65,813,500	7.5%
2016	5.6368	55,321,195	0.6017	5,904,829	61,226,024	-

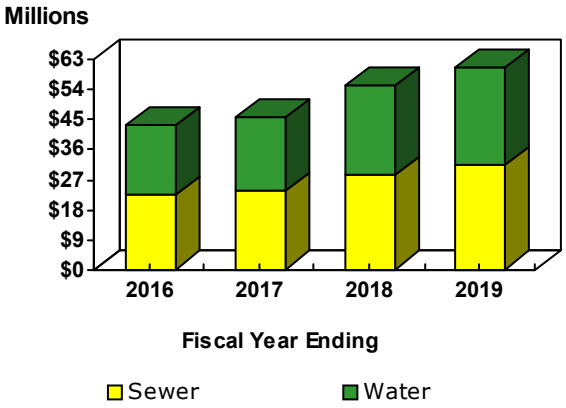
Water & Sewer Charges

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.



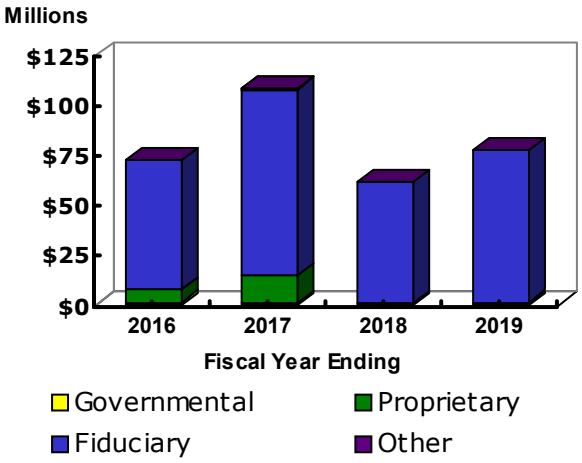
Forecast Methodology and Analysis

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: the rates remained unchanged in 2015-16, and in 2016-17 the rates increased by 4.6%. The rate increase for October 1, 2017 is 3.88% and an additional 24.71% increase effective January 1, 2018. The projected 10.0% increase in 2018-19 includes a 3.2% rate increase.

Fiscal Year Ending	Water Charges	Sewer Charges	Total	% Change
2019	$ 29,418,000	$ 31,140,000	$ 60,558,000	10.0%
2018	26,583,000	28,495,000	55,078,000	21.5%
2017	21,973,099	23,351,196	45,324,295	4.7%
2016	20,944,604	22,325,554	43,270,157	-

Interest and Other Earnings



Description

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

The Fiduciary Funds' investments are comprised of (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

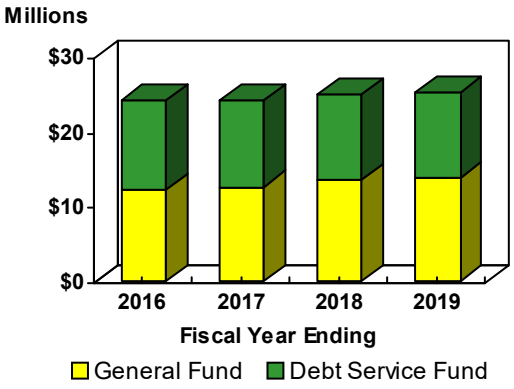
Forecast Methodology and Analysis

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.

Fiscal Year Ending	Governmental Funds	Proprietary Fund	Fiduciary Funds	Other Funds	Total	% Change
2019	$ 869,300	$ 290,000	$ 76,319,000	$ 315,122	$ 77,793,422	25.8%
2018	486,720	270,000	60,812,000	283,603	61,852,323	(42.8%)
2017	686,574	13,977,389	93,199,931	238,864	108,102,757	49.2%
2016	1,306,279	6,085,596	64,726,139	354,124	72,472,138	-

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.

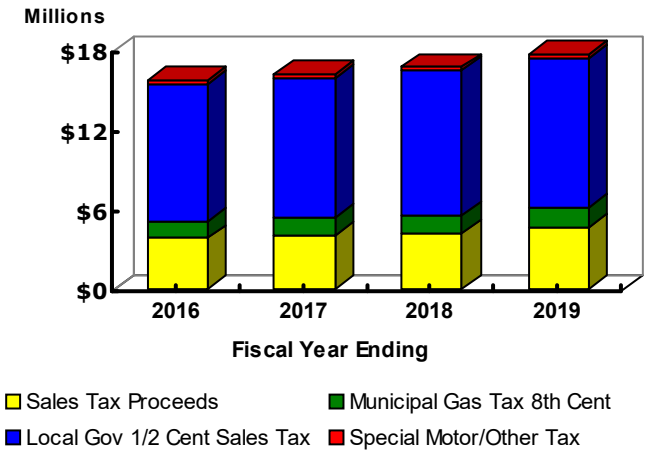
Fiscal Year Ending	General Fund	Debt Service Fund	Total	% Change
2019	$ 13,975,795	$ 11,350,838	$ 25,326,633	0.5%
2018	13,741,304	11,462,194	25,203,498	3.7%
2017	12,735,978	11,559,069	24,295,047	(0.2%)
2016	12,301,595	12,030,058	24,331,654	-

State Shared Revenues

Description

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

The City's share is based on the overall economic performance and the City's population. The latest population estimation from the University of Florida's Bureau of Economics and Business Research (BEBR) shows that the City's population grew by 1,304 to 163,103. These revenues are accounted for in the General Fund and the Road and Bridge Fund.



Forecast Methodology and Analysis

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

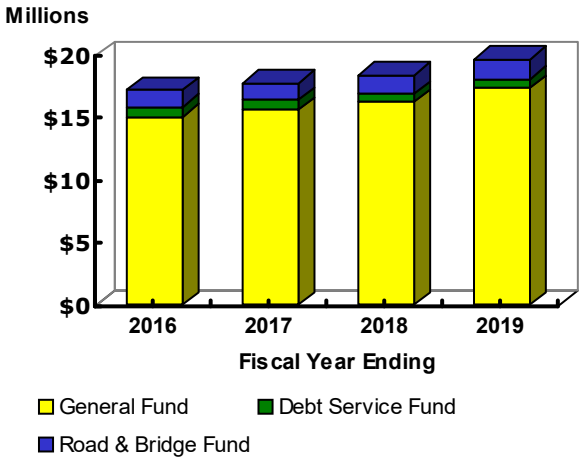
Fiscal Year Ending	Sales Tax Proceeds	Municipal Gas Tax 8th Cent	Local Gov 1/2 Cent Sales Tax	Special Motor/ Other Tax	Total	% Change
2019	$ 4,682,000	$ 1,500,000	$ 11,347,000	$ 221,500	$ 17,750,500	5.5%
2018	4,279,000	1,337,000	10,980,000	221,500	16,817,500	3.4%
2017	4,152,629	1,358,481	10,521,234	228,581	16,260,925	2.9%
2016	3,897,200	1,261,336	10,400,007	247,503	15,806,045	-

Franchise Fees

Description

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

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



Forecast Methodology and Analysis

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

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

Fiscal Year Ending	General Fund	Road and Bridge Fund	Debt Service Fund	Total	% Change
2019	$ 17,292,834	$ 1,571,000	$ 760,566	$ 19,624,400	6.9%
2018	16,241,740	1,473,608	644,460	18,359,808	3.5%
2017	15,571,495	1,414,202	747,745	17,733,442	3.2%
2016	15,003,168	1,351,619	824,273	17,179,061	-

Public Services Taxes

Description

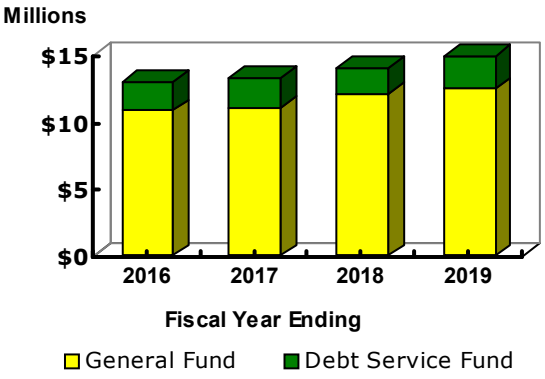
A tax levied on the purchase of electricity, natural gas, propane, and water.

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

Forecast Methodology and Analysis

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

The projected increases are mainly due to base rate increases, which are part of the 2017-2020 rate settlement.



Fiscal Year Ending	General Fund	Debt Service Fund	Total	% Change
2019	$ 12,461,132	$ 2,448,868	$ 14,910,000	5.8%
2018	12,101,642	1,986,358	14,088,000	6.1%
2017	11,035,177	2,249,136	13,284,314	2.2%
2016	10,847,727	2,148,110	12,995,837	-

Fire Protection Special Assessment

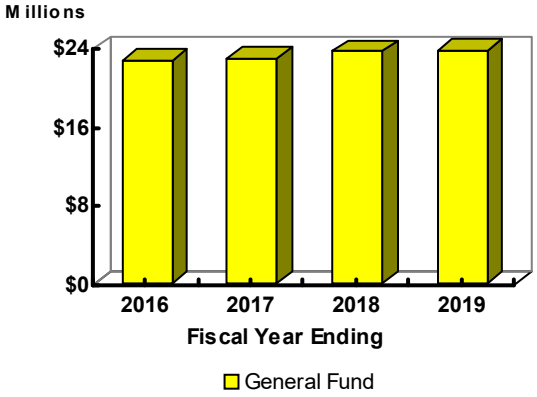
Description

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

Forecast Methodology and Analysis

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

The 0.7% increase for 2018-19 reflects a $173,000 increase in assessable costs at a 100% levy of assessable costs.

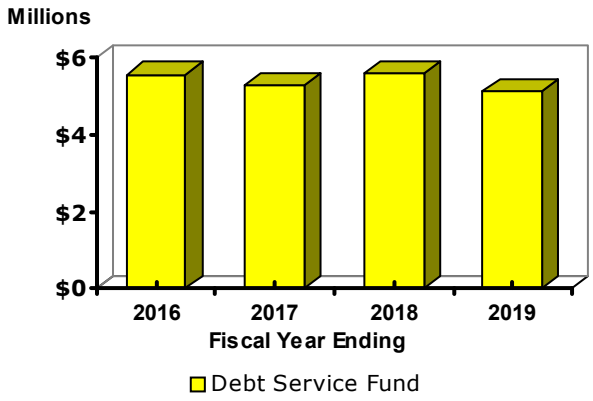


Fiscal Year Ending	General Fund	% Change
2019	$ 23,823,552	0.7%
2018	23,652,568	3.1%
2017	22,931,665	1.0%
2016	22,698,380	-

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

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

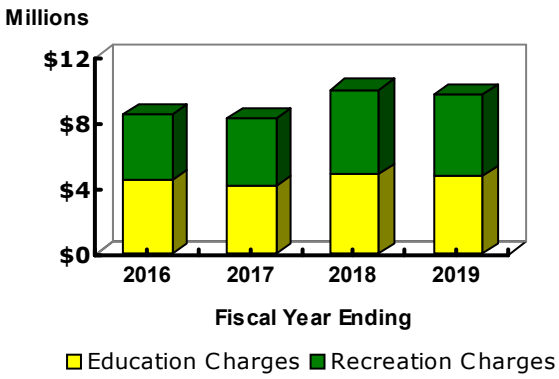
Fiscal Year Ending	Debt Service Fund	% Change
2019	$ 5,095,000	(8.2%)
2018	5,549,000	5.6%
2017	5,254,642	(5.2%)
2016	5,545,281	-

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.



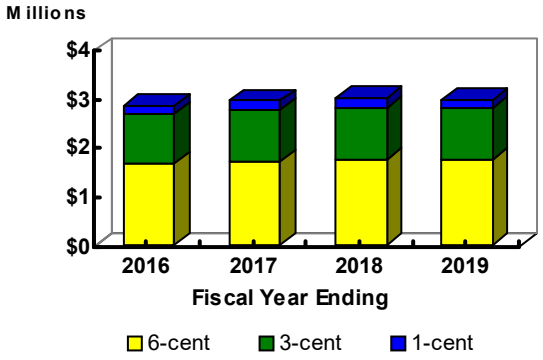
Forecast Methodology and Analysis

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

The 21.6% change in 2017-18 is mainly attributable to the City's new Civic Center.

Fiscal Year Ending	Education Charges	Recreation Charges	Total	% Change
2019	$ 4,751,295	$ 4,932,216	$ 9,683,511	(3.2%)
2018	4,829,778	5,177,471	10,007,249	21.6%
2017	4,109,819	4,119,732	8,229,551	(2.9%)
2016	4,481,072	3,994,843	8,475,914	-

Local Option Gas Tax



Description

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

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

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

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

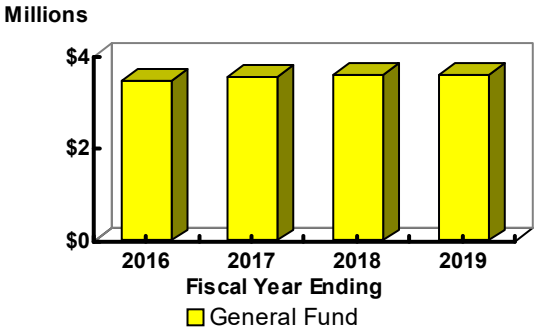
Forecast Methodology and Analysis

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

The 3.0% increase in 2016-17 is attributed to increased consumption associated with an improving economy.

Fiscal Year Ending	6-cent	3-cent	1-cent	Total	% Change
2019	$ 1,748,000	$1,057,000	$ 178,000	$ 2,983,000	(0.8%)
2018	1,753,000	1,071,000	182,000	3,006,000	1.7%
2017	1,722,351	1,053,728	178,702	2,954,781	3.0%
2016	1,670,881	1,024,331	173,717	2,868,929	-

Local Business Tax



Description

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

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

Forecast Methodology and Analysis

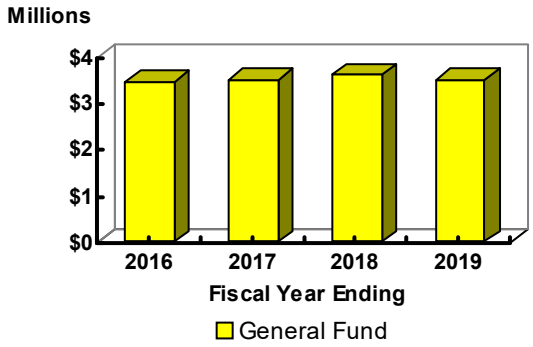
The main factor considered in projecting this revenue is historical trend.

Fiscal Year Ending	General Fund	% Change
2019	$ 3,575,000	(0.1%)
2018	3,580,000	1.1%
2017	3,541,780	2.5%
2016	3,455,361	-

Rescue Transport Fees

Description

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



Forecast Methodology and Analysis

Historical number of 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
2019	$ 3,500,000	(2.8%)
2018	3,600,000	2.7%
2017	3,505,374	1.6%
2016	3,450,021	-

Fines & Forfeitures

Description

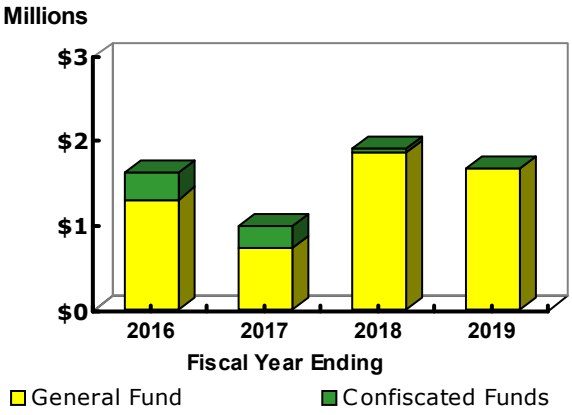
Includes revenues received from traffic citations issued and confiscation of forfeited abandoned property.

Forecast Methodology and Analysis

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

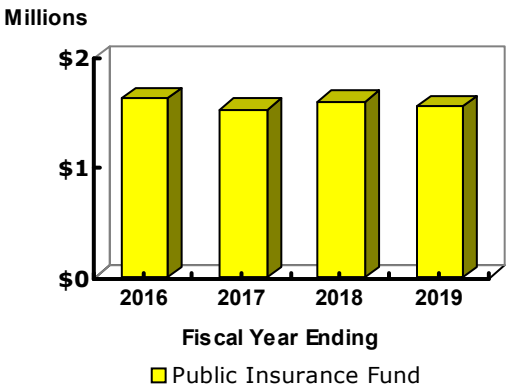
In accordance with Florida Statutes, Treasury Confiscations cannot be budgeted until received. This contributes to the wide swings in the year over year changes reflected in the table below.

The 90.9% increase in 2017-18 is primarily based on the implementation of a Red Light signal violation program.



Fiscal Year Ending	General Fund	Confiscated Funds	Total	% Change
2019	$ 1,654,860	$ 17,391	$ 1,672,251	(11.5%)
2018	1,861,820	28,382	1,890,202	90.9%
2017	730,438	259,675	990,114	(39.2%)
2016	1,299,092	328,261	1,627,354	-

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.

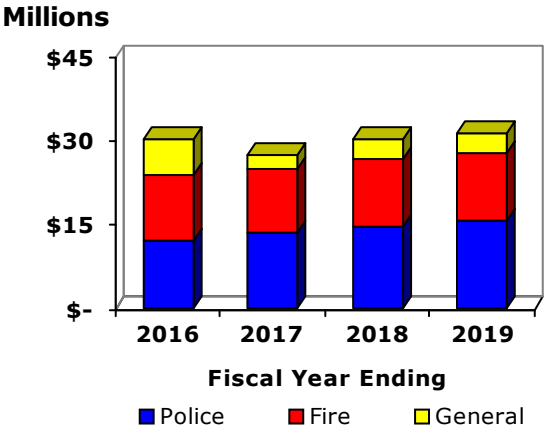
Forecast Methodology

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
2019	$ 1,550,840	(2.8%)
2018	1,595,099	4.5%
2017	1,525,735	(6.3%)
2016	1,629,033	-

City Pension Contribution



Description

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

Forecast Methodology and Analysis

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

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

The 10.3% 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.

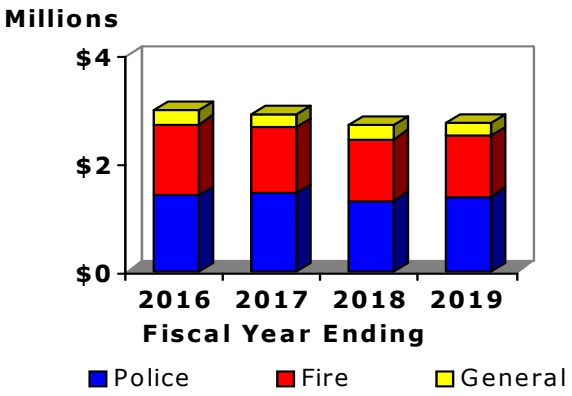
Fiscal Year Ending	Fire	Police	General	Total	% Change
2019	$ 12,103,709	$ 15,703,245	$ 3,500,000	$ 31,306,954	3.5%
2018	12,087,042	14,663,431	3,500,000	30,250,473	10.3%
2017	11,307,762	13,627,741	2,500,068	27,435,571	(9.8%)
2016	11,678,340	12,230,627	6,500,000	30,408,967	-

Employee Pension Contribution

Description

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

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



Forecast Methodology and Analysis

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

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

Fiscal Year Ending	Fire	Police	General	Total	% Change
2019	$ 1,121,527	$ 1,382,627	$ 236,573	$ 2,740,727	1.6%
2018	1,143,285	1,313,612	241,596	2,698,493	(7.3%)
2017	1,220,199	1,446,670	244,566	2,911,434	(2.3%)
2016	1,311,612	1,418,782	249,518	2,979,912	-

Major Revenues

% Total 2018-19 Revenue Budget

Description	2018-19 Budget	% of Total
Interest & Other Earnings	77,793,422	17.5%
Ad Valorem Taxes	73,991,655	16.7%
Water & Sewer Charges	60,558,000	13.6%
City Pension Contribution	31,306,954	7.1%
Rentals	25,326,633	5.7%
Fire Protection Special Assessment	23,823,552	5.4%
Franchise Fees	19,624,400	4.4%
State Shared Revenues	17,750,500	4.0%
Public Services Taxes	14,910,000	3.4%
Education & Recreational/Cultural Charges	9,683,511	2.2%
Communication Services Tax	5,095,000	1.1%
Local Business Tax	3,575,000	0.8%
Rescue Transport Fees	3,500,000	0.8%
Local Option Gas Tax	2,983,000	0.7%
Employee Pension Contribution	2,740,727	0.6%
Fines & Forfeitures	1,672,251	0.4%
Employee Health Contributions	1,550,840	0.3%
Total Major Revenues	**$ 375,885,445**	**84.7%**
Total Revenues	**$ 443,748,379**	

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

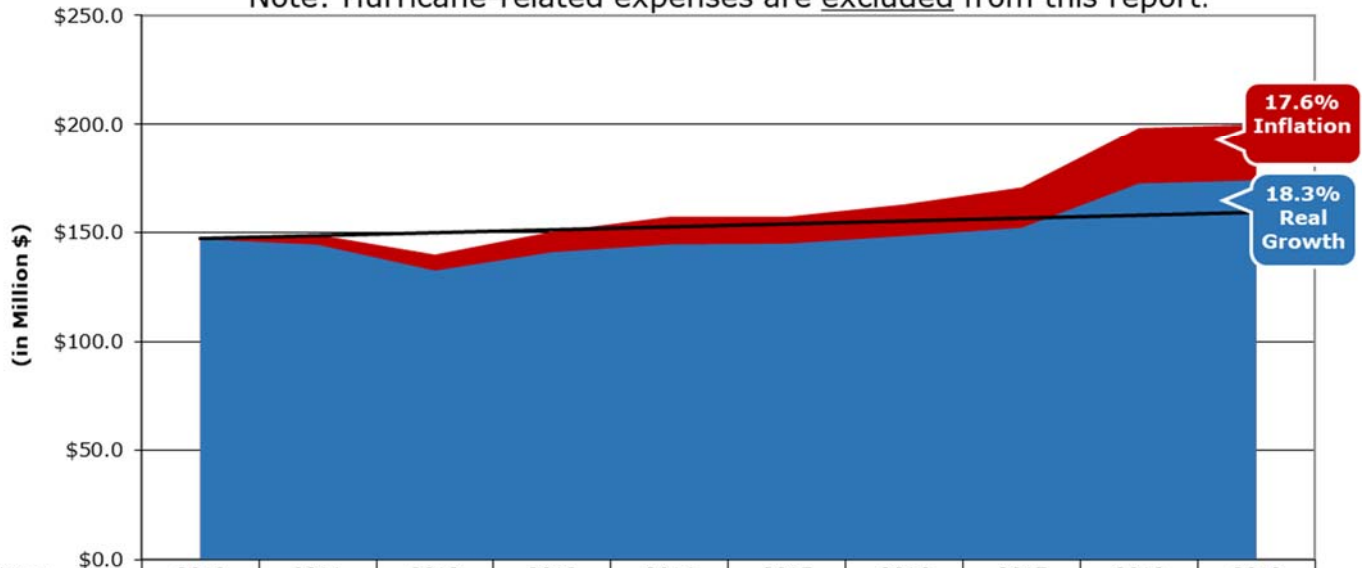
Growth in Constant 2010 Dollars: Consistent with guidelines, expenditure containment has been one of the underpinning principles of the budget development process. Over the past ten years the General Fund budget has experienced total growth of $52.8 million or 35.9%. Using 2010 constant dollars to account for the impact of inflation, the real growth was $26.9 million or 18.3%, with the remaining $25.9 million or 17.6% growth due to inflation. The 18.3% real growth over the ten year period correlates to an average annual growth rate of less than 2%.

The actual $52.8 million increase is attributable to rising operating expenditures of $33.3 million (+111.1%), $11.9 million (+1,101.9%) in capital expenditures, $5.6 million (+4.9%) in personnel expenses, and $1.8 million (+295.6%) in other expenditures.

The $33.3 million or 111.1% unadjusted increase in operating expenditure reflects mainly a change in service delivery as many City jobs were transitioned to contractual services in response to the real estate crash of 2008-2009. Other components of the increase include the operating expenses to run and maintain the newly built City Hall Civic Center, and $7.0 million in repair and maintenance services.

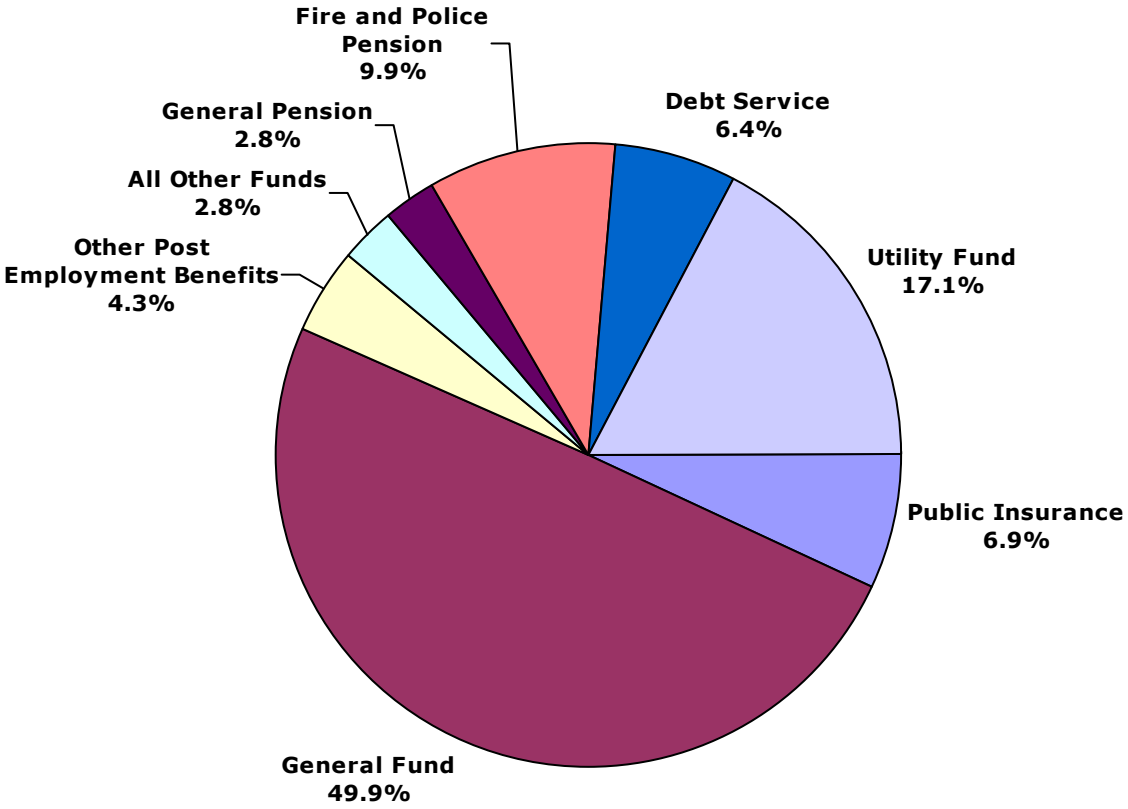
The $11.9 million or 1,101.9% increase in capital expenditures is due to the replacement of vehicles in the Public Safety departments, improvements other than building in the Recreation Department, various technology projects throughout the City including the paging and alerting system, as well as an Enterprise Resource Planning Solution.

General Fund Expense (including transfers)
Actual vs Constant 2010 Dollars
(Actual 2010-2017; Working Budget 2018; Proposed Budget 2019)
Note: Hurricane-related expenses are excluded from this report.



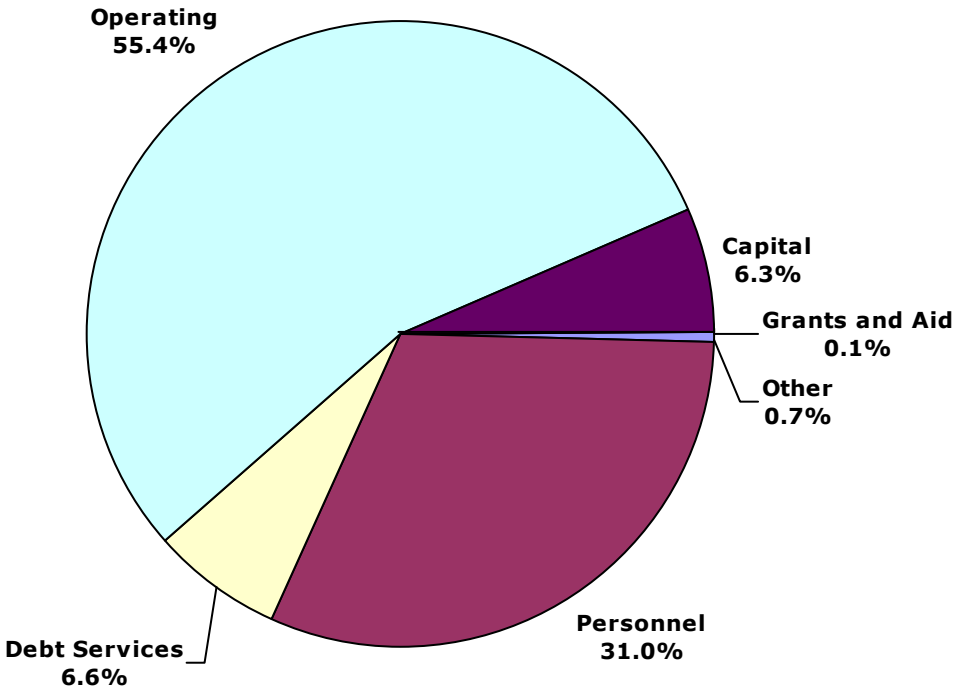
Fiscal Year	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Actual $	147.0	149.0	139.9	150.4	157.2	157.3	162.9	170.7	198.2	199.8
Constant $	147.0	144.4	132.6	141.0	144.6	144.9	148.4	152.2	172.5	173.9

Expenditures By Fund



Total Expenditures (including transfers) $400,483,875

Expenditures By Category



Position Changes

2018-19 Budget as Compared to 2017-18 Adopted Budget

	Full Time	Part Time
1 General Fund		
1001 City Clerk		
13509 Shared - Secretary	-	-1
13525 Senior Board Secretary	-	1
1001 City Clerk	-	-
2001 Finance		
12030 Budget Director	1	-
12031 Payroll Manager	1	-
12032 Accounts Payable Manager	1	-
12428 Payables Supervisor	-1	-
12433 Payroll Supervisor	-1	-
12556 Budget Manager	-1	-
2001 Finance	-	-
2002 Technology Services		
12280 Help Desk Technician II	-1	-
12652 Programmer/Analyst I	-1	-
2002 Technology Services	-2	-
201 City Manager		
12884 Executive Assist	1	-
13150 P/T Executive Coordinator	-	-1
13682 P/T Executive Assistant	-	-1
201 City Manager	1	-2
3001 Police		
12046 Deputy Police Chief	2	-
12115 Police Captain	1	-
12174 Division Major	-2	-
12425 Police Officer	-19	-
12451 Emergency Management Director	1	-
12525 Administrative Assistant I	-1	-
12636 Field Training Officer - City	19	-
12637 Field Training Sergeant - City	3	-
12655 Sergeant	-3	-
12684 Clerical Spec II	-1	-
12800 Asst. Police Chief	-1	-
12881 Professional Standards Coordinator	1	-
12882 Economic Crimes Investigator	1	-

Position Changes

2018-19 Budget as Compared to 2017-18 Adopted Budget

	Full Time	Part Time
1 General Fund		
3001 Police		
12883 Support Center Manager	1	-
12901 Staff Inspector	1	-
12980 Police Support Specialist I	3	-
12985 Police Service Aide I	1	-
3001 Police 3001 Red Light Camera Program		
12479 RLC Program Coordinator	1	-
3001 Police 303 SRO program		
13414 P/T School Resource Officer	-	3
3001 Police 9007 Code Compliance		
12985 Police Service Aide I	-3	-
12986 Police Service Aide II	3	-
3001 Police	8	3
4003 Fire/Rescue		
12010 Insurance Clerk	-1	-
4003 Fire/Rescue	-1	-
5002 Early Development Centers 205 WCY EDC		
12143 EDC Teacher	-1	-
13551 P/T Teacher Aide	-	-1
5002 Early Development Centers 209 Charter EDC - Central		
12972 EDC Clerical Spec I	-1	-
5002 Early Development Centers	-2	-1
6001 General Gvt Buildings		
12484 Public Services Manager	0.5	-
12494 Senior Facilities Manager	-1	-
12741 Controller	-0.5	-
6001 General Gvt Buildings 345 City Hall/Chambers		
13410 P/T Police Officer	-	1
6001 General Gvt Buildings	-1	1
6004 Grounds Maintenance		
12009 Assistant Director of Public Services	0.5	-
6004 Grounds Maintenance	0.5	-

Position Changes

2018-19 Budget as Compared to 2017-18 Adopted Budget

	Full Time	Part Time
1 General Fund		
6005 Purchasing		
12175 Division Director of Purchasing	1	-
12486 Purchasing Manager	-1	-
6005 Purchasing	-	-
6006 Environmental Services (Engineering)		
12500 City Engineer	0.5	-
12774 Engineer	0.5	-
6006 Environmental Services (Engineering)	1	-
7001 Recreation and Cultural Arts		
12495 Parks Maintenance Manager	-1	-
12531 Division Director of Park Operations	1	-
12891 Special Population Prog Coord	-1	-
13526 P/T Recreation Therapeutics	-	-1
7001 Recreation and Cultural Arts	-1	-1
7010 Civic and Cultural Facility 350 Art Gallery		
12230 Chief Curator/Head of Cultural Projects	-1	-
7010 Civic and Cultural Facility	-1	-
1 General Fund Total	**2.5**	**-**
471 Utility Fund		
6010 Utilities Admin Services		
12009 Assistant Director of Public Services	0.5	-
12484 Public Services Manager	0.5	-
12500 City Engineer	0.5	-
12741 Controller	-0.5	-
12774 Engineer	-0.5	-
6010 Utilities Admin Services	0.5	-
471 Utility Fund Total	**0.5**	**-**
Total Change for All Funds	**3**	**-**

Position History By Department

	2015-16 Actual		2016-17 Actual		2017-18 Adopted Budget		2018-19 Budget	
	FT	PT	FT	PT	FT	PT	FT	PT
100 City Commission	1	6	1	6	1	6	1	6
1001 City Clerk	8	3	8	3	8	3	8	3
2001 Finance	13	-	13	-	13	-	13	-
2002 Technology Services	15	-	15	-	15	-	13	-
201 City Manager	1.5	3	1.5	2	1.5	2	2.5	-
202 Human Resources	4	-	3	-	3	-	3	-
3001 Police	302	4	311	5	322	5	329	5
3001 Police 3001 Red Light Camera Program	-	-	3	-	2	-	3	-
3001 Police 303 SRO program	-	24	-	24	-	24	-	27
3001 Police 313 Broward College SRO	-	2	-	2	-	2	-	2
3001 Police 9007 Code Compliance	15	-	14	-	14	-	14	-
4003 Fire/Rescue	206	1	206	1	206	1	205	1
4003 Fire/Rescue 678 Fire Prevention	10	1	9	-	9	-	9	-
5002 Early Development Centers 201 West Pines pre-school	2	12	-	-	-	-	-	-
5002 Early Development Centers 203 Charter EDC - Village Center	1	12	2	12	2	12	2	12
5002 Early Development Centers 205 WCY EDC	7	18	5	18	5	18	4	17
5002 Early Development Centers 208 Charter EDC - West	15	29	15	29	14	29	14	29
5002 Early Development Centers 209 Charter EDC - Central	15	32	15	32	15	28	14	28
6001 General Gvt Buildings	8	1	8	1	7	-	6	-
6001 General Gvt Buildings 345 City Hall/Chambers	-	-	-	-	-	1	-	2
6004 Grounds Maintenance	1.5	0.5	1.5	0.5	1	-	1.5	-
6004 Grounds Maintenance 930 Public Services & Park Maintenance	3	-	-	-	-	-	-	-
6005 Purchasing	1	-	1	-	1	-	1	-
6006 Environmental Services (Engineering)	2.5	-	2.5	-	2	-	3	-
7001 Recreation and Cultural Arts	21	69	20	58	21	58	20	57
7010 Civic and Cultural Facility 350 Art Gallery	-	1	1	-	1	-	-	-
8001 Community Services	2.5	-	2.5	-	1.5	-	1.5	-
8002 Housing Division	0.75	-	0.25	-	0.25	-	0.25	-
8002 Housing Division 603 Rental - Pines Place	1.75	-	0.25	-	0.25	-	0.25	-
9002 Planning and Economic Development	4	2	4	2	4	2	4	2
1 General Fund	**661.5**	**220.5**	**662.5**	**195.5**	**669.5**	**191**	**672**	**191**
6002 Maintenance	0.5	-	0.5	-	-	-	-	-
100 Road & Bridge Fund	**0.5**	**0**	**0.5**	**0**	**0**	**0**	**0**	**0**
3015 Victims of Crime Act Grant	-	1	-	1	-	1	-	1
122 Law Enforcement Grant	**0**	**1**	**0**	**1**	**0**	**1**	**0**	**1**
6010 Utilities Admin Services	7	1.5	7	1.5	6.5	-	7	-
471 Utility Fund	**7**	**1.5**	**7**	**1.5**	**6.5**	**0**	**7**	**0**

Position History By Department

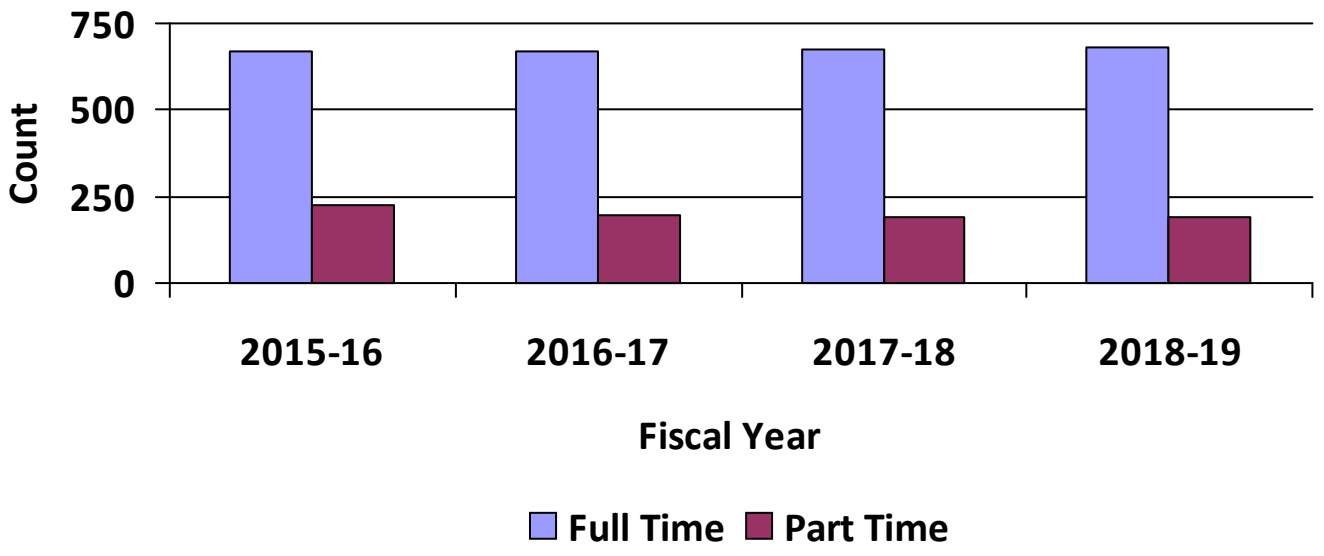
	2015-16 Actual		2016-17 Actual		2017-18 Adopted Budget		2018-19 Budget	
	FT	PT	FT	PT	FT	PT	FT	PT
203 Self Insurance 401 Administration	1	-	1	-	1	-	1	-
504 Public Insurance Fund	**1**	**0**	**1**	**0**	**1**	**0**	**1**	**0**

Total All Funds	**670**	**223**	**671**	**198**	**677**	**192**	**680**	**192**

	2015-16	2016-17	2017-18	2018-19
Total Full Time Equivalents (FTE): *	**781.5**	**770**	**773**	**776**

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

Position Count History



ECONOMIC ANALYSIS

In August 2018, 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 averaging 2.5% surpassing the national average of 1.8% and ranking the state 11th in the country for real growth.

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 fastest 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. The economy regained a 2.5% growth over the prior year in in 2013, 2.7% in 2014, 3.6% in 2015, 3.0% in 2016, and 2.2% in 2017. The latter was above the national average of 2.1%, which makes 2017 the fifth consecutive year of being above the national average. By the close of the 2017-18 fiscal year, most of the Florida economy had returned to or surpassed their peaks.

In 2017, the largest industry in Florida was finance, insurance, real estate, rental, and leasing. This industry accounted for 22.7% of Florida GDP and had 1.9% real growth. The second largest industry was professional and business services, which accounted for 12.8% of Florida GDP and had 3.5% real growth. The largest contributor to real GDP growth in Florida was professional and business services. This industry accounted for 0.44% point of the total growth in real GDP. The second largest contributor was finance, insurance, real estate, rental, and leasing. This industry accounted for 0.42% point of the total growth in real GDP.

Real Estate

The final data for Florida shows further decline from 64.3% in 2016 to 64.1% in 2017. This rate is below the lowest homeownership rate previously recorded in Florida (64.4 in 1989) during the 34-year history of the series. However, preliminary data for the first half of the 2018 calendar year is showing improvement. Financed Sales continue to gain as a percentage of all sales, ending April 2018 with a higher share than this segment had in April 2017 (57.94% versus 51.13%). Single-Family building permit activity, an indicator of new construction, remains in positive territory, beginning with strong back-to-back growth in both the 2012 and 2013 calendar years (over 30% in each year). The final data for the 2014 calendar year revealed significantly slowing (but still positive) activity—posting only 1.6% growth over the prior year. However, calendar year activity for the past three calendar years ran above their individual periods a year prior.

Single family data was higher than the prior year by 20.3% in 2015, 11.1% in 2016, and 13.5% in 2017. Despite the strong percentage growth rates in five of the last six calendar years, the level is still low by historic standards – about half of the long-run per capita level. In 2017, only Gadsden County surpassed its prior peak building permit activity level. However, improvements can still be seen across the state. When the 2017 results are compared to 2016, 45 counties issued building permits for more units, 19 counties issued permits for fewer units, and 3 counties issued permits for the same number of units. Existing homes sales volume between 2014 to 2017 calendar years exceeded the 2005 peak year. This year 2018 looks on course to the same. While Florida's existing home price gains have roughly tracked national gains over the last three years, the state's median home price for single family homes has generally stayed upwardly steady as the national median peaks and dips. The state's median price in June was 93.1% of the national median price, but exceeded the state's prior peak (June 2006) for the first time since then.

Overall, Florida's improved foreclosure rankings have been helped by decreasing numbers of delinquencies and non-current loans which limit the incoming pipeline. These have been produced by rising home values and employment, as well as reduced numbers of "underwater" homes. According to the EDR, Florida's "underwater" homes have declined from a high of 50% of all residential mortgages to under 5% in the most recent data, slightly better than the US as a whole. For the third quarter of 2017, single-family building permits were 8.2% higher than the same period last year, while multi-family building permits were 7.9% higher. Combined, total private housing starts are expected to increase 10.8% in Fiscal Year 2017-18 before easing to a rate of 8.6% in Fiscal Year 2018-19 and to much more modest growth rates in the rest of the forecast. Total private housing starts are still well below the peak Fiscal Year 2004-05 level of 272,000 units; they do not recover to their previous peak level at any time during the ten-year forecast period. Total construction expenditures (including nonresidential and public, as well as residential) continue to grow throughout the entire forecast period, with 11.8% growth in Fiscal Year 2017-18 and 8.0% in Fiscal Year 2018-19 before gradually settling in the 4.3 to 4.7% range towards the end of the period. Helped by the nonresidential component, total construction expenditures return to peak levels by Fiscal Year 2019-20, although the private residential component does not return to peak levels until Fiscal Year 2021-22.

The City of Pembroke Pines was hit hard by the 2008 recession bringing the housing market downward to a low of $153,000 for the median home value at the start of 2012. According to Zillow, July 2018, Pembroke Pines has a median home value of $301,300. The median home value has increased by nearly 6.7% over the past year. According to Zillow,

Pembroke Pines' price per square foot is $174, which is lower than the Miami-Fort Lauderdale Metro area average of $217. 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 4.0% in August 2018, and projected to decrease to 3.7% for August according to the Bureau of Labor Statistics (BLS). Florida's unemployment rate of 3.7% is below the United States unemployment rate 4.1%. The amount of people unemployed in Florida peaked in January 2010 at roughly 1,020,000, but as of April 2018 there were about 397,600 unemployed people, and this number continues to decrease as August is projected to have about 375,400 unemployed people. In the opinion of the EDR Revenue Estimating Conference, Florida is near "full employment", or having an unemployment rate of about 3.7%.

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 3.5% as of August 2018, which is below last year's unemployment rate of 3.7%. The Congressional Budget Office (CBO) stated that 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-West Palm Beach area has an unemployment rate of 3.7% as of September 2018 compared to 4.2% last year.

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 3.6% over the period from August 2017 to August 2018.

Summary

According to the Florida Office of Economic and Demographic Research's (EDR), Florida growth rates are returning to more typical levels and continue to show progress. 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 auto debts that appear to be affecting the ability to qualify for residential credit. The EDR predicts that by the end of the 2017-18 fiscal year, the majority of data measures for the Florida economy will return to or exceed their prior peaks. 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 2008. The total permits issued has increased by 16.2% from 2016 to 2017. The value of construction, led by the commercial sector, increased by 32.8%, and the gross assessed value increased 9.5% or $1.5 billion.

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

Year	Total Permits Issued	Miscellaneous Permits Issued (2)	Miscellaneous Valuation	Residential Number of Units	Residential Valuation	Commercial Number of Units	Commercial Valuation	Total Value of Construction	Gross Assessed Value (3)
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
2017	8,439	8,157	38,724,193	262	87,600,661	20	191,951,039	318,275,894	17,578,628,055

(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

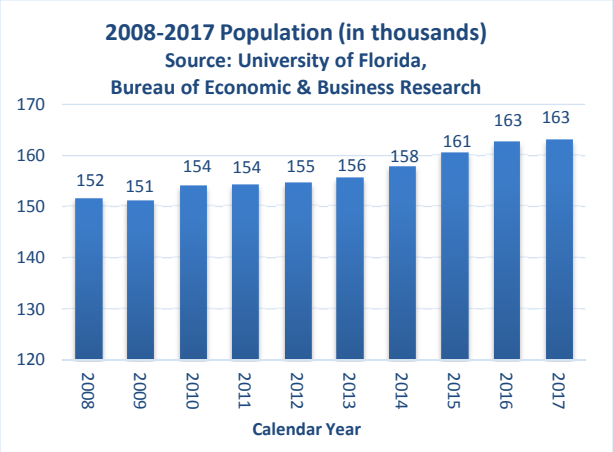
COMMUNITY PROFILE

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, 2018)
Source: SE Regional Climate Center (Ft. Lauderdale)

Average minimum temperature (F)	67.40
Average maximum temperature (F)	83.70
Average annual temperature (degrees)	75.60
Average annual precipitation (inches) since 1912	60.82

Future Land Use Designation (2017) (%)
Source: City of Pembroke Pines Planning Department

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

Elections (June 2018)
Source: Broward County Supervisor of Elections

Active Voters - All City Districts	107,548
Votes Cast March 2018 - City Districts 1 & 4	4,543
% Voting March 2018 - City Districts 1 & 4	8.50%
Charter Amendment 2- Annual Review of Officers - Nov 6, 2012	

Racial Composition
Source: 2017 American Community Survey (Census Bureau)

Hispanic or Latino	41.99%	71,686
White	26.60%	45,403
Black or African American	22.24%	37,972
Asian	6.06%	10,340
Other	3.11%	5,302
	100.00%	170,703

Median Age
Source: 2017 American Community Survey (Census Bureau)

2017	39.7

Age Composition
Source: 2017 American Community Survey (Census Bureau)

Under 5 years	5.1%	8,732
5-14 years	11.8%	20,121
15-19 years	6.0%	10,310
20-24 years	6.9%	11,811
25-34 years	13.9%	23,683
35-44 years	13.0%	22,155
45-54 years	15.5%	26,401
55-64 years	12.5%	21,285
65 + years	15.4%	26,205
	100.0%	170,703

Gender Composition
Source: 2017 American Community Survey (Census Bureau)

Male	47.7%	81,421
Female	52.3%	89,282
	100.0%	170,703

Housing Tenure [Occupied Housing Units]
Source: 2017 American Community Survey (Census Bureau)

Owner-occupied	68.8%	38,977
Renter-occupied	31.2%	17,703
	100.0%	56,680

Average Household (persons) 3.00
Source: 2017 American Community Survey (Census Bureau)

DEMOGRAPHICS (continued)

Educational Attainment - Population 25 years and over (%)

Source: 2017 American Community Survey (Census Bureau)

Less than High School Diploma	6,280	6.70%
High School Diploma	31,034	26.1%
Some college, no degree	29,141	23.5%
Associates Degree	12,436	11.7%
Bachelor's Degree	27,303	21.3%
Graduate or Professional Degree	13,535	10.7%
Total Population 25 years & over	119,729	100.0%

Household Income - in 2017 Inflation-adjusted dollars

Source: 2017 American Community Survey (Census Bureau)

Less than $24,999	17.8%	10,117
$25,000-$49,999	19.0%	10,753
$50,000-$74,999	14.6%	8,302
$75,000-$99,999	18.2%	10,294
$100,000 +	30.4%	17,214
Total Households	99.9%	56,680
Median Household Income		$72,056

ECONOMICS

Principal Property Owners (2017 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	1.17%
Pembroke Lakes Mall LTD	122,610	1.07%
Arium Resort LLC	111,719	0.98%
IVT Westfork Plaza Pembroke	99,314	0.87%
City Center Gardnes I LLC	97,570	0.85%
Atlis At Sheridan Village LLC	76,269	0.67%

Unemployment Rate (%)

Source: Florida Dept. of Labor for Pembroke Pines

2016-17	4.0%	2011-12	7.4%
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%

Per Capita Income - using inflation-adjusted dollars

Source: 2017 American Community Survey (Census Bureau)

2017	$ 31,358	2014	$ 27,932
2016	$ 31,536	2013	$ 28,859
2015	$ 31,210	2012	$ 29,664

Occupation Composition

Source: 2017 American Community Survey (Census Bureau)

Management, professional & related occupations	35,910
Service occupations	12,278
Sales and office occupations	22,726
Natural resources, construction, & maintenance occupations	6,002
Production, Transportation, and Material Moving occupations	7,942
	84,858

Building Permits

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

		Total Value of Construction
2016-17	8,439	$ 318,275,894
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

Industrial Composition - Civilian employed, 16 years and over

Source: 2017 American Community Survey (Census Bureau)

Agriculture, forestry, fishing/hunting, and mining	91
Construction	6,349
Manufacturing	3,486
Wholesale Trade	3,211
Retail Trade	9,955
Transportation, warehousing and utilities	6,319
Information	1,910
Finance, insurance, real estate/rental and leasing	8,668
Professional, scientific, management, administrative and waste management svcs.	9,187
Educational, health and social services	18,119
Arts, entertainment, recreation, accommodation and food services	7,830
Other services (except public admin.)	3,729
Public Administration	6,004
	84,858

ECONOMICS (continued)

2017 Principal Employers Corporate Human Resource Departments
(Total Full-time and Part-time positions)

Memorial Healthcare System	1,960
City of Pembroke Pines	1,405
Correct Care Solutions LLC	1,001
Memorial Hospital Pembroke	734
South Area Transportation	500
Voice Mail Inc.	499
WM Miami Inc.	400
Reuter Recycling of Florida	300
Publix Super Markets	251
R+L Carriers	250

Fiscal Year 2017-18 Property Taxable and Assessed Valuation (2017 Tax Year)

Source: Broward County Property Appraiser [DR403V and DR420]

Total Just Value	$18,793,239,672
Less: Property & Personal Exemptions	-3,480,814,376
Differentials	-3,456,122,272
Value Adjmt Bd/Appraiser Adjmts	-74,246,257
Operating Taxable Value	$11,782,056,767

Tax Rates for Fiscal Year 2018-19

Local Retail Sales Tax Rate	6.00%
Property Tax Operating Millage	5.6736
Property Tax Debt Service Millage	0.4683

SERVICE STATISTICS

Water (September 30, 2017) Source: Water Department

Water Accounts	43,536
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, 2017) Source: Sewer Department

Miles of Sanitary Sewers	449
Average Daily Treatment (MGD)	6.8
Average Daily Treatment Capacity (MGD)	9.5

Public Works (September 30, 2017) Source: Public Svcs. Dept.

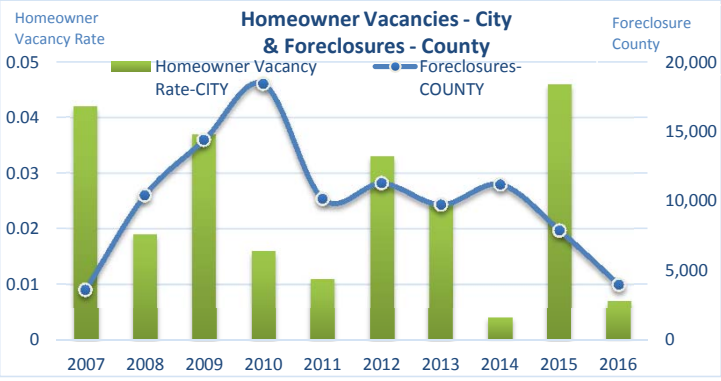
Residential Solid Waste Customers	38,439
Solid Waste Collected (tons)	109,013

Educational System (July 2017) 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 (2017) Source: Recreation Dept.

Number of Event Days - River of Grass	327
Theaters	2



(Source: American Community Survey & County Appraiser Office)

Police Protection (December 31, 2017) Source: Police Dept.

Employees (full-time)	374.0
Sworn	270.0
Non-Sworn	107.0
Grant Positions	0.5
Crime Index (fiscal year)	4,047
Crime Rate (per 1,000 population)	25
Traffic Accidents	6,053
Traffic/Parking Citations	15,696
Total Calls for Police Service	91,722

Fire Protection (December 31, 2017) Source: Fire Dept.

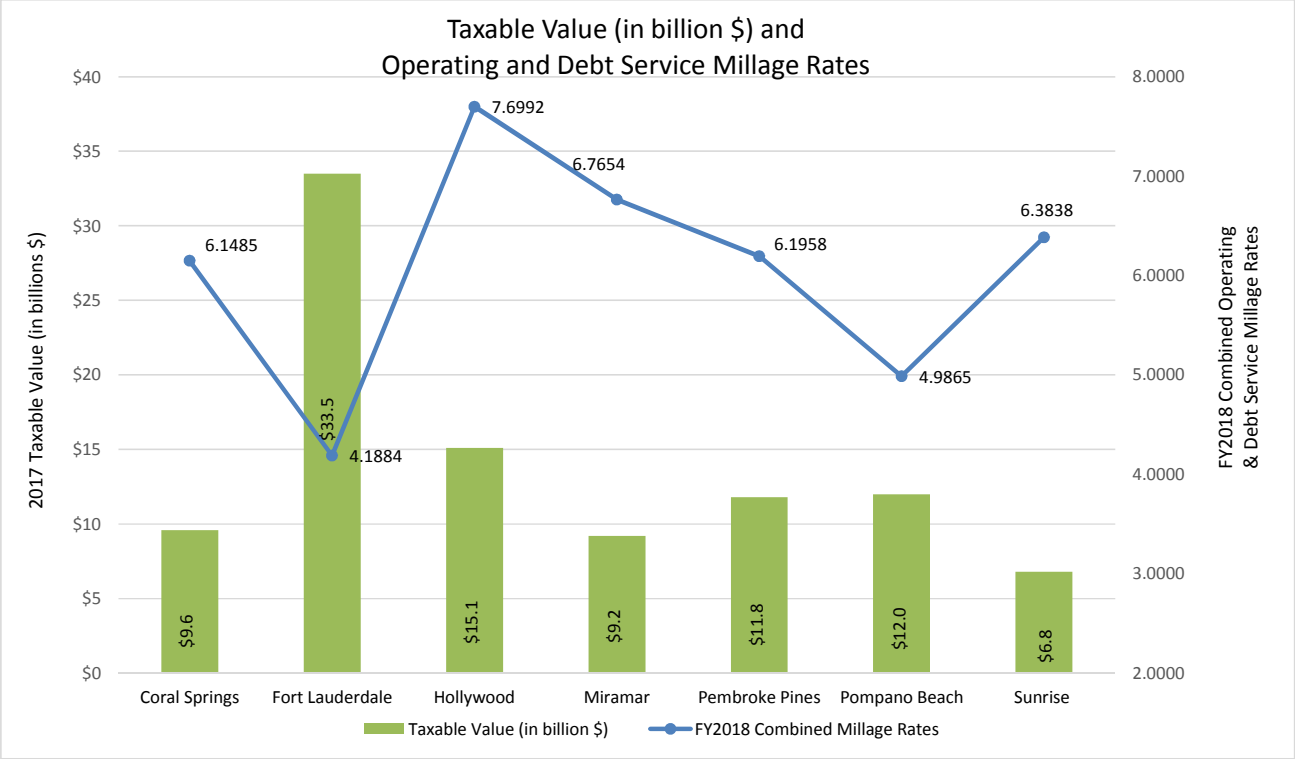
Stations	6
Employees (full-time)	223
Structure Fires	18
Advance Life Support Rescue Responses	11,381
Basic Life Support Rescue Responses	3,153
Other Rescue Calls	3,653
Other Emergencies	3,351
Fire Inspections (various kinds)	9,541
Fire Investigations	11

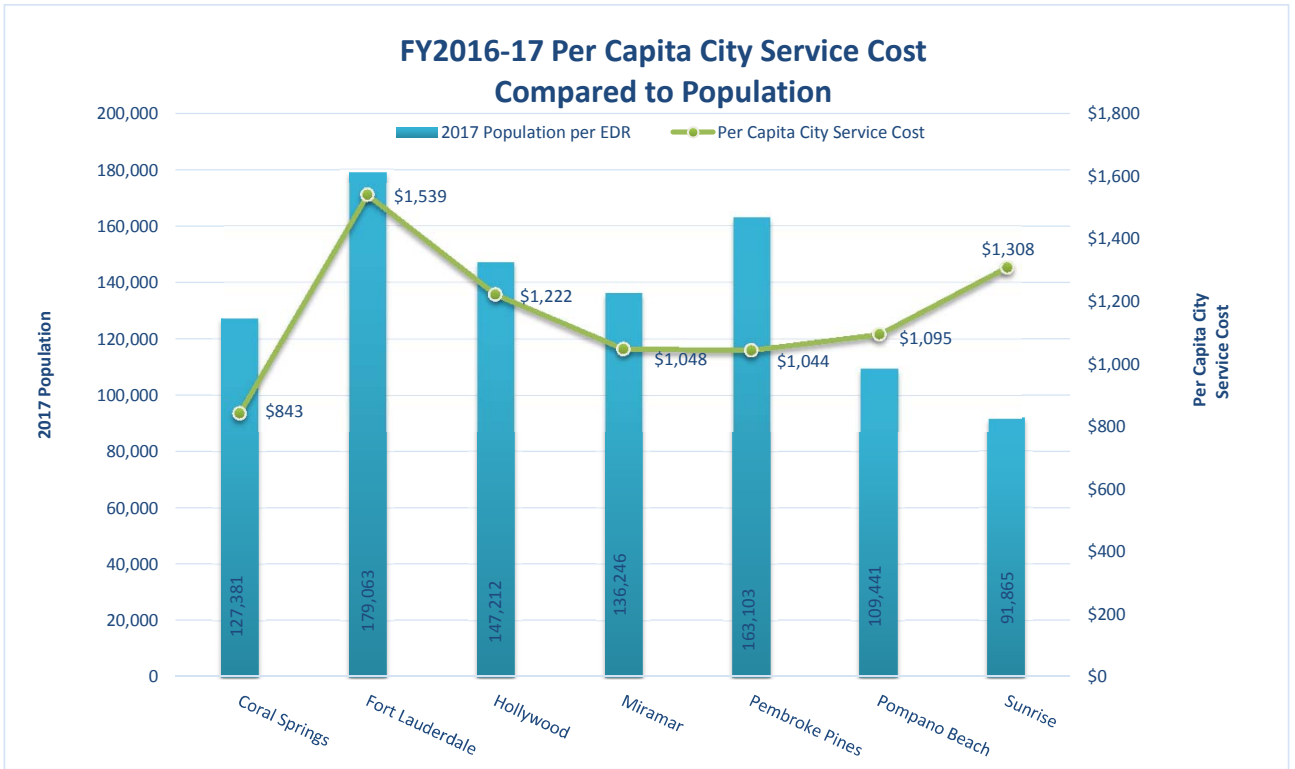
Municipal Parks (September 30, 2017) Source: Rec. Dept.

Developed Parks	34
Developed Acres	969.29
Undeveloped Acres	15
Swimming Pools	7
Recreation Centers	4
Lighted Ball fields	41
Unlighted Ball fields	2
Lighted Tennis Courts	50
Playgrounds	26
Gymnasium	2
Racquetball Courts/Indoor	8
Volleyball	3
Hockey Rinks	7
Fitness Center	1
Pavilions	37
Gazeboes	10
Paddleball Courts	22
Basketball Courts (Outdoor & Indoor)	26
Football/Soccer	20

COMPARISON TO LOCAL CITIES

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





Per capita City service cost is determined by taking the expenditures from each City's Fiscal Year 2017 CAFR document, and dividing by population

Performance Measures Summary

Overview

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

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

Strategy Map

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

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

City and Departmental Goals Matrix

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

City and Departmental Goals Matrix (continued)

City and Departmental Goals	City Manager	Police/ Code Enforcement	Fire and Rescue	Public Services/Parks	Recreation 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 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 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.**	· Pre-Fire plans completed annually · Number of public participants in safety education classes (non-CPR) classes
	· Average unit response time from en route to arrival (in minutes) · % of unit response time less than 6 minutes
KPI: *Social service client hours per each unduplicated client*	
Community Services **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 businsess 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: *% of FT employees retained after one year from hire*	
Human Resources **Implement sound recruitment practices to ensure competent candidates are hired.**	· % FT employees retained after one year from hire
KPI: *% change in 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 · Debt service as a % of General Fund budget · % of principal retired in 10 years · Direct debt per capita
Finance **Maintain high levels of professional accounting and reporting standards worthy of the Government Finance Officers Association (GFOA) awards.**	· 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 ranked against the ten largest Broward cities*	
Parks and Recreation **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		2017 Benchmark		2017 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	↓		3,547		2,481		77.7%	12.0%	9.3%
Maintain effective fire control capabilities	Insurance Service Organization (ISO) evaluation compared with national cities with 24,999 or more population	↑	*	67.20	*	90.16	*	98.9%	12.0%	11.9%
Increase social services to seniors (aged 60+)	Social service client-hours per each unduplicated client	↑		84.1		59.71		26.9%	4.0%	1.1%
Provide high quality potable water	Potable water quality ranking among Broward cities	=		52.5%		35.4%		3.2%	12.0%	0.4%
(2) Promote and pursue a positive economic environment.										
Exceed County household income	Median household income ranked against the ten largest cities in Broward County	↑		61,668		72,056		83.9%	4.0%	3.4%
Maintain tax base	% change in taxable value in relation to other Broward County Cities	↑		7.6%		7.3%		45.4%	8.0%	3.6%
To maintain a low tax burden	Per Capita City Services. Costs compared to prior years (in constant dollars)**	↓		$ 957		$ 1,022		30.0%	4.0%	1.2%
Foster business growth	Local Business Tax Revenue per capita	↑		$ 20.78		$ 21.71		56.6%	8.0%	4.5%
(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	↑		55.8		70.5		87.8%	8.0%	7.0%
(4) Provide a positive work environment that encourages teamwork, initiative, productivity, and individual development.										
Reduce employee turnover	% of FT employees retained after one year from hire	↑		81.6%		85.3%		67.6%	4.0%	2.7%
(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	↑		90%		92.0%		70.3%	8.0%	5.6%
(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	=		3.0%		11.2%		92.9%	4.0%	3.7%
Control the quality of the wastewater	Wastewater quality ranking among Broward cities	↑		50.7%		8.8%		7.9%	8.0%	0.6%
Maintain at least seven acres of parkland per 1,000 population [excluding golf courses]	Acres of parkland per 1,000 population ranked against the ten largest Broward cities	↑		5.88		6.93		75.8%	4.0%	3.0%
* = The ISO rating of 90.16 was during 2012. While the rating is updated every five years, the benchmark will not be updated from 2005 due to data not being available. ** Expenses exclude transfers, hurricane (FEMA-reimbursed) expenses, and a 2004 bond.		Overall Operating Performance Score							100.0%	58.0%

Key Performance Indicators (KPIs)

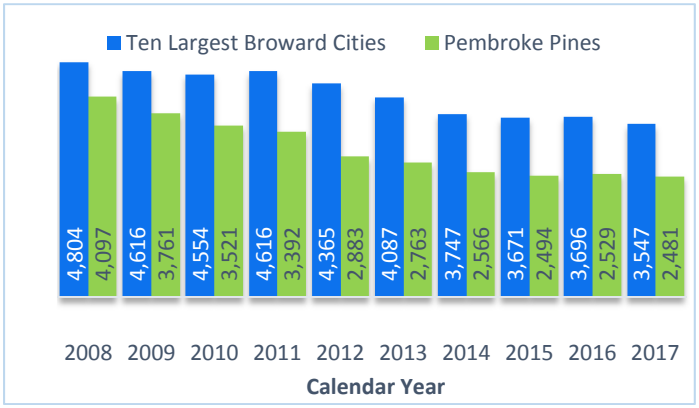
Each KPI score was based on the City's actual performance compared to a benchmark, which was either the average score of peer Cities, when sufficient data is available, or prior City performance. A standardized score, between 0 and 100, was calculated by determining the "z score," which finds the difference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

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

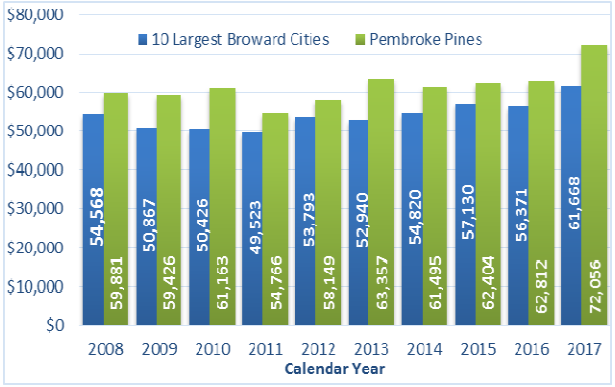
Crime Rate per 100,000 Population

Benchmark: 3,547 (average crime rate per 100,000 population for ten largest Broward cities during calendar year 2017).

Analysis: The 2017 City's crime rate of 2,481 per 100,000 residents reduced by 1.9 percentage points, while the rate reduced for the ten largest cities by 4.0 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 (2,244) and Miramar (1,948). Ft. Lauderdale and Pompano Beach had 2017 crime rates of 6,187 and 5,746 respectively.



Median Household Income Compared to 10 Largest Broward Cities

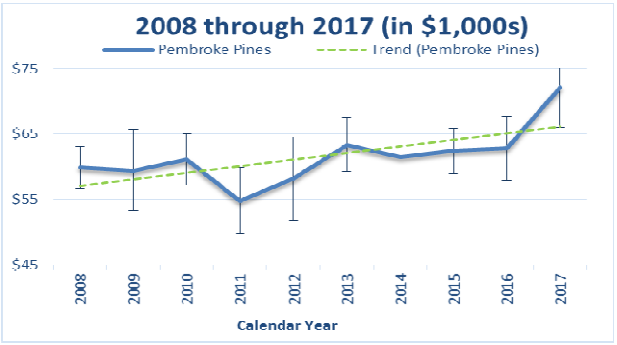


Benchmark: $61,668 (median household income for 10 largest Broward cities in 2017.)

Analysis: Since 2002 the median household income (in constant dollars) for Pembroke Pines was on average 14.3% greater than the average of the ten largest cities in Broward County. According to the 2017 survey, the City's median household income increased by 14.7% while the County grew by 4.9% and the top ten cities increased by 9.4%.

City Median Household Income and Trend

Over the last ten years, the County has experienced an annual compound growth rate of 0.97%. In addition, the City of Pembroke Pines has experienced an annual compound growth rate of 1.87%; compared to the growth rate of the top ten cities of 1.23%. The 2017 Margin of Error was +/- $6,179.

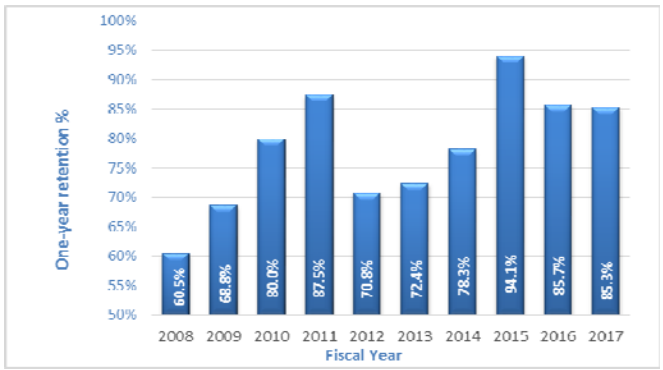


Change in Local Business Tax Revenue

Benchmark: $20.78 (Average per capita revenue since 1982-83 in constant 2017 dollars)

Analysis: Given that local business tax rates have not changed since their introduction, this measure is driven by growth in population and business activity. Since 2007-08 population growth averaged 0.5% while revenue (in constant 2017 dollars) declined by 0.8%.

% of Full-time Employees Retained after One Year



Benchmark: 81.6% (Average City retention rate since 1997-1998)

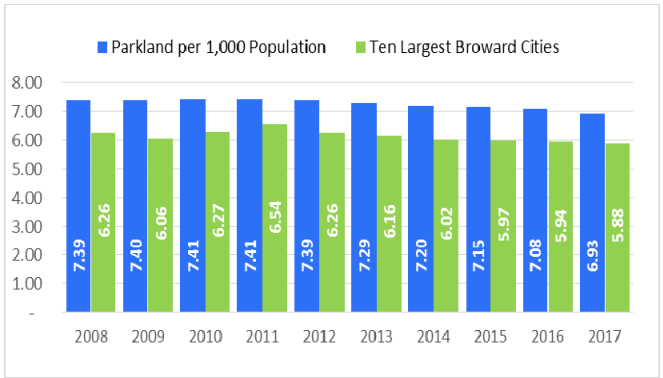
Analysis: Since 2008 the retention rate improved significantly. The main reason is the transition of public safety dispatch to Broward County in 2014.

Per Capita City Operating Costs
(in 2017 constant dollars)

Benchmark: Since Fiscal Year 1996 the average per capita cost of City operations has been $958 in current (2017) dollars.

Analysis: Per capita services cost grew by $61 over the past ten years. However, when adjusted for inflation there was a $88 decline.

Acres of Parkland per 1,000 Population



Benchmark: 5.88 acres of parkland per 1,000 population for the ten largest Broward cities for fiscal year 2016-17.

Analysis: In 2008, Pembroke Pines acres of parkland per 1,000 population was 18.1% higher than the ten largest Broward cities. However, in 2017 it declined to 17.7% above those cities.

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.		2015-16		2016-17		2018	2019
KPI: Crime rate per 100,000 population ranked against the ten largest cities in Broward County		Actual	Goal	**Actual**	Goal	Goal	Goal
Measurement Type: **Outputs**							
Calls for service per 1,000 residents	↓	507	600	562	575	600	600
Measurement Type: **Effectiveness**							
Clearance rate for Part I offenses [1]	↑	26%	25%	20%	25%	25%	25%
Crime index for the following types of offenses:							
Murder	↓	1	-	1	-	-	-
Forcible rape	↓	26	10	27	10	10	10
Robbery	↓	101	75	85	75	75	75
Aggravated assault	↓	214	150	208	150	150	150
Burglary	↓	346	750	361	750	500	500
Larceny	↓	3,141	3,000	3,054	3,000	3,000	3,000
Motor vehicle theft	↓	263	200	310	200	200	250
Crime index	↓	4,092	4,185	4,046	4,200	3,935	4,200
Crime rate (per 100,000 residents)	↓	2,529	2,650	2,481	2,600	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.		2015-16		2016-17		2018	2019
KPI: *% change in taxable value in relation to other Broward County Cities*		Actual	Goal	**Actual**	Goal	Goal	Goal
Measurement Type: **Effectiveness**							
% of cases closed prior to Code Board and/or Special Master hearing	↑	N/A	N/A	82%	N/A	N/A	80%

Fire

City Goal: (1) Promote health, safety, & welfare of the community.		2015-16		2016-17		2018	2019
KPI: Insurance Service Organization (ISO) evaluation compared with national cities with 24,999 or more population		Actual	Goal	**Actual**	Goal	Goal	Goal
Measurement Type: **Efficiency**							
Average unit response time from en route to arrival (in minutes)	↓	4.05	<4.00	4.46	<4.00	<4.00	<4.00
% of unit response time less than 6 minutes	↑	91.00%	93.00%	85.00%	>90.00%	>93.00%	90.00%
Measurement Type: **Effectiveness**							
Number of public participants in safety education classes (non-CPR) classes	↑	11,353	16,000	17,406	19,000	12,000	20,000

Community Services

City Goal: (1) Promote health, safety, & welfare of the community.		2015-16		2016-17		2018	2019
KPI: Social service client hours per each unduplicated client		Actual	Goal	**Actual**	Goal	Goal	Goal
Measurement Type: **Outputs**							
Number of unduplicated clients	↑	2,007	3,200	1,900	3,600	2,500	2,000
Units of service (services covered by OAA Title IIIB and IIIE Grant)	↑	67,061	90,769	57,996	63,799	64,807	64,632

Finance

City Goal: (5) Commitment to excellence in leadership and management skills; instill confidence in integrity of City government.		2015-16		2016-17		2018	2019
KPI: City's underlying bond rating compared to peer cities in Florida		Actual	Goal	**Actual**	Goal	Goal	Goal
Measurement Type: **Effectiveness**							
Number of years to receive Award for Certificate of Achievement for Excellence in Financial Reporting from GFOA	↑	32	32	33	33	34	35
Number of years to receive Distinguished Budget Presentation Award from GFOA	↑	19	19	20	20	21	22

Department Performance Measures Report (continued)

City Manager

City Goal: (2) Promote and pursue a positive economic environment.		2015-16		2016-17		2018	2019
KPI: Median household income ranked against the ten largest cities in Broward County		Actual	Goal	**Actual**	Goal	Goal	Goal
Measurement Type: **Efficiency**							
Change over operating rolled-back millage rate	↓	6.42%	1.96%	7.67%	3.75%	3.11%	3.00%
Per Capita City Operating Cost compared to prior years (in actual dollars)	↓	$997	$1,000	$ 1,022	$1,000	$1,000	$1,000

* New measure - goal unavailable.

City Goal: (3) Provide diverse recreational, educational, and cultural opportunities and maintain a full range of municipal services.		2015-16		2016-17		2018	2019
KPI: Charter School FCAT (Florida Comprehensive Assessment Test) Scores ranking among Broward schools		Actual	Goal	**Actual**	Goal	Goal	Goal
Measurement Type: **Effectiveness**							
Charter School FCAT Scores for:							
Elementary Schools	↑	68%	N/A	64%	77%	77%	77%
Middle Schools	↑	68%	N/A	77%	78%	78%	78%
High Schools	↑	74%	N/A	69%	77%	77%	77%
FSU Elementary	↑	67%	N/A	72%	77%	77%	77%

City Goal: (5) Commitment to excellence in leadership and management skills; instill confidence in integrity of City government.		2015-16		2016-17		2018	2019
KPI: City's underlying bond rating compared to peer cities in Florida		Actual	Goal	**Actual**	Goal	Goal	Goal
Measurement Type: **Effectiveness**							
Unassigned Fund Balance as a % of annual General Fund expenditures ^	↑	22.2%	25.6%	26.1%	28.3%	28.3%	28.0%
Total direct debt as a % of property market value	=	3.9%	3.9%	3.6%	3.6%	3.1%	3.5%
Debt service as a % of General Fund budget expenditures	↓	15%	15%	15%	15%	13%	15%
% of principal retired in 10 years	↑	41%	41%	43%	43%	47%	45%
Direct debt per capita	↓	$2,025	$2,190	$1,990	$2,122	$2,025	$2,025

^ Policy stipulates a range from 10% to 30%

City Clerk

City Goal: (2) Promote and pursue a positive economic environment.		2015-16		2016-17		2018	2019
KPI: Local business tax revenue per capita		Actual	Goal	**Actual**	Goal	Goal	Goal
Measurement Type: **Effectiveness**							
Local business tax revenue per capita (in constant dollars)	↑	$21.36	$21.00	$ 21.71	$21.00	$21.00	$21.00

Human Resources

City Goal: (4) Provide a positive work environment that encourages teamwork, initiative, productivity, and individual development.		2015-16		2016-17		2018	2019
KPI: % of FT employee retentionafter one year from hire		Actual	Goal	**Actual**	Goal	Goal	Goal
Measurement Type: **Effectiveness**							
% of FT employees retained after one year from hire	↓	87.5%	N/A	85.30%	N/A	N/A	95.0%

Department Performance Measures Report (continued)

Public Services

City Goal: (1) Promote health, safety, & welfare of the community.		2015-16		2016-17		2018	2019
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)	↑	9.30	9.20	9.38	<9.50	9.00	9.50
Total Residual Chlorine (County standard 4.0 or lower)	↓	3.50	3.50	3.66	<4.0	3.50	3.50
Color (County standard 15.0 or lower)	↓	15.00	6.00	13.27	6.00	5.00	2.00
Fluoride ASF (County Standard 0.8 or lower)	↓	0.80	0.80	0.56	0.70	0.80	0.80
Turbidity NTU (Nephelometric Turbidity Unit) (County standard 1.0 or lower)	↓	0.90	0.90	0.31	1.00	0.90	0.90
Iron Fe- (County standard 0.3 or lower)	↓	0.03	0.02	0.08	0.30	0.03	0.30

City Goal: (6) Preserve and promote the ecological and environmental quality within the City.		2015-16		2016-17		2018	2019
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)	↓	5.00	5.20	6.98	<2.00	5.00	6.00
TSS (Total Suspended Solids) Effluent (County standard 20 or lower)	↓	2.50	3.00	14.86	<2.00	2.50	13.00
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	698.00	698.00	698.00	698.00

Recreation and Cultural Arts

KPI: Acres of parkland per 1,000 population ranked against the ten largest cities in Broward County							
Measurement Type: **Effectiveness**							
Acres of parkland per 1,000 population	↑	7.08	7.30	6.93	7.30	7.30	7.00

Budget Summary for Fiscal Year 2018-19 - All Funds By Category

	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget	% of Total	% Change from 2017-18
Beginning Fund Balance $	1,064,298,512	1,111,800,566	1,180,714,750	1,205,482,400		
Revenues/Sources						
Investment Income	66,116,197	93,950,615	61,349,020	77,283,800	17.4%	26.0%
Ad Valorem Taxes	61,226,024	65,813,501	69,870,822	73,991,655	16.7%	5.9%
Water/Sewer Charges	43,270,157	45,324,295	55,078,000	60,558,000	13.7%	9.9%
Charges for Services	45,190,603	46,963,166	57,101,351	59,475,172	13.4%	4.2%
Miscellaneous Revenues	56,590,388	53,755,840	49,837,013	50,554,627	11.4%	1.4%
Rents & Royalties	24,348,698	24,317,413	25,223,898	25,347,991	5.7%	0.5%
Special Assessments	23,134,760	23,141,007	23,920,568	24,104,552	5.4%	0.8%
Intergovernmental Revenue	19,844,854	23,930,736	27,097,917	20,710,805	4.7%	(23.6%)
Franchise Fees	17,179,060	17,733,442	18,359,808	19,624,400	4.4%	6.9%
Utility Taxes	12,995,837	13,284,313	14,088,000	14,910,000	3.4%	5.8%
Communication Services Tax	5,545,281	5,254,642	5,549,000	5,095,000	1.1%	(8.2%)
Local Business Tax	3,455,361	3,541,780	3,580,000	3,575,000	0.8%	(0.1%)
Local Option Gas Tax	2,868,929	2,954,781	3,006,000	2,983,000	0.7%	(0.8%)
Insurance Premium Taxes	2,445,532	2,420,304	2,445,532	2,420,304	0.5%	(1.0%)
Judgements, Fines & Forfeitures	1,627,353	990,113	1,890,202	1,672,251	0.4%	(11.5%)
Building Permits	971,286	1,118,326	870,200	932,200	0.2%	7.1%
Total Revenues/Sources	386,810,320	424,494,274	419,267,331	443,238,757	100.0%	5.7%
Expenditures/Uses						
General Government	97,172,700	107,341,914	118,945,893	132,146,112	33.2%	11.1%
Public Safety	103,334,592	108,377,229	122,522,112	121,356,607	30.5%	(1.0%)
Utility Administration	26,189,198	30,543,032	27,058,223	27,707,692	7.0%	2.4%
Debt Service	26,644,068	25,793,774	26,614,600	26,552,247	6.7%	(0.2%)
Sewer-Wastewater Services	13,659,700	14,590,136	23,167,153	23,441,187	5.9%	1.2%
Culture and Recreation	44,526,500	37,930,064	22,939,609	20,698,386	5.2%	(9.8%)
Water Utility Services	5,795,010	6,941,478	18,727,175	16,370,082	4.1%	(12.6%)
Economic Environment	8,942,361	8,831,839	13,456,802	10,039,670	2.5%	(25.4%)
Human Services	7,118,786	6,851,774	7,768,897	7,930,168	2.0%	2.1%
Transportation	6,413,099	10,585,967	10,751,398	7,687,867	1.9%	(28.5%)
Physical Environment	10,310,069	10,299,907	3,607,770	3,894,677	1.0%	8.0%
Total Expenditures/Uses	350,106,083	368,087,112	395,559,632	397,824,695	100.0%	0.6%
Excess (Deficit)	36,704,237	56,407,162	23,707,699	45,414,062		
Transfers In	12,070,198	18,057,855	1,921,927	1,772,570		
Bond Premium (Discount)	-	5,511,204	-	-		
Payment to refunded bond escrow agent	(7,565,000)	(71,149,279)	-	-		
Refunding Bonds Issued	7,636,000	63,346,400	-	-		
Sale of equipment/land	3,418,136	53,882	71,500	71,500		
Transfers Out	(12,959,657)	(18,632,920)	(2,911,779)	(2,659,180)		
Capital Contributions	1,842,201	1,167,738	1,475,000	1,365,000		
Interest on Investments	270,345	174,754	233,303	219,622		
Investment Income	6,085,596	13,977,389	270,000	290,000		
Ending Fund Balance $	1,111,800,568	1,180,714,751	1,205,482,401	1,251,955,975		
Percent Change	4.5%	6.2%	2.1%	3.9%		

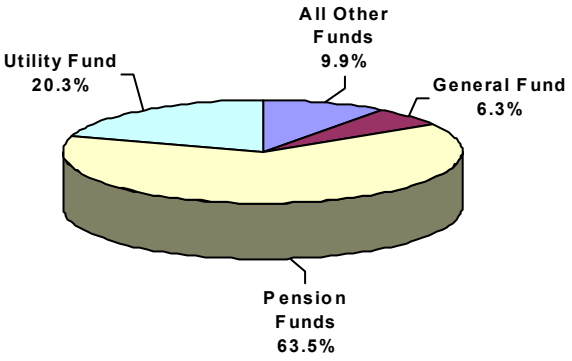
Notes:

Details of major Y-O-Y changes in fund balance are provided in the following pages of this section. Generally the trust funds have significant Y-O-Y increases and the municipal construction fund varies widely. The General Fund and the Utility Fund are impacted by the carryover process.

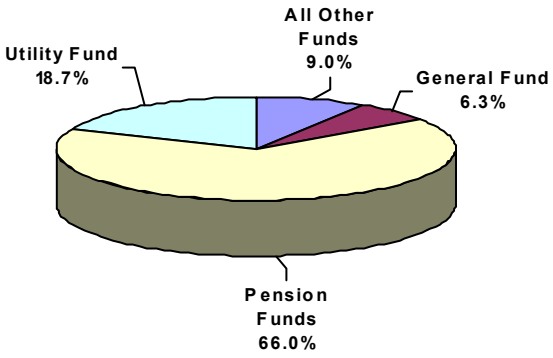
Components of Fund Balance/Retained Earnings/Net Assets - All Funds for 2015-16 and 2016-17

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

2015-16 Fund Balance
$1,111,800,567



2016-17 Fund Balance
$1,180,714,752



All Funds	2015-16	2016-17	Change
Asset	$ 1,172,403,267	$ 1,238,675,661	$ 66,272,394
Liability	60,602,700	57,960,909	-2,641,791
Fund Balance	1,111,800,567	1,180,714,752	68,914,184

General Fund	2015-16	2016-17	Change
Cash & Investments	$ 74,095,718	81,012,923	6,917,205
Taxes Receivable	5,266,239	5,296,569	30,330
Accounts Receivable	2,489,387	4,192,099	1,702,712
Other Assets	7,533,715	500,278	-7,033,437
Asset Total	**89,385,059**	**91,001,867**	**1,616,809**
Accounts Payable	$ 14,369,662	11,659,769	-2,709,893
Due to Other Funds	0	0	0
Deposits	2,359,123	2,461,324	102,201
Deferred Revenue	2,973,869	2,663,120	-310,749
Other Liabilities	40,804	51,262	10,458
Liability Total	**19,743,458**	**16,835,475**	**-2,907,983**
Real Estate Investment and Other	$ 14,267,076	333,556	-13,933,520
Unassigned Fund Balance	34,582,347	44,470,455	9,888,108
Disaster Assistance	2,125,000	2,125,000	0
Subsequent year's budget	18,667,177	27,237,381	8,570,204
Fund Balance Total	**$ 69,641,600**	**74,166,392**	**4,524,792**

Utility Fund	2015-16	2016-17	Change
Cash & Investments	$ 71,020,294	63,714,646	-7,305,648
Accounts Receivable	5,032,192	6,207,173	1,174,982
Restricted Investments	9,945,543	10,110,040	164,497
Land, Buildings, Equipment & Improvements	251,899,213	260,443,416	8,544,203
Accumulated Depreciation	-107,775,372	-114,362,424	-6,587,052
Construction in Progress	8,100,277	5,270,993	-2,829,284
Other Assets	3,792,268	7,478,403	3,686,136
Asset Total	**242,014,413**	**238,862,248**	**-3,152,165**

Components of Fund Balance/Retained Earnings/Net Assets - All Funds for 2015-16 and 2016-17

Utility Fund		2015-16	2016-17	Change
Accounts Payable	$	1,729,371	2,569,030	839,658
Due to Other Funds		0	0	0
Deposits		4,108,578	4,224,727	116,149
Other Liabilities		10,148,829	10,936,880	788,051
Liability Total		**15,986,779**	**17,730,637**	**1,743,858**
Retained Earnings - Reserved	$	0	0	0
Retained Earnings - Unreserved		225,267,933	220,356,381	-4,911,552
Other Equities		759,702	775,231	15,529
Retained Earnings Total		**$226,027,635**	**221,131,611**	**-4,896,023**

Pension Funds		2015-16	2016-17	Change
Cash & Investments	$	697,531,064	774,397,492	76,866,428
Accounts Receivable		6,596,776	2,066,944	-4,529,832
Land, Buildings, Equipment & Improvements		357,540	346,406	-11,134
Other Assets		3,161,536	3,205,863	44,327
Asset Total		**707,646,916**	**780,016,705**	**72,369,789**
Accounts Payable	$	1,297,654	826,023	-471,631
Other Liabilities		0	0	0
Liability Total		**1,297,654**	**826,023**	**-471,631**
Net Assets - Reserved	$	706,349,262	779,190,682	72,841,420
Net Assets Held In Trust Total		**$706,349,262**	**779,190,682**	**72,841,420**

All Other Funds		2015-16	2016-17	Change
Cash & Investments	$	130,304,504	124,307,962	-5,996,541
Taxes Receivable		473,606	478,096	4,490
Accounts Receivable		1,013,050	7,025	-1,006,025
Restricted Investments		1,201,700	674,516	-527,184
Other Assets		364,019	3,327,240	2,963,221
Asset Total		**133,356,879**	**128,794,840**	**-4,562,039**
Accounts Payable	$	585,100	1,195,219	610,120
Due to Other Funds		7,218,470	5,545,840	-1,672,631
Deposits		84,751	96,644	11,892
Deferred Revenue		1,148,596	1,810,085	661,488
Other Liabilities		14,537,891	13,920,987	-616,904
Liability Total		**23,574,809**	**22,568,774**	**-1,006,035**
Fund Balance - Restricted	$	67,903,912	79,516,844	11,612,932
Retained Earnings - Reserved		6,542,229	6,542,229	0
Real Estate Investment and Other		446,115	446,115	0
Other Equities		34,889,814	19,720,878	-15,168,936
Fund Balance Total		**$109,782,070**	**106,226,066**	**-3,556,004**

Expenditure Category Matrix For 2018-19 Budget

Allocation of Expenditures	Personnel Services	Operating Expenditure/ Expenses	Capital Outlay	Debt Service	Grants and Aids	Other Uses	Total
General Fund							
City Commission	589,359	293,424	-	-	-	-	882,783
City Manager	634,258	419,076	-	-	-	-	1,053,334
Human Resources	502,027	236,319	-	-	-	-	738,346
City Attorney	-	1,006,857	-	-	-	-	1,006,857
General Government	1,981,266	2,142,147	-	-	170,878	1,414,308	5,708,599
City Clerk	819,929	552,749	-	-	-	-	1,372,678
Finance	1,922,451	1,267,820	59,000	-	-	-	3,249,271
Technology Services	1,952,464	3,729,203	4,565,346	-	-	-	10,247,013
Police	61,473,171	7,114,067	3,041,954	-	-	-	71,629,192
Fire/Rescue	42,187,695	4,885,517	2,384,770	-	-	-	49,457,982
Early Development Centers	2,733,078	2,297,523	-	-	-	886,610	5,917,211
W.C.Y Administration	-	86,575	-	-	-	-	86,575
General Gvt Buildings	782,284	7,921,943	105,000	-	-	-	8,809,227
Grounds Maintenance	304,341	2,488,836	1,085,000	-	-	-	3,878,177
Purchasing	165,838	683,866	-	-	-	-	849,704
Environmental Services (Engineering)	518,668	981,098	71,616	-	-	-	1,571,382
Howard C. Forman Human Services Campus	-	1,530,073	-	-	-	-	1,530,073
Recreation and Cultural Arts	3,512,728	11,455,978	1,481,298	-	-	-	16,450,004
Special Events	-	239,620	-	-	-	-	239,620
Golf Course	-	1,998,000	59,500	-	-	-	2,057,500
Civic and Cultural Facility	-	1,951,262	-	-	-	-	1,951,262
Community Services	204,432	1,054,829	150,000	-	34,010	-	1,443,271
Housing Division	114,078	8,397,755	-	-	-	-	8,511,833
Planning and Economic Development	610,597	577,396	3,500	-	-	-	1,191,493
General Fund Total	121,008,664	63,311,933	13,006,984	-	204,888	2,300,918	199,833,387
% of General Fund	60.6%	31.7%	6.5%	-	0.1%	1.2%	100%
Road & Bridge Fund							
Maintenance	84,489	4,984,878	-	-	-	-	5,069,367
Infrastructure	-	1,585,100	25,000	-	-	-	1,610,100
Transit System	-	-	-	-	-	358,262	358,262
Road & Bridge Fund Total	84,489	6,569,978	25,000	-	-	358,262	7,037,729
% of Road & Bridge Fund	1.2%	93.4%	0.4%	-	-	5.1%	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	-	538,902	300,000	-	-	-	838,902
Transportation	-	116,893	-	-	-	-	116,893
HUD Grants CDBG/HOME Total	-	655,795	300,000	-	-	-	955,795
% of HUD Grants CDBG/HOME	-	68.6%	31.4%	-	-	-	100%
Law Enforcement Grant							
Victims of Crime Act Grant	18,473	-	-	-	-	-	18,473
Law Enforcement Grant Total	18,473	-	-	-	-	-	18,473
% of Law Enforcement Grant	100.0%	-	-	-	-	-	100%

Expenditure Category Matrix For 2018-19 Budget

Allocation of Expenditures	Personnel Services	Operating Expenditure/ Expenses	Capital Outlay	Debt Service	Grants and Aids	Other Uses	Total
Community Bus Program							
Community Services	-	224,650	-	-	-	-	224,650
Transit System	-	666,857	-	-	-	-	666,857
Community Bus Program Total	-	891,507	-	-	-	-	891,507
% of Community Bus Program	-	100.0%	-	-	-	-	100%
Treasury - Confiscated							
Treasury Confiscated	-	-	16,132	-	-	-	16,132
Treasury - Confiscated Total	-	-	16,132	-	-	-	16,132
% of Treasury - Confiscated	-	-	100.0%	-	-	-	100%
Justice - Confiscated							
Justice Confiscated	-	-	35,497	-	-	-	35,497
Justice - Confiscated Total	-	-	35,497	-	-	-	35,497
% of Justice - Confiscated	-	-	100.0%	-	-	-	100%
$2 Police Education							
$2 Police Education	-	17,391	-	-	-	-	17,391
$2 Police Education Total	-	17,391	-	-	-	-	17,391
% of $2 Police Education	-	100.0%	-	-	-	-	100%
FDLE - Confiscated							
FDLE	-	46,232	135,708	-	-	-	181,940
FDLE - Confiscated Total	-	46,232	135,708	-	-	-	181,940
% of FDLE - Confiscated	-	25.4%	74.6%	-	-	-	100%
Older Americans Act							
SW Multipurpose Center	-	1,274,437	-	-	95,284	-	1,369,721
Older Americans Act Total	-	1,274,437	-	-	95,284	-	1,369,721
% of Older Americans Act	-	93.0%	-	-	7.0%	-	100%
Debt Service							
General Debt Service	-	-	-	25,505,034	-	-	25,505,034
Debt Service Total	-	-	-	25,505,034	-	-	25,505,034
% of Debt Service	-	-	-	100.0%	-	-	100%
Utility Fund							
General Debt Service	-	-	-	1,047,213	-	-	1,047,213
Utilities Admin Services	1,961,901	5,077,941	-	-	-	-	7,039,842
Non-Departmental Expense	786,671	19,881,179	-	-	-	-	20,667,850
Sewer Collection	-	4,402,854	2,870,000	-	-	-	7,272,854
Sewer Treatment Plant	-	14,098,333	2,070,000	-	-	-	16,168,333
Water Plants	-	6,957,223	3,060,000	-	-	-	10,017,223
Water Distribution	-	2,767,859	3,585,000	-	-	-	6,352,859
Utility Fund Total	2,748,572	53,185,389	11,585,000	1,047,213	-	-	68,566,174
% of Utility Fund	4.0%	77.6%	16.9%	1.5%	-	-	100%
Public Insurance Fund							
Self Insurance	109,724	27,398,934	-	-	-	-	27,508,658
Public Insurance Fund Total	109,724	27,398,934	-	-	-	-	27,508,658
% of Public Insurance Fund	0.4%	99.6%	-	-	-	-	100%

Expenditure Category Matrix For 2018-19 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	-	11,075,000	-	-	-	-	11,075,000
General Pension Trust Fund Total	-	11,075,000	-	-	-	-	11,075,000
% of General Pension Trust Fund	-	100.0%	-	-	-	-	100%
Fire & Police Pension Trust Fund							
Post Employment Benefits	-	39,728,000	-	-	-	-	39,728,000
Fire & Police Pension Trust Fund Total	-	39,728,000	-	-	-	-	39,728,000
% of Fire & Police Pension Trust Fund	-	100.0%	-	-	-	-	100%
Other Post Employment Benefits							
Post Employment Benefits	4,000	17,034,002	-	-	-	-	17,038,002
Other Post Employment Benefits Total	4,000	17,034,002	-	-	-	-	17,038,002
% of Other Post Employment Benefits	0.0%	100.0%	-	-	-	-	100%
TOTAL	123,973,922	221,894,033	25,104,321	26,552,247	300,172	2,659,180	400,483,875
% OF BUDGET	31.0%	55.4%	6.3%	6.6%	0.1%	0.7%	100%

City of Pembroke Pines, Florida

Transfers Matrix 2018-19 Budget

Fund	Transfer From	Transfer To
General Fund	2,300,918	-
Road & Bridge Fund	358,262	628,434
Older Americans Act	-	561,224
Community Bus Program	-	582,912
Charter Middle Schools	-	886,610
	$2,659,180	$2,659,180

Projected Changes in Fund Balances - Fund 1 General Fund

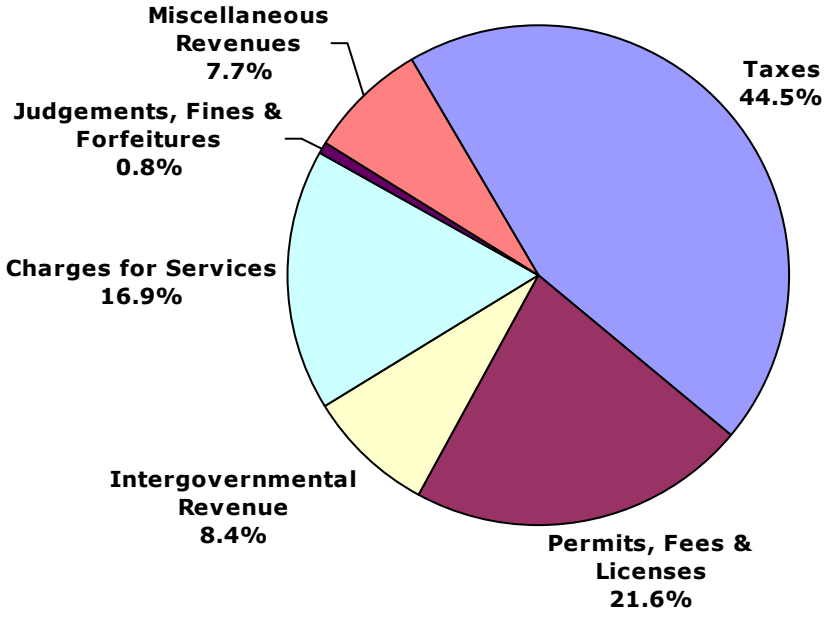
The General Fund is used to account for all the financial resources of the City that are not required to be accounted for in another fund. It is the chief operating fund of the City.

	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget	% of Total	% Change from 2017-18
Beginning Fund Balance $	62,261,975	69,641,601	74,166,393	64,002,625		
Revenues/Sources						
Ad Valorem Taxes	55,321,195	59,856,769	63,981,906	68,350,023	35.1%	6.8%
Charges for Services	29,248,371	29,603,951	32,037,736	33,038,398	16.9%	3.1%
Special Assessments	23,134,760	23,141,007	23,920,568	24,104,552	12.4%	0.8%
Franchise Fees	15,003,168	15,571,495	16,241,740	17,292,834	8.9%	6.5%
Intergovernmental Revenue	15,083,451	18,082,151	16,659,881	16,372,010	8.4%	(1.7%)
Rents & Royalties	12,318,640	12,758,344	13,761,704	13,997,153	7.2%	1.7%
Utility Taxes	10,847,727	11,035,177	12,101,642	12,461,132	6.4%	3.0%
Local Business Tax	3,455,361	3,541,780	3,580,000	3,575,000	1.8%	(0.1%)
Insurance Premium Taxes	2,445,532	2,420,304	2,445,532	2,420,304	1.2%	(1.0%)
Judgements, Fines & Forfeitures	1,299,092	730,438	1,861,820	1,654,860	0.8%	(11.1%)
Building Permits	828,672	1,003,703	756,700	782,200	0.4%	3.4%
Investment Income	1,051,802	629,852	367,920	748,500	0.4%	103.4%
Miscellaneous Revenues	131,619	353,626	252,277	197,485	0.1%	(21.7%)
Total Revenues/Sources	170,169,390	178,728,597	187,969,426	194,994,451	100.0%	3.7%
Expenditures/Uses						
Public Safety	102,992,268	107,704,297	120,418,210	121,087,174	61.3%	0.6%
General Government	27,010,065	29,812,329	34,439,741	36,796,452	18.6%	6.8%
Culture and Recreation	7,938,072	9,623,835	22,476,998	20,698,386	10.5%	(7.9%)
Economic Environment	7,258,635	7,280,032	8,194,451	8,511,833	4.3%	3.9%
Human Services	5,752,794	5,590,419	6,427,550	6,560,447	3.3%	2.1%
Physical Environment	10,292,747	10,281,352	3,591,270	3,878,177	2.0%	8.0%
Total Expenditures/Uses	161,244,581	170,292,264	195,548,220	197,532,469	100.0%	1.0%
Excess (Deficit)	8,924,809	8,436,333	(7,578,794)	(2,538,018)		
Sale of equipment/land	118,988	47,218	62,000	62,000		
Transfers Out	(1,664,172)	(3,958,759)	(2,646,974)	(2,300,918)		
Ending Fund Balance $	69,641,601	74,166,393	64,002,625	59,225,689		
Percent Change	11.9%	6.5%	-13.7%	-7.5%		

Notes:

The fund balance at the end of 2015-16 showed a $7.4 million or 11.9% increase over prior year due to revenues being $5.8 million above budget and unspent appropriations of $1.6 million. In 2017-18, fund balance is expected to decline by $10.2 million or 13.7% mainly as a result of a $5.5 million carryover from prior year and using a portion of the 2016-17 surplus to balance the budget. The $4.8 million or 7.5% decline anticipated in 2018-19 is linked to utilizing $2.4 million of fund balance assigned for IT modernization and balancing the budget with reserves.

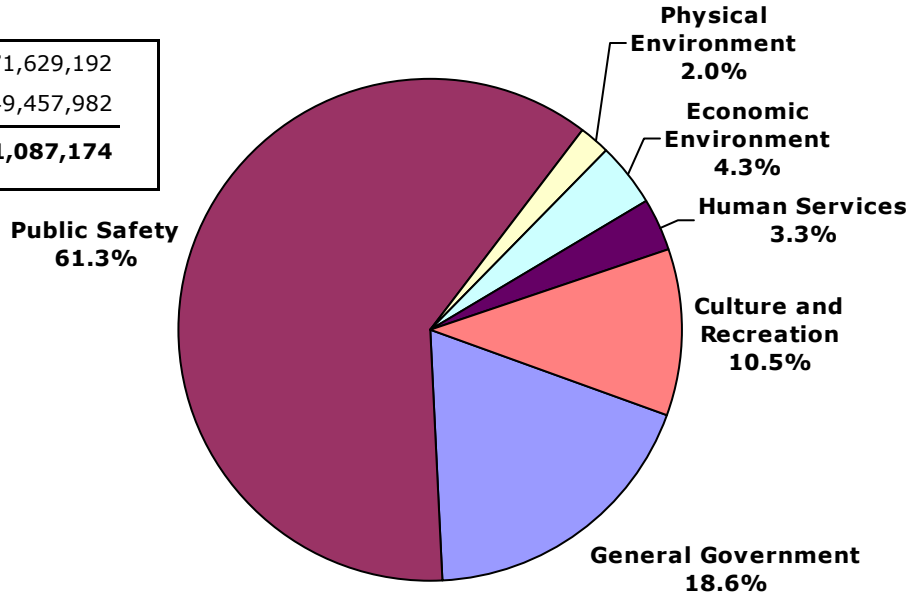
General Fund Revenues (excluding Other Sources)



Ad Valorem Taxes	68,350,023
Utility Taxes	12,461,132
Local Business Tax	3,575,000
Insurance Premium Taxes	2,420,304
Taxes	**$ 86,806,459**

General Fund Expenditures (excluding Transfers)

Police	71,629,192
Fire/Rescue	49,457,982
Public Safety	**$ 121,087,174**



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.

		2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget	% of Total	% Change from 2017-18
Beginning Fund Balance	$	525,791	511,307	498,236	483,736		
Revenues/Sources							
Investment Income		2,839	5,483	2,000	5,500	100.0%	175.0%
Total Revenues/Sources		2,839	5,483	2,000	5,500	100.0%	175.0%
Expenditures/Uses							
Physical Environment		17,323	18,554	16,500	16,500	100.0%	-
Total Expenditures/Uses		17,323	18,554	16,500	16,500	100.0%	-
Excess (Deficit)		(14,484)	(13,071)	(14,500)	(11,000)		
Ending Fund Balance	$	511,308	498,236	483,736	472,736		
Percent Change		-2.8%	-2.6%	-2.9%	-2.3%		

Notes:

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

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

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

Projected Changes in Fund Balances - Fund 201 Debt Service

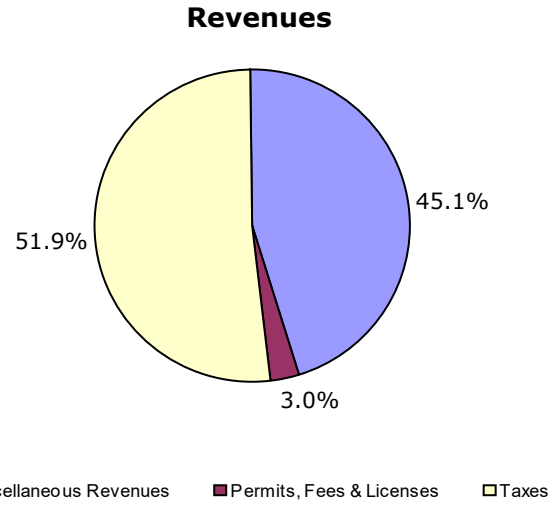
The Debt Service Fund accounts for the revenues and expenditures resulting from the City's outstanding debt obligations.

		2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget	% of Total	% Change from 2017-18
Beginning Fund Balance	$	14,903,153	15,333,981	12,887,201	13,058,895		
Revenues/Sources							
Rents & Royalties		12,030,058	11,559,069	11,462,194	11,350,838	44.7%	(1.0%)
Ad Valorem Taxes		5,904,829	5,956,732	5,888,916	5,641,632	22.2%	(4.2%)
Communication Services Tax		5,545,281	5,254,642	5,549,000	5,095,000	20.0%	(8.2%)
Utility Taxes		2,148,110	2,249,136	1,986,358	2,448,868	9.6%	23.3%
Franchise Fees		824,273	747,745	644,460	760,566	3.0%	18.0%
Investment Income		117,273	97,829	118,800	120,800	0.5%	1.7%
Total Revenues/Sources		26,569,824	25,865,153	25,649,728	25,417,704	100.0%	(0.9%)
Expenditures/Uses							
Debt Service		26,328,061	25,503,689	25,566,585	25,505,034	100.0%	(0.2%)
Total Expenditures/Uses		26,328,061	25,503,689	25,566,585	25,505,034	100.0%	(0.2%)
Excess (Deficit)		241,763	361,464	83,143	(87,330)		
Transfers In		118,065	118,065	88,551	-		
Bond Premium (Discount)		-	5,511,204	-	-		
Payment to refunded bond escrow agent		(7,565,000)	(71,149,279)	-	-		
Refunding Bonds Issued		7,636,000	63,346,400	-	-		
Transfers Out		-	(634,634)	-	-		
Ending Fund Balance	$	15,333,982	12,887,201	13,058,895	12,971,565		
Percent Change		2.9%	-16.0%	1.3%	-0.7%		

Notes:

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

Fund balance increased by $0.4 million during 2015-16 and $2.4 million or 16.0% during 2016-17. The latter is mainly as a result of payments to refunded bond escrow agent. In 2018-19 fund balance is expected to decrease by $0.1 million due to the timing difference between funding and debt service payments.



Property taxes of $5.6 million will be used for debt service in 2018-19 on the $100 million of GO bonds issued. Miscellaneous Revenues include charges to City facilities (such as the charter schools and rental housing units), which are revenues pledged for payment of debt service.

Projected Changes in Fund Balances - Fund 320 Municipal Construction

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.

		2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget	% of Total	% Change from 2017-18
Beginning Fund Balance	$	31,343,197	10,649,139	1,551,518	83,277		
Revenues/Sources							
Intergovernmental Revenue		-	1,462,350	-	-	-	-
Investment Income		137,205	(41,107)	-	-	-	-
Miscellaneous Revenues		1,453,376	804,746	116,500	-	-	(100.0%)
Total Revenues/Sources		1,590,581	2,225,989	116,500	-	-	(100.0%)
Expenditures/Uses							
Transportation		25,052	4,178	1,122,130	-	-	(100.0%)
Culture and Recreation		36,588,428	28,306,229	462,611	-	-	(100.0%)
Total Expenditures/Uses		36,613,480	28,310,407	1,584,741	-	-	(100.0%)
Excess (Deficit)		(35,022,899)	(26,084,418)	(1,468,241)	-		
Transfers In		11,061,921	16,986,797	-	-		
Sale of equipment/land		3,266,919	-	-	-		
Ending Fund Balance	$	10,649,139	1,551,518	83,277	83,277		
Percent Change		-66.0%	-85.4%	-94.6%	0.0%		

Notes:

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

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

No expenditures have been budgeted for the beginning of the new fiscal year. Because this fund is on a project-length basis, spending plans for 2018-19 will be appropriated after October 1st as revisions to the adopted budget and will be funded by unspent balances being carried forward from prior years.

Projected Changes in Fund Balances - Other Governmental Funds

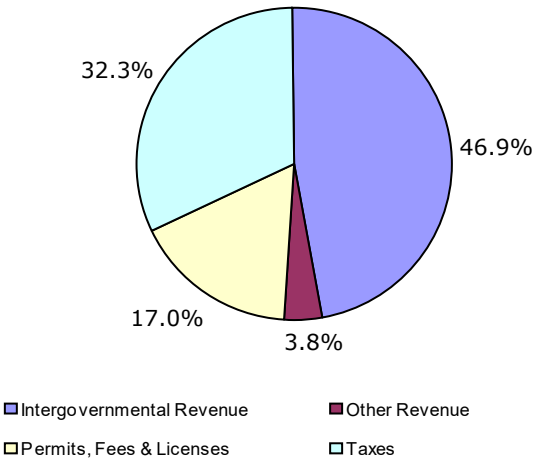
"Other Governmental Funds" excludes the General Fund, the Wetlands Mitigation Trust Fund, the Debt Service Fund, and the Municipal Construction Fund; it includes grant funds and other special revenue funds with restricted revenues. This group represents less than 3% of all the City's budgeted funds.

		2015-16	2016-17	2017-18	2018-19	% of	% Change from
Beginning Fund Balance	$	8,381,717	8,841,501	5,230,037	3,702,861		
Revenues/Sources							
Intergovernmental Revenue		4,761,403	4,386,235	10,438,036	4,338,795	46.9%	(58.4%)
Local Option Gas Tax		2,868,929	2,954,781	3,006,000	2,983,000	32.3%	(0.8%)
Franchise Fees		1,351,619	1,414,202	1,473,608	1,571,000	17.0%	6.6%
Miscellaneous Revenues		190,750	508,918	246,295	246,295	2.7%	-
Investment Income		80,940	58,627	48,300	90,000	1.0%	86.3%
Judgements, Fines & Forfeitures		328,261	259,675	28,382	17,391	0.2%	(38.7%)
Total Revenues/Sources		9,581,902	9,582,438	15,240,621	9,246,481	100.0%	(39.3%)
Expenditures/Uses							
Transportation		6,388,047	10,581,789	9,629,268	7,687,867	70.8%	(20.2%)
Economic Environment		1,683,726	1,551,807	5,262,351	1,527,837	14.1%	(71.0%)
Human Services		1,365,992	1,261,354	1,341,347	1,369,721	12.6%	2.1%
Public Safety		342,324	503,760	2,103,902	269,433	2.5%	(87.2%)
Total Expenditures/Uses		9,780,089	13,898,710	18,336,868	10,854,858	100.0%	(40.8%)
Excess (Deficit)		(198,187)	(4,316,272)	(3,096,247)	(1,608,377)		
Transfers In		890,212	952,992	1,833,376	1,772,570		
Sale of equipment/land		1,323	-	500	500		
Transfers Out		(233,564)	(248,184)	(264,805)	(358,262)		
Ending Fund Balance	$	8,841,501	5,230,037	3,702,861	3,509,292		
Percent Change		5.5%	-40.8%	-29.2%	-5.2%		

Notes:

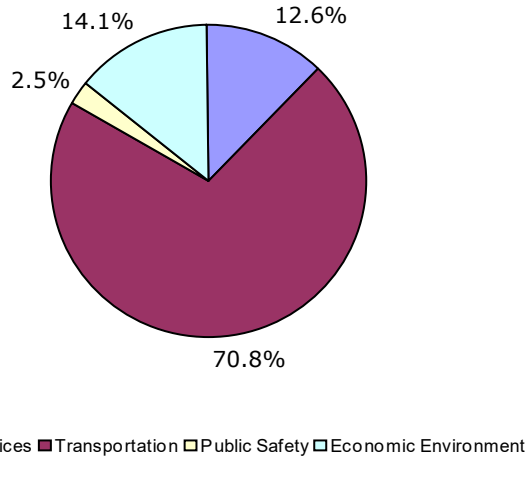
The 2016-17 fund balance decreased by $3.6 million or 40.8% due to the $4.3 million Y-O-Y increase in the deficit combined with a $0.7 million favorable net transfer. In 2017-18, fund balance is expected to decrease by $1.5 million or 29.2% primarily as a result of the $1.6 million carryover of funds for roadway improvement projects. Fund balance is expected to decline by $0.2 million or 5.2% in 2018-19; the amount of the projected deficit that is not covered by net transfers.

Revenues



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

Expenditures



Of the $7.7 million in total Transportation expenditures, the Road and Bridge Fund accounts for $6.7 million.

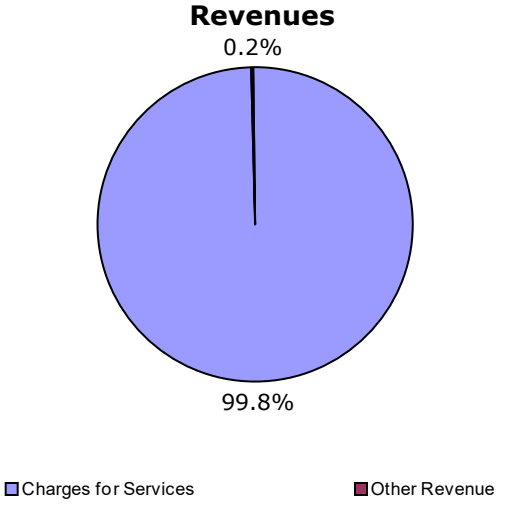
Projected Changes in Fund Balances - Fund 471 Utility Fund

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.

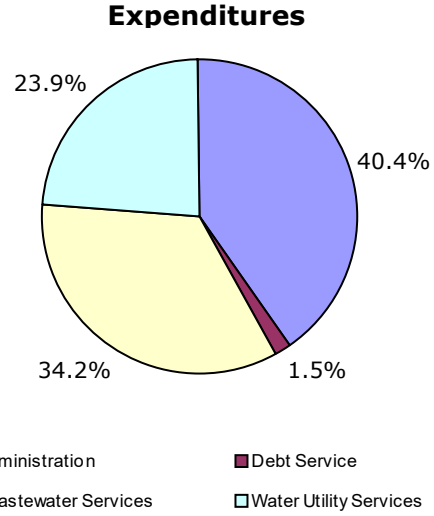
		2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget	% of Total	% Change from 2017-18
Beginning Fund Balance	$	230,877,552	226,027,634	221,131,611	208,893,681		
Revenues/Sources							
Water/Sewer Charges		43,270,157	45,324,295	55,078,000	60,558,000	98.4%	9.9%
Charges for Services		798,700	831,391	690,000	839,000	1.4%	21.6%
Building Permits		142,614	114,623	113,500	150,000	0.2%	32.2%
Miscellaneous Revenues		1,746	7,122	127,136	2,600	-	(98.0%)
Total Revenues/Sources		44,213,217	46,277,431	56,008,636	61,549,600	100.0%	9.9%
Expenditures/Uses							
Utility Administration		26,189,198	30,543,032	27,058,223	27,707,692	40.4%	2.4%
Sewer-Wastewater Services		13,659,700	14,590,136	23,167,153	23,441,187	34.2%	1.2%
Water Utility Services		5,795,010	6,941,478	18,727,175	16,370,082	23.9%	(12.6%)
Debt Service		316,008	290,085	1,048,015	1,047,213	1.5%	(0.1%)
Public Safety		-	169,172	-	-	-	-
Total Expenditures/Uses		45,959,915	52,533,903	70,000,566	68,566,174	100.0%	(2.0%)
Excess (Deficit)		(1,746,698)	(6,256,472)	(13,991,930)	(7,016,574)		
Sale of equipment/land		30,906	6,665	9,000	9,000		
Transfers Out		(11,061,921)	(13,791,343)	-	-		
Capital Contributions		1,842,201	1,167,738	1,475,000	1,365,000		
Investment Income		6,085,596	13,977,389	270,000	290,000		
Ending Fund Balance	$	226,027,635	221,131,611	208,893,681	203,541,107		
Percent Change		-2.1%	-2.2%	-5.5%	-2.6%		

Notes:

At the end of fiscal year 2015-16 fund balance decreased by $4.8 million or 2.1% mainly as a result of a transfer out of $11.1 million and investment income of $6.1 million, as well as minor activity within the fund. In 2016-17, fund balance declined by an additional $4.9 million or 2.2% as the $2.1 million increase in revenues was offset by a $6.6 million increase in expenditures. Fund balance is projected to decline in 2017-18 by $12.2 million or 5.5% due mainly to the $13.7 million decline in investment income. In 2018-19, fund balance is expected to decline further by $5.4 million or 2.6%; the amount used to balance the budget.



Regular water and sewer charges account for almost all of the revenues in the Utility Fund. A small percentage is received primarily from connection charges and other user fees.



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

Projected Changes in Fund Balances - Fund 504 Public Insurance Fund

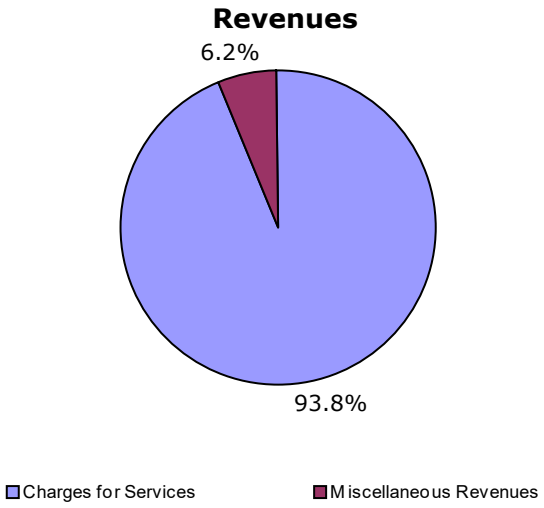
The Public Insurance Fund accounts for the receipt of intra-governmental revenues, premium payments from employees, and the payment of expenditures related to the City's self-insurance program.

		2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget	% of Total	% Change from 2017-18
Beginning Fund Balance	$	6,542,229	6,542,229	6,542,229	6,542,229		
Revenues/Sources							
Charges for Services		15,143,532	16,527,824	24,373,615	25,597,774	93.8%	5.0%
Miscellaneous Revenues		2,971,529	4,308,580	1,732,307	1,691,262	6.2%	(2.4%)
Total Revenues/Sources		18,115,061	20,836,404	26,105,922	27,289,036	100.0%	4.5%
Expenditures/Uses							
General Government		18,385,406	21,011,158	26,339,225	27,508,658	100.0%	4.4%
Total Expenditures/Uses		18,385,406	21,011,158	26,339,225	27,508,658	100.0%	4.4%
Excess (Deficit)		(270,345)	(174,754)	(233,303)	(219,622)		
Interest on Investments		270,345	174,754	233,303	219,622		
Ending Fund Balance	$	6,542,229	6,542,229	6,542,229	6,542,229		
Percent Change		0.0%	0.0%	0.0%	0.0%		

Notes:

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

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



The largest sources of revenue are payments to this fund from the General Fund, the Charter Schools, and the Utility and Road/Bridge funds. Other sources are only about 6.2% of the total and include mainly out-of-pocket premium payments by City employees.

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

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%.

		2015-16	2016-17	2017-18	2018-19	% of	% Change from
Beginning Fund Balance	$	158,618,895	167,490,115	179,828,476	183,515,072		
Revenues/Sources							
Investment Income		12,414,477	20,215,440	11,000,000	20,000,000	84.3%	81.8%
Miscellaneous Revenues		6,749,518	2,744,634	3,741,596	3,736,573	15.7%	(0.1%)
Total Revenues/Sources		19,163,995	22,960,074	14,741,596	23,736,573	100.0%	61.0%
Expenditures/Uses							
General Government		10,292,775	10,621,713	11,055,000	11,075,000	100.0%	0.2%
Total Expenditures/Uses		10,292,775	10,621,713	11,055,000	11,075,000	100.0%	0.2%
Excess (Deficit)		8,871,220	12,338,361	3,686,596	12,661,573		
Ending Fund Balance	$	167,490,115	179,828,476	183,515,072	196,176,645		
Percent Change		5.6%	7.4%	2.1%	6.9%		

Notes:

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

In 2015-16, fund balance increased by $8.9 million driven primarily by investment income, which produced a Y-O-Y increase of $14.1 million. The fund balance for 2016-17 increased by $12.3 million mainly as a result of a $7.8 million Y-O-Y increase in investment income. Investment performance is expected to further increase fund balance by $3.7 million and $12.7 million in 2017-18 and 2018-19, respectively.

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%.

		2015-16	2016-17	2017-18	2018-19	% of	% Change from
Beginning Fund Balance	$	495,206,739	538,859,146	599,362,205	642,775,107		
Revenues/Sources							
Investment Income		47,169,985	64,750,521	45,810,000	47,814,000	59.4%	4.4%
Miscellaneous Revenues		29,200,520	30,063,555	31,652,902	32,731,412	40.6%	3.4%
Total Revenues/Sources		76,370,505	94,814,076	77,462,902	80,545,412	100.0%	4.0%
Expenditures/Uses							
General Government		32,718,098	34,311,017	34,050,000	39,728,000	100.0%	16.7%
Total Expenditures/Uses		32,718,098	34,311,017	34,050,000	39,728,000	100.0%	16.7%
Excess (Deficit)		43,652,407	60,503,059	43,412,902	40,817,412		
Ending Fund Balance	$	538,859,146	599,362,205	642,775,107	683,592,519		
Percent Change		8.8%	11.2%	7.2%	6.4%		

Notes:

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

In 2015-16, fund balance increased by $43.7 million or 8.8% due mainly to the $34.7 million Y-O-Y increase in investment income. Fund balance increased by $60.5 million or 11.2% in 2016-17, primarily as a result of a $17.6 million Y-O-Y increase in investment income. The projected fund balance for 2017-18 and 2018-19 show decelerated increases of $43.4 million or 7.2% and $40.8 million or 6.4%, respectively, due to slowing growth in investment coupled with increased benefit cost in 2018-19.

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.

		2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget	% of Total	% Change from 2017-18
Beginning Fund Balance	$	55,637,262	67,903,913	79,516,845	82,424,918		
Revenues/Sources							
Miscellaneous Revenues		15,891,330	14,964,659	11,968,000	11,949,000	58.4%	(0.2%)
Investment Income		5,141,676	8,233,970	4,002,000	8,505,000	41.6%	112.5%
Total Revenues/Sources		21,033,006	23,198,629	15,970,000	20,454,000	100.0%	28.1%
Expenditures/Uses							
General Government		8,766,355	11,585,697	13,061,927	17,038,002	100.0%	30.4%
Total Expenditures/Uses		8,766,355	11,585,697	13,061,927	17,038,002	100.0%	30.4%
Excess (Deficit)		12,266,651	11,612,932	2,908,073	3,415,998		
Ending Fund Balance	$	67,903,912	79,516,845	82,424,918	85,840,916		
Percent Change		22.0%	17.1%	3.7%	4.1%		

Notes:

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

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

The $12.3 million increase in fund balance in 2015-16 is mainly attributable to improvements in return on investments and increased city contribution. In 2016-17, fund balance grew by $11.6 million; almost double the anticipated increase. Fund balance growth is projected to decelerate to $2.9 million and $3.4 million in 2017-18 and 2018-19, respectively. In 2017-18, revenues are expected to decline by $7.2 million due to decreases in both investment income and city contribution. Revenues show a $4.5 million recovery in 2018-19, but much of it is offset by an increase in expenses.

SOURCE OF REVENUE DOLLARS: GENERAL FUND
Proposed Budget 2018-19

(5) Franchise Fees $0.09

(6) Rents & Royalties $0.07

(8) Other $0.03

(7) Utility Taxes $0.07

(2) Charges for Services $0.17

(1) Ad Valorem Taxes $0.35

(9) Investments Local Bus Taxes $0.02

(4) Inter-gov'tal $0.08

(3) Special Assessments $0.12

GENERAL FUND REVENUES (excluding other sources)

Revenue Category	2015-16 Actual	2016-17 Actual	2017-18 Working Budget	2018-19 Budget
(1) Ad Valorem Taxes	$ 55,321,195	$ 59,856,769	$ 63,981,906	$ 68,350,023
(2) Charges for Services	29,248,371	29,603,951	32,037,736	33,038,398
(3) Special Assessments	23,134,760	23,141,007	23,920,568	24,104,552
(4) Intergovernmental Revenue	15,083,451	18,082,151	16,659,881	16,372,010
(5) Franchise Fees	15,003,168	15,571,495	16,241,740	17,292,834
(6) Rents & Royalties	12,318,640	12,758,344	13,761,704	13,997,153
(7) Utility Taxes	10,847,727	11,035,177	12,101,642	12,461,132
(8) Insurance Premium Taxes	2,445,532	2,420,304	2,445,532	2,420,304
(8) Judgements, Fines & Forfeitures	1,299,092	730,438	1,861,820	1,654,860
(8) Building Permits	828,672	1,003,703	756,700	782,200
(8) Miscellaneous Revenues	131,619	353,626	252,277	197,485
(9) Investment Income	1,051,802	629,852	367,920	748,500
(9) Local Business Tax	3,455,361	3,541,780	3,580,000	3,575,000
	$ 170,169,390	$ 178,728,597	$ 187,969,426	$ 194,994,451

USE OF REVENUE DOLLARS: GENERAL FUND
Proposed Budget 2018-19

(1) Police $0.36

(2) Fire & Rescue $0.25

(3) Rec & Arts $0.10

(4) Public Services $0.08

(5) Tech. Svcs. $0.05

(6) Comm. Svcs $0.05

(7) Gen. Gv't $0.03

(8) Educ-ation $0.03

(9) Other $0.05

GENERAL FUND EXPENDITURES (including transfers out)

Expenditure Category	2015-16 Actual	2016-17 Actual	2017-18 Working Budget	2018-19 Budget
(1) Police	$ 57,286,402	$ 59,479,286	$ 69,941,409	$ 71,629,192
(2) Fire & Rescue	45,705,866	44,644,338	50,476,801	49,457,982
(3) Recreation & Cultural Arts	7,938,072	9,623,835	22,530,798	20,698,386
(4) Public Services	19,772,041	20,335,131	15,550,180	16,638,563
(5) Technology Services	3,902,841	7,987,568	9,054,616	10,247,013
(6) Community Services	8,115,615	8,223,481	9,381,213	9,955,104
(7) General Government	7,156,483	7,585,186	5,762,630	5,708,599
(8) Education (EDCs)	5,519,342	5,221,365	6,176,840	6,003,786
(9) Finance	2,541,553	2,567,960	3,036,946	3,249,271
(9) Legislative/Executive/Legal	2,313,386	2,382,054	2,888,954	2,942,974
(9) City Clerk	1,191,229	1,110,806	1,522,370	1,372,678
(9) Planning	835,327	874,265	1,148,718	1,191,493
(9) Human Resources	630,596	635,075	723,719	738,346
Disaster Relief	-	3,580,673	-	-
	$ 162,908,753	$ 174,251,023	$ 198,195,194	$ 199,833,387

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 $15,548 or 1.7% lower than the 2017-18 working budget. The decrease is mostly attributable to appropriations for benefit costs.

Accomplishments

Conducted ten Public Hearings and seven Town Hall meetings on topics such as: budget hearings, fire assessment hearings, budget workshop, Board night workshop, special meeting on water issues, and special meeting on sanitation services.

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

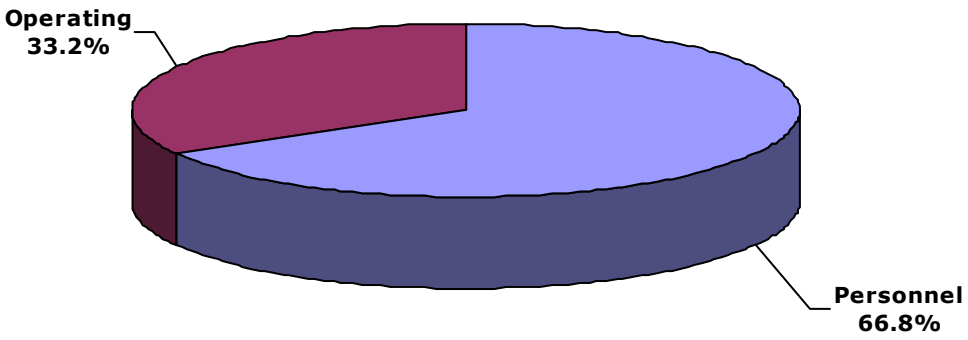
City Commission Performance Measures

Indicator	2015-16 Actual	2015-16 Goal	2016-17 Actual	2016-17 Goal	2017-18 Goal	2018-19 Goal
Outputs						
Number of ordinances adopted during the year	24	40	31	27	25	26
Number of resolutions adopted during the year	42	38	58	42	42	43

City Commission

Expenditure Category	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Personnel				
Salary	307,090	338,648	340,030	342,851
Benefits	219,858	248,829	265,027	246,508
Personnel Total	**526,948**	**587,477**	**605,057**	**589,359**
Operating				
Other Contractual Services	250,000	247,676	250,000	250,000
Travel Per Diem	14,882	18,538	21,850	24,000
Rentals and Leases	2,022	2,206	2,207	2,207
Repair and Maintenance Services	802	885	2,200	1,200
Other Current Charges and Obligations	-	-	375	375
Office Supplies	1,676	2,413	2,500	1,500
Operating Supplies	-	-	150	150
Publications and Memberships	14,156	13,872	13,992	13,992
Operating Total	**283,538**	**285,590**	**293,274**	**293,424**
Total	**810,486**	**873,067**	**898,331**	**882,783**

Expenditure Category



Position Title		2015-16 Actual	2016-17 Actual	2017-18 Adopted	2018-19 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 FY2018-19 budget.

The City Manager budget shows an increase of $30,842 or 3.0% above the 2017-18 working budget. The increase is attributable to appropriations for benefit costs.

Accomplishments

Negotiated contracts with all bargaining units.

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

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

Held workshops that provided additional information to the City Commission on various agenda items and City-related topics such as: surtax, Facility Use Agreement, budget, fire assessment, storm debris removal, water issues, and sanitation services.

Purchased/sold various properties.

The City's construction and property values increased by 7.72%.

City Manager Performance Measures

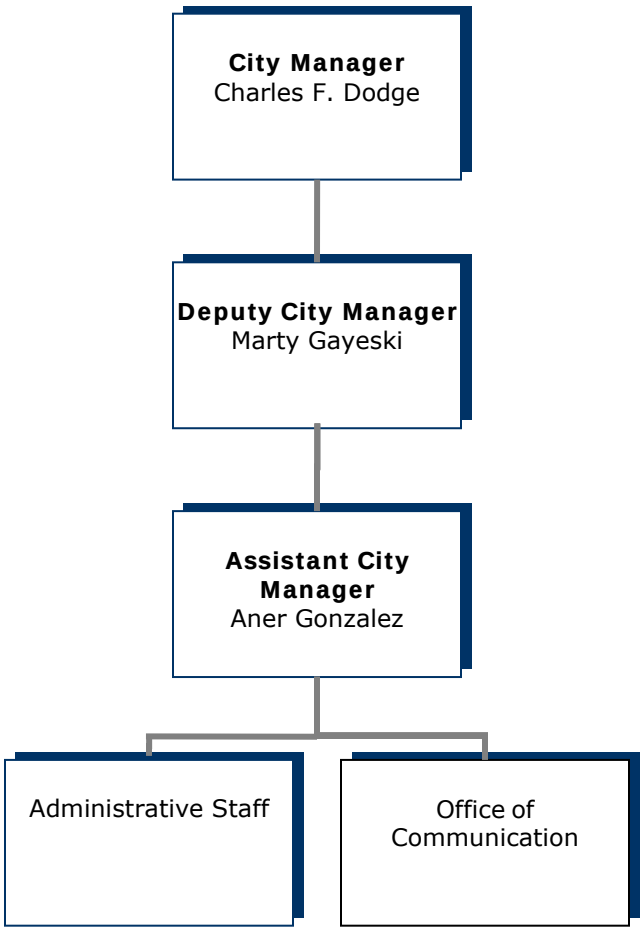
Indicator	2015-16 Actual	2015-16 Goal	2016-17 Actual	2016-17 Goal	2017-18 Goal	2018-19 Goal
Outputs						
Number of resolutions reviewed	45	50	61	42	40	41
Number of ordinances reviewed	27	45	47	40	45	44
Effectiveness						
% of General Fund actual revenues to budgeted revenues	96.1%	100.0%	98.9%	100.0%	100.0%	100.0%
% of General Fund actual expenditures to budgeted expenditures	99.3%	100.0%	97.3%	100.0%	100.0%	100.0%
Total direct debt as a % of property market value	3.9%	3.9%	3.6%	3.6%	3.1%	3.5%
Debt service as a % of General Fund expenditures	15%	15%	15%	15%	13%	15%
Direct debt per capita	$2,025	$2,190	$1,990	$2,122	$2,025	$2,025
% of principal retired in 10 years	41%	41%	43%	43%	47%	45%
Unassigned Fund Balance as a % of annual General Fund expenditures ^	22.2%	25.6%	26.1%	28.3%	28.3%	28.0%
Charter School FSA Scores for:						
Elementary School	68%	N/A	64%	77%	77%	77%
Middle School	68%	N/A	77%	78%	78%	78%
High School	74%	N/A	69%	77%	77%	77%
FSU Elementary	67%	N/A	72%	77%	77%	77%
Efficiency						
Percent change in adopted millage rate compared to rolled-back operating millage rate	6.42%	1.96%*	7.67%	3.75%*	3.11%	3.00%
Per Capita City Service Cost compared to prior years (in current dollars)	$997	$1,000	$1,022	$1,000	$1,000	$1,000

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

* Percent annual change in per capita Florida personal income.

CITY MANAGER

Organizational Chart

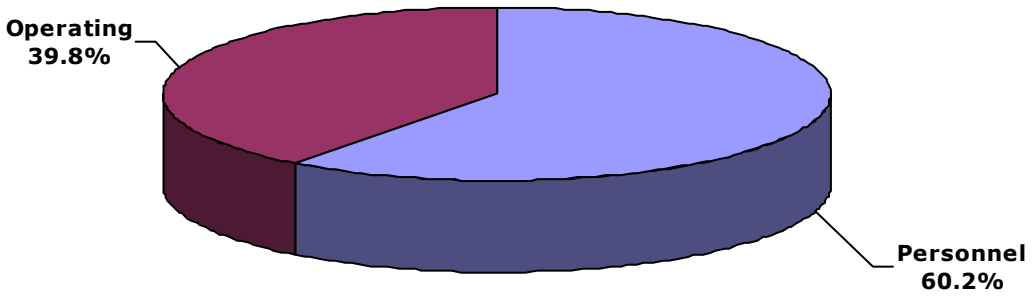


City Manager

Revenue Category	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
General Government Charges	-	-	33,000	33,000
Total	**-**	**-**	**33,000**	**33,000**

Expenditure Category	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Personnel				
Salary	450,271	462,387	457,361	454,083
Benefits	138,777	107,129	147,750	180,175
Personnel Total	**589,048**	**569,516**	**605,111**	**634,258**
Operating				
Professional Services	-	-	2,400	2,400
Other Contractual Services	-	-	280,890	282,585
Travel Per Diem	-	89	2,000	3,000
Rentals and Leases	1,614	1,760	1,764	1,764
Repair and Maintenance Services	203	266	1,750	750
Printing and Binding	-	-	116,877	116,877
Office Supplies	1,684	2,244	1,200	1,200
Operating Supplies	-	-	1,187	8,000
Publications and Memberships	2,410	2,430	2,500	2,500
Operating Total	**5,910**	**6,789**	**410,568**	**419,076**
Capital				
Machinery and Equipment	-	-	6,813	-
Capital Total	**-**	**-**	**6,813**	**-**
Total	**594,958**	**576,305**	**1,022,492**	**1,053,334**

Expenditure Category



City Manager

Position Title		2015-16 Actual	2016-17 Actual	2017-18 Adopted	2018-19 Budget
11005 City Manager		1	1	1	1
12516 Assistant City Manager		0.5	0.5	0.5	0.5
12884 Executive Assist		-	-	-	1
13150 P/T Executive Coordinator		1	1	1	-
13682 P/T Executive Assistant		1	1	1	-
13685 P/T Clerical Aide		1	-	-	-
Total	Full-time	1.5	1.5	1.5	2.5
	Part-time	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.

Implementation of updated zoning inspection program.

Conduct 50 courtesy inspections of commercial and multifamily residential properties.

Process and coordinate 15 neighborhood mitigation landscape plans.

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

Coordinate with US Census Bureau on Local Update of Census Addresses (LUCA) in advance of Census 2020.

Coordinate revisions of the land development regulations in the City Code of Ordinances.

Certify the City as a National Wildlife Community.

Coordinate the implementation of informational City roadway displays.

Interdepartmental coordination of improvements to City Parks.

Interdepartmental coordination of Pines Village Neighborhood improvements.

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

Accomplishments

Assisted EAB in creation and implementation parks evaluation report card.

Participated in the Broward County Lighting Symposium.

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

Adopted the ELMS update which provides local mitigation strategies established by Broward County emergency management.

Coordinated with the City Attorney's office to draft new ordinances pertaining to land development regulations. New ordinances including the following:
oLighting
oElectronic Vehicle Charging Stations
oMall Outparcel
oBike Share
oPosted – Public Notice.

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

Processed 600 LBTRs and over 4,000 Building Permits.

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.

Planning and Economic Development

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

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

Transferred files to On Base.

Coordinated future land use element changes with Broward Next process.

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

Implemented the updated comprehensive plan consistent with the Broward Next.

Designated Buzzard Roost archeological site consistent with Broward County's designation.

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

Participated in the implementation of the City's new Agenda Management software.

Established a development address assignment procedure.

Worked with the Broward Metropolitan Planning Organization (MPO) on updating the 2040 Long Range Planning project list.

Worked with the Broward Metropolitan Planning Organization (MPO) on a City Center Mobility Study.

Conducted a Citywide Business Survey to enhance City services to the Business community.

Over 40 commercial and multifamily residential projects were reviewed for compliance with landscape regulations.

Reviewed and processed in excess of 400 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.

Awarded Tree City USA for 26th year.

Processed and coordinated 7 neighborhood mitigation plans.

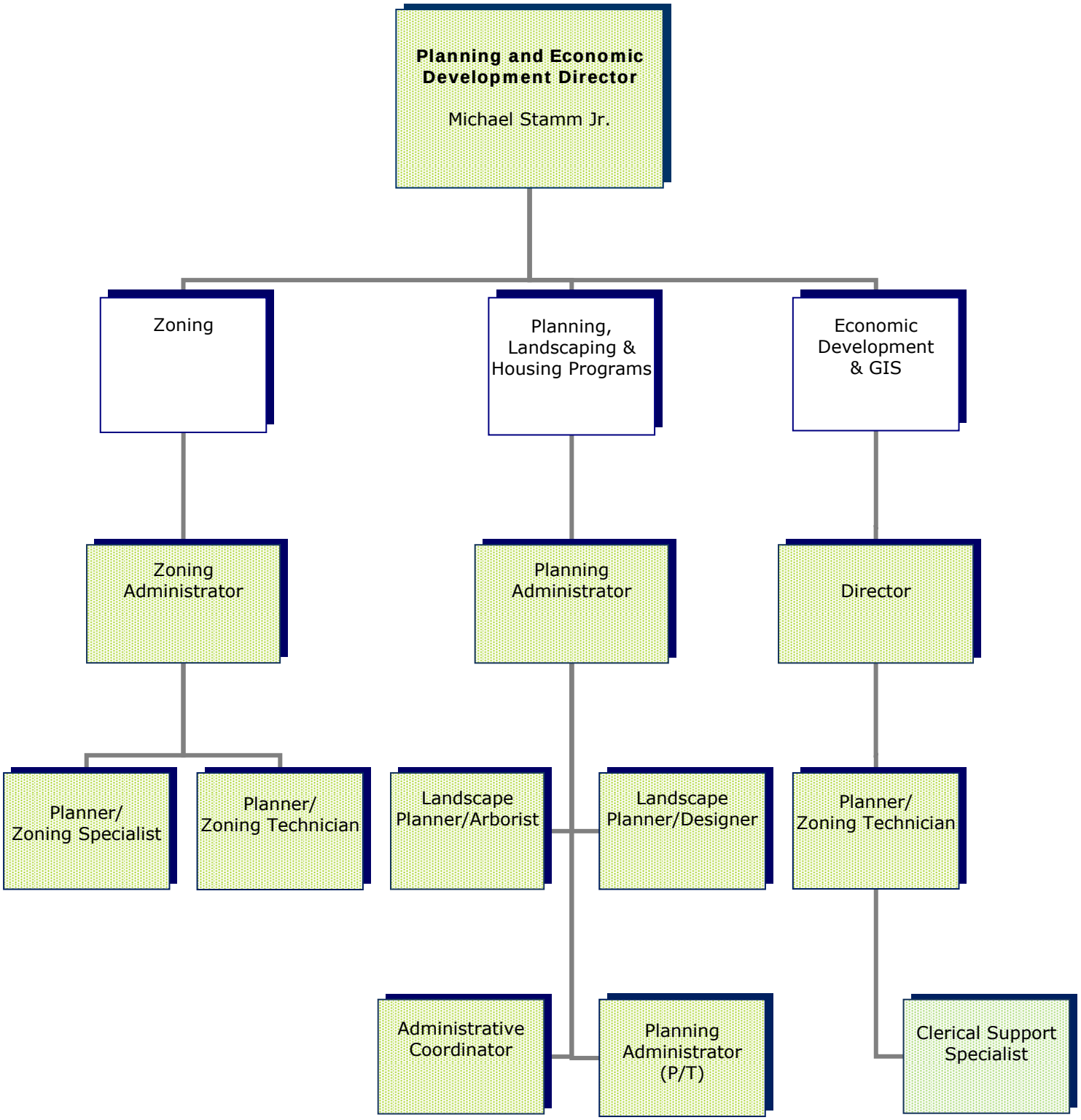
Coordinated with CRA Florida Inc projects to assist approximately 700 seniors through the senior transportation program anticipating approximately 35,000 trips; approximately 35 households will be assisted with home repairs through the CDBG, SHIP and HOME programs. The City is currently working with HUD to close out the NSP 1 & 3 Program.

Planning and Economic Development Performance Measures

Indicator	2015-16 Actual	2015-16 Goal	2016-17 Actual	2016-17 Goal	2017-18 Goal	2018-19 Goal
Outputs						
Number of Planning and Zoning Board meetings facilitated	18	18	15	20	18	15
Number of Development Review Committee meetings coordinated	51	35	45	40	40	45
Number of Board of Adjustment meetings facilitated	4	7	6	5	8	7
Number of intergovernmental coordination meetings attended	15	25	23	20	25	23
Number of Economic Development Board Meetings facilitated	11	11	6	10	11	6
Number of Landscape Advisory Board Meetings facilitated	10	11	4	11	10	4
Number of Social Media Committee meetings	8	N/A	0	N/A	0	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



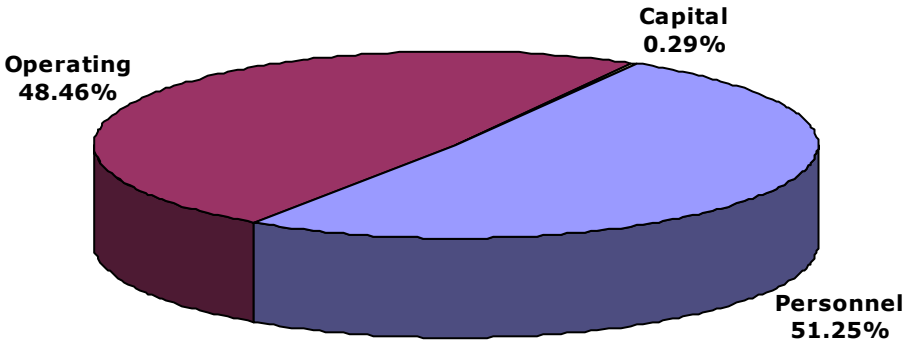
Shading indicates direct public service provider

Planning and Economic Development

Revenue Category	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Building Permits	222,617	398,859	217,000	242,000
General Government Charges	385,259	252,569	218,975	198,700
Other Licenses, Fees & Permits	15,014	6,240	6,500	3,400
Total	**622,890**	**657,668**	**442,475**	**444,100**

Expenditure Category	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Personnel				
Salary	357,150	356,007	402,688	415,127
Benefits	178,282	190,214	205,350	195,470
Personnel Total	**535,431**	**546,221**	**608,038**	**610,597**
Operating				
Professional Services	-	-	15,900	15,900
Other Contractual Services	260,543	265,212	371,596	390,416
Travel Per Diem	750	810	3,000	3,000
Communication and Freight Services	2,478	2,853	8,250	7,000
Rentals and Leases	1,802	2,175	6,280	6,280
Insurance	-	-	150	150
Repair and Maintenance Services	2,472	2,572	13,954	14,350
Printing and Binding	-161	4,831	4,000	2,500
Promotional Activities	20,184	36,673	88,750	109,000
Other Current Charges and Obligations	618	4,047	7,800	7,800
Office Supplies	1,538	3,013	5,000	5,000
Operating Supplies	-4,172	627	12,500	12,500
Publications and Memberships	1,975	2,625	3,500	3,500
Operating Total	**288,026**	**325,438**	**540,680**	**577,396**
Capital				
Machinery and Equipment	11,869	2,606	-	3,500
Capital Total	**11,869**	**2,606**	**-**	**3,500**
Total	**835,327**	**874,265**	**1,148,718**	**1,191,493**

Expenditure Category



Planning and Economic Development

Position Title		2015-16 Actual	2016-17 Actual	2017-18 Adopted	2018-19 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.

Enhance 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.

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.

Technical standard development and other technological issues are the responsibility of the TS

Technology Services

division subject to final acceptance by the TS Steering Committee.

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

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

Budget Highlights

Phase II deployment of integrated, enterprise-wide solution utilizing a robust ERP package that will be used by both the central and operating agencies to perform basic financial and administrative functions. This project will be a multiple year delivery effectively centralizing all of the city software applications to perform core business functions including (but not limited to): Year one deployment will be focused on Utility Billing, Finance, Centralized Cashiering and Student Information System delivery.

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

GIS Strategic Implementation of enterprise-wide solution using industry standard solution which will the development and creation of city-owned and managed geographic information system (GIS) designed to capture, store, manipulate, analyze, manage, and presents all types of geographical data including asset management, land use.

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

Phase II Migration to Virtual Desktop Infrastructure with the delivery of the city new data center and supporting converged server and networking environment the city Technology Services department has completed the building its core VDI environment and will start the deployment of thin client workstations as a replacement to traditional desktop workstations as both a capital and operation cost saving option to the city.

Continue deployment of IT based Disaster Recovery and Business Continuity – Diverse Telephony and Internet Connectivity to include the deployment of Software Defined Local Area Network to ensure seamless during serve weather events and or disaster scenarios business communication.

Accomplishments

Selected and completed phase I deployment of integrated, enterprise-wide solution utilizing a robust ERP package that will be used by both the central and operating agencies to perform basic financial and administrative functions. This project will be a multiple year delivery effectively centralizing all of the city software applications to perform core business functions including (but not limited to): Utility Billing and Account Management, Fund Accounting, Budgeting, Procurement, Human Resources, Benefits, Risk Management, Payroll, Planning, Permitting, Licensing, Local Business Tax Revenue, Check Reconciliation, Cashiering, Building, Student Information Management, Learning Management,

Technology Services

School Lottery and Enrollment, and Work Orders.

Continued deployment of centralized video surveillance for all City owned sites (Public Safety and remote sites).

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

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

Phase 3 Deployment Document Management suites.

Fully deployed Data Center at new City Hall location in 2017/2018.

Assisted Fire Services with replacing legacy Fire Report Suite.

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

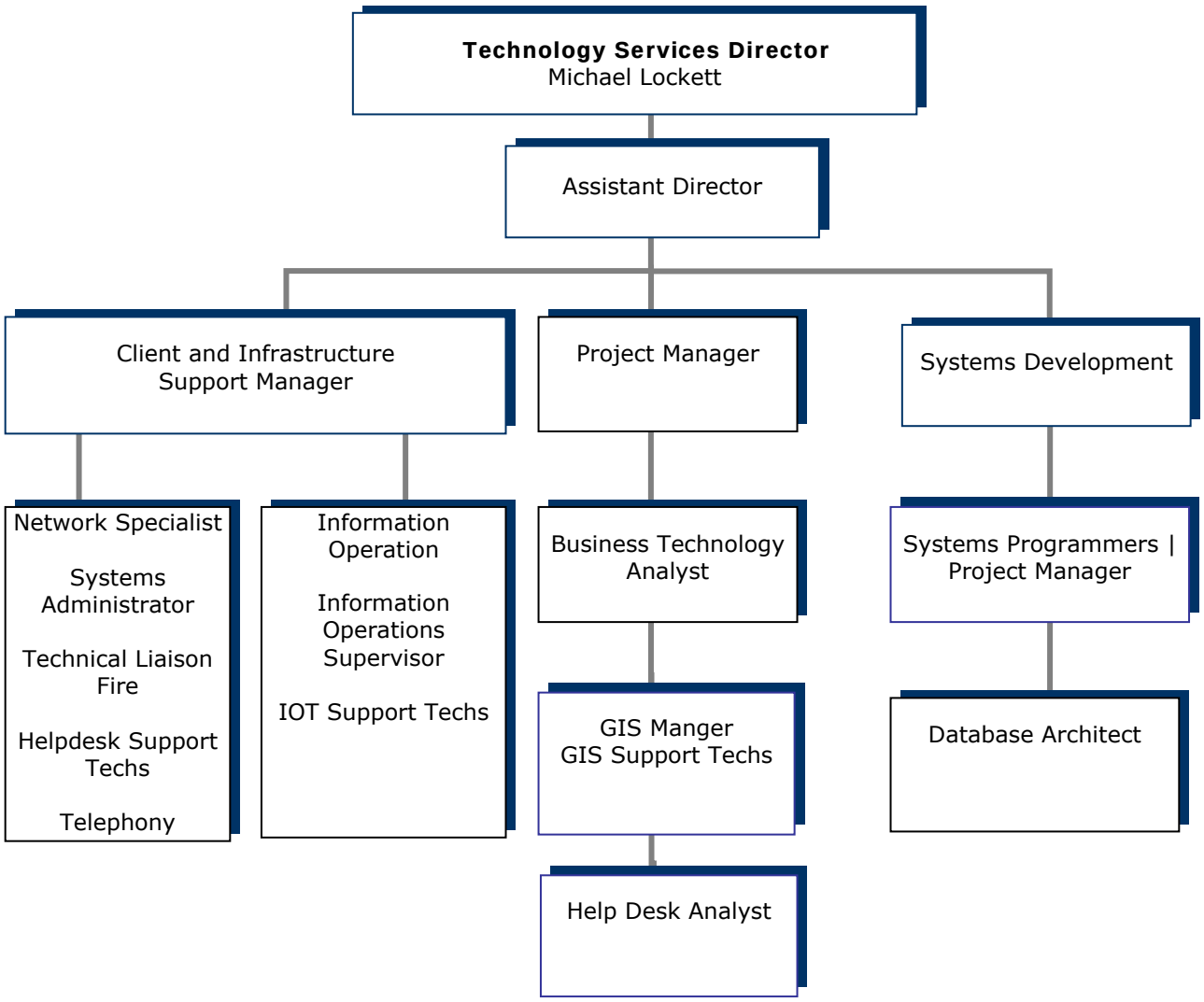
Technology Services Performance Measures

Indicator	2015-16 Actual	2015-16 Goal	2016-17 Actual	2016-17 Goal	2017-18 Goal	2018-19 Goal
Outputs						
Number of Customers Supported (All City Owned Sites FTE and Contract)	1,799	*	1,799	1,799	1,799	1,799
Number of Software Applications, Modules & Interfaces Supported	421	*	400	415	400	400
Number of Desktop/Laptops Supported	4,789	*	4,400	3,500	4,440	4,400
Number of Servers Supported	80	*	60	50	60	60
Number of Mobile Data Terminals Supported	332	*	380	368	380	380
Number of Printers Supported	617	*	500	350	500	500
Number of Telephones Supported	940	*	970	990	970	970
Number of Help Desk Calls Processed	13,731	*	13,731	13,650	N/A	14,000
Effectiveness						
Visitors to City Website(s)	2,838,407	*	2,391,432	3,200,000	3,000,000	3,300,000
Average Percent of Information Technology Work Order Completed	6.3 hrs	*	4.7 hrs	4.8 hrs	5.5 hrs	4.0 hrs
-Less than One Hour	57.20%	*	56.92%	58.50%	60.20%	60.20%
-Less than Four Hours	54.50%	*	63.50%	71.20%	67.50%	67.50%
-By Help Desk	37.90%	*	38.40%	74.50%	44.40%	44.40%
Percent of Calls Completed by Due Date	91.00%	*	94.00%	91.01%	96.00%	96.00%
Average Time to Complete Work Orders	1.4 days	*	1.8 days	1.4 days	1.3 days	1.3 days
Number of Viruses/ Spam Prevented	4,674,301	*	4,674,301	3,300,800	4,674,301	4,674,301
Percent of Network Availability	98.20%	*	98.80%	99.96%	99.67%	99.67%
Percent of Upgrades and Implementations Completed on Time	81.00%	*	94.90%	85.80%	91.90%	91.90%
Percent of Projects Completed within Budget	93.40%	*	91.80%	96.60%	97.80%	97.80%
Efficiency						
Average Number of Calls Processed per Help Desk Personnel	7,773	*	6,000	5,200	6,000	6,000
Average Cost per Employee Training	$389	*	$478	$79	$478	$478
Average Time to Repair Computer	4.8 hrs	*	4.3 hrs	5.5 hrs	4.0 hrs	2.9 hrs

* New performance measure; no goal in previous years

TECHNOLOGY SERVICES

Organizational Chart

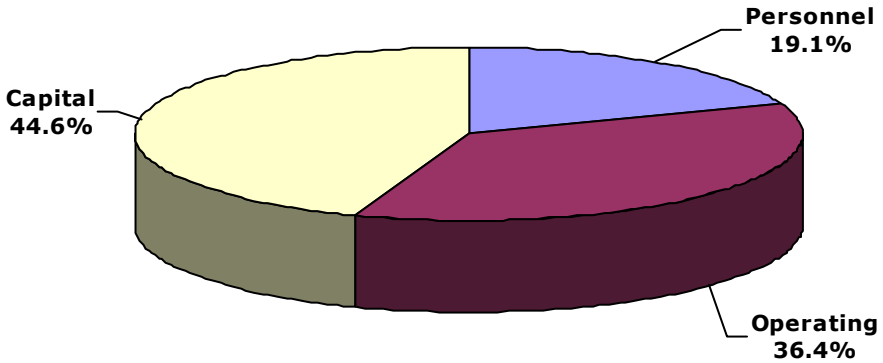


Technology Services

Revenue Category	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
General Government Charges	682,312	768,351	870,752	904,321
Total	**682,312**	**768,351**	**870,752**	**904,321**

Expenditure Category	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Personnel				
Salary	1,357,798	1,294,060	1,202,275	1,289,683
Benefits	789,585	750,561	763,727	662,781
Personnel Total	**2,147,382**	**2,044,621**	**1,966,002**	**1,952,464**
Operating				
Other Contractual Services	653,015	1,061,072	1,818,613	2,391,761
Travel Per Diem	1,599	-	5,200	5,200
Communication and Freight Services	28,296	38,753	43,582	45,982
Rentals and Leases	1,549	1,743	6,216	6,554
Repair and Maintenance Services	192,351	765,288	331,946	435,946
Office Supplies	2,452	-414	4,200	8,750
Operating Supplies	465,498	449,046	573,029	734,830
Publications and Memberships	557	925	2,400	16,800
Training and Education	29,012	29,116	45,500	83,380
Operating Total	**1,374,329**	**2,345,529**	**2,830,686**	**3,729,203**
Capital				
Improvements Other Than Buildings	192,212	178,830	2,260,345	2,377,896
Machinery and Equipment	188,917	3,418,589	1,997,583	2,187,450
Capital Total	**381,129**	**3,597,419**	**4,257,928**	**4,565,346**
Total	**3,902,841**	**7,987,568**	**9,054,616**	**10,247,013**

Expenditure Category



Technology Services

Position Title		2015-16 Actual	2016-17 Actual	2017-18 Adopted	2018-19 Budget
12280 Help Desk Technician II		3	3	3	2
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
12652 Programmer/Analyst I		1	1	1	-
12693 Systems Programmer/Analyst II		1	1	1	1
12697 Proj Mangr/Systems Prog Analyst II		1	1	1	1
12722 Manager of Systems Development		1	1	1	1
12723 Systems Administrator		1	1	1	1
12903 Technology Services Director		1	1	1	1
12904 Asst. Technology Services Director		1	1	1	1
Total	Full-time	15	15	15	13
	Part-time	-	-	-	-

Human Resources

Mission

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

Goals

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

Objectives

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

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

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

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

Continue electronic File System Deployment.

Major Functions and Activities

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

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

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

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

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

Budget Highlights

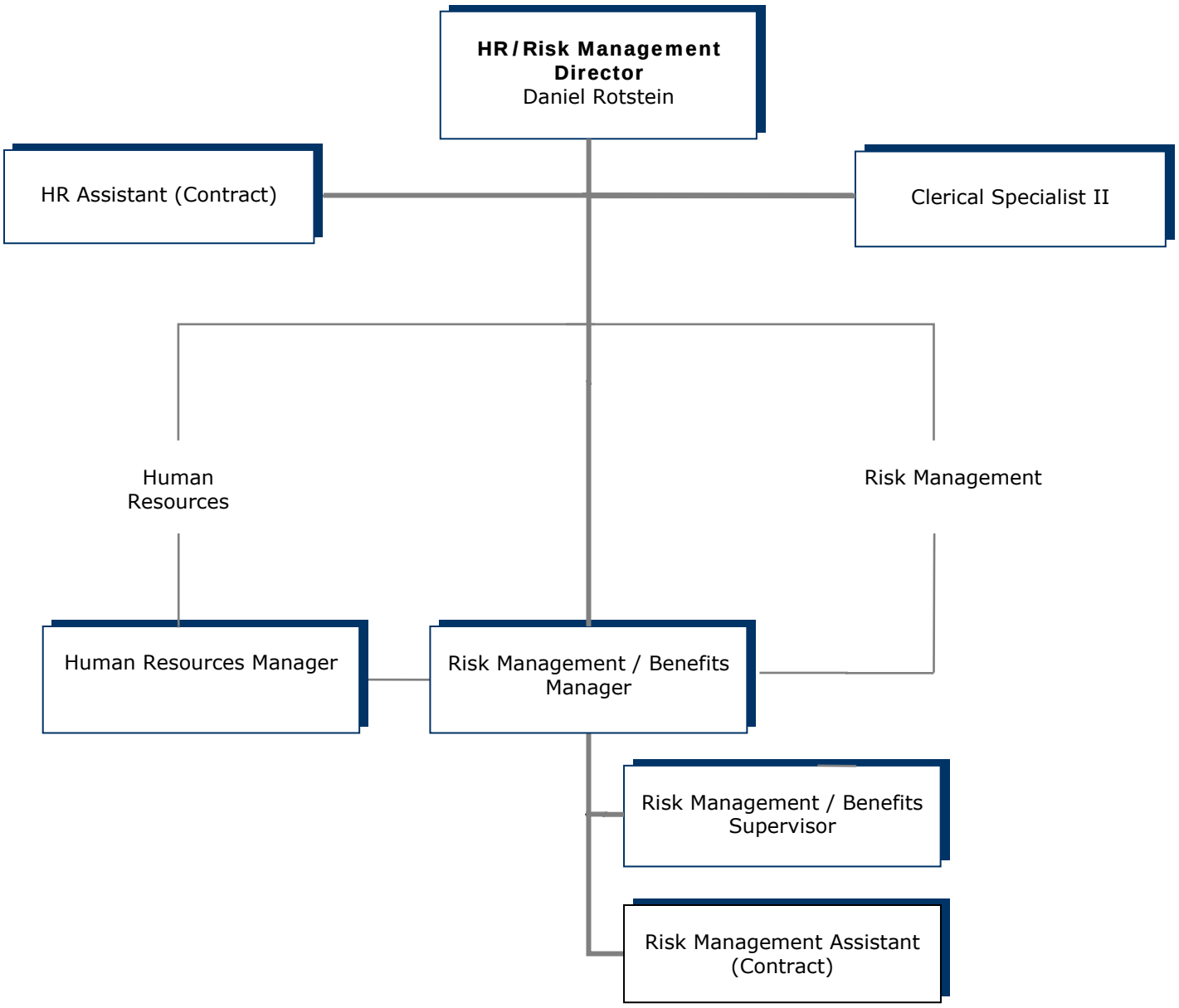
The 2018-19 budget increased by $14,627 or 2% over the 2017-18 working budget in order to cover increased operating costs. Included in these costs is the addition of Education and the continuance of the scanning project, as well as small increases throughout various expense accounts.

Human Resources Performance Measures

Indicator	2015-16 Actual	2015-16 Goal	2016-17 Actual	2016-17 Goal	2017-18 Goal	2018-19 Goal
Outputs						
Number of positions processed for recruitment or promotion	97	60	115	100	97	73
Number of internal seminars offered	18	18	18	18	18	18
Number of employment applications received and processed (FT/PT City)	1,800	1,600	1,500	1,700	1,800	1,500
Number of applicants hired (FT/PT City and Schools)	75	80	312	250	75	323
Effectiveness						
% of FT employees retained after one year from hire	87.5%	N/A	85.3%	N/A	N/A	95.0%
Efficiency						
Ratio of employees (City and School) to HR staff	243:34	260:01	250:01	250:01	243:34	243:84

HUMAN RESOURCES / RISK MANAGEMENT

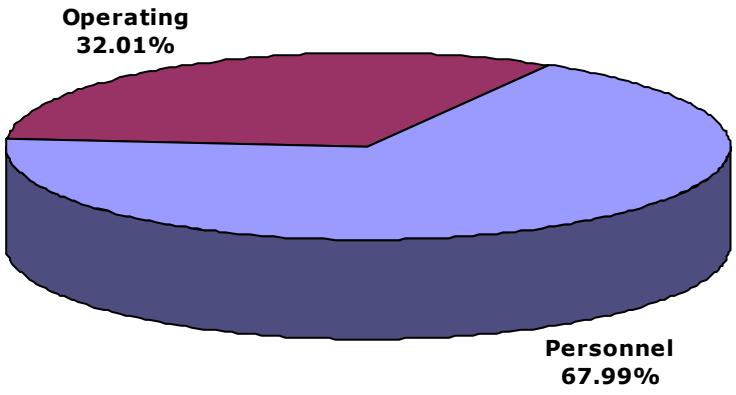
Organizational Chart



Human Resources

Expenditure Category	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Personnel				
Salary	325,575	323,210	357,087	342,928
Benefits	212,743	169,695	167,687	159,099
Personnel Total	**538,319**	**492,905**	**524,774**	**502,027**
Operating				
Professional Services	24,810	23,680	27,270	30,250
Other Contractual Services	48,586	102,591	124,348	146,000
Travel Per Diem	959	-	500	2,500
Rentals and Leases	2,616	2,616	2,669	2,669
Repair and Maintenance Services	2,885	3,569	5,400	5,400
Printing and Binding	4,789	392	12,758	15,000
Other Current Charges and Obligations	2,154	4,200	12,700	17,500
Office Supplies	3,547	3,462	4,000	4,000
Operating Supplies	1,932	1,530	3,300	4,000
Publications and Memberships	-	130	-	-
Training and Education	-	-	6,000	9,000
Operating Total	**92,278**	**142,170**	**198,945**	**236,319**
Total	**630,596**	**635,075**	**723,719**	**738,346**

Expenditure Category



Position Title		2015-16 Actual	2016-17 Actual	2017-18 Adopted	2018-19 Budget
12014 Risk Management/Benefits Supervisor		1	1	1	1
12440 Human Resources Director		1	1	1	1
12684 Clerical Spec II		1	-	-	-
12790 Human Resources Manager		1	1	1	1
Total	Full-time	4	3	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.

Budget Highlights

The expenditure budget for 2018-19 increased by $38,726 over the working budget for 2017-18, which reflects about a 4% increase in each account.

Accomplishments

Assisted the City Commission to fill the vacancy in the City Commission created by the retirement of Commissioner Carl Shechter.

Draft resolution providing for the naming of the City Center after City Manager Charles F. Dodge.

Coordinated with City Administration to implement the City's emergency response plan related to Hurricane Irma and prepare the necessary

City Attorney

documentation to receive reimbursement from the United States Federal Emergency Management Agency (FEMA).

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

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

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

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

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

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.

Assisted the City in the creation and implementation of public record retention policies. Provided legal guidance with respect to the electronic conversion and storage of public records and coordinated policy revisions with The School Board of Broward County, Florida with respect to Charter School records.

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

Facilitated the creation of an ad hoc committee to advise the City with respect to hurricane and emergency plan implementation matters.

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.

Coordinate with City staff and consultants in the City's dispute with the Florida Department of Health, including the settlement thereof.

Provide legal counsel to the City's procurement selection and evaluation committees. Counsel and assist the City's procurement staff with bid protests and other procurement matters.

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.

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

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

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

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

Provided the necessary training, guidance, and legal advice to the City's Code Enforcement Unit of the

City Attorney

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 are incorporated within the overall process.

Represented and 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 equity and due process is afforded to those persons receiving citations and fines for alleged violations of the City's ordinances.

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

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

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

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

Coordinated with the City's outside legal counsel regarding the successful defense of the City related to red-light camera violation fines

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

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

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.

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

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

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

On-going facilitation with the City's implementation and processes for the City's on-boarding of its

City Attorney

document management system.

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

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

Monitored and assisted the City with various proposed legislative items regarding charter school funding matters.

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.

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

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

Continued facilitation of homeowners associations obtaining and implementing traffic enforcement agreements on private roadways for the enforcement and issuance of traffic citations by the City's Police Department.

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

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

Provided continuous legal memoranda and updates to the City Commission and City staff on global topics of interest pursuant to the Florida Constitution, Florida Statues, 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	2015-16 Actual	2015-16 Goal	2016-17 Actual	2016-17 Goal	2017-18 Goal	2018-19 Goal
Outputs						
Number of ordinances prepared for consideration by City Commission	33	40	32	42	42	42
Number of resolutions prepared for consideration by City Commission	39	45	49	45	45	45
Number of contracts reviewed, negotiated and drafted weekly	53	45	52	45	43	50
Number of real estate transactions	8	20	4	17	6	6
Number of bond issues	3	2	3	2	2	2
Number of Commission meetings attended	42	40	45	40	40	40
Number of verbal, written and electronic (E-mail) correspondences processed weekly	863	850	936	850	870	900

City Attorney

Expenditure Category	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Operating				
Professional Services	878,081	902,904	941,611	979,276
Office Supplies	24,858	24,629	21,154	22,000
Operating Supplies	5,004	5,150	5,366	5,581
Operating Total	**907,942**	**932,683**	**968,131**	**1,006,857**
Total	**907,942**	**932,683**	**968,131**	**1,006,857**

City Clerk

Mission

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

Goals

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

Objectives

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.

Provide closed captioning of live streamlining of Commission Meetings.

Efficiently process local business tax receipts and renewals.

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

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

Major Functions and Activities

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

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

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

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

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

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.

City Clerk

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

~ ARTS AND CULTURE ADVISORY BOARD - Meets to develop cultural activities within the City as well as promote art in public places throughout the City.

~ BOARD OF ADJUSTMENT - Has the power to prescribe any conditions that it deems necessary or desirable to adjacent properties and neighborhoods, and to carry out the spirit and purpose of the City's zoning ordinances.

~ CHARTER REVIEW BOARD – Commencing May 2010, the Charter Review Board convenes every five years for a one-year term, to review the charter of government for the City. Makes recommendations to the City Commission to change, alter, amend, or revise the City Charter.

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

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

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

~ 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.

~ ENVIRONMENTAL ADVISORY BOARD - Promotes the public health, safety, and general welfare by the maintenance of landscaping areas, including off-street vehicular parking. It also serves to protect and preserve the character and stability of residential, business, institutional, and industrial areas and to conserve the value of land and buildings on surrounding properties and neighborhoods. The Environmental Advisory Board was created to provide constructive advice and counsel to the City Commission, with a broad outlook toward environmental protection and conservation.

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

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

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

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

Budget Highlights

FY 2018-2019 Clerk's Budget objective involves consistent upgrades to ensure compliance. Closed Captioning of live streamed meetings and archived videos was implemented. The Clerk's Department has initiated the expansion of the Hyland Onbase Enterprise Content Management (ECM) repository by adding a part-time Systems Analyst to address workflow for improvement, expansion and completion of ECM structural implementation, assist Document Management Specialist in the Clerk's Office; work

City Clerk

with IT/TSD tech team to deploy document management integration. The Clerk's Department

Accomplishments

The City Clerk's Office oversaw the March 13, 2018 Municipal Elections for Pembroke Pines Commission District Seats 1 and 4. The Back-Scanning project led by the City Clerk Department to assist designated City departments with efforts to clear a backlog of paper files through digitization, accomplished the scanning of approximately 70% of the backlogged records of the departments included in the scope of the project-- Human Resources, Fire Prevention, Planning and Engineering, so far completed under the terms of the project.

Our System Analyst is working to optimize the Clerk Department's record management system to expand the City's digitized document repository and create an efficient shared space for storage, research and retrieval of important city records.

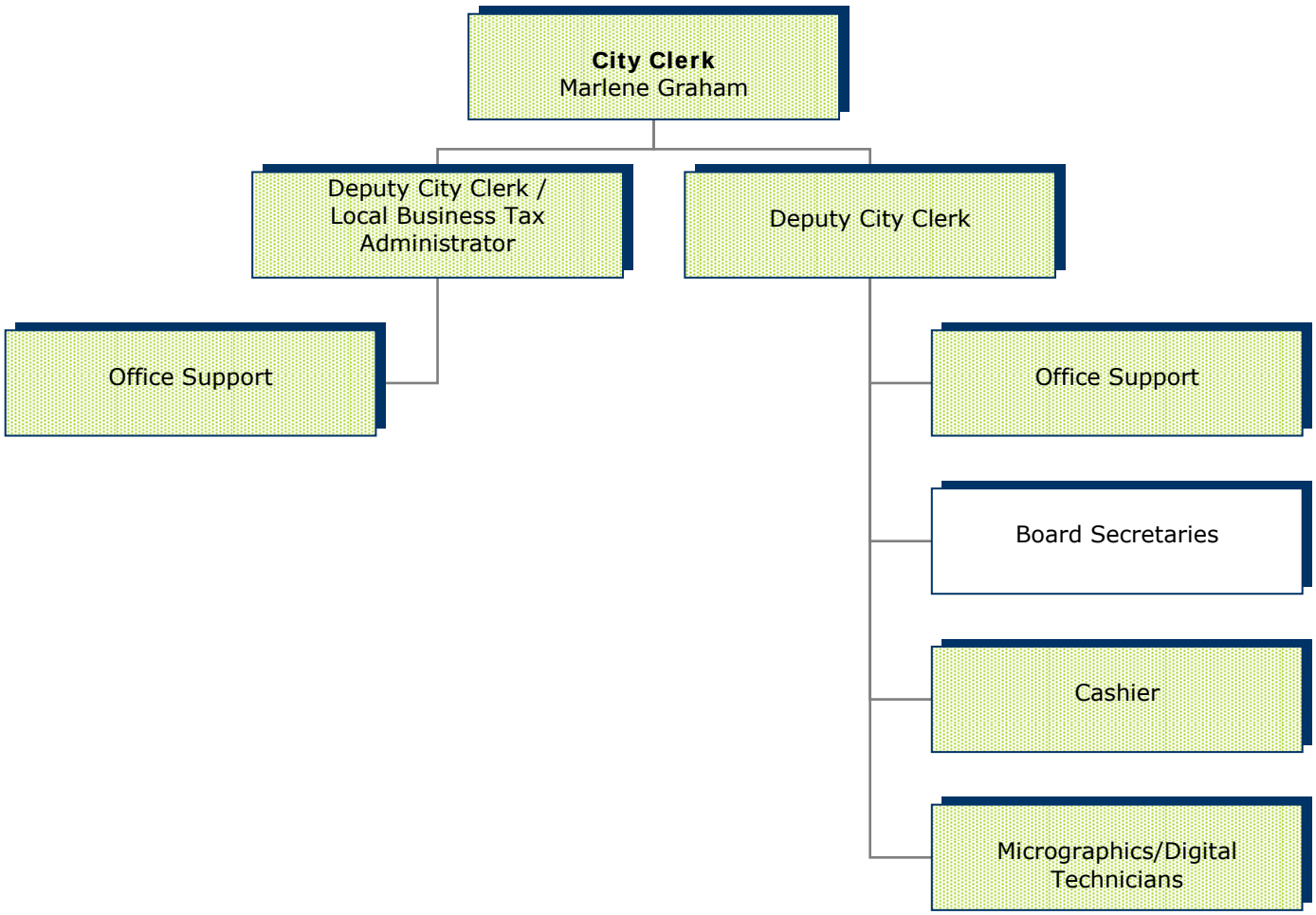
City Clerk Performance Measures

Indicator	2015-16 Actual	2015-16 Goal	2016-17 Actual	2016-17 Goal	2017-18 Goal	2018-19 Goal
Outputs						
"Action Only" Commission minutes prepared for next Commission meeting.	22	22	23	22	22	25
Subpoenas for records processed	168	125	119	125	168	119
Commission agenda books prepared	380	300	363	300	380	300
Local business tax receipts monitored for compliance	8,725	8,395	8,993	8,416	8,725	8,993
Local Business Tax Receipts issued	7,593	7,290	7,867	7,295	7,599	7,900
Local Business Tax Office customers served	2,626	2,000	2,550	2,400	2,630	2,580
Public records requests processed	N/A	3,000	6,771	3,000	N/A	6,771
Passport applications processed	2,639	2,500	3,372	2,500	2,650	3,400
Passport Office customers served	3,699	3,500	4,347	3,500	3,700	4,400
Documents imaged and microfilmed	N/A	400,000	60,671	400,000	N/A	100,000
Staff training hours	137	35	32	35	137	32
Garage sale permits issued	1,092	1,500	861	1,500	1,150	1,000
Cashiering transactions (in millions)	$28.0M	$28.0M	$24.0M	$30.0M	$28.0M	$28.0M
Cashiering transactions (number)	38,900	40,000	31,889	42,000	38,900	40,000
Agenda packets prepared	852	1,000	773	850	860	800
Board and committee meetings attended	84	92	83	90	84	90
Abandoned properties registered	N/A	684	260	900	N/A	260
City Clerk customers served	1,055	1,200	475	1,200	1,055	500
Bid openings	31	60	38	60	40	45
Records dispositioned for destruction as per statutes (in tons)	23.48	21.00	23.24	23.00	26.00	26.00
Records dispositioned for destruction as per statutes (in cubic feet)	939	2,000	2,288	2,000	1,000	3,500
Effectiveness						
% of passport applications processed within 24 hours of appointment	100%	100%	100%	100%	100%	100%
% of documents accurately imaged	N/A	100%	100%	100%	N/A	100%
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	3.75%	100.00%	0.13%	100.00%	N/A	100.00%
Local business tax revenue per capita (in constant dollars)	$21.36	$21.00	$21.71	$21.00	$21.00	$21.00
% of minutes of all board meetings transcribed and ready for approval prior to next meeting	99%	100%	99%	100%	99%	100%
Summary of board actions submitted within 24 hours	100%	100%	100%	100%	100%	100%
Efficiency						
Commission agendas prepared per year per F/T employee	29	28	21	300	29	25
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	293.00	400.00	12.20	300.00	320.00	18.60
Full-time employees on this task	1	1	1	1	1	1
Public Records requests processed per year per F/T employee	N/A	1,600	967.3	2,000	N/A	1,000
Full-time employees on this task	5	5	7	5	5	7
Passports processed per day per F/T employee	53.9	2.0	18.2	4.0	54.0	23.0
Full-time employees on this task	6.5	7.0	7.0	6.5	6.5	7.0
Cashiering transactions per year per F/T employee	38,900	40,000	31,889	40,000	39,000	41,000
Full-time employees/contractors on this task	1.5	1.5	1.5	1.5	1.5	1.5

@ 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



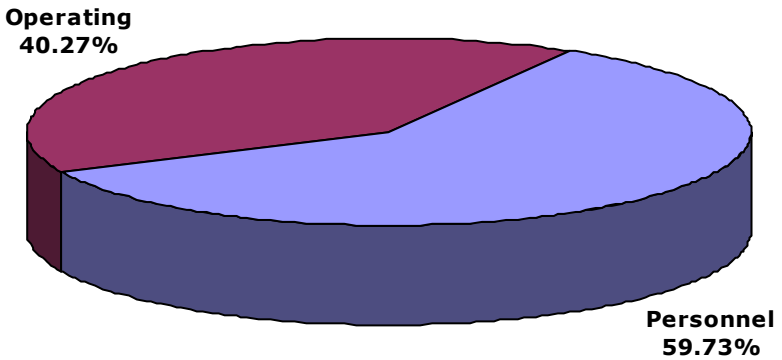
Shading indicates direct public service provider

City Clerk

Revenue Category	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Building Permits	38,713	36,613	39,700	40,200
General Government Charges	100,911	114,900	103,580	120,530
Other Licenses, Fees & Permits	950	1,000	800	800
Total	**140,574**	**152,513**	**144,080**	**161,530**

Expenditure Category	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Personnel				
Salary	441,753	449,810	482,855	491,841
Benefits	318,238	340,510	351,325	328,088
Personnel Total	**759,991**	**790,321**	**834,180**	**819,929**
Operating				
Professional Services	15,076	13,400	33,000	-
Other Contractual Services	132,317	181,504	414,586	322,358
Travel Per Diem	1,858	1,419	3,874	4,000
Rentals and Leases	9,070	9,597	13,720	26,000
Insurance	144	-	400	600
Repair and Maintenance Services	15,459	43,718	71,655	126,041
Printing and Binding	7,793	8,915	14,500	14,500
Other Current Charges and Obligations	19,596	13,661	23,500	23,600
Office Supplies	7,771	13,814	15,229	17,700
Operating Supplies	3,480	8,110	11,000	15,200
Publications and Memberships	490	749	726	750
Training and Education	-	7,250	-	2,000
Operating Total	**213,054**	**302,137**	**602,190**	**552,749**
Capital				
Machinery and Equipment	218,184	18,348	-	-
Capital Total	**218,184**	**18,348**	**-**	**-**
Total	**1,191,229**	**1,110,806**	**1,436,370**	**1,372,678**

Expenditure Category



City Clerk

Position Title		2015-16 Actual	2016-17 Actual	2017-18 Adopted	2018-19 Budget
12047 City Clerk		1	1	1	1
12285 Micrographic Technician II		1	-	-	-
12287 Document Management Specialist		-	1	1	1
12620 Cashier II		1	1	1	1
12684 Clerical Spec II		3	3	3	3
12775 Deputy City Clerk		1	1	1	1
12782 Deputy City Clerk/Occ Lic Admin		1	1	1	1
13509 Shared - Secretary		2	2	2	1
13525 Senior Board Secretary		-	-	-	1
13679 P/T Passport Clerk		1	1	1	1
Total	Full-time	8	8	8	8
	Part-time	3	3	3	3

Finance

Mission

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

Goals

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

Objectives

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

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

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

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

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

Improve the usefulness of the performance measures of each department.

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

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

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

Major Functions and Activities

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

~ ACCOUNTING:

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

~ ACCOUNTS RECEIVABLE:

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

~ ACCOUNTS PAYABLE:

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

~ ADMINISTRATIVE SUPPORT:

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

~ CONTRACTS:

Drafts and reviews City contracts and agreements. Audits contracts and invoices to ensure all contract obligation and compliance requirements are met.

Budget Highlights

The 2018-19 expenditure budget shows an increase of $212,325 or 7.0% over the 2017-18 working budget. This increase is mainly due to the increase of personnel cost, contractual services, and computer software.

Accomplishments

Awarded the Distinguished Budget Presentation Award by the Government Finance Officers Association (GFOA) for the 21st consecutive year since October 1, 1997, for the FY2017-18 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, 2017. If awarded, this will be the 33rd consecutive year the award will be received.

Successfully completed the 2017 independent audits of the Charter Schools and the City. The City received an unmodified opinion for both audits, and no audit adjustments were recommended. The external audit firm that conducted these audits was GLSC & Company, PLLC.

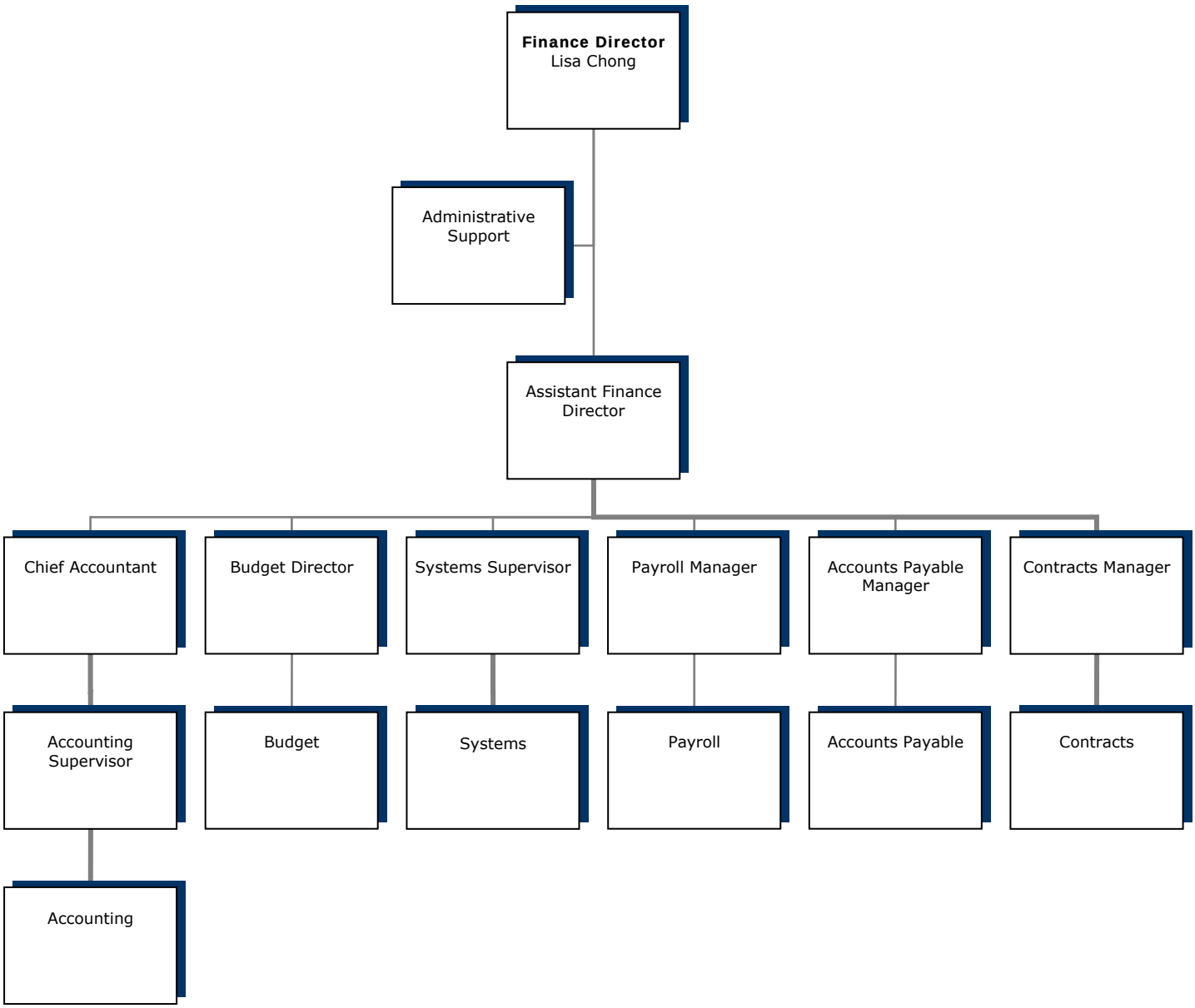
Assisted the Commission Auditors in conducting and completing their Audits of Investment Committee’s internal controls, The City’s Store Cards, and the Fixed Asset Control Cycle for the City of Pembroke Pines Charter School System. This included the review of the policies, procedures and the internal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

Finance Performance Measures

Indicator	2015-16 Actual	2015-16 Goal	2016-17 Actual	2016-17 Goal	2017-18 Goal	2018-19 Goal
Outputs						
Charter schools' special purpose financial statements	2	2	2	2	2	2
Invoices paid	46,850	50,000	45,621	50,000	50,000	47,000
Monthly financial statements	12	12	12	12	12	12
Comprehensive Annual Financial Report	1	1	1	1	1	1
Annual Budget	1	1	1	1	1	1
Effectiveness						
Number of audit adjustments by auditors	0	0	0	0	0	0
Number of 10-hour working days to complete the Comprehensive Annual Financial Report	64	64	64	64	64	64
% of purchasing contracts in compliance with all applicable regulatory statutes	100%	100%	100%	100%	100%	100%
Average number of 10-hour working days after the month's end to distribute the monthly financial statements (excluding October and September)	4	4	4	4	4	4
Average number of 10-hour working days to close year end	20	20	20	20	20	20
Average number of 10-hour working days after the receipt of the bank statement to complete reconciliations	8	8	8	8	8	8
% accuracy in forecasting approximately 25% of general fund revenues	100%	100%	100%	100%	100%	100%
Number of annual consecutive awards for Certificate of Achievement for Excellence in Financial Reporting from GFOA.	32	32	33	33	34	35
Number of annual consecutive Distinguished Budget Presentation Awards from GFOA	19	19	20	20	21	22
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

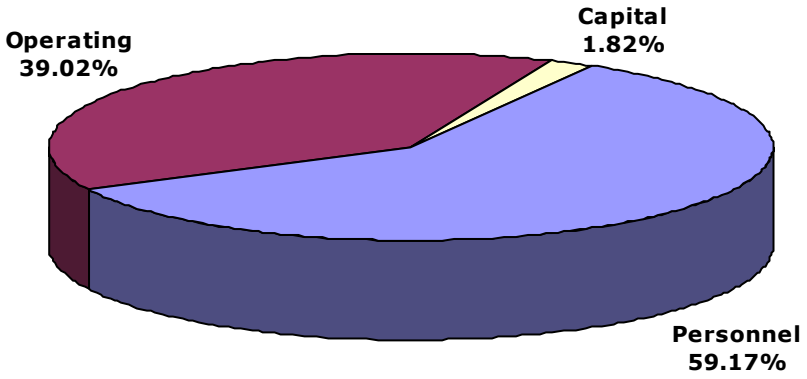


Finance

Revenue Category	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
General Government Charges	268,450	239,200	221,250	206,800
Fines & Forfeitures	5,716	5,866	7,500	5,300
Total	**274,166**	**245,066**	**228,750**	**212,100**

Expenditure Category	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Personnel				
Salary	1,060,834	1,070,095	1,182,252	1,256,647
Benefits	678,130	629,961	678,962	665,804
Personnel Total	**1,738,964**	**1,700,056**	**1,861,214**	**1,922,451**
Operating				
Professional Services	-	13,759	89,000	14,000
Accounting and Auditing	34,679	39,230	39,400	41,100
Other Contractual Services	646,157	681,576	902,139	1,045,600
Travel Per Diem	2,575	1,824	2,200	6,000
Communication and Freight Services	731	902	1,730	2,640
Rentals and Leases	4,353	4,353	4,400	4,600
Repair and Maintenance Services	95,281	96,391	99,375	105,750
Office Supplies	8,720	13,595	11,870	16,450
Operating Supplies	1,832	5,743	9,600	23,530
Publications and Memberships	1,911	2,246	3,865	5,150
Training and Education	1,532	2,778	4,500	3,000
Operating Total	**797,771**	**862,397**	**1,168,079**	**1,267,820**
Capital				
Machinery and Equipment	4,818	5,507	7,653	59,000
Capital Total	**4,818**	**5,507**	**7,653**	**59,000**
Total	**2,541,553**	**2,567,960**	**3,036,946**	**3,249,271**

Expenditure Category



Finance

Position Title		2015-16 Actual	2016-17 Actual	2017-18 Adopted	2018-19 Budget
12030 Budget Director		-	-	-	1
12031 Payroll Manager		-	-	-	1
12032 Accounts Payable Manager		-	-	-	1
12086 Finance Director		1	1	1	1
12428 Payables Supervisor		1	1	1	-
12431 Payroll Coordinator		2	2	2	2
12433 Payroll Supervisor		1	1	1	-
12517 Assistant Finance Director		1	1	1	1
12525 Administrative Assistant I		1	1	1	1
12556 Budget Manager		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
Total	Full-time	13	13	13	13
	Part-time	-	-	-	-

Early Development Centers

Mission

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

Goals

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

Objectives

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

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

Treat staff and students with courtesy and respect.

Encourage students' creativity and curiosity.

Give students time to summarize and reflect.

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

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

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

Promote the idea of students teaching their peers.

Provide a balanced and flexible curriculum.

Supply a technologically superior learning environment.

Major Functions and Activities

Early Development Centers are strategically positioned in four locations in order to ensure availability of service to all sections of the City. All sites offer full-week, fee-based programs, with the fee dependent upon the age of the child enrolled.

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

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

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

- Bright Beginnings at Walter C. Young, 901 NW 129th Avenue

- Village Preschool, 6700 SW 13 Street

- Pembroke Pines Charter School - West Campus, 1600 SW 184 Avenue

- Pembroke Pines Charter School - Central Campus, 12200 Sheridan Street

Budget Highlights

The fiscal year's 2018-19 budget is $115,414 or 1.9% below the working budget for fiscal year 2017-18 due mainly to a decrease in Part Time Teacher Aides and Worker's Compensation throughout the 4 Early Development Center locations.

Accomplishments

The Central Campus has successfully completed its 12th year of Florida's Voluntary Prekindergarten program (VPK), successfully preparing our students for kindergarten. 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 adult CPR, cultural competency and emotional intelligence.

The West Campus completed its eleventh year of Florida's Voluntary Prekindergarten (VPK) in an upbeat. We continue to improve and maintain the

Early Development Centers

Readiness rate. The staff continued to maintain licensing standards by renewing their early childhood credentials,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.

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

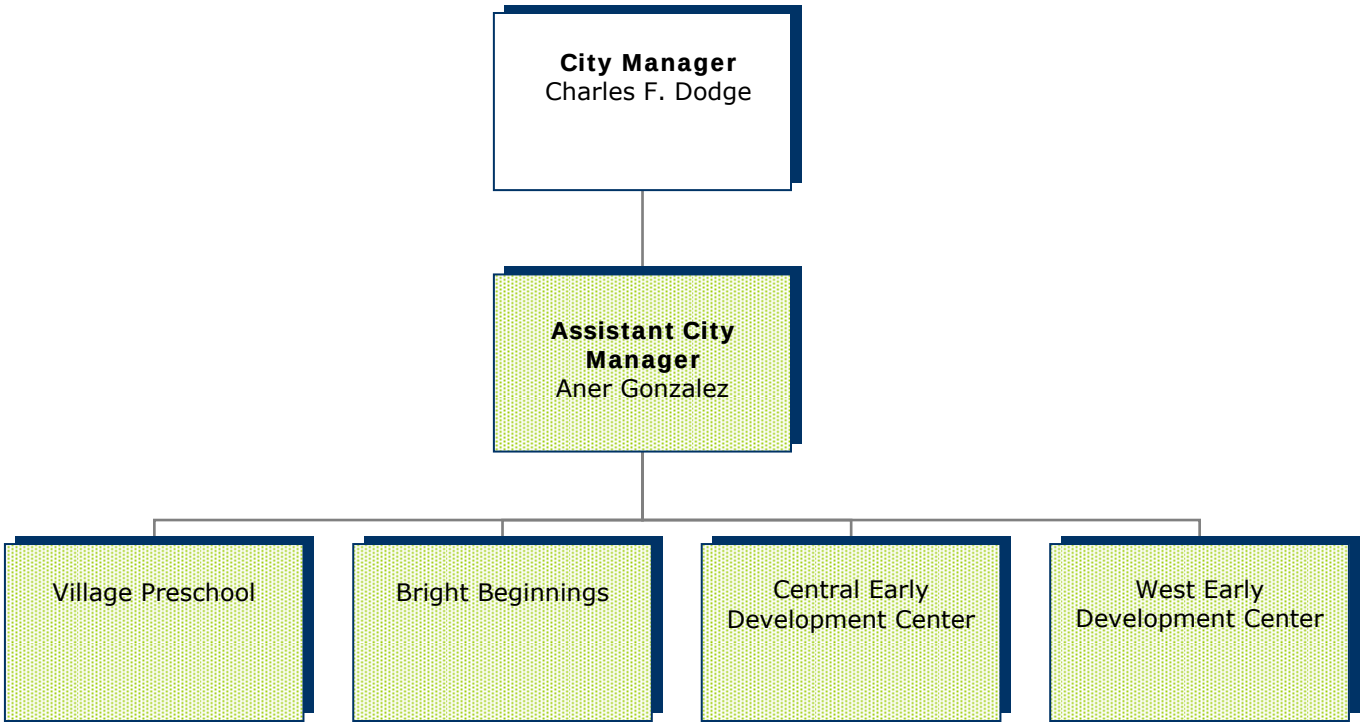
East Campus -Completed its eleventh year of the Florida Voluntary Pre-Kindergarten (VPK) program. This year our school participated and held multiple family involvement events throughout the year such as our scholastic book fair,mother's day breakfast, and VPK graduation. We have also partnered with Pembroke Pines Elementary to fully prepare our graduates and families for Elementary school.

Early Development Centers Performance Measures

Indicator	2015-16 Actual	2015-16 Goal	2016-17 Actual	2016-17 Goal	2017-18 Goal	2018-19 Goal
Outputs						
Number of students	648	714	660	815	691	663
Effectiveness						
Met state mandated student to teacher ratio of 21 to 1	Yes	Yes	Yes	Yes	Yes	Yes

EARLY DEVELOPMENT CENTERS

Organizational Chart



Shading indicates direct public service provider

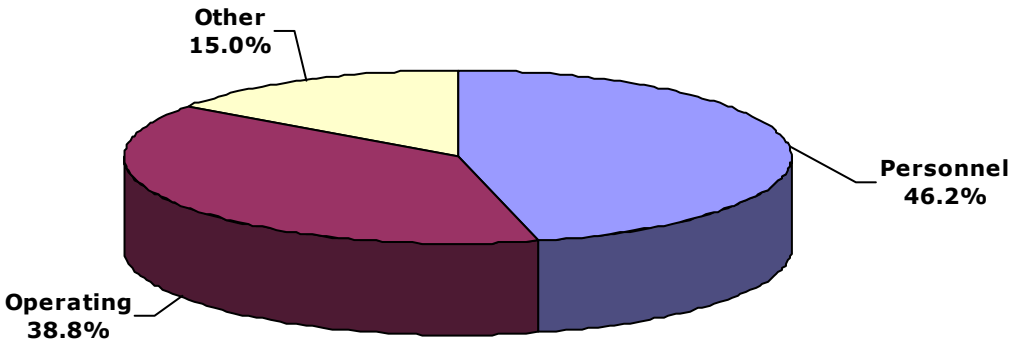
Early Development Centers

Revenue Category	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Education Charges	4,481,072	4,109,819	4,829,778	4,751,295
Recreation Charges	881,796	838,678	1,061,970	1,043,631
Other Miscellaneous Revenues	107,631	109,009	136,701	121,285
Private Gifts / Contributions	-	26,000	4,176	1,000
Total	**5,470,499**	**5,083,506**	**6,032,625**	**5,917,211**

Expenditure Category	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Personnel				
Salary	2,026,725	1,951,599	2,065,549	2,009,104
Benefits	564,924	623,972	714,010	723,974
Personnel Total	**2,591,649**	**2,575,572**	**2,779,559**	**2,733,078**
Operating				
Professional Services	185	2,084	500	500
Other Contractual Services	1,085,361	1,025,127	1,287,253	1,256,962
Travel Per Diem	1,542	-	600	600
Communication and Freight Services	5,334	5,971	8,580	8,580
Utility Services	87,871	70,782	65,102	60,220
Rentals and Leases	406,484	404,733	410,754	409,876
Repair and Maintenance Services	48,665	152,513	133,084	173,499
Printing and Binding	448	-	-	-
Other Current Charges and Obligations	86,477	67,789	99,440	102,286
Office Supplies	11,022	9,847	9,700	10,200
Operating Supplies	295,516	254,028	299,751	272,525
Publications and Memberships	-	-	500	525
Training and Education	200	240	1,750	1,750
Operating Total	**2,029,104**	**1,993,113**	**2,317,014**	**2,297,523**
Capital				
Improvements Other Than Buildings	-	3,850	-	-
Machinery and Equipment	9,130	4,575	-	-
Capital Total	**9,130**	**8,425**	**-**	**-**
Other				
Transfers	889,459	575,065	936,052	886,610
Other Total	**889,459**	**575,065**	**936,052**	**886,610**
Total	**5,519,342**	**5,152,174**	**6,032,625**	**5,917,211**

Early Development Centers

Expenditure Category



Position Title		2015-16 Actual	2016-17 Actual	2017-18 Adopted	2018-19 Budget
12120 Sch Accounting Clerk II		2	2	2	2
12143 EDC Teacher		22	19	20	19
12780 Teacher Aide		10	9	7	7
12781 Site Supervisor		4	4	4	4
12972 EDC Clerical Spec I		2	3	3	2
13408 P/T EDC Clerical Spec I		2	-	-	-
13551 P/T Teacher Aide		101	91	87	86
Total	Full-time	40	37	36	34
	Part-time	103	91	87	86

Walter C. Young Resource Center

Mission

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

Goals

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

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

Objectives

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

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

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

Major Functions and Activities

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

The City partners with others in maintaining the Resource Center. The costs are shared by the Broward County School Board and the City. Effective use of tax dollars is made by sharing resources and extending the hours of income-producing usage beyond that of a typical school day. The programs and services are offered sixteen hours daily, year-round.

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

~ DINNER THEATER / CULTURAL ARTS:

There are a few groups/activities utilizing the WCY Dinner Theater through the Recreation and Cultural Arts Department. These groups/events include: Relay for Life and Bright Beginnings. There may also be some special events conducted at WCY Dinner Theater (when the primary sites are unavailable).

~ EDUCATION CLASSROOM:

There is a middle school and community school program. Space is available to various civic organizations such as churches, scheduled meetings for various companies, and the City's Recreation and Cultural Arts Departments.

~ LEARNING RESOURCE CENTER:

The Pembroke Pines Branch/Walter C. Young resource Center serves as both the media center for students attending the Walter C. Young Middle School and as a branch library for the local community. The library includes materials typically found in a middle school resource center as well as materials of a community branch library serving a diverse community. The library's collection includes over 80,000 items in a variety of formats including books, periodicals, DVDs, music CDs, audio books on CD, and computer software. The library offers public access computers, a classroom and two meeting rooms that can support programming for up to 50 people. A media production lab is utilized for student produced school announcements. The library offers a variety of services and programs for all ages, including a book discussion program for adults, an "English Cafe" program for adults seeking practice in English conversation, weekly story time programs focusing on early literacy, and service opportunities for teens. The Broward County library online resources include free digital downloads of eBooks, music, eAudiobooks, and movies.

Walter C. Young Resource Center

~ RECREATION AND CULTURAL ARTS CENTER:

The Recreation and Cultural Arts Department of the City offers a full spectrum of indoor and outdoor sporting activities, health, physical education, and recreation instruction. Facilities include a gymnasium, dressing/locker rooms, showers, instructional rooms, tennis and handball courts, six indoor racquetball courts, football-soccer-softball fields, a 400-meter running track, first aid rooms, and an outdoor play area for toddlers. The racquetball facilities are open to the public with membership opportunities available.

Budget Highlights

The 2018-19 budget has decreased by $57,640 or 40% below the 2017-18 working budget. The decrease is attributable to no major renovations proposed.

Walter C. Young Resource Center Performance Measures

Indicator	2015-16 Actual	2015-16 Goal	2016-17 Actual	2016-17 Goal	2017-18 Goal	2018-19 Goal
Outputs						
Number of days per year the center is in use	347	347	347	347	347	347
Number of civic, charitable, and religious organizations that use the center	165	45	180	98	165	180
Effectiveness						
% of organizations not accommodated	N/A	0%	0%	0%	N/A	0%
Actual as a % of budgeted revenue - resource center	N/A	100%	100%	100%	N/A	100%

Walter C. Young Resource Center

Revenue Category	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Rents & Royalties	18,101	40,208	8,200	8,200
Total	**18,101**	**40,208**	**8,200**	**8,200**

Expenditure Category	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Operating				
Accounting and Auditing	777	903	900	900
Other Contractual Services	51,444	43,318	60,000	60,000
Utility Services	23,112	24,971	34,675	25,675
Repair and Maintenance Services	-	-	48,640	-
Operating Total	**75,333**	**69,191**	**144,215**	**86,575**
Total	**75,333**	**69,191**	**144,215**	**86,575**

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

Our quarterly Flea Markets and Bazaar continue to bring in great revenues; total revenue for 2017 was $29,872.00. Our annual Arts and Craft Show and biannual Antique Show brought in a total of $18,069.00 in 2017.

2019 Florida Department of Transportation (FDOT) Application is due February 23, 2018. An application will be submitted for the purchase of two buses and communication equipment.

Accomplishments

There were two major accomplishments during 2017-2018 year. The Computer Lab was completely renovated and updated. New equipment was purchased, including a 72" monitor and a 3-D printer for the classroom. The room was carpeted and painted in blue hues, conducive both for learning and focusing in the classroom. New instructors were also contracted for the Beginner and Intermediate computer literacy classes, taught in English and Spanish. The center also purchased a new software program which replaces the Access program, used for the past twenty years.

The new software program allows our members to sign in at the kiosks by scanning their key fobs. Each member can quickly sign up for the activity and/or class they are participating, in lieu of signing their names on multiple 'Sign In' sheets. This new program also allows for a continuous flow of registrations for classes and events while providing receipts and up to the minute count/availability of spots for each class or activity. This program has eliminated the manual work of maintaining books and writing all the signups and monies collected.

On October 4, 2017 Florida Department of Transportation (FDOT) awarded a Grant Application that was submitted with Resolution 2016-R-43 for the purchase of two buses, communication equipment,

Community Services

GPS and cameras. This award requires 10% Local Match, in which funds will be provided by the General Fund.

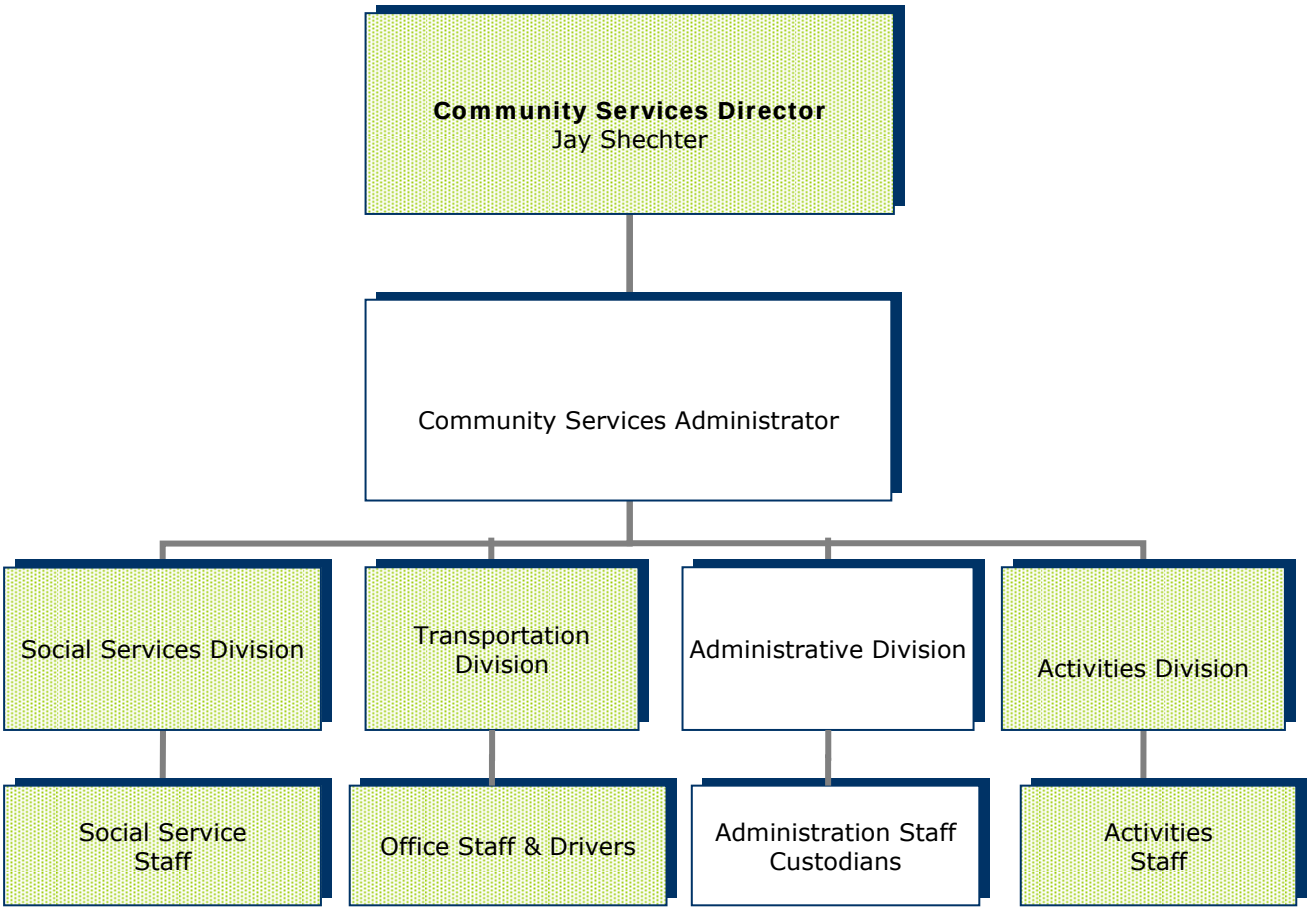
Resolution 2017-R-57 submitted to Florida Department of Transportation (FDOT) on December 27, 2017 was for the purchase of two buses and communication equipment. The grant application requires 10% Local Match. If the grant is awarded, the City's 10% match will be provided from the General Fund.

Community Services Performance Measures

Indicator	2015-16 Actual	2015-16 Goal	2016-17 Actual	2016-17 Goal	2017-18 Goal	2018-19 Goal
Outputs						
Number of unduplicated clients	2,007	3,200	1,900	3,600	2,500	2,000
Units of service (Services covered by OAA Title IIIB and IIIE Grant)	67,061	90,769	57,996	63,799	64,807	64,632
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	385	244	132	162	120

COMMUNITY SERVICES

Organizational Chart



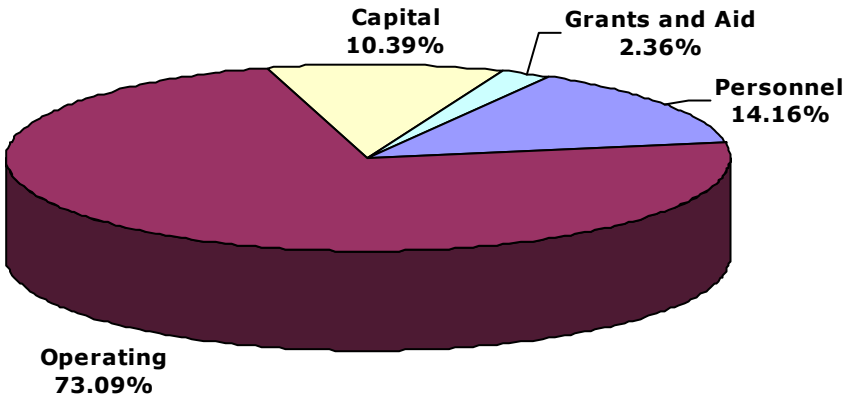
Shading indicates direct public service provider

Community Services

Revenue Category	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Federal Grants	25,900	29,829	28,684	34,010
Recreation Charges	96,939	74,535	118,018	175,165
Transportation Charges	1,660	1,010	240	240
Rents & Royalties	134,996	140,069	133,572	136,265
Total	**259,495**	**245,443**	**280,514**	**345,680**

Expenditure Category	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Personnel				
Salary	153,107	143,961	125,670	129,658
Benefits	103,382	112,606	96,540	74,774
Personnel Total	**256,489**	**256,567**	**222,210**	**204,432**
Operating				
Professional Services	738	968	14,060	1,560
Other Contractual Services	359,327	376,789	476,507	545,466
Travel Per Diem	532	171	295	-
Communication and Freight Services	10,690	11,557	11,099	12,100
Utility Services	111,898	96,864	100,100	115,500
Rentals and Leases	4,202	4,720	4,893	4,693
Repair and Maintenance Services	39,317	74,482	140,950	295,350
Printing and Binding	13,406	13,835	15,000	15,000
Promotional Activities	-	1,219	-	-
Office Supplies	1,915	3,359	6,000	4,000
Operating Supplies	29,084	54,502	59,405	60,500
Publications and Memberships	645	630	660	660
Operating Total	**571,753**	**639,097**	**828,969**	**1,054,829**
Capital				
Machinery and Equipment	5,155	21,386	106,898	150,000
Capital Total	**5,155**	**21,386**	**106,898**	**150,000**
Grants and Aid				
Aids to Private Organizations	23,584	26,400	28,685	34,010
Grants and Aid Total	**23,584**	**26,400**	**28,685**	**34,010**
Total	**856,981**	**943,450**	**1,186,762**	**1,443,271**

Expenditure Category



Community Services

Position Title		2015-16 Actual	2016-17 Actual	2017-18 Adopted	2018-19 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	-	-
Total	Full-time	2.5	2.5	1.5	1.5
	Part-time	-	-	-	-

Housing Division

Mission

To provide affordable, secure, and enhanced housing.

Goals

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

Objectives

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

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

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

Maintain beautiful well-kept grounds for walking and biking.

Provide ample parking.

Coordinate recreation, health support services, transportation, counseling, education, and social services at the 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 March 1, 2018, the rent for all units at Pines Place & Pines Point will be increased. Therefore, the increase in the rental revenues for each property has been in effect for a year and the department's analysis has increased the rental housing revenue by roughly $600k. The expenditure budget for 2018-19 increased by $317,382, over the working budget for 2017-18.

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 9th 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.

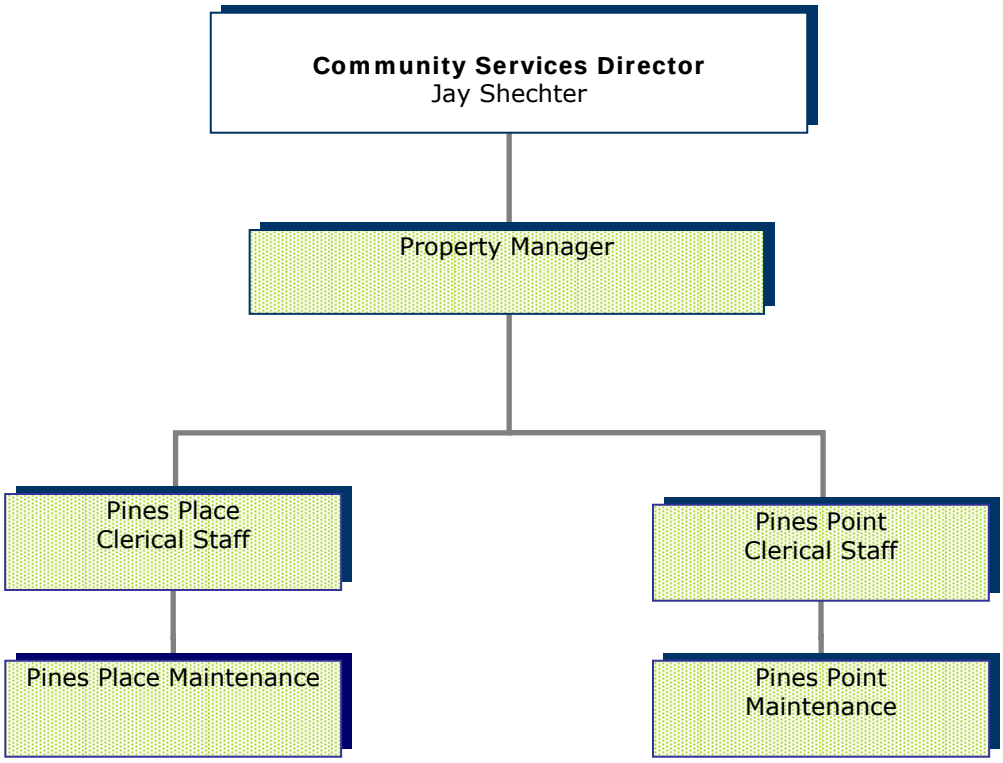
Through local partnerships, we were able to collect food donations and distribute among tenants.

Housing Division Performance Measures

Indicator	2015-16 Actual	2015-16 Goal	2016-17 Actual	2016-17 Goal	2017-18 Goal	2018-19 Goal
Outputs						
Number of units occupied at Pines Point	183	181	180	181	185	185
Number of units occupied at Pines Place:						
Tower I (opened April, 2005)	185	188	187	188	190	190
Tower II (opened July, 2005)	171	168	172	170	175	175
Tower III (opened January, 2008)	189	198	193	198	200	200
Effectiveness						
Average occupancy rate at Pines Point	96.00%	95.00%	94.71%	95.00%	95.00%	95.00%
Average occupancy rate at Pines Place	89.00%	90.00%	90.33%	90.00%	95.00%	95.00%
Rental rate below market	Yes	Yes	Yes	Yes	Yes	Yes

HOUSING DIVISION

Organizational Chart



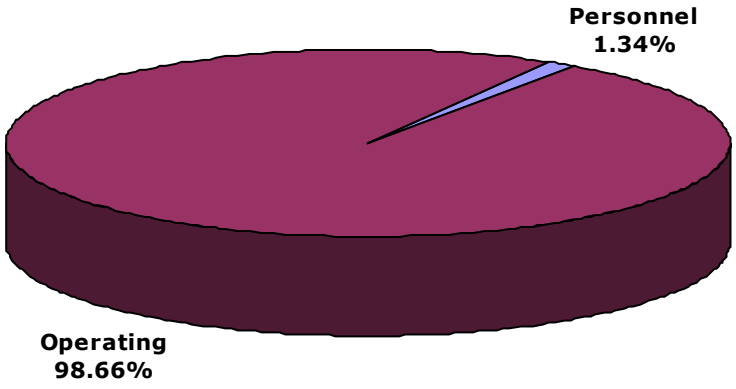
Color indicates direct public service provider

Housing Division

Revenue Category	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
General Government Charges	20,884	21,925	20,450	20,500
Rents & Royalties	7,367,468	7,521,484	8,217,563	8,814,190
Total	**7,388,352**	**7,543,409**	**8,238,013**	**8,834,690**

Expenditure Category	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Personnel				
Salary	118,779	69,148	81,090	83,582
Benefits	93,877	71,407	31,766	30,496
Personnel Total	**212,656**	**140,555**	**112,856**	**114,078**
Operating				
Professional Services	41,935	30,326	69,500	71,500
Other Contractual Services	826,715	814,747	975,813	952,526
Communication and Freight Services	156,073	162,451	188,524	195,310
Utility Services	518,625	521,294	636,358	655,300
Rentals and Leases	4,706,543	4,732,128	4,940,440	4,458,117
Insurance	60,732	83,085	135,012	119,174
Repair and Maintenance Services	321,838	416,458	572,076	1,293,794
Promotional Activities	-	-	12,300	12,300
Other Current Charges and Obligations	345,311	333,222	384,583	471,540
Office Supplies	4,297	3,444	8,100	8,300
Operating Supplies	47,730	42,323	155,889	159,894
Operating Total	**7,029,799**	**7,139,477**	**8,078,595**	**8,397,755**
Capital				
Machinery and Equipment	16,180	-	3,000	-
Capital Total	**16,180**	**-**	**3,000**	**-**
Total	**7,258,635**	**7,280,032**	**8,194,451**	**8,511,833**

Expenditure Category



Housing Division

Position Title		2015-16 Actual	2016-17 Actual	2017-18 Adopted	2018-19 Budget
12084 Community Service Director		0.5	0.5	0.5	0.5
12101 Residential Rental Coordinator		1	-	-	-
12525 Administrative Assistant I		1	-	-	-
Total	Full-time	2.5	0.5	0.5	0.5
	Part-time	-	-	-	-

Police

Mission

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

Goals

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

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

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

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

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

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

Objectives

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

OPERATIONS:

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

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

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

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

Detectives seek to reduce the availability of narcotics and vice-related activities through the seizure of illegal narcotics and the arrest of narcotics offenders. Continue to prevent and 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

Police

enhance the Department's tactical, logistical, and crime reduction capabilities.

ADMINISTRATION:

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

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

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

Prepare and manage the departmental budget.

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

Police

and arrests are made. Any case requiring complete confidentiality and/or difficult surveillance is assigned to the V.I.N. Unit. This Unit also participates in Multi-Agency Drug Task Forces comprised of federal, state, and local law enforcement agencies, which investigate large scale drug trafficking and money-laundering organizations.

~ SPECIAL VICTIMS UNIT – This unit investigates crimes committed by juvenile offenders and crimes committed against juveniles and the elderly, as well as neglect and/or sexual offenses. They also participate in the Law Enforcement Against Child Harm Task Force (LEACH). This multi-agency task force conducts intensive and proactive criminal investigations regarding the exploitation of children using computers/technology and the Internet.

ADMINISTRATION:

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

PROFESSIONAL STANDARDS DIVISION:

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

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

~ GRANT ADMINISTRATION – The Police Administrative Specialist I is responsible for the management and administration of specific grants and programs, ensuring compliance with state and federal regulations. The manager is also tasked with ensuring the timeliness and adequacy of grant reports and financial reimbursements. Furthermore, research is a vital part of the position to ensure future funding sources are identified, investigated, and procured.

~ LOGISTICS UNIT – This unit handles all procurement and conducts responsible bidding for all purchases in accordance with the City's purchasing policy. The unit is also responsible for fleet maintenance and repairs of all departmentally-owned equipment and buildings.

~ PAYROLL/SCHEDULING – Keeps records of all time worked, including subpoenas, standby, and absences, and submits appropriate paperwork for a biweekly payroll for all Police Department employees. This unit is also responsible for scheduling all Department personnel.

~ PLANNING AND RESEARCH - This unit conducts research regarding state laws, General Orders and Standard Operating Procedures; prepares new/revised General Orders and Standard Operating Procedures; and manages all grants and grant applications.

~ SELECTIONS – This unit is responsible for recruitment, oral boards, polygraphs, psychological examinations, background investigations, and the presentation of candidates for review by Command Staff.

~ TRAINING – Conducts in-house training, coordinates employee training at other agencies and institutions, manages and conducts firearms and self-defense training at the Pembroke Pines Firearms Training Center. This unit also hosts training for other agencies.

SUPPORT SERVICES DIVISION:

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

~ COMMUNITY AFFAIRS - This unit conducts follow-up investigations and identifies specific crimes or disorder issues, which it resolves through enforcement action. The unit coordinates community affairs to promote better understanding between the Police Department and the community. They conduct crime prevention presentations for homeowners and businesses and coordinate reoccurring Police Department events such as Citizens Police Academy, National Night Out, Open House, Hurricane Preparedness, Community Emergency Response Team (CERT), and Child Safety Programs. This unit is directly responsible for addressing "Quality of Life" issues at all levels within the community.

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

Police

coordination with the Department's contract vendors.

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

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

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

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

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

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

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

In October 2014, the Code Compliance Unit was transferred into the Police Department and became part of the Management Services Division. In conjunction with the sworn officers that patrol the City, this unit works to promote and maintain a safe and desirable living and working environment within the City. Under the direction of a unit supervisor, eight code officers and two clerical staff strive to educate the public and residents about codes and ordinances, develop and establish standards and ordinances, not only to maintain, but improve the working and living conditions of our residents and business owners.

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

Budget Highlights

The department will acquire additional electronic Variable Message Board (VSB) trailers in order to provide additional public awareness messaging, special event information, and crime deterrence. As the City continues to host larger and more frequent special events, these electronic signs disseminate information for the public to easily consume.

The department will acquire additional trailer-mounted Traffic Signal Systems. These rapidly deployed portable traffic lights have proven highly effective in mitigating the congestion and confusion that occurs at intersections when the permanent traffic signals become inoperative. Their deployment also reduces the need for multiple personnel to manage traffic direction and allows resources to be effectively deployed during incidents.

Accomplishments

The expansion of the Forensics Unit within the Investigations Division. During the fiscal year the Police Department acquired a Forensic Video Examiner as well as an additional Computer Forensics Examiner to provide expert technical support in the areas of digital evidence. This expansion has resulted in the Police Department's ability to retrieve, interpret, and present complex digital evidence in support of criminal investigations.

The Threat Assessment Team (TAT) was formed to respond to and investigate threats of violence made by juveniles with a nexus to the City of Pembroke Pines and Pembroke Pines schools. The team is composed of members from the Crisis Response Team and the Investigations Division, and they have received specialized training to fully address all aspects surrounding these threats.

The Support Services Division acquired and implemented the FileOnQ software suite to improve how the Police Department intakes and tracks

Police

physical evidence submitted to the Property Unit, digital evidence submitted to the Crime Scene Unit, and also how Police Department assets and equipment are assigned and tracked.

A mobile surveillance tower platform was acquired. This platform can be placed at various events and locations in order to provide increased video surveillance for large crowds, and also crime "hot spots". The mobility of the platform allows for easy deployment based on need, and provides both a visible criminal deterrent as well as video evidence of incidents.

The continued acquisition of mobile license plate reader trailers and vehicle-mounted systems has expanded the coverage and capabilities of this technology. This force-multiplier allows the Police Department to receive alerts in real time of vehicles that are affiliated with missing persons and/or criminal investigations.

The SWAT Team acquired a complement of night vision goggle systems. This technology allows for improved safety and efficiency of the team members when operating in low-light situations. These situations occur at all hours where nighttime or within darkened structures during the daytime hours.

The Police Department provided extensive resources of personnel and equipment during the planning, impact, and post-impact phases of Hurricane Irma. In addition, the Police Department was instrumental in providing support for two separate large scale State operated D-SNAP events at both CB Smith Park and at the BB&T Center as a result of recovery efforts after the storm.

P-25 compatible digital public safety radios were acquired in order to ensure that the Police Department is equipped to transition to the new regional communications digital public safety system. The transition from the current analog system to digital is intended to expand system capacity and provide additional device capability and safety features which operate on a digital platform.

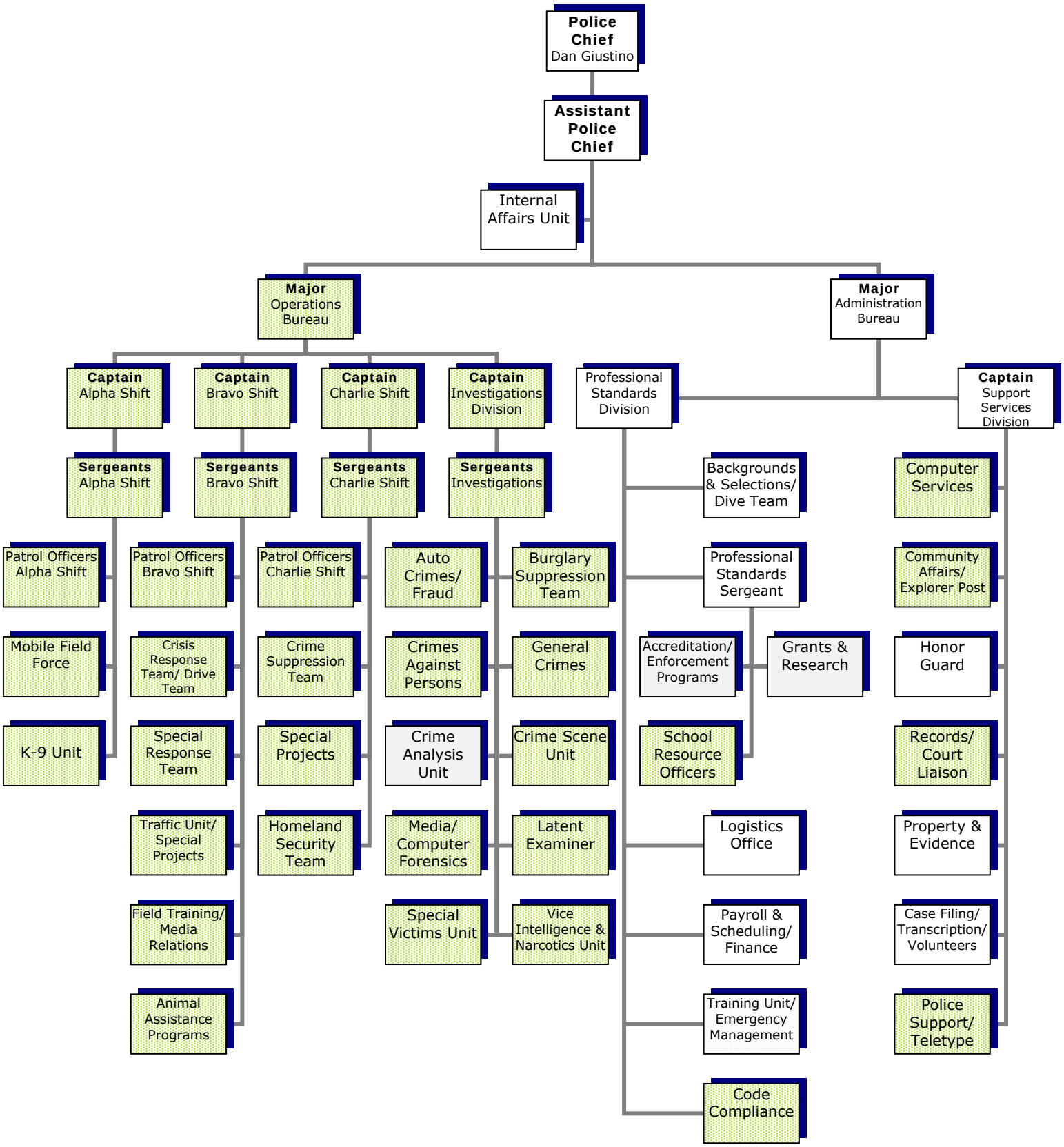
Police Performance Measures

Indicator	2015-16 Actual	2015-16 Goal	2016-17 Actual	2016-17 Goal	2017-18 Goal	2018-19 Goal
Outputs						
Total calls for police service	81,135	100,000	91,722	90,000	90,000	90,000
Calls for service per 1,000 resident population	507	600	562	575	600	600
Number of arrests	2,634	3,750	2,227	3,500	3,500	3,500
Traffic accidents	6,034	5,000	6,053	5,500	6,000	6,000
Traffic/parking citations	21,240	50,000	15,696	40,000	40,000	35,000
Number of grids patrolled 24 hours per day	24	15	24	15	24	24
Number of citations issued	42	100	35	50	50	50
Number of violations issued	3,966	8,000	4,610	5,000	4,000	4,500
Effectiveness						
% of felony cases filed at the office of the State Attorney within 21 calendar days	98%	98%	97%	98%	98%	98%
Clearance rate for Part I offenses ^	26%	25%	20%	25%	25%	25%
Felony arrests per calls for service	1%	3%	1%	3%	3%	3%
% of arrests at sobriety check points	N/A	2%	0.93%	2%	2%	2%
Traffic accidents per citation issued	28%	10%	39%	10%	20%	25%
% of cases closed prior to Code Board and/or Special Master hearing	N/A	N/A	82%	N/A	N/A	80%
Number of occurrences for the following types of offenses during calendar year:						
Murder	1	0	1	0	0	0
Forcible rape	26	10	27	10	10	10
Robbery	101	75	85	75	75	75
Aggravated assault	214	150	208	150	150	150
Burglary	346	750	361	750	500	500
Larceny	3,141	3,000	3,054	3,000	3,000	3,000
Motor vehicle theft	263	200	310	200	200	250
Crime index (summation of occurrences)	4,092	4,185	4,046	4,200	3,935	4,200
Crime rate (per 100,000)	2,529	2,650	2,481	2,600	2,600	2,600
Efficiency						
Expenditures per resident population	$358	$384	$368	$402	$407	TBD

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

POLICE

Organizational Chart



Shading indicates direct public service provider

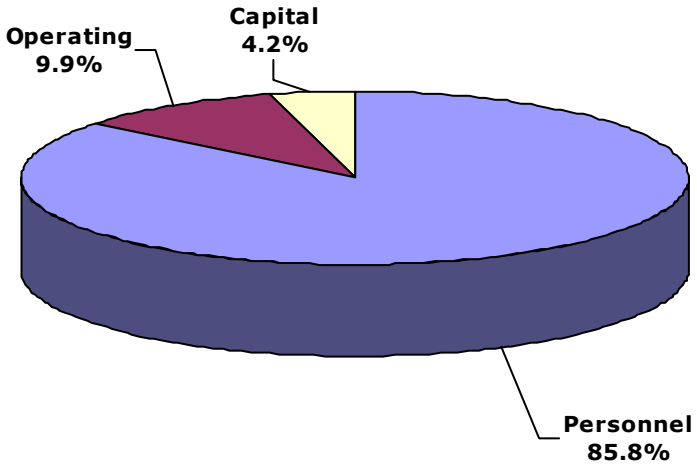
Police

Revenue Category	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Special Assessments	67,003	15,293	48,000	36,000
General Government Charges	87,000	51,650	73,200	49,200
Public Safety Charges	1,167,615	1,492,135	1,448,070	1,448,890
Fines & Forfeitures	856,230	420,511	502,320	412,560
Local Ordinance Violations	437,147	304,061	1,352,000	1,237,000
Private Gifts / Contributions	1,000	1,100	1,000	1,000
Total	**2,615,995**	**2,284,751**	**3,424,590**	**3,184,650**

Expenditure Category	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Personnel				
Salary	23,577,002	24,350,628	25,929,728	28,647,641
Benefits	26,248,319	28,075,239	30,663,520	32,989,672
Personnel Total	**49,825,321**	**52,425,866**	**56,593,248**	**61,637,313**
Operating				
Professional Services	212,354	234,082	468,521	409,950
Other Contractual Services	583,889	802,828	1,655,455	1,818,001
Pension Benefits	61,398	89,506	82,000	69,000
Travel Per Diem	46,437	81,594	195,150	264,240
Communication and Freight Services	207,043	201,391	270,100	273,026
Utility Services	111,992	115,012	132,000	134,000
Rentals and Leases	73,106	64,110	73,085	83,199
Repair and Maintenance Services	790,434	1,193,537	1,287,557	1,366,340
Printing and Binding	5,829	9,627	48,900	54,200
Promotional Activities	1,031	-	1,500	1,600
Other Current Charges and Obligations	86,542	75,394	130,100	128,800
Office Supplies	32,062	31,816	45,600	44,600
Operating Supplies	1,609,701	1,703,520	1,988,007	2,215,699
Publications and Memberships	10,872	21,857	26,434	31,100
Training and Education	86,317	106,933	193,077	220,312
Operating Total	**3,919,008**	**4,731,206**	**6,597,486**	**7,114,067**
Capital				
Buildings	20,905	6,491	192,520	25,000
Improvements Other Than Buildings	-	-	-	35,000
Machinery and Equipment	3,521,168	2,315,723	6,558,155	3,329,154
Capital Total	**3,542,073**	**2,322,214**	**6,750,675**	**3,389,154**
Total	**57,286,402**	**59,479,286**	**69,941,409**	**72,140,534**

Police

Expenditure Category



Position Title	2015-16 Actual	2016-17 Actual	2017-18 Adopted	2018-19 Budget
12029 Special Operations Manager	1	1	1	1
12042 Projects and Research Manager	1	1	1	1
12043 Assistant Records Unit Manager	1	1	1	1
12044 Records Unit Manager	1	1	1	1
12045 Police Chief	1	1	1	1
12046 Deputy Police Chief	-	-	-	2
12081 Police Social Media Manager	1	1	1	1
12085 Code Compliance Administrator	1	1	1	1
12115 Police Captain	5	6	6	7
12119 Finance Assistant	-	1	1	1
12131 Professional Standards Supervisor	1	1	1	1
12174 Division Major	2	2	2	-
12425 Police Officer	190	197	201	182
12451 Emergency Management Director	-	-	-	1
12452 Logistics-Fleet Supervisor	-	-	1	1
12453 Logistics-Fleet Coordinator III	-	-	1	1
12454 Logistics Coordinator III	1	2	1	1
12467 Property Evidence Technician	2	2	2	2
12468 Property Supervisor	1	1	1	1
12479 RLC Program Coordinator	-	1	-	1
12481 Logistics Manager II	1	1	-	-
12492 Finance Coordinator	1	1	1	1
12493 Administrative Services Manager	1	1	1	1
12511 Administrative Assitant III	1	1	1	1
12525 Administrative Assistant I	1	1	2	1
12603 Support Services Coordinator	1	1	1	1

Police

Position Title	2015-16 Actual	2016-17 Actual	2017-18 Adopted	2018-19 Budget
12631 Crime Scene Technician	1	1	1	1
12632 Crime Scene Unit Supervisor	1	1	1	1
12633 Crime Scene Investigator	3	4	4	4
12634 Crime Scene Shift Supervisor	1	1	1	1
12636 Field Training Officer - City	-	-	-	19
12637 Field Training Sergeant - City	-	-	-	3
12638 Forensic Examiner I	1	1	2	2
12652 Programmer/Analyst I	1	1	1	1
12655 Sergeant	32	33	33	30
12684 Clerical Spec II	15	10	11	10
12685 Clerical Aide	1	1	1	1
12698 Police Programmer Analyst III	1	1	1	1
12733 Crime Analyst Supervisor	1	1	1	1
12736 Crime Analyst	2	2	2	2
12800 Asst. Police Chief	1	1	1	-
12881 Professional Standards Coordinator	-	-	-	1
12882 Economic Crimes Investigator	-	-	-	1
12883 Support Center Manager	-	-	-	1
12885 Victim's Advocate	1	1	1	1
12886 Assistant Victim's Advocate	1	1	1	1
12901 Staff Inspector	-	-	-	1
12937 Fingerprint Examiner II	1	1	1	1
12938 Police Support Specialist IV	-	1	1	1
12939 Forensic Video Examiner	-	-	1	1
12978 Police Support Specialist III	1	1	1	1
12979 Police Support Specialist II	4	4	4	4
12980 Police Support Specialist I	8	8	8	11
12985 Police Service Aide I	17	19	22	20
12986 Police Service Aide II	4	4	4	7
12987 Police Service Aide III	2	2	2	2
12988 Police Payroll Specialist I	2	2	2	2
13407 P/T Victim's Advocate - CITY	1	1	1	1
13412 P/T Police Support Specialist	3	3	3	3
13414 P/T School Resource Officer	24	24	24	27
13415 P/T SRO Supervisor	2	2	2	2
13416 P/T Police Support Specialist I	-	1	1	1
Total Full-time	317	328	338	346
Part-time	30	31	31	34

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 Basic Life Support (BLS) or Advanced Cardiac Life Support (ACLS).

In order to keep pace with rapidly evolving medical technologies and research medical equipment, procedures and treatments are constantly updated. This is fostered by association with various medical committees of which we are currently members:

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

Due to these efforts and relationships, the Fire 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 purchase (1) Ladder Truck, (1) Fire Engine and (1) Ambulance. The new elevated platform-ladder truck will replace a (20) year-old unit currently in service. We also need to replace a (19) year-old Fire engine and the new ambulance will replace a (10) year-old unit.

Accomplishments

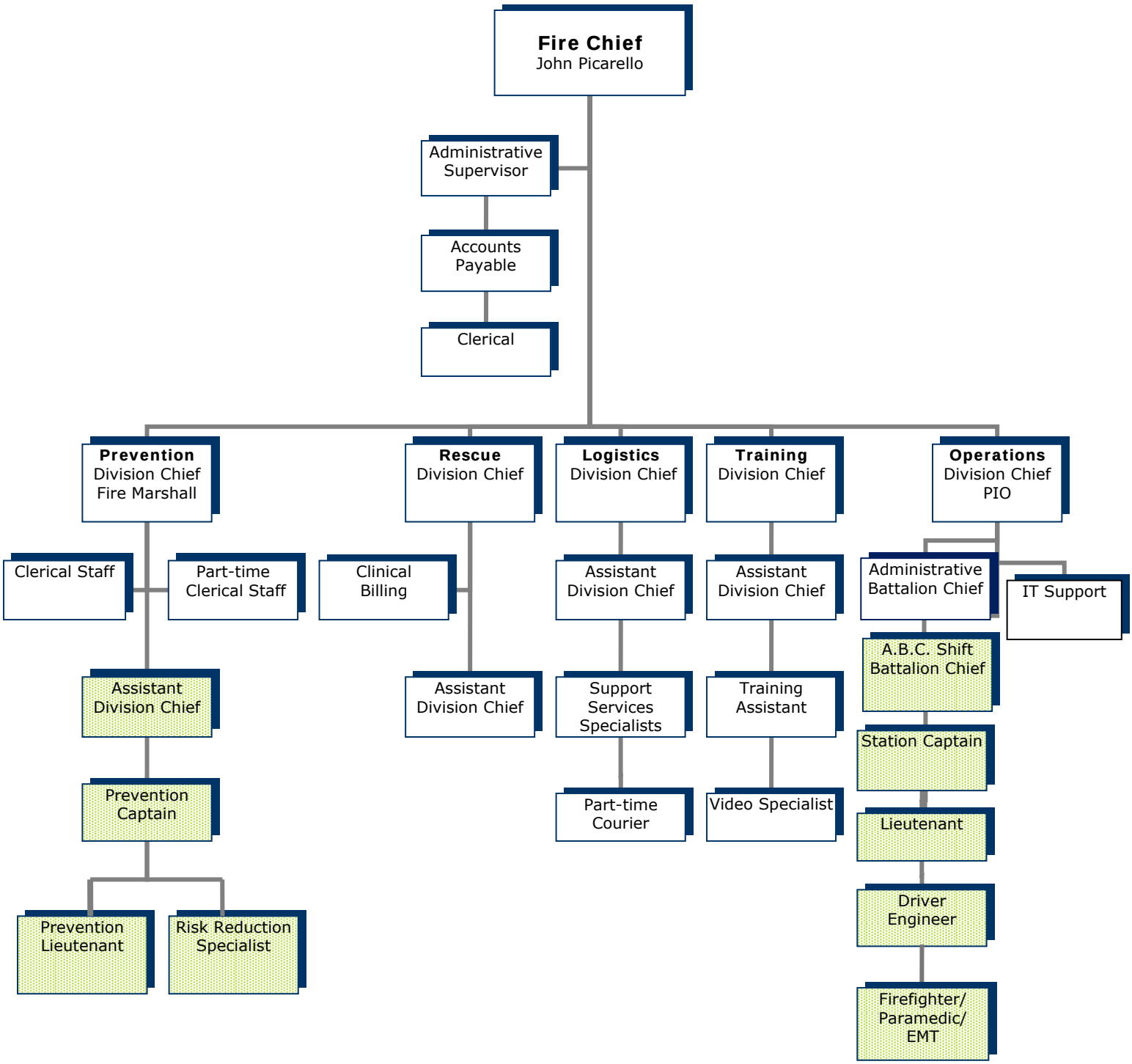
Reduced personnel costs through reorganization of Administrative staff and support personnel. We completed the fiscal year under budget once again and we received (2) grants to purchase communications related equipment.

Fire Control - Ambulance Rescue Performance Measures

Indicator	2015-16 Actual	2015-16 Goal	2016-17 Actual	2016-17 Goal	2017-18 Goal	2018-19 Goal
Outputs						
Fire/rescue responses	21,981	22,000	22,492	22,000	22,000	22,500
Calls for service per 1,000 residents	135	140	134	140	135	135
Emergency medical responses	18,410	18,500	18,016	17,000	17,500	18,500
Motor vehicle accident responses	1,757	1,500	1,770	1,900	1,800	1,800
Medical transports	10,766	12,000	10,542	10,000	10,000	10,500
Structure fires	26	48	19	50	30	30
Fires investigate	10	10	13	15	15	15
Total inspectable occupancies/buildings	6,054	6,200	5,906	6,400	6,200	6,200
Annual inspections completed	10,297	11,500	9,593	10,800	10,500	10,000
Pre-fire plans completed annually	2,605	2,600	2,984	2,600	2,650	2,500
Number of plans/documents reviewed	2,108	2,000	2,180	1,700	2,300	2,000
Number of public CPR education participants	874	1,000	414	1,000	1,100	900
Effectiveness						
Number of public participants in safety education (non-CPR) classes	11,353	16,000	17,406	19,000	12,000	20,000
Return of Spontaneous Circulation (ROSC)– reviving a stopped heart	37	35	28	38	40	40
% of property saved vs. risk from structure fires	99.74%	99.90%	96.37%	99.90%	99.90%	99.90%
# of unsolicited public appreciation letters	28	50	27	60	50	50
Efficiency						
Average unit response time from en route to arrival (in minutes)	4.05	<4.00	4.46	<4.00	<4.00	<4.00
% of unit response time less than 6 minutes	91.00%	>93.00%	85.80%	>90.00%	>93.00%	90.00%

FIRE CONTROL – AMBULANCE RESCUE

Organizational Chart



Shading indicates direct public service provider

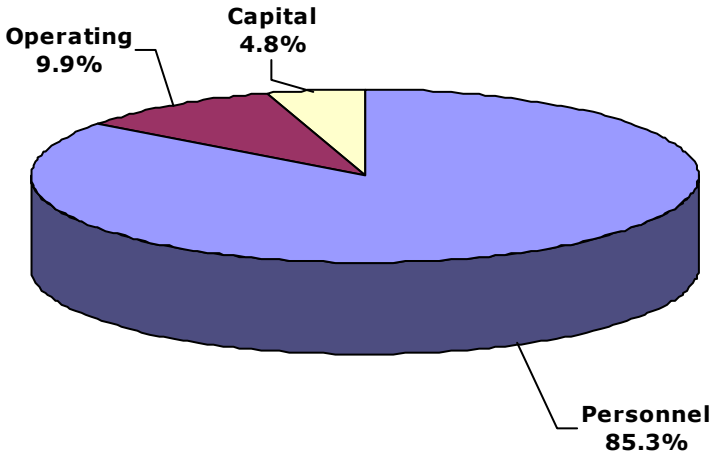
Fire Control - Ambulance Rescue

Revenue Category	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Federal Grants	2,222	2,222	95,455	3,000
Special Assessments	23,067,756	23,125,715	23,872,568	24,068,552
State Grants	5,415	-	600,000	-
State Shared	89,376	91,288	90,000	90,000
Public Safety Charges	4,472,887	4,485,832	4,644,000	4,607,750
Private Gifts / Contributions	6,500	-	6,000	-
Total	**27,644,157**	**27,705,057**	**29,308,023**	**28,769,302**

Expenditure Category	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Personnel				
Salary	18,541,060	17,840,000	18,237,796	18,515,860
Benefits	22,845,978	21,282,619	23,221,778	23,671,835
Personnel Total	**41,387,038**	**39,122,619**	**41,459,574**	**42,187,695**
Operating				
Professional Services	133,546	141,165	166,256	194,755
Other Contractual Services	461,458	534,431	913,974	959,948
Pension Benefits	7,750	10,672	37,500	27,500
Travel Per Diem	7,311	6,881	18,000	12,000
Communication and Freight Services	133,282	120,208	158,900	160,100
Utility Services	176,063	176,885	197,900	204,600
Rentals and Leases	749,668	752,713	801,371	841,173
Repair and Maintenance Services	658,995	948,344	842,820	861,850
Printing and Binding	3,802	5,795	5,300	6,800
Promotional Activities	6,057	6,766	10,800	12,000
Other Current Charges and Obligations	551,036	589,474	624,339	693,156
Office Supplies	17,150	16,165	28,900	21,500
Operating Supplies	676,462	569,329	852,078	806,900
Publications and Memberships	713	940	1,235	1,235
Training and Education	84,251	69,518	82,000	82,000
Operating Total	**3,667,544**	**3,949,286**	**4,741,373**	**4,885,517**
Capital				
Buildings	13,744	203,162	1,815,798	50,000
Improvements Other Than Buildings	24,970	2,300	150,000	-
Machinery and Equipment	612,569	1,366,971	2,310,056	2,334,770
Capital Total	**651,283**	**1,572,433**	**4,275,854**	**2,384,770**
Total	**45,705,866**	**44,644,338**	**50,476,801**	**49,457,982**

Fire Control - Ambulance Rescue

Expenditure Category



Position Title		2015-16 Actual	2016-17 Actual	2017-18 Adopted	2018-19 Budget
12010 Insurance Clerk		1	1	1	-
12099 Battalion Chief - PM		6	6	6	6
12130 Fire Chief		-	1	1	1
12172 Assistant Division Chief		4	4	4	4
12282 Micro Computer Specialist I		1	1	1	1
12528 Administrative Assistant II		1	1	1	1
12575 Lieutenant		27	27	27	27
12607 Captain - P/M		35	35	35	35
12651 Programmer Analyst II		1	1	1	1
12679 Clerical Spec I		1	-	-	-
12684 Clerical Spec II		1	2	2	2
12685 Clerical Aide		1	-	-	-
12699 Clerical Coordinator		-	1	1	1
12788 Division Chief		5	5	5	5
12835 Driver/Engineer		7	7	5	5
12836 Driver Engineer - P/M		29	29	31	31
12912 Fire Inspector/PM		4	4	4	4
12915 Firefighter/EMT		19	19	19	19
12918 Firefighter/PM		70	70	70	70
12925 Fire Inspector		1	-	-	-
12934 Administrative Battalion Chief		1	1	1	1
13003 Fire Chief		1	-	-	-
13681 P/T Clerk Spec II		2	1	1	1
Total	Full-time	216	215	215	214
	Part-time	2	1	1	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.

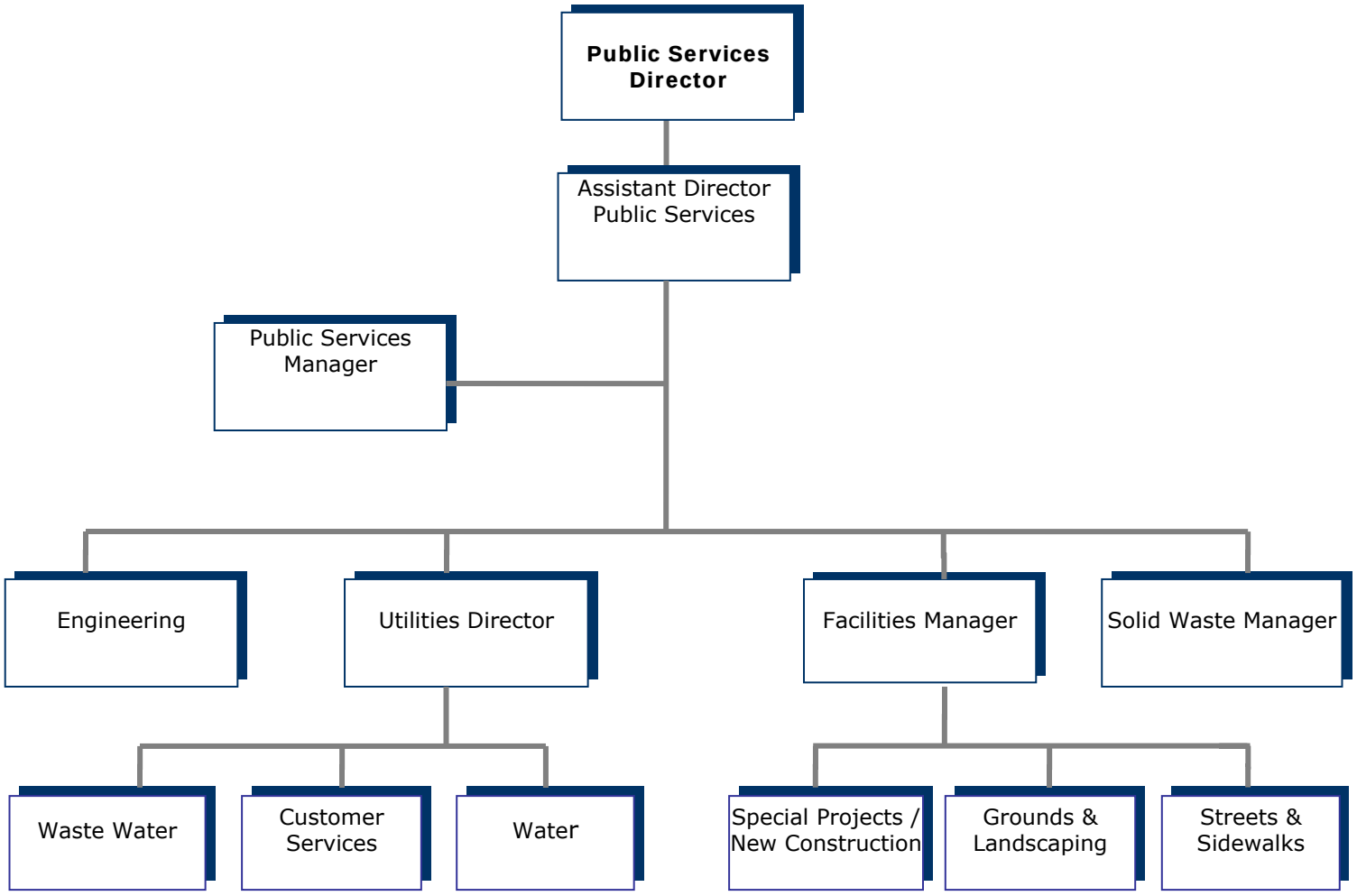
The Public Services Department's level of service requires constant flexibility based on the needs of the City and its citizens. This flexibility requires well-organized supervision of all expenditures affecting the operation of the Department. The Department's already efficient spending practices will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

Accomplishments

Departmental accomplishments are detailed within each Division's narratives.

PUBLIC SERVICES

Organizational Chart



Environmental Services (Engineering)

Mission

The mission of the City of Pembroke Pines Engineering Department is to provide expedient technical engineering services and advise to all city departments, the administration, and the general public. Our efforts are focused on providing a high level of expertise for designing/planning, advising, administering, and overseeing all public works improvements, commercial and subdivision developments. Our goal is to provide these services within the project budget and timeframe required while protecting the public health, safety, and welfare of the Citizens of Pembroke Pines.

Goals

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

Objectives

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

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

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

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

Major Functions and Activities

The Engineering Division consists of Administration, Inspection, Traffic, Capital Improvement Projects (CIP), Development, and Environmental Services.

Engineering Administration provides management of operations and services. It also sets policies and procedures, administers funding and fee programs, updates and implements legal mandates and ensures compliance in the subdivision process and public works construction.

Inspection provides assurance that grading, water, sewer, streets, drainage and City facilities are completed per approved plans and specifications.

Traffic provides service to the public regarding traffic, parking and all other aspects of transportation in the City and addresses regional traffic issues.

Capital Improvement Projects provides engineering and public facilities design, administration and construction of public works and projects, including infrastructure, CIP and replacement projects.

The Engineering Department produces and maintains various mapping and plan systems including Computer-Aided Drafting Design (CADD) maps, as-built drawings, utility atlas and field drawings, and general engineering plans associated with various elements of the City infrastructure.

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

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

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

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

Provide for the field location of the City-owned irrigation and drainage infrastructure per the requirements of the Sunshine One-Call System as mandated by Florida State Statutes.

Environmental Services (Engineering)

Responsible for the design, bidding process, construction supervision, and processing of payments for all municipal projects funded by the City including water and sewer infrastructure, roads, drainage systems and sidewalks. Coordination of final inspection and Bond release for infrastructure which is to become City property.

Provide engineering support services to other divisions and departments within the City.

Conduct inspections of private developments for compliance with signage and marking requirements of the traffic enforcement agreements that the City has signed with these developments.

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

Land Development reviews development projects, including coordination with the Planning Division, plan checks and review of all grading/improvement plans for new development, and issues permits for private construction and public works improvements.

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

Environmental Services protects and preserves the community's public health and the environment through the implementation of activities to reduce and eliminate urban runoff pollution from industrial, commercial, new development/construction, and residential areas that may enter the storm drainage system as well as insures compliance with applicable laws and regulations.

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

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

Environmental Services (Engineering) Performance Measures

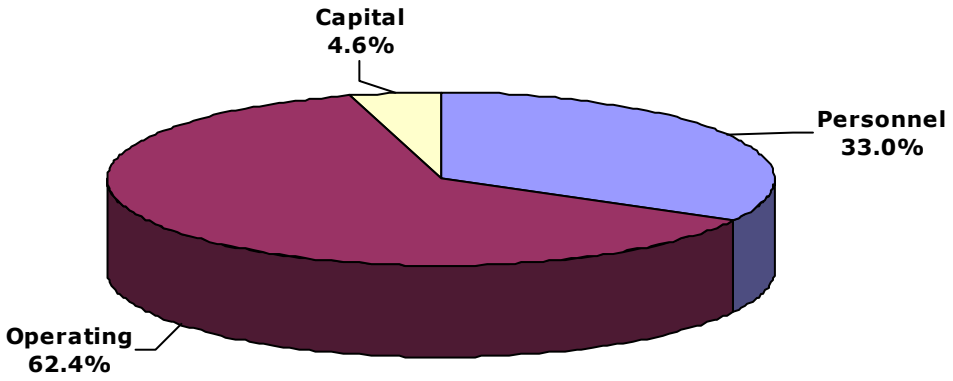
Indicator	2015-16 Actual	2015-16 Goal	2016-17 Actual	2016-17 Goal	2017-18 Goal	2018-19 Goal
Outputs						
Permits issued	165	250	175	200	200	200
Monitored and inspected miles of roadways resurfaced						
Inspections conducted	1,255	2,000	1,778	2,000	2,000	1,800
Utility location tickets processed	9,138	4,000	8,460	8,000	8,000	8,500
Building department plan review	610	1,200	706	1,200	1,200	750
Effectiveness						
% of projects designed, bid, and constructed on time and on budget	N/A	100%	100%	100%	N/A	100%
Efficiency						
Inspections conducted per Engineer Inspector	627	1,200	889	1,500	1,500	1,000

Environmental Services (Engineering)

Revenue Category	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Building Permits	567,341	568,231	500,000	500,000
General Government Charges	161,231	180,409	170,370	178,113
Total	**728,573**	**748,640**	**670,370**	**678,113**

Expenditure Category	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Personnel				
Salary	159,162	187,303	245,553	331,342
Benefits	111,885	125,622	136,179	187,326
Personnel Total	**271,047**	**312,926**	**381,732**	**518,668**
Operating				
Professional Services	234,675	206,293	76,460	66,000
Other Contractual Services	149,894	272,094	548,929	870,375
Communication and Freight Services	124	476	200	600
Rentals and Leases	2,262	2,262	3,268	2,268
Repair and Maintenance Services	10,107	7,529	11,720	20,660
Printing and Binding	12	-	-	-
Office Supplies	5,212	4,019	4,000	5,500
Operating Supplies	15,200	6,876	9,500	15,420
Publications and Memberships	-	130	150	275
Operating Total	**417,486**	**499,678**	**654,227**	**981,098**
Capital				
Machinery and Equipment	50,841	20,267	28,035	71,616
Capital Total	**50,841**	**20,267**	**28,035**	**71,616**
Total	**739,374**	**832,871**	**1,063,994**	**1,571,382**

Expenditure Category



Environmental Services (Engineering)

Position Title		2015-16 Actual	2016-17 Actual	2017-18 Adopted	2018-19 Budget
12500 City Engineer		-	-	-	0.5
12667 Chief Engineering Inspector		1	1	1	1
12770 Engineering Inspector		1	1	1	1
12774 Engineer		0.5	0.5	-	0.5
Total	Full-time	2.5	2.5	2	3
	Part-time	-	-	-	-

General Government Buildings

Mission

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

Goals

Make sure that all Capital Improvement Projects within the City have continuous construction management support.

Ensure that all existing City properties and facilities are well maintained and repaired when needed.

Objectives

Ensure that all municipal building projects are designed, bid, and constructed in conformity with all federal, state, and local regulatory requirements.

Conduct routine maintenance services on all City facilities and provide skilled trade personnel for emergency repairs to City structures and support systems.

Provide timely responses to all requests for routine maintenance services related to governmental buildings and facilities.

Provide same-day response to all requests for emergency repair services related to governmental buildings and facilities, unless parts or equipment are not available.

Ensure that all municipal buildings are in compliance with all applicable building codes.

Ensure that all life-safety codes are maintained throughout all municipal buildings.

Major Functions and Activities

Develop and provide cost estimates for municipal building projects as well as executing municipal building project permitting and construction.

Maintain safety-related regulatory requirements for all municipal buildings, including maintenance of locks and keys for all City buildings.

Maintain all fire alarms for municipal buildings and respond to all after-hour emergency calls related to municipal buildings.

Budget Highlights

The 2018-19 budget has very little capital items, instead focusing on the general upkeep and maintenance of our current facilities. This allows for City funds to be utilized elsewhere in order for the Police, Fire, and Utility departments to make much needed capital improvements which will be overseen by staff in the Public Services Department.

Accomplishments

Oversaw the completed construction of the new Memorial Park restroom building.

Oversaw the completed construction of the new Police Training Shoot-house building.

Oversaw the completed construction of the metal maintenance building at the water plant.

Oversaw the re-roofing project of Fire Station 89.

Completed the renovations to building 37 and 78 for the new Public Services compound and carpenter shop utilizing mostly in house labor.

General Government Buildings Performance Measures

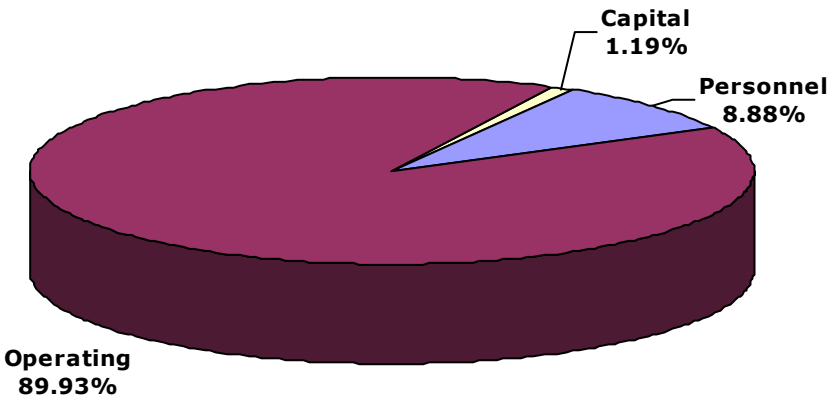
Indicator	2015-16 Actual	2015-16 Goal	2016-17 Actual	2016-17 Goal	2017-18 Goal	2018-19 Goal
Outputs						
Number of requests for emergency repairs during business hours	2,500	3,200	200	2,500	350	200
Number of requests for emergency repairs after business hours	300	700	50	600	100	50
Total work orders executed	10,189	21,000	9,739	21,000	10,000	10,000
Effectiveness						
% of projects that are designed, bid, and constructed in compliance with all federal, state, and local regulatory requirements	100%	100%	100%	100%	100%	100%
Efficiency						
Minutes required to respond to emergency calls related to municipal buildings	25	25	20	20	20	20

General Government Buildings

Revenue Category	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Rents & Royalties	2,966,677	3,018,083	2,796,829	2,782,963
Private Gifts / Contributions	-	172,000	-	-
Total	**2,966,677**	**3,190,083**	**2,796,829**	**2,782,963**

Expenditure Category	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Personnel				
Salary	500,020	520,813	567,340	481,537
Benefits	322,788	374,919	412,974	300,747
Personnel Total	**822,808**	**895,732**	**980,314**	**782,284**
Operating				
Professional Services	4,188	10,272	101,028	95,738
Other Contractual Services	4,481,093	5,317,170	5,693,730	6,301,761
Travel Per Diem	134	148	500	1,000
Communication and Freight Services	117,720	123,433	130,450	144,142
Utility Services	180,161	292,437	276,736	297,000
Rentals and Leases	10,577	11,330	8,600	7,600
Repair and Maintenance Services	423,998	270,874	746,524	943,330
Printing and Binding	3,464	892	1,500	1,500
Other Current Charges and Obligations	13,907	4,251	3,022	2,872
Office Supplies	4,049	5,102	6,000	6,000
Operating Supplies	122,875	129,568	153,810	112,500
Publications and Memberships	12	-	-	-
Training and Education	-	6,495	9,928	8,500
Operating Total	**5,362,178**	**6,171,973**	**7,131,828**	**7,921,943**
Capital				
Improvements Other Than Buildings	-	17,957	395,185	75,000
Machinery and Equipment	49,388	522,116	452,357	30,000
Capital Total	**49,388**	**540,073**	**847,542**	**105,000**
Total	**6,234,374**	**7,607,778**	**8,959,684**	**8,809,227**

Expenditure Category



General Government Buildings

Position Title		2015-16 Actual	2016-17 Actual	2017-18 Adopted	2018-19 Budget
12462 Plumber III		1	1	1	1
12469 Property Manager		1	1	1	1
12484 Public Services Manager		-	-	-	0.5
12489 Facilities Manager		2	2	1	1
12494 Senior Facilities Manager		1	1	1	-
12523 Accountant		0.5	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	-
13410 P/T Police Officer		-	-	1	2
13484 P/T Building Inspector		1	1	-	-
Total	Full-time	8	8	7	6
	Part-time	1	1	1	2

Grounds Maintenance

Mission

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

Goals

Preservation and enhancement of current community landscaping.

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

Objectives

To continually survey all municipal landscape areas to ensure that irrigation, fertilization, and plant maintenance requirements are being properly addressed.

Maintain facilities that will ensure the safety of everyone using our grounds by eliminating safety hazards and reducing the number of accidents and other incidents occurring at our facilities.

Present aesthetically pleasing, attractive facilities with appropriate landscaping by continuing the beautification projects that enhance the presentation of our facilities.

A year-round schedule of fertilization, aerification, weed control, and soil analysis is followed to provide healthy turf and landscaping.

Major Functions and Activities

Monitor all public landscape areas within public rights-of-way (ROW) and municipal building sites.

Inspect and maintain all municipal irrigation systems located within public rights-of-way and at municipal building sites.

Provide support services related to landscape inspection and code compliance as well as administering landscape maintenance contracts.

Work closely with Broward County's water conservation program in order to provide good stewardship in the use of South Florida's precious fresh waters.

In cases of natural disasters such as a hurricane, to respond in force as soon as winds allow in order to clear all streets and right-of-ways, and to work closely with outside contractors in order to restore all City owned properties to their previous state.

Maintain all the wetlands and preserve areas within the City.

Maintain various canals throughout the City.

Oversee landscape fertilization programs.

Budget Highlights

The 2018-19 budget for capital items is $1,085,000 and mainly provides funding for landscaping and irrigation repairs/improvements to various medians and hedges city wide that include:
Re-landscape medians along Pines Blvd.
Re-landscape city maintained medians along Pembroke Road.
Re-landscape Taft Street from Douglas to Flamingo.
The budget also includes maintenance and monitoring of additional wetlands not included in the Wetlands Trust Fund.
Purchase of a grapple truck for debris management in cases of hurricane, abatement orders from code enforcement, illegal dumping.

Accomplishments

Completed the median planting replacements on Hiatus Road.

Completed the median planting replacements on Flamingo Road.

Completed the irrigation system rehab on Hiatus

Completed multiple median enhancements on various city streets and at various city buildings.

Provided staff support to correct "See-Click-Fix" issues.

Pressure washed sidewalks, patios, and curbs within City facilities.

Grounds Maintenance Performance Measures

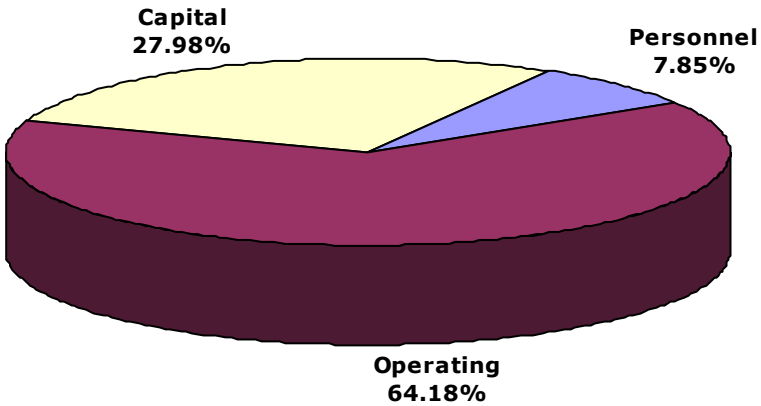
Indicator	2015-16 Actual	2015-16 Goal	2016-17 Actual	2016-17 Goal	2017-18 Goal	2018-19 Goal
Outputs						
Acres of maintained landscaping around public buildings	870	870	445	870	445	445
Miles of maintained rights-of-way	485	485	490	490	490	490
Miles of landscaping and irrigation	170	170	170	170	170	170
Effectiveness						
% of projects completed	100%	100%	100%	100%	100%	100%
Licensed wetland acres in Pembroke Pines	685	685	698	698	698	698
Efficiency						
Personnel hours required to inspect a typical municipal irrigation system	3.5	3.5	2.5	3.5	2.0	2.0
Personnel hours required to repair malfunctioning municipal irrigation system	3.5	3.5	3.5	3.5	3.5	3.5

Grounds Maintenance

Revenue Category	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
State Grants	-	148,494	-	-
Total	**-**	**148,494**	**-**	**-**

Expenditure Category	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Personnel				
Salary	1,903,111	235,398	165,355	215,783
Benefits	1,612,992	122,121	76,737	88,558
Personnel Total	**3,516,103**	**357,519**	**242,092**	**304,341**
Operating				
Professional Services	5,800	-	27,245	60,000
Other Contractual Services	4,062,032	6,718,277	1,248,579	1,609,636
Travel Per Diem	78	-	-	-
Communication and Freight Services	57,307	58,067	50,000	60,000
Utility Services	86,074	105,309	110,000	118,000
Rentals and Leases	59,632	27,602	5,300	2,300
Repair and Maintenance Services	1,265,387	1,641,378	822,780	389,000
Other Current Charges and Obligations	15,530	17,858	23,400	26,400
Office Supplies	4,977	247	2,500	2,500
Operating Supplies	452,006	84,708	65,784	221,000
Publications and Memberships	170	-	-	-
Training and Education	1,170	330	-	-
Operating Total	**6,010,163**	**8,653,776**	**2,355,588**	**2,488,836**
Capital				
Improvements Other Than Buildings	606,767	1,150,022	451,559	705,000
Machinery and Equipment	159,714	120,036	542,031	380,000
Capital Total	**766,481**	**1,270,058**	**993,590**	**1,085,000**
Total	**10,292,747**	**10,281,352**	**3,591,270**	**3,878,177**

Expenditure Category



Grounds Maintenance

Position Title		2015-16 Actual	2016-17 Actual	2017-18 Adopted	2018-19 Budget
12009 Assistant Director of Public Services		-	-	-	0.5
12051 Public Services Director		0.5	0.5	0.5	0.5
12409 PS Park Supervisor		2	-	-	-
12495 Parks Maintenance Manager		1	-	-	-
12496 Grounds Maint/R&B Manager		0.5	0.5	-	-
12499 Deputy City Manager		0.5	0.5	0.5	0.5
13164 Special Projects Manager		0.5	0.5	-	-
Total	Full-time	4.5	1.5	1	1.5
	Part-time	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 $102,838 or 13.8% when compared to the FY2017-18 budget. This change is mainly attributable to the addition of a contractual Procurement Specialist position.

Accomplishments

Created a Requisition Guidelines & Tips document and distributed it along with a Requisition Check List Form to all Departments in order to provide them with general procurement rules and helpful information that will assist them in following proper procurement rules and procuring items in a more efficient and timely manner.

Implemented a new section on the City's Intranet to help train and guide different departments and internal stakeholders on the procurement process and other helpful information.

Awarded an additional Auctioneering Service Contractor to provide additional options for disposing of surplus property, resulting in $259,474 additional revenue for the 2017-18 FY, which is a 479% increase the combined auctions for the 2016-17 FY.

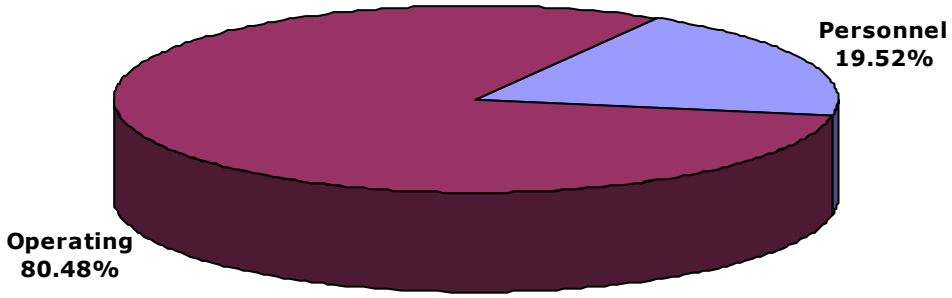
Purchasing Performance Measures

Indicator	2015-16 Actual	2015-16 Goal	2016-17 Actual	2016-17 Goal	2017-18 Goal	2018-19 Goal
Outputs						
Number of City vehicles ordered	76	55	68	50	55	55
Number of formal bids advertised	37	50	41	50	40	40
Effectiveness						
Number of initial bids that required rebidding	5	0	2	0	0	0
Number of formal protests filed related to the bidding process	1	0	1	0	0	0
Efficiency						
Number of (ten-hour) work-days required to fully execute a standard purchase order	5	4	4	4	4	4

Purchasing

Expenditure Category	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Personnel				
Salary	103,189	85,425	110,483	114,500
Benefits	83,087	45,929	50,005	51,338
Personnel Total	**186,277**	**131,354**	**160,488**	**165,838**
Operating				
Other Contractual Services	348,138	346,838	509,158	620,028
Travel Per Diem	-	-	500	500
Communication and Freight Services	539	671	1,000	1,000
Utility Services	5,099	-	-	-
Repair and Maintenance Services	-	-	2,000	2,000
Other Current Charges and Obligations	1,485	1,559	3,000	3,000
Office Supplies	1,164	874	1,500	1,500
Operating Supplies	16,799	16,546	67,100	52,100
Publications and Memberships	570	535	668	738
Training and Education	70	395	1,452	3,000
Operating Total	**373,862**	**367,418**	**586,378**	**683,866**
Capital				
Machinery and Equipment	1,415	-	-	-
Capital Total	**1,415**	**-**	**-**	**-**
Total	**561,555**	**498,772**	**746,866**	**849,704**

Expenditure Category



Position Title		2015-16 Actual	2016-17 Actual	2017-18 Adopted	2018-19 Budget
12175 Division Director of Purchasing		-	-	-	1
12486 Purchasing Manager		1	1	1	-
Total	Full-time	1	1	1	1
	Part-time	-	-	-	-

Howard C. Forman Human Services Campus

Goals

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

Objectives

Provide existing leaseholders with facilities consistent with their individual program requirements.

Develop an effective site-management plan designed to retain existing health care providers and encourage new health care, community service, and educational providers to relocate to the 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

Net revenues will be used to further improve and expand the campus and to increase efficiency.

Accomplishments

Continued to aggressively market the vacated buildings to expand and encourage growth of rental space.

Continued upgrade of campus appearance in phases by painting exteriors of building, as well as sealing and repairing parking lots and roadways.

Howard C. Forman Human Services Campus Performance Measures

Indicator	2015-16 Actual	2015-16 Goal	2016-17 Actual	2016-17 Goal	2017-18 Goal	2018-19 Goal
Outputs						
Number of executed leases	10	11	12	13	12	14
Total square footage leased	206,757	206,757	225,717	300,000	300,000	300,000
Total square footage available	302,077	302,077	283,117	100,000	100,000	100,000
Effectiveness						
% of square footage leased	68%	68%	68%	80%	80%	100%
Efficiency						
Personnel hours required to review individual lease agreements	5	5	5	4	3	3

Howard C. Forman Human Services Campus

Revenue Category	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Federal Grants	61,389	-	-	-
Grants from Local Units	25,632	-	-	-
State Grants	250,000	100,000	-	-
State Shared	15,346	-	-	-
General Government Charges	30,330	30,174	30,750	30,700
Rents & Royalties	1,147,466	1,332,506	1,879,977	1,588,494
Private Gifts / Contributions	-	-	15,000	5,000
Total	**1,530,163**	**1,462,680**	**1,925,727**	**1,624,194**

Expenditure Category	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Personnel				
Benefits	1	-	-	-
Personnel Total	**1**	**-**	**-**	**-**
Operating				
Professional Services	43,326	47,571	56,000	66,000
Other Contractual Services	900,662	259,703	275,051	267,446
Travel Per Diem	318	-	-	-
Communication and Freight Services	9,025	7,073	7,200	7,200
Utility Services	223,614	195,287	228,500	237,500
Rentals and Leases	276,880	250,582	216,548	255,303
Insurance	25,756	39,730	70,067	51,806
Repair and Maintenance Services	104,953	107,218	332,900	643,218
Other Current Charges and Obligations	352	-	100	100
Office Supplies	598	-	-	-
Operating Supplies	13,051	343	2,000	1,500
Operating Total	**1,598,535**	**907,506**	**1,188,366**	**1,530,073**
Capital				
Improvements Other Than Buildings	309,222	100,001	-	-
Machinery and Equipment	10,600	106,850	-	-
Capital Total	**319,822**	**206,851**	**-**	**-**
Grants and Aid				
Aids to Government Agencies	25,632	-	-	-
Grants and Aid Total	**25,632**	**-**	**-**	**-**
Total	**1,943,990**	**1,114,357**	**1,188,366**	**1,530,073**

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

Recreation and Cultural Arts

available to residents and nonresidents of all age groups and abilities. Swimming lessons are offered at the Charter Central Middle School as a physical education class to students who are non-swimmers.

~ ATHLETICS – Operate a sports facility that includes a gymnasium and six indoor racquetball courts. City-run programs include soccer leagues for youths and racquetball leagues for adults. Drop-in opportunities are available weekly for adult basketball. Annual memberships are available for our racquetball courts and our Towngate Fitness Center.

~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, 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 fines 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

The Recreation and Cultural Arts division expenditure budget decreased by almost $2.0 million compared to the 2017-18 working budget. This decrease is primarily attributed to completed capital projects in the current fiscal year that will not be re-budgeted in 2018-19. The capital budget includes renovation and modification to parks as well as replacing all shade structures at the Johnson Street Dog Park, adding batting cages to fields 8 - 11 at Flamingo Park and renovating/installing new pool liner at Academic Village Olympic Pool.

Recreation and Cultural Arts

The 2018-19 budget is planned to fund:

Continuation of special events, including the City's 59th annual birthday celebration, known as Pines Day.

Continue providing support and well maintained facilities for our youth organizations with approximately 7,000 children participating in recreational and travel leagues for football, soccer, basketball, softball, baseball, roller hockey, volleyball, rugby, lacrosse, cheerleading as well as track and field.

Sponsor and organize the Annual Art Festival to be held at the Pembroke Pines City Center in 2019.

Host the 17th Annual Florida Gulf Coast Open Swimming Invitational in 2019.

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

Host the 10th Annual Mayor's Kids Day event in June 2019.

Host the 8th Annual National "Kids to Parks Day".

Accomplishments

Produced the 58th Annual Pembroke Pines Birthday Celebration.

Worked closely with the Arts and Culture Advisory Board to produce the 20th Annual Art Festival in the Pines.

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

Hosted ten major swim meets at the Academic Village Pool.

Hosted nine Jazz Concerts at William B. Armstrong Dream Park and Charles F. Dodge City Center.

Received the Maximizing Out of School Time (MOST) Grant for the 6th consecutive year. The grant funds the Special Population Summer Camp, which caters to participants up to age 22.

Partnered with CareerSource Broward to provide summer employment opportunities for seven disadvantaged youth in our community.

Completed Challenger and Miracle League baseball programs as well as other special population programming.

Provided food and/or holiday gift baskets to 40 families in Pembroke Pines.

Continued hosting the special event "Bow Wow Ween" at the Officer Craig Rupp Dog Park.

Increased attendance at our Summer Golf and Tennis Camp.

Completed Aquaplay interactive play structure at YMCA Aquatic Center.

Updated lightning detectors in parks.

Moved Community Garden to new location at health park.

Began updating and replacing monument signs in all City parks.

Women and men's restrooms renovated at Towngate Recreation Center.

New tennis office trailer purchased to replace Silver Lakes South Tennis Center.

Rose G. Price Park parking lot resurfaced and re-striped.

Thirty foot tall Christmas tree purchased for plaza City Center Plaza.

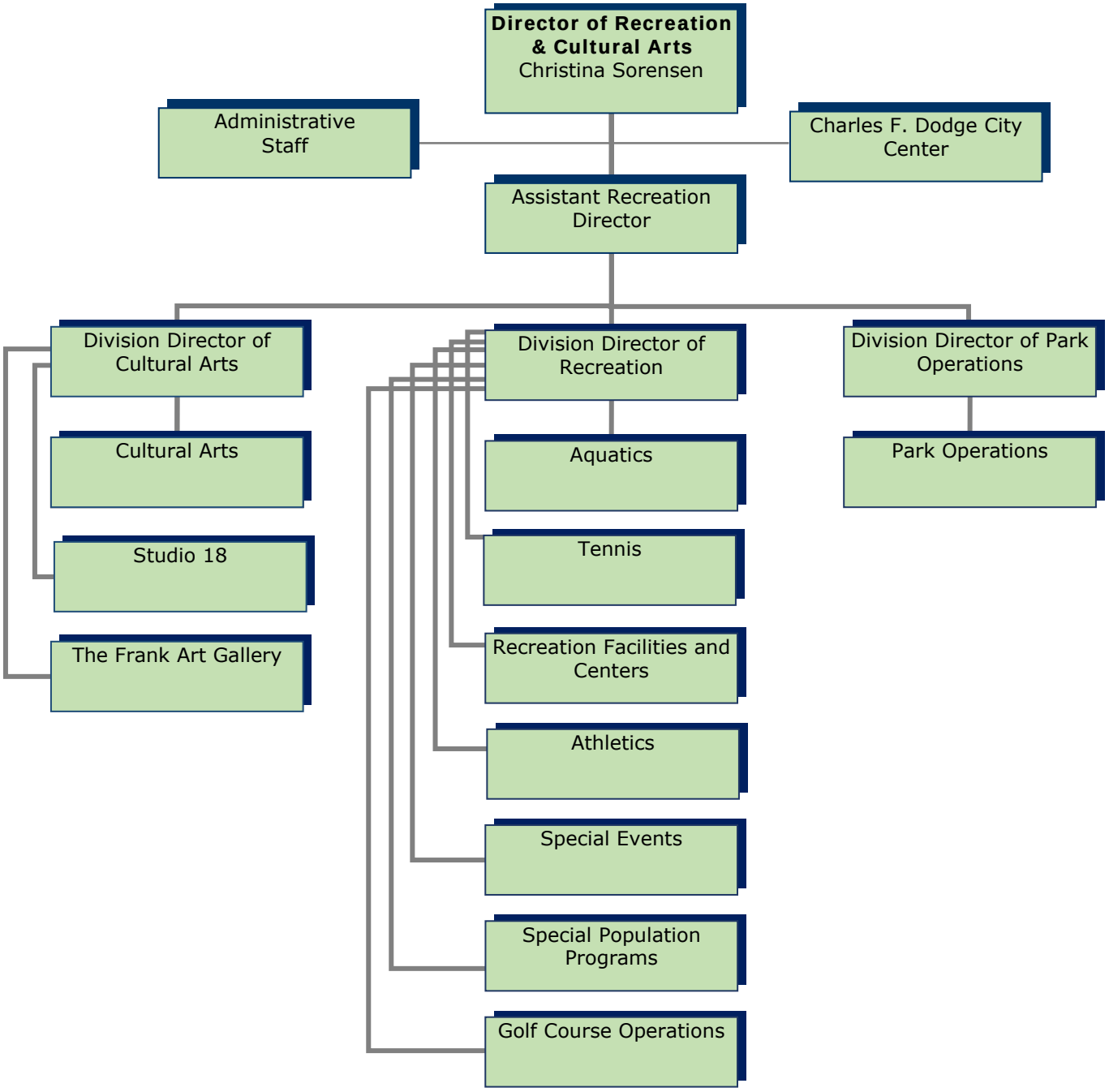
Resurfaced five hard courts at Pembroke Lakes Tennis Center.

Recreation and Cultural Arts Performance Measures

Indicator	2015-16 Actual	2015-16 Goal	2016-17 Actual	2016-17 Goal	2017-18 Goal	2018-19 Goal
Outputs						
Number of sports leagues	44	44	50	50	45	50
Number of participants for athletics	7,280	9,000	6,700	9,000	9,000	9,000
Number of swim team members	275	340	275	300	300	300
Number of children in youth programs	60	170	82	170	60	86
Number of special events	36	50	41	33	36	42
Number of participants (for special events / activities)	65,125	90,000	71,192	68,000	68,000	74,750
Number of tennis memberships	110	180	110	172	116	115
Number of golf rounds	45,122	50,000	44,707	48,000	48,000	48,000
Number of specialized recreation classes	247	265	252	142	250	264
Number of participants for specialized recreation classes	33,753	60,000	43,270	46,428	35,000	45,000
Effectiveness						
% of residents rating facilities as satisfactory	88.0%	100.0%	89.2%	100.0%	100.0%	100.0%
% of residents rating programs as satisfactory	92.1%	100.0%	90.4%	100.0%	100.0%	100.0%
% of residents rating hours of operation as satisfactory	90.3%	100.0%	90.5%	100.0%	100.0%	100.0%
% of residents rating physical attractiveness of facilities as satisfactory	83.2%	100.0%	90.8%	100.0%	100.0%	100.0%
% of residents rating the variety of program activities as satisfactory	86.8%	100.0%	86.9%	100.0%	100.0%	100.0%
% of residents rating helpfulness or attitude of staff as satisfactory	98.6%	100.0%	96.1%	100.0%	100.0%	100.0%
% of residents rating the safety of facilities as satisfactory	89.4%	100.0%	92.0%	100.0%	100.0%	100.0%
% of residents rating cleanliness as satisfactory	85.6%	100.0%	95.0%	100.0%	100.0%	100.0%
Acres of parkland per 1,000 population	7.08	7.30	6.93	7.30	7.30	7.00
Efficiency						
Art and culture supplies cost/participant	$3.65	$2.28	$2.25	$2.00	$3.65	$2.00
Ratio of volunteer hours to total staff hours worked	41%	50%	54%	52%	52%	55%

RECREATION AND CULTURAL ARTS DEPARTMENT

Organizational Chart



Shading indicates direct public service provider

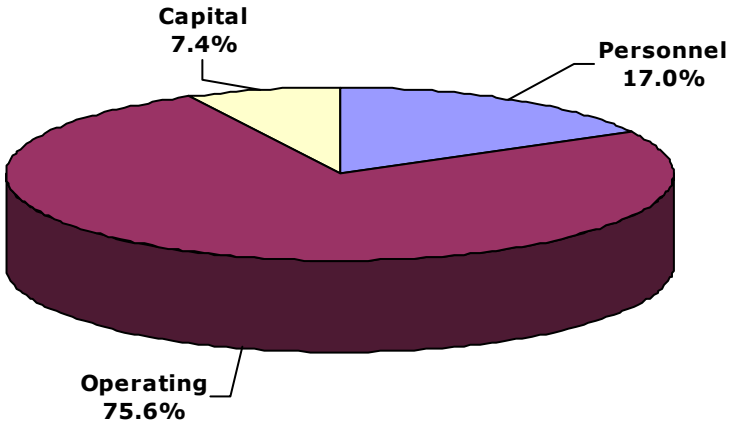
Recreation and Cultural Arts

Revenue Category	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Federal Grants	10,633	17,822	-	-
Grants from Local Units	77,284	115,332	113,958	-
State Grants	-	14,368	257,784	-
General Government Charges	-	8,696	15,000	7,000
Recreation Charges	3,016,108	3,196,519	3,997,483	3,713,420
Other Licenses, Fees & Permits	1,015	-	1,389	-
Rents & Royalties	630,709	651,781	671,086	662,541
Other Miscellaneous Revenues	750	1,000	750	2,600
Private Gifts / Contributions	60	1,200	74,050	53,000
Total	**3,736,559**	**4,006,717**	**5,131,500**	**4,438,561**

Expenditure Category	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Personnel				
Salary	2,146,998	2,097,749	2,460,338	2,385,978
Benefits	1,011,795	1,095,224	1,234,527	1,126,750
Personnel Total	**3,158,794**	**3,192,973**	**3,694,865**	**3,512,728**
Operating				
Professional Services	629,629	718,360	755,422	997,851
Accounting and Auditing	1,382	1,605	1,600	1,700
Other Contractual Services	1,311,849	2,514,387	9,155,403	9,214,806
Travel Per Diem	1,451	568	2,300	4,500
Communication and Freight Services	34,264	58,827	93,186	91,620
Utility Services	898,191	1,068,991	1,247,240	1,201,186
Rentals and Leases	521,014	506,527	670,439	740,588
Insurance	-	1,739	1,739	1,739
Repair and Maintenance Services	158,423	395,722	1,976,423	2,154,390
Printing and Binding	3,472	7,795	49,271	23,935
Promotional Activities	119,546	113,393	143,354	289,100
Other Current Charges and Obligations	363,792	299,095	352,351	330,076
Office Supplies	3,592	6,452	9,600	9,115
Operating Supplies	405,526	425,592	550,491	576,509
Publications and Memberships	1,189	1,306	2,850	3,800
Training and Education	1,022	650	2,800	3,945
Operating Total	**4,454,342**	**6,121,009**	**15,014,469**	**15,644,860**
Capital				
Buildings	-	-	27,549	15,600
Improvements Other Than Buildings	192,031	91,831	2,475,332	1,021,000
Machinery and Equipment	132,906	194,022	1,264,783	504,198
Infrastructure	-	24,000	-	-
Capital Total	**324,937**	**309,853**	**3,767,664**	**1,540,798**
Other				
Transfers	-	-	53,800	-
Other Total	**-**	**-**	**53,800**	**-**
Total	**7,938,072**	**9,623,835**	**22,530,798**	**20,698,386**

Recreation and Cultural Arts

Expenditure Category



Position Title	2015-16 Actual	2016-17 Actual	2017-18 Adopted	2018-19 Budget
12006 Assistant Athletic Coordinator	1	-	-	-
12181 Division Director of Recreation	-	-	1	1
12215 Senior Lifeguard	2	2	2	2
12230 Chief Curator/Head of Cultural Projects	1	1	1	-
12409 PS Park Supervisor	-	2	2	2
12495 Parks Maintenance Manager	-	1	1	-
12508 Rec & Cultural Arts Acct Clerk I	1	1	1	1
12509 Rec & Cultural Arts Acct Clerk II	1	1	1	1
12519 Recreation & Cultural Arts Director	1	1	1	1
12521 Assistant Recreation Director	1	1	1	1
12525 Administrative Assistant I	2	1	1	1
12531 Division Director of Park Operations	-	-	-	1
12546 Aquatic Coordinator	1	1	1	1
12547 Aquatic Coordinator Assistant	1	1	1	1
12559 Recreation Supervisor II	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	1	1	1
12581 Recreation Specialist II	1	-	-	-
12594 Soccer Coordinator	-	1	1	1
12595 Youth League Supervisor	-	1	1	1
12891 Special Population Prog Coord	1	1	1	-
13405 P/T Art Teacher	5	3	3	3
13450 P/T Cashier	1	1	1	1

Recreation and Cultural Arts

Position Title		2015-16 Actual	2016-17 Actual	2017-18 Adopted	2018-19 Budget
13454 P/T Administrative Assistant		1	-	-	-
13488 P/T Senior Lifeguard		2	2	2	2
13492 P/T Lifeguard		10	10	10	10
13495 P/T Recreation Aide		20	18	18	18
13526 P/T Recreation Therapeutics		1	1	1	-
13527 P/T Self Defense Instructor		3	-	-	-
13528 P/T Assistant PAC Program Director		1	-	-	-
13531 P/T Assistant Program Coordinator		-	1	1	1
13537 P/T Music Teacher		2	2	2	2
13539 P/T Drama Teacher		1	1	1	1
13549 P/T Storage Lot Attendant		1	1	1	1
13562 P/T Curator		2	1	1	1
13563 P/T Recreation Leader		6	5	5	5
13591 P/T Water Safety Instructor		9	9	9	9
13602 P/T Recreation Specialist		2	1	1	1
13680 P/T Clerk Spec I		3	2	2	2
Total	Full-time	21	21	22	20
	Part-time	70	58	58	57

Non-Departmental

Goals

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

Major Functions and Activities

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

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

Budget Highlights

The 2018-19 budget shows a $1.3 million or 9.3% increase in revenues, which is mainly attributable to the increase in administrative fees charged to self-sustaining operations like utilities. On the other hand appropriations for expenditure decreased by $1.7 million or 23.3% due largely to reductions of $1.0 million in contingency, $0.3 million in estimated budget savings, and $0.2 million in police and fire pension miscellaneous costs.

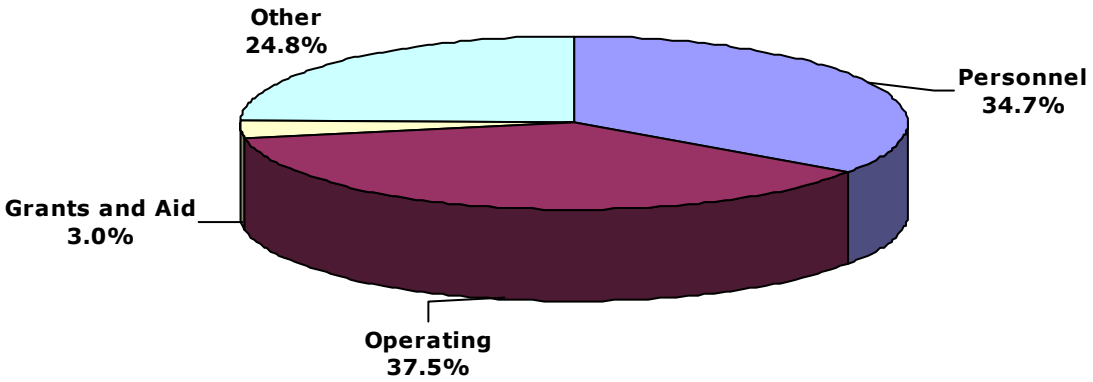
Non-Departmental

Revenue Category	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
State Shared	57,277	57,359	51,000	53,000
General Government Charges	13,376,938	13,720,309	14,172,161	15,544,943
Rents & Royalties	53,223	54,213	54,477	4,500
Total	**13,487,438**	**13,831,880**	**14,277,638**	**15,602,443**

Expenditure Category	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Personnel				
Salary	-	-	11,800	20,000
Benefits	3,467,524	1,340,604	1,940,044	1,961,266
Personnel Total	**3,467,524**	**1,340,604**	**1,951,844**	**1,981,266**
Operating				
Contingency	-	-	-1,540,101	-1,000,000
Professional Services	1,258,993	921,589	1,147,100	1,233,110
Other Contractual Services	268,416	279,619	92,704	77,796
Pension Benefits	42,600	44,858	54,400	55,936
Communication and Freight Services	87,222	99,203	87,296	99,278
Rentals and Leases	1,280	1,300	1,280	1,300
Insurance	787,332	1,123,508	2,001,396	1,884,432
Printing and Binding	103,748	114,644	-	-
Promotional Activities	-	-	1,000	51,000
Other Current Charges and Obligations	52,664	47,140	156,355	75,480
Office Supplies	3,202	3,001	3,200	3,200
Operating Supplies	486	-	500	500
Publications and Memberships	56,430	57,479	57,479	58,627
Operating Total	**2,662,372**	**2,692,341**	**2,062,609**	**2,540,659**
Grants and Aid				
Aids to Government Agencies	108,635	97,548	101,055	99,878
Aids to Private Organizations	33,000	36,000	76,000	71,000
Other Grants and Aids	34,906	35,000	-	-
Grants and Aid Total	**176,541**	**168,548**	**177,055**	**170,878**
Other				
Transfers	774,713	3,383,694	1,657,122	1,395,432
Other Total	**774,713**	**3,383,694**	**1,657,122**	**1,395,432**
Total	**7,081,150**	**7,585,186**	**5,848,630**	**6,088,235**

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 2018-19 budget includes funding for road resurfacing projects, traffic calming solutions, pressure washing of curbs and sidewalks, and litter control for rights-of-way and swales.

The road resurfacing projects include the following areas: Lakeside Key, Washington Street from Hiatus Road to City Center, SW 129th Avenue and SW 136th Avenue South of Pines Boulevard; Pembroke Road from Flamingo Road to SW 129 Avenue; SW 4th west of SW 178 Ave.

Streets and Sidewalks Performance Measures

Indicator	2015-16 Actual	2015-16 Goal	2016-17 Actual	2016-17 Goal	2017-18 Goal	2018-19 Goal
Outputs						
Number of miles of road to maintain	485	485	490	490	490	490
Effectiveness						
% of community projects with paved surfaces that have adhered to all applicable technical and engineering requirements	100%	100%	100%	100%	100%	100%
Efficiency						
Cost to install a square foot of concrete residential sidewalk	$22.00	$22.00	$7.33	$23.00	$23.00	$8.00
Cost to install a linear foot of concrete curb and gutter in a typical residential street	$35.00	$35.00	$35.00	$36.00	$36.00	$41.00

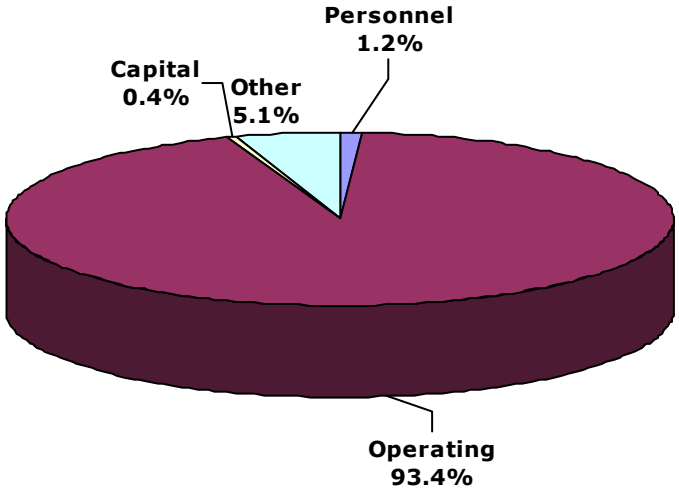
Streets and Sidewalks

Revenue Category	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Local Option Gas Tax	2,868,929	2,954,781	3,006,000	2,983,000
Franchise Fees	1,351,619	1,414,202	1,473,608	1,571,000
State Grants	7,225	115,560	2,127,655	-
State Shared	1,346,839	1,438,415	1,417,500	1,578,500
Investment Income	64,696	41,016	32,300	50,000
Disp of Fix Assets / Sale of Equip/ Scrap	1,323	-	500	500
Other Miscellaneous Revenues	181,486	219,703	226,295	226,295
Private Gifts / Contributions	-	275,000	-	-
Interfund Transfers	-	-	802,586	628,434
Appropriated Fund Balance	-	-	1,462,258	-
Beginning Surplus	-	-	-2,011,710	-
Total	**5,822,118**	**6,458,677**	**8,536,992**	**7,037,729**

Expenditure Category	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Personnel				
Benefits	152,072	77,566	106,197	84,489
Personnel Total	**152,072**	**77,566**	**106,197**	**84,489**
Operating				
Professional Services	115,689	54,851	135,579	150,000
Other Contractual Services	1,996,105	2,205,589	3,046,775	3,209,162
Utility Services	1,226,139	1,330,713	1,327,286	1,474,000
Insurance	129,638	159,168	267,271	229,216
Repair and Maintenance Services	110,515	1,300,784	1,121,640	1,207,600
Other Current Charges and Obligations	-	2,410	-	-
Road Materials and Supplies	-	265,893	180,000	300,000
Operating Total	**3,578,086**	**5,319,408**	**6,078,551**	**6,569,978**
Capital				
Improvements Other Than Buildings	1,385,366	3,787,628	525,657	25,000
Machinery and Equipment	-	-	25,100	-
Infrastructure	207,102	525,459	1,536,682	-
Capital Total	**1,592,467**	**4,313,087**	**2,087,439**	**25,000**
Other				
Transfers	233,564	248,184	264,805	348,352
Other Total	**233,564**	**248,184**	**264,805**	**348,352**
Total	**5,556,190**	**9,958,244**	**8,536,992**	**7,027,819**

Streets and Sidewalks

Expenditure Category



Position Title		2015-16 Actual	2016-17 Actual	2017-18 Adopted	2018-19 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. Owner Occupied Rehabilitation
2. Purchase Assistance with Rehabilitation
3. Acquisition/Rehabilitation
4. Foreclosure
5. Disaster Repair/Mitigation
6. Multifamily Rental Housing
7. Security and/or Utility Deposits

The State Housing Initiative Partnership Grant does not pay for City personnel costs. The administration of the program is a contractual service provided by Community Redevelopment Associates of Florida, Inc. (CRA).

Eligibility and Recapture Provision:

Eligible homeowners are selected on a first-come, first-qualified basis within the very low, low, and moderate income groups.

The maximum allowable income is based on household size and 120% of annual Median Family Income (MFI) for Broward County, provided by the Department of Housing and Urban Development (HUD). Except for the First-Time Home Buyer Program, all properties must be owner-occupied. Verification of ownership, income, homeowner's insurance, payment of property taxes, and any other applicant eligibility criteria will be conducted by CRA.

Eligible homeowners are required to sign the City's Home Loan Agreement and Promissory Note, which establishes a lien on the property in favor of the City.

Below is a description of some of the major SHIP programs:

1. Owner Occupied Rehabilitation: SHIP funds will be awarded to households in need of repairs to correct code violations, health and safety issues, electrical, plumbing, roofing, windows and other structural items. The primary purpose of the program is to provide repairs necessary to provide safe and decent housing, eliminate any instances of substandard housing, and preserve the City's affordable housing stock. The maximum award for very low, low, and moderate income is $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. Purchase Assistance with Rehabilitation: SHIP funds will be awarded to assist eligible first-time homebuyers with a deferred payment loan to be applied towards the costs of purchasing existing or newly constructed (with a Certificate of Occupancy) eligible affordable housing. Eligible costs include the following: down payment, closing costs, mortgage buy down, rehabilitation, and other costs associated with purchasing a home. Eligible housing includes single-family homes, townhomes, condominiums, eligible manufactured homes, PUDs, and villas. Maximum award for very low income is $50,000, low income is $40,000, and moderate income is $30,000. The City's lien for the First-Time Home Buyer lasts 15 years with full repayment and no annual forgiveness during this period. In the event the homeowner refinances and obtains funds as a result of the refinancing during the first ten years of the agreement, the homeowner shall pay back the full amount of the loan at the time of the refinancing. After the first ten years, if the homeowner refinances the debt obligations with respect to the property, the City will not require repayment of the entire loan so long as the City's interest is properly acknowledged in any documents related to a refinancing.

State Housing Initiative Partnership (SHIP) Grant

3. Acquisition/Rehabilitation: This construction strategy is designed to promote the acquisition or construction of affordable housing for home ownership opportunities. Funds will be provided as a 0% interest deferred loan to support the acquisition and rehabilitation, replacement, or the new construction of single-family housing, or the single-family housing portion of a mixed use facility. The program is also designed to promote infill housing and mixed-income projects/neighborhoods for home-ownership opportunities. For-profit and not-for-profit developers will be requested to submit proposals to provide housing that conforms to the City's RFP, neighborhood redevelopment plans, and comprehensive plan. Its maximum award is $225,000.

4. Foreclosure Prevention: The Foreclosure Prevention Program provides qualified homeowners the opportunity to avoid foreclosures and retain their homes. The program is designed to assist households that need immediate financial assistance to either stop their homes from being foreclosed, sold for non-payment of taxes, or protect it if its id damaged. Funds will be provided as a deferred loan to eligible homeowners to assist them in bringing current their first and/or subordinated mortgage payments (Principal, Interest, Taxes and Insurance), Attorneys Fees, Late Fees, HOA, Assessments, and other customary fees. Evidence that mortgage or fee is no less than 60 days late is required and evidence by current mortgage statement or applicable statement. Its maximum award is $10,000.

5. Disaster Repair/Mitigation: Funds will be awarded to applicants in need of home repairs directly caused by a disaster that is declared by and Executive Order of the President or Governor. Funds may be used for items such as, but not limited to, temporary rental assistance (up to 6 months), emergency interim repairs for eligible households to avoid further damage, tree and debris removal required to make the individual housing unit habitable, condos and homeowner's assessments for post disaster repair, post disaster assistance for eligible non-insured repairs and soft costs required to process assistance application. The strategy will only be implemented in the event of a natural disaster using any funds that have not yet been encumbered. Its maximum award is $50,000.

6. Multi-family Rental Housing: This program is designed to promote the production of affordable multi-family housing in the City. Funds may be provided as deferred loans or low-interest loans to support the acquisition and rehabilitation, or the new construction of, multi-family housing, including single room occupancy, transitional/group home housing, senior rental facilities or the housing portion of a mixed-use facility. Strategy is designed to promote mixed-income projects and neighborhoods. It maximum award is $250,000.

7. Security and/or Utility Deposits: The program provides upfront financial assistance for households to obtain quality, safe, decent, and affordable rental housing. The families must have the income to afford the monthly rental payments. Income guidelines provided by the State will be used to determine income eligibility. The program may pay for items, such as the first month's rent, security deposit, and utility connection/start-ups, up to a maximum of $4,500. Funds may also be provided to those tenants in danger of being evicted from their currently occupied rental unit to pay past due rent owed.

Budget Highlights

The unspent balance of SHIP funds from previous years will be carried over to 2018-19 after the budget is adopted.

Based on the 2018-19 budget, the City anticipates assisting ten individuals with minor home repairs and six first time home buyers with down payments and closing costs.

Accomplishments

As of September 18, 2018 the City has provided services in the amount of $710,742 through the SHIP grant including $466,882 to assist twelve individuals with home repairs and $160,000 to assist five individuals with home purchase assistance.

State Housing Initiative Partnership (SHIP) Grant Performance Measures

Indicator	2015-16 Actual	2015-16 Goal	2016-17 Actual	2016-17 Goal	2017-18 Goal	2018-19 Goal
Outputs						
Home repairs	9	9	8	12	10	10
First-time home buyer	5	5	6	7	7	6
Effectiveness						
% of funds spent to total funds available	25%	25%	12%	28%	25%	20%
Efficiency						
Average cost per household assisted:						
Home repairs	$50,000	#	$42,687.21	$50,000	$50,000	$50,000
Purchase assistance	$40,000	#	$35,000	$40,000	$30,000	$40,000

The awards for fiscal years 2012-13 through 2014-15 were appropriated in the working budget for those years. There aren't any adopted budgets or goals for those years. Starting from fiscal year 2015-16 the adopted budget reflects such awards.

State Housing Initiative Partnership (SHIP) Grant

Revenue Category	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
State Grants	624,778	702,598	2,335,531	688,935
Investment Income	-	-	2,000	15,000
Beginning Surplus	-	-	-2,000	-15,000
Total	**624,778**	**702,598**	**2,335,531**	**688,935**

Expenditure Category	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Operating				
Professional Services	77,641	97,600	48,542	68,893
Other Contractual Services	380,563	341,498	1,709,534	415,042
Other Current Charges and Obligations	166,574	263,500	341,116	205,000
Operating Total	**624,778**	**702,598**	**2,099,192**	**688,935**
Total	**624,778**	**702,598**	**2,099,192**	**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 three HUD Grants consisting of the following:

1 - Community Development Block Grant (CDBG): To provide housing assistance such as first-time home buyer purchase, home repairs, public improvement, new construction and removal of architectural barriers and to provide safe, reliable, and efficient transportation services to the community via a subscription and advanced reservation system, while keeping client expectation and changing needs as a high priority.

2 - HOME Investment Partnerships Program (HOME): To provide housing assistance such as home repairs and new construction.

3 - Neighborhood Stabilization Program (NSP): To provide emergency assistance to acquire and redevelop foreclosed properties that might otherwise become sources of abandonment and blight without purchase assistance and home repairs. NSP is a component of the long-standing CDBG.

Major Functions and Activities

1 - CDBG has ten programs:

~ Program Administration
~ Removal of Architectural Barriers
~ Home Repair/Weatherization
~ Commercial Rehabilitation
~ Public Facility (Children's Harbor)
~ Public Service (Senior Transportation)
~ Acquisition-Rehabilitation or New Construction
~ Relocation Assistance
~ 1st Time Home Buyer Assistance
~ Public Improvement (Tanglewood Park)

The Senior Transportation Program offers one-way and round-trip service within a designated area. The service area is bordered on the north by State Road 84, on the east by State Road 7 (U.S. 441), on the south by Countyline Road, and on the west by U.S. 27. Strategically established routes ensure provision of subscription trips via a multi-load (shared ride) system to promote efficiency and consistency of service. Clients will receive free door-to-door, driver-assisted service. Each one-way trip counts as a unit of service under the provisions of the Grant.

2 - HOME has two programs:

~ Home Repair/Weatherization
~ Acquisition-Rehabilitation or New Construction

3 - NSP has two programs:

~ Purchase assistance
~ Home Repair

Eligibility and recapture provisions for CDBG, Home and NSP grants:

Eligible homeowners are selected on a first-come, first-qualified basis, within the very low, low, and moderate income groups.

The maximum allowable income is based on household size and 80% of annual Median Family Income (MFI) for Broward County, provided by the Department of Housing and Urban Development (HUD). Except for the Purchase Assistance Program, all properties must be owner-occupied. Verification of ownership, income, homeowner's insurance, payment of property taxes, and any other criteria to determine an applicant’s eligibility will be conducted by Community Redevelopment Associates of Florida, Inc. (CRA).

Eligible homeowners are required to sign the City’s Home Loan Agreement and Promissory Note, which establishes a lien on the property in favor of the City. On April 6, 2016, the City Commission approved amended provisions for 2016-17, 2017-18, and 2018-19 Local Housing Assistance Plans (LHAP).

HUD Grants CDBG-HOME

The major provisions are:

The existing home's value cannot exceed $329,269. The maximum award for very low, low, and moderate income is $50,000. The City's lien for Home Repairs is 15 years with full repayment and no annual forgiveness during this period. However, if the Home Repair is related to special needs households, the recapture period is reduced to a 10-year forgivable lien written down 1/10 each year until the loan is 100% forgiven.

Also, in the event that the homeowner refinances and obtains funds as a result of the refinancing, the City will not require repayment of the entire loan as long as the City's interest is properly acknowledged in any documents related to the refinancing.

Homeowners who have received comprehensive repair assistance from the City cannot re-apply for five years except for cases where emergency repairs are needed as determined by the City's Building Official, his designee, or in cases where no waiting list exists and funds are available.

Budget Highlights

The CDBG will continue to provide the same programs, such as minor home repairs, public improvement, and senior transportation, as in previous years. Senior transportation program uses allocated funds for fuel as well as repair & maintenance of vehicles to provide core services to members 62 years of age and older. The HOME Program will only provide minor home repair. The unspent balance of CDBG, HOME and NSP funds from previous project years will be carried over to fiscal year 2018-19.

Accomplishments

As of September 18, 2018, the City has provided services in the amount of $822,436 through the CDBG, including $188,971 for home repairs (6 homes), $383,853 for Public Improvement, and $114,297 in support of the City's Senior Transportation Program.

As of August 31, 2018, the Senior Transportation Program has provided approximately 31,935 trips to eligible clients 62 years old and over.

As of September 18, 2018, the City provided services in the amount of $100,031 through the HOME grant to assist four individuals with home repairs.

HUD Grants CDBG-HOME Performance Measures

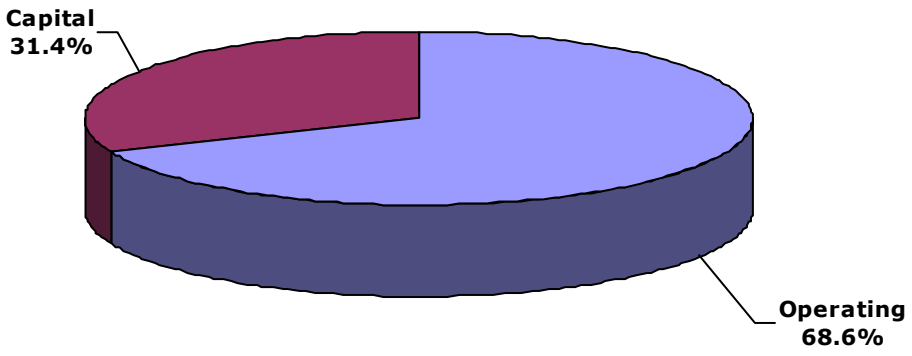
Indicator	2015-16 Actual	2015-16 Goal	2016-17 Actual	2016-17 Goal	2017-18 Goal	2018-19 Goal
Outputs						
Home repairs - CDBG	18	18	11	10	10	10
New construction - CDBG & Home	0	0	0	0	0	0
Number of one-way (age 62+) client trips with HUD grant funding for fuel and repairs/maintenance, and the balance of expenses covered by Older Americans Act (OAA) Grant	35,744	26,267	33,126	25,573	36,000	36,000
Number of unduplicated CDBG clients	836	120	735	200	900	900
Home repairs - NSP	1	1	0	1	1	0
Purchase assistance - NSP	1	1	1	3	0	0
Home repairs - HOME	10	10	3	3	3	3
Effectiveness						
% of funds spent vs. funds available for home repairs	50%	50%	35%	50%	50%	45%
% of seniors who request transportation and receive it	100%	100%	100%	100%	100%	100%
Number of grievances filed against the system	0	0	0	0	0	0
Efficiency						
Average cost (fuel and R&M only) per one-way client (age 62+) trip	$3.16	$2.50	$3.00	$4.43	$3.00	$3.00
Vehicular accidents per 100,000 miles	2.120	0.000	0.000	0.000	0.000	0.000
Road call rate per passenger trip (Calls for assistance due to mechanical problems)	0.0002	0.0000	0.0000	0.0000	0.0000	0.0000
Passengers per mile	0.25	1.00	1.00	1.00	2.00	2.00

HUD Grants CDBG-HOME

Revenue Category	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Federal Grants	1,172,018	966,102	3,041,117	955,795
Total	**1,172,018**	**966,102**	**3,041,117**	**955,795**

Expenditure Category	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Operating				
Professional Services	142,449	156,059	449,764	177,038
Other Contractual Services	496,499	553,150	1,877,056	361,864
Repair and Maintenance Services	56,913	50,968	60,893	60,893
Other Current Charges and Obligations	420,000	140,000	-	-
Operating Supplies	56,157	65,925	53,404	56,000
Operating Total	**1,172,018**	**966,102**	**2,441,117**	**655,795**
Capital				
Improvements Other Than Buildings	-	-	166,530	300,000
Machinery and Equipment	-	-	433,470	-
Capital Total	**-**	**-**	**600,000**	**300,000**
Total	**1,172,018**	**966,102**	**3,041,117**	**955,795**

Expenditure Category



Law Enforcement Grant

Mission

1 - Victims of Crime Act (VOCA) Grant - To provide assistance to victims of crime, especially to those in under-served populations, such as the elderly and the mentally challenged.

2 - Homeland Security Grant - The U.S. Department of Homeland Security has implemented various financial assistance programs and grants for states to enable the collective geopolitical entities within each state, and regions within each state, to better prepare, protect, respond and recover from both man-made and natural hazard occurrences.

Various segments of these programs contain information that is operationally sensitive; therefore, budget details will lack specific data concerning the mission, accomplishments, objectives, and performance measures normally associated with City's budget preparations.

There are five major grant-assistance categories within the Homeland Security Grant Program (HSGP) that are funded by the U.S. Department of Homeland Security - these are:

• Urban Areas Security Initiative (UASI)
• State Homeland Security Program (SHSP)
• Operation Stonegarden Grant Program (OPSG)
• Metropolitan Medical Response System (MMRS) Program
• Citizen Corps Program (CCP)

The UASI increases prevention, protection, response, and recovery capabilities of all first responder agencies within the collaborative Southeast UASI Region (greater Fort Lauderdale and Miami) for all hazards, including terrorism through training, equipment, and exercises.

Goals

1 - VOCA Grant: Provide services to the underserved victim population groups and to meet the immediate needs of victims of crime.

2 - Homeland Security Grant - UASI: Program objectives are the decision of each UASI member City. The City of Pembroke Pines UASI projects are equipment–related and consist of an amalgam of various projects:

~prepare and protect the City's population and critical infrastructure through public information and facility backup systems,

~respond to all hazardous occurrences through critical facility hardening and sustaining capabilities in order to facilitate the continuity of government,

~recover from all hazardous occurrences through reestablishment of the transportation arteries to hasten social and economic recovery.

Objectives

VOCA Grant: Provide the following services to victims in underserved populations such as the very young and the elderly:

• Referral services to at least 350 victims
• Emergency legal advocacy to 75 victims
• Personal advocacy to 75 victims.

UASI Grant: Program objectives are the decision of each UASI member City. Completion of all local equipment related UASI projects including expenditure of funds and reimbursements prior to the established agreement deadline.

Major Functions and Activities

1 - VOCA Grant funds the salary of a part-time Assistant Victim Advocate whose responsibilities are to provide referral services, group treatment, and personal advocacy to victims of crime.

2 - UASI City-Wide Security Grant Activities that enable this Federal and State mandate include:

~ hardening accessed critical infrastructure necessary for continued community viability and the continuity of government operations, and strengthening interoperable communications capabilities.

~ strengthening capabilities to prepare, detect, respond, and recover from man-made or naturally occurring chemical, biological, radiological, nuclear, or explosive critical incident occurrences.

Budget Highlights

VOCA Grant - The award for 2019 is expected to be $18,473, which will fund the costs of the Part-Time Assistant Victim Advocate grant position. The Assistant Victim Advocate will continue to provide increased services to victims of crime. This grant

Law Enforcement Grant

ends September 2019.

2017 UASI Grant – The award is $112,731, which will focus on purchasing additional P-25 compliant radios and a mobile security tower platform for the Police Department. This grant ends June 2019.

Accomplishments

Victims of Crime (VOCA) Grant: The program has maintained its change in how measurements by Types of Services for victims are categorized. These defined areas for victim services are now Information and Referral, Emotional Support and Safety Services, and Criminal/Civil Justice System Assistance 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 2019 UASI grant. The 2016 UASI grant successfully purchased additional P-25 compliant dash mount radios for the Fire Department, and a mobile security tower platform for the police department, this grant closed out in June 2018.

The upcoming 2018 and 2019 UASI grants will focus on procuring additional P-25 compliant radios and thermal imaging cameras for the Fire Department and mobile security tower platforms for the Police Department.

Law Enforcement Grant Performance Measures

Indicator	2015-16 Actual	2015-16 Goal	2016-17 Actual	2016-17 Goal	2017-18 Goal	2018-19 Goal
Outputs						
VOCA direct expenditures	$18,473	^ $17,918	$16,689	^$17,918	$20,473	$18,473
Information & Referral	163	^350	220	^350	^310	^200
Emotional Support/Safety Services	54	^200	32	^200	^130	^50
VOCA legal advocacy referrals	N/A	^75	N/A	^75	N/A	N/A
Criminal/Civil Justice System Assistance	41	^75	27	^75	^50	^50
Personal Advocacy/Accompaniment	64	^75	43	^75	^25	^50
Homeland Security Urban Area Security Initiative Grant expenditures	$119,700	+	$70,445	^$240,841	^$236,353	^$230,908
Highway Safety Grant expenditures	$7,536	+	$17,276	+	+	^$24,940

+ No grant funding was/is expected.

^ Contingent upon receipt of grant funding.

Law Enforcement Grant

Revenue Category	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Federal Grants	214,908	104,410	158,794	18,473
Total	**214,908**	**104,410**	**158,794**	**18,473**

Expenditure Category	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Personnel				
Salary	43,945	31,826	35,338	17,060
Benefits	1,268	1,113	1,259	1,413
Personnel Total	**45,213**	**32,939**	**36,597**	**18,473**
Operating				
Travel Per Diem	-	-	1,344	-
Operating Supplies	-	386	-	-
Training and Education	-	640	656	-
Operating Total	**-**	**1,026**	**2,000**	**-**
Capital				
Machinery and Equipment	169,695	70,445	120,197	-
Capital Total	**169,695**	**70,445**	**120,197**	**-**
Total	**214,908**	**104,410**	**158,794**	**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 FY2018-19.

Accomplishments

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. The City has expended approximately 85% of the funding. 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 will be expended during the FY 2018-19, the 2016 JAG grant has an end date of September 30, 2019.

The 2017 JAG grant amount is planned at $20,422, the City has been authorized to begin spending these funds and will begin doing so during FY 2018-19.

Police Community Services Grant Performance Measures

Indicator	2015-16 Actual	2015-16 Goal	2016-17 Actual	2016-17 Goal	2017-18 Goal	2018-19 Goal
Outputs						
Funds spent on equipment	$0	*	$1,725	*	^$18,891	^$20,422

* No grant funding was/is expected

^Contingent upon receipt of grant funding.

Police Community Services Grant

Revenue Category	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Federal Grants	-	10,168	34,642	-
Total	**-**	**10,168**	**34,642**	**-**

Expenditure Category	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Personnel				
Salary	-	8,442	-	-
Personnel Total	**-**	**8,442**	**-**	**-**
Operating				
Operating Supplies	-	1,726	555	-
Operating Total	**-**	**1,726**	**555**	**-**
Capital				
Machinery and Equipment	-	-	34,087	-
Capital Total	**-**	**-**	**34,087**	**-**
Total	**-**	**10,168**	**34,642**	**-**

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

Community Bus Program

Budget Highlights

Continuation of services as required by the County's ridership threshold and therefore guarantees the program's funding. The County strict maintenance of ridership of 7.1 passengers per service hour.

Continue the Community Bus Services throughout the City including a greater portion of the eastern section. As always reduction of wait-time between stops will be the major focus.

Accomplishments

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

Community Bus Program Performance Measures

Indicator	2015-16 Actual	2015-16 Goal	2016-17 Actual	2016-17 Goal	2017-18 Goal	2018-19 Goal
Outputs						
Number of information documents distributed	4,440	12,000	11,000	12,000	12,000	12,000
Road calls required (calls for assistance due to mechanical problems)	30	40*	35	40*	40	30
Number of one-way client trips	195,684	230,000	200,000	230,000	230,000	230,000
Effectiveness						
Number of grievances filed against system	11	0	0	0	0	0
Efficiency						
Passengers per service hour	13.35	13.00	13.00	14.00	14.00	14.00
Passengers per mile	.64	2.00	3.00	2.00	2.00	4.00
Vehicular accidents per 100,000 miles	0.98	0.00	0.00	0.00	0.00	0.00
Average cost per one-way client (any age) trip	$0.60	$2.00	$1.00	$2.00	$0.51	$2.00

* More road calls have been required in recent years due to the combination of the aging bus fleet and the number of annual miles required. In light of this and until more vehicles can be upgraded, the goal for road calls required is 40.

Community Bus Program

Revenue Category	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Federal Grants	193,492	-	215,289	-
Grants from Local Units	311,013	308,473	308,595	308,595
Interfund Transfers	447,846	446,362	508,356	582,912
Total	**952,351**	**754,835**	**1,032,240**	**891,507**

Expenditure Category	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Operating				
Professional Services	202	1,679	3,300	3,800
Other Contractual Services	523,324	584,086	530,580	570,173
Communication and Freight Services	607	882	1,600	1,600
Repair and Maintenance Services	156,562	118,521	176,800	181,500
Office Supplies	987	294	450	1,700
Operating Supplies	60,179	49,373	81,515	121,100
Operating Total	**741,861**	**754,835**	**794,245**	**879,873**
Capital				
Machinery and Equipment	210,490	-	448,539	-
Capital Total	**210,490**	**-**	**448,539**	**-**
Total	**952,351**	**754,835**	**1,242,784**	**879,873**

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 $16,132 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	2015-16 Actual	2015-16 Goal	2016-17 Actual	2016-17 Goal	2017-18 Goal	2018-19 Goal
Outputs						
Funds spent on equipment and building improvements	$1,470	$8,022	$0	$59,576	$12,509	$16,132

Law Enforcement Trust Fund Treasury Confiscated

Revenue Category	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Fines & Forfeitures	18,647	11,217	-	-
Investment Income	2,733	2,987	2,000	5,000
Appropriated Fund Balance	-	-	372,552	-
Beginning Surplus	-	-	10,509	11,132
Total	**21,381**	**14,203**	**385,061**	**16,132**

Expenditure Category	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Operating				
Professional Services	-	-	2,000	-
Repair and Maintenance Services	-	-	25,927	-
Operating Supplies	-	-	2,678	-
Operating Total	**-**	**-**	**30,605**	**-**
Capital				
Buildings	1,470	-	880	-
Improvements Other Than Buildings	-	-	59,791	-
Machinery and Equipment	-	-	293,785	16,132
Capital Total	**1,470**	**-**	**354,456**	**16,132**
Total	**1,470**	**-**	**385,061**	**16,132**

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 $35,497 for equipment purchases that will support the activities that are covered under the Department of Justice guidelines.

Accomplishments

Funds were used to continue 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	2015-16 Actual	2015-16 Goal	2016-17 Actual	2016-17 Goal	2017-18 Goal	2018-19 Goal
Outputs						
Funds spent on equipment	$23,813	$49,967	$296,676	$110,623	$107,123	$35,497

Law Enforcement Trust Fund Justice Confiscated

Revenue Category	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Fines & Forfeitures	103,981	23,719	-	-
Investment Income	5,616	5,486	5,000	6,000
Appropriated Fund Balance	-	-	416,594	-
Beginning Surplus	-	-	102,123	29,497
Total	**109,597**	**29,206**	**523,717**	**35,497**

Expenditure Category	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Operating				
Professional Services	-	-	31,200	-
Operating Supplies	940	12	138,002	-
Operating Total	**940**	**12**	**169,202**	**-**
Capital				
Improvements Other Than Buildings	-	296,676	149,176	-
Machinery and Equipment	23,813	-	205,339	35,497
Capital Total	**23,813**	**296,676**	**354,515**	**35,497**
Total	**24,753**	**296,688**	**523,717**	**35,497**

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 were expended to provide training for the department's Special Weapons and Tactics (SWAT) team members. This specialized training was provided by National Tactical Officers Association, which is a non-profit organization dedicated to serving the law enforcement community. The mission of the National Tactical Officers Association is to enhance the performance and professional status of law enforcement personnel by providing a credible and proven training resource as well as a forum for the development of tactics and information exchange.

Funds expended for the conference registration fees and related travel expenses of two command staff members to attend the "54th National Annual Training Conference" presented by FBI National Academy Associates, Inc. This four-day conference provided an opportunity for professional development of command staff members who attended.

Funds expended for the conference registration fees and related travel expenses of a Police Sergeant to attend "Supervisor Leadership Institute" presented by FBI-LEEDA, Inc. This four-day conference provided an opportunity to enhance leadership competencies of the sergeant who attended. The mission of FBI-LEEDA Inc. is to advance the science and art of law enforcement leadership and promote the exchange of information to improve law enforcement management practices through training, education, and networking among police professionals across the United States and beyond.

Funds expended for the conference registration fees and related travel expenses of two Police Service Aides assigned to the department's Code Compliance Division to attend "Fundamentals of Code Enforcement (Level I)" presented by Florida Association of Code Enforcement. Candidates must complete the requisite 40 hours of courses, which include Report Writing (4 hours), Communication Skills (4 hours), Legal Aspects (8 hours), Property Ownership (8 hours), Ethics (4 hours), and Principles & Practices of Code Enforcement (12 hours).

Law Enforcement Trust Fund $2 Police Education Performance Measures

Indicator	2015-16 Actual	2015-16 Goal	2016-17 Actual	2016-17 Goal	2017-18 Goal	2018-19 Goal
Outputs						
Number of new recruits sent to the Police Academy	14	4	13	5	4	4
Efficiency						
Average training cost per recruit	$4,000	$3,620	$4,000	$4,000	$4,200	$4,450

Law Enforcement Trust Fund $2 Police Education

Revenue Category	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Fines & Forfeitures	28,961	15,818	28,382	17,391
Investment Income	2,112	1,708	2,000	2,000
Appropriated Fund Balance	-	-	159,128	-
Beginning Surplus	-	-	-2,000	-2,000
Total	**31,073**	**17,526**	**187,510**	**17,391**

Expenditure Category	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Operating				
Travel Per Diem	25,333	22,754	110,363	1,391
Publications and Memberships	55,760	59,640	77,147	16,000
Operating Total	**81,093**	**82,394**	**187,510**	**17,391**
Total	**81,093**	**82,394**	**187,510**	**17,391**

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 $135,708 for equipment purchases that will support activities that are covered under the Florida Department of Law Enforcement guidelines.

Accomplishments

Funds were used for the purchase of Gang Resistance and Drug Education (G.R.A.D.E.) workbooks and tee shirts. The G.R.A.D.E. Program is taught to all 5th grade students as a preventative program against gang involvement, alcohol and drug abuse, cigarette smoking, bullying and establishing self-esteem.

Law Enforcement Trust Fund FDLE Confiscated Performance Measures

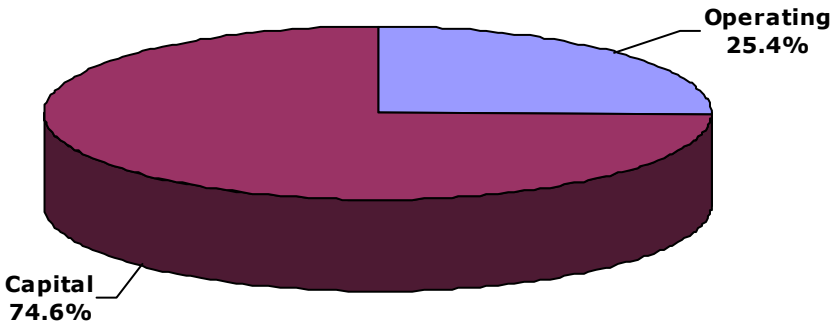
Indicator	2015-16 Actual	2015-16 Goal	2016-17 Actual	2016-17 Goal	2017-18 Goal	2018-19 Goal
Outputs						
Funds spent for drug and crime prevention	$10,350	$16,090	$8,000	$35,361	$23,323	$26,732
Funds spent on equipment and building improvements	$0	$70,000	$0	$198,633	$131,014	$135,708

Law Enforcement Trust Fund FDLE Confiscated

Revenue Category	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Fines & Forfeitures	176,672	208,921	-	-
Investment Income	5,783	7,430	5,000	12,000
Appropriated Fund Balance	-	-	659,841	-
Beginning Surplus	-	-	149,337	169,940
Total	**182,455**	**216,351**	**814,178**	**181,940**

Expenditure Category	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Operating				
Professional Services	-	-	12,951	-
Other Contractual Services	9,750	2,100	21,150	19,500
Travel Per Diem	-	-	6,176	-
Other Current Charges and Obligations	-	-	5,000	-
Operating Supplies	10,350	8,000	75,829	26,732
Operating Total	**20,100**	**10,100**	**121,106**	**46,232**
Capital				
Buildings	-	-	105,774	-
Machinery and Equipment	-	-	580,213	135,708
Capital Total	**-**	**-**	**685,987**	**135,708**
Grants and Aid				
Aids to Private Organizations	-	-	7,085	-
Grants and Aid Total	**-**	**-**	**7,085**	**-**
Total	**20,100**	**10,100**	**814,178**	**181,940**

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

In October and November of 2017, the annual Veterans Employment Expo and the annual Health Fair was held at the Carl Shechter SWFP Community Center.

Accomplishments

The Counselor position was re-introduced this past fiscal year and has been a great asset to the Center. Many members are seeking out much needed individual counseling and participating in current support groups. The Counselor has brought much knowledge and assistance for our senior population who are in need of specialized attention and guidance.

Older Americans Act (OAA) Grant Performance Measures

Indicator	2015-16 Actual	2015-16 Goal	2016-17 Actual	2016-17 Goal	2017-18 Goal	2018-19 Goal
Outputs						
Number of clients receiving day care services	100	104	63	100	120	80
Number of senior clients registered at SW Focal Point Center	2,007	3,200	1,900	3,700	2,500	2,000
Units (1 hour) of service:						
Public education	47	48	35	48	48	48
Personal care	4,816	4,576	4,042	4,525	4,454	4,454
Respite	514	390	552	390	460	460
Homemaker	3,163	3,176	3,117	3,128	3,127	3,127
Number of one-way client (age 60+) trips per year	36,138	26,267	34,646	25,513	25,514	24,775
Screening & Assessment	121	100	147	120	120	120
Adult day care	36,046	50,176	48,721	36,036	36,036	49,684
Counseling--individual	73	72	177	72	72	72
Counseling--group	91	58	67	60	60	90
Recreation	7,806	4,990	6,383	5,624	6,611	6,411
Caregiver Training & Support - Group	144.0	148.0	156.0	148.5	220.0	148.0
Effectiveness						
% of service units billed	100.00%	100.00%	91.63%	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	0.25	3.00	0.86	3.00	2.00	2.50
Vehicular accidents per 100,000 miles	2.12	0.00	3.00	0.00	0.00	0.00
Road calls per passenger trip	0.0002	0.0000	0.0003	0.0000	0.0000	0.0000
Grant reimbursement per trip	$8.80	$8.80	$9.06	$8.80	$9.06	$9.33

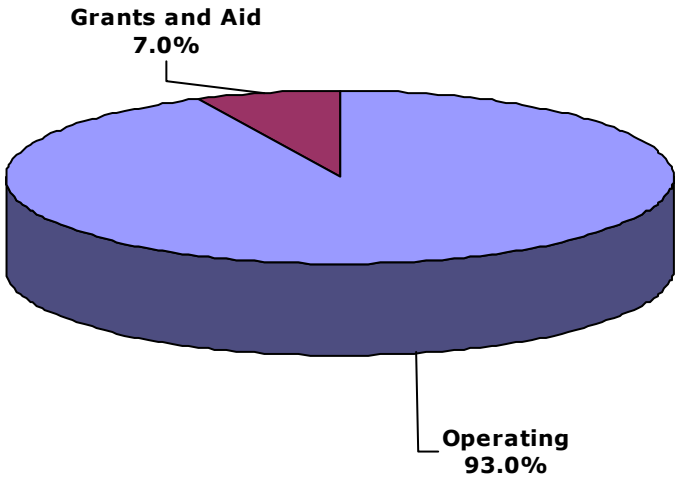
Service terminated by OAA.

Older Americans Act (OAA) Grant

Revenue Category	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Federal Grants	487,555	372,298	418,192	418,192
Grants from Local Units	148,979	121,557	139,151	139,151
State Grants	254,596	246,656	241,570	231,154
Private Gifts / Contributions	9,264	14,215	20,000	20,000
Interfund Transfers	442,365	506,630	522,434	561,224
Total	**1,342,758**	**1,261,354**	**1,341,347**	**1,369,721**

Expenditure Category	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Operating				
Professional Services	158	2,891	1,400	1,800
Other Contractual Services	1,152,148	1,112,245	1,130,523	1,150,895
Repair and Maintenance Services	17,791	16,072	60,800	61,000
Operating Supplies	93,969	48,440	53,340	53,500
Operating Total	**1,264,066**	**1,179,648**	**1,246,063**	**1,267,195**
Grants and Aid				
Aids to Government Agencies	101,926	81,706	95,284	95,284
Grants and Aid Total	**101,926**	**81,706**	**95,284**	**95,284**
Total	**1,365,992**	**1,261,354**	**1,341,347**	**1,362,479**

Expenditure Category



Debt Service Fund

Mission

To optimize City resources in obtaining funds for City projects.

Goals

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

Objectives

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

Major Functions and Activities

The following paragraphs describe the bond issues of the City of Pembroke Pines. The balances outstanding shown in these paragraphs are as of April 30, 2018. All capitalized terms are as defined in each bond issue's official documents.

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

On March 25, 2008, the City issued $64,095,000 bonds for the purpose of providing funds to: (i) finance the acquisition, construction and equipping of certain additions to existing charter school educational facilities located within the City and (ii) advance refund the outstanding City of Pembroke Pines, Florida Charter School Revenue Bonds, Series 2001A and 2001B (the "Refunded Bonds") in the aggregate principal amount of $29,405,000 and $17,715,000, respectively. The 2008 Bonds have an outstanding balance of $62,395,000 due in varying installments through July 1, 2038. They initially bear interest at the Weekly Rate, but may be converted at the option of the City, to a Fixed Rate. The interest rate during each Weekly Rate Period will be determined by the Remarketing Agent and no 2008 Bond shall bear interest at an interest rate higher than 12% per annum. The 2008 Bonds and the City's regular payment obligations under the Series 2008 Swap Transaction, are payable from and secured by a lien upon and pledge of revenues derived by the City from lease payments made to the City as a result of its ownership and operation of the Charter Schools and Charter Lab School, including, fee-based pre-school programs and revenues received pursuant to leases and/or other agreements for use of such facilities. Pursuant to the Resolution, the City has covenanted to apply the funds on deposit in the Special Revenue Fund to the payment of the Charter School Lease Revenues prior to any other application. In the event the Pledged Revenues are not sufficient, the City has covenanted to budget and appropriate in its annual budget amounts sufficient to meet its obligation from Non-Ad Valorem Revenues. The covenant to budget and appropriate does not create any lien upon or pledge of such Non-Ad Valorem Revenues. The 2008 Bonds were issued on parity with any Additional Parity Bonds.

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

In an effort to hedge its exposure to variable interest rates on the 2008 Bonds, the City has entered into four Qualified Fixed Payor Swap (pay-fixed, receive-variable interest rate swap) transactions (collectively, the "Series 2008 Swap Transaction") with two Counterparties.
On May 17, 2011, the City reissued the Charter 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, 2018 is not available, the debt service shown in the following "Schedule of Debt Service on Outstanding Bonds as of September 30, 2017" is based on the 1.53% interest rate which was the SIFMA Rate (.94%) in effect at the financial statement date of September 30, 2017 (per GASB Statement No. 38, paragraph 10) plus the 0.59% interest spread to the Bank.

~ Capital Improvement Revenue Refunding Bonds, Series 2010:

On June 22, 2010, the City issued the Capital Improvement Revenue Refunding Bonds, Series 2010 in the amount of $8,545,700 for the purpose of refunding the outstanding $8,690,000 Capital Improvement Revenue Bonds, Series 1999 in order to realize a net interest cost savings. These Series 2010 Bonds have an outstanding balance of $5,575,100 due in varying installments through December 1, 2026. The outstanding bonds bear interest at the rate of 4.1575%, with interest payable semi-annually on June 1st and December 1st. The principal and interest on these bonds are payable from a pledge of and lien upon the City's electric franchise revenues on a parity with the Capital Improvement Revenue Refunding Bonds, Series 2006, the Capital Improvement Revenue Bonds (Phase II of Forman Senior Housing Project), Series 2007, the Variable Rate Capital Improvement Revenue Refunding Bonds (Susan B. Anthony Center), Series 2008 and any Additional Parity Franchise Revenue Bonds. The Bonds are subject to redemption at the option and direction of the Issuer in whole or in part on any date on and after the 10th anniversary of the Delivery Date at a redemption price equal to the principal amount thereof to be redeemed plus interest accrued to the date of redemption.

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 $8,147,323 due in varying installments through December 1, 2025. The outstanding bonds bear interest at the rate of 3.50%, with interest payable semi-annually on June 1st and December 1st. The Bonds are not subject to optional redemption prior to December 1, 2015. After December 1, 2015, they may be subject to optional redemption, at the direction of the Issuer, in whole or in part, on any day for which proper notice of redemption may be given in accordance with the Resolution at a redemption price equal to the principal amount to be redeemed plus interest accrued to the date of redemption, plus a premium as set forth below:

Redemption Date Premium:
December 2, 2015 through December 1, 2020: 1%
December 2, 2020 and thereafter: 0%

~ TAXABLE COMMUNICATIONS SERVICES TAX REVENUE BONDS, Series 2013:

On October 15, 2013, the City issued $35,300,000 bonds in order to maintain the City's pension contribution as a percentage of payroll at the level prior to the increased benefits for firefighters under the contributory defined benefit retirement plan known as the City Pension Fund for Firefighters and Police Officers. These bonds have an outstanding balance of $30,240,000 due in varying installments through October 1, 2033. The outstanding bonds bear an interest rate of 5.45%, payable semi-annually on April 1st and October 1st of each year. The principal and interest on these bonds are payable from and secured by a pledge of and an irrevocable lien on the Communications Services Tax Revenues and Water Public Service Tax Revenues on a parity with the Series 2014 Bonds and any Additional Parity Bonds hereafter issued. The lien on and pledge of the Water Public Service Tax Revenues to the payment of the bonds shall be released upon the City demonstrating that, based on the City's annual audited financial statements for the two fiscal years immediately preceding such release, the Communications Services Tax Revenues recognized for each of such fiscal year, without taking into consideration any Water Public Service Tax Revenues, were not less than 1.30 times the Maximum Bond Service Requirement on all parity bonds then outstanding. This lien has not yet been released.

TAXABLE COMMUNICATIONS SERVICES TAX REVENUE BONDS, Series 2014:

On September 10, 2014, the City issued $41,540,000 bonds for the purpose of funding a deposit to the Police Pension Plan under the contributory defined benefit retirement plan known as the City Pension Fund for Firefighters and Police Officers and the General Employees' Pension Plan to maintain the City's annual contribution to such plans at approximately the same level as before the adoption of the 2004 Enhanced Pension Benefits. These bonds have an outstanding balance of $36,465,000 due in varying installments through October 1, 2033. The outstanding bonds bear interest at rates from 4.25% to 5.25%, payable semi-annually on April 1st and October 1st of each year. The principal and interest on these bonds are payable from and secured by a pledge of and an irrevocable lien on the Communications Services Tax Revenues and Water Public Service Tax Revenues on a parity with the Series 2013 Bonds and any Additional Parity Bonds hereafter issued. The lien on and pledge of the Water Public Service Tax Revenues to the payment of the Bonds shall be released upon the City demonstrating that, based on the City's annual audited financial statements for the two fiscal years immediately preceding such release, the Communications Services Tax Revenues recognized for each of such fiscal year, without taking into consideration any Water Public Service Tax Revenues, were not less than 1.30 times the Maximum Bond Service Requirement on all parity bonds then outstanding. This lien has not yet been released. The bonds maturing on and after October 1, 2033 are subject to redemption prior to their respective dates of maturity at the option of the City on or after October 1, 2024, in such order of maturity as the City selects, plus accrued interest to the redemption date.

~ PUBLIC IMPROVEMENT REVENUE BONDS, SERIES 2014:

On September 10, 2014, the City issued $29,040,000 bonds for the purpose of funding the cost, planning, acquisition, construction, and equipping of the Senior Housing Project (Towers One & Two), the site development, engineering and permitting costs related to the Senior Housing Project, and the mobile safety equipment. These bonds have an outstanding balance of $26,155,000 due in varying installments

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 $72,715,000 due in varying installments through September 1, 2036. The outstanding bonds bear interest at rates from 1.50% to 5%, with interest payable semi-annually on March 1st and September 1st. The Series 2015 Bonds are general obligations of the City and are payable from unlimited ad valorem taxes on all taxable real and tangible personal property within the City (except exemptions provided by applicable law). There is no limitation as to the rate or amount of ad valorem taxes that can be levied for the purpose of paying the Series 2015 Bonds. The bonds maturing on or after September 1, 2026 are subject to redemption at the option of the City, on or after September 1, 2025, in such order of maturity as the City selects, plus accrued interest to the redemption date.

~ PUBLIC IMPROVEMENT REVENUE REFUNDING BONDS, SERIES 2017:

On October 11, 2016 the City issued $17,386,400 bonds for the purpose of advance refunding of all of the Public Improvement Revenue Bonds, Series 2006. These refunding bonds have an outstanding balance of $14,620,200 due in varying installments through October 1, 2022. The outstanding bonds bear interest at 1.340%, with interest payable semi-annually on April 1st and October 1st. The principal and interest on these bonds are payable from a pledge of and lien upon the City's electric public service tax revenues on a parity with the Public Improvement Revenue Bonds, Series 2001, 2004A, 2004B, 2006, 2014 and any Additional Parity Bonds.

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

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

These 2016 Bonds have an outstanding balance of $7,221,000. They will mature on October 1, 2038, subject to optional redemption, purchase and tender. During any Daily Period or Weekly Period, the Series 2016 Bond are subject to redemption by the Issuer, at the option of the Issuer, in whole at any time or in part on any Interest Payment Date, less than all of such Series 2008 Bonds to be selected by lot or in such other manner as the Trustee shall determine, at a redemption price of 100% of the outstanding principal amount thereof plus accrued interest. The Series 2016 Bond shall be subject to mandatory tender by the Registered Owners for purchase.

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

Debt Service Fund

~ CAPITAL IMPROVEMENT REVENUE REFUNDING BONDS, Series 2017:

On May 24, 2017, the City issued $45,960,000 bond refunding Capital Improvement Revenue Refunding Bonds, Series 2006 Capital Improvement Revenue Bonds (Phase II of Forman Senior Housing Project), Series 2007. These bonds have an outstanding balance of $43,305,000 due in varying installments through December 1, 2036. The outstanding bonds bear interest at rates from 2.00% to 5.00%, with interest payable semi-annually on June 1st and December 1st. The principal and interest on these bonds are payable from a pledge of and lien upon the City's electric franchise revenues on a parity with the Capital Improvement Revenue Refunding Bonds, Series 2006, Series 2007 and any additional Parity Franchise Revenue Bonds.

Budget Highlights

Future debts will be issued as the Commission deems appropriate.

Accomplishments

All bond issues' obligations were met and covenants complied.

Debt Service Fund Performance Measures

Indicator	2015-16 Actual	2015-16 Goal	2016-17 Actual	2016-17 Goal	2017-18 Goal	2018-19 Goal
Outputs						
Number of bond issues outstanding	12	12	12	12	11	10
Number of payments	70	82	68	68	68	20
Efficiency						
% of payments made in accordance with bond indenture	100%	100%	100%	100%	100%	100%
% of required funding accomplished	100%	100%	100%	100%	100%	100%

City of Pembroke Pines, Florida

Schedule of Debt Service on Outstanding Bonds as of September 30, 2018

	Refunding Charter Sch Bonds & New Charter School Projects	**Refunding** Capital Improv Series 1999	**Refunding** Firefighters Pension Series 2003A	**Refunding** Police Officers & General Employees Pension Series 2004	**Refunding** Senior Housing Tower I & II 2004A & 2004B
Type of Bonds	$64,095,000	$8,545,700	$35,300,000	$41,540,000	$29,040,000
Revenue	Charter School	Capital Improv. Refunding	Taxable Comm. Services Tax Refunding	Taxable Comm. Services Tax Refunding	Public Improv. Refunding
General Obligation	*				
Fiscal Y/E Sep 30	Series 2008	Series 2010	Series 2013	Series 2014	Series 2014
2019	1,050,202	705,234	2,841,173	3,160,801	2,176,606
2020	1,046,042	706,283	2,840,187	3,160,213	2,182,106
2021	1,049,799	706,141	2,837,531	3,156,675	2,180,706
2022	1,048,269	708,345	2,832,555	3,150,650	2,171,931
2023	2,178,949	708,938	2,830,701	3,148,094	2,182,431
2024	2,449,249	707,946	2,823,222	3,149,365	2,175,306
2025	2,308,673	827,893	2,824,932	3,139,715	2,172,681
2026	2,337,092	827,124	2,820,253	3,139,235	2,171,681
2027	3,843,307	829,084	2,818,689	3,132,980	2,172,056
2028	4,944,979	-	2,815,086	3,131,112	2,184,731
2029	5,056,751	-	2,809,437	3,128,153	2,174,953
2030	5,147,202	-	2,802,421	3,128,602	2,176,625
2031	5,238,700	-	2,799,073	3,117,365	2,165,000
2032	5,043,497	-	2,793,378	3,119,832	2,159,875
2033	5,145,579	-	2,789,904	3,116,182	2,155,374
2034	5,263,904	-	2,788,075	3,106,414	2,165,850
2035	5,405,761	-	-	-	2,154,850
2036	5,538,448	-	-	-	-
2037	5,677,952	-	-	-	-
2038	5,828,376	-	-	-	-
Total debt service	**$ 75,602,732**	**$ 6,726,988**	**$ 45,066,617**	**$ 50,185,387**	**$ 36,922,765**
Principal outstanding FY 2018	$ 62,295,000	$ 5,575,100	$ 30,240,000	$ 36,465,000	$ 26,155,000

City of Pembroke Pines, Florida

Schedule of Debt Service on Outstanding Bonds as of September 30, 2018

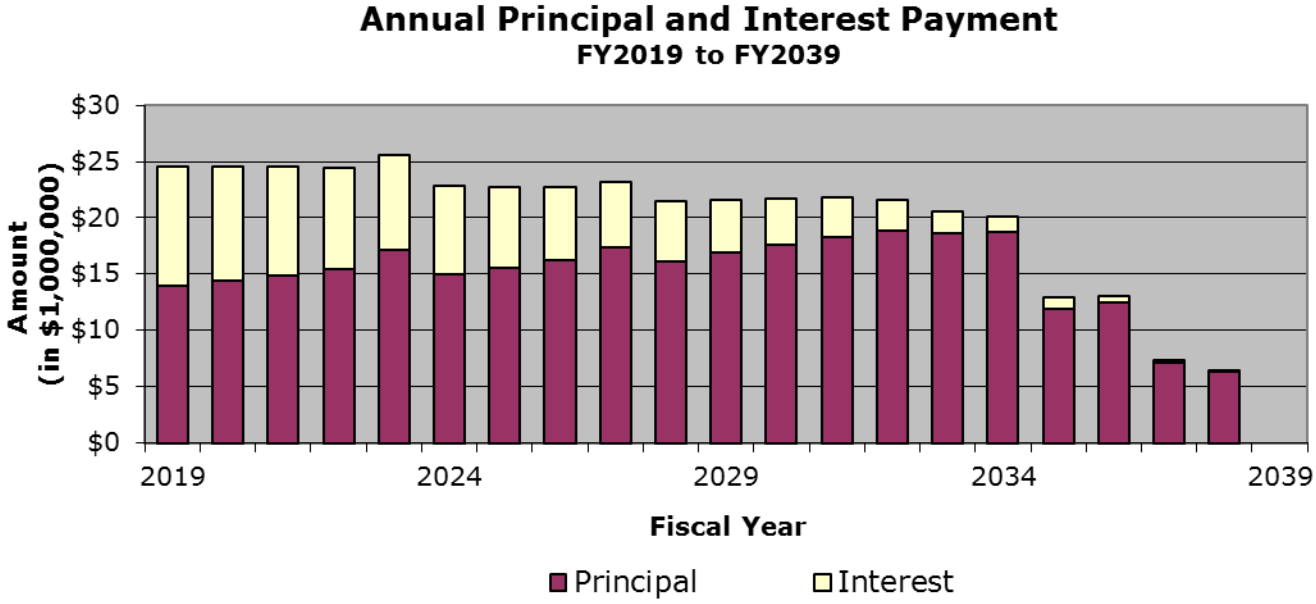
					Business-type Activities	Combined Activities
	Refunding 2005 GO Bonds and Partial 2007 GO Bonds	**Refunding** Susan B. Anthony Center 2005 Bonds	**Refunding** Pubic Improvement, Series 2006	Various Capital Projects & **Advance Refunding** Cap Imprv, Series 2006 & 2007	Consolidated Utility System Project	
Type of Bonds	$76,045,000	$7,636,000	$17,386,400	$45,960,000	$12,300,000	
Revenue		Variable Rate Cap Improv. Refunding	Public Improv. Refunding	Capital Improv. Refunding	Consolidated Utility System	
General Obligation	General Obligation	**				
Fiscal Y/E Sep 30	Series 2015	Series 2016	Series 2016	Series 2017	Series 2010	Total Debt Service/ Principal
2019	5,897,938	340,869	3,021,949	4,570,038	1,056,701	24,821,512
2020	5,895,938	347,200	3,027,331	4,554,288	1,056,203	24,815,791
2021	5,897,688	353,365	3,021,895	4,565,988	1,055,687	24,825,475
2022	5,897,688	361,365	3,023,956	4,542,963	1,055,152	24,792,874
2023	5,895,688	369,165	3,019,999	4,529,212	1,054,601	25,917,779
2024	5,896,438	377,766	-	4,532,837	1,054,029	23,166,157
2025	5,894,438	387,151	-	4,420,962	1,053,438	23,029,883
2026	5,894,438	396,304	-	4,418,462	1,052,827	23,057,417
2027	5,895,238	407,224	-	4,412,337	-	23,510,915
2028	5,894,738	417,879	-	2,325,588	-	21,714,113
2029	5,894,988	429,268	-	2,320,463	-	21,814,013
2030	5,896,388	441,375	-	2,345,162	-	21,937,775
2031	5,896,187	454,184	-	2,340,988	-	22,011,497
2032	5,894,937	467,676	-	2,227,800	-	21,706,995
2033	5,892,687	481,837	-	1,195,931	-	20,777,494
2034	5,893,937	495,649	-	1,185,375	-	20,899,205
2035	5,892,937	511,113	-	1,189,250	-	15,153,911
2036	5,894,187	527,195	-	1,185,500	-	13,145,330
2037	-	543,878	-	1,189,000	-	7,410,830
2038	-	560,147	-	-	-	6,388,523
Total debt service	**$ 106,116,478**	**$ 8,670,610**	**$ 15,115,130**	**$ 58,052,144**	**$ 8,438,638**	**$ 410,897,489**
Principal outstanding FY 2018	$ 70,275,000	$ 7,221,000	$ 14,620,200	$ 43,305,000	$ 7,361,546	$ 303,512,846

***** Based on the **1.53%** 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, 2017) Statement No. 38, paragraph 10, which was **0.94%** + the 0.59% Direct Purchase spread to the bondholder for a four year term from May 29, 2014 to July 1, 2018.

****** Based on the 1.66% seven year term (from September 30, 2017) Direct Purchase fixed rate in effect at the financial statement date (September 30, 2017) 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, 2018" regarding the two variable rate bond issues, the total annual debt service will be fairly constant for the next 15 years, 2019-2034, at approximately $20,100,000 to $26,000,000. From the year of 2035 forward and as more bonds mature, the total annual debt service will decline significantly, if no additional bonds are issued.



The debt service and related fees of the Variable Rate Capital Improvement Revenue Refunding Bonds (Susan B. Anthony Center), Series 2016 of $7,433,000 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, 2018 is **$303,512,846** representing a decrease of **$13,465,178** from prior year as a result of principal repayment.

Property Taxable Value for fiscal Year Ending Sept. 30, 2018 (2017 Tax Year)

Property Assessed Value:

Just Value	$ 18,793,239,672
Less: Property and Personal Exemptions	(3,480,814,376)
Homestead Assessment Differential [1]	(3,124,248,590)
Nonhomestead Residential Property Differential [2]	(232,656,770)
Certain Residential and Nonresidential Real Property Differential [2]	(77,229,570)
Agricultural Differential [3]	(21,534,940)
Pollution Control Devices Differential [4]	(452,402)
Value Adjustment Board & Broward County Property Appraiser Adjustments	(74,246,257)
Final Taxable Value	$ 11,782,056,767

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

Legal Debt Limit

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

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

City's debt management policy regarding direct unlimited tax general obligation debt limitation (1.5% of the City's taxable assessed		$ 176,730,852
General Obligation Bonds, Series 2015	70,275,000	
Total General Obligation Bond subject to debt limitation		70,275,000
Total Outstanding Debt	316,987,023	
Legal Debt Margin		$ 106,455,852

Bond Covenants

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

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

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

Public Improvement Revenue Bonds, Series 2014

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

Public Improvement Revenue Refunding Bonds, Series 2016

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

Capital Improvement Revenue Refunding Bonds, Series 2017

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

Charter School Revenue Bonds, Series 2008 *(Reissued in May 2014)*

Additional Parity Bonds payable on a parity with the 2008 Bonds may be issued for acquisition or construction of additional educational facilities and related facilities for Charter Schools or Charter Lab School or for refunding of Bonds, and only if the pledged revenues for the most recent full fiscal year equal at least 120% of the maximum bond debt service requirement on all existing and proposed parity bonds.

Variable Rate Capital Improvement Revenue Refunding Bonds, Series 2008 *(Reissued in September 2016)*

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

Capital Improvement Revenue Refunding Bonds, Series 2010

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

Consolidated Utility System Revenue Bonds, Series 2010

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

Debt Service Fund

Revenue Category	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Ad Valorem Taxes	5,904,829	5,956,732	5,888,916	5,641,632
Utility Taxes	2,148,110	2,249,136	1,986,358	2,448,868
Communications Service Tax	5,545,281	5,254,642	5,549,000	5,095,000
Franchise Fees	824,273	747,745	644,460	760,566
Investment Income	117,273	97,829	118,800	120,800
Rents & Royalties	12,030,058	11,559,069	11,462,194	11,350,838
Interfund Transfers	118,065	118,065	88,551	-
Debt Proceeds/Installment Purchase	7,636,000	68,857,604	-	-
Beginning Surplus	-	-	-171,694	87,330
Total	**34,323,889**	**94,840,822**	**25,566,585**	**25,505,034**

Expenditure Category	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Debt Services				
Principal Payments	11,683,165	12,269,466	12,767,951	13,029,600
Interest Payments	14,496,970	12,593,430	12,781,084	12,462,084
Other Debt Service Costs	76,925	3,825	17,550	13,350
OneTimers	7,565,000	71,149,279	-	-
Debt Services Total	**33,822,061**	**96,016,000**	**25,566,585**	**25,505,034**
Other				
Transfers	-	634,634	-	-
Bond Issuance	71,000	636,968	-	-
Other Total	**71,000**	**1,271,602**	**-**	**-**
Total	**33,893,061**	**97,287,603**	**25,566,585**	**25,505,034**

Municipal Construction Fund

Mission

To account for the funding of various municipal construction projects with the objective of ensuring that only appropriated funds pertaining to each project are utilized.

Goals

To complete projects on time and within the established project budget.

Objectives

To account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by proprietary and trust funds).

Major Functions and Activities

The construction of many different types of structures and facilities is an intrinsic element of the City's planning. Revenues may be derived from funds dedicated by developers or financed through bank loans or bond issues.

Funding for projects that have been initiated but have not yet been completed during the current fiscal year are carried forward each year until the project has been completed. The carryover of unspent funds is a post-adoption process and as such is not reflected in the adopted budget for October 1st.

Budget Highlights

As per policy, total project cost is appropriated in the year financing is secured. At this point no new municipal construction projects are envisioned for fiscal year 2018-19; therefore, the fund has no expenditure appropriations. However, unspent funds from projects that will be financed by the General Obligation Bonds, which were appropriated in the fiscal years 2004-05 and 2006-07, will become part of the fiscal year 2018-19 appropriation after the budget is adopted and the carryover of funds finalized.

Accomplishments

Initiated the Planning/Design of the Memorial Park which is expected to be finished this fiscal year.

Completion of the City Hall/Civic Center.

Completion of the Memorial Park Restroom Building.

Municipal Construction Fund Performance Measures

Indicator	2015-16 Actual	2015-16 Goal	2016-17 Actual	2016-17 Goal	2017-18 Goal	2018-19 Goal
Outputs						
Number of projects completed	1	5	1	5	2	1

Municipal Construction Fund

Revenue Category	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Grants from Local Units	-	462,350	-	-
State Grants	-	1,000,000	-	-
Investment Income	137,205	-41,107	-	-
Private Gifts / Contributions	1,453,376	804,746	116,500	-
Interfund Transfers	11,061,921	16,986,797	-	-
Sale of Capital Assets	3,266,919	-	-	-
Beginning Surplus	-	-	-110,600	-
Prior Year Bond Proceeds	-	-	1,578,841	-
Total	**15,919,421**	**19,212,786**	**1,584,741**	**-**

Expenditure Category	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Capital				
Buildings	31,819,829	24,551,303	456,711	-
Improvements Other Than Buildings	4,793,651	3,759,104	646,418	-
Infrastructure	-	-	481,612	-
Capital Total	**36,613,480**	**28,310,407**	**1,584,741**	**-**
Total	**36,613,480**	**28,310,407**	**1,584,741**	**-**

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 appurtenances. Additionally, the water distribution

Utilities

section provides repair and preventative maintenance and testing services to 4,641 fire hydrants.

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

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

Budget Highlights

The City has invested heavily in the improvement, upgrading and modernization of the water and wastewater facilities, and will continue with this effort into the 2018-2019 fiscal year. The aim is to not just keep the assets operational and productive, but to improve efficiency, increase infrastructure lifespan and introduce advancements to make the utilities of the City, Best-in-Class. As such, we have included the following capital items in our 2018-2019 budget.

Wastewater Operations

$900,000 for force and gravity main project assessments and designs to improve our waste water collection and to limit the amount of stormwater entering our system, which increases operational costs; $50,000 to implement a new Fats, Oil and Grease (F.O.G.) program that will assist the City in the management of what is fast becoming a major concern, the dumping of fats, oils and grease from a variety of business enterprises directly into the sewer system;

$1,600,000 to replace and relocate lift stations that are approaching the end of their useful life, in a systematic and proactive process. This will lessen the likelihood of catastrophic failures and the inconvenience, annoyance and costs that may result;

$260,000 for generator upgrades/replacements to further improve the City's ability to function during emergencies and periods of inclement weather; $850,000 for the rehabilitation, replacement and modification of key components in the wastewater treatment plant to revitalize necessary treatment equipment, improve performance and enhance the operation and maintenance of that facility.

Water Plant Operations

$830,000 for security improvements in the form of concrete walls at the main water treatment plant and the Eastern wellfield. $100,000 has been budgeted for the design and permitting related to the construction of a new lime feed system that will upon its completion replace the aging lime slakers in use presently. The construction phase will be completed in the next fiscal year;

$800,000 for the rehabilitation of water treatment unit A and one of the existing lime slakers; $920,000 for the purchase of new pumps, motors, valves, flowmeters and process upgrades to make for a more efficient operation with less opportunities for disruptive equipment failure; $250,000 to upgrade and integrate a new SCADA system that will meet the needs of the improved water plant. This upgraded SCADA will allow for better monitoring and communication between all plant components and make decision making more precise and quick;

$2,500,000 is budgeted for the replacement of water mains in a phased program. This budget year will see water main replacements in the eastern section of the City and in Century Village; $225,000 will be spent on air strippers to further reduce Disinfection Byproducts in our water supply. The City has consistently maintained DBP's below the regulatory levels and seeks to maintain this trend under all operating conditions; the City seeks to implement an Advanced Metering Infrastructure (AMI) system to improve water metering, data collection and management through hardware and software improvements at a cost of $500,000; $100,000 is budgeted for the installation of new pressure transducers on our water mains citywide. This will allow for the monitoring of our water mains via real-time SCADA transmissions. In the event

Accomplishments

Three of remaining four raw water production wells have been rehabilitated. This will increase the useful

Utilities

life of the wells, motors and pumps.

Replaced another 10 lift stations with new units in keeping with our annual commitment to upgrade our lift stations.

Change over from chlorine gas at the water treatment plant to liquid sodium hypochlorite (bleach), which will reduce the potential for significant damage in the event of an accident, be easier to handle and manage from a health and safety perspective, be less corrosive on facilities and equipment, while still providing the highest level of disinfection as required by the regulatory agencies.

Total rehabilitation of waste water treatment unit #5 at the waste water treatment plant. This will return this unit to a like-new condition, provide for improved efficiency and increase its anticipated useful life.

Guard houses have been constructed at the water and wastewater treatment plants to increase safety.

Scrubber and bio-filter rebuilt at the Master 4 lift station

Utility buildings (waste water, water, health park) have been connected with fiber optic cable to facilitate the VT-SCADA upgrade and facilitate seamless monitoring of processes and security features from all locations simultaneously.

Utilities Performance Measures

Indicator	2015-16 Actual	2015-16 Goal	2016-17 Actual	2016-17 Goal	2017-18 Goal	2018-19 Goal
Outputs						
Number of potable water meters replaced	1,985	2,000	1,600	3,000	4,000	2,000
Linear feet of gravity sewer mains rehabilitated, eliminating inflow and infiltration into the sanitary sewer system	4,000	2,000	1,000	2,000	10,000	4,000
Miles of water main maintained	525	1,000	525	525	525	525
Fire hydrants maintained	5,160	4,700	5,160	4,700	5,160	5,220
Lift stations maintained	198	197	198	193	198	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	100,000	120,000	120,000
Effectiveness						
PH (County standard 6.5 - 9.1 or higher)	9.30	9.20	9.38	<9.50	9.00	>9.50
Total Residual Chlorine (County standard 4.0 or lower)	3.50	3.50	3.66	<4.00	3.50	3.50
Color (County standard 15.0 or lower)	15.00	6.00	13.27	6.00	5.00	2.00
Fluoride ASF (County standard 0.8 or lower)	0.80	0.80	0.56	0.70	0.80	0.80
Turbidity NTU (County standard 1.0 or lower)	0.90	0.90	0.31	1.00	0.90	0.90
Iron Fe- (County standard 0.3 or lower)	0.03	0.20	0.08	0.30	0.03	0.30
CBOD5 Effluent (County standard 20 or lower)	5.00	5.20	6.98	<2.00	5.00	6.00
TSS Effluent (County standard 20 or lower)	2.50	3.00	14.86	<2.00	2.50	13.00
Efficiency						
Number of hours required to repair a pressure main break	4	4	4	4	4	4
Number of hours required to respond to after-hours emergency situations	1	1	1	4	1	1

Utilities

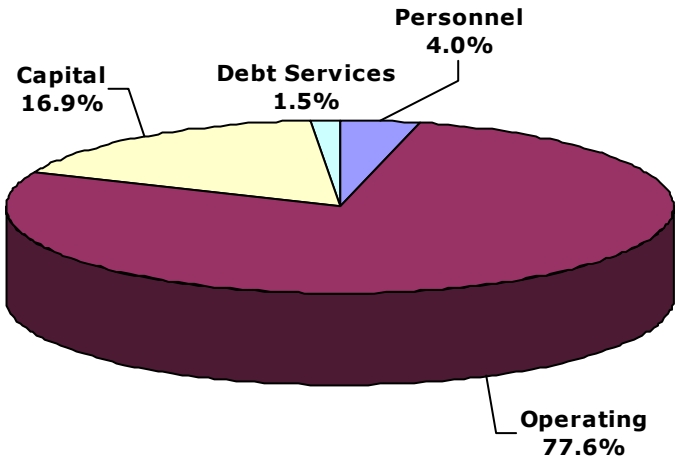
Revenue Category	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Building Permits	142,614	114,623	113,500	150,000
General Government Charges	51,823	93,641	40,000	60,000
Physical Environment Charges	746,877	737,750	650,000	779,000
Water/Sewer Charges	43,270,157	45,324,295	55,078,000	60,558,000
Investment Income	6,085,596	13,977,389	270,000	290,000
Disp of Fix Assets / Sale of Equip/ Scrap	28,918	7,494	5,000	5,000
Miscellaneous Revenues	1,988	-830	4,000	4,000
Other Miscellaneous Revenues	1,746	7,122	2,600	2,600
Private Gifts / Contributions	-	-	124,536	-
Appropriated Retained Earnings	-	-	7,148,369	-
Water/Sewer Connection	1,842,201	1,167,738	1,475,000	1,365,000
Capital Funded By Reserve	-	-	2,410,000	2,880,000
Beginning Retained Earnings	-	-	2,679,561	2,472,574
Total	**52,171,919**	**61,429,222**	**70,000,566**	**68,566,174**

Expenditure Category	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Personnel				
Salary	696,148	685,899	700,952	851,431
Benefits	2,049,366	5,111,850	1,960,603	1,897,141
Personnel Total	**2,745,515**	**5,797,749**	**2,661,555**	**2,748,572**
Operating				
Professional Services	992,963	987,084	915,934	1,593,000
Accounting and Auditing	50,141	50,012	49,500	52,300
Other Contractual Services	9,228,647	11,061,235	12,408,131	13,858,132
Travel Per Diem	23	70	5,300	3,110
Communication and Freight Services	256,574	216,451	267,960	258,460
Utility Services	9,349,776	9,363,201	9,578,598	10,585,498
Rentals and Leases	160,187	161,775	236,295	216,523
Insurance	892,724	1,199,838	1,940,439	1,815,080
Repair and Maintenance Services	355,315	820,474	1,615,521	2,100,180
Printing and Binding	14,820	11,225	18,000	16,000
Depreciation	6,563,911	6,750,455	2,410,000	2,880,000
Other Current Charges and Obligations	13,702,247	14,129,755	15,349,717	16,691,256
Office Supplies	26,806	30,623	30,100	35,000
Operating Supplies	1,274,080	1,621,532	3,375,722	3,076,350
Publications and Memberships	1,173	515	2,000	2,000
Training and Education	-	-	2,500	2,500
Operating Total	**42,869,388**	**46,404,245**	**48,205,717**	**53,185,389**
Capital				
Buildings	-	-	935,882	-
Improvements Other Than Buildings	-	-	7,070,372	7,950,000
Machinery and Equipment	-	-	9,898,846	3,635,000
Capital Total	**-**	**-**	**17,905,100**	**11,585,000**
Debt Services				
Principal Payments	-	-	785,777	813,279
Interest Payments	316,008	289,585	262,238	233,934
Other Debt Service Costs	-	500	-	-
Debt Services Total	**316,008**	**290,085**	**1,048,015**	**1,047,213**
Grants and Aid				
Aids to Government Agencies	29,005	41,824	55,643	-
Grants and Aid Total	**29,005**	**41,824**	**55,643**	**-**

Utilities

Other				
Transfers	11,061,921	13,791,343	-	-
Other Total	**11,061,921**	**13,791,343**	**-**	**-**
Total	**57,021,837**	**66,325,246**	**69,876,030**	**68,566,174**

Expenditure Category



Position Title		2015-16 Actual	2016-17 Actual	2017-18 Adopted	2018-19 Budget
12009 Assistant Director of Public Services		-	-	-	0.5
12027 Utility Operations Manager		1	1	-	-
12051 Public Services Director		0.5	0.5	0.5	0.5
12109 Administrative Supervisor		1	1	1	1
12148 Utilities Director		1	1	1	1
12484 Public Services Manager		-	-	-	0.5
12499 Deputy City Manager		0.5	0.5	0.5	0.5
12500 City Engineer		-	-	-	0.5
12516 Assistant City Manager		0.5	0.5	0.5	0.5
12523 Accountant		0.5	0.5	0.5	0.5
12741 Controller		0.5	0.5	0.5	-
12774 Engineer		0.5	0.5	1	0.5
12795 Utility Maintenance Manager		1	1	1	1
13163 Division Director of Utilities		1	1	-	-
13164 Special Projects Manager		0.5	0.5	-	-
Total	Full-time	7	7	6.5	7
	Part-time	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.

Goals

The Self Insurance Division is responsible for the implementation and monitoring of the insurance and safety programs of the City. The purpose of the Division is to minimize the City's exposure to financial loss through the effective use of loss prevention and transfer programs, safety programs, and vigilant claims processing.

Objectives

Reduce the severity and frequency of workers' compensation losses by continuous safety training and updating of city-wide Safety Programs.

Reduce the number of automobile accidents through Defensive Driving Training.

Continue to monitor group health and life insurance claims, plan design and fees.

Ensure the City has adequate coverage related to property and casualty insurance to protect its employees and physical assets against loss and liability.

Continue electronic File System Deployment.

Major Functions and Activities

The Risk Management Division is responsible for writing the specifications for insurance programs that will best protect the City's financial interests, its employees, and its physical assets.

Responsible for reporting, negotiating and settling claims against the City in a timely and cost-effective manner.

Responsible for the administration of workers' compensation claims in accordance with Florida Statute 440.

Responsible for providing a safe environment through the use of updated safety programs and training.

Responsible for reviewing all contracts awarded by the Commission to ensure that vendors have adequate insurance coverage when conducting business with the City.

Responsible for coordinating the training of all City employees in areas including, but not limited to, social diversity, sexual harassment, safety, and anger management. Such training is not funded from this Division but is coordinated as necessary.

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

Budget Highlights

The 2018-19 budget reflects a $1.2 million or 4.5% increase over the 2017-18 working budget with increases in health insurance, workers compensation, and property and casualty insurance. The budget will provide services and educate employees regarding benefits, monitor procedures to control claims cost, transfer risk as applicable, procure and provide the appropriate cost-effective insurance programs, and investigate and review options to reduce all claims costs including employees benefits.

Public Insurance Fund Performance Measures

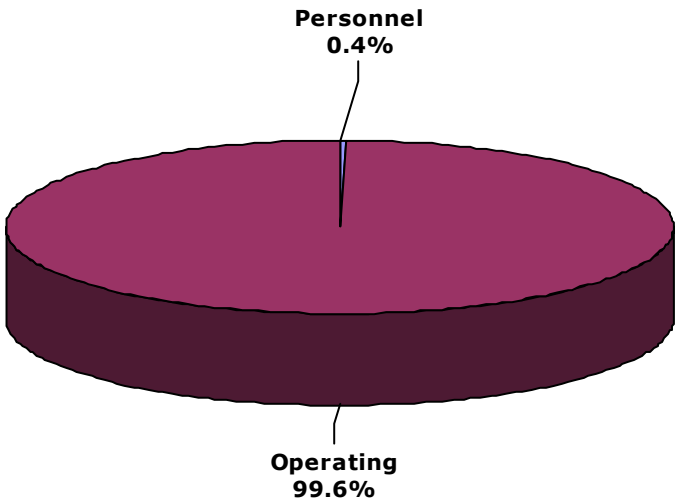
Indicator	2015-16 Actual	2015-16 Goal	2016-17 Actual	2016-17 Goal	2017-18 Goal	2018-19 Goal
Outputs						
Safety seminars	12	18	18	18	12	7
Effectiveness						
Total claims	120	90	157	80	120	140
Efficiency						
Average workers' compensation insurance cost per FT Employee	$1,497	$1,000	$1,818	$1,200	$1,497	$1,488

Public Insurance Fund

Revenue Category	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
General Government Charges	15,143,532	16,527,824	24,373,615	25,597,774
Investment Income	270,345	174,754	233,303	219,622
Other Miscellaneous Revenues	2,971,529	4,308,580	1,732,307	1,691,262
Total	**18,385,406**	**21,011,158**	**26,339,225**	**27,508,658**

Expenditure Category	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Personnel				
Salary	69,256	72,406	70,478	73,235
Benefits	24,582	100,713	46,159	36,489
Personnel Total	**93,837**	**173,120**	**116,637**	**109,724**
Operating				
Other Contractual Services	73,344	77,943	116,504	114,000
Travel Per Diem	-	-	2,000	2,000
Insurance	18,207,291	20,743,832	26,077,584	27,286,184
Repair and Maintenance Services	-	-	2,000	2,000
Printing and Binding	7,913	13,317	15,000	17,000
Other Current Charges and Obligations	-	-	-	-
Office Supplies	3,020	2,947	4,500	4,500
Operating Supplies	-	-	1,000	1,000
Training and Education	-	-	4,000	-
Operating Total	**18,291,569**	**20,838,038**	**26,222,588**	**27,426,684**
Total	**18,385,406**	**21,011,158**	**26,339,225**	**27,536,408**

Expenditure Category



Public Insurance Fund

Position Title		2015-16 Actual	2016-17 Actual	2017-18 Adopted	2018-19 Budget
12017 Risk/Benefits Manager		1	1	1	1
Total	Full-time	1	1	1	1
	Part-time	-	-	-	-

General Employees Pension

Mission

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

Goals

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

Objectives

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

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

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

To ensure that all Employees contribute 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 9% of the employee's base salary for bargaining employees, and 12% of the employee's base salary for exempt employees into the Defined Contribution Plan. Employees will not be required to make a contribution.

Effective July 1, 2010, bargaining unit members are no longer 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 2018-19 is approximately $3.5 million.

The GEPP budget includes an estimated annual rate of return of 7.25%, which approximates $20 million in

General Employees Pension

investment income.

The actuarial assumption of 7.25% represents the average long-term expected rate of return.

Accomplishments

The City's ADC for the fiscal year ending 2017-18 is $2.7 million. This represented a $0.3 million or 11.8% increase from the prior year, 2016-17. The City will be making an additional $0.8 million contribution to the ADC by the end of the 2018-19 year, totaling $3.5 million.

For the seven month period ending April 30, 2018 the GEPP investments were valued at $182 million. The annualized rate of return for this period was 9.43%.

General Employees Pension Performance Measures

Indicator	2015-16 Actual	2015-16 Goal	2016-17 Actual	2016-17 Goal	2017-18 Goal	2018-19 Goal
Outputs						
Retired participants	337	375	395	375	375	400
Benefits (in millions) paid to participants including those in the Deferred Retirement Option Plan (DROP)	$10.2M	$10.0M	$10.6M	$10.0M	$11.0M	$11.0M
Average retirement age	55	55	55	55	55	55
Average salary increase	0.0%	0.0%	2.0%	0.0%	2.0%	2.5%
Effectiveness						
% of transfers completed within a week of due date	100%	100%	100%	100%	100%	100%
Return on investment**	8.10%	7.75%	11.45%	7.75%	7.50%	7.25%
City contribution as a % of covered payroll ^	188.86%	51.70%	79.40%	51.70%	51.70%	75.00%
Efficiency						
% of administrative costs to total assets	0.05%	0.05%	0.00%	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	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Investment Income	12,414,477	20,215,440	11,000,000	20,000,000
Pension Fund Contributions	6,749,518	2,744,634	3,741,596	3,736,573
Beginning Surplus	-	-	-3,686,596	-12,661,573
Total	**19,163,996**	**22,960,074**	**11,055,000**	**11,075,000**

Expenditure Category	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Operating				
Professional Services	49,316	60,901	55,000	75,000
Pension Benefits	10,249,698	10,560,812	11,000,000	11,000,000
Other Current Charges and Obligations	-6,239	-	-	-
Operating Total	**10,292,775**	**10,621,713**	**11,055,000**	**11,075,000**
Total	**10,292,775**	**10,621,713**	**11,055,000**	**11,075,000**

Police and Fire Pension

Mission

To accumulate sufficient financial assets in order to provide long-term pension benefits to the City's Firefighters and Police Officers who have served the residents of the City of Pembroke Pines.

Goals

To accurately account for all the financial resources of the Pension Plan, whether earned through investments or contributed by the City, the State, and the members and to pay pension benefits as they become due; and to maintain the actuarial soundness of the Plan.

Objectives

To provide accurate, timely and efficient accounting for the Firefighters and Police Officers Pension Fund related activities, as administered by the Pension Board of Trustees (hereafter referred to as the Board).

To maintain the actuarial soundness of the Plan by funding the full amount of the Annual Required Contribution, as determined by the Plan's actuary.

To invest the assets of the Plan in accordance with the Investment Policy adopted by the Board.

To ensure that all members of the Plan contribute the required 10.4% of regular wages. Effective October 1, 2015, members that were hired after May 1, 2010 are required to contribute 7.0% of their annual earnings instead of 10.4%.

To accurately pay pension benefits to retired members and their beneficiaries on a timely basis, and in accordance with stated policy.

Major Functions and Activities

The Plan, which is a single employer, defined benefit plan, was established to provide retirement benefits to Firefighters and Police Officers in the City. A more detailed description of the Plan and its provisions appears in the City's Code of Ordinances constituting the plan and the summary plan description.

The City of Pembroke Pines Firefighters and Police Officers Pension Fund was established by referendum in 1973. It has subsequently been amended by the following ordinances:

ORDINANCE NUMBER	DATED
557	February 19, 1981
829	March 4, 1987
967	September 19, 1991
1014	November 4, 1992
1067	February 16, 1994
1091	September 8, 1994
1131	September 6, 1995
1198	December 18, 1996
1249	January 7, 1998
1318	November 17, 1999
1321	December 15, 1999
1325	January 19, 2000
1353	September 20, 2000
1360	November 15, 2000
1443	June 18, 2003
1480	March 17, 2004
1521	August 3, 2005
1572	February 21, 2007
1581	May 16, 2007
1669	August 4, 2010
1693	June 15, 2011
1705	October 5, 2011
1709	November 16, 2011
1767	January 15, 2014
1774	April 9, 2014

The City is required to contribute an actuarially determined amount that, when combined with participants' contributions and contributions from the State of Florida, will fully provide for all benefits as they become payable.

Participants were required to contribute 10.4% of regular wages and 7.0% of regular wages for employees hired after May 1, 2010. The State contributions consist of local Insurance Premium Tax revenues which are used to fund additional benefits for members of the Plan, in accordance with Florida Statues 175 and 185. The City's contribution is based on the actuarial valuation using the frozen initial liability method and the level percent closed amortization method. Unfunded liabilities are amortized over 30 years consistent with Chapter 112, Part VII, Florida Statutes.

Eligibility: All full-time employees, as defined in the Ordinance, are required to participate in the Pension Plan as a condition of continued employment, provided at the time of hiring the employee is at least eighteen years of age and has satisfactorily completed all required medical examinations. The City is also extending its benefits coverage to all eligible retirees' domestic partners effective October 1, 2014.

Police and Fire Pension

Service Retirement Benefits: For Police Officer and Firefighter members of the Plan, normal retirement is the earliest of (1) the attainment of age 50 and the completion of 10 years of continuous service, or (2) the completion of 20 years of continuous service.

Police officers hired before May 1, 2010, shall receive a monthly pension, equal to 4% per year of continuous service prior to May 1, 2010 plus 3.5% per year of continuous service after April 30, 2010, of the average monthly earnings for the highest two years multiplied by the number of years of continuous service provided the pension does not exceed 80% of the average monthly earnings. Police officers hired after April 30, 2010, shall receive a benefit amount equal to 3% per year of the average monthly earnings for the highest two years multiplied by the number of years of continuous service provided the pension does not exceed 80% of the average monthly earnings for the highest two years of continuous service.

Firefighter members hired on or before June 18, 2003, shall receive a monthly pension, payable for life, equal to 4% per year of continuous service accrued prior to May 1, 2010, plus 3.5% per year of continuous service after April 30, 2010, times the average monthly earnings for the highest two years multiplied by the number of years of continuous service provided pension does not exceed 80% of the average monthly earnings. Firefighter members hired after June 18, 2003, but before May 1, 2010, shall receive a benefit amount equal to 4% plus 3.5% per year of continuous service after April 30, 2010, times the average monthly earnings for the highest two years provided the pension does not exceed 80% of the average monthly salary. To be eligible for this benefit, firefighter members must retire or enter the DROP no later than the date they accrue the same accrual percentage they would have reached under the terms of the Plan in effect prior to April 30, 2010. Firefighters hired after April 30, 2010, shall receive a benefit amount equal to 3% of the average monthly earnings for the highest two years of continuous service multiplied by the number of years of continuous service provided that the pension does not exceed 80% of the average monthly earnings.

Upon retirement, firefighter members who were hired on or after April 1, 2006, shall receive a fixed 3% increase to their retirement benefit on April 1 of each year following retirement. Firefighters hired on or after May 1, 2010, who retire or enter the DROP, and their beneficiaries, shall receive a 1.5% increase to their retirement benefit on October 1st each year following retirement.

For firefighter and police officer members who retired prior to April 30, 2010, under the Career Anniversary Pension retirement Incentive Option, earnings may include payment up to 1,000 hours of accrued unused leave. Effective May 1, 2010, firefighter and police officer members may include only accrued time earned as of April 30, 2010, up to 1,000 hours, in the final calculation of pension benefits. For employees hired after April 30, 2010, no payment of accrued leave will be included in the final calculation of pension benefits. For firefighter and police officer members hired before May 1, 2010, entering the DROP after April 30, 2010, DROP interest credits will be based upon Plan gross return, subject to a minimum 5% to a maximum 8% per annum.

Budget Highlights

The City's contribution for fiscal year 2018-19 is approximately $27.8 million; this represents an increase of $1 million from 2017-18 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 7.9% which approximates to $9.0 million in investment income. The actuarial assumption of 7.9% represents the average long term expected rate of return.

Accomplishments

The City's ADC for the fiscal year ending 2018-19 is $27.8 million. The City will be making the full contribution by the end of the year.

For the period ending March 31, 2018, the Fire and Police Pension investments were valued at $617.6 million. The net rate of return for the Plan was 9.6% for the twelve months ending March 31, 2018.

Police and Fire Pension Performance Measures

Indicator	2015-16 Actual	2015-16 Goal	2016-17 Actual	2016-17 Goal	2017-18 Goal	2018-19 Goal
Outputs						
Retired participants	337	340	362	340	340	380
Benefits (in millions) paid to participants including those in the Deferred Retirement Option Plan (DROP)	$28.8M	$27.5M	$30.5M	$28.5M	$30.0M	$32.0M
Effectiveness						
% of transfers completed within pay period	100%	100%	100%	100%	100%	100%
Return on investment*	9.70%	8.00%	11.40%	8.00%	8.00%	11.00%
City contribution as a % of covered payroll	95.22%	84.10%	98.80%	84.10%	84.10%	96.00%
Efficiency						
% of administrative costs to total fund assets	0.12%	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	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Investment Income	47,169,985	64,750,521	45,810,000	47,814,000
Other Miscellaneous Revenues	26,207	8,131	-	-
Pension Fund Contributions	29,174,313	30,055,424	31,652,902	32,731,412
Beginning Surplus	-	-	-43,412,902	-40,817,412
Total	**76,370,505**	**94,814,076**	**34,050,000**	**39,728,000**

Expenditure Category	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Operating				
Professional Services	3,655,561	3,699,351	3,800,000	4,370,000
Other Current Charges and Obligations	29,062,537	30,611,666	30,250,000	35,358,000
Operating Total	**32,718,098**	**34,311,017**	**34,050,000**	**39,728,000**
Total	**32,718,098**	**34,311,017**	**34,050,000**	**39,728,000**

Other Postemployment Benefits

Mission

To accumulate sufficient financial resources that will be available to provide Other Postemployment Benefits (OPEB), benefits other than pension, to eligible City retirees and eligible dependents.

Goals

To accurately account for all the financial resources of the Retiree Health/Life Insurance Plan (hereinafter referred to as the Plan), whether earned through investments or contributed by the City and its retirees, so as to ensure that funds will be available for the payment of benefits as they become due; and to maintain the actuarial soundness of the Plan.

Objectives

To provide accurate, timely, and efficient accounting of the activities related to the City's Retiree Health/Life Insurance Plan.

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

To correctly pay benefits other than pension benefits in accordance with stated policy.

Major Functions and Activities

The Other Postemployment Benefits Fund was established as a result of the new Governmental Accounting Standards Board (GASB) Statements number 43 and 45 regarding OPEB. These new standards call for governments to account for other postemployment benefits, other than pensions, in a similar manner as pension plans. Governmental entities, including the City, previously accounted for these benefits on a pay-as-you-go basis.

The City created a retiree health and life insurance program as adopted by Ordinance. Coverage of health and life insurance is provided to all regular, full-time, permanent general and utility employees, certified firefighters and police officer employees, including dependents for those hired before October 1, 1991. For those employees hired on or after October 1, 1991, the City provides single coverage only.

A life insurance benefit is also available to retirees. The amount of the benefit is equal to 100% of final salary at retirement, up to a maximum of $100,000. The benefit amount is reduced by 50% at age 65.

Employees are eligible to participate upon normal retirement in the City's pension plan of which the employee is a member. If the employee does not belong to a City's pension plan, that employee upon termination must have completed 10 years of continuous service, and upon attaining age 55 would be eligible.

For employees hired after March 2005, health insurance for retirees is no longer being provided at the City’s expense. A retiree may elect to continue health insurance in the City Plan if they pay the blended rate for employees and retirees as provided by state law.

Effective July 1, 2010, all general employees (bargaining unit eligible) will pay the full blended insured equivalent rate if they choose to continue the City’s insurance at retirement. Effective October 1, 2014, the City is extending its benefits coverage to all eligible retirees’ domestic partners.

Budget Highlights

The City will contribute an additional $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 2018-19.

Accomplishments

For the period ending March 31, 2018 the OPEB Trust Fund was valued at $84.2 million. The annualized net rate of return for OPEB 9.7% for the twelve months ending March 31, 2018.

Other Postemployment Benefits Performance Measures

Indicator	2015-16 Actual	2015-16 Goal	2016-17 Actual	2016-17 Goal	2017-18 Goal	2018-19 Goal
Outputs						
Retired participants receiving benefits	562	800	540	800	800	600
Retiree health claim benefits paid	$10.2M	$8.1M	$11.0M	$8.0M	$11.0M	$11.5M
Effectiveness						
Return on investments**	7.3%	8.0%	12.1%	8.0%	8.0%	12.0%
City's ADC as a % of City payroll	11.2%	12.0%	16.1%	12.0%	12.0%	18.0%
Efficiency						
City's actual contribution as a % of the ADC	245.0%	100.0%	148.6%	100.0%	100.0%	100.0%
Administrative costs as a % of total fund assets	0.31%	1.25%	0.28%	1.25%	1.25%	1.25%

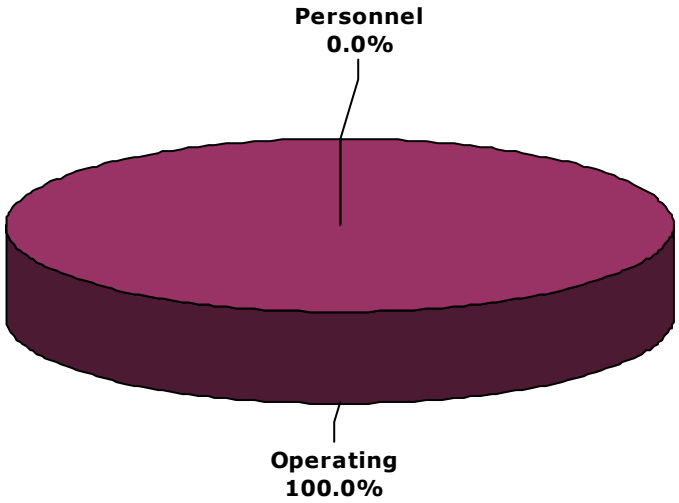
** The goal for Return on Investments is based on the actuarial assumption of 8%, which represents the average long-term expected rate of return.

Other Postemployment Benefits

Revenue Category	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Investment Income	5,141,676	8,233,970	4,002,000	8,505,000
Other Miscellaneous Revenues	698,370	757,842	275,000	255,000
Pension Fund Contributions	15,192,960	14,206,817	11,693,000	11,694,000
Beginning Surplus	-	-	-2,908,073	-3,415,998
Total	**21,033,006**	**23,198,629**	**13,061,927**	**17,038,002**

Expenditure Category	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Personnel				
Benefits	3,173	3,196	3,400	4,000
Personnel Total	**3,173**	**3,196**	**3,400**	**4,000**
Operating				
Professional Services	289,987	309,038	300,000	325,000
Other Contractual Services	23,375	47,276	15,000	50,000
Insurance	8,449,819	11,226,187	12,743,527	16,659,002
Operating Total	**8,763,182**	**11,582,501**	**13,058,527**	**17,034,002**
Total	**8,766,355**	**11,585,697**	**13,061,927**	**17,038,002**

Expenditure Category



Wetlands Mitigation Trust Fund

Mission

To ensure that the City of Pembroke Pines maintains and preserves its vital ecosystems. The restoration of lost and degraded wetlands to their natural state is essential to ensure the health of Florida's watershed.

Goals

In accordance with the Mitigation Bank Irrevocable Trust Fund Agreement, the City of Pembroke Pines is required to maintain, protect and preserve the wetlands, developed as a diverse multi-habitat ecosystem, in perpetuity.

Objectives

To account for all activities relating to the Wetlands Mitigation Trust and to invest the revenues earned to achieve the highest yield in order to sustain the wetlands in perpetuity.

Major Functions and Activities

On October 21, 1992, the City entered into an agreement with the Florida WetlandsbankTM (FW), a Florida Joint Venture, wherein the City granted FW a license to develop a Wetlands Mitigation Bank at a site containing approximately 450 acres located in the Chapel Trail Preserve.

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

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

In the event that investment earnings are insufficient to cover expenses, payments from the principal of the Trust can be utilized with the written consent of the Trust's beneficiaries.

Budget Highlights

Expenditures for maintaining the wetlands have remained constant, with no changes anticipated in FY2018-19.

Wetlands Mitigation Trust Fund Performance Measures

Indicator	2015-16 Actual	2015-16 Goal	2016-17 Actual	2016-17 Goal	2017-18 Goal	2018-19 Goal
Outputs						
Funds set aside for wetlands maintenance	$511,307	$600,000	$498,236	$600,000	$550,000	$500,000
Effectiveness						
Investment yield	0.54%	1.00%	1.08%	1.00%	1.00%	1.00%

Wetlands Mitigation Trust Fund

Revenue Category	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Investment Income	2,839	5,483	2,000	5,500
Beginning Surplus	-	-	14,500	11,000
Total	**2,839**	**5,483**	**16,500**	**16,500**

Expenditure Category	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Operating				
Professional Services	17,323	18,554	16,500	16,500
Operating Total	**17,323**	**18,554**	**16,500**	**16,500**
Total	**17,323**	**18,554**	**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.

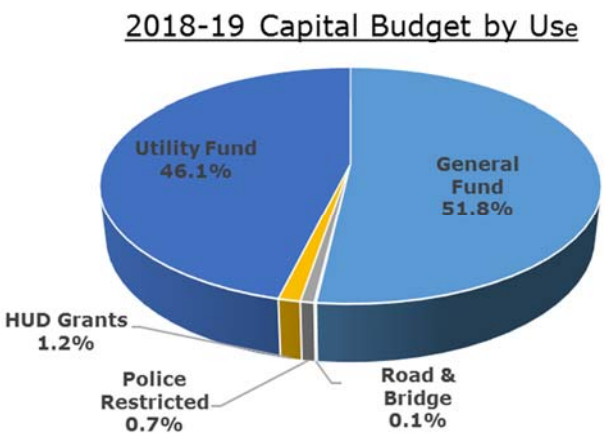
In addition, anticipated purchases of more than one unit for which the individual price is less than $1,000 but for which the aggregate cost exceeds $10,000 are also included in the 5-Year Capital Improvement Program; however, these items will be expensed to an operating account instead of a capital 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.

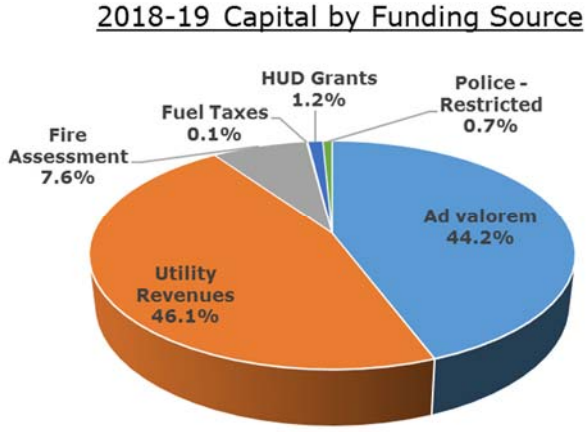
The policies that guide the development of the CIP are as follows:

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.

Fiscal Year 2018-19 Capital Budget and Operating Impact

The FY 2018-19 capital budget for all funds is $25.1 million, a decrease of $1.0 million or 3.9% compared to the FY 2017-18 adopted budget. The General Fund and the Utility Fund account for 51.8% and 46.1% of the total appropriations, respectively. The capital budget is funded mainly by utility revenues and ad valorem taxes as shown in the pie chart below. The public safety capital budget of $5.6 million is 22.4% of the total capital outlay planned for all funds, and the Police Department represents 57.5% of the public safety total. Appropriations for replacement of motor vehicles account for $3.4 million or 60.3% of the public safety capital budget. Details of the Utility Fund 2018-19 Capital Budget is provided at the end of this section.





Recurring Items: The majority of these items are replacements and, as such, have minimal impact on the operating expenditure budget. For example the replacement of lift stations are expected to reduce maintenance cost by $50K annually. Notwithstanding, there is a positive non-financial impact as these replacements would maintain or even improve City services.

- $1.6 million – lift station replacement and rehabilitation
- $1.4 million – police vehicles
- $1.2 million – ladder truck
- $0.5 million – fire engine
- $0.3 million – ambulance

Nonrecurring Items: The 2018-19 all funds budget has three major (appropriations above $1.0 million) capital projects. Details of these projects are provided in the table below. These capital investments will have a positive non-financial impact through improvements in efficiency and effectiveness.

Project Description	Budget 2018-19	Annual	Operating Impact
Water Main Improvements Phase I	Utility Fund	Net	Explanation
Replacement of failing water main pipes at Pines Village and Century	$2.5 Million funded by operating revenues	($60,000)	Savings associated with reduction in repairs and maintenance
Intercom, Paging, Alerting, and Synchronized Digital Clocks System	General Fund		
Replacement of multiple aged and end of support analog based intercom, paging, and emergency alerting systems to include digital clocks. In addition, the network and data cabling will be upgraded.	$2.1 Million funded by assigned fund balance	$42,000	Support and maintenance cost associated with software
Enterprise Resource Planning Solution (ERP)	General Fund		
Phase 1 implementation of City-Wide Software Modernization that is geared towards updating and integrating the applications used to perform various functions.	$1.8 Million funded by operating revenues	$800,000	Maintenance and support cost after roll-out of entire project

CAPITAL IMPROVEMENT PROGRAM

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

	SOURCE OF FUNDING	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	Total
GENERAL FUND							
Div. 2001 - Finance							
Computer Programs	Revenues	50,000	-	-	-	-	50,000
Div. 2002 - Technology Services							
Technology Infrastructure	Revenues	2,377,896	2,025,348	235,000	-	2,350,000	6,988,244
Computer Programs/ Software & Systems Mod.	Revenues	1,525,000	1,525,000	1,525,000	400,000	285,000	5,260,000
Network Servers	Revenues	299,000	44,000	44,000	94,800	44,000	525,800
Vehicles	Revenues	32,800	-	-	24,890	24,890	82,580
Telephony and Phone Systems	Revenues	-	88,000	44,000	202,800	44,000	378,800
Computer equipment not micro	Revenues	210,650	61,050	-	-	-	271,700
Disaster Recovery Software and Hardware	Revenues	120,000	68,000	35,000	35,000	-	258,000
Div. 3001 - Police							
Vehicles	Revenues	1,400,000	1,750,000	1,750,000	1,750,000	1,750,000	8,400,000
Radios	Revenues	35,000	50,000	50,000	50,000	50,000	235,000
Motorcycle	Revenues	85,500	50,000	50,000	50,000	50,000	285,500
Computer System	Revenues	264,100	200,000	200,000	200,000	200,000	1,064,100
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	1,200,000	1,200,000	-	-	1,200,000	3,600,000
Fire Engine	Fire Asmt	485,000	-	500,000	500,000	-	1,485,000
Fire Apparatus Refurbishment	Fire Asmt	25,000	25,000	30,000	30,000	30,000	140,000
Life Pak 12	Revenues	-	300,000	-	-	-	300,000
Ambulances	Revenues	280,000	280,000	560,000	600,000	300,000	2,020,000
Ambulance refurbishment	Revenues	15,000	15,000	20,000	20,000	20,000	90,000
Command Vehicle	Rev/Fire Asmt	-	-	150,000	-	-	150,000
Air System	Fire Asmt	-	50,000	-	-	75,000	125,000
Rescue Laptops	Revenues	40,000	-	-	60,000	-	100,000
Radios	Rev/Fire Asmt	75,700	35,000	35,000	35,000	200,000	380,700
Automated External Defibrillators	Revenues	-	-	25,000	-	25,000	50,000
SCBA Refurbishment	Fire Asmt	-	100,000	-	-	50,000	150,000
Training Facility Upgrades /Fire Academy	Rev/Fire Asmt	-	-	50,000	-	-	50,000
Training Facility Refurbishment	Rev/Fire Asmt	-	10,000	-	-	25,000	35,000
Station Refurbishment	Rev/Fire Asmt	50,000	50,000	50,000	50,000	50,000	250,000
Fire Prevention Vehicle	Fire Asmt	18,500	37,000	18,500	-	37,000	111,000
Fire Prevention Computer equip not Micro	Fire Asmt	10,000	30,000	-	-	-	40,000
Computer Programs-RMS	Rev/Fire Asmt	52,000	52,000	52,000	52,000	52,000	260,000
Automatic CPR Device	Revenues	-	-	-	50,000	-	50,000
Communications upgrade	Rev/Fire Asmt	45,600	100,000	45,600	45,600	45,600	282,400
Div. 6001 - General Government Bldgs.							
Vehicles & Heavy Equipment	Revenues	30,000	75,000	75,000	75,000	75,000	330,000
Miscellaneous Items	Revenues	75,000	50,000	50,000	50,000	50,000	275,000
Div. 6004 - Grounds Maintenance							
Vehicles & Heavy Equipment	Revenues	380,000	225,000	225,000	225,000	225,000	1,280,000
Landscaping	Revenues	705,000	1,000,000	1,000,000	1,000,000	1,000,000	4,705,000
Div. 6005 - Purchasing							
Vehicles & Heavy Equipment	Revenues	-	30,000	-	-	-	30,000

CAPITAL IMPROVEMENT PROGRAM

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

		SOURCE OF FUNDING	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	Total
GENERAL FUND (continued)								
Div. 6006 - Environmental Svcs.								
Vehicles & Heavy Equipment		Revenues	71,616	30,000	30,000	30,000	30,000	191,616
Div. 6008 - HC Forman Campus								
Vehicles & Heavy Equipment		Revenues	-	60,000	-	-	-	60,000
Sidewalks		Revenues	-	150,000	-	-	-	150,000
Div. 7001 - Recreation & Div. 7006 - Golf								
Vehicles		Revenues	-	55,000	55,000	60,000	60,000	230,000
Heavy Equipment-Park & Rec & Golf		Revenues	55,000	25,000	25,000	25,000	25,000	155,000
Other Equipment		Revenues	449,198	500,000	500,000	500,000	500,000	2,449,198
Improvements Other than Building		Revenues	921,000	500,000	500,000	500,000	500,000	2,921,000
Buildings		Revenues	15,600	225,000	225,000	225,000	225,000	915,600
Fencing		Revenues	50,000	75,000	75,000	75,000	75,000	350,000
September 11th Memorial		Revenues	50,000	-	-	-	-	50,000
Div. 8001 - Community Services								
(3) Van Replacements		Revenues	-	315,735	-	-	-	315,735
Tile		Revenues	-	30,000	-	-		30,000
TV-Closed Circuit/Security Camera		Revenues	150,000	-	-	-	-	150,000
Div. 8002 - Housing - Pines Point								
Repair/replacement of Air-Conditioning Units and other appliances: Refrigerators, washers, dryers, ranges, water heaters	*	Revenues	64,000	128,000	128,000	128,000	128,000	576,000
Div. 8002 - Housing -Proj. 603-Pines Place								
Repair/replacement of Air-Conditioning Units and other appliances: Refrigerators, washers, dryers, ranges, water heaters	*	Revenues	53,000	110,000	232,000	232,000	232,000	859,000
TOTAL GENERAL FUND			**$ 11,816,160**	**$ 11,779,133**	**$ 8,639,100**	**$ 7,425,090**	**$ 10,082,490**	**$ 49,741,973**
ROAD & BRIDGE FUND								
Div. 6002 - Maintenance & Div. 6003 - Infrastructure								
Road Resurfacing	*	Revenues	1,054,600	1,500,000	1,500,000	1,500,000	1,500,000	7,054,600
Road, Sidewalk & Drainage Improvements	*	Add'l Local Option Gas Tax	100,000	150,000	150,000	150,000	150,000	700,000
TOTAL ROAD & BRIDGE FUND			**$ 1,154,600**	**$ 1,650,000**	**$ 1,650,000**	**$ 1,650,000**	**$ 1,650,000**	**$ 7,754,600**

CAPITAL IMPROVEMENT PROGRAM

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

	SOURCE OF FUNDING	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	Total
UTILITY FUND							
Div. 6021-Sewer Collection & Div. 6022-Sewer Treatment							
Lift Station Replacements (15 per year)	Revenues	1,200,000	1,236,000	1,272,000	1,308,000	1,356,000	6,372,000
Lift Station Rehabilitation	Revenues	400,000	1,258,000	565,000	582,000	601,000	3,406,000
Gravity Sewer Lines - repair, re-line	Revenues	250,000	1,250,000	1,288,000	1,325,000	1,363,000	5,476,000
SCADA Upgrade	Revenues	350,000	361,000	106,000	109,000	113,000	1,039,000
Heavy Equipment/Vehicles	Revenues	150,000	174,000	180,000	184,000	191,000	879,000
Small Equipment - pumps, hoses, etc.	Revenues	50,000	52,000	53,000	155,000	57,000	367,000
Forcemain Replacement	Revenues	650,000	800,000	2,900,000	750,000	773,000	5,873,000
Treatment Units - rehabilitation	Revenues	-	-	-	1,608,000	1,876,000	3,484,000
Surge Tanks - rehabilitate East and West	Revenues	920,000	-	-	-	-	920,000
Replace pumps, generators, tanks, etc.	Revenues	680,000	302,000	953,000	210,000	1,011,000	3,156,000
New Buildings	Revenues	-	-	250,000	-	-	250,000
Improvements other than Building	Revenues	-	150,000	155,000	159,000	164,000	628,000
Miscellaneous Items	Revenues	290,000	500,000	515,000	530,000	545,000	2,380,000
Sub Total for Sewer		4,940,000	6,083,000	8,237,000	6,920,000	8,050,000	34,230,000
Div. 6031-Water Plant & Div. 6032-Water Distribution (except AWS)							
Replace Raw Water Well	Revenues	-	489,400	2,050,000	106,000	109,000	2,754,400
Rehabilitate Lime Slaker	Revenues	50,000	52,000	53,000	55,000	57,000	267,000
Variable Frequency Drive Replacements	Revenues	90,000	-	96,000	-	102,000	288,000
Booster Pump Stations - rehabilitate and rebuild	Revenues	-	-	750,000	-	-	750,000
Treatment Units- rehabilitate (A, B, C)	Revenues	750,000	773,000	795,000	818,000	-	3,136,000
Replace Back-up Generators & fuel tanks	Revenues	-	-	-	750,000	-	750,000
Miscellaneous Equipment - replacements	Revenues	1,235,000	1,173,000	1,283,000	857,000	321,000	4,869,000
Water Mains - replacements	Revenues	2,500,000	7,908,000	8,900,000	11,553,000	11,426,000	42,287,000
Heavy Equipment/Vehicles - water distrib.	Revenues	175,000	185,000	195,000	205,000	215,000	975,000
Small Equipment - pumps, hoses, hydrants, etc.	Revenues	415,000	163,000	275,000	173,000	292,000	1,318,000
Improvements other than Building	Revenues	-	2,900,000	-	-	-	2,900,000
Miscellaneous Items	Revenues	1,430,000	700,000	565,000	580,000	545,000	3,820,000
Sub Total for Water		6,645,000	14,343,400	14,962,000	15,097,000	13,067,000	64,114,400
TOTAL UTILITY FUND		**$ 11,585,000**	**$ 20,426,400**	**$ 23,199,000**	**$ 22,017,000**	**$ 21,117,000**	**$ 98,344,400**
TOTAL - ALL FUNDS		**$ 24,555,760**	**$ 33,855,533**	**$ 33,488,100**	**$ 31,092,090**	**$ 32,849,490**	**$ 155,840,973**
Less Operating Items		1,246,600	1,813,000	1,935,000	1,935,000	1,935,000	8,864,600
Plus Non-CIP Capital Items							
Div. 2001 - Finance		9,000	-	-	-	-	9,000
Div. 3001 - Police		1,257,354	-	-	-	-	1,257,354
Div. 4003 - Fire Rescue		37,970	-	-	-	-	37,970
. 9002 - Planning and Economic Development		3,500	-	-	-	-	3,500
Grant and Confiscated Funds		487,337	-	-	-	-	487,337
TOTAL - ALL FUNDS CAPITAL		**$ 25,104,321**	**$ 32,042,533**	**$ 31,553,100**	**$ 29,157,090**	**$ 30,914,490**	**$ 148,771,534**

* Note: These items will be expensed to an operating account instead of a capital account because the unit cost does not meet the capitalization threshold. Any type of equipment or construction costing $10,000 or more should be included in the 5-year CIP. Anticipated purchases of more than one (1) unit for which the individual price is less than $10,000, but for which the aggregate cost exceeds $10,000 should also be included in the 5-year CIP. In addition, per GASB 34, all resurfacing and road repairs must be expensed from an R & M account and not a capital account, since it should be treated as a repair.

ESTIMATED OPERATING IMPACT

CAPITAL IMPROVEMENT PROGRAM (5 YRS.)

IN PRESENT VALUE AS REVISED BY DEPARTMENT DIRECTORS

UTILITY FUND

IN PRESENT VALUE AS REVISED BY DEPARTMENT DIRECTORS

		2018-19	2019-20	2020-21	2021-22	2022-23	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)
Gravity Sewer Lines - replace	Operating	-	(5,000)	(5,000)	(5,000)	(5,000)	(20,000)
Sub Total for Sewer Treatment		(150,000)	(155,000)	(155,000)	(155,000)	(155,000)	(770,000)
Water Plant							
Water Mains-Replacements	Operating	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)	(300,000)
Sub Total for Water Plant		(60,000)	(60,000)	(60,000)	(60,000)	(60,000)	(300,000)
TOTAL UTILITY FUND		$ (210,000)	$ (215,000)	$ (215,000)	$ (215,000)	$ (215,000)	$ (1,070,000)

DISPOSITION OF PRIOR CIP

	SOURCE OF FUNDING	2018-19 CIP Plan	2018-19 Budget	Postponed	Cancelled	2017-18 Budget
General Fund						
Div. 2001 - Finance						
Computer Programs	Revenues	-	50,000	-	-	-
Div. 2002 - Technology Services						
Technology Infrastructure	Revenues	-	2,377,896	-	-	-
Computer Programs/Software & Systems Mod.	Revenues	1,207,334	1,525,000	-	-	-
Network Servers	Revenues	44,000	299,000	-	-	-
Vehicles	Revenues	-	32,800	-	-	-
Telephony and Phone Systems	Revenues	44,000	-	44,000	-	-
Computer equipment not micro	Revenues	-	210,650	44,000	-	-
Disaster Recovery Software and Hardware	Revenues	68,000	120,000	-	-	-
Div. 3001 - Police						
Vehicles	Revenues	1,750,000	1,352,800	-	397,200	-
Radios	Revenues	2,500,000	35,000	-	153,326	2,311,674
Motorcycle	Revenues	50,000	85,500	-	-	-
Computer System	Revenues	200,000	264,100	-	-	-
Div. 4003 - Fire Rescue						
(Note: Rev/Fire Asmt = Revenues & Fire Assessment)						
Vehicles	Rev/Fire Asmt	50,000	50,000	-	-	-
Ladder Truck	Fire Asmt	1,000,000	1,200,000	-	-	-
Fire engine	Fire Asmt	-	485,000	-	-	-
Fire apparatus refurbishment	Fire Asmt	-	25,000	-	-	-
Ambulances	Revenues	530,000	280,000	-	250,000	-
Ambulances refurbishment	Revenues	-	15,000	-	-	-
Rescue Laptops	Revenues	60,000	40,000	-	20,000	-
Radios	Fire Asmt	35,000	75,700	-	-	-
Training Facility Refurbishment	Rev/Fire Asmt	10,000	-	-	10,000	-
Station Refurbishment	Rev/Fire Asmt	30,000	50,000	-	-	-
Fire Prevention Vehicle	Fire Asmt	30,000	18,500	-	11,500	-
Fire Prevention Computer equip not Micro	Fire Asmt	-	10,000	-	-	-
Computer Programs-RMS	Rev/Fire Asmt	25,000	52,000	-	-	-
Communications upgrade	Rev/Fire Asmt	-	45,600	-	-	-
Div. 6001 - General Government Buildings						
Vehicles & Heavy Equipment	Revenues	75,000	30,000	-	45,000	-
Miscellaneous Items	Revenues	-	75,000	-	-	-
Div. 6004 - Grounds Maintenance						
Vehicles & Heavy Equipment	Revenues	225,000	380,000	-	-	-
Playground Equipment	Revenues	-	-	-	-	-
Landscaping	Revenues	1,000,000	705,000	-	295,000	-
Improvements other than bldg.	Revenues	100,000	-	-	100,000	-
Div. 6006 - Environmental Services						
Vehicles & Heavy Equipment	Revenues	30,000	71,616	-	-	-
Div. 6008 - HC Forman Campus						
Vehicles & Heavy Equipment	Revenues	60,000	-	-	60,000	-
Sidewalks	Revenues	150,000	-	-	150,000	-

DISPOSITION OF PRIOR CIP

	SOURCE OF FUNDING	2018-19 CIP Plan	2018-19 Budget	Postponed	Cancelled	2017-18 Budget
General Fund (continued)						
Div. 7001 - Recreation & Cultural Arts & Div. 7006 - Golf						
Vehicles	Revenues	55,000	-	-	55,000	-
Heavy Equipment-Park & Rec & Golf	Revenues	50,000	55,000	-	-	-
Other Equipment	Revenues	50,000	449,198	-	-	-
Improvements other than bldg.	Revenues	40,000	921,000	-	-	-
Buildings	Revenues	-	-	-	-	-
Building improvement-Academic Village	Revenues	-	15,600	-	-	-
Fencing	Revenues	-	50,000	-	-	-
September 11th Memorial	Revenues	-	50,000	-	-	-
Div. 8002 - Housing - Pines Point						
Repair/replacement of Air-Conditioning Units and other appliances: Refrigerators, washers, dryers, ranges, water heaters *	Revenues	128,000	64,000	-	64,000	-
Div. 8002 - Housing -Project 603-Pines Place						
Repair/replacement of Air-Conditioning Units and other appliances: Refrigerators, washers, dryers, ranges, water heaters *	Revenues	240,000	53,000	-	187,000	-
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	-
TV-Closed Circuit/Security Camera	Revenues	-	150,000	-	-	-
TOTAL GENERAL FUND		**$ 10,242,069**	**$ 11,768,960**	**$ 88,000**	**$ 2,203,761**	**$ 2,311,674**
Fund 100 - Road & Bridge Fund						
Div. 6002 - Maintenance & Div. 6003 - Infrastructure						
Road Resurfacing	* Revenues	1,500,000	1,054,600	445,400	-	-
Road, Sidewalk & Drainage Improvements	* Add'l Local Option Gas Tax	150,000	100,000	-	50,000	-
TOTAL ROAD & BRIDGE FUND		**$ 1,650,000**	**$ 1,154,600**	**$ 445,400**	**$ 50,000**	**$ -**
Fund 471 - Utility Fund						
Div. 6021-Sewer Collection & Div. 6022-Sewer Treatment						
Lift Station Replacement (10 per year)	Revenues	1,000,000	1,200,000	-	-	-
Lift Station Rehabilitation	Revenues	250,000	400,000	-	-	-
Gravity Sewer Lines - repair, re-line	Revenues	525,000	250,000	275,000	-	-
SCADA Upgrade (Lift Station telemetry)	Revenues	100,000	350,000	-	-	-
Heavy Equipment/Vehicles	Revenues	110,000	150,000	-	-	-
Small Equipment - pumps, hoses, etc.	Revenues	260,500	50,000	-	210,500	-
Forcemain Replacement	Revenues	1,800,000	650,000	-	1,150,000	-
Wastewater Treatment Plant Odor Control	Sewer Connect	1,000,000	-	-	1,000,000	-
Treatment Units - rehabilitation	Revenues	925,000	-	925,000	-	-
Surge Tanks - rehabilitate East and West	Revenues	850,000	920,000	-	-	-
Replace Chlorination System	Revenues	250,000	-	-	250,000	-
Replace pumps, generators, tanks, etc.	Revenues	850,000	680,000	-	170,000	-
Rehabilitate Monitoring Wells	Revenues	300,000	-	-	300,000	-
Miscellaneous Items	Revenues	-	290,000	-	-	-
Sub Total for Wastewater		$ 8,220,500	$ 4,940,000	$ 1,200,000	$ 3,080,500	$ -

DISPOSITION OF PRIOR CIP

	SOURCE OF FUNDING	2018-19 CIP Plan	2018-19 Budget	Postponed	Cancelled	2017-18 Budget
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	-
Rehabilitate Lime Slaker	Revenues	150,000	50,000	-	100,000	-
Variable Frequency Drive Replacements	Revenues	100,000	90,000	-	10,000	-
Booster Pump Stations - rehabilitate and rebuild	Revenues	1,000,000	-	-	1,000,000	-
Treatment Units- rehabilitate (A, B, C)	Revenues	1,000,000	750,000	-	250,000	-
Clean and Inspect all Water Treatment Units	Revenues	100,000	-	-	100,000	-
Miscellaneous Equipment - replacements	Revenues	150,000	1,235,000	-	-	-
Water Mains - Replacements	Revenues	5,000,000	2,500,000	2,500,000	-	-
Heavy Equipment/Vehicles - water distribution	Revenues	175,000	175,000	-	-	-
Small Equipment - pumps, hoses, etc.	Revenues	55,000	415,000	-	-	-
Miscellaneous Items	Revenues	-	1,430,000	-	-	-
Sub Total for Water		$ 8,030,000	$ 6,645,000	$ 2,500,000	$ 1,760,000	$ -
TOTAL UTILITY FUND		**$ 16,250,500**	**$ 11,585,000**	**$ 3,700,000**	**$ 4,840,500**	**$ -**
TOTAL - ALL FUNDS		**$ 28,142,569**	**$ 24,508,560**	**$ 4,233,400**	**$ 7,094,261**	**$ 2,311,674**
Less Operating Items			1,246,600			
Plus Non-CIP Capital Items						
Div. 2001 - Finance			9,000			
Div. 3001 - Police			1,304,554			
Div. 4003 - Fire Rescue			37,970			
Div. 9002 - Planning and Economic Development			3,500			
Grant and Confiscated Funds			487,337			
TOTAL - ALL FUNDS CAPITAL			**$ 25,104,321**			

***** Note: These items will be expensed to an operating account instead of a capital account because the unit cost does not meet the capitalization threshold. Any type of equipment or construction costing $10,000 or more should be included in the 5-year Capital Improvement Program (CIP). Anticipated purchases of more than one (1) unit for which the individual price is less than $10,000, but for which the aggregate cost exceeds $10,000 should also be included in the 5-year CIP. In addition, per GASB 34, all resurfacing and road repairs must be expensed from an R & M account and not a capital account, since it should be treated as a repair.

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UTILITY FUND 2018-19 CAPITAL BUDGET

Project ID#	DIVISION/DESCRIPTION	FY 2018-19 Proposed Capital Budget
	Div. 6021 - Sewer Collection	
1	Relocation of Force Main S of Pines Blvd., W of I75, East of Dykes Rd btwn LS173 & 178 (Cobblestone)	**50,000**
1	Upsizing Force main - South of Pines Boulevard SW 70th Avenue	**400,000**
1	Replace Lift Station #6 forcemain	**200,000**
	63065 - Force Main Total	**$ 650,000**
2	**63192 - Sewer Lines -** Sanitary Sewer Evaluation Study (SSES)	**$ 250,000**
3	**64051 - Computer Programs** - Fats, Oil and Grease (F.O.G.) Program Implementation	**$ 50,000**
4	SCADA Upgrade (yearly upgrades and maintenance)	**$ 100,000**
4	Heavy Equipment/Vehicles	**$ 120,000**
4	Replace pumps, generators, tanks, etc.	**$ 50,000**
4	Small Equipment - pumps, hoses, etc.	**$ 50,000**
	64400 - Other Equipment Total	**$ 320,000**
5	Transfer pump station (182 - Storage Tank and piping for IEX)	**$100,000**
5	Relocate Lift Station 19 from Residents Yard (new construction)	**$50,000**
5	Rehabilitate Lift Stations / Wet well lining	**$250,000**
5	Purchase 15 Lift stations per year	**$1,200,000**
	63122 - Lift Station Total	**$ 1,600,000**
	Div. 6021 - Sewer Collection Capital Budget Total	**$2,870,000**

	Div. 6022-Sewer Treatment Plant	
6	BCR Building Modifications, Cover for Solids Truck, Auger Upgrade, New Door	**$240,000**
6	Air Condition East Blower Building	**$100,000**
	63000 - Improvement Other Than Building Total	**$340,000**
7	**64073 - Generator** - Auxiliary power generator for BCR building	**$100,000**
8	Replace Corroded Air Line from East Blower Building to East Surge Tank	**$70,000**
8	New 30' Scissor Lift to Access High Elevation Repairs/Maintenance	**$30,000**

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Project ID#	DIVISION/DESCRIPTION	FY 2018-19 Proposed Capital Budget
	Div. 6022-Sewer Treatment Plant (Continued)	
8	VT-SCADA Integration for WWTP	**$250,000**
8	Replace East Influent Pumps/Valves	**$400,000**
8	Replacement Pump for Overflow Basin	**$30,000**
	64400 - Other Equipment Total	**$780,000**
9	**63183 - Sewer Treatment Rehabilitation** - Rehabilitate East Surge Tank	**$850,000**
	Div. 6022 - Sewer Treatment Plant Budget Total	**$2,070,000**

	Div. 6031-Water Plants	
10	Construct New Lime Feed System	**$100,000**
10	Concrete Wall around Eastern Well Field to Improve Security	**$330,000**
10	Concrete Wall around WTP to Improve Security	**$500,000**
	63000 - Improvement Other Than Building Total	**$930,000**
11	Lime Slaker Rebuild (first of three units)	**$50,000**
11	Rehabilitation of treatment Unit A	**$750,000**
	63993 - Improvements Other Total	**$800,000**
12	**64073 - Generator** - New Stationary Generator - East Well Field	**$160,000**
13	Replace 2 high service pumps	**$100,000**
13	Dedicated Bottom Spray Pump for Accelator B	**$30,000**
	64165 - Pump Total	**$130,000**
14	VFD (Variable Frequency Drive Replacements)	**$90,000**
14	Install Actuator on Valves for Accelators A, B, C and D	**$50,000**
14	VT-SCADA Upgrade and Integration	**$250,000**
14	Hydraulic break between Filters and Clearwell to not Starve Filters during IEX Backwash	**$500,000**
14	New Effluent Flowmeter to measure treated water going to Storage Tanks	**$50,000**
14	New Flow Meters to measure Raw Water flow from Wellfield to WTP (24" and 16")	**$100,000**
	64400 - Other Equipment Total	**$1,040,000**
	Div. 6031 Water Plants Budget Total	**$3,060,000**

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Project ID#	DIVISION/DESCRIPTION	FY 2018-19 Proposed Capital Budget
	Div. 6032-Water Distribution: Blank: Capital	
15	**63062 - Fire Hydrants** - Hydrants Replacement Program	**$30,000**
16A	Water Main Replacement at Century Village to upgrade the failing infrastructure with new water main and connections	**$250,000**
	South of Pines Boulevard - East of SW 72 Avenue	
16B	Phase 1	**$2,250,000**
	63233 - Water Main Total	**$2,500,000**
17	Small Equipment - pumps, hoses, etc. for Utility	**$55,000**
17	Air-Strippers to Remove DBPs per Jacobs Report	**$225,000**
17	Heavy Equipment\Vehicles for Utility	**$175,000**
17	Implementation of Advanced Metering Infrastructure (AMI) System Citywide to improve water metering, data collection and management of water service through hardware and software improvements	**$500,000**
17	New pressure transducers at Lift Stations (to monitor pressure in the WMs)	**$100,000**
	64400 - Other Equipment Total	**$1,055,000**
	Div. 6032-Water Distribution Capital Budget Total	**$3,585,000**

	TOTALS (Div. 6021; 6022; 6031; 6032)	FY 2018-19
	Div. 6021 - Sewer Collection Budget Total	**$2,870,000**
	Div. 6022 - Sewer Treatment Plant Budget Total	**$2,070,000**
	Div. 6031 Water Plants Budget Total	**$3,060,000**
	Div. 6032-Water Distribution Budget Total	**$3,585,000**
	TOTAL	**$11,585,000**

PROJECT #1

Utility Capital Budget Highlights

FY 2018-2019

Div. 6021 – Sewer Collection

63065 – Force Main

Description: On-going sewage Force Main repairs and modifications needed.

Location: South of Pines Blvd, west of I-75, east of Dykes between LS 173 & 178; South of Pines Blvd, East of SW 70nd Avenue; South of Pines Blvd, east of SW 72nd Avenue.

Justification: Ongoing repairs or modifications needed due to poor sewage Force Main performance or high repair rates including the Force Main S. of Pines, West of I-75, East of Dykes Road between lift stations 173 & 178 in the Cobblestone Area; upsizing of the Force Main S. of Pines Boulevard at SW 70th Avenue in the Pines Village area due to excessive pressures and replacing of the Force Main at lift station #6 also in the Pines Village area due to age.

Proposed Capital Budget = $650,000 **Funding Source =** General Revenue

Utility Capital Budget Highlights
FY 2018-2019

BUDGET ITEM COST ESTIMATE WORKSHEET			
DEPARTMENT:	Utilities	**Description:**	On-going sewage Force Main repairs and modifications needed.
BUDGET YEAR:	2018-2019	**Justification:**	Ongoing repairs or modifications needed due to poor sewage Force Main performance or high repair rates including the Force Main S. of Pines, West of I-75, East of Dykes Road between lift stations 173 & 178 in the Cobblestone Area; upsizing of the Force Main S. of Pines Boulevard at SW 70th Avenue in the Pines Village area due to excessive pressures and replacing of the Force Main at lift station #6, also in the Pines Village area due to age.
BUDGET:	Capital		
DIVISION:	6021		
DIVISION TITLE:	Sewer Collection		
OBJECT CODE:	63065		
OBJECT CODE TITLE:	Force Main		
COST BASIS*	Adjusted bids	**Such as a quotation, Consultants estimate, City staff estimate, etc.**	

COST ESTIMATE:				**Escalation needed if Old**		**Contingency 10-50% dependant on available**		**Soft Costs 5-20% dependant on level of effort**	
Description	**Pipe length (ft)**	**Price per foot**	**Sub-Total**	**Quotation**	**Sub-Total**	**detail***	**Sub-Total**	**needed**	**Grand Total this Item (rounded)**
Cobblestone	325	$ 98	$ 31,707	1	$ 31,707	30%	$ 41,219	20%	$ 50,000
Pines and SW 70th Avenue	1236	$ 98	$ 120,584	1	$ 120,584	35%	$ 162,789	20%	$ 200,000
PS#6 FM	3370	$ 65	$ 219,185	1	$ 219,185	50%	$ 328,777	20%	$ 400,000
									$ 650,000

***COST BASIS NOTES:**	Sizes and lenghts ara approximate. Hydraulic analysis required to determine proper size.

PROJECT #2

Utility Capital Budget Highlights

FY 2018-2019

Div. 6021 – Sewer Collection

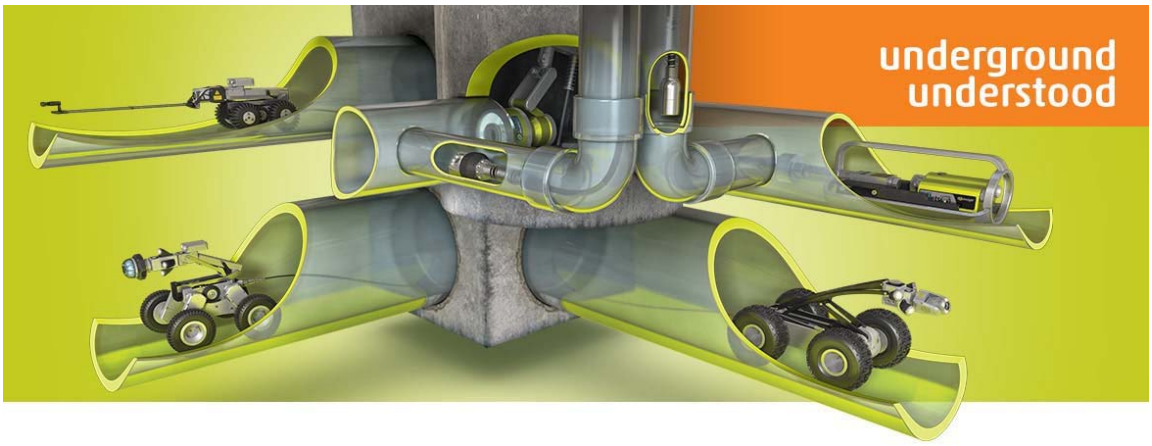
63192 – Sewer Lines

Description: Sanitary Sewer Evaluation Study (SSES)

Location: City-wide

Justification: The purpose of this study is to determine the scope of cleaning and televising all of the City's gravity sanitary sewer pipes. This will lead to I&I improvements to these pipes in the following years which will result in reduced sewage flow to the City of Hollywood and the Pines WWTP as well as reduced maintenance at City pumping stations and reduced customer complaints.

Proposed Capital Budget = $250,000 **Funding Source =** General Revenue



Utility Capital Budget Highlights
FY 2018-2019

BUDGET ITEM COST ESTIMATE WORKSHEET			
DEPARTMENT:	Utilities	**Description:**	Sanitary Sewer Evaluation Study (SSES)
BUDGET YEAR:	2018-2019	**Justification:**	The purpose of this study is to determine the scope of cleaning and televising all of the City's gravity sanitary sewer pipes. This will lead to I&I improvements to these pipes in the following years which will result in reduced sewage flow to the City of Hollywood and the Pines WWTP as well as reduced maintenance at City pumping stations and reduced customer complaints.
BUDGET:	Capital		
DIVISION:	6021		
DIVISION TITLE:	Sewer Collection		
OBJECT CODE:	63192		
OBJECT CODE TITLE:	SSES		
COST BASIS	Consultant	**Such as a quotation, Consultants estimate, City staff estimate, etc.**	

COST ESTIMATE:				**Escalation needed if Old**		**Contingency 10-50% dependant on available**		**Soft Costs 5-20% dependant on level of effort**	
Description	**Length of pipe**	**Price per foot**	**Total**	**Quotation**	**Sub-Total**	**detail***	**Sub-Total**	**needed**	**Grand Total this Item (rounded)**
Cleaning	125,000	$ 1.00	$ 125,000	1	$ 125,000	0%	$ 125,000	0%	$ 125,000
Televising	125,000	$ 1.00	$ 125,000	1	$ 125,000	0%	$ 125,000	0%	$ 125,000
									$ 250,000

***Contingency basis**	Quantity estimate for this year only. Costs supplied by PUMPS, Inc. This represents approx. 3-4 neighborhoods.

PROJECT #3

Utility Capital Budget Highlights

FY 2018-2019

Div. 6021 – Sewer Collection

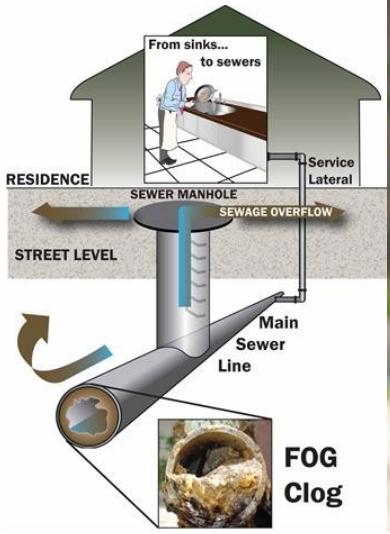
64051 – Computer Programs

Description: Fats, Oil and Grease (FOG) Program

Location: City-wide program to be maintained by the Utilities Department

Justification: Implementation of the FOG Program. FOG are natural by-products of the cooking and food preparation process. The FOG control program is being implemented by the City in order to monitor and reduce the amount of FOG that enters our sanitary sewer system as required by City Ordinance and State Building Code. FOG related repairs are more frequent and increase City expenses significantly.

Proposed Capital Budget = $50,000 **Funding Source =** General Revenue



Utility Capital Budget Highlights
FY 2018-2019

BUDGET ITEM COST ESTIMATE WORKSHEET			
DEPARTMENT:	Utilities	**Description:**	Fats, Oil and Grease (FOG) Program
BUDGET YEAR:	2018-2019	**Justification:**	Implementation of the FOG Program. FOG are natural by-products of the cooking and food preparation process. The FOG control program is being implemented by the City in order to monitor and reduce the amount of FOG that enters our sanitary sewer system as required by City Ordinance and State Building Code. FOG related repairs are more frequent and increase City expenses significantly.
BUDGET:	Capital		
DIVISION:	6021		
DIVISION TITLE:	Sewer Collection		
OBJECT CODE:	64051		
OBJECT CODE TITLE:	FOG Program		
COST BASIS*	Vendor Quote	**Such as a quotation, Consultants estimate, City staff estimate, etc.**	

COST ESTIMATE:				**Escalation needed if Old**		**Contingency 10-50% dependant on available**		**Soft Costs 5-20% dependant on level of effort**	
Description	**Quantity**	**Unit Price**	**Total**	**Quotation**	**Sub-Total**	**detail***	**Sub-Total**	**needed**	**Grand Total this Item (rounded)**
FOG Program	1	$ 50,000	$ 50,000	1	$ 50,000	0%	$ 50,000	0%	$ 50,000
									$ 50,000

***Cost basis notes**	Vendor estimate for initial software setup and administration. City staff to manage program. Annual maintenance fee of approx 10k.

PROJECT #4

Utility Capital Budget Highlights

FY 2018-2019

Div. 6021 – Sewer Collection

64400 – Other Equipment

Description: Other Equipment

Location: Lift Stations

Justification: Annual updating and maintenance of the SCADA monitoring system; Purchasing of heavy equipment and vehicles for the lift station crew which have become aged and have reached the end of its useful life; Replacement of pumps, generators tanks, as well as small equipment such as pumps, hoses, etc.

FY 2018-19 Proposed Capital Budget = $320,000 **Funding Source =** General Revenue

Utility Capital Budget Highlights
FY 2018-2019

BUDGET ITEM COST ESTIMATE WORKSHEET			
DEPARTMENT:	Utilities	**Description:**	Other equipment.
BUDGET YEAR:	2018-2019	**Justification:**	Annual updating and maintenance of the SCADA monitoring system; Purchasing of heavy equipment and vehicles for the lift station crew which have become aged and have reached the end of its useful life; Replacement of pumps, generators tanks, as well as small equipment such as pumps, hoses, etc.
BUDGET:	Capital		
DIVISION:	6021		
DIVISION TITLE:	Sewer Collection		
OBJECT CODE:	64400		
OBJECT CODE TITLE:	Other Equipment		
COST BASIS	Vendor, City	**Such as a quotation, Consultants estimate, City staff estimate, etc.**	

COST ESTIMATE:									
Description	**Quantity per each**	**Cost per each**	**Total**	**Escalation needed if Old Quotation**	**Sub-Total**	**Contingency 10-50% dependant on available detail***	**Sub-Total**	**Soft Costs 5-20% dependant on level of effort needed**	**Grand Total this Item (rounded)**
SCADA upgrades and maintenance.	1	$ 100,000	$ 100,000	1	$ 100,000	0%	$ 100,000	0%	$ 100,000
Heavy equipment and vehicl	1	$ 120,000	$ 120,000	1	$ 120,000	0%	$ 120,000	0%	$ 120,000
Replace pumps, generators,	1	$ 50,000	$ 50,000	1	$ 50,000	0%	$ 50,000	0%	$ 50,000
Small equipment - pumps, h	1	$ 50,000	$ 50,000	1	$ 50,000	0%	$ 50,000	0%	$ 50,000
									$ 320,000

***Contingency basis**	SCADA is a vendor estimate. Others are estimates based on historical costs by utilities.

PROJECT #5

Utility Capital Budget Highlights

FY 2018-2019

Div. 6021 – Sewer Collection: 812 Lift Station

63122 – Lift Station

Description: Lift Station replacements

Location: City-wide as needed plus Pump Station 152 and Lift Station #19.

Justification: Annual on-going sewage pump station and lift station replacements and rehabilitations for up to 15 stations per year throughout the City including upgrades to Pump Station 182 due to increased IEX capacity and Lift Station #19 relocation.

Proposed Capital Budget = $1,600,000 **Funding Source =** General Revenue

Utility Capital Budget Highlights
FY 2018-2019

BUDGET ITEM COST ESTIMATE WORKSHEET			
DEPARTMENT:	Utilities	**Description:**	Lift Station Replacements
BUDGET YEAR:	2018-2019	**Justification:**	Annual on-going sewage pump station and lift station replacements and rehabilitations for up to 15 stations per year throughout the City including upgrades to Pump Station 182 due to increased IEX capacity and Lift Station #19 relocation.
BUDGET:	Capital		
DIVISION:	6021		
DIVISION TITLE:	Sewer Collection		
OBJECT CODE:	63122		
OBJECT CODE TITLE:	Lift station		
COST BASIS*	City	**Such as a quotation, Consultants estimate, City staff estimate, etc.**	

COST ESTIMATE:				**Escalation needed if Old**		**Contingency 10-50% dependant on available**		**Soft Costs 5-20% dependant on level of effort**	
Description	**Quantity**	**Price per each**	**Total**	**Quotation**	**Sub-Total**	**detail***	**Sub-Total**	**needed**	**Grand Total this Item (rounded)**
PS 152 IEX upgrade	1	$ 100,000	$ 100,000	1	$ 100,000	0%	$ 100,000	0%	$ 100,000
LS 19 relocation	1	$ 50,000	$ 50,000	1	$ 50,000	0%	$ 50,000	0%	$ 50,000
Rehab Stations and wetwell lining	15	$ 16,500	$ 247,500	1	$ 247,500	0%	$ 247,500	0%	$ 250,000
Material costs for 15 stations	15	$ 80,000	$ 1,200,000	1	$ 1,200,000	0%	$ 1,200,000	0%	$ 1,200,000
									$ 1,600,000

***Cost basis notes**	Hydraulic analysis required to determine proper size. PS 152 and LS 19 Soft costs only this year. Historical values for 15 stations.

PROJECT #6

Utility Capital Budget Highlights

FY 2018-2019

Div. 6022 – Sewer Treatment

63000 – Improvement Other Than Building

Description: Improvements to Sewer Treatment Plant

Location: Wastewater Treatment Plant

Justification: Modifications to the BCR building; purchase of an extension cover for solids trucks; upgrade of the auger to improve handling of wastewater solids and installation of air conditioning for the East Blower Building.

FY 2018-19 Proposed Capital Budget = $340,000 **Funding Source =** General Revenue

Utility Capital Budget Highlights
FY 2018-2019

BUDGET ITEM COST ESTIMATE WORKSHEET			
DEPARTMENT:	Utilities	**Description:**	Improvements to sewer plant
BUDGET YEAR:	2018-2019	**Justification:**	Modifications to the BCR building; purchase of an extension cover for solids trucks; upgrade of the auger to improve handling of wastewater solids and installation of air conditioning for the East Blower Building.
BUDGET:	Capital		
DIVISION:	6022		
DIVISION TITLE:	Sewer Treatment		
OBJECT CODE:	63000		
OBJECT CODE TITLE:	Improvements		
COST BASIS*	City	**Such as a quotation, Consultants estimate, City staff estimate, etc.**	

COST ESTIMATE:				**Escalation needed if Old**		**Contingency 10-50% dependent on available**		**Soft Costs 5-20% dependent on level of effort**	
Description	**Quantity**	**Cost per each**	**Total**	**Quotation**	**Sub-Total**	**detail***	**Sub-Total**	**needed**	**Grand Total this Item (rounded)**
BCR Building Modifications, cover, auger, door.	1	$ 240,000	$ 240,000	1	$ 240,000	0%	$ 240,000	0%	$ 240,000
Air condition east blower building	1	$ 100,000	$ 100,000	1	$ 100,000	0%	$ 100,000	0%	$ 100,000
									$ 340,000

***Cost basis notes**	City estimate based on similar past work by Utilities.

PROJECT #7

Utility Capital Budget Highlights

FY 2018-2019

Div. 6022 – Sewer Treatment

64073 – Generator

Description: Auxiliary power generator for BCR building

Location: Wastewater Treatment Plant

Justification: Modifications to the BCR building to add emergency stand-by power. BCR process operates 16-hours per day so power outages cause plant back-ups. This generator will eliminate plant back-ups due to lost power.

FY 2018-19 Proposed Capital Budget = $100,000 **Funding Source =** General Revenue

Utility Capital Budget Highlights
FY 2018-2019

BUDGET ITEM COST ESTIMATE WORKSHEET			
DEPARTMENT:	Utilities	**Description:**	Auxiliary power generator for BCR building
BUDGET YEAR:	2018-2019	**Justification:**	Modifications to the BCR building to add emergency stand-by power. BCR process operates 16-hours per day so power outages cause plant back-ups. This generator will eliminate plant back-ups due to lost power.
BUDGET:	Capital		
DIVISION:	6022		
DIVISION TITLE:	Sewer Treatment		
OBJECT CODE:	64073		
OBJECT CODE TITLE:	Generator		
COST BASIS*	City	**Such as a quotation, Consultants estimate, City staff estimate, etc.**	

COST ESTIMATE:				**Escalation needed if Old**		**Contingency 10-50% dependent on available**		**Soft Costs 5-20% dependent on level of effort**	
Description	**Quantity**	**Cost per each**	**Total**	**Quotation**	**Sub-Total**	**detail***	**Sub-Total**	**needed**	**Grand Total this Item (rounded)**
New stationary generator for the BCR Building.	1	$ 100,000	$ 100,000	1	$ 100,000	0%	$ 100,000	0%	$ 100,000
									$ 100,000

***Cost basis notes**	City estimate based on other, similar work historically by Utilities.

PROJECT #8

Utility Capital Budget Highlights

FY 2018-2019

Div. 6022 – Sewer Treatment

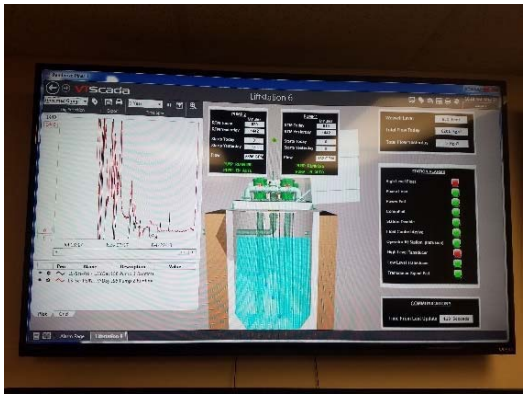
64400 – Other Equipment

Description: Wastewater treatment plant repair and capital maintenance items.

Location: Wastewater Treatment Plant

Justification: Replacement of corroded air line from east blower building to East Surge Tank. Purchase of a new 30' Scissor Lift to access high elevation repairs and/or maintenance; VT-SCADA Integration for Wastewater Treatment Plant; replace East Influent Pumps/Valves; and replacement of overflow basin pump.

Proposed Capital Budget = $780,000 **Funding Source =** General Revenue



Utility Capital Budget Highlights
FY 2018-2019

BUDGET ITEM COST ESTIMATE WORKSHEET			
DEPARTMENT:	Utilities	**Description:**	Wastewater treatment plant repair and capital maintenance items.
BUDGET YEAR:	2018-2019	**Justification:**	Replacement of corroded air line from east blower building to East Surge Tank. Purchase of a new 30' Scissor Lift to access high elevation repairs and/or maintenance; VT-SCADA Integration for Wastewater Treatment Plant; replace East Influent Pumps/Valves; and replacement of overflow basin pump.
BUDGET:	Capital		
DIVISION:	6022		
DIVISION TITLE:	Sewer Treatment		
OBJECT CODE:	64400		
OBJECT CODE TITLE:	Other equipment		
COST BASIS*	City	**Such as a quotation, Consultants estimate, City staff estimate, etc.**	

COST ESTIMATE:				**Escalation needed if Old**		**Contingency 10-50% dependent on available**		**Soft Costs 5-20% dependent on level of effort**	
Description	**Quantity (ft or each)**	**Price/ft or each**	**Total**	**Quotation**	**Sub-Total**	**detail***	**Sub-Total**	**needed**	**Grand Total this Item (rounded)**
Air line from east blower bldg. to east surge tank.	200	$ 200	$ 40,000	1	$ 40,000	45%	$ 58,000	20%	$ 70,000
30'scissor lift	1	$ 30,000	$ 30,000	1	$ 30,000	0%	$ 30,000	0%	$ 30,000
VT-SCADA Integration	1	$ 250,000	$ 250,000	1	$ 250,000	0%	$ 250,000	0%	$ 250,000
East influent pumps and valves	1	$ 350,000	$ 350,000	1.14	$ 399,000	0%	$ 399,000	0%	$ 400,000
Overflow basin pump	1	$ 30,000	$ 30,000	1	$ 30,000	0%	$ 30,000	0%	$ 30,000
									$ 780,000

***Cost basis**	Air line-City Estimate based on similar past work. Vendor estimate for scissor lift and SCADA. Vendor quote for east pump station and valves (note additional scope and funding in 2017-2018 for this item). Overflow pump-City estimate based on similar past work.

PROJECT #9

Utility Capital Budget Highlights

FY 2018-2019

Div. 6022 – Sewer Treatment Plant: 834 Plant Rehabilitation

63183 – Sewer Plant Rehabilitation

Description: Rehabilitation of Waste Water Treatment Plant

Location: Waste Water Treatment Plant

Justification: Rehabilitation of east surge tank. A surge tank is a storage reservoir designed to absorb variations in sewage flow. The east surge tank is in need of repairs, painting and replacement of interior equipment which cannot be inspected and replaced while in operation.

Proposed Capital Budget = $850,000 **Funding Source =** General Revenue

Utility Capital Budget Highlights
FY 2018-2019

BUDGET ITEM COST ESTIMATE WORKSHEET			
DEPARTMENT:	Utilities	**Description:**	Rehabilitation of Waste Water Treatment Plant
BUDGET YEAR:	2018-2019	**Justification:**	Rehabilitation of east surge tank. A surge tank is a storage reservoir designed to absorb sudden rises of pressure. The east surge tank is in need of repairs, painting and replacement of interior equipment which cannot be inspected and replaced while in operation.
BUDGET:	Capital		
DIVISION:	6022-834		
DIVISION TITLE:	Sewer Treatment		
OBJECT CODE:	61183		
OBJECT CODE TITLE:	Rehabilitation		
COST BASIS*	City	**Such as a quotation, Consultants estimate, City staff estimate, etc.**	

COST ESTIMATE:				**Escalation needed if Old**		**Contingency 10-50% dependent on available**		**Soft Costs 5-20% dependent on level of effort**	
Description	**Quantity**	**Cost per each**	**Total**	**Quotation**	**Sub-Total**	**detail***	**Sub-Total**	**needed**	**Grand Total this Item (rounded)**
Rehabilitate east surge tank	1	$ 850,000	$ 850,000	1	$ 850,000	0%	$ 850,000	0%	$ 850,000
									$ 850,000

***Cost basis**	City estimate based on previous similar work.

PROJECT #10

Utility Capital Budget Highlights

FY 2018-2019

Div. 6031 – Water Distribution

63000 – Improvement Other Than Building

Description: Fence and WTP upgrades.

Location: Water Plants

Justification: The chain link fences around the Water Treatment Plant and the eastern well field have become increasingly compromised. It has been deemed necessary to construct a concrete wall around each to enhance the security and to lessen the potential for external harm. Additionally, the Water Treatment Plant is in need of a new Lime Feed System and modifications to the piping system are needed to feed lime to the treatment units at a more consistent rate.

Proposed Capital Budget = $930,000 **Funding Source =** General Revenue

Utility Capital Budget Highlights
FY 2018-2019

BUDGET ITEM COST ESTIMATE WORKSHEET			
DEPARTMENT:	Utilities	**Description:**	Fence and WTP upgrades.
BUDGET YEAR:	2018-2019	**Justification:**	The chain link fences around the Water Treatment Plant and the eastern well field have become increasingly compromised. It has been deemed necessary to construct a concrete wall around each to enhance the security and to lessen the potential for external harm. Additionally, the Water Treatment Plant is in need of a new Lime Feed System and modifications to the piping system are needed to feed lime to the treatment units at a more consistent rate.
BUDGET:	Capital		
DIVISION:	6031		
DIVISION TITLE:	Water Treatment		
OBJECT CODE:	63000		
OBJECT CODE TITLE:	Improvements Other		
COST BASIS*	City	**Such as a quotation, Consultants estimate, City staff estimate, etc.**	

COST ESTIMATE:				**Escalation needed if Old**		**Contingency 10-50% dependent on available**		**Soft Costs 5-20% dependent on level of effort**	
Description	**Quantity**	**Cost per each**	**Total**	**Quotation**	**Sub-Total**	**detail***	**Sub-Total**	**needed**	**Grand Total this Item (rounded)**
Construct new lime feed system - soft costs only.	1	$ 100,000	$ 100,000	1	$ 100,000	0%	$ 100,000	0%	$ 100,000
Concrete wall around eastern wellfield	1,650	$ 180	$ 297,000	1	$ 297,000	10%	$ 326,700	0%	$ 330,000
Concrete wall around WTP	2,500	$ 180	$ 450,000	1	$ 450,000	10%	$ 495,000	0%	$ 500,000
									$ 930,000

***Cost basis notes**	Concrete walls are based on linear footage and similar recent construction pricing. Lime feed system to be constructed in the following year.

Utility Capital Budget Highlights

FY 2018-2019

Div. 6031 – Water Distribution

63993 – Other Equipment

Description: Improvements Other – Lime slakers and rehabilitation of Treatment Unit A

Location: Water Plants

Justification: In order to maintain performance of the lime slakers at the water plant, it is recommended that they be rebuilt every 2-3 years. This is due to due to our hot, humid south Florida weather as well as normal wear and tear. We will be rebuilding the first of the three slaker units this year. In addition, Treatment Unit A is in need of painting due to corrosion on the interior and weirs are in need of rehabilitation metal work and painting of the unit.

Proposed Capital Budget = $800,000 **Funding Source =** General Revenue

Utility Capital Budget Highlights
FY 2018-2019

BUDGET ITEM COST ESTIMATE WORKSHEET			
DEPARTMENT:	Utilities	**Description:**	Improvements Other – Lime slakers and rehabilitation of Treatment Unit A
BUDGET YEAR:	2018-2019	**Justification:**	In order to maintain performance of the lime slakers at the water plant, it is recommended that they be rebuilt every 2-3 years. This is due to due to our hot, humid south Florida weather as well as normal wear and tear. We will be rebuilding the first of the three slaker units this year. In addition, Treatment Unit A is in need of painting due to corrosion on the interior and weirs are in need of rehabilitation metal work and painting of the unit.
BUDGET:	Capital		
DIVISION:	6031		
DIVISION TITLE:	Water Plant		
OBJECT CODE:	63993		
OBJECT CODE TITLE:	Improvements Other		
COST BASIS*	Quotation/City	**Such as a quotation, Consultants estimate, City staff estimate, etc.**	

COST ESTIMATE:				**Escalation needed if Old**		**Contingency 10-50% dependent on available**		**Soft Costs 5-20% dependent on level of effort**	
Description	**Units**	**Unit Price**	**Total**	**Quotation**	**Sub-Total**	**detail***	**Sub-Total**	**needed**	**Grand Total this Item (rounded)**
Lime slaker rehabilitation	1	$ 50,000	$ 50,000	1	$ 50,000	0%	$ 50,000	0%	$ 50,000
Treatment unit A rehabilitation	1	$ 750,000	$ 750,000	1	$ 750,000	0%	$ 750,000	0%	$ 750,000
									$ 800,000

***Cost basis notes**	Lime slaker rehab is vendor quotation. Treatment unit A rehab is based on other, similar work historically by Utilities.

PROJECT #12

Utility Capital Budget Highlights

FY 2018-2019

Div. 6031 – Water Plant

64073 – Generator

Description: New stationary generator

Location: East Well Field

Justification: We currently have a portable generator on site which is requires manual transfer to stand-by power during emergency power outages. Being that the east wellfield is the primary wellfield for the Water Treatment Plant, a permanent automatic start-up and shut down is required in the event of an emergency to maintain seamless operation.

Proposed Capital Budget = $160,000 **Funding Source =** General Revenue

Utility Capital Budget Highlights
FY 2018-2019

BUDGET ITEM COST ESTIMATE WORKSHEET			
DEPARTMENT:	Utilities	**Description:**	New stationary generator for the east well field.
BUDGET YEAR:	2018-2019	**Justification:**	We currently have a portable generator on site which is requires manual transfer to stand-by power during emergency power outages. Being that the east wellfield is the primary wellfield for the Water Treatment Plant, a permanent automatic start-up and shut down is required in the event of an emergency to maintain seamless operation.
BUDGET:	Capital		
DIVISION:	6031		
DIVISION TITLE:	Water Plant		
OBJECT CODE:	64073		
OBJECT CODE TITLE:	Generator		
COST BASIS	City	**Such as a quotation, Consultants estimate, City staff estimate, etc.**	

COST ESTIMATE:				**Escalation needed if Old**		**Contingency 10-50% dependent on available**		**Soft Costs 5-20% dependent on level of effort**	
Description	**Units**	**Unit Price**	**Total**	**Quotation**	**Sub-Total**	**detail***	**Sub-Total**	**needed**	**Grand Total this Item (rounded)**
New stationary generator for the east wellfield.	1	$ 160,000	$ 160,000	1	$ 160,000	0%	$ 160,000	0%	$ 160,000
									$ 160,000

***Cost basis notes**	City estimate based on other, similar work historically by Utilities.

PROJECT #13

Utility Capital Budget Highlights

FY 2018-2019

Div. 6031 – Water Plants

64165 – Pump

Description: Replace two high-service pumps and add a dedicated bottom spray pump.

Location: Water Treatment Plant

Justification. Several high service pumps are aged and in need or replacement as they are approaching the end of their useful lives. These pumps should be replaced at regular intervals to maintain efficiency. This budget item is provided for the replacement of two high service pumps. Additionally, this budget item provides for a bottom spray pump dedicated to Accelator B. Currently, two Accelators share one pump thus resulting in inefficient operation.

Proposed Capital Budget = $130,000 **Funding Source =** General Revenue

Utility Capital Budget Highlights
FY 2018-2019

BUDGET ITEM COST ESTIMATE WORKSHEET			
DEPARTMENT:	Utilities	**Description:**	Replace two high-service pumps and add a dedicated bottom spray pump.
BUDGET YEAR:	2018-2019	**Justification:**	Several high service pumps are aged and in need or replacement as they are approaching the end of their useful lives. These pumps should be replaced at regular intervals to maintain efficiency. This budget item is provided for the replacement of two high service pumps. Additionally, this budget item provides for a bottom spray pump dedicated to Accelator B. Currently, two Accelators share one pump thus resulting in inefficient operation.
BUDGET:	Capital		
DIVISION:	6031		
DIVISION TITLE:	Water Plant		
OBJECT CODE:	64165		
OBJECT CODE TITLE:	Pump		
COST BASIS	City	**Such as a quotation, Consultants estimate, City staff estimate, etc.**	

COST ESTIMATE:				**Escalation needed if Old**		**Contingency 10-50% dependent on available**		**Soft Costs 5-20% dependent on level of effort**	
Description	**Quantity**	**Price per each**	**Total**	**Quotation**	**Sub-Total**	**detail***	**Sub-Total**	**needed**	**Grand Total this Item (rounded)**
Replace two high service pumps	2	$ 50,000	$ 100,000	1	$ 100,000	0%	$ 100,000	0%	$ 100,000
Add one dedicated bottom spray pump for accelator B.	1	$ 30,000	$ 30,000	1	$ 30,000	0%	$ 30,000	0%	$ 30,000
									$ 130,000

***Cost basis notes**	City estimate based on other, similar work historically by Utilities.

PROJECT #14

Utility Capital Budget Highlights

FY 2018-2019

Div. 6031 – Water Plants

64400 – Other Equipment

Description: Other Equipment needed at the water plant.

Location: Water Treatment Plant

Justification: A Variable Frequency Drive (VFD) is a motor control device that protects and controls the speed of AC induction motors. From the VFD basics theory, a VFD can control the speed of the motor during the start and stop cycle, as well as throughout the running cycle by outputting adjustable frequency. The Variable Frequency Drives on the high service pumps are aged and are in need of replacement. It is important to change these integral items on prescribed intervals rather than when they fail.

Accelator valves A, B, C & D are currently actuated manually, which results in inefficiency and an increase potential for human error. By upgrading to automated actuated valves, system changes can be effected seamlessly from the improved SCADA system allowing for better plant management.

Our current SCADA system is outdated and is need of updating as it does not meet the needs of the Water Treatment Plant. We are recommending and requesting standardization on the same SCADA software for all three processes; Lift Stations Monitoring and Control, Water Treatment Plant and Waste Water Treatment Plant.

We are requesting a Hydraulic break between filters and Clearwell to not starve filters during the process of backwash. When filter #3 backwashes and the IEX system is operating at full capacity, flow is significantly reduced thus decreasing the effectiveness of the backwash.

The water treatment plant is in need of a new effluent flowmeter to measure treated water going to the storage tanks. A new effluent flowmeter will allow a water balance to be performed and a more accurate water calculation to be performed. Additionally, new flow meters for the well water coming into the Water Treatment Plant. This will allow a more balanced and accurate water loss calculation to be performed.

Proposed Capital Budget = $1,040,000 **Funding Source =** General Revenue

Utility Capital Budget Highlights
FY 2018-2019

BUDGET ITEM COST ESTIMATE WORKSHEET			
DEPARTMENT:	Utilities	**Description:**	Other Equipment needed at the water plant.
BUDGET YEAR:	2018-2019	**Justification:**	The Variable Frequency Drives on the high service pumps are aged and are in need of replacement. Accelator valves A, B, C & D are currently actuated manually and need to be automated. Our current SCADA system is outdated and is need of updating as it does not meet the needs of the Water Treatment Plant. A hydraulic break between filters and clearwell is needed not starve filters during the process of backwash. The water treatment plant is in need of a new effluent flowmeter to measure treated water going to the storage tanks.
BUDGET:	Capital		
DIVISION:	6031		
DIVISION TITLE:	Water Plant		
OBJECT CODE:	64400		
OBJECT CODE TITLE:	Other equipment		
COST BASIS*	City	**Such as a quotation, Consultants estimate, City staff estimate, etc.**	

COST ESTIMATE:				**Escalation needed if Old**		**Contingency 10-50% dependent on available**		**Soft Costs 5-20% dependent on level of effort**	
Description	**Quantity**	**Price per each**	**Total**	**Quotation**	**Sub-Total**	**detail***	**Sub-Total**	**needed**	**Grand Total this Item (rounded)**
Variable Frequency Drive (VFD) Replacements	1	$ 90,000	$ 90,000	1	$ 90,000	0%	$ 90,000	0%	$ 90,000
Install actuators on valves for treatment units A,B,C and D.	1	$ 50,000	$ 50,000	1	$ 50,000	0%	$ 50,000	0%	$ 50,000
VT-SCADA upgrades and integration.	1	$ 250,000	$ 250,000	1	$ 250,000	0%	$ 250,000	0%	$ 250,000
Hydraulic break between filter and clearwell to not starve filters during IEX backwash.	1	$ 500,000	$ 500,000	1	$ 500,000	0%	$ 500,000	0%	$ 500,000
New effluent flow meter to measure treated water going to storage tanks.	1	$ 50,000	$ 50,000	1	$ 50,000	0%	$ 50,000	0%	$ 50,000
New flow meters to measure raw water flow from wellfield to WTP (24" and 16")	1	$ 100,000	$ 100,000	1	$ 100,000	0%	$ 100,000	0%	$ 100,000
									$ 1,040,000

***Cost basis notes**	City estimate based on other, similar work historically by Utilities.

PROJECT #15

Utility Capital Budget Highlights

FY 2018-2019

Div. 6032 – Water Distribution

63062 – Fire Hydrants

Description: Replacement hydrant program.

Location: Utilities

Justification: New fire hydrants for improved fire protection and for replacement of damaged hydrants and those which have reached their useful life.

Proposed Capital Budget = $30,000 **Funding Source =** General Revenue

BUDGET ITEM COST ESTIMATE WORKSHEET			
DEPARTMENT:	Utilities	Description:	Replacement hydrant program
BUDGET YEAR:	2018-2019	Justification:	New fire hydrants for improved fire protection and for replacement of damaged hydrants and those which have reached their useful life.
BUDGET:	Capital		
DIVISION:	6032		
DIVISION TITLE:	Water Distribution		
OBJECT CODE:	63062		
OBJECT CODE TITLE:	Fire Hydrants		
COST BASIS*	City	Such as a quotation, Consultants estimate, City staff estimate, etc.	

COST ESTIMATE:				Escalation needed if Old		Contingency 10-50% dependent on available		Soft Costs 5-20% dependent on level of effort	
Description	Quantity	Lump Sum	Total	Quotation	Sub-Total	detail*	Sub-Total	needed	Grand Total this Item (rounded)
Hydrant Replacement Program	1	$ 30,000	$ 30,000	1	$ 30,000	0%	$ 30,000	0%	$ 30,000
									$ 30,000

*Cost basis notes	City estimate based on historical costs by Utilities.

PROJECT #16 A

Utility Capital Budget Highlights

FY 2018-2019

Div. 6032 – Water Distribution

63233 Water Main

Description: Water Main Improvements at Century Village

Location: Century Village

Justification: Water Main improvements are needed to upgrade infrastructure with new water mains and connections to decrease interruption of service. Specific areas of improvement will be identified.

Proposed Capital Budget = $250,000 **Funding Source =** General Revenue

Utility Capital Budget Highlights
FY 2018-2019

BUDGET ITEM COST ESTIMATE WORKSHEET			
DEPARTMENT:	Utilities	**Description:**	Water Main Improvements at Century Village
BUDGET YEAR:	2018-2019	**Justification:**	Water Main improvements are needed to upgrade infrastructure with new water mains and connections to decrease interruption of service. Specific areas of improvement will be identified.
BUDGET:	Capital		
DIVISION:	6032		
DIVISION TITLE:	Water Distribution		
OBJECT CODE:	63233		
OBJECT CODE TITLE:	Water Main		
COST BASIS*	City	**Such as a quotation, Consultants estimate, City staff estimate, etc.**	

COST ESTIMATE:				**Escalation needed if Old**		**Contingency 10-50% dependent on available**		**Soft Costs 5-20% dependent on level of effort**	
Description	**Quantity**	**Lump Sum**	**Total**	**Quotation**	**Sub-Total**	**detail***	**Sub-Total**	**needed**	**Grand Total this Item (rounded)**
Century Village water main upgrades	1	$ 250,000	$ 250,000	1	$ 250,000	0%	$ 250,000	0%	$ 250,000
									$ 250,000

***Cost basis notes**	City estimate based on historical incident costs by Utilities. Further study required.

PROJECT #16 B

Utility Capital Budget Highlights

FY 2018-2019

Div. 6032 – Water Distribution

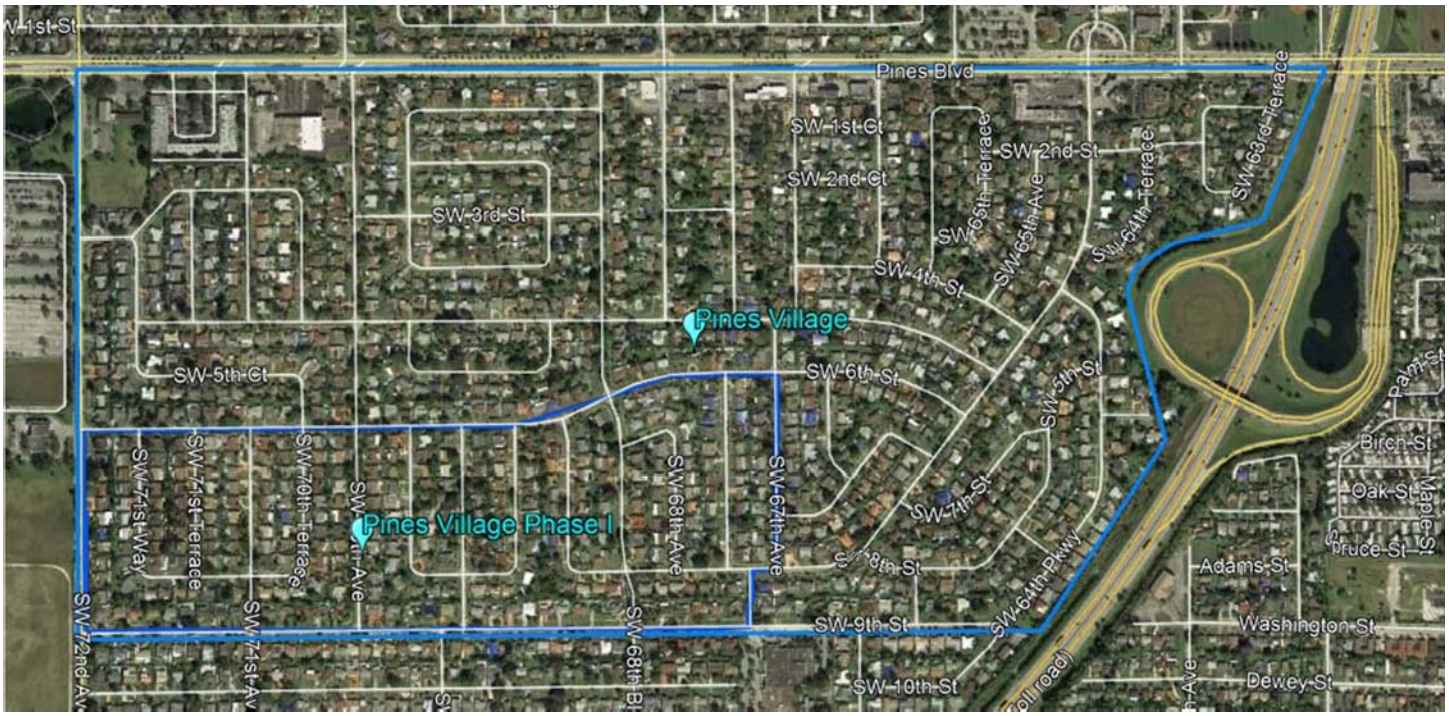
63233 Water Main

Description: Water Main Improvements at Pines Village Phase I.

Location: Pines Village Phase I

Justification: Known as the southwest section, this neighborhood lies between Pines Blvd, SW 9th St, TNPK and SW 72nd Ave. The water main pipes in this neighborhood require replacement due to their age, frequent breaks and customer service complaints due to poor service. Water meters are often located in the rear yards with inadequate piping and should be relocated to the front yards on new, larger water mains. Phase I will include approximately 350 homes.

Proposed Capital Budget = $2,250,000 **Funding Source =** General Revenue



Utility Capital Budget Highlights
FY 2018-2019

BUDGET ITEM COST ESTIMATE WORKSHEET			
DEPARTMENT:	Utilities	**Description:**	Water Main Improvements at Pines Village Phase I.
BUDGET YEAR:	2018-2019	**Justification:**	Known as the southwest section, this neighborhood lies between Pines Blvd, SW 9th St, TNPK and SW 72nd Ave. The water main pipes in this neighborhood require replacement due to their age, frequent breaks and customer service complaints due to poor service. Water meters are often located in the rear yards with inadequate piping and should be relocated to the front yards on new, larger water mains. Phase I will include approximately 350 homes.
BUDGET:	Capital		
DIVISION:	6032		
DIVISION TITLE:	Water Distribution		
OBJECT CODE:	63233		
OBJECT CODE TITLE:	Water Main		
COST BASIS*	Consultant	**Such as a quotation, Consultants estimate, City staff estimate, etc.**	

COST ESTIMATE:				**Escalation needed if Old**		**Contingency 10-50% dependent on available**		**Soft Costs 5-20% dependent on level of effort**	
Description	**Quantity**	**Lump Sum**	**Total**	**Quotation**	**Sub-Total**	**detail***	**Sub-Total**	**needed**	**Grand Total this Item (rounded)**
Pines Village Phase I	16,908	$ 216	$ 3,652,128	1	$ 3,652,128	0%	$ 3,652,128	8%	$ 3,950,000
Pines Village Phase II	19,929	$ 216	$ 4,304,664	1	$ 4,304,664	0%	$ 4,304,664	13%	$ 4,870,000
Pines Village Phase III	25,745	$ 216	$ 5,560,920	1	$ 5,560,920	0%	$ 5,560,920	13%	$ 6,290,000
									$ 15,110,000

***Cost basis notes**	Based on Phase I Consultants cost estimate per linear foot. Note that Phase I costs are split between FY 18 and FY 19 Capital Budgets

PROJECT #17

Utility Capital Budget Highlights

FY 2018-2019

Div. 6032 – Water Distribution

64400 – Other Equipment

Description: Equipment for Utilities Department use.

Location: Throughout City Utility System

Justification: Purchase of equipment needed for the Utilities Department. Tools and equipment need for lift station crew for preparation of hurricanes and utilities usage. Purchase of air-stripper for use for stripping disinfection byproducts and increase water quality throughout the distribution system. Replacement vehicles for lift station crew and utilities personnel as the current vehicles are approaching the ends of their useful lives and need to be replaced. Implementation of Advanced Metering Infrastructure (AMI) System City-wide; this system provides state-of-the-art data collection and management of water services. This will require hardware and software improvements. New pressure transducers at lift stations to monitor various sewage pump capacities.

Proposed Capital Budget = $1,055,000 **Funding Source =** General Revenue

Utility Capital Budget Highlights
FY 2018-2019

BUDGET ITEM COST ESTIMATE WORKSHEET			
DEPARTMENT:	Utilities	**Description:**	Equipment for Utilities Department use
BUDGET YEAR:	2018-2019	**Justification:**	Purchase of equipment needed for the Utilities Department. Tools and equipment need for lift station crews. Air-strippers needed for stripping disinfection byproducts and increase water quality throughout the distribution system. Replacement vehicles for lift station crew and utilities personnel. Implementation of Advanced Metering Infrastructure (AMI) System City-wide; this system provides state-of-the-art data collection and management of water services. New pressure transducers at lift stations to monitor various sewage pump capacities.
BUDGET:	Capital		
DIVISION:	6032		
DIVISION TITLE:	Water Distribution		
OBJECT CODE:	64400		
OBJECT CODE TITLE:	Other equipment		
COST BASIS*	Consultant	**Such as a quotation, Consultants estimate, City staff estimate, etc.**	

COST ESTIMATE:				**Escalation needed if Old**		**Contingency 10-50% dependent on available**		**Soft Costs 5-20% dependent on level of effort**	
Description	**Quantity**	**Lump Sum**	**Total**	**Quotation**	**Sub-Total**	**detail***	**Sub-Total**	**needed**	**Grand Total this Item (rounded)**
Small equipment, pumps, hoses, etc.	1	$ 55,000	$ 55,000	1	$ 55,000	0%	$ 55,000	0%	$ 55,000
Air Strippers	1	$ 225,000	$ 225,000	1	$ 225,000	0%	$ 225,000	0%	$ 225,000
Heavy Equipment/Vehicles	1	$ 175,000	$ 175,000	1	$ 175,000	0%	$ 175,000	0%	$ 175,000
Advanced Metering Infrastructure	1	$ 500,000	$ 500,000	1	$ 500,000	0%	$ 500,000	0%	$ 500,000
Lift station pressure transducers	1	$ 100,000	$ 100,000	1	$ 100,000	0%	$ 100,000	0%	$ 100,000
									$ 1,055,000

***Cost basis notes**	City estimate based on historical costs by Utilities. Further analysis required regarding AMR and Air strippers.

City of Pembroke Pines, Florida - Revenue Detail

Account -Division -Project	Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Entity 1 General Fund					
Taxes					
Ad Valorem Taxes					
311001	Current real/personal property tax	55,243,335	59,744,360	63,911,906	68,280,023
311002	Delinq real/personal property taxes	77,860	112,409	70,000	70,000
	Ad Valorem Taxes	55,321,195	59,856,769	63,981,906	68,350,023
Insurance Premium Taxes					
312510-4003	Fire Insurance Premium Tax	1,138,770	1,039,647	1,138,770	1,039,647
312520	Casualty Insurance Premium Tax	1,306,762	1,380,657	1,306,762	1,380,657
	Insurance Premium Taxes	2,445,532	2,420,304	2,445,532	2,420,304
Utility Taxes					
314100	Public service taxes- Electric service	9,103,852	9,515,964	9,840,256	10,417,467
314300	Public service taxes- Water	1,500,657	1,292,375	2,020,386	1,817,665
314400	Public service taxes- Gas	184,155	169,347	183,000	165,000
314800	Public service taxes- Propane	59,063	57,492	58,000	61,000
	Utility Taxes	10,847,727	11,035,177	12,101,642	12,461,132
Local Business Tax					
316000	Local business tax - City	3,455,361	3,541,780	3,580,000	3,575,000
	Local Business Tax	3,455,361	3,541,780	3,580,000	3,575,000
	Taxes	72,069,815	76,854,030	82,109,080	86,806,459
Permits, Fees & Licenses					
Franchise Fees					
323100	Franchise fees- Electricity	7,468,118	7,759,398	7,783,540	8,362,434
323400	Franchise fees- Gas	133,029	128,015	131,000	140,000
323600	Privilege fees- Sewer	2,693,581	2,796,941	3,420,000	3,737,000
323700	Franchise fees-Sanitation-Non-Franchisee	252,619	266,570	270,100	279,000
323720	Franchise fees- Sanitation-Franchisee	2,510,150	2,626,374	2,736,700	2,917,000
323910	Franchise fees- Bus bench/shelter ad	132,000	132,000	132,000	132,000
323930	Franchise fees- Rsrc Rcvry Host Fee	1,548,791	1,642,023	1,520,400	1,520,400
323940	Franchise fees- Towing service	264,881	220,174	248,000	205,000
	Franchise Fees	15,003,168	15,571,495	16,241,740	17,292,834
Building Permits					
322016-9002	Building permit review	151,563	174,035	115,000	115,000
322037-9002	Special event permit review	1,600	1,300	2,000	2,000
322040-1001	Garage sales	5,460	4,275	6,500	6,500
322041-1001	POD annual permits	1,500	1,000	500	1,000
322050-9002	Landscaping permit	69,454	223,524	100,000	125,000
322053-6006	Landscape replacement contribution	-	6,560	-	-

City of Pembroke Pines, Florida - Revenue Detail

Account -Division -Project	Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Building Permits					
322055-6006	Paving/drainage permits	567,341	561,671	500,000	500,000
322075-1001	Sign renewal fee	31,753	31,338	32,700	32,700
	Building Permits	828,672	1,003,703	756,700	782,200
Special Assessments					
325110-4003	Fire equipment assessment	79,133	17,614	70,000	70,000
325130-3001	Police equipment assessment	67,003	15,293	48,000	36,000
325220-4003	Fire protection special assmt	22,698,380	22,931,665	23,652,568	23,823,552
325221-4003	Interim Fire special assmt	290,243	176,436	150,000	175,000
	Special Assessments	23,134,760	23,141,007	23,920,568	24,104,552
Other Licenses, Fees & Permits					
329101-7001	Background Ck/Contractor	1,015	-	1,389	-
329200-1001	Annual Lobbyist Registration Fee	950	1,000	800	800
329300-9002	Tree Removal-Relocation Permit	15,014	6,240	6,500	3,400
	Other Licenses, Fees & Permits	16,979	7,240	8,689	4,200
	Permits, Fees & Licenses	38,983,578	39,723,445	40,927,697	42,183,786
Intergovernmental Revenue					
Federal Grants					
331500-8001	Elderly energy assistance	25,900	29,829	28,684	34,010
331510-3050-4337	Federal emergency mgmnt agency	-	2,468,107	-	-
331694-6008-55	DCF-Transitional Housing Federal	61,389	-	-	-
331710-7001-310	Promotion of the Arts Grant	10,633	17,822	-	-
331816-4003	Assistance to Firefighters Grant (AFG)	-	-	95,455	-
331940-4003	National Bioterrorism Hospital Prep	2,222	2,222	-	3,000
	Federal Grants	100,144	2,517,980	124,139	37,010
Grants from Local Units					
337631-6008-55	In kind revenue	25,632	-	-	-
337656-7001-304	CSC Maximizing Out-of-Sch Time	77,284	97,973	101,287	-
337902-7010-311	Community Foundation for Broward	-	17,359	12,671	-
	Grants from Local Units	102,916	115,332	113,958	-
Occupational Licenses / County					
338000	Local business tax - County	165,769	161,892	164,000	163,000
	Occupational Licenses / County	165,769	161,892	164,000	163,000
State Grants					
334221-4003	EMS County Grant	5,415	-	-	-
334223-4003	Local G'vt Fire Grant	-	-	600,000	-
334395-6004	Highway beautification grant	-	148,494	-	-
334510-6008-60	Local Economic Development Initiatives	250,000	100,000	-	-

City of Pembroke Pines, Florida - Revenue Detail

Account -Division -Project	Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
State Grants					
334740-7010-312	General Program Support Grant	-	14,368	7,784	-
334807-7001-314	Community Development Projects Grant	-	-	250,000	-
334960-3050-4337	FEMA- State Share	-	201,575	-	-
	State Grants	255,415	464,437	857,784	-
State Shared					
335121	Sales Tax Proceeds	3,897,200	4,152,629	4,279,000	4,682,000
335140-800	Mobile home licenses	2,448	3,176	2,000	2,000
335150-800	Beverage licenses	54,829	54,183	49,000	51,000
335180	Local gov 1/2cent sale tax	10,400,007	10,521,234	10,980,000	11,347,000
335200-4003	Firefighter supplemental comp	89,376	91,288	90,000	90,000
335901-6008-55	DCF - Transitional Housing Match	15,346	-	-	-
	State Shared	14,459,207	14,822,511	15,400,000	16,172,000
	Intergovernmental Revenue	15,083,451	18,082,151	16,659,881	16,372,010
Charges for Services					
Education Charges					
347951-5002-201	EDC Fees - State VPK	125,432	-	-	-
347951-5002-203	EDC Fees - State VPK	102,710	105,427	140,415	96,600
347951-5002-205	EDC Fees - State VPK	136,616	132,716	140,415	130,203
347951-5002-208	EDC Fees - State VPK	251,366	236,902	245,916	228,528
347951-5002-209	EDC Fees - State VPK	245,205	200,828	204,240	205,572
347955-5002-203	EDC Fees - State Supplement	22,104	57,356	34,440	34,440
347955-5002-205	EDC Fees - State Supplement	11,855	35,559	23,052	23,052
347955-5002-208	EDC Fees - State Supplement	25,948	8,116	4,715	-
347955-5002-209	EDC Fees - State Supplement	5,873	6,331	6,478	7,353
347961-5002-201	Early Development Center Fees	188,645	-	-	-
347961-5002-203	Early Development Center Fees	277,618	282,481	525,202	424,415
347961-5002-205	Early Development Center Fees	679,293	600,414	908,318	707,976
347961-5002-208	Early Development Center Fees	1,121,189	1,144,472	1,260,222	1,395,622
347961-5002-209	Early Development Center Fees	1,199,369	1,229,639	1,255,536	1,413,720
347969-5002-201	EDC registration fees	3,050	-	-	-
347969-5002-203	EDC registration fees	4,330	6,966	8,030	9,020
347969-5002-205	EDC registration fees	15,340	12,517	16,755	17,456
347969-5002-208	EDC registration fees	35,647	22,537	28,606	27,120
347969-5002-209	EDC registration fees	29,482	27,557	27,438	30,218
	Education Charges	4,481,072	4,109,819	4,829,778	4,751,295
General Government Charges					
341200-800	Administrative fees	11,486,641	11,757,963	12,261,200	13,596,404
341280-800	Credit enhancement fee	50,000	50,000	50,000	50,000
341292-6008-55	Housing application fee	165	-	-	-

City of Pembroke Pines, Florida - Revenue Detail

Account -Division -Project	Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
General Government Charges					
341292-6008-60	Housing application fee	145	90	300	300
341292-6008-65	Housing application fee	-	-	50	-
341292-8002	Housing application fee	4,670	4,355	4,500	4,500
341292-8002-603	Housing application fee	16,214	17,570	15,950	16,000
341296-6008-670	Maintenance/administrative fees	30,020	30,084	30,400	30,400
341298-800	Payment in lieu of taxes	1,269,401	1,330,668	1,310,736	1,315,239
341300-3001-9007	Admin Hearing Fee	13,200	6,950	12,000	7,200
341305-3001-9007	Registration of Abandoned Property	73,800	44,700	61,200	42,000
341310-800	Adm. Fee - Building Services	165,808	168,778	173,025	175,100
341311-2002	Admin Fee - Technical Services	682,312	768,351	870,752	904,321
341904-800	Administrative fee-25% surcharge	7,312	6,943	7,200	7,200
341905-9002	Planning & Zoning Board surcharge	2,428	1,601	1,400	1,400
341917-800	Administration fee - Sanitation	252,346	264,369	250,000	281,000
341918-800	Contract Administration - Sanitation	120,000	120,000	120,000	120,000
341921-9002	Local business tax review fee	17,109	17,040	25,000	20,000
341932-1001	Certify copy record search	11,912	12,541	5,000	12,500
341934-6006	Engineering charges to Utility	127,860	136,722	140,370	136,872
341936-6006	Engineering plan review fee	33,371	37,446	30,000	35,000
341940-9002	Land use plan amendments	34,206	-	18,000	18,000
341941-9002	(DRI) Development of Regional Impact Fees	5,741	-	6,000	6,000
341942-9002	Flexibility Allocation Fees	3,670	-	2,000	2,000
341948-2001	Lien research	268,450	239,200	221,250	206,800
341952-1001	Notary fees	340	381	980	400
341956-1001	Other government filing fees	10,411	1,000	10,500	6,370
341957-1001	Passport Fee	78,045	100,830	87,000	101,160
341960-9002	Plat approval fees	18,775	11,115	18,500	18,500
341968-1001	Sale of code of ordinance	203	148	100	100
341969-9002	BOA Review Fees	2,250	2,500	2,500	2,500
341976-9002	Sign approval fees	11,388	5,572	7,000	7,000
341979-9002	Group Home Research	20	847	125	150
341980-9002	Site review fees	126,284	101,442	50,000	52,000
341981-7010-350	Entrance Fee	-	8,696	15,000	7,000
341982-201 -315	Advertising	-	-	33,000	33,000
341982-800	Advertising	25,430	21,588	-	-
341984-6006	Street light fees	-	6,241	-	6,241
341985-9002	Site or Zoning Inspection	13,933	16,568	4,800	6,500
341986-9002	P & Z Variance Review Fees	56,941	35,840	15,000	15,000
341987-9002	Deed Restriction processing	168	396	150	150
341991-9002	Zoning letters	16,621	10,734	7,500	6,000
341992-9002	Zoning fees (public hearings)	32,833	20,156	16,700	20,000
341994-9002	Miscellaneous Fees	35,914	22,162	35,000	15,000
341995-9002	Alcoholic Beverage License Review	3,663	3,050	4,800	4,000
341996-9002	Special Exception Fees	-	1,392	2,000	2,000

City of Pembroke Pines, Florida - Revenue Detail

Account -Division -Project	Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
General Government Charges					
341997-9002	Deferral Fee	1,034	1,000	1,000	1,000
341999-9002	Appeal of Decision	2,282	1,154	1,500	1,500
	General Government Charges	15,113,316	15,388,183	15,929,488	17,293,807
Public Safety Charges					
342100-3001	Police services	65,596	62,383	63,000	61,000
342120-3001-303	School Resource Officers	692,922	804,688	804,704	804,624
342120-3001-313	School Resource Officers	214,266	214,266	214,266	214,266
342150-3001	Take Home Vehicle Program	45,352	45,017	46,700	35,000
342202-4003-678	Annual Fire Inspection Fee	449,460	374,148	500,000	500,000
342203-4003-678	Life Safety Plan Reviews & Inspections	427,292	486,007	410,000	475,000
342204-3001	False Alarm Fee	136,350	140,250	133,000	138,000
342204-4003-678	False Alarm Fee	68,700	60,800	66,000	65,250
342501-4003-678	Fee - Expediting Overtime	21,841	17,969	17,000	25,000
342600-4003	Rescue transport fees	3,450,021	3,505,374	3,600,000	3,500,000
342900-4003	CPR certification	10,871	10,025	12,000	7,000
342901-4003	ILA-Fire Rescue services to Bwrd County	14,000	13,000	12,000	12,000
342930-4003	Fire detail	30,701	18,508	27,000	23,500
342940-3001	Police detail	10,369	223,075	183,600	193,200
342960-3001	Police civilian academy	2,760	2,455	2,800	2,800
	Public Safety Charges	5,640,502	5,977,967	6,092,070	6,056,640
Recreation Charges					
347200-7001	Clean up fees	14,413	15,964	14,870	16,442
347210-5002-201	Summer program fees	29,897	-	-	-
347210-5002-203	Summer program fees	84,133	73,254	113,430	126,963
347210-5002-205	Summer program fees	116,251	116,864	224,238	221,270
347210-5002-208	Summer program fees	203,082	196,158	251,412	231,570
347210-5002-209	Summer program fees	263,781	270,411	270,830	274,508
347210-7001	Summer program fees	-	246,013	205,000	231,355
347210-7003	Summer program fees	177,164	-	-	-
347215-5002-201	Summer activity fees	2,635	-	-	-
347215-5002-203	Summer activity fees	5,699	7,070	5,950	9,000
347215-5002-205	Summer activity fees	17,015	19,492	23,640	23,700
347215-5002-208	Summer activity fees	36,408	24,624	41,680	23,310
347215-5002-209	Summer activity fees	44,927	47,306	45,000	47,575
347220-5002-203	Sch Year Activity Fee	845	3,960	6,400	6,180
347220-5002-205	Sch Year Activity Fee	7,879	5,620	8,275	8,075
347220-5002-208	Sch Year Activity Fee	31,326	32,364	31,715	29,830
347220-5002-209	Sch Year Activity Fee	37,918	41,555	39,400	41,650
347225-7001	Youth Athletic Program	118,931	120,558	123,000	120,000
347228-7001	Pines Athletic Club Program	94,671	-	-	-
347301	Civic Center Operating Revenues	-	10,000	-	-
347301-7010-340	Civic Center Operating Revenues	-	166,345	906,506	656,075

City of Pembroke Pines, Florida - Revenue Detail

Account -Division -Project	Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Recreation Charges					
347400-7003	Special events	23,703	50,107	40,000	22,970
347450-7001	Special Population Programs	13,433	808	15,360	-
347504-7006	Driving range fees	61,496	65,721	67,000	67,000
347508-7006	Golf bag storage	2,996	4,881	4,000	4,500
347512-7006	Golf cart rental	1,350,127	1,402,733	1,450,000	1,450,000
347516-7006	Golf club rentals	9,567	7,874	8,000	8,000
347520-7006	Golf green fees	443,733	428,873	445,000	445,000
347524-7006	Golf handicaps fees	1,700	2,013	1,700	2,000
347528-7006	Golf locker rental	1,525	1,375	2,000	1,500
347532-7006	Golf memberships	77,539	60,233	88,900	70,000
347540-7001	Membership fitness center	8,287	8,898	8,250	10,000
347548-7001	Racquet club fees	2,636	2,028	2,600	2,000
347552-7001	Racquet club memberships	1,202	920	1,202	1,175
347556-7001	Recreation classes by staff	1,158	1,010	1,150	1,150
347556-8001	Recreation classes by staff	96,939	74,535	118,018	175,165
347564-7001	Swimming fees	6,622	8,565	6,600	7,380
347565-7001	Athletic fees-non resident	94,975	104,895	95,000	100,000
347566-7001	Youth Soccer Fees	222,868	193,053	222,000	200,000
347568-7001	Swimming lessons by staff	61,099	65,691	62,000	68,650
347572-7001	Swimming pool membership	22,664	18,895	19,040	19,071
347573-7001	Community Swim Team Fees	29,569	54,507	37,250	42,000
347576-7001	Tennis court fees	7,702	5,778	10,500	7,000
347580-7001	Tennis lessons	25,818	23,192	28,000	23,192
347584-7001	Tennis membership fees	24,694	20,813	22,355	22,355
347908-7001	Art & Cultural Program Fees	46,291	54,004	43,000	52,110
347909-7001	ArtsPark Program Fees	69,128	60,656	66,600	61,515
347911-7001	Community garden fees	220	-	420	800
347925-7001	Taxable Recreational Fees	178	119	180	180
	Recreation Charges	3,994,843	4,119,732	5,177,471	4,932,216
Transportation Charges					
344910-8001	Transportation Services	1,660	1,010	240	240
	Transportation Charges	1,660	1,010	240	240
	Charges for Services	29,231,392	29,596,711	32,029,047	33,034,198
Judgements, Fines & Forfeitures					
Fines & Forfeitures					
351010-3001	Parking citations	56,768	47,110	50,400	50,400
351020-3001	Parking fines-$5 surcharge	2,600	2,111	1,920	2,160
359000-3001	Court fines & forfeiture	796,861	371,291	450,000	360,000
359200-2001	Penalty - returned checks	5,716	5,866	7,500	5,300

City of Pembroke Pines, Florida - Revenue Detail

Account -Division -Project	Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Fines & Forfeitures					
	Fines & Forfeitures	861,946	426,377	509,820	417,860
Local Ordinance Violations					
354000-3001-9007	Violations of local ordinance	431,134	303,469	408,000	312,000
354100-3001-3001	Red Zone Infraction	6,013	593	944,000	925,000
	Local Ordinance Violations	437,147	304,061	1,352,000	1,237,000
	Judgements, Fines & Forfeitures	1,299,092	730,438	1,861,820	1,654,860
Miscellaneous Revenues					
Investment Income					
361010	Gain/loss on investments	-	235,426	-	-
361030	Interest from SBA	430,766	41,153	312,000	347,000
361035-4003	Interest on fire protection assmnt	2,824	5,853	2,500	3,500
361084	Interest on investments	608,248	326,670	45,400	385,000
361085	Interest on Money Market Acct	28	8	20	-
361088	Interest on tax deposits	6,783	15,011	5,000	8,000
361096	Miscellaneous Interest	3,152	5,731	3,000	5,000
	Investment Income	1,051,802	629,852	367,920	748,500
Disp of Fix Assets / Sale of Equip/ Scrap					
364010	Sale of equipment	109,438	41,509	60,000	60,000
	Disp of Fix Assets / Sale of Equip/ Scrap	109,438	41,509	60,000	60,000
Miscellaneous Revenues					
365000	Scrap or surplus sales	9,550	5,709	2,000	2,000
	Miscellaneous Revenues	9,550	5,709	2,000	2,000
Other Miscellaneous Revenues					
369010	Cash - over + short	(749)	(2,469)	100	100
369030	Jury duty & subpoena money	12,182	8,855	11,000	10,000
369040	Other miscellaneous revenue	2,493	24,784	2,000	2,000
369040-7006	Other miscellaneous revenue	750	1,000	750	2,600
369045-5002-201	Food Sales	7,393	-	-	-
369045-5002-203	Food Sales	4,919	7,765	23,676	11,488
369045-5002-205	Food Sales	18,318	18,594	26,400	23,172
369045-5002-208	Food Sales	36,575	34,945	44,000	44,000
369045-5002-209	Food Sales	40,426	47,706	42,625	42,625
369058	Purchasing discounts earned	1,736	2,648	1,500	1,500
	Other Miscellaneous Revenues	124,044	143,826	152,051	137,485
Private Gifts / Contributions					
366015	Contributions	16	9,500	-	-
366015-3001	Contributions	1,000	1,100	1,000	1,000

City of Pembroke Pines, Florida - Revenue Detail

Account -Division -Project	Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Private Gifts / Contributions					
366015-4003	Contributions	6,500	-	6,000	-
366015-5002-208	Contributions	-	-	3,176	-
366015-5002-209	Contributions	-	26,000	1,000	1,000
366015-6001	Contributions	-	172,000	-	-
366015-6008-60	Contributions	-	-	15,000	5,000
366015-7001	Contributions	-	1,200	5,000	3,000
366015-7003	Contributions	60	-	12,050	-
366015-7010-311	Contributions	-	-	7,000	-
366015-7010-350	Contributions	-	-	50,000	50,000
	Private Gifts / Contributions	7,576	209,800	100,226	60,000
Rents & Royalties					
362020-7001	Commission-recreation classes	7,174	8,145	8,500	9,958
362024-800	Commission- Coke machines	3,746	4,736	5,000	4,500
362025-7006	Commission- Pro Shop	6,125	9,485	6,900	6,900
362030-6001	Rental-city facilities	505,633	610,359	285,550	286,917
362030-7001	Rental-city facilities	122,682	122,603	123,000	118,977
362030-8002	Rental-city facilities	73,506	69,784	60,870	62,574
362031-6001	Rental- cell towers - Exempt	1,715,888	1,660,853	1,715,888	1,660,853
362034-7001	Rental-Gymnasium	2,321	158	2,915	-
362035-7001	Field Rentals	115,339	94,537	115,000	100,000
362037-6001	Rental - Fire Control	745,156	746,871	795,391	835,193
362038-7001	Rental - Storage Lot	360,741	411,226	410,000	421,426
362040-7006	Rental restaurant-facility	11,138	-	-	-
362041-5005	Rental-wcyrc	11,376	33,632	1,700	1,700
362042-8002	Rental-housing	1,834,295	1,830,922	1,868,840	2,036,012
362042-8002-603	Rental-housing	5,404,939	5,567,335	6,236,953	6,664,504
362043-5005	Rental-exempt organizations	6,725	6,576	6,500	6,500
362045-800	Rental Charter School	49,477	49,477	49,477	-
362046-8001	Rental - Community Services	19,107	19,956	16,002	15,403
362051-6008-55	Rental Misc Fees	728	1,544	-	-
362051-6008-60	Rental Misc Fees	-	6	200	-
362051-7001	Rental Misc Fees	5,190	5,627	4,771	5,280
362051-8002	Rental Misc Fees	1,801	2,530	1,100	1,100
362051-8002-603	Rental Misc Fees	52,926	50,913	49,800	50,000
362052-6008-55	Rent-Independent Living Youth	65,859	-	-	-
362053-6008-55	Rent- Duplex	8,028	-	-	-
362053-6008-65	Rent- Duplex	-	-	2,500	-
362054-8001	Rental - Adult Day Care	115,890	120,113	117,570	120,862
362060-6008	Rental to utility fund	149,486	150,533	153,695	156,923
362070-6008	Rental State Hosp Site- Exempt	312,933	378,168	338,074	319,114
362070-6008-60	Rental State Hosp Site- Exempt	27,405	65,463	78,000	78,000
362071-6008	Rental State Hosp Site- Taxable	583,027	736,792	1,307,508	1,034,457

City of Pembroke Pines, Florida - Revenue Detail

Account -Division -Project	Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Rents & Royalties					
	Rents & Royalties	12,318,640	12,758,344	13,761,704	13,997,153
	Miscellaneous Revenues	13,621,048	13,789,040	14,443,901	15,005,138
Other Sources					
Appropriated Fund Balance					
389920	Appropriated fund balance	-	-	5,216,919	-
	Appropriated Fund Balance	-	-	5,216,919	-
Beginning Surplus					
389940	Beginning surplus	-	-	4,946,849	4,776,936
	Beginning Surplus	-	-	4,946,849	4,776,936
	Other Sources	-	-	10,163,768	4,776,936
	Entity 1 General Fund	170,288,377	178,775,815	198,195,194	199,833,387

City of Pembroke Pines, Florida - Revenue Detail

Account -Division -Project	Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Entity 51 Wetlands Trust Fund					
Miscellaneous Revenues					
Investment Income					
361030	Interest from SBA	2,839	5,483	2,000	5,500
	Investment Income	2,839	5,483	2,000	5,500
	Miscellaneous Revenues	2,839	5,483	2,000	5,500
Other Sources					
Beginning Surplus					
389940	Beginning surplus	-	-	14,500	11,000
	Beginning Surplus	-	-	14,500	11,000
	Other Sources	-	-	14,500	11,000
	Entity 51 Wetlands Trust Fund	2,839	5,483	16,500	16,500

City of Pembroke Pines, Florida - Revenue Detail

Account -Division -Project	Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Entity 100 Road & Bridge Fund					
Taxes					
Local Option Gas Tax					
312411	Local option gas tax - $.06	1,670,881	1,722,351	1,753,000	1,748,000
312421	Addl local option gas tax $.03	1,024,331	1,053,728	1,071,000	1,057,000
312422	Addl local option gas tax $.01 (5th cent)	173,717	178,702	182,000	178,000
	Local Option Gas Tax	2,868,929	2,954,781	3,006,000	2,983,000
	Taxes	2,868,929	2,954,781	3,006,000	2,983,000
Permits, Fees & Licenses					
Franchise Fees					
323720	Franchise fees- Sanitation-Franchisee	1,351,619	1,414,202	1,473,608	1,571,000
	Franchise Fees	1,351,619	1,414,202	1,473,608	1,571,000
	Permits, Fees & Licenses	1,351,619	1,414,202	1,473,608	1,571,000
Intergovernmental Revenue					
State Grants					
334491-6003	County Incentive Grant Program	7,225	115,560	2,127,655	-
	State Grants	7,225	115,560	2,127,655	-
State Shared					
335120	Municipal gas tax 8th cent	1,261,336	1,358,481	1,337,000	1,500,000
335122	Motor fuel tax rebate	80,883	74,499	80,000	78,000
335124	Special/motor fuel tax	4,620	5,435	500	500
	State Shared	1,346,839	1,438,415	1,417,500	1,578,500
	Intergovernmental Revenue	1,354,064	1,553,974	3,545,155	1,578,500
Miscellaneous Revenues					
Investment Income					
361030	Interest from SBA	20,293	14,872	1,300	14,000
361084	Interest on investments	44,403	26,144	31,000	36,000
	Investment Income	64,696	41,016	32,300	50,000
Disp of Fix Assets / Sale of Equip/ Scrap					
364010	Sale of equipment	1,323	-	500	500
	Disp of Fix Assets / Sale of Equip/ Scrap	1,323	-	500	500

City of Pembroke Pines, Florida - Revenue Detail

Account -Division -Project	Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Other Miscellaneous Revenues					
369040	Other miscellaneous revenue	181,486	219,703	226,295	226,295
	Other Miscellaneous Revenues	181,486	219,703	226,295	226,295
Private Gifts / Contributions					
366010-6003	Contribution in aid of construction	-	275,000	-	-
	Private Gifts / Contributions	-	275,000	-	-
	Miscellaneous Revenues	247,506	535,719	259,095	276,795
Other Sources					
Interfund Transfers					
381020	Transfer from General Fund	-	-	802,586	628,434
	Interfund Transfers	-	-	802,586	628,434
Appropriated Fund Balance					
389920	Appropriated fund balance	-	-	1,462,258	-
	Appropriated Fund Balance	-	-	1,462,258	-
Beginning Surplus					
389940	Beginning surplus	-	-	(2,011,710)	-
	Beginning Surplus	-	-	(2,011,710)	-
	Other Sources	-	-	253,134	628,434
	Entity 100 Road & Bridge Fund	5,822,118	6,458,677	8,536,992	7,037,729

City of Pembroke Pines, Florida - Revenue Detail

Account -Division -Project	Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Entity 120 State Housing Initiative Program					
Intergovernmental Revenue					
State Grants					
334920-600	S.H.I.P.	565,408	550,686	2,175,566	688,935
334930-600	SHIP Recaptured Income	59,371	151,912	159,965	-
	State Grants	624,778	702,598	2,335,531	688,935
	Intergovernmental Revenue	624,778	702,598	2,335,531	688,935
Miscellaneous Revenues					
Investment Income					
361030	Interest from SBA	-	-	2,000	15,000
	Investment Income	-	-	2,000	15,000
	Miscellaneous Revenues	-	-	2,000	15,000
Other Sources					
Beginning Surplus					
389940	Beginning surplus	-	-	(2,000)	(15,000)
	Beginning Surplus	-	-	(2,000)	(15,000)
	Other Sources	-	-	(2,000)	(15,000)
	Entity 120 State Housing Initiative Program	624,778	702,598	2,335,531	688,935

City of Pembroke Pines, Florida - Revenue Detail

Account -Division -Project	Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Entity 121 HUD Grants CDBG/HOME					
Intergovernmental Revenue					
Federal Grants					
331900-600	Community dev block grant	450,456	510,400	1,815,868	662,393
331900-8006	Community dev block grant	113,070	116,893	114,297	116,893
331903-600	Neighborhood Stabilization Program (NSP)	930	-	609,815	-
331904-600	NSP Program Income	156,621	-	-	-
331905-600	CDBG Recaptured Income	70,689	75,350	7,187	-
331907-600	HOME Recapture Income	17,503	-	-	-
331908-600	NSP Recaptured Income	-	10	-	-
331909-600	NSP 2010 Program Income	297,115	152,076	-	-
331930-600	HOME Grant	65,633	111,374	493,950	176,509
	Federal Grants	1,172,018	966,102	3,041,117	955,795
	Intergovernmental Revenue	1,172,018	966,102	3,041,117	955,795
	Entity 121 HUD Grants CDBG/HOME	1,172,018	966,102	3,041,117	955,795

City of Pembroke Pines, Florida - Revenue Detail

Account -Division -Project	Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Entity 122 Law Enforcement Grant					
Intergovernmental Revenue					
Federal Grants					
331251-3015	Victims of Crime Act	17,843	16,689	21,733	18,473
331254-3026	Highway Planning and Construction	7,536	17,276	18,884	-
331627-3027	Substance Abuse & Mental Health	19,834	-	-	-
331810-3030	Urban Area Strategic Initiative (UASI)	169,695	70,445	118,177	-
	Federal Grants	214,908	104,410	158,794	18,473
	Intergovernmental Revenue	214,908	104,410	158,794	18,473
	Entity 122 Law Enforcement Grant	214,908	104,410	158,794	18,473

City of Pembroke Pines, Florida - Revenue Detail

Account -Division -Project	Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Entity 124 Police Community Services Grant					
Intergovernmental Revenue					
Federal Grants					
331263-3018	Byrne Justice Asst Grant	-	10,168	34,642	-
	Federal Grants	-	10,168	34,642	-
	Intergovernmental Revenue	-	10,168	34,642	-
	Entity 124 Police Community Services Grant	-	10,168	34,642	-

City of Pembroke Pines, Florida - Revenue Detail

Account -Division -Project	Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Entity 128 Community Bus Program					
Intergovernmental Revenue					
Federal Grants					
331801-8001	Capital Assistance Program/5310	193,492	-	215,289	-
	Federal Grants	193,492	-	215,289	-
Grants from Local Units					
337410-8004	Broward county transit grant	261,986	259,750	259,236	259,236
337410-8004-42	Broward county transit grant	49,026	48,723	49,359	49,359
	Grants from Local Units	311,013	308,473	308,595	308,595
	Intergovernmental Revenue	504,505	308,473	523,884	308,595
Other Sources					
Interfund Transfers					
381020-8001	Transfer from General Fund	214,282	198,178	243,551	224,650
381100-8001	Transfer from Road & Bridge Fund	14,260	-	-	-
381100-8004	Transfer from Road & Bridge Fund	213,193	235,629	256,983	322,869
381100-8004-42	Transfer from Road & Bridge Fund	6,112	12,555	7,822	35,393
	Interfund Transfers	447,846	446,362	508,356	582,912
Appropriated Fund Balance					
389920	Appropriated fund balance	-	-	210,544	-
	Appropriated Fund Balance	-	-	210,544	-
	Other Sources	447,846	446,362	718,900	582,912
	Entity 128 Community Bus Program	952,351	754,835	1,242,784	891,507

City of Pembroke Pines, Florida - Revenue Detail

Account -Division -Project	Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Entity 131 Treasury - Confiscated					
Judgements, Fines & Forfeitures					
Fines & Forfeitures					
351040-3011	Confiscated by Dept of Treasury	18,647	11,217	-	-
	Fines & Forfeitures	18,647	11,217	-	-
	Judgements, Fines & Forfeitures	18,647	11,217	-	-
Miscellaneous Revenues					
Investment Income					
361030	Interest from SBA	2,733	2,987	2,000	5,000
	Investment Income	2,733	2,987	2,000	5,000
	Miscellaneous Revenues	2,733	2,987	2,000	5,000
Other Sources					
Appropriated Fund Balance					
389920	Appropriated fund balance	-	-	372,552	-
	Appropriated Fund Balance	-	-	372,552	-
Beginning Surplus					
389940	Beginning surplus	-	-	10,509	11,132
	Beginning Surplus	-	-	10,509	11,132
	Other Sources	-	-	383,061	11,132
	Entity 131 Treasury - Confiscated	21,381	14,203	385,061	16,132

City of Pembroke Pines, Florida - Revenue Detail

Account -Division -Project	Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Entity 132 Justice - Confiscated					
Judgements, Fines & Forfeitures					
Fines & Forfeitures					
351050-3012	Confiscated by Dept of Justice	103,981	23,719	-	-
	Fines & Forfeitures	103,981	23,719	-	-
	Judgements, Fines & Forfeitures	103,981	23,719	-	-
Miscellaneous Revenues					
Investment Income					
361030	Interest from SBA	5,616	5,486	5,000	6,000
	Investment Income	5,616	5,486	5,000	6,000
	Miscellaneous Revenues	5,616	5,486	5,000	6,000
Other Sources					
Appropriated Fund Balance					
389920	Appropriated fund balance	-	-	416,594	-
	Appropriated Fund Balance	-	-	416,594	-
Beginning Surplus					
389940	Beginning surplus	-	-	102,123	29,497
	Beginning Surplus	-	-	102,123	29,497
	Other Sources	-	-	518,717	29,497
	Entity 132 Justice - Confiscated	109,597	29,206	523,717	35,497

City of Pembroke Pines, Florida - Revenue Detail

Account -Division -Project	Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Entity 133 $2 Police Education					
Judgements, Fines & Forfeitures					
Fines & Forfeitures					
351030-3013	Police education $2.00	28,961	15,818	28,382	17,391
	Fines & Forfeitures	28,961	15,818	28,382	17,391
	Judgements, Fines & Forfeitures	28,961	15,818	28,382	17,391
Miscellaneous Revenues					
Investment Income					
361030	Interest from SBA	2,112	1,708	2,000	2,000
	Investment Income	2,112	1,708	2,000	2,000
	Miscellaneous Revenues	2,112	1,708	2,000	2,000
Other Sources					
Appropriated Fund Balance					
389920	Appropriated fund balance	-	-	159,128	-
	Appropriated Fund Balance	-	-	159,128	-
Beginning Surplus					
389940	Beginning surplus	-	-	(2,000)	(2,000)
	Beginning Surplus	-	-	(2,000)	(2,000)
	Other Sources	-	-	157,128	(2,000)
	Entity 133 $2 Police Education	31,073	17,526	187,510	17,391

City of Pembroke Pines, Florida - Revenue Detail

Account -Division -Project	Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Entity 134 FDLE - Confiscated					
Judgements, Fines & Forfeitures					
Fines & Forfeitures					
351000-3004	Confiscated by FDLE	176,672	208,921	-	-
	Fines & Forfeitures	176,672	208,921	-	-
	Judgements, Fines & Forfeitures	176,672	208,921	-	-
Miscellaneous Revenues					
Investment Income					
361030	Interest from SBA	5,783	7,430	5,000	12,000
	Investment Income	5,783	7,430	5,000	12,000
	Miscellaneous Revenues	5,783	7,430	5,000	12,000
Other Sources					
Appropriated Fund Balance					
389920	Appropriated fund balance	-	-	659,841	-
	Appropriated Fund Balance	-	-	659,841	-
Beginning Surplus					
389940	Beginning surplus	-	-	149,337	169,940
	Beginning Surplus	-	-	149,337	169,940
	Other Sources	-	-	809,178	169,940
	Entity 134 FDLE - Confiscated	182,455	216,351	814,178	181,940

City of Pembroke Pines, Florida - Revenue Detail

Account -Division -Project	Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Entity 199 Older Americans Act					
Intergovernmental Revenue					
Federal Grants					
331690-8005	Oaa title iii-b&d	368,906	308,311	329,464	329,464
331691-8005	Oaa title iii-e	118,649	63,986	88,728	88,728
	Federal Grants	487,555	372,298	418,192	418,192
Grants from Local Units					
337630-8005	In kind rev from g.f.	101,926	81,706	95,284	95,284
337660-8005	Oaa cash match	47,053	39,851	43,867	43,867
	Grants from Local Units	148,979	121,557	139,151	139,151
State Grants					
334692-8005	Local Service Providers (LSP)	254,596	246,656	241,570	231,154
	State Grants	254,596	246,656	241,570	231,154
	Intergovernmental Revenue	891,130	740,510	798,913	788,497
Miscellaneous Revenues					
Private Gifts / Contributions					
366050-8005	Recipient donations	9,264	14,215	20,000	20,000
	Private Gifts / Contributions	9,264	14,215	20,000	20,000
	Miscellaneous Revenues	9,264	14,215	20,000	20,000
Other Sources					
Interfund Transfers					
381020	Transfer from General Fund	442,365	506,630	522,434	561,224
	Interfund Transfers	442,365	506,630	522,434	561,224
	Other Sources	442,365	506,630	522,434	561,224
	Entity 199 Older Americans Act	1,342,758	1,261,354	1,341,347	1,369,721

City of Pembroke Pines, Florida - Revenue Detail

Account -Division -Project	Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Entity 201 Debt Service					
Taxes					
Ad Valorem Taxes					
311001-900	Current real/personal property tax	5,904,829	5,956,732	5,888,916	5,641,632
	Ad Valorem Taxes	5,904,829	5,956,732	5,888,916	5,641,632
Utility Taxes					
314100	Public service taxes- Electric service	1,668,238	1,486,731	1,493,744	1,496,533
314300	Public service taxes- Water	479,871	762,406	492,614	952,335
	Utility Taxes	2,148,110	2,249,136	1,986,358	2,448,868
Communications Service Tax					
315000	Communications Services Tax	5,545,281	5,254,642	5,549,000	5,095,000
	Communications Service Tax	5,545,281	5,254,642	5,549,000	5,095,000
	Taxes	13,598,220	13,460,510	13,424,274	13,185,500
Permits, Fees & Licenses					
Franchise Fees					
323100	Franchise fees- Electricity	824,273	747,745	644,460	760,566
	Franchise Fees	824,273	747,745	644,460	760,566
	Permits, Fees & Licenses	824,273	747,745	644,460	760,566
Miscellaneous Revenues					
Investment Income					
361030	Interest from SBA	116,548	96,332	118,000	120,000
361088-900	Interest on tax deposits	724	1,497	800	800
	Investment Income	117,273	97,829	118,800	120,800
Rents & Royalties					
362042-900	Rental-housing	4,690,610	4,717,470	4,913,740	4,431,217
362044-900	Rental- Early Development Centers	380,158	379,771	378,993	379,855
362045-900	Rental Charter School	6,287,210	5,893,103	5,618,125	5,944,044
362047-900	Rental - SBA Center	395,880	318,144	335,388	340,869
362049-900	Rental - Howard C. Forman	276,200	250,582	215,948	254,853
	Rents & Royalties	12,030,058	11,559,069	11,462,194	11,350,838
	Miscellaneous Revenues	12,147,331	11,656,898	11,580,994	11,471,638

City of Pembroke Pines, Florida - Revenue Detail

Account -Division -Project	Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Other Sources					
Interfund Transfers					
381020	Transfer from General Fund	118,065	118,065	88,551	-
	Interfund Transfers	118,065	118,065	88,551	-
Debt Proceeds/Installment Purchase					
384100	Bond Issuance	-	63,346,400	-	-
384100-679	Bond Issuance	7,636,000	-	-	-
384200	Bond Premium/Discount	-	5,511,204	-	-
	Debt Proceeds/Installment Purchase	7,636,000	68,857,604	-	-
Beginning Surplus					
389940	Beginning surplus	-	-	(171,694)	87,330
	Beginning Surplus	-	-	(171,694)	87,330
	Other Sources	7,754,065	68,975,669	(83,143)	87,330
	Entity 201 Debt Service	34,323,889	94,840,822	25,566,585	25,505,034

City of Pembroke Pines, Florida - Revenue Detail

Account -Division -Project	Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 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 SBA	(60,785)	(68,824)	-	-
361030-672	Interest from SBA	8,241	5,390	-	-
361030-676	Interest from SBA	114,049	(7,994)	-	-
361030-677A	Interest from SBA	75,699	30,322	-	-
	Investment Income	137,205	(41,107)	-	-
Private Gifts / Contributions					
366010	Contribution in aid of construction	1,035,784	596,927	-	-
366035	Municipal dedication fees	417,592	207,819	116,500	-
	Private Gifts / Contributions	1,453,376	804,746	116,500	-
	Miscellaneous Revenues	1,590,581	763,639	116,500	-
Other Sources					
Interfund Transfers					
381020	Transfer from General Fund	-	2,560,820	-	-
381050	Transfer from Utility Fund	11,061,921	13,791,343	-	-
381201	Transfer from Debt Service Fund	-	634,634	-	-
	Interfund Transfers	11,061,921	16,986,797	-	-
Sale of Capital Assets					
388100	Sale of General Capital Assets	3,266,919	-	-	-
	Sale of Capital Assets	3,266,919	-	-	-
Prior Year Bond Proceeds					
389935	Prior Year Bond Proceeds	-	-	1,578,841	-
	Prior Year Bond Proceeds	-	-	1,578,841	-

City of Pembroke Pines, Florida - Revenue Detail

Account	-Division	-Project	Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Beginning Surplus							
389940	Beginning surplus			-	-	(110,600)	-
			Beginning Surplus	-	-	(110,600)	-
			Other Sources	14,328,840	16,986,797	1,468,241	-
			Entity 320 Municipal Construction	15,919,421	19,212,786	1,584,741	-

City of Pembroke Pines, Florida - Revenue Detail

Account -Division -Project	Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Entity 471 Utility Fund					
Permits, Fees & Licenses					
Building Permits					
322085-6010	Utility construction fee	142,614	114,623	113,500	150,000
	Building Permits	142,614	114,623	113,500	150,000
	Permits, Fees & Licenses	142,614	114,623	113,500	150,000
Charges for Services					
General Government Charges					
341922-6031	Backflow prevention certif fee	42,750	37,475	30,000	30,000
341990-6010	Utility plan review fee	9,073	56,166	10,000	30,000
	General Government Charges	51,823	93,641	40,000	60,000
Physical Environment Charges					
343310-6031	Water utility installation fees	26,089	51,519	50,000	64,000
343320-6031	Water utility record/penalty fees	642,979	617,651	530,000	650,000
343600-6010	New account charge	56,510	52,580	50,000	50,000
343910-6010	Lien recording/release	21,300	16,000	20,000	15,000
	Physical Environment Charges	746,877	737,750	650,000	779,000
Water/Sewer Charges					
343300-6031	Water charges	20,944,604	21,973,099	26,583,000	29,418,000
343510-6021	Sewer charges	22,325,554	23,351,196	28,495,000	31,140,000
	Water/Sewer Charges	43,270,157	45,324,295	55,078,000	60,558,000
	Charges for Services	44,068,857	46,155,686	55,768,000	61,397,000
Miscellaneous Revenues					
Investment Income					
361010	Gain/loss on investments	5,814,058	13,791,343	-	-
361030	Interest from SBA	225,934	148,468	225,000	237,000
361030-845	Interest from SBA	45,603	37,577	45,000	53,000
	Investment Income	6,085,596	13,977,389	270,000	290,000
Disp of Fix Assets / Sale of Equip/ Scrap					
364010	Sale of equipment	28,918	7,494	5,000	5,000
	Disp of Fix Assets / Sale of Equip/ Scrap	28,918	7,494	5,000	5,000
Miscellaneous Revenues					
365000	Scrap or surplus sales	1,988	(830)	4,000	4,000
	Miscellaneous Revenues	1,988	(830)	4,000	4,000

City of Pembroke Pines, Florida - Revenue Detail

Account -Division -Project	Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Other Miscellaneous Revenues					
369010	Cash - over + short	(438)	(76)	100	100
369040	Other miscellaneous revenue	28	22	500	500
369060-6021	Sewer - other revenue	-	-	500	-
369080	Water - other revenues	2,156	7,175	1,500	2,000
	Other Miscellaneous Revenues	1,746	7,122	2,600	2,600
Private Gifts / Contributions					
366015-6021	Contributions	-	-	124,536	-
	Private Gifts / Contributions	-	-	124,536	-
	Miscellaneous Revenues	6,118,247	13,991,175	406,136	301,600
Other Sources					
Water/Sewer Connection					
389802-6021	Sewer connection - East	728,292	299,303	425,000	300,000
389803-6021	Sewer connection - West	183,223	294,963	300,000	300,000
389804-6031	Water connection - East	779,536	320,362	450,000	450,000
389805-6031	Water connection - West	151,150	253,111	300,000	315,000
	Water/Sewer Connection	1,842,201	1,167,738	1,475,000	1,365,000
Appropriated Retained Earnings					
389910	Appropriated retained earnings	-	-	7,148,369	-
	Appropriated Retained Earnings	-	-	7,148,369	-
Capital Funded By Reserve					
389915	Capital Funded by Reserve	-	-	2,410,000	2,880,000
	Capital Funded By Reserve	-	-	2,410,000	2,880,000
Beginning Retained Earnings					
389946	Beginning retained earnings	-	-	2,679,561	2,472,574
	Beginning Retained Earnings	-	-	2,679,561	2,472,574
	Other Sources	1,842,201	1,167,738	13,712,930	6,717,574
	Entity 471 Utility Fund	52,171,919	61,429,222	70,000,566	68,566,174

City of Pembroke Pines, Florida - Revenue Detail

Account -Division -Project	Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Entity 504 Public Insurance Fund					
Charges for Services					
General Government Charges					
341212-203 -402	Contribution from Charter School	3,638,288	4,524,600	5,725,122	6,216,791
341212-203 -403	Contribution from Charter School	43,758	47,484	106,311	88,428
341212-203 -404	Contribution from Charter School	38,457	34,621	161,773	140,139
341212-203 -405	Contribution from Charter School	88,735	111,465	107,500	142,500
341235-203 -402	Contribution from general fund	7,663,498	8,492,644	10,766,225	11,953,871
341235-203 -403	Contribution from general fund	103,250	105,454	262,129	227,256
341235-203 -404	Contribution from general fund	1,546,963	519,000	2,743,114	2,618,819
341235-203 -405	Contribution from general fund	865,213	1,232,795	2,166,475	2,022,912
341245-203 -402	Contribution from pp utility fund	104,825	83,200	104,373	124,012
341245-203 -403	Contribution from pp utility fund	2,233	2,803	4,112	3,819
341245-203 -404	Contribution from pp utility fund	17,723	6,180	18,771	14,931
341245-203 -405	Contribution from pp utility fund	892,724	1,199,838	1,940,439	1,815,080
341270-203 -402	Contribution from road/bridge	5,517	6,400	-	-
341270-203 -403	Contribution from road/bridge	72	151	-	-
341270-203 -404	Contribution from road/bridge	2,638	2,021	-	-
341270-203 -405	Contribution from road/bridge	129,638	159,168	267,271	229,216
	General Government Charges	15,143,532	16,527,824	24,373,615	25,597,774
	Charges for Services	15,143,532	16,527,824	24,373,615	25,597,774
Miscellaneous Revenues					
Investment Income					
361030-203 -402	Interest from SBA	44,255	35,404	38,000	40,000
361084-203 -402	Interest on investments	145,375	82,217	101,295	116,400
361084-203 -403	Interest on investments	9,044	5,574	6,004	6,374
361084-203 -404	Interest on investments	19,896	15,329	16,004	14,848
361084-203 -405	Interest on investments	51,775	36,231	72,000	42,000
	Investment Income	270,345	174,754	233,303	219,622
Other Miscellaneous Revenues					
369022-203 -402	Specific Stop Loss Recovery	880,428	2,023,111	-	-
369052-203 -402	Cobra Premiums	53,817	50,864	3,000	3,000
369053-203 -402	RX Rebates	269,856	420,965	30,000	30,000
369055-203 -402	Health insurance coverage	1,629,033	1,525,735	1,595,099	1,550,840
369057-203 -403	Supplemental life insurance	104,154	100,129	104,208	107,422
369059-203 -402	Medical Claims - Refund/Adj.	34,242	187,776	-	-
	Other Miscellaneous Revenues	2,971,529	4,308,580	1,732,307	1,691,262

City of Pembroke Pines, Florida - Revenue Detail

Account -Division -Project	Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
	Miscellaneous Revenues	3,241,874	4,483,334	1,965,610	1,910,884
	Entity 504 Public Insurance Fund	18,385,406	21,011,158	26,339,225	27,508,658

City of Pembroke Pines, Florida - Revenue Detail

Account -Division -Project	Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Entity 655 General Pension Trust Fund					
Miscellaneous Revenues					
Investment Income					
361012-204	Investment Income	12,414,477	20,215,440	11,000,000	20,000,000
	Investment Income	12,414,477	20,215,440	11,000,000	20,000,000
Pension Fund Contributions					
368010-204	City contribution - general	1,404,674	540,196	718,333	662,957
368011-204	City contribution - legacy	5,095,326	1,959,872	2,781,667	2,837,043
368050-204	Employee contribution - general	249,518	244,566	241,596	236,573
	Pension Fund Contributions	6,749,518	2,744,634	3,741,596	3,736,573
	Miscellaneous Revenues	19,163,996	22,960,074	14,741,596	23,736,573
Other Sources					
Beginning Surplus					
389940	Beginning surplus	-	-	(3,686,596)	(12,661,573)
	Beginning Surplus	-	-	(3,686,596)	(12,661,573)
	Other Sources	-	-	(3,686,596)	(12,661,573)
	Entity 655 General Pension Trust Fund	19,163,996	22,960,074	11,055,000	11,075,000

City of Pembroke Pines, Florida - Revenue Detail

Account -Division -Project	Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Entity 656 Fire & Police Pension Trust Fund					
Miscellaneous Revenues					
Investment Income					
361000-204	Appreciation of investments	36,628,904	56,040,807	35,000,000	38,814,000
361012-204	Investment Income	10,541,081	8,709,714	10,810,000	9,000,000
	Investment Income	47,169,985	64,750,521	45,810,000	47,814,000
Other Miscellaneous Revenues					
369040-204	Other miscellaneous revenue	26,207	8,131	-	-
	Other Miscellaneous Revenues	26,207	8,131	-	-
Pension Fund Contributions					
368000-204	Casualty insurance premium tax	1,306,762	1,380,657	1,306,762	1,380,657
368005-204	City contribution - fire	11,678,340	11,307,762	12,087,042	12,103,709
368020-204	City contribution - police	12,230,627	13,627,741	14,663,431	15,703,245
368040-204	Employee contribution - fire	1,311,612	1,220,199	1,143,285	1,121,527
368045-204	Employee Contribution - ESI	89,420	32,749	-	-
368060-204	Employee contribution - police	1,418,782	1,446,670	1,313,612	1,382,627
368090-204	Fire insurance premium tax	1,138,770	1,039,647	1,138,770	1,039,647
	Pension Fund Contributions	29,174,313	30,055,424	31,652,902	32,731,412
	Miscellaneous Revenues	76,370,505	94,814,076	77,462,902	80,545,412
Other Sources					
Beginning Surplus					
389940	Beginning surplus	-	-	(43,412,902)	(40,817,412)
	Beginning Surplus	-	-	(43,412,902)	(40,817,412)
	Other Sources	-	-	(43,412,902)	(40,817,412)
	Entity 656 Fire & Police Pension Trust Fund	76,370,505	94,814,076	34,050,000	39,728,000

City of Pembroke Pines, Florida - Revenue Detail

Account -Division -Project	Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Entity 657 Other Post Employment Benefits					
Miscellaneous Revenues					
Investment Income					
361084-204	Interest on investments	5,139,408	8,227,083	4,000,000	8,500,000
361085	Interest on Money Market Acct	2,268	6,887	2,000	5,000
	Investment Income	5,141,676	8,233,970	4,002,000	8,505,000
Other Miscellaneous Revenues					
369053-204	RX Rebates	-	-	15,000	15,000
369054	Part D Subsidy	163,330	169,983	140,000	120,000
369056-204	Medical contribution	533,634	587,859	120,000	120,000
369059-204	Medical Claims - Refund/Adj.	1,405	-	-	-
	Other Miscellaneous Revenues	698,370	757,842	275,000	255,000
Pension Fund Contributions					
368035-204	City contrib-General retiree health	4,958,404	5,478,000	4,503,048	3,626,000
368036-204	City contrib-Police retiree health	4,839,582	4,244,000	3,496,448	3,987,000
368037-204	City contrib-Fire retiree health	5,393,014	4,414,000	3,636,504	3,987,000
368038-204	City contrib-Schools retiree health	1,960	70,817	57,000	94,000
	Pension Fund Contributions	15,192,960	14,206,817	11,693,000	11,694,000
	Miscellaneous Revenues	21,033,006	23,198,629	15,970,000	20,454,000
Other Sources					
Beginning Surplus					
389940	Beginning surplus	-	-	(2,908,073)	(3,415,998)
	Beginning Surplus	-	-	(2,908,073)	(3,415,998)
	Other Sources	-	-	(2,908,073)	(3,415,998)
	Entity 657 Other Post Employment Benefits	21,033,006	23,198,629	13,061,927	17,038,002

City of Pembroke Pines, Florida
Revenue Detail
All Funds

	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
1 General Fund	170,288,377	178,775,815	198,195,194	199,833,387
51 Wetlands Trust Fund	2,839	5,483	16,500	16,500
100 Road & Bridge Fund	5,822,118	6,458,677	8,536,992	7,037,729
120 State Housing Initiative Program	624,778	702,598	2,335,531	688,935
121 HUD Grants CDBG/HOME	1,172,018	966,102	3,041,117	955,795
122 Law Enforcement Grant	214,908	104,410	158,794	18,473
124 Police Community Services Grant	-	10,168	34,642	-
128 Community Bus Program	952,351	754,835	1,242,784	891,507
131 Treasury - Confiscated	21,381	14,203	385,061	16,132
132 Justice - Confiscated	109,597	29,206	523,717	35,497
133 $2 Police Education	31,073	17,526	187,510	17,391
134 FDLE - Confiscated	182,455	216,351	814,178	181,940
199 Older Americans Act	1,342,758	1,261,354	1,341,347	1,369,721
201 Debt Service	34,323,889	94,840,822	25,566,585	25,505,034
320 Municipal Construction	15,919,421	19,212,786	1,584,741	-
471 Utility Fund	52,171,919	61,429,222	70,000,566	68,566,174
504 Public Insurance Fund	18,385,406	21,011,158	26,339,225	27,508,658
655 General Pension Trust Fund	19,163,996	22,960,074	11,055,000	11,075,000
656 Fire & Police Pension Trust Fund	76,370,505	94,814,076	34,050,000	39,728,000
657 Other Post Employment Benefits	21,033,006	23,198,629	13,061,927	17,038,002
Total All Funds	**418,132,796**	**526,783,495**	**398,471,411**	**400,483,875**

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 511 Legislative

Division 100 City Commission | Project Blank

Object	Object Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Personnel					
11001	Mayor	46,206	45,853	45,854	45,854
11002	Vice - Mayor	23,566	23,386	23,387	23,387
11003	Commissioner	70,699	70,159	70,161	70,161
12884	Executive Assist	55,469	59,011	62,227	64,411
13682	P/T Executive Assistant	29,208	33,588	31,751	32,388
15001	Special Payment non P & F	7,784	-	-	-
15103	Expense allowance	68,250	68,250	68,250	68,250
15107	Automobile allowance	5,908	38,400	38,400	38,400
21000	Social Security- matching	22,114	24,543	26,021	26,237
22000	Retirement contributions	34,866	15,858	28,834	22,999
22010	Defined contribution - General	-	-	2,807	2,807
23000	Health Insurance	66,206	76,793	96,342	106,296
23100	Life Insurance	502	514	1,169	964
24000	Workers compensation	477	153	846	757
26300	General retiree health contrib	95,693	130,968	109,008	86,448
	Personnel	**526,948**	**587,477**	**605,057**	**589,359**
Operating					
34990	Contractual services- other	250,000	247,676	250,000	250,000
40100	Travel/conferences	14,882	18,538	21,850	24,000
44200	Rents- machinery & equipment	2,022	2,206	2,207	2,207
46800	Maintenance contracts	802	885	2,200	1,200
49104	License fees	-	-	375	375
51100	Office supplies	1,676	2,413	2,500	1,500
52650	Equip < than $1000	-	-	150	150
54100	Memberships/ dues/ subscription	14,156	13,872	13,992	13,992
	Operating	**283,538**	**285,590**	**293,274**	**293,424**
	Project Total	**810,486**	**873,067**	**898,331**	**882,783**
	Division Total	**810,486**	**873,067**	**898,331**	**882,783**

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 512 Executive
Division 201 City Manager | Project Blank

Object	Object Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Personnel					
11005	City Manager	276,319	274,997	296,020	299,749
12516	Assistant City Manager	83,592	86,195	87,276	90,000
12884	Executive Assist	-	-	44,163	45,507
12992	Vacation leave - retire/term	-	10,726	-	-
12996	Sick leave - retire/term	-	19,891	-	-
13150	P/T Executive Coordinator	21,435	22,062	-	-
13682	P/T Executive Assistant	36,204	29,616	-	-
15001	Special Payment non P & F	14,271	-	11,000	-
15007	Topped Out Incentive	-	450	450	375
15103	Expense allowance	4,800	4,800	4,801	4,801
15107	Automobile allowance	10,800	10,800	10,800	10,800
15116	Cell Phone Pay	2,850	2,850	2,851	2,851
21000	Social Security- matching	21,114	21,730	32,059	32,299
22000	Retirement contributions	75,348	31,986	55,391	58,778
22010	Defined contribution - General	-	-	5,302	5,461
23000	Health Insurance	16,551	19,200	24,086	44,290
23100	Life Insurance	905	1,122	2,087	1,934
24000	Workers compensation	935	349	1,573	1,393
26300	General retiree health contrib	23,924	32,742	27,252	36,020
	Personnel	**589,048**	**569,516**	**605,111**	**634,258**
Operating					
40100	Travel/conferences	-	89	2,000	3,000
44200	Rents- machinery & equipment	1,614	1,760	1,764	1,764
46800	Maintenance contracts	203	266	1,750	750
51100	Office supplies	1,684	2,244	1,200	1,200
54100	Memberships/ dues/ subscription	2,410	2,430	2,500	2,500
	Operating	**5,910**	**6,789**	**9,214**	**9,214**
	Project Total	**594,958**	**576,305**	**614,325**	**643,472**

Entity 1 General Fund | Function 512 Executive
Division 201 City Manager | Project 315 Media Relations

Object	Object Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Operating					
31500	Professional services- other	-	-	2,400	2,400
34989	Contractual service provider	-	-	280,890	282,585
47140	Printing - flyer/newspaper	-	-	116,877	116,877
52000	Operating supplies	-	-	500	500
52650	Equip < than $1000	-	-	687	7,500
	Operating	**-**	**-**	**401,354**	**409,862**
Capital					
64055	Laptop/Tablet	-	-	2,691	-
64400	Other equipment	-	-	4,122	-
	Capital	**-**	**-**	**6,813**	**-**
	Project Total	**-**	**-**	**408,167**	**409,862**
	Division Total	**594,958**	**576,305**	**1,022,492**	**1,053,334**

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	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Personnel					
12014	Risk Management/Benefits Supervisor	55,385	55,855	57,418	64,002
12440	Human Resources Director	156,725	162,094	164,337	170,000
12790	Human Resources Manager	94,343	95,661	97,845	98,426
12992	Vacation leave - retire/term	-	-	25,308	-
12996	Sick leave - retire/term	-	-	2,729	-
15001	Special Payment non P & F	12,084	-	-	-
15007	Topped Out Incentive	-	900	900	1,500
15107	Automobile allowance	5,539	7,200	7,200	7,200
15116	Cell Phone Pay	1,500	1,500	1,500	1,800
21000	Social Security- matching	21,180	21,459	26,448	25,749
22000	Retirement contributions	65,186	21,625	35,583	34,341
23000	Health Insurance	44,137	38,399	48,171	53,148
23100	Life Insurance	742	693	1,835	1,573
24000	Workers compensation	704	207	1,146	1,064
26300	General retiree health contrib	80,794	87,312	54,504	43,224
	Personnel	**538,319**	**492,905**	**524,924**	**502,027**
Operating					
31400	Professional services- medical	17,930	17,038	22,100	22,250
31500	Professional services- other	6,880	6,642	5,020	8,000
34989	Contractual service provider	48,586	98,591	124,348	146,000
34990	Contractual services- other	-	4,000	-	-
40100	Travel/conferences	959	-	500	2,500
44200	Rents- machinery & equipment	2,616	2,616	2,669	2,669
46800	Maintenance contracts	2,885	3,569	5,400	5,400
47100	Printing	4,789	392	12,758	15,000
49000	Legal/employment ads	2,154	4,200	12,700	17,500
51100	Office supplies	3,547	3,462	4,000	4,000
52000	Operating supplies	642	1,180	1,500	1,500
52650	Equip < than $1000	-	-	500	500
52652	Software < than $1000 &/or licenses	350	350	350	-
52653	Computer equipment < $1000	940	-	950	2,000
54100	Memberships/ dues/ subscription	-	130	-	-
55200	College Classes - Education	-	-	-	3,000
55229	Training	-	-	6,000	6,000
	Operating	**92,278**	**142,170**	**198,795**	**236,319**
	Project Total	**630,596**	**635,075**	**723,719**	**738,346**
	Division Total	**630,596**	**635,075**	**723,719**	**738,346**

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 514 Legal counsel

Division 300 City Attorney | Project Blank

Object	Object Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Operating					
31200	Professional services- retainer fees	232,622	239,604	249,667	259,654
31350	Professional services- on site	459,113	472,890	492,752	512,462
31360	Professional services- legal advisor	135,516	139,586	145,449	151,267
31500	Professional services- other	50,830	50,823	53,743	55,893
51100	Office supplies	24,858	24,629	21,154	22,000
52950	Out of pocket expenses	5,004	5,150	5,366	5,581
	Operating	**907,942**	**932,683**	**968,131**	**1,006,857**
	Project Total	**907,942**	**932,683**	**968,131**	**1,006,857**
	Division Total	**907,942**	**932,683**	**968,131**	**1,006,857**

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	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Personnel					
12992	Vacation leave - retire/term	-	-	5,900	10,000
12996	Sick leave - retire/term	-	-	5,900	10,000
21000	Social Security- matching	-	-	-	1,530
22001	Retirement contribution - legacy	3,458,452	1,335,403	1,890,044	1,934,736
25000	Unemployment compensation	9,072	5,201	50,000	25,000
	Personnel	**3,467,524**	**1,340,604**	**1,951,844**	**1,981,266**
Operating					
30010	Contingency	-	-	1,465,879	2,000,000
30030	Estimated Budget Savings	-	-	-3,091,980	-3,438,512
31300	Professional services-Outside Legal	625,097	596,155	775,000	890,000
31500	Professional services- other	633,896	325,434	372,100	383,110
34989	Contractual service provider	243,973	230,745	42,474	35,856
34990	Contractual services- other	24,443	48,874	50,230	41,940
36100	Excess benefit	42,600	44,858	54,400	55,936
41225	Cable fees	126	126	200	200
41400	Postage	87,096	99,078	87,096	99,078
44200	Rents- machinery & equipment	1,280	1,300	1,749	1,300
45000	Insurance	787,332	1,123,508	2,001,396	1,884,432
47140	Printing - flyer/newspaper	103,748	114,644	-	-
48250	Employee award program	-	-	1,000	51,000
49150	Auto tags & titles	13,862	7,940	-	11,480
49356	Special projects	38,802	39,200	25,396	39,000
49965	Police & Fire Pension Misc. Costs	-	-	130,490	25,000
51100	Office supplies	3,202	3,001	3,200	3,200
52650	Equip < than $1000	486	-	500	500
54100	Memberships/ dues/ subscription	56,430	57,479	57,479	58,627
	Operating	**2,662,372**	**2,692,341**	**1,976,609**	**2,142,147**
Grants and Aid					
81001	Grant - Area Agency On Aging	108,635	97,548	101,055	99,878
82005	Grant - Women In Distress	12,000	15,000	15,000	15,000
82013	Grant - Learning for Success-KAPOW	6,000	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	35,000
83013	Grant - Family Central	34,906	35,000	-	-
	Grants and Aid	**176,541**	**168,548**	**177,055**	**170,878**
Other					
91100	Transfer to Road and Bridge	-	-	802,586	628,434
91128	Transfer to Community Bus Program	214,282	198,178	243,551	224,650
91199	Transfer to OAA	442,365	506,630	522,434	561,224
91201	Transfer to Debt Service Fund	118,065	118,065	88,551	-
91320	Transfer to municipal construction fund	-	2,560,820	-	-
	Other	**774,713**	**3,383,694**	**1,657,122**	**1,414,308**
	Project Total	**7,081,150**	**7,585,186**	**5,762,630**	**5,708,599**
	Division Total	**7,081,150**	**7,585,186**	**5,762,630**	**5,708,599**

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	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Personnel					
12047	City Clerk	102,515	102,024	105,240	109,252
12285	Micrographic Technician II	44,392	-	-	-
12287	Document Management Specialist	-	46,464	47,862	49,299
12620	Cashier II	37,954	38,118	39,265	40,432
12684	Clerical Spec II	113,006	114,219	117,640	113,953
12775	Deputy City Clerk	55,531	56,242	57,931	59,667
12782	Deputy City Clerk/Occ Lic Admin	57,182	57,921	59,594	61,388
13509	Shared - Secretary	12,844	12,724	11,923	13,121
13525	Senior Board Secretary	-	-	19,123	19,890
13679	P/T Passport Clerk	7,943	17,132	19,477	19,872
14000	Overtime	35	467	300	467
15001	Special Payment non P & F	8,568	-	-	-
15107	Automobile allowance	1,108	3,600	3,600	3,600
15116	Cell Phone Pay	675	900	900	900
21000	Social Security- matching	31,864	32,669	36,943	37,632
22000	Retirement contributions	46,207	24,469	34,007	29,239
22010	Defined contribution - General	17,516	17,892	18,430	18,333
23000	Health Insurance	77,240	89,598	112,399	124,012
23100	Life Insurance	910	943	2,474	2,048
24000	Workers compensation	961	315	1,728	1,560
26300	General retiree health contrib	143,540	174,624	145,344	115,264
	Personnel	**759,991**	**790,321**	**834,180**	**819,929**
Operating					
31500	Professional services- other	15,076	13,400	119,000	-
34050	Contractual microfilming	7,813	24,553	234,000	134,000
34989	Contractual service provider	124,504	156,951	180,586	188,358
40100	Travel/conferences	1,858	1,419	3,874	4,000
44200	Rents- machinery & equipment	9,070	9,597	13,720	26,000
45440	Insurance- errors & omissions	144	-	400	600
46250	R & M equipment	838	600	1,500	2,000
46800	Maintenance contracts	1,359	3,431	6,741	7,941
46801	I.T. Maintenance contracts	13,262	39,686	63,414	116,100
47100	Printing	2,396	5,852	4,500	4,500
47400	Codification of ordinances	5,397	3,062	10,000	10,000
49000	Legal/employment ads	16,901	12,145	19,500	19,600
49100	Recording fees	2,695	1,517	4,000	4,000
51100	Office supplies	7,682	13,001	14,529	17,000
51300	Microfilm supplies	89	812	700	700
52650	Equip < than $1000	175	2,629	2,000	3,000
52652	Software < than $1000 &/or licenses	3,240	3,510	7,000	9,700
52653	Computer equipment < $1000	65	1,972	2,000	2,500
54100	Memberships/ dues/ subscription	490	749	726	750
55229	Training	-	7,250	-	2,000
	Operating	**213,054**	**302,137**	**688,190**	**552,749**
Capital					
64023	Camera	-	1,695	-	-
64039	Computer equipment not micro	-	3,625	-	-
64051	Computer programs	212,861	-	-	-
64053	Micro computer	-	1,560	-	-
64132	Microfilm equipment	-	11,468	-	-
64400	Other equipment	5,323	-	-	-
	Capital	**218,184**	**18,348**	**-**	**-**

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	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
	Project Total	**1,191,229**	**1,110,806**	**1,522,370**	**1,372,678**
	Division Total	**1,191,229**	**1,110,806**	**1,522,370**	**1,372,678**

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 513 Financial and administrative

Division 2001 Finance | Project Blank

Object	Object Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Personnel					
12030	Budget Director	-	-	28,930	100,000
12031	Payroll Manager	-	-	23,292	81,120
12032	Accounts Payable Manager	-	-	19,458	67,600
12086	Finance Director	130,777	137,427	142,869	145,931
12428	Payables Supervisor	59,293	59,010	43,866	-
12431	Payroll Coordinator	115,613	117,070	120,656	123,621
12433	Payroll Supervisor	72,439	72,722	53,447	-
12517	Assistant Finance Director	115,619	117,064	124,306	117,600
12523	Accountant	33,211	-	-	-
12525	Administrative Assistant I	60,080	60,373	61,568	61,568
12556	Budget Manager	84,478	84,074	62,694	-
12641	Chief Accountant	82,806	100,006	97,169	90,000
12642	Accounting Supervisor	-	21,275	75,925	78,000
12651	Programmer Analyst II	175,382	177,435	184,960	190,654
12686	Systems Supervisor	98,899	98,426	100,248	104,000
12992	Vacation leave - retire/term	-	-	14,341	-
12996	Sick leave - retire/term	-	14,185	11,970	-
14000	Overtime	582	830	5,000	85,000
15001	Special Payment non P & F	25,585	-	-	-
15007	Topped Out Incentive	-	900	2,250	2,250
15107	Automobile allowance	3,969	7,200	7,202	7,202
15116	Cell Phone Pay	2,100	2,100	2,101	2,101
21000	Social Security- matching	76,474	77,114	88,672	95,887
22000	Retirement contributions	152,768	65,526	98,889	98,274
22010	Defined contribution - General	34,544	34,139	42,445	44,629
23000	Health Insurance	154,480	166,397	208,741	230,308
23100	Life Insurance	2,455	2,415	6,494	5,692
24000	Workers compensation	2,359	722	4,055	3,862
26300	General retiree health contrib	255,050	283,648	229,666	187,152
	Personnel	**1,738,964**	**1,700,056**	**1,861,214**	**1,922,451**
Operating					
31500	Professional services- other	-	13,759	89,000	14,000
32100	Accounting and auditing fees	34,679	39,230	39,400	41,100
34989	Contractual service provider	630,506	681,576	902,139	1,045,600
34990	Contractual services- other	15,651	-	-	-
40100	Travel/conferences	2,575	1,824	2,200	6,000
41100	Telephone	731	902	1,730	2,640
44200	Rents- machinery & equipment	4,353	4,353	4,400	4,600
46250	R & M equipment	179	-	-	500
46800	Maintenance contracts	1,175	1,506	1,875	2,500
46801	I.T. Maintenance contracts	93,927	94,885	97,500	102,750
51100	Office supplies	8,720	13,595	11,870	16,450
52600	Clothing/uniforms	-	967	-	-
52650	Equip < than $1000	870	2,565	2,300	1,280
52652	Software < than $1000 &/or licenses	629	2,136	5,500	20,450
52653	Computer equipment < $1000	334	76	1,800	1,800
54100	Memberships/ dues/ subscription	1,911	2,246	3,865	5,150
55200	College Classes - Education	-	1,345	3,000	1,000
55229	Training	1,532	1,432	1,500	2,000
	Operating	**797,771**	**862,397**	**1,168,079**	**1,267,820**
Capital					
64039	Computer equipment not micro	-	4,053	5,000	5,000
64051	Computer programs	-	-	-	50,000

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 513 Financial and administrative

Division 2001 Finance | Project Blank

Object	Object Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Capital					
64055	Laptop/Tablet	4,818	1,454	2,653	4,000
	Capital	**4,818**	**5,507**	**7,653**	**59,000**
	Project Total	**2,541,553**	**2,567,960**	**3,036,946**	**3,249,271**
	Division Total	**2,541,553**	**2,567,960**	**3,036,946**	**3,249,271**

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	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Personnel					
12280	Help Desk Technician II	179,907	112,647	112,153	114,941
12303	Network Specialist II	193,924	194,935	199,702	205,695
12525	Administrative Assistant I	54,967	55,361	56,798	58,503
12643	Help Desk Technician I	38,312	38,002	39,172	40,348
12644	Help Analyst/Technician	68,937	69,615	71,525	73,671
12645	Help Desk Analyst	37,066	-	-	-
12652	Programmer/Analyst I	76,154	69,902	-	-
12693	Systems Programmer/Analyst II	87,122	87,407	90,412	92,212
12697	Proj Mangr/Systems Prog Analyst II	106,449	106,849	108,692	108,805
12722	Manager of Systems Development	126,612	126,006	126,007	126,007
12723	Systems Administrator	69,826	70,982	73,307	75,506
12903	Technology Services Director	140,678	142,429	146,695	151,098
12904	Asst. Technology Services Director	82,493	112,439	115,812	119,287
12992	Vacation leave - retire/term	871	19,141	-	11,200
12996	Sick leave - retire/term	24	128	-	5,600
14000	Overtime	54,090	63,855	33,000	73,000
15001	Special Payment non P & F	18,158	-	-	-
15007	Topped Out Incentive	-	750	750	1,500
15100	Holiday pay	448	-	2,400	3,600
15107	Automobile allowance	1,108	3,600	3,600	6,460
15115	Beeper pay	14,577	14,463	16,790	16,790
15116	Cell Phone Pay	6,075	5,550	5,460	5,460
21000	Social Security- matching	97,860	93,248	91,251	98,348
22000	Retirement contributions	118,492	58,217	75,413	63,796
22010	Defined contribution - General	81,369	76,034	71,779	73,799
23000	Health Insurance	198,617	191,996	240,855	230,308
23100	Life Insurance	3,165	2,807	7,330	5,496
24000	Workers compensation	3,001	839	4,579	3,730
26300	General retiree health contrib	287,080	327,420	272,520	187,304
	Personnel	**2,147,382**	**2,044,621**	**1,966,002**	**1,952,464**
Operating					
34989	Contractual service provider	617,199	876,511	1,496,313	1,965,373
34990	Contractual services- other	-	24,126	36,500	44,000
34995	I.T. Contractual services	23,055	160,434	240,800	273,460
40100	Travel/conferences	1,599	-	5,200	5,200
41100	Telephone	2,058	2,246	4,382	4,382
41371	Streaming video service fees	2,250	938	4,400	4,400
41380	Data communication	23,988	35,569	34,800	37,200
44200	Rents- machinery & equipment	1,549	1,743	6,216	6,554
46250	R & M equipment	2,184	-	10,793	52,000
46300	R & M motor vehicles	4,386	552	1,500	2,500
46800	Maintenance contracts	-	360	56,836	136,836
46801	I.T. Maintenance contracts	185,781	109,290	244,610	244,610
51100	Office supplies	2,452	-414	4,200	8,750
52000	Operating supplies	3,653	8,123	13,200	17,600
52015	Books	-	425	1,950	1,950
52470	Computer supplies	1,155	624	3,450	3,450
52540	Fuel	1,819	1,940	3,990	3,990
52650	Equip < than $1000	7,322	34,468	12,960	185,440
52652	Software < than $1000 &/or licenses	378,880	272,451	380,679	285,600
52653	Computer equipment < $1000	59,232	131,015	156,800	236,800
54100	Memberships/ dues/ subscription	557	925	2,400	16,800
55229	Training	29,012	29,116	45,500	83,380

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	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Operating					
	Operating	**1,348,131**	**1,690,443**	**2,767,479**	**3,620,275**
Capital					
63993	Improvements - Other	-	-	2,130,345	2,377,896
64039	Computer equipment not micro	49,378	36,720	22,000	61,050
64051	Computer programs	-	6,043	578,000	-
64055	Laptop/Tablet	17,825	11,835	33,600	33,600
64214	Truck	21,809	-	24,890	-
64221	Van	-	-	23,581	32,800
64400	Other equipment	-	18,074	278,000	-
	Capital	**89,012**	**72,672**	**3,090,416**	**2,505,346**
	Project Total	**3,584,525**	**3,807,736**	**7,823,897**	**8,078,085**

Entity 1 General Fund | Function 513 Financial and administrative
Division 2002 Technology Services | Project 306 IT Modernization (VOIP/VDI)

Object	Object Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Operating					
34995	I.T. Contractual services	12,761	-	45,000	108,928
46801	I.T. Maintenance contracts	-	655,086	18,207	-
52653	Computer equipment < $1000	13,437	-	-	-
	Operating	**26,198**	**655,086**	**63,207**	**108,928**
Capital					
63993	Improvements - Other	192,212	178,830	-	-
64039	Computer equipment not micro	99,905	3,345,917	146,912	255,000
64051	Computer programs	-	-	-	1,525,000
	Capital	**292,117**	**3,524,747**	**146,912**	**1,780,000**
	Project Total	**318,316**	**4,179,833**	**210,119**	**1,888,928**

Entity 1 General Fund | Function 513 Financial and administrative
Division 2002 Technology Services | Project 307 Other Projects

Object	Object Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Capital					
63993	Improvements - Other	-	-	130,000	-
64039	Computer equipment not micro	-	-	890,600	160,000
64051	Computer programs	-	-	-	120,000
	Capital	**-**	**-**	**1,020,600**	**280,000**
	Project Total	**-**	**-**	**1,020,600**	**280,000**
	Division Total	**3,902,841**	**7,987,568**	**9,054,616**	**10,247,013**

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 521 Law enforcement

Division 3001 Police | Project Blank

Object	Object Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Personnel					
12029	Special Operations Manager	-	49,548	59,210	60,984
12042	Projects and Research Manager	10,445	51,881	53,436	55,315
12043	Assistant Records Unit Manager	8,935	44,326	45,653	47,020
12044	Records Unit Manager	56,075	7,781	44,577	59,853
12045	Police Chief	166,740	173,653	165,943	184,868
12046	Deputy Police Chief	-	-	179,998	302,221
12080	Social Media Manager	33,067	-	-	-
12081	Police Social Media Manager	8,935	44,214	45,540	46,903
12115	Police Captain	537,208	653,872	661,301	860,284
12119	Finance Assistant	-	25,266	43,354	44,855
12131	Professional Standards Supervisor	55,500	64,332	64,584	64,709
12174	Division Major	258,798	269,538	102,851	-
12425	Police Officer	11,407,247	11,800,707	10,910,158	12,477,180
12451	Emergency Management Director	-	-	-	86,253
12452	Logistics-Fleet Supervisor	-	-	60,444	61,568
12453	Logistics-Fleet Coordinator III	-	-	22,557	42,928
12454	Logistics Coordinator III	23,973	87,578	75,258	56,348
12456	Logistics Coordinator II	15,311	-	-	-
12467	Property Evidence Technician	77,937	66,086	74,554	76,446
12468	Property Supervisor	40,233	40,040	41,296	42,541
12481	Logistics Manager II	35,540	57,067	-	-
12490	Logistics Manager	20,740	-	-	-
12492	Finance Coordinator	65,689	66,199	68,062	70,443
12493	Administrative Services Manager	46,962	48,131	49,576	51,310
12511	Administrative Assitant III	11,546	55,848	57,614	59,352
12525	Administrative Assistant I	24,918	43,090	44,377	45,935
12528	Administrative Assistant II	43,276	-	-	-
12603	Support Services Coordinator	64,127	63,820	63,820	63,820
12631	Crime Scene Technician	45,496	40,362	41,263	42,507
12632	Crime Scene Unit Supervisor	10,647	60,933	62,149	64,024
12633	Crime Scene Investigator	150,239	161,237	181,841	187,309
12634	Crime Scene Shift Supervisor	51,970	54,494	55,587	57,256
12636	Field Training Officer - City	-	-	1,474,740	1,495,732
12637	Field Training Sergeant - City	-	-	292,427	303,950
12638	Forensic Examiner I	12,993	63,009	123,210	124,285
12639	Forensic Examiner	47,227	-	-	-
12651	Programmer Analyst II	51,986	-	-	-
12652	Programmer/Analyst I	70,830	70,491	74,785	77,041
12655	Sergeant	2,837,008	2,953,111	2,664,619	2,979,254
12684	Clerical Spec II	503,876	374,416	345,800	353,199
12685	Clerical Aide	50,347	36,608	37,744	39,074
12698	Police Programmer Analyst III	13,868	67,080	69,593	72,031
12733	Crime Analyst Supervisor	58,290	59,707	61,550	63,704
12736	Crime Analyst	65,104	97,031	99,939	102,944
12800	Asst. Police Chief	137,564	147,952	70,858	-
12881	Professional Standards Coordinator	-	-	-	36,006
12882	Economic Crimes Investigator	-	-	-	34,882
12883	Support Center Manager	-	-	-	36,006
12885	Victim's Advocate	48,843	48,610	50,563	52,077
12886	Assistant Victim's Advocate	42,218	42,016	43,281	44,580
12901	Staff Inspector	-	-	-	38,252
12937	Fingerprint Examiner II	62,042	62,038	63,745	64,709
12938	Police Support Specialist IV	-	17,401	46,830	49,937
12939	Forensic Video Examiner	-	-	38,064	57,039
12978	Police Support Specialist III	19,138	41,556	45,945	42,054

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 521 Law enforcement

Division 3001 Police | Project Blank

Object	Object Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Personnel					
12979	Police Support Specialist II	173,972	173,357	179,481	185,080
12980	Police Support Specialist I	326,038	326,477	340,968	438,254
12984	Police Administrative Specialist II	35,922	-	-	-
12985	Police Service Aide I	450,188	479,787	645,768	679,789
12988	Police Payroll Specialist I	77,237	89,489	92,212	86,025
12992	Vacation leave - retire/term	145,941	234,160	226,359	123,168
12996	Sick leave - retire/term	360,438	411,308	293,940	162,347
12997	Sick leave - annual	442,690	418,112	621,194	684,014
13407	P/T Victim's Advocate - CITY	35,867	36,378	37,108	37,851
13411	Reserve Police Officer	-	5,116	-	-
13412	P/T Police Support Specialist	64,484	59,117	74,437	75,919
13416	P/T Police Support Specialist I	-	9,726	28,067	23,358
14000	Overtime	1,106,157	916,327	1,000,000	1,000,000
14400	Off-duty detail	1,472	8,556	1,500	9,000
15000	Incentive pay	198,917	200,012	198,383	201,505
15001	Special Payment non P & F	7,081	-	-	-
15003	New Hire Incentive Pay	35,000	65,000	105,000	135,000
15004	New Hire Relocation Pay	-	4,661	25,000	25,000
15007	Topped Out Incentive	-	3,750	3,000	5,250
15010	Certification pay	120	120	120	120
15050	Stand-by pay	54,778	33,299	75,000	60,000
15100	Holiday pay	358,633	364,799	360,000	365,000
15101	Uniform cleaning allowance	295,078	299,372	303,840	295,500
15104	Assignment pay	151,563	133,610	117,234	105,548
15107	Automobile allowance	21,600	28,800	28,800	27,601
15108	Shift Differential	10,934	13,110	12,480	12,480
15109	Shift Differential- Certified Officer	61,059	59,498	57,720	56,160
15110	Dive team equipment allowance	3,425	2,625	2,400	2,100
15115	Beeper pay	16,833	16,471	17,500	17,500
15116	Cell Phone Pay	16,975	16,725	16,500	16,200
15200	Longevity pay	284,089	241,860	234,508	229,821
21000	Social Security- matching	1,631,952	1,683,510	1,823,096	2,001,143
22000	Retirement contributions	187,018	79,124	67,329	62,749
22010	Defined contribution - General	261,189	274,780	350,872	396,670
22100	Retirement contributions P & F	12,230,630	13,627,738	14,614,825	15,625,921
22110	State contribution P&F retirement	1,306,762	1,380,657	1,306,762	1,380,657
23000	Health Insurance	3,205,186	3,769,532	4,945,558	5,576,111
23100	Life Insurance	43,766	45,745	118,777	106,953
24000	Workers compensation	624,327	210,004	1,146,421	1,163,794
26300	General retiree health contrib	1,100,473	1,746,240	1,489,776	1,239,088
26305	Police retiree health contrib	4,839,582	4,244,000	3,481,311	3,970,034
	Personnel	**47,460,262**	**49,823,981**	**53,321,942**	**57,861,698**
Operating					
31400	Professional services- medical	8,125	8,775	19,000	19,000
31450	Professional services- veterinarian	7,953	6,901	23,000	23,500
31500	Professional services- other	48,288	34,372	115,050	91,250
31760	Off-duty Detail - PBA	5,779	6,234	45,840	10,000
34500	Contract- building maintenance	47,758	47,758	70,000	70,000
34982	Function sourcing- Grounds/Facilities	13,659	-	-	-
34989	Contractual service provider	-	148,681	445,897	550,561
34990	Contractual services- other	518,348	568,130	748,549	807,771
36100	Excess benefit	61,398	89,506	82,000	69,000
40100	Travel/conferences	46,437	81,594	195,150	264,240
41100	Telephone	72,369	64,958	112,775	104,985

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 521 Law enforcement

Division 3001 Police | Project Blank

Object	Object Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Operating					
41380	Data communication	132,434	134,201	147,565	158,281
43100	Electric	105,828	106,127	125,000	125,000
43200	Water & sewer	6,164	8,884	7,000	9,000
44200	Rents- machinery & equipment	72,708	63,153	72,128	82,242
46150	R & M- land- building & improvement	51,208	367,853	108,598	95,505
46250	R & M equipment	35,879	47,588	133,105	157,440
46300	R & M motor vehicles	536,302	562,777	647,910	656,770
46800	Maintenance contracts	12,051	11,318	60,803	73,400
46801	I.T. Maintenance contracts	145,069	200,301	283,981	330,065
47100	Printing	5,829	8,824	47,400	52,700
48250	Employee award program	1,031	-	1,500	1,600
49000	Legal/employment ads	2,973	45	5,400	3,900
49105	License renewals	9,775	9,750	10,000	10,000
49354	Drug investigation	10,000	-	16,000	16,200
49355	Special investigation	216	431	5,000	5,000
49357	False alarm program	30,425	30,952	30,200	31,200
49680	Special events- miscellaneous	30,010	30,834	56,000	55,000
51100	Office supplies	30,160	29,468	40,000	40,000
51400	Photo supplies	3	320	2,000	1,000
52000	Operating supplies	49,655	68,044	149,266	143,448
52002	Operating supplies- ID unit	14,240	14,128	17,500	17,500
52003	Operating supplies- Training Unit	89,238	85,153	187,151	151,741
52200	Cleaning/janitorial supplies	735	119	1,000	1,500
52540	Fuel	621,451	691,769	696,695	781,800
52600	Clothing/uniforms	201,509	180,337	257,380	342,032
52645	S.E.T. Equipment < $1000	14,004	34,672	33,270	57,346
52650	Equip < than $1000	139,605	369,245	271,631	327,605
52652	Software < than $1000 &/or licenses	366,441	93,769	170,677	168,398
52653	Computer equipment < $1000	58,034	35,687	64,270	77,634
52681	Operating supplies for K-9	4,100	883	9,600	9,600
52683	S.E.T. Operating supplies	39,353	51,772	92,884	99,600
54100	Memberships/ dues/ subscription	10,772	21,311	25,464	30,430
55200	College Classes - Education	16,427	13,547	50,000	50,000
55229	Training	67,481	88,861	133,327	160,562
	Operating	**3,741,222**	**4,419,031**	**5,816,966**	**6,333,806**
Capital					
62000	Buildings	-	-	87,520	-
62017	Building improvement	20,905	6,491	101,301	25,000
63166	Shooting range	-	-	-	35,000
64023	Camera	24,972	-	6,000	60,000
64028	Car	206,948	125,179	154,701	282,000
64039	Computer equipment not micro	-	68,626	28,625	-
64048	Boat	-	-	-	8,000
64051	Computer programs	121,794	27,738	195,565	27,600
64053	Micro computer	-	13,873	13,500	24,000
64055	Laptop/Tablet	167,629	168,467	194,022	212,500
64072	Storage tank	-	20,700	289,656	-
64073	Generator	-	87,894	27,214	1,250
64110	K-9 dogs	25,000	-	10,700	19,000
64140	Motorcycle	37,850	44,350	50,483	85,500
64176	S.E.T. Equipment	1,961	124,625	186,954	200,000
64181	Radio- portable	246	-	2,311,674	35,000
64182	Radar gun	23,548	-	-	30,600
64213	Trailer	-	31,131	18,000	80,000

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 521 Law enforcement
Division 3001 Police | Project Blank

Object	Object Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Capital					
64214	Truck	2,309,787	993,653	2,053,623	1,070,800
64221	Van	23,504	24,293	35,841	-
64400	Other equipment	300,868	585,195	904,597	845,704
	Capital	**3,265,012**	**2,322,214**	**6,669,976**	**3,041,954**
	Project Total	**54,466,496**	**56,565,226**	**65,808,884**	**67,237,458**

Entity 1 General Fund | Function 521 Law enforcement
Division 3001 Police | Project 3001 Red Light Camera Program

Object	Object Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Personnel					
12425	Police Officer	-	31,254	71,490	79,650
12479	RLC Program Coordinator	-	5,716	44,034	45,531
12985	Police Service Aide I	-	12,987	36,723	39,168
12997	Sick leave - annual	-	1,636	3,300	3,677
15000	Incentive pay	-	600	1,560	1,560
15100	Holiday pay	-	356	-	6,000
15101	Uniform cleaning allowance	-	745	1,500	1,920
15104	Assignment pay	-	909	2,145	2,390
21000	Social Security- matching	-	3,984	12,299	13,767
22010	Defined contribution - General	-	1,683	7,269	7,624
22100	Retirement contributions P & F	-	-	48,606	77,324
23000	Health Insurance	-	-	48,171	53,148
23100	Life Insurance	-	-	822	776
24000	Workers compensation	-	-	6,757	6,992
26300	General retiree health contrib	-	-	36,336	28,816
26305	Police retiree health contrib	-	-	15,137	16,966
	Personnel	**-**	**59,869**	**336,149**	**385,309**
Operating					
31305	Prof services-Outside Legal-Red Light	6,786	58,097	125,131	125,700
34980	Contractual services - Redflex	-	8,519	345,000	345,000
	Operating	**6,786**	**66,617**	**470,131**	**470,700**
	Project Total	**6,786**	**126,486**	**806,280**	**856,009**

Entity 1 General Fund | Function 521 Law enforcement
Division 3001 Police | Project 303 SRO program

Object	Object Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Personnel					
13414	P/T School Resource Officer	821,404	799,707	947,311	1,075,150
13415	P/T SRO Supervisor	82,088	89,590	96,224	100,974
15000	Incentive pay	21,925	22,533	37,440	42,120
15015	Payment in lieu of benefits	-	-	-	54,000
15101	Uniform cleaning allowance	7,308	7,596	9,090	9,720
21000	Social Security- matching	68,496	67,557	83,398	98,103
23000	Health Insurance	253,788	307,194	385,368	478,332
23100	Life Insurance	1,911	2,089	3,098	5,578
24000	Workers compensation	34,322	11,518	60,702	67,770
	Personnel	**1,291,242**	**1,307,785**	**1,622,631**	**1,931,747**
Operating					
31760	Off-duty Detail - PBA	125,030	108,206	125,000	125,000

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	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Operating					
	Operating	**125,030**	**108,206**	**125,000**	**125,000**
	Project Total	**1,416,272**	**1,415,991**	**1,747,631**	**2,056,747**

Entity 1 General Fund | Function 521 Law enforcement
Division 3001 Police | Project 313 Broward College SRO

Object	Object Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Personnel					
13414	P/T School Resource Officer	85,020	79,142	87,756	92,884
15000	Incentive pay	960	923	960	3,120
15015	Payment in lieu of benefits	-	-	-	4,000
15101	Uniform cleaning allowance	708	720	1,500	720
21000	Social Security- matching	6,636	6,184	6,904	7,708
23000	Health Insurance	22,069	25,600	32,114	35,432
23100	Life Insurance	196	201	254	438
24000	Workers compensation	3,064	1,021	5,380	5,354
	Personnel	**118,652**	**113,791**	**134,868**	**149,656**
Operating					
31760	Off-duty Detail - PBA	7,744	4,936	8,000	8,000
	Operating	**7,744**	**4,936**	**8,000**	**8,000**
	Project Total	**126,396**	**118,727**	**142,868**	**157,656**

Entity 1 General Fund | Function 529 Other public safety
Division 3001 Police | Project 9007 Code Compliance

Object	Object Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Personnel					
12085	Code Compliance Administrator	67,403	67,725	67,080	69,431
12684	Clerical Spec II	73,526	43,688	42,260	43,742
12985	Police Service Aide I	210,119	176,490	158,138	112,450
12986	Police Service Aide II	114,426	144,403	236,126	297,559
12987	Police Service Aide III	35,364	81,314	82,856	83,416
12992	Vacation leave - retire/term	4,284	1,116	-	-
12996	Sick leave - retire/term	620	112	-	-
14000	Overtime	-	-	1,500	1,500
15001	Special Payment non P & F	2,683	-	-	-
15010	Certification pay	120	120	120	120
15100	Holiday pay	12,551	11,224	15,000	15,000
15101	Uniform cleaning allowance	2,220	2,460	2,880	2,400
15116	Cell Phone Pay	4,895	4,910	5,520	4,680
21000	Social Security- matching	38,697	39,117	46,804	48,241
22000	Retirement contributions	11,110	8,586	6,130	5,358
22010	Defined contribution - General	39,465	38,053	46,753	48,351
23000	Health Insurance	143,445	166,397	176,627	177,160
23100	Life Insurance	1,318	1,378	3,395	2,862
24000	Workers compensation	17,480	5,927	32,117	30,779
26300	General retiree health contrib	175,438	327,420	254,352	201,712
	Personnel	**955,164**	**1,120,439**	**1,177,658**	**1,144,761**
Operating					
31300	Professional services-Outside Legal	2,650	6,562	7,500	7,500
34989	Contractual service provider	-	29,740	46,009	44,669

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	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Operating					
34990	Contractual services- other	4,125	-	-	-
41100	Telephone	53	42	400	400
41380	Data communication	2,188	2,189	9,360	9,360
44200	Rents- machinery & equipment	399	957	957	957
46250	R & M equipment	-	-	3,000	3,000
46300	R & M motor vehicles	8,971	3,019	48,000	49,200
46800	Maintenance contracts	953	153	180	180
46801	I.T. Maintenance contracts	-	528	780	780
47100	Printing	-	803	1,500	1,500
49100	Recording fees	3,143	3,382	7,500	7,500
51100	Office supplies	1,898	2,028	3,600	3,600
52000	Operating supplies	-	-	2,415	2,300
52540	Fuel	4,344	12,619	4,983	14,110
52600	Clothing/uniforms	6,531	7,881	20,500	20,500
52650	Equip < than $1000	463	57,043	8,785	585
52653	Computer equipment < $1000	-	400	-	-
54100	Memberships/ dues/ subscription	100	546	970	670
55229	Training	2,410	4,525	9,750	9,750
	Operating	**38,227**	**132,417**	**176,189**	**176,561**
Capital					
64181	Radio- portable	-	-	20,316	-
64214	Truck	277,061	-	61,583	-
	Capital	**277,061**	**-**	**81,899**	**-**
	Project Total	**1,270,452**	**1,252,856**	**1,435,746**	**1,321,322**
	Division Total	**57,286,402**	**59,479,286**	**69,941,409**	**71,629,192**

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 525 Emergency and Disaster Relief Services

Division 3050 Emergency & Disaster Relief Services | Project 3377 FEMA-3377-EM - Hurricane Matthew

Object	Object Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Personnel					
14000	Overtime	-	93,725	-	-
21000	Social Security- matching	-	6,805	-	-
	Personnel	**-**	**100,530**	**-**	**-**
Operating					
34989	Contractual service provider	-	1,944	-	-
44200	Rents- machinery & equipment	-	5,000	-	-
46150	R & M- land- building & improvement	-	2,500	-	-
52000	Operating supplies	-	5,661	-	-
52701	Food purchases	-	2,309	-	-
	Operating	**-**	**17,413**	**-**	**-**
	Project Total	**-**	**117,944**	**-**	**-**

Entity 1 General Fund | Function 525 Emergency and Disaster Relief Services

Division 3050 Emergency & Disaster Relief Services | Project 4337 FEMA-4337-DR - Hurricane Irma

Object	Object Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Personnel					
14000	Overtime	-	1,171,053	-	-
15104	Assignment pay	-	3	-	-
21000	Social Security- matching	-	84,254	-	-
	Personnel	**-**	**1,255,310**	**-**	**-**
Operating					
34990	Contractual services- other	-	1,994,850	-	-
34990	Contractual services- other	-	2,976	-	-
44200	Rents- machinery & equipment	-	190	-	-
44200	Rents- machinery & equipment	-	6,325	-	-
45710	Ins Claims Pending-Hurricane	-	48,971	-	-
46150	R & M- land- building & improvement	-	28,959	-	-
52000	Operating supplies	-	764	-	-
52000	Operating supplies	-	11,159	-	-
52701	Food purchases	-	113,226	-	-
	Operating	**-**	**2,207,420**	**-**	**-**
	Project Total	**-**	**3,462,729**	**-**	**-**
	Division Total	**-**	**3,580,673**	**-**	**-**

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	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Personnel					
12010	Insurance Clerk	38,843	38,903	4,482	-
12099	Battalion Chief - PM	612,368	610,131	606,978	606,978
12130	Fire Chief	-	178,298	178,298	178,298
12172	Assistant Division Chief	336,181	241,238	302,252	340,863
12282	Micro Computer Specialist I	66,880	67,482	69,298	70,678
12528	Administrative Assistant II	65,020	64,709	64,709	64,709
12575	Lieutenant	2,086,394	2,076,273	2,069,647	2,067,918
12607	Captain - P/M	2,934,654	2,888,627	2,881,283	2,878,147
12651	Programmer Analyst II	95,806	95,347	95,348	95,348
12679	Clerical Spec I	34,067	9,943	-	-
12684	Clerical Spec II	38,728	64,862	77,279	79,591
12788	Division Chief	495,733	512,348	521,270	528,413
12835	Driver/Engineer	499,279	495,423	345,450	353,286
12836	Driver Engineer - P/M	2,096,467	2,097,782	2,261,604	2,263,915
12915	Firefighter/EMT	1,034,173	1,004,628	1,074,706	1,080,477
12918	Firefighter/PM	4,285,946	4,253,120	4,442,977	4,479,726
12934	Administrative Battalion Chief	110,306	84,654	100,415	98,585
12992	Vacation leave - retire/term	229,752	127,039	63,092	93,529
12996	Sick leave - retire/term	462,534	145,176	240,792	156,510
12997	Sick leave - annual	377,757	373,814	399,525	626,908
13003	Fire Chief	179,155	-	-	-
13681	P/T Clerk Spec II	14,587	16,423	16,575	12,029
14000	Overtime	23,656	16,786	30,000	30,000
14016	Overtime - Non-City details	25,534	34,512	27,000	25,000
14017	Overtime - Staffing	168,661	180,443	120,000	162,000
14400	Off-duty detail	10,787	4,951	14,000	10,000
15000	Incentive pay	156,260	158,860	159,640	161,720
15007	Topped Out Incentive	-	1,500	1,500	1,500
15040	Inspector certification	193,280	192,040	189,280	199,680
15100	Holiday pay	523,420	509,955	650,000	650,000
15101	Uniform cleaning allowance	12,880	11,760	11,760	13,440
15104	Assignment pay	43,281	-	5,393	-
15111	Assignment pay - Rescue	41,403	41,322	42,000	43,200
15112	Assignment pay - FIRE/EMS	28,808	66,617	74,400	74,400
15116	Cell Phone Pay	7,050	6,225	6,300	13,500
15200	Longevity pay	186,562	147,458	137,949	129,329
21000	Social Security- matching	1,289,545	1,238,651	1,323,584	1,345,063
22000	Retirement contributions	41,070	24,902	34,037	26,897
22001	Retirement contribution - legacy	33,249	17,043	22,700	25,902
22010	Defined contribution - General	30,541	30,712	27,907	27,932
22100	Retirement contributions P & F	11,219,845	11,066,409	11,808,677	11,802,924
22110	State contribution P&F retirement	1,083,251	1,012,809	1,116,530	1,013,580
23000	Health Insurance	2,217,887	2,572,753	3,227,457	3,525,484
23100	Life Insurance	33,484	34,885	87,665	71,585
24000	Workers compensation	651,860	229,587	1,205,712	1,124,533
26300	General retiree health contrib	95,693	130,968	127,176	86,448
26310	Fire retiree health contrib	5,159,654	4,223,920	3,495,960	3,832,912
	Personnel	**39,372,291**	**37,401,287**	**39,762,607**	**40,472,937**
Operating					
31300	Professional services-Outside Legal	1,251	2,075	5,000	2,500
31400	Professional services- medical	78,662	79,482	97,230	97,230
31500	Professional services- other	3,660	6,622	4,500	4,500
31508	Professional Services Other - Fire	5,960	8,721	12,126	43,125
31509	Professional Services Other - Rescue	44,013	44,265	47,400	47,400

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	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Operating					
34300	Contract- laundry & cleaning	29,010	29,261	31,200	31,200
34500	Contract- building maintenance	20,013	17,030	23,400	23,400
34982	Function sourcing- Grounds/Facilities	38,765	-	-	-
34988	Contractual Svcs Provider-Rescue	72,272	74,741	135,320	149,403
34989	Contractual service provider	265,807	378,485	496,983	506,720
34990	Contractual services- other	702	-	1,450	-
36100	Excess benefit	7,750	10,672	37,500	27,500
40100	Travel/conferences	5,858	5,002	12,000	6,000
41100	Telephone	114,049	110,764	134,400	136,800
41380	Data communication	8,866	6,133	9,600	8,400
41400	Postage	1,280	438	1,200	1,200
43100	Electric	122,950	124,307	132,000	138,600
43200	Water & sewer	25,548	26,550	27,600	28,800
43300	Gas	12,653	11,834	20,400	20,400
44200	Rents- machinery & equipment	2,959	4,289	4,420	4,420
44365	Rentals - Fire	690,535	691,994	738,448	792,376
46100	R & M office equipment	644	778	1,400	1,400
46150	R & M- land- building & improvement	97,176	118,787	139,130	132,000
46250	R & M equipment	52,793	57,826	62,400	64,900
46300	R & M motor vehicles	432,944	538,229	503,500	518,500
46800	Maintenance contracts	31,238	29,919	59,500	60,800
46801	I.T. Maintenance contracts	17,571	21,432	34,640	42,000
47100	Printing	3,594	5,653	4,500	6,000
48250	Employee award program	600	-	1,400	1,000
48500	Promotional activities	1,341	1,827	3,400	4,000
49104	License fees	-	-	2,000	2,000
49105	License renewals	11,132	26,990	26,855	28,355
49180	Administrative fees - Fire	475,901	487,433	508,157	546,230
49201	Taxes and/or assessments	28,095	28,113	29,187	29,187
49220	Promotional exams	11,456	20,362	30,060	30,060
51100	Office supplies	15,492	13,182	23,600	16,200
51200	Maps	-	969	2,000	2,000
51400	Photo supplies	243	185	1,000	1,000
52000	Operating supplies	3,465	4,259	7,500	7,500
52005	Operating supplies - Fire	21,445	7,417	21,600	21,600
52006	Operating supplies - Rescue	154,112	145,926	162,000	172,800
52015	Books	73	574	2,630	2,630
52020	Books - Rescue	4,754	4,489	1,973	10,000
52160	Pharmaceutical supplies	29,684	28,335	36,000	36,000
52200	Cleaning/janitorial supplies	17,554	25,507	24,000	27,600
52250	Linen/bedding	1,022	2,244	4,820	4,820
52431	Operating chemicals - Fire	5,374	9,794	9,000	13,000
52432	Operating chemicals - Rescue	5,061	5,363	6,000	6,000
52540	Fuel	120,260	134,042	230,763	210,000
52600	Clothing/uniforms	40,003	30,539	33,000	33,000
52630	Protective clothing	99,580	96,574	115,000	115,000
52650	Equip < than $1000	-	-	61,750	-
52652	Software < than $1000 &/or licenses	77,405	388	4,000	4,000
52653	Computer equipment < $1000	5,839	928	10,000	10,000
52654	Nozzles < $1000	-	-	92	5,000
52656	Ladders < $1000	-	-	2,500	2,500
52657	Hose < $1000	9,800	9,695	10,000	15,000
52659	Equip less than $1000 - Fire	36,567	23,493	40,000	40,000
52660	Equip less than $1000 - Rescue	28,352	30,979	35,000	35,000
52701	Food purchases	2,275	990	6,500	2,500

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	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Operating					
54100	Memberships/ dues/ subscription	308	495	635	635
55200	College Classes - Education	75,217	60,338	70,000	70,000
55228	Training - Rescue	9,034	9,180	12,000	12,000
	Operating	**3,479,964**	**3,615,898**	**4,311,669**	**4,412,191**
Capital					
62009	Fire station- Alhambra	-	-	29,970	-
62012	Fire Station-72nd Avenue	-	-	50,000	-
62016	Fire station-9500 Pines	-	164,797	-	50,000
62018	Fire station- Century Village	12,551	9,463	-	-
62038	Fire Training Facility	-	28,902	1,715,798	-
63000	Improvement other than building	24,970	2,300	43,458	-
63993	Improvements - Other	-	-	126,572	-
64009	Ambulance refurbishment	-	-	15,000	15,000
64016	Ambulances	244,403	502,828	520,000	280,000
64025	Breathing apparatus	-	-	50,964	-
64028	Car	37,285	41,944	50,000	50,000
64038	Communications systems	23,372	-	450,000	45,600
64051	Computer programs	-	113,340	72,000	52,000
64057	Laptop Computer - Rescue	31,109	-	-	40,000
64067	Ladder truck	-	-	-	1,200,000
64180	Radio	-	21,731	100,000	35,000
64181	Radio- portable	104,391	195,001	95,455	40,700
64214	Truck	-	-	49,000	-
64351	Special equipment - Fire	37,390	34,415	-	5,970
64352	Special equipment - Rescue	75,248	3,700	355,000	12,000
64400	Other equipment	-	4,145	20,725	20,000
64440	Fire apparatus refurbish	-	-	36	25,000
64450	Fire engine	-	449,866	460,000	485,000
	Capital	**590,720**	**1,572,433**	**4,203,978**	**2,356,270**
	Project Total	**43,442,975**	**42,589,618**	**48,278,254**	**47,241,398**

Entity 1 General Fund | Function 529 Other public safety
Division 4003 Fire/Rescue | Project 678 Fire Prevention

Object	Object Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Personnel					
12172	Assistant Division Chief	122,023	121,389	121,389	121,389
12607	Captain - P/M	173,367	171,870	171,871	164,084
12685	Clerical Aide	36,069	7,727	-	-
12699	Clerical Coordinator	-	30,195	39,150	40,714
12788	Division Chief	116,452	121,026	126,022	129,803
12912	Fire Inspector/PM	280,500	325,934	292,032	292,032
12925	Fire Inspector	63,005	52,994	-	-
12992	Vacation leave - retire/term	23,638	29,017	27,897	-
12996	Sick leave - retire/term	61,928	37,149	17,392	-
12997	Sick leave - annual	27,923	17,916	27,230	32,648
13681	P/T Clerk Spec II	12,909	2,132	-	-
14000	Overtime	3,587	11,940	15,000	15,000
14012	Overtime- Hurricane	-	-	1,738	8,500
14018	Overtime - Expediting Expense	12,760	10,291	17,000	25,000
15000	Incentive pay	13,180	12,480	9,360	9,360
15040	Inspector certification	16,560	17,160	15,600	16,640
15050	Stand-by pay	16,326	16,215	16,500	16,500

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 529 Other public safety

Division 4003 Fire/Rescue | Project 678 Fire Prevention

Object	Object Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Personnel					
15100	Holiday pay	8,598	-	27,500	28,000
15101	Uniform cleaning allowance	3,360	3,360	3,360	3,360
15104	Assignment pay	6,521	6,669	-	-
15116	Cell Phone Pay	3,645	3,925	3,600	7,200
15200	Longevity pay	22,498	21,963	15,953	15,953
21000	Social Security- matching	74,530	72,663	72,266	70,859
22000	Retirement contributions	3,284	2,131	2,455	2,187
22010	Defined contribution - General	3,246	3,413	3,524	3,665
22100	Retirement contributions P & F	458,492	241,356	278,365	300,785
22110	State contribution P&F retirement	55,519	26,838	22,240	26,067
23000	Health Insurance	110,343	127,998	144,513	159,444
23100	Life Insurance	1,785	1,864	4,340	3,526
24000	Workers compensation	33,391	11,808	57,958	53,546
26300	General retiree health contrib	15,949	21,828	18,168	14,408
26310	Fire retiree health contrib	233,360	190,080	140,544	154,088
	Personnel	**2,014,747**	**1,721,332**	**1,692,967**	**1,714,758**
Operating					
34500	Contract- building maintenance	-	-	3,000	3,000
34989	Contractual service provider	-	-	172,821	196,425
40100	Travel/conferences	1,453	1,879	6,000	6,000
41100	Telephone	745	854	1,400	1,400
41380	Data communication	2,222	2,020	2,700	2,700
43100	Electric	6,255	5,487	6,500	6,000
44200	Rents- machinery & equipment	1,553	1,553	1,560	1,560
44365	Rentals - Fire	54,621	54,877	56,943	42,817
46150	R & M- land- building & improvement	-	-	500	500
46250	R & M equipment	100	100	1,400	1,400
46300	R & M motor vehicles	17,271	20,724	20,000	20,000
46800	Maintenance contracts	241	299	350	350
47100	Printing	208	142	800	800
48500	Promotional activities	4,116	4,939	6,000	7,000
49104	License fees	15	15	150	150
49105	License renewals	-	12,298	13,500	13,500
49180	Administrative fees - Fire	24,438	14,263	14,430	43,674
51100	Office supplies	1,415	1,828	2,300	2,300
52000	Operating supplies	296	121	2,000	2,000
52015	Books	1,761	1,305	3,600	3,600
52200	Cleaning/janitorial supplies	-	-	850	850
52540	Fuel	6,501	6,363	15,500	15,500
52650	Equip < than $1000	-	-	2,000	3,000
52652	Software < than $1000 &/or licenses	-	-	500	500
52653	Computer equipment < $1000	5,280	5	1,500	1,500
54100	Memberships/ dues/ subscription	405	445	600	600
	Operating	**128,897**	**129,516**	**336,904**	**377,126**
Capital					
64028	Car	17,242	-	66,876	18,500
64039	Computer equipment not micro	-	-	-	5,000
64051	Computer programs	20,384	-	-	-
64055	Laptop/Tablet	5,521	-	5,000	5,000
	Capital	**43,147**	**-**	**71,876**	**28,500**
	Project Total	**2,186,791**	**1,850,848**	**2,101,747**	**2,120,384**

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 529 Other public safety
Division 4003 Fire/Rescue | Project 680 Assistance to Firefighters

Object	Object Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Capital					
64400	Other equipment	16,223	-	-	-
	Capital	**16,223**	**-**	**-**	**-**
	Project Total	**16,223**	**-**	**-**	**-**

Entity 1 General Fund | Function 529 Other public safety
Division 4003 Fire/Rescue | Project 911 Public Safety Dispatch

Object	Object Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Operating					
34500	Contract- building maintenance	34,890	34,914	49,800	49,800
41100	Telephone	6,120	-	9,600	9,600
43100	Electric	8,034	8,090	9,600	9,600
43200	Water & sewer	623	616	1,800	1,200
46150	R & M- land- building & improvement	9,017	160,251	10,000	10,000
46250	R & M equipment	-	-	10,000	10,000
52200	Cleaning/janitorial supplies	-	-	2,500	2,500
52540	Fuel	-	-	1,000	1,000
52650	Equip < than $1000	-	-	2,000	2,000
52653	Computer equipment < $1000	-	-	500	500
	Operating	**58,684**	**203,871**	**96,800**	**96,200**
Capital					
62031	Fire station- Stirling Rd	1,193	-	-	-
	Capital	**1,193**	**-**	**-**	**-**
	Project Total	**59,877**	**203,871**	**96,800**	**96,200**
	Division Total	**45,705,866**	**44,644,338**	**50,476,801**	**49,457,982**

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	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Other					
91171	Transfer to Charter Middle School	889,459	575,065	936,052	886,610
	Other	**889,459**	**575,065**	**936,052**	**886,610**
	Project Total	**889,459**	**575,065**	**936,052**	**886,610**

Entity 1 General Fund | Function 569 Other human services
Division 5002 Early Development Centers | Project 201 West Pines pre-school

Object	Object Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Personnel					
12143	EDC Teacher	27,422	-	-	-
12781	Site Supervisor	38,506	-	-	-
13408	P/T EDC Clerical Spec I	24,105	-	-	-
13551	P/T Teacher Aide	84,175	-	-	-
21000	Social Security- matching	12,885	-	-	-
22500	ICMA - city portion	3,273	-	-	-
23000	Health Insurance	22,069	-	-	-
23100	Life Insurance	159	-	-	-
24000	Workers compensation	2,601	-	-	-
	Personnel	**215,196**	**-**	**-**	**-**
Operating					
34500	Contract- building maintenance	22,209	-	-	-
34982	Function sourcing- Grounds/Facilities	5,587	-	-	-
34989	Contractual service provider	20,187	-	-	-
34990	Contractual services- other	10,181	-	-	-
41100	Telephone	1,185	-	-	-
43100	Electric	11,109	-	-	-
43200	Water & sewer	2,036	-	-	-
44200	Rents- machinery & equipment	712	-	-	-
46150	R & M- land- building & improvement	4,868	-	-	-
46800	Maintenance contracts	225	-	-	-
49104	License fees	441	-	-	-
49674	Special event- summer program	1,425	-	-	-
51100	Office supplies	694	-	-	-
52000	Operating supplies	3,997	-	-	-
52050	Playground/athletic supplies	139	-	-	-
52650	Equip < than $1000	1,330	-	-	-
52652	Software < than $1000 &/or licenses	370	-	-	-
52653	Computer equipment < $1000	945	-	-	-
52701	Food purchases	6,478	-	-	-
	Operating	**94,119**	**-**	**-**	**-**
Capital					
64204	TV-Closed Circuit/Security Camera	7,420	-	-	-
	Capital	**7,420**	**-**	**-**	**-**
	Project Total	**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	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Personnel					
12143	EDC Teacher	23,949	23,878	23,879	23,879

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	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Personnel					
12781	Site Supervisor	-	38,397	38,397	39,541
12997	Sick leave - annual	-	1,369	-	-
13551	P/T Teacher Aide	129,333	136,979	171,600	159,776
14000	Overtime	63	18	-	-
21000	Social Security- matching	11,630	14,918	17,905	17,075
22500	ICMA - city portion	1,180	3,114	3,114	3,172
23000	Health Insurance	11,034	25,600	32,114	35,432
23100	Life Insurance	55	143	439	300
24000	Workers compensation	1,995	1,098	5,166	1,590
26300	General retiree health contrib	-	700	614	681
	Personnel	**179,238**	**246,214**	**293,228**	**281,446**
Operating					
34500	Contract- building maintenance	32,318	37,054	51,230	51,230
34982	Function sourcing- Grounds/Facilities	3,716	438	500	500
34989	Contractual service provider	295,759	232,079	288,062	224,634
34990	Contractual services- other	6,766	7,419	8,391	10,250
41100	Telephone	1,689	1,653	2,000	2,000
41380	Data communication	100	1,361	2,000	2,000
43100	Electric	14,070	12,007	10,000	10,000
43200	Water & sewer	4,109	3,715	3,420	3,420
44200	Rents- machinery & equipment	1,428	1,428	1,500	1,500
44800	Transportation Rentals	960	1,260	1,740	-
46150	R & M- land- building & improvement	8,311	7,129	6,000	6,000
46210	Energy Savings Project	1,098	13,200	13,443	13,670
46250	R & M equipment	55	332	500	500
46800	Maintenance contracts	512	435	1,500	1,500
47100	Printing	448	-	-	-
49104	License fees	378	1,533	911	911
49674	Special event- summer program	7,126	2,926	5,000	5,900
51100	Office supplies	1,227	1,478	1,500	1,500
52000	Operating supplies	15,422	8,711	10,000	10,000
52030	Sch year activities	4,389	2,098	5,260	3,200
52050	Playground/athletic supplies	903	433	-	500
52200	Cleaning/janitorial supplies	-	144	-	-
52650	Equip < than $1000	1,254	535	2,500	2,000
52652	Software < than $1000 &/or licenses	180	106	500	500
52653	Computer equipment < $1000	-	-	350	100
52701	Food purchases	18,426	9,780	21,000	12,000
54100	Memberships/ dues/ subscription	-	-	300	325
	Operating	**420,645**	**347,254**	**437,607**	**364,140**
Capital					
64039	Computer equipment not micro	-	1,467	-	-
64400	Other equipment	-	1,130	-	-
	Capital	**-**	**2,597**	**-**	**-**
	Project Total	**599,884**	**596,064**	**730,835**	**645,586**

Entity 1 General Fund | Function 569 Other human services

Division 5002 Early Development Centers | Project 205 WCY EDC

Object	Object Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Personnel					
12143	EDC Teacher	90,116	72,182	70,180	45,823

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	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Personnel					
12780	Teacher Aide	43,097	28,350	23,172	23,172
12781	Site Supervisor	45,455	45,323	45,324	46,676
12992	Vacation leave - retire/term	-	3,069	100	-
12996	Sick leave - retire/term	-	2,814	100	100
12997	Sick leave - annual	355	1,312	20	20
13551	P/T Teacher Aide	154,727	177,373	229,004	214,080
14000	Overtime	-	2	50	50
15015	Payment in lieu of benefits	4,800	2,769	2,401	2,401
21000	Social Security- matching	25,011	24,882	28,352	25,426
22500	ICMA - city portion	8,794	7,327	6,884	5,785
23000	Health Insurance	44,137	63,999	64,228	53,148
23100	Life Insurance	405	408	876	547
24000	Workers compensation	4,301	1,803	8,122	2,349
26300	General retiree health contrib	-	2,450	1,560	1,715
	Personnel	**421,197**	**434,064**	**480,373**	**421,292**
Operating					
34500	Contract- building maintenance	37,520	42,030	55,560	55,560
34982	Function sourcing- Grounds/Facilities	4,892	-	218	-
34989	Contractual service provider	325,249	370,503	407,216	439,838
34990	Contractual services- other	1,149	808	3,000	3,000
41100	Telephone	-	58	500	500
44200	Rents- machinery & equipment	1,119	716	1,000	1,000
44800	Transportation Rentals	4,635	6,615	4,000	4,000
46150	R & M- land- building & improvement	3,701	4,396	10,782	12,000
46250	R & M equipment	-	-	1,000	1,000
46800	Maintenance contracts	524	502	3,000	3,000
49104	License fees	2,209	319	850	850
49674	Special event- summer program	20,571	18,430	30,000	30,000
51100	Office supplies	3,336	3,358	2,500	2,500
52000	Operating supplies	30,978	27,150	25,000	25,000
52030	Sch year activities	5,015	5,312	6,800	6,800
52050	Playground/athletic supplies	172	-	200	200
52650	Equip < than $1000	6,736	6,483	5,000	4,000
52652	Software < than $1000 &/or licenses	465	106	300	300
52653	Computer equipment < $1000	945	20	600	600
52701	Food purchases	30,479	25,876	36,000	26,000
55200	College Classes - Education	-	40	450	450
	Operating	**479,694**	**512,724**	**593,976**	**616,598**
Capital					
64400	Other equipment	1,710	-	-	-
	Capital	**1,710**	**-**	**-**	**-**
	Project Total	**902,601**	**946,788**	**1,074,349**	**1,037,890**

Entity 1 General Fund | Function 569 Other human services
Division 5002 Early Development Centers | Project 208 Charter EDC - West

Object	Object Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Personnel					
12120	Sch Accounting Clerk II	28,228	28,142	28,143	28,996
12143	EDC Teacher	199,613	211,879	238,390	238,390
12780	Teacher Aide	51,739	39,739	18,200	18,200
12781	Site Supervisor	43,785	43,659	43,660	44,970

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	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Personnel					
12972	EDC Clerical Spec I	26,185	26,021	26,021	26,812
12992	Vacation leave - retire/term	54	220	500	500
12996	Sick leave - retire/term	54	216	500	500
12997	Sick leave - annual	779	951	1,300	1,300
13551	P/T Teacher Aide	316,093	342,121	369,200	366,600
14000	Overtime	59	309	200	200
15015	Payment in lieu of benefits	10,246	11,816	12,005	9,604
15100	Holiday pay	-	-	100	100
21000	Social Security- matching	49,381	52,092	56,505	56,339
22500	ICMA - city portion	17,188	17,490	17,478	17,871
23000	Health Insurance	132,411	153,597	144,513	177,160
23100	Life Insurance	786	934	2,137	1,688
24000	Workers compensation	7,602	3,136	15,988	5,150
26300	General retiree health contrib	-	5,600	4,680	4,802
	Personnel	**884,204**	**937,923**	**979,520**	**999,182**
Operating					
31500	Professional services- other	185	2,084	500	500
34500	Contract- building maintenance	46,801	47,009	59,724	59,724
34982	Function sourcing- Grounds/Facilities	5,701	875	900	900
34989	Contractual service provider	80,137	100,149	159,234	159,217
34990	Contractual services- other	6,744	6,850	8,000	8,032
40100	Travel/conferences	-	-	500	500
41100	Telephone	-	657	1,580	1,580
43100	Electric	11,020	10,165	10,000	10,000
43200	Water & sewer	4,546	4,765	4,000	4,800
44200	Rents- machinery & equipment	1,683	1,712	1,712	1,712
44360	Rentals	187,548	187,083	186,418	187,167
44800	Transportation Rentals	3,720	2,895	7,500	7,500
46150	R & M- land- building & improvement	13,303	22,008	16,585	18,555
46210	Energy Savings Project	2,408	28,950	29,587	29,587
46250	R & M equipment	1,016	1,006	500	500
46800	Maintenance contracts	2,112	1,977	1,800	1,800
49104	License fees	716	319	625	625
49674	Special event- summer program	17,277	17,750	23,054	25,000
51100	Office supplies	4,165	3,903	4,000	4,500
52000	Operating supplies	10,607	9,953	12,000	12,000
52030	Sch year activities	11,268	10,129	10,000	10,000
52050	Playground/athletic supplies	124	1,139	500	500
52650	Equip < than $1000	947	6,873	6,316	1,500
52652	Software < than $1000 &/or licenses	2,652	2,673	2,625	2,625
52653	Computer equipment < $1000	-	-	500	500
52701	Food purchases	44,376	35,619	40,000	40,000
55200	College Classes - Education	200	200	300	300
	Operating	**459,255**	**506,744**	**588,460**	**589,624**
Capital					
63193	Sidewalk- new	-	3,850	-	-
64400	Other equipment	-	1,978	-	-
	Capital	**-**	**5,828**	**-**	**-**
	Project Total	**1,343,459**	**1,450,495**	**1,567,980**	**1,588,806**

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	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Personnel					
12120	Sch Accounting Clerk II	25,123	25,453	24,625	25,371
12143	EDC Teacher	159,053	155,298	138,280	138,279
12780	Teacher Aide	107,069	106,761	106,762	106,762
12781	Site Supervisor	46,475	46,342	46,343	47,736
12972	EDC Clerical Spec I	25,447	25,183	24,084	24,108
12992	Vacation leave - retire/term	-	3,421	200	-
12996	Sick leave - retire/term	-	3,735	200	-
12997	Sick leave - annual	7,148	5,765	5,000	-
13507	P/T Summer Program	-	-	11,157	11,157
13551	P/T Teacher Aide	307,671	335,931	361,400	361,400
14000	Overtime	-	-	250	200
15005	Supplements	1,000	-	-	-
15015	Payment in lieu of benefits	4,800	4,800	4,802	2,401
21000	Social Security- matching	49,013	51,313	54,721	54,897
22500	ICMA - city portion	17,878	17,971	16,869	17,117
23000	Health Insurance	132,411	166,397	208,741	230,308
23100	Life Insurance	829	867	2,276	1,617
24000	Workers compensation	7,896	2,883	16,048	5,003
26300	General retiree health contrib	-	5,250	4,680	4,802
	Personnel	**891,814**	**957,371**	**1,026,438**	**1,031,158**
Operating					
34500	Contract- building maintenance	35,585	40,098	53,652	53,652
34982	Function sourcing- Grounds/Facilities	4,383	875	900	-
34989	Contractual service provider	135,466	134,675	183,172	183,664
34990	Contractual services- other	5,010	4,266	7,494	6,761
40100	Travel/conferences	1,542	-	100	100
41100	Telephone	2,360	2,243	2,500	2,500
43100	Electric	36,150	34,417	32,682	27,000
43200	Water & sewer	4,829	5,712	5,000	5,000
44200	Rents- machinery & equipment	1,809	1,658	1,809	1,809
44360	Rentals	192,611	192,688	192,575	192,688
44800	Transportation Rentals	10,260	8,678	12,500	12,500
46150	R & M- land- building & improvement	6,811	41,975	15,000	52,000
46210	Energy Savings Project	2,453	29,488	30,187	30,187
46250	R & M equipment	45	-	1,200	1,200
46800	Maintenance contracts	1,225	1,116	2,000	2,000
49104	License fees	5,376	2,413	3,000	3,000
49674	Special event- summer program	30,958	24,098	36,000	36,000
51100	Office supplies	1,600	1,109	1,700	1,700
52000	Operating supplies	20,291	20,642	21,000	21,000
52030	Sch year activities	20,919	25,973	29,000	29,000
52050	Playground/athletic supplies	820	316	1,000	1,000
52200	Cleaning/janitorial supplies	-	-	100	-
52650	Equip < than $1000	7,029	1,829	8,000	8,000
52652	Software < than $1000 &/or licenses	3,127	2,440	2,700	2,700
52653	Computer equipment < $1000	-	-	1,500	1,500
52701	Food purchases	44,732	49,686	51,000	51,000
54525	Professional Books	-	-	200	200
55229	Training	-	-	1,000	1,000
	Operating	**575,390**	**626,391**	**696,971**	**727,161**
	Project Total	**1,467,204**	**1,583,763**	**1,723,409**	**1,758,319**

City of Pembroke Pines, Florida - Expenditure Detail

Division Total	**5,519,342**	**5,152,174**	**6,032,625**	**5,917,211**

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	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Operating					
32100	Accounting and auditing fees	777	903	900	900
34500	Contract- building maintenance	51,444	43,318	60,000	60,000
43100	Electric	20,534	21,440	31,000	22,000
43200	Water & sewer	2,578	3,530	3,675	3,675
46150	R & M- land- building & improvement	-	-	48,640	-
	Operating	**75,333**	**69,191**	**144,215**	**86,575**
	Project Total	**75,333**	**69,191**	**144,215**	**86,575**
	Division Total	**75,333**	**69,191**	**144,215**	**86,575**

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	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Personnel					
12462	Plumber III	58,980	58,698	58,698	58,698
12469	Property Manager	46,231	49,604	47,866	57,235
12484	Public Services Manager	-	-	46,460	50,000
12489	Facilities Manager	83,721	80,995	85,065	87,620
12494	Senior Facilities Manager	83,514	96,176	77,688	-
12523	Accountant	8,534	25,887	26,525	27,584
12533	Electrician II	55,573	55,573	58,415	58,695
12609	Carpenter Foreman	65,020	64,709	64,709	64,709
12741	Controller	34,528	37,937	1,493	-
12992	Vacation leave - retire/term	-	4,327	-	-
13484	P/T Building Inspector	6,582	-	690	-
14000	Overtime	24,854	19,838	15,000	-
15001	Special Payment non P & F	9,816	-	-	-
15007	Topped Out Incentive	-	-	2,250	1,500
15100	Holiday pay	-	798	-	-
15107	Automobile allowance	2,492	9,000	7,200	1,800
15115	Beeper pay	16,125	13,221	17,000	15,000
15116	Cell Phone Pay	4,050	4,050	3,825	3,150
21000	Social Security- matching	37,234	38,994	38,776	32,596
22000	Retirement contributions	54,712	29,219	45,128	34,252
22010	Defined contribution - General	16,930	18,438	18,753	18,873
23000	Health Insurance	82,757	102,399	112,400	106,296
23100	Life Insurance	1,149	1,393	2,800	1,908
24000	Workers compensation	26,339	9,852	43,937	12,924
26300	General retiree health contrib	103,668	174,624	145,344	86,448
	Personnel	**822,808**	**895,732**	**920,022**	**719,288**
Operating					
31100	Professional services- engineering	3,275	7	3,000	25,000
31500	Professional services- other	913	10,265	53,361	25,000
34300	Contract- laundry & cleaning	500	655	1,150	1,500
34500	Contract- building maintenance	47,627	27,628	32,160	46,644
34982	Function sourcing- Grounds/Facilities	3,618,728	4,112,962	4,281,740	4,374,744
34989	Contractual service provider	475,611	680,264	869,225	1,376,677
34990	Contractual services- other	338,626	172,961	174,478	134,074
40100	Travel/conferences	134	148	500	1,000
41100	Telephone	115,187	116,159	110,000	120,000
41225	Cable fees	2,283	2,650	2,500	3,000
41400	Postage	250	602	1,000	1,000
43100	Electric	175,217	116,111	100,000	130,000
43200	Water & sewer	4,944	67,235	5,000	5,000
44200	Rents- machinery & equipment	10,577	7,923	8,600	7,600
46150	R & M- land- building & improvement	342,061	178,929	593,494	800,000
46160	R & M garage building	1,175	277	-	-
46190	R & M Fuel Sites	-	-	32,000	25,000
46220	R & M Generators	-	-	20,000	15,000
46250	R & M equipment	14,905	16,074	15,000	10,000
46260	R & M garage equipment	3,090	875	-	-
46300	R & M motor vehicles	51,605	64,245	50,000	50,000
46800	Maintenance contracts	11,163	2,901	11,030	11,030
47100	Printing	3,464	892	1,500	1,500
49104	License fees	700	2,000	2,500	2,500
49105	License renewals	25	-	-	-
49201	Taxes and/or assessments	13,182	2,031	-	-
51100	Office supplies	4,049	5,102	6,000	6,000

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	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Operating					
52000	Operating supplies	56,161	62,055	45,000	45,000
52150	First aid, safety equip & supplies	487	280	2,000	2,000
52200	Cleaning/janitorial supplies	596	1,425	2,000	1,000
52300	Expendable tools	1,558	2,825	5,000	5,000
52540	Fuel	15,442	28,191	25,000	30,000
52650	Equip < than $1000	46,071	27,324	67,485	25,000
52652	Software < than $1000 &/or licenses	1,790	384	1,500	1,500
52653	Computer equipment < $1000	771	1,959	1,000	1,000
54100	Memberships/ dues/ subscription	12	-	-	-
55200	College Classes - Education	-	-	4,240	5,000
55229	Training	-	6,495	5,688	3,500
	Operating	**5,362,178**	**5,719,834**	**6,533,151**	**7,291,269**
Capital					
63061	Fencing	-	17,107	59,332	50,000
63115	Landscaping	-	-	50,000	25,000
63121	Lighting	-	-	20,000	-
63161	Parking lot	-	850	249,150	-
64028	Car	-	-	5,665	30,000
64072	Storage tank	-	16,425	310,233	-
64073	Generator	-	327,101	13,976	-
64188	Saw- table	5,591	-	-	-
64214	Truck	-	-	51,268	-
64400	Other equipment	43,797	178,590	71,215	-
	Capital	**49,388**	**540,073**	**830,839**	**105,000**
	Project Total	**6,234,374**	**7,155,639**	**8,284,012**	**8,115,557**

Entity 1 General Fund | Function 519 Other general governmental services
Division 6001 General Gvt Buildings | Project 345 City Hall/Chambers

Object	Object Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Personnel					
13410	P/T Police Officer	-	-	54,456	55,546
21000	Social Security- matching	-	-	4,166	4,250
24000	Workers compensation	-	-	1,670	3,200
	Personnel	**-**	**-**	**60,292**	**62,996**
Operating					
31340	Management Fee - SMG	-	-	44,667	45,738
34987	Contractual Services - SMG	-	237,870	334,217	368,122
34990	Contractual services- other	-	84,831	1,960	-
41100	Telephone	-	4,022	12,468	12,942
41225	Cable fees	-	-	4,482	7,200
43100	Electric	-	86,267	140,236	144,000
43200	Water & sewer	-	22,824	28,895	18,000
44200	Rents- machinery & equipment	-	3,407	-	-
46150	R & M- land- building & improvement	-	7,573	26,405	32,300
49105	License renewals	-	220	522	372
52000	Operating supplies	-	3,842	2,500	-
52650	Equip < than $1000	-	1,283	2,325	2,000
	Operating	**-**	**452,139**	**598,677**	**630,674**
Capital					
63000	Improvement other than building	-	-	16,703	-

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	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Capital					
	Capital	**-**	**-**	**16,703**	**-**
	Project Total	**-**	**452,139**	**675,672**	**693,670**
	Division Total	**6,234,374**	**7,607,778**	**8,959,684**	**8,809,227**

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	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Personnel					
12009	Assistant Director of Public Services	-	-	25,896	62,500
12051	Public Services Director	50,855	41,300	41,787	51,733
12055	Deputy Public Services Director	2,319	-	-	-
12499	Deputy City Manager	91,750	93,756	94,822	97,500
13164	Special Projects Manager	41,951	34,763	-	-
15001	Special Payment non P & F	5,606	-	-	-
15007	Topped Out Incentive	-	450	375	-
15107	Automobile allowance	-	-	1,800	3,600
15116	Cell Phone Pay	900	788	675	450
21000	Social Security- matching	11,043	10,977	13,949	16,082
22000	Retirement contributions	54,904	14,994	13,783	4,921
22010	Defined contribution - General	-	-	-	14,647
23000	Health Insurance	27,586	12,801	16,058	26,574
23100	Life Insurance	707	1,116	956	968
24000	Workers compensation	10,027	3,850	4,739	3,754
26300	General retiree health contrib	31,900	32,742	27,252	21,612
	Personnel	**329,548**	**247,537**	**242,092**	**304,341**
Operating					
31500	Professional services- other	2,300	-	27,245	60,000
34300	Contract- laundry & cleaning	-	-	216	-
34500	Contract- building maintenance	328	-	7,755	20,028
34982	Function sourcing- Grounds/Facilities	1,036,662	991,407	1,090,128	1,106,292
34989	Contractual service provider	-	15,608	95,791	364,411
34990	Contractual services- other	28,844	99,785	54,689	118,905
41100	Telephone	53,043	55,958	50,000	60,000
43100	Electric	80,362	98,171	100,000	108,000
43200	Water & sewer	5,712	7,137	10,000	10,000
44200	Rents- machinery & equipment	40,021	20,581	5,300	2,300
46150	R & M- land- building & improvement	189,083	134,503	715,780	175,000
46170	R & M irrigation	27,815	25,059	50,000	150,000
46250	R & M equipment	4,177	4,920	20,000	10,000
46300	R & M motor vehicles	49,825	47,871	35,000	52,000
46800	Maintenance contracts	794	447	2,000	2,000
49104	License fees	-	1,400	1,400	1,400
49105	License renewals	125	-	-	-
49600	Trash disposal charges	15,405	12,988	22,000	25,000
51100	Office supplies	2,372	7	2,500	2,500
52000	Operating supplies	3,351	7,138	5,000	10,000
52150	First aid, safety equip & supplies	-	-	500	-
52200	Cleaning/janitorial supplies	476	-	1,000	1,000
52300	Expendable tools	139	54	5,000	5,000
52420	Horticultural chemicals	160	1,744	-	150,000
52430	Operating chemicals	19,449	14,070	20,000	30,000
52540	Fuel	4,347	4,406	10,000	10,000
52650	Equip < than $1000	10,025	5,675	14,284	15,000
52652	Software < than $1000 &/or licenses	327	-	10,000	-
54100	Memberships/ dues/ subscription	90	-	-	-
	Operating	**1,575,233**	**1,548,930**	**2,355,588**	**2,488,836**
Capital					
63000	Improvement other than building	-	3,800	-	-
63115	Landscaping	-	308,801	8,800	-
63115	Landscaping	430,405	773,757	442,759	705,000
64012	Backhoe	-	-	99,526	-

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	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Capital					
64088	Skid Steer Loader	-	-	75,135	-
64089	Excavator	-	-	52,280	-
64214	Truck	111,419	71,631	105,090	230,000
64400	Other equipment	40,500	2,200	210,000	150,000
	Capital	**582,324**	**1,160,188**	**993,590**	**1,085,000**
	Project Total	**2,487,106**	**2,956,655**	**3,591,270**	**3,878,177**

Entity 1 General Fund | Function 539 Other physical environment
Division 6004 Grounds Maintenance | Project 930 Public Services & Park Maintenance

Object	Object Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Personnel					
12360	PS Maint WRK/HEO	30,819	-	-	-
12361	PS Maint WRK I	444,719	-	-	-
12362	PS MAINT WRK II	148,452	-	-	-
12363	PS MAINT WRK III	94,049	-	-	-
12364	PS Irrigation Maintenance Worker	59,146	-	-	-
12365	PS Irrigation Mechanic	33,951	-	-	-
12366	PS Landscape Maintenance Worker	28,452	-	-	-
12367	PS Maint Worker III/Playgrnd Safety	33,951	-	-	-
12368	PS Spray Fertilizer Technician	28,940	-	-	-
12408	PS Maintenance Crew Leader	34,911	-	-	-
12409	PS Park Supervisor	121,254	35,173	-	-
12495	Parks Maintenance Manager	53,479	23,461	-	-
12992	Vacation leave - retire/term	227,951	-	-	-
12996	Sick leave - retire/term	216,419	-	-	-
13406	P/T PS Custodian	21,250	-	-	-
13521	P/T PS Maintenance Worker I	17,061	-	-	-
14000	Overtime	57,358	3,726	-	-
15001	Special Payment non P & F	8,213	-	-	-
15010	Certification pay	80	-	-	-
15100	Holiday pay	43,600	1,183	-	-
15108	Shift Differential	3,051	-	-	-
15116	Cell Phone Pay	2,625	800	-	-
21000	Social Security- matching	127,057	4,781	-	-
22000	Retirement contributions	179,720	2,420	-	-
22010	Defined contribution - General	91,425	2,815	-	-
23000	Health Insurance	320,460	12,801	-	-
23100	Life Insurance	2,799	156	-	-
24000	Workers compensation	53,613	839	-	-
26300	General retiree health contrib	701,751	21,828	-	-
	Personnel	**3,186,555**	**109,982**	**-**	**-**
Operating					
31100	Professional services- engineering	3,500	-	-	-
34300	Contract- laundry & cleaning	10,364	-	-	-
34500	Contract- building maintenance	26,306	-	-	-
34982	Function sourcing- Grounds/Facilities	340,224	26,220	-	-
34984	Function sourcing-Parks Maintenance	1,743,055	5,585,256	-	-
34989	Contractual service provider	574,821	-	-	-
34990	Contractual services- other	301,427	-	-	-
40100	Travel/conferences	78	-	-	-
41100	Telephone	2,002	62	-	-
41380	Data communication	2,262	2,046	-	-

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	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Operating					
44200	Rents- machinery & equipment	19,610	7,022	-	-
46150	R & M- land- building & improvement	798,700	1,405,545	-	-
46170	R & M irrigation	31,758	2,486	-	-
46250	R & M equipment	28,395	8,863	-	-
46300	R & M motor vehicles	134,840	11,683	-	-
49105	License renewals	-	3,470	-	-
51100	Office supplies	2,604	240	-	-
52000	Operating supplies	33,904	5,979	-	-
52050	Playground/athletic supplies	43,545	5,611	-	-
52150	First aid, safety equip & supplies	1,678	-	-	-
52200	Cleaning/janitorial supplies	21,399	131	-	-
52300	Expendable tools	2,897	177	-	-
52350	Electrical/mechanical supplies	11,211	41	-	-
52420	Horticultural chemicals	106,973	-	-	-
52460	Sand- seed- soil	88,369	-	-	-
52540	Fuel	76,577	6,984	-	-
52600	Clothing/uniforms	129	-	-	-
52650	Equip < than $1000	13,852	32,724	-	-
52800	Horticultural supplies	13,199	-25	-	-
54100	Memberships/ dues/ subscription	80	-	-	-
55229	Training	1,170	330	-	-
	Operating	**4,434,930**	**7,104,846**	**-**	**-**
Capital					
63000	Improvement other than building	-	10,200	-	-
63015	Pines Recreation Center- improvement	-	1,425	-	-
63054	Josias Dog Park	112,972	-	-	-
63061	Fencing	41,430	52,040	-	-
63121	Lighting	21,960	-	-	-
64204	TV-Closed Circuit/Security Camera	2,795	-	-	-
64400	Other equipment	5,000	46,205	-	-
	Capital	**184,157**	**109,870**	**-**	**-**
	Project Total	**7,805,641**	**7,324,697**	**-**	**-**
	Division Total	**10,292,747**	**10,281,352**	**3,591,270**	**3,878,177**

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 519 Other general governmental services

Division 6005 Purchasing | Project Blank

Object	Object Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Personnel					
12175	Division Director of Purchasing	-	-	102,798	110,000
12486	Purchasing Manager	81,010	80,925	3,185	-
12488	Assistant Purchasing Manager	15,285	-	-	-
15001	Special Payment non P & F	3,000	-	-	-
15107	Automobile allowance	2,769	3,600	3,600	3,600
15116	Cell Phone Pay	1,125	900	900	900
21000	Social Security- matching	7,585	6,337	6,864	8,761
22000	Retirement contributions	20,842	4,741	8,133	9,579
23000	Health Insurance	22,069	12,800	16,057	17,716
23100	Life Insurance	356	172	482	519
24000	Workers compensation	337	51	301	355
26300	General retiree health contrib	31,898	21,828	18,168	14,408
	Personnel	**186,277**	**131,354**	**160,488**	**165,838**
Operating					
34500	Contract- building maintenance	194	-	-	-
34982	Function sourcing- Grounds/Facilities	49,008	48,830	53,008	54,800
34989	Contractual service provider	298,936	298,008	456,150	565,228
40100	Travel/conferences	-	-	500	500
41100	Telephone	539	671	1,000	1,000
43100	Electric	4,920	-	-	-
43200	Water & sewer	178	-	-	-
46300	R & M motor vehicles	-	-	2,000	2,000
49000	Legal/employment ads	1,485	1,559	3,000	3,000
51100	Office supplies	1,164	874	1,500	1,500
52000	Operating supplies	-	294	-	-
52540	Fuel	949	1,652	1,500	1,500
52650	Equip < than $1000	1,183	-	1,000	1,000
52652	Software < than $1000 &/or licenses	14,600	14,600	64,600	49,600
52653	Computer equipment < $1000	66	-	-	-
54100	Memberships/ dues/ subscription	570	535	668	738
55229	Training	70	395	1,452	3,000
	Operating	**373,862**	**367,418**	**586,378**	**683,866**
Capital					
64055	Laptop/Tablet	1,415	-	-	-
	Capital	**1,415**	**-**	**-**	**-**
	Project Total	**561,555**	**498,772**	**746,866**	**849,704**
	Division Total	**561,555**	**498,772**	**746,866**	**849,704**

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	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Personnel					
12500	City Engineer	-	-	46,671	80,008
12667	Chief Engineering Inspector	87,143	86,757	86,757	86,757
12770	Engineering Inspector	63,694	63,419	66,875	67,545
12774	Engineer	-	-	33,849	80,007
12992	Vacation leave - retire/term	-	12,513	-	-
12996	Sick leave - retire/term	-	20,021	-	-
14000	Overtime	8,326	4,593	8,000	6,000
15007	Topped Out Incentive	-	-	750	1,125
15107	Automobile allowance	-	-	4,200	9,000
15116	Cell Phone Pay	-	-	451	900
21000	Social Security- matching	11,944	14,104	18,429	25,124
22000	Retirement contributions	13,746	8,922	9,634	16,599
22010	Defined contribution - General	13,575	13,516	23,491	33,091
23000	Health Insurance	27,586	32,000	32,114	53,148
23100	Life Insurance	448	578	889	1,482
24000	Workers compensation	4,713	1,933	6,202	14,658
26300	General retiree health contrib	39,873	54,570	45,420	43,224
	Personnel	**271,047**	**312,926**	**383,732**	**518,668**
Operating					
31100	Professional services- engineering	234,675	206,293	121,460	66,000
34300	Contract- laundry & cleaning	531	389	1,000	700
34500	Contract- building maintenance	243	-	-	-
34989	Contractual service provider	143,075	271,705	472,929	869,675
34990	Contractual services- other	6,045	-	30,000	-
41100	Telephone	124	476	200	600
44200	Rents- machinery & equipment	2,262	2,262	3,268	2,268
46250	R & M equipment	-	-	-	500
46300	R & M motor vehicles	9,472	5,648	6,500	12,000
46800	Maintenance contracts	635	1,881	5,220	8,160
47100	Printing	12	-	-	-
51100	Office supplies	5,212	4,019	4,000	5,500
52000	Operating supplies	1,135	386	1,500	920
52540	Fuel	4,974	5,592	6,000	12,000
52650	Equip < than $1000	9,091	899	1,500	1,500
52653	Computer equipment < $1000	-	-	1,500	1,000
54100	Memberships/ dues/ subscription	-	130	150	275
	Operating	**417,486**	**499,678**	**655,227**	**981,098**
Capital					
64051	Computer programs	-	4,889	-	-
64214	Truck	19,567	-	23,735	50,000
64400	Other equipment	31,274	15,378	1,300	21,616
	Capital	**50,841**	**20,267**	**25,035**	**71,616**
	Project Total	**739,374**	**832,871**	**1,063,994**	**1,571,382**
	Division Total	**739,374**	**832,871**	**1,063,994**	**1,571,382**

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	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Personnel					
24000	Workers compensation	1	-	-	-
	Personnel	**1**	**-**	**-**	**-**
Operating					
31100	Professional services- engineering	3,150	-	10,000	5,000
31300	Professional services-Outside Legal	30,803	47,571	40,000	50,000
31500	Professional services- other	2,960	-	5,000	10,000
34982	Function sourcing- Grounds/Facilities	630,521	86,615	81,709	79,302
34989	Contractual service provider	-2,944	-	-	-
34990	Contractual services- other	164,528	173,087	193,342	188,144
41100	Telephone	6,172	7,073	7,200	7,200
43100	Electric	170,679	178,299	209,000	220,000
43200	Water & sewer	7,183	7,917	7,500	8,000
43300	Gas	866	1,574	3,000	2,000
44200	Rents- machinery & equipment	-	-	100	250
44360	Rentals	276,200	250,582	215,948	254,853
45000	Insurance	17,149	26,202	30,067	19,306
45065	Property insurance-Leasehold improvements	7,750	13,528	40,000	32,500
46150	R & M- land- building & improvement	73,641	88,903	50,000	597,718
46164	R & M resurfacing	-	-	250,000	-
46250	R & M equipment	-	-	1,000	-
46300	R & M motor vehicles	872	-	2,000	2,000
46800	Maintenance contracts	-	-	20,900	23,000
49105	License renewals	100	-	100	100
52000	Operating supplies	191	86	500	500
52650	Equip < than $1000	-	257	500	500
	Operating	**1,389,822**	**881,693**	**1,167,866**	**1,500,373**
Capital					
63000	Improvement other than building	1,850	-	-	-
64073	Generator	-	106,850	-	-
64400	Other equipment	10,600	-	-	-
	Capital	**12,450**	**106,850**	**-**	**-**
	Project Total	**1,402,273**	**988,543**	**1,167,866**	**1,500,373**

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	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Operating					
31300	Professional services-Outside Legal	6,413	-	-	-
34500	Contract- building maintenance	4,641	-	-	-
34982	Function sourcing- Grounds/Facilities	1,794	-	-	-
34989	Contractual service provider	94,756	-	-	-
34990	Contractual services- other	7,366	-	-	-
40100	Travel/conferences	318	-	-	-
41100	Telephone	2,853	-	-	-
43100	Electric	25,531	-	-	-
43200	Water & sewer	9,371	669	-	-
44200	Rents- machinery & equipment	680	-	-	-
45065	Property insurance-Leasehold improvements	858	-	-	-
46150	R & M- land- building & improvement	2,966	-	-	-
46250	R & M equipment	510	-	-	-
46800	Maintenance contracts	637	-	-	-

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	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Operating					
49355	Special investigation	252	-	-	-
51100	Office supplies	598	-	-	-
52000	Operating supplies	5,224	-	-	-
52650	Equip < than $1000	199	-	-	-
	Operating	**164,965**	**669**	**-**	**-**
Grants and Aid					
81121	In-kind- salaries	25,632	-	-	-
	Grants and Aid	**25,632**	**-**	**-**	**-**
	Project Total	**190,597**	**669**	**-**	**-**

Entity 1 General Fund | Function 519 Other general governmental services

Division 6008 Howard C. Forman Human Services Campus | Project 60 Homes for Veterans

Object	Object Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Operating					
31300	Professional services-Outside Legal	-	-	1,000	1,000
43100	Electric	-	-	1,000	500
43200	Water & sewer	9,985	6,829	8,000	7,000
44330	Credit application	-	-	500	200
46150	R & M- land- building & improvement	26,327	18,315	7,000	20,000
46800	Maintenance contracts	-	-	2,000	500
52650	Equip < than $1000	7,436	-	1,000	500
	Operating	**43,748**	**25,144**	**20,500**	**29,700**
Capital					
63063	Veterans Home Renovations	307,372	100,001	-	-
	Capital	**307,372**	**100,001**	**-**	**-**
	Project Total	**351,120**	**125,145**	**20,500**	**29,700**
	Division Total	**1,943,990**	**1,114,357**	**1,188,366**	**1,530,073**

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	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Personnel					
12006	Assistant Athletic Coordinator	46,462	2,650	-	-
12181	Division Director of Recreation	-	-	95,090	81,824
12215	Senior Lifeguard	103,823	104,934	106,330	106,330
12230	Chief Curator/Head of Cultural Projects	50,637	-	-	-
12409	PS Park Supervisor	-	83,849	127,336	130,052
12495	Parks Maintenance Manager	-	56,536	82,417	-
12508	Rec & Cultural Arts Acct Clerk I	68,527	43,986	45,302	46,658
12509	Rec & Cultural Arts Acct Clerk II	18,877	43,347	44,608	45,937
12519	Recreation & Cultural Arts Director	134,581	128,030	124,088	130,000
12521	Assistant Recreation Director	99,777	101,202	104,236	107,357
12525	Administrative Assistant I	88,903	50,445	49,275	49,255
12531	Division Director of Park Operations	-	-	-	81,022
12546	Aquatic Coordinator	85,747	85,093	85,093	85,093
12547	Aquatic Coordinator Assistant	60,798	61,604	61,568	61,568
12559	Recreation Supervisor II	35,320	-	-	-
12562	Recreation Supervisor I	57,319	56,840	59,895	61,099
12563	Special Events Coordinator	61,319	62,848	64,570	66,517
12564	Special Events- Coordinator Assistant	42,048	37,555	45,763	46,683
12572	Division Director Cultural Arts	74,901	76,690	78,985	81,686
12573	Recreation Specialist	36,553	36,966	38,078	39,222
12581	Recreation Specialist II	62,337	2,800	-	-
12594	Soccer Coordinator	-	49,367	53,911	55,536
12595	Youth League Supervisor	-	43,266	47,646	49,078
12891	Special Population Prog Coord	45,112	-	3,677	-
12992	Vacation leave - retire/term	46,982	18,782	-	-
12996	Sick leave - retire/term	18,664	7,815	-	-
13405	P/T Art Teacher	43,898	62,481	52,693	39,813
13450	P/T Cashier	10,203	10,424	11,649	11,856
13454	P/T Administrative Assistant	20,727	-	-	-
13488	P/T Senior Lifeguard	38,493	41,780	40,104	45,994
13492	P/T Lifeguard	94,065	82,668	125,674	118,560
13495	P/T Recreation Aide	144,043	135,026	189,722	177,840
13507	P/T Summer Program	152,594	169,211	217,145	241,227
13526	P/T Recreation Therapeutics	12,843	12,628	14,156	-
13527	P/T Self Defense Instructor	12,190	2,390	-	-
13528	P/T Assistant PAC Program Director	18,334	1,019	-	-
13531	P/T Assistant Program Coordinator	-	15,827	19,612	20,013
13532	P/T Special Events Staff	-	4,918	20,262	14,355
13537	P/T Music Teacher	40,958	46,281	57,246	58,392
13539	P/T Drama Teacher	10,046	1,814	9,656	10,617
13549	P/T Storage Lot Attendant	10,034	3,733	10,516	11,856
13562	P/T Curator	11,699	27,804	26,708	27,243
13563	P/T Recreation Leader	53,572	47,460	51,072	59,280
13591	P/T Water Safety Instructor	123,241	114,090	147,429	120,042
13602	P/T Recreation Specialist	14,974	11,142	14,156	14,976
13680	P/T Clerk Spec I	14,252	14,476	25,663	27,456
14000	Overtime	8,563	21,490	30,000	30,000
15001	Special Payment non P & F	16,703	-	-	-
15007	Topped Out Incentive	-	1,500	2,250	4,500
15010	Certification pay	240	240	240	240
15100	Holiday pay	439	2,842	3,000	3,000
15107	Automobile allowance	3,692	6,600	11,401	15,601
15108	Shift Differential	906	909	1,000	1,000
15116	Cell Phone Pay	5,025	6,125	7,650	7,200
21000	Social Security- matching	154,883	149,241	189,731	182,568

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	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Personnel					
22000	Retirement contributions	137,886	71,055	92,240	95,843
22010	Defined contribution - General	78,404	69,277	91,531	85,860
23000	Health Insurance	231,720	255,994	337,197	354,320
23100	Life Insurance	2,956	2,972	7,912	6,248
24000	Workers compensation	51,475	18,821	106,041	99,343
26300	General retiree health contrib	350,876	480,216	363,360	302,568
	Personnel	**3,108,621**	**3,047,057**	**3,594,884**	**3,512,728**
Operating					
31500	Professional services- other	9,499	6,782	64,000	306,400
34340	Operating Expenses - SMG	-	-	17,813	-
34982	Function sourcing- Grounds/Facilities	-	-	15,000	22,000
34984	Function sourcing-Parks Maintenance	-	-	5,881,738	6,119,012
34989	Contractual service provider	246,773	417,339	524,195	547,222
34990	Contractual services- other	98,498	169,674	223,191	184,226
40100	Travel/conferences	1,068	536	2,000	4,000
41100	Telephone	28,801	30,574	30,500	29,000
41380	Data communication	-	-	2,400	3,600
41400	Postage	29	116	200	200
43100	Electric	653,048	647,615	713,025	696,640
43200	Water & sewer	136,569	153,353	140,000	162,692
43320	Gas- Pool	15,414	22,335	37,000	11,594
44200	Rents- machinery & equipment	11,813	12,801	20,724	20,724
44700	Rent - Charter School facilities	508,934	488,080	642,955	713,001
46150	R & M- land- building & improvement	18,921	85,564	1,724,737	1,852,345
46170	R & M irrigation	-	-	3,322	17,000
46250	R & M equipment	4,765	5,968	15,000	19,400
46300	R & M motor vehicles	23,308	22,215	20,000	20,000
46600	R & M pool	52,658	50,780	94,686	45,785
46800	Maintenance contracts	3,544	4,563	5,329	62,704
47100	Printing	2,009	2,605	2,200	600
48100	Advertising	-	475	475	-
48505	Special Population Program	3,237	5,184	12,000	180,000
48555	Youth Soccer	74,262	74,928	80,500	80,500
49105	License renewals	11,565	13,235	13,639	14,349
49645	Pines Athletic Club Program	25,362	4,908	-	-
49649	Special events	-	23,750	-	-
49655	Special events- ArtsPark	6,091	5,964	6,500	6,500
51100	Office supplies	3,338	5,398	7,000	6,515
52000	Operating supplies	3,949	5,812	26,000	35,150
52050	Playground/athletic supplies	5,928	4,292	9,056	72,798
52070	Art & Cultural Supplies	24,936	24,037	30,890	30,690
52071	ArtsPark Supplies	19,636	17,591	44,610	30,410
52150	First aid, safety equip & supplies	217	1,033	3,500	4,166
52200	Cleaning/janitorial supplies	217	568	1,000	1,000
52300	Expendable tools	43	215	2,000	985
52350	Electrical/mechanical supplies	174	760	300	300
52421	Community garden supplies	2,160	4,917	2,100	2,420
52460	Sand- seed- soil	2,598	3,789	5,000	4,920
52480	Pool Chemicals & Supplies	69,191	57,946	62,680	54,541
52540	Fuel	17,301	16,267	30,000	30,000
52600	Clothing/uniforms	6,010	6,919	5,500	5,730
52650	Equip < than $1000	15,336	19,016	35,950	29,914
52652	Software < than $1000 &/or licenses	799	792	18,850	19,350
52653	Computer equipment < $1000	159	613	1,000	1,000

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 572 Parks and recreation
Division 7001 Recreation and Cultural Arts | Project Blank

Object	Object Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Operating					
54100	Memberships/ dues/ subscription	1,039	981	1,700	2,650
55229	Training	1,022	650	2,800	3,945
	Operating	**2,110,220**	**2,420,941**	**10,583,065**	**11,455,978**
Capital					
62000	Buildings	-	-	22,929	-
62011	Storage building	-	-	4,620	-
62151	Building improv- Academic Village	-	-	-	15,600
63000	Improvement other than building	13,054	-	1,712,782	921,000
63015	Pines Recreation Center- improvement	-	-	397,150	-
63061	Fencing	-	-	49,132	50,000
63082	September 11th Memorial	-	56,955	50,000	50,000
64051	Computer programs	-	-	29,250	-
64053	Micro computer	2,870	-	-	-
64055	Laptop/Tablet	-	7,116	-	-
64214	Truck	65,170	36,120	85,060	-
64221	Van	25,399	-	-	-
64400	Other equipment	30,875	88,106	1,082,992	444,698
67500	Tryptic Art Piece	-	24,000	-	-
	Capital	**137,368**	**212,297**	**3,433,915**	**1,481,298**
	Project Total	**5,356,209**	**5,680,296**	**17,611,864**	**16,450,004**

Entity 1 General Fund | Function 572 Parks and recreation
Division 7001 Recreation and Cultural Arts | Project 304 Special Population

Object	Object Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Personnel					
13507	P/T Summer Program	46,578	50,660	52,566	-
21000	Social Security- matching	3,563	3,876	4,022	-
	Personnel	**50,141**	**54,536**	**56,588**	**-**
Operating					
34990	Contractual services- other	-	20,269	20,000	-
48505	Special Population Program	22,681	12,786	16,679	-
	Operating	**22,681**	**33,055**	**36,679**	**-**
	Project Total	**72,822**	**87,591**	**93,267**	**-**

Entity 1 General Fund | Function 572 Parks and recreation
Division 7001 Recreation and Cultural Arts | Project 310 NEA Grant

Object	Object Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Operating					
34990	Contractual services- other	10,250	17,758	-	-
40100	Travel/conferences	383	-	-	-
47100	Printing	-	78	-	-
	Operating	**10,633**	**17,836**	**-**	**-**
	Project Total	**10,633**	**17,836**	**-**	**-**

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 572 Parks and recreation

Division 7001 Recreation and Cultural Arts | Project 314 Grant-Community Development

Object	Object Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Capital					
63083	Inclusive Playground	-	-	250,000	-
	Capital	**-**	**-**	**250,000**	**-**
	Project Total	**-**	**-**	**250,000**	**-**
	Division Total	**5,439,664**	**5,785,722**	**17,955,131**	**16,450,004**

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 574 Special events

Division 7003 Special Events | Project Blank

Object	Object Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Operating					
49649	Special events	40,778	37,215	62,957	20,000
49651	Special event- teen program	715	833	389	-
49656	Special event- Snowfest	32,127	31,192	85,679	36,450
49659	Special Event- Kids Konnection	6,508	3,951	6,896	7,400
49660	Special event- Easter egg hunt	12,510	16,386	12,310	13,000
49662	Special Event- 4th Of July	40,044	43,179	40,000	43,800
49666	Special event- Halloween	12,601	15,684	12,566	14,800
49670	Special event- Pines Day	27,848	29,206	45,258	44,000
49674	Special event- summer program	93,296	-	-	-
49683	Special event- Memorial Day	-	-	-	2,070
49684	Special event- Veteran's Day	-	-	-	2,400
49685	Special event- September 11	-	-	-	2,800
49686	Special event- Relay for Life	-	-	-	3,100
49687	Special event- Mayor's Kids Day	-	-	-	5,500
49688	Special event- Art Festival	-	-	-	27,200
49689	Special event- Jazz Concert Series	-	-	-	10,000
49690	Special event- Kindness Initiative	-	-	-	3,100
49691	Special event- Play Ball	-	-	-	4,000
	Operating	**266,426**	**177,644**	**266,055**	**239,620**
	Project Total	**266,426**	**177,644**	**266,055**	**239,620**
	Division Total	**266,426**	**177,644**	**266,055**	**239,620**

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	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Operating					
34500	Contract- building maintenance	-	8,574	-	-
	Operating	**-**	**8,574**	**-**	**-**
	Project Total	**-**	**8,574**	**-**	**-**
	Division Total	**-**	**8,574**	**-**	**-**

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 575 Special recreation facility

Division 7006 Golf Course | Project Blank

Object	Object Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Operating					
31500	Professional services- other	600,130	616,941	623,009	621,396
32100	Accounting and auditing fees	1,382	1,605	1,600	1,700
34300	Contract- laundry & cleaning	57	-	100	100
34500	Contract- building maintenance	2,590	1,080	2,750	2,750
34900	Contract- cart rental	117,497	105,542	125,446	123,739
34950	Contract- maintenance	680,978	683,466	683,466	683,466
34990	Contractual services- other	3,993	3,825	4,817	4,100
41100	Telephone	4,028	4,083	4,250	4,250
41225	Cable fees	1,405	1,351	1,500	1,500
43100	Electric	77,523	80,166	83,218	84,000
43200	Water & sewer	8,844	10,267	9,006	10,500
43340	Gas- restaurant	6,793	5,846	6,166	6,200
44200	Rents- machinery & equipment	267	263	900	1,000
46150	R & M- land- building & improvement	37,484	206,459	82,722	123,729
46170	R & M irrigation	3,101	-	4,707	500
46250	R & M equipment	14,575	10,868	24,266	8,000
46800	Maintenance contracts	68	112	200	500
47100	Printing	169	116	335	335
48100	Advertising	18,581	14,635	20,000	15,000
49105	License renewals	-	510	1,202	1,000
49201	Taxes and/or assessments	21,715	22,057	22,800	24,000
49400	Bank service charge	32,633	34,583	34,000	34,000
51100	Office supplies	254	414	600	600
52000	Operating supplies	13,586	22,956	14,442	19,790
52200	Cleaning/janitorial supplies	864	96	1,000	1,000
52300	Expendable tools	1,705	1,787	2,025	1,950
52350	Electrical/mechanical supplies	2,659	4,425	2,500	2,500
52420	Horticultural chemicals	170,085	167,046	173,407	170,220
52460	Sand- seed- soil	22,944	24,426	29,400	27,575
52650	Equip < than $1000	11,441	12,357	20,750	6,450
52652	Software < than $1000 &/or licenses	-	-	1,500	-
52800	Horticultural supplies	12,844	17,032	18,000	16,000
54100	Memberships/ dues/ subscription	150	150	150	150
	Operating	**1,870,345**	**2,054,462**	**2,000,234**	**1,998,000**
Capital					
63000	Improvement other than building	72,720	-	-	-
63067	Lake Bank Erosion Barrier	106,257	34,876	-	-
64139	Mowers- other	-	48,808	60,580	55,000
64400	Other equipment	8,592	13,871	13,436	4,500
	Capital	**187,569**	**97,555**	**74,016**	**59,500**
	Project Total	**2,057,913**	**2,152,017**	**2,074,250**	**2,057,500**
	Division Total	**2,057,913**	**2,152,017**	**2,074,250**	**2,057,500**

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	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Operating					
31500	Professional services- other	-	10,269	-	-
34990	Contractual services- other	-	4,850	19,150	-
47100	Printing	-	79	2,736	-
48100	Advertising	-	900	100	-
49649	Special events	-	1,261	2,904	-
52000	Operating supplies	-	-	3,531	-
	Operating	**-**	**17,359**	**28,421**	**-**
	Project Total	**-**	**17,359**	**28,421**	**-**

Entity 1 General Fund | Function 572 Parks and recreation
Division 7010 Civic and Cultural Facility | Project 312 State General Program

Object	Object Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Operating					
31500	Professional services- other	-	14,368	-	-
34990	Contractual services- other	-	-	7,784	-
	Operating	**-**	**14,368**	**7,784**	**-**
	Project Total	**-**	**14,368**	**7,784**	**-**

Entity 1 General Fund | Function 573 Cultural services
Division 7010 Civic and Cultural Facility | Project 340 Civic Center

Object	Object Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Operating					
31340	Management Fee - SMG	20,000	70,000	62,194	63,686
34340	Operating Expenses - SMG	129,685	777,652	1,121,395	1,082,750
41100	Telephone	-	4,875	14,962	16,620
41380	Data communication	-	14,537	29,400	29,400
43100	Electric	-	105,720	207,185	180,000
43200	Water & sewer	-	34,162	27,000	30,000
43300	Gas	-	221	-	-
44200	Rents- machinery & equipment	-	3,513	633	636
46150	R & M- land- building & improvement	-	7,780	-	-
46800	Maintenance contracts	-	8	177	150
49105	License renewals	-	210	799	497
	Operating	**149,685**	**1,018,679**	**1,463,745**	**1,403,739**
Other					
91171	Transfer to Charter Middle School	-	-	53,800	-
	Other	**-**	**-**	**53,800**	**-**
	Project Total	**149,685**	**1,018,679**	**1,517,545**	**1,403,739**

Entity 1 General Fund | Function 573 Cultural services
Division 7010 Civic and Cultural Facility | Project 350 Art Gallery

Object	Object Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Personnel					
12230	Chief Curator/Head of Cultural Projects	-	46,858	-	-
15116	Cell Phone Pay	-	750	900	-
21000	Social Security- matching	-	3,498	69	-
22010	Defined contribution - General	-	5,468	7,603	-
23000	Health Insurance	-	12,800	16,057	-

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	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Personnel					
23100	Life Insurance	-	117	367	-
24000	Workers compensation	32	61	229	-
26300	General retiree health contrib	-	21,828	18,168	-
	Personnel	**32**	**91,380**	**43,393**	**-**
Operating					
31340	Management Fee - SMG	-	-	6,219	6,369
34340	Operating Expenses - SMG	-	18,831	23,843	19,584
34989	Contractual service provider	-	61,751	248,315	259,357
34990	Contractual services- other	21,528	223,777	236,400	166,500
40100	Travel/conferences	-	32	300	500
41100	Telephone	-	3,291	9,974	7,050
43100	Electric	-	7,745	25,640	18,000
43200	Water & sewer	-	1,560	3,000	1,560
44200	Rents- machinery & equipment	-	1,870	5,227	5,227
45150	Insurance - Fine Arts Policy	-	1,739	1,739	1,739
46150	R & M- land- building & improvement	-	1,404	1,000	4,000
46800	Maintenance contracts	-	-	277	277
47100	Printing	1,294	4,917	44,000	23,000
48100	Advertising	785	4,485	13,600	13,600
49105	License renewals	-	110	185	110
49649	Special events	-	14,864	10,000	10,000
51100	Office supplies	-	640	2,000	2,000
52000	Operating supplies	-	4,238	3,000	4,200
52600	Clothing/uniforms	-	-	1,000	1,000
52650	Equip < than $1000	-	2,472	1,000	1,950
52652	Software < than $1000 &/or licenses	744	360	500	500
52653	Computer equipment < $1000	-	3,830	-	-
54100	Memberships/ dues/ subscription	-	175	1,000	1,000
	Operating	**24,351**	**358,091**	**638,219**	**547,523**
	Project Total	**24,383**	**449,471**	**681,612**	**547,523**
	Division Total	**174,068**	**1,499,877**	**2,235,362**	**1,951,262**

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	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Personnel					
12084	Community Service Director	67,303	69,148	71,090	73,581
12543	Activities Coordinator	47,618	48,167	49,580	51,077
12685	Clerical Aide	33,255	15,548	-	-
12992	Vacation leave - retire/term	-	4,605	-	-
12996	Sick leave - retire/term	-	5,177	-	-
14000	Overtime	2,331	1,316	5,000	5,000
15001	Special Payment non P & F	2,600	-	-	-
21000	Social Security- matching	10,942	10,109	9,404	9,784
22000	Retirement contributions	15,972	8,889	9,756	9,057
22010	Defined contribution - General	7,279	5,734	4,463	4,597
23000	Health Insurance	27,586	32,000	24,086	26,574
23100	Life Insurance	324	498	698	588
24000	Workers compensation	1,406	806	2,713	2,562
26300	General retiree health contrib	39,873	54,570	45,420	21,612
	Personnel	**256,489**	**256,567**	**222,210**	**204,432**
Operating					
31100	Professional services- engineering	-	-	12,500	-
31500	Professional services- other	738	968	1,560	1,560
34500	Contract- building maintenance	69,872	69,432	105,191	115,720
34982	Function sourcing- Grounds/Facilities	53,456	40,720	42,530	43,968
34989	Contractual service provider	127,187	168,483	210,768	243,970
34990	Contractual services- other	108,811	98,154	118,018	141,808
40100	Travel/conferences	532	171	295	-
41100	Telephone	9,320	10,029	9,600	10,500
41225	Cable fees	1,370	1,527	1,499	1,600
43100	Electric	99,800	83,788	87,100	100,000
43200	Water & sewer	11,647	12,845	12,000	15,000
43300	Gas	451	231	1,000	500
44200	Rents- machinery & equipment	4,202	4,720	4,893	4,693
46150	R & M- land- building & improvement	28,892	29,651	70,000	230,000
46210	Energy Savings Project	-	30,506	40,000	40,000
46250	R & M equipment	2,118	2,332	5,000	5,000
46300	R & M motor vehicles	1,259	4,710	13,000	10,000
46800	Maintenance contracts	2,697	2,934	8,600	6,000
46801	I.T. Maintenance contracts	4,350	4,350	4,350	4,350
47100	Printing	13,406	13,835	15,000	15,000
48100	Advertising	-	1,219	-	-
51100	Office supplies	1,915	3,359	6,000	4,000
52000	Operating supplies	9,657	10,024	8,705	10,000
52200	Cleaning/janitorial supplies	1,664	1,528	4,500	2,500
52350	Electrical/mechanical supplies	632	1,168	5,000	3,000
52540	Fuel	12,222	23,458	33,000	30,000
52650	Equip < than $1000	4,183	4,727	6,000	10,000
52653	Computer equipment < $1000	727	13,597	2,200	5,000
54100	Memberships/ dues/ subscription	645	630	660	660
	Operating	**571,753**	**639,097**	**828,969**	**1,054,829**
Capital					
64051	Computer programs	-	21,386	1,653	-
64204	TV-Closed Circuit/Security Camera	-	-	-	150,000
64221	Van	-	-	105,245	-
64400	Other equipment	5,155	-	-	-
	Capital	**5,155**	**21,386**	**106,898**	**150,000**

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 569 Other human services
Division 8001 Community Services | Project Blank

Object	Object Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Grants and Aid					
82012	Grant- elderly energy assistance	23,584	26,400	28,685	34,010
	Grants and Aid	**23,584**	**26,400**	**28,685**	**34,010**
	Project Total	**856,981**	**943,450**	**1,186,762**	**1,443,271**
	Division Total	**856,981**	**943,450**	**1,186,762**	**1,443,271**

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	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Personnel					
12084	Community Service Director	33,651	34,574	35,545	36,791
12992	Vacation leave - retire/term	-	-	9,378	-
12996	Sick leave - retire/term	-	-	8,437	-
14000	Overtime	-	-	5,000	5,000
15001	Special Payment non P & F	1,300	-	-	-
21000	Social Security- matching	2,404	2,261	2,997	3,130
22000	Retirement contributions	4,311	2,058	3,324	3,157
23000	Health Insurance	8,276	3,200	4,015	4,429
23100	Life Insurance	122	313	206	174
24000	Workers compensation	434	582	799	756
26300	General retiree health contrib	11,962	16,371	4,542	3,602
	Personnel	**62,461**	**59,358**	**74,243**	**57,039**
Operating					
31300	Professional services-Outside Legal	3,142	56	1,000	1,000
34500	Contract- building maintenance	49,887	51,055	65,000	67,000
34982	Function sourcing- Grounds/Facilities	108,508	97,906	105,630	109,200
34989	Contractual service provider	104,778	105,893	122,131	107,577
34990	Contractual services- other	709	1,439	3,000	3,200
41100	Telephone	5,500	4,905	6,200	6,400
41225	Cable fees	31,512	33,075	38,714	41,000
43100	Electric	42,653	33,941	42,585	46,500
43200	Water & sewer	74,815	72,382	92,000	94,800
44200	Rents- machinery & equipment	833	1,428	3,100	3,200
44330	Credit application	2,530	2,495	3,100	3,200
44360	Rentals	711,972	714,899	715,632	716,534
45000	Insurance	20,502	27,333	40,489	35,342
46150	R & M- land- building & improvement	59,913	89,856	124,286	830,274
46210	Energy Savings Project	-	30,392	34,000	35,020
46250	R & M equipment	676	5,202	6,200	6,400
46300	R & M motor vehicles	-	-	500	500
46800	Maintenance contracts	19,000	17,097	40,000	41,200
46801	I.T. Maintenance contracts	300	300	300	300
48100	Advertising	-	-	1,900	7,300
49175	Administrative fees	113,306	106,335	111,736	136,252
49201	Taxes and/or assessments	8,506	8,987	9,500	9,500
51100	Office supplies	2,992	1,658	3,400	3,500
52000	Operating supplies	2,225	1,349	5,300	5,450
52200	Cleaning/janitorial supplies	197	50	5,300	5,500
52540	Fuel	-	-	1,374	1,374
52650	Equip < than $1000	16,584	23,882	52,000	64,000
52652	Software < than $1000 &/or licenses	-	-	600	600
52653	Computer equipment < $1000	515	430	2,300	2,300
	Operating	**1,381,555**	**1,432,345**	**1,637,277**	**2,384,423**
Capital					
64400	Other equipment	5,620	-	-	-
	Capital	**5,620**	**-**	**-**	**-**
	Project Total	**1,449,636**	**1,491,703**	**1,711,520**	**2,441,462**

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	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Personnel					
12084	Community Service Director	33,651	34,574	35,545	36,791
12525	Administrative Assistant I	25,456	-	-	-
12992	Vacation leave - retire/term	8,650	-	9,378	-
12996	Sick leave - retire/term	14,770	-	8,437	-
14000	Overtime	-	-	5,000	5,000
15001	Special Payment non P & F	1,300	-	-	-
21000	Social Security- matching	6,085	2,271	2,997	3,130
22000	Retirement contributions	9,948	2,058	3,324	3,157
22010	Defined contribution - General	2,291	-	-	-
23000	Health Insurance	19,310	3,200	4,015	4,429
23100	Life Insurance	258	313	206	174
24000	Workers compensation	564	582	799	756
26300	General retiree health contrib	27,911	38,199	4,542	3,602
	Personnel	**150,195**	**81,197**	**74,243**	**57,039**
Operating					
31300	Professional services-Outside Legal	12,919	18,598	18,500	19,000
31500	Professional services- other	25,874	11,672	50,000	51,500
34500	Contract- building maintenance	84,936	79,890	105,000	108,000
34982	Function sourcing- Grounds/Facilities	240,258	203,941	219,960	227,394
34989	Contractual service provider	136,976	164,829	190,092	160,155
34990	Contractual services- other	100,663	109,794	165,000	170,000
41100	Telephone	17,241	17,586	18,500	19,000
41225	Cable fees	101,820	106,885	125,110	128,910
43100	Electric	142,024	112,729	199,358	205,000
43200	Water & sewer	259,132	302,242	300,000	309,000
44200	Rents- machinery & equipment	4,138	1,871	10,000	10,000
44330	Credit application	8,432	8,865	10,500	10,500
44360	Rentals	3,978,638	4,002,571	4,198,108	3,714,683
45000	Insurance	40,230	55,752	94,523	83,832
46150	R & M- land- building & improvement	170,001	176,888	248,390	260,000
46210	Energy Savings Project	-	35,641	40,000	41,200
46250	R & M equipment	49,028	40,446	51,000	52,500
46800	Maintenance contracts	22,020	19,734	25,000	25,500
46801	I.T. Maintenance contracts	900	900	900	900
48100	Advertising	-	-	2,185	5,000
49104	License fees	1,170	1,510	4,000	2,600
49175	Administrative fees	222,329	216,390	260,847	323,188
51100	Office supplies	1,305	1,786	4,700	4,800
52000	Operating supplies	3,680	2,725	4,900	5,000
52200	Cleaning/janitorial supplies	2,539	6,802	21,000	21,000
52300	Expendable tools	81	41	215	220
52540	Fuel	674	-	1,400	1,450
52650	Equip < than $1000	21,234	7,042	36,500	53,000
	Operating	**5,648,244**	**5,707,132**	**6,405,688**	**6,013,332**
Capital					
64000	Machinery & equipment	-	-	3,000	-
64400	Other equipment	10,560	-	-	-
	Capital	**10,560**	**-**	**3,000**	**-**
	Project Total	**5,808,999**	**5,788,328**	**6,482,931**	**6,070,371**
	Division Total	**7,258,635**	**7,280,032**	**8,194,451**	**8,511,833**

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	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Personnel					
12184	Zoning Administrator	81,573	81,182	81,183	81,183
12524	Administrative Coordinator I	56,158	55,856	55,890	55,890
12695	Plan/Econ Development Director	101,347	107,775	114,816	125,000
12696	Planning Administrator	74,088	76,258	78,539	80,891
13426	P/T Planning Administrator	27,962	25,711	44,332	45,223
13449	P/T CADD Operator	-	-	12,831	13,086
14000	Overtime	252	195	6,216	4,973
15001	Special Payment non P & F	10,328	-	-	-
15007	Topped Out Incentive	-	1,650	1,500	1,500
15107	Automobile allowance	4,062	6,000	6,001	6,001
15116	Cell Phone Pay	1,380	1,380	1,380	1,380
21000	Social Security- matching	26,542	26,423	30,515	31,767
22000	Retirement contributions	37,248	19,182	29,373	27,273
22010	Defined contribution - General	5,054	5,027	5,031	5,031
23000	Health Insurance	44,137	51,199	64,228	70,864
23100	Life Insurance	758	818	2,145	1,618
24000	Workers compensation	746	253	1,386	1,285
26300	General retiree health contrib	63,796	87,312	72,672	57,632
	Personnel	**535,431**	**546,221**	**608,038**	**610,597**
Operating					
31500	Professional services- other	-	-	15,900	15,900
34989	Contractual service provider	259,043	260,129	364,165	382,985
34990	Contractual services- other	1,500	5,083	7,431	7,431
40100	Travel/conferences	750	810	3,000	3,000
41100	Telephone	1,872	1,897	2,500	2,500
41380	Data communication	606	866	750	1,000
41400	Postage	-	90	5,000	3,500
44200	Rents- machinery & equipment	1,802	2,175	6,280	6,280
45440	Insurance- errors & omissions	-	-	150	150
46250	R & M equipment	-	-	750	750
46300	R & M motor vehicles	599	1,171	3,604	4,000
46800	Maintenance contracts	1,873	1,401	4,600	4,600
46801	I.T. Maintenance contracts	-	-	5,000	5,000
47100	Printing	-161	4,831	4,000	2,500
48510	Economic Development Activities	19,524	36,183	84,750	105,000
48511	Landscape Activities	659	490	4,000	4,000
49000	Legal/employment ads	618	4,047	7,800	7,800
51100	Office supplies	1,538	3,013	5,000	5,000
52000	Operating supplies	-7,974	-1,925	3,500	3,500
52540	Fuel	865	1,028	2,500	2,500
52650	Equip < than $1000	1,475	-	500	500
52652	Software < than $1000 &/or licenses	1,295	1,296	4,000	4,000
52653	Computer equipment < $1000	168	228	2,000	2,000
54100	Memberships/ dues/ subscription	1,975	2,625	3,500	3,500
	Operating	**288,026**	**325,438**	**540,680**	**577,396**
Capital					
64051	Computer programs	8,637	-	-	-
64053	Micro computer	3,232	-	-	-
64055	Laptop/Tablet	-	2,606	-	3,500
	Capital	**11,869**	**2,606**	**-**	**3,500**
	Project Total	**835,327**	**874,265**	**1,148,718**	**1,191,493**

City of Pembroke Pines, Florida - Expenditure Detail

Division Total	**835,327**	**874,265**	**1,148,718**	**1,191,493**
1 General Fund	**162,908,753**	**174,251,023**	**198,195,194**	**199,833,387**

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	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Operating					
31500	Professional services- other	15,863	17,095	15,000	15,000
31750	Custodial fees	1,460	1,460	1,500	1,500
	Operating	**17,323**	**18,554**	**16,500**	**16,500**
	Project Total	**17,323**	**18,554**	**16,500**	**16,500**
	Division Total	**17,323**	**18,554**	**16,500**	**16,500**
	51 Wetlands Trust Fund	**17,323**	**18,554**	**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	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Personnel					
22001	Retirement contribution - legacy	143,845	58,080	94,999	84,489
23000	Health Insurance	5,517	6,400	-	-
23100	Life Insurance	72	151	-	-
24000	Workers compensation	2,638	2,021	-	-
26300	General retiree health contrib	-	10,914	11,198	-
	Personnel	**152,072**	**77,566**	**106,197**	**84,489**
Operating					
34983	Function sourcing- Rights of Way	1,152,031	1,131,473	1,241,550	1,241,550
34990	Contractual services- other	838,893	1,068,935	1,340,044	1,342,112
34998	Contractual Services - Pressure Washing	-	-	460,000	620,000
43200	Water & sewer	-	-	-	20,000
43400	Street lighting	1,226,139	1,330,713	1,327,286	1,454,000
45000	Insurance	129,638	159,168	267,271	229,216
46150	R & M- land- building & improvement	-	41,411	50,000	78,000
	Operating	**3,346,701**	**3,731,701**	**4,686,151**	**4,984,878**
	Project Total	**3,498,773**	**3,809,267**	**4,792,348**	**5,069,367**
	Division Total	**3,498,773**	**3,809,267**	**4,792,348**	**5,069,367**

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	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Operating					
31100	Professional services- engineering	115,689	54,851	135,579	150,000
34990	Contractual services- other	5,181	5,181	5,181	5,500
46150	R & M- land- building & improvement	1,992	-	-	-
46164	R & M resurfacing	76,535	1,251,372	1,026,821	1,054,600
46165	R & M drainage	31,989	8,000	44,819	75,000
49104	License fees	-	2,410	-	-
53999	Transp Proj owned by Other G'vt	-	265,893	180,000	300,000
	Operating	**231,386**	**1,587,707**	**1,392,400**	**1,585,100**
Capital					
63053	Pembroke Rd (Dykes-Silver Shores)	180,000	3,787,628	495,057	-
63070	Guard rails	-	-	30,600	25,000
63187	Taft/University- Douglas	1,205,366	-	-	-
64400	Other equipment	-	-	25,100	-
67173	IF - Road improvement	128,789	1,385	471,819	-
67999	IF - Transportation Projects	78,313	524,075	1,064,863	-
	Capital	**1,592,467**	**4,313,087**	**2,087,439**	**25,000**
	Project Total	**1,823,853**	**5,900,794**	**3,479,839**	**1,610,100**
	Division Total	**1,823,853**	**5,900,794**	**3,479,839**	**1,610,100**

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	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Other					
91128	Transfer to Community Bus Program	233,564	248,184	264,805	358,262
	Other	**233,564**	**248,184**	**264,805**	**358,262**
	Project Total	**233,564**	**248,184**	**264,805**	**358,262**
	Division Total	**233,564**	**248,184**	**264,805**	**358,262**
	100 Road & Bridge Fund	**5,556,190**	**9,958,244**	**8,536,992**	**7,037,729**

City of Pembroke Pines, Florida - Expenditure Detail

Entity 120 State Housing Initiative Program | Function 554 Housing and urban development
Division 600 Community Development | Project 2014 2014 Grant Year

Object	Object Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Operating					
34991	Home repair/weatherization	333,535	210,785	-	-
49208	Home owner counseling	13,500	-	-	-
	Operating	**347,035**	**210,785**	**-**	**-**
	Project Total	**347,035**	**210,785**	**-**	**-**

Entity 120 State Housing Initiative Program | Function 554 Housing and urban development
Division 600 Community Development | Project 2015 2015 Grant Year

Object	Object Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Operating					
31501	Professional services- CRA admin	50,501	-	18	-
34991	Home repair/weatherization	47,028	77,292	457,770	-
49208	Home owner counseling	3,000	13,500	8,500	-
49216	Home Buyer Assistance	150,074	40,000	9,926	-
	Operating	**250,603**	**130,792**	**476,214**	**-**
	Project Total	**250,603**	**130,792**	**476,214**	**-**

Entity 120 State Housing Initiative Program | Function 554 Housing and urban development
Division 600 Community Development | Project 2016 2016 Grant Year

Object	Object Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Operating					
31501	Professional services- CRA admin	27,140	77,220	11	-
34991	Home repair/weatherization	-	52,271	662,601	-
49208	Home owner counseling	-	-	47,690	-
49216	Home Buyer Assistance	-	210,000	70,000	-
	Operating	**27,140**	**339,491**	**780,302**	**-**
	Project Total	**27,140**	**339,491**	**780,302**	**-**

Entity 120 State Housing Initiative Program | Function 554 Housing and urban development
Division 600 Community Development | Project 2017 2017 Grant Year

Object	Object Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Operating					
31501	Professional services- CRA admin	-	20,380	48,513	-
34991	Home repair/weatherization	-	1,150	577,037	-
34997	Disaster Mitigation/Recovery	-	-	34,626	-
49208	Home owner counseling	-	-	15,000	-
49216	Home Buyer Assistance	-	-	190,000	-
	Operating	**-**	**21,530**	**865,176**	**-**
	Project Total	**-**	**21,530**	**865,176**	**-**

Entity 120 State Housing Initiative Program | Function 554 Housing and urban development
Division 600 Community Development | Project 2018 2018 Grant Year

Object	Object Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Operating					
31501	Professional services- CRA admin	-	-	21,384	68,893
34991	Home repair/weatherization	-	-	152,455	415,042
49208	Home owner counseling	-	-	-	15,000
49216	Home Buyer Assistance	-	-	40,000	190,000

City of Pembroke Pines, Florida - Expenditure Detail

Entity 120 State Housing Initiative Program | Function 554 Housing and urban development
Division 600 Community Development | Project 2018 2018 Grant Year

Object	Object Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Operating					
	Operating	**-**	**-**	**213,839**	**688,935**
	Project Total	**-**	**-**	**213,839**	**688,935**
	Division Total	**624,778**	**702,598**	**2,335,531**	**688,935**
	120 State Housing Initiative Program	**624,778**	**702,598**	**2,335,531**	**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	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Operating					
31501	Professional services- CRA admin	-	-	173,924	-
34940	Acquisition-Rehabilitation or New Construction	17,551	-	297,723	-
34991	Home repair/weatherization	-	10	-	-
49216	Home Buyer Assistance	140,000	-	-	-
	Operating	**157,551**	**10**	**471,647**	**-**
	Project Total	**157,551**	**10**	**471,647**	**-**

Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development
Division 600 Community Development | Project 2010 2010 Grant Year

Object	Object Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Operating					
34991	Home repair/weatherization	-	46,870	-	-
	Operating	**-**	**46,870**	**-**	**-**
	Project Total	**-**	**46,870**	**-**	**-**

Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development
Division 600 Community Development | Project 2010NSP 2010 NSP Grant Year

Object	Object Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Operating					
31501	Professional services- CRA admin	-	-	58,736	-
34940	Acquisition-Rehabilitation or New Construction	17,115	12,076	79,432	-
49216	Home Buyer Assistance	280,000	140,000	-	-
	Operating	**297,115**	**152,076**	**138,168**	**-**
	Project Total	**297,115**	**152,076**	**138,168**	**-**

Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development
Division 600 Community Development | Project 2012 2012 Grant Year

Object	Object Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Operating					
34991	Home repair/weatherization	826	-	-	-
	Operating	**826**	**-**	**-**	**-**
	Project Total	**826**	**-**	**-**	**-**

Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development
Division 600 Community Development | Project 2013 2013 Grant Year

Object	Object Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Operating					
34991	Home repair/weatherization	142,010	74	-	-
	Operating	**142,010**	**74**	**-**	**-**
	Project Total	**142,010**	**74**	**-**	**-**

City of Pembroke Pines, Florida - Expenditure Detail

Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development
Division 600 Community Development | Project 2014 2014 Grant Year

Object	Object Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Operating					
31500	Professional services- other	2,792	-	-	-
34991	Home repair/weatherization	190,143	32,525	-	-
	Operating	**192,935**	**32,525**	**-**	**-**
	Project Total	**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	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Operating					
31510	Professional service- Direct cost	6,702	4,512	-	-
34991	Home repair/weatherization	71,205	53,514	22,315	-
	Operating	**77,907**	**58,026**	**22,315**	**-**
	Project Total	**77,907**	**58,026**	**22,315**	**-**

Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development
Division 600 Community Development | Project 2015 2015 Grant Year

Object	Object Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Operating					
31501	Professional services- CRA admin	131,825	-	-	-
34991	Home repair/weatherization	53,549	126,642	109,764	-
	Operating	**185,374**	**126,642**	**109,764**	**-**
	Project Total	**185,374**	**126,642**	**109,764**	**-**

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	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Operating					
31510	Professional service- Direct cost	1,130	13,917	4,117	-
34991	Home repair/weatherization	4,100	39,431	114,500	-
	Operating	**5,230**	**53,348**	**118,617**	**-**
	Project Total	**5,230**	**53,348**	**118,617**	**-**

Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development
Division 600 Community Development | Project 2016 2016 Grant Year

Object	Object Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Operating					
31500	Professional services- other	-	1,309	18,173	-
31501	Professional services- CRA admin	-	136,320	55	-
34991	Home repair/weatherization	-	242,010	740,192	-
	Operating	**-**	**379,639**	**758,420**	**-**
Capital					
64073	Generator	-	-	300,000	-
	Capital	**-**	**-**	**300,000**	**-**
	Project Total	**-**	**379,639**	**1,058,420**	**-**

City of Pembroke Pines, Florida - Expenditure Detail

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	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 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	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Operating					
31500	Professional services- other	-	-	19,050	-
31501	Professional services- CRA admin	-	-	133,347	-
34991	Home repair/weatherization	-	-	202,474	-
	Operating	**-**	**-**	**354,871**	**-**
Capital					
63994	Improvements - Recreation Facilities	-	-	166,530	-
64073	Generator	-	-	133,470	-
	Capital	**-**	**-**	**300,000**	**-**
	Project Total	**-**	**-**	**654,871**	**-**

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	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 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 2018 2018 Grant Year

Object	Object Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Operating					
31500	Professional services- other	-	-	-	19,482
31501	Professional services- CRA admin	-	-	-	136,375
34991	Home repair/weatherization	-	-	-	206,536
	Operating	**-**	**-**	**-**	**362,393**
Capital					
63994	Improvements - Recreation Facilities	-	-	-	300,000
	Capital	**-**	**-**	**-**	**300,000**
	Project Total	**-**	**-**	**-**	**662,393**

City of Pembroke Pines, Florida - Expenditure Detail

Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development

Division 600 Community Development | Project 2018HOME 2018 HOME Grant Year

Object	Object Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Operating					
31510	Professional service- Direct cost	-	-	-	21,181
34991	Home repair/weatherization	-	-	-	155,328
	Operating	**-**	**-**	**-**	**176,509**
	Project Total	**-**	**-**	**-**	**176,509**
	Division Total	**1,058,948**	**849,209**	**2,926,820**	**838,902**

City of Pembroke Pines, Florida - Expenditure Detail

Entity 121 HUD Grants CDBG/HOME | Function 544 Transit system

Division 8006 Transportation | Project 6 Senior center transportation

Object	Object Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Operating					
46300	R & M motor vehicles	56,913	50,968	60,893	60,893
52540	Fuel	56,157	65,925	53,404	56,000
	Operating	**113,070**	**116,893**	**114,297**	**116,893**
	Project Total	**113,070**	**116,893**	**114,297**	**116,893**
	Division Total	**113,070**	**116,893**	**114,297**	**116,893**
	121 HUD Grants CDBG/HOME	**1,172,018**	**966,102**	**3,041,117**	**955,795**

City of Pembroke Pines, Florida - Expenditure Detail

Entity 122 Law Enforcement Grant | Function 521 Law enforcement

Division 3015 Victims of Crime Act Grant | Project Blank

Object	Object Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Personnel					
13576	P/T Victim's Advocate Grant	16,575	14,550	16,454	17,060
21000	Social Security- matching	1,268	1,113	1,259	1,413
	Personnel	**17,843**	**15,663**	**17,713**	**18,473**
Operating					
40100	Travel/conferences	-	-	1,344	-
52653	Computer equipment < $1000	-	386	-	-
55229	Training	-	640	656	-
	Operating	**-**	**1,026**	**2,000**	**-**
Capital					
64055	Laptop/Tablet	-	-	2,020	-
	Capital	**-**	**-**	**2,020**	**-**
	Project Total	**17,843**	**16,689**	**21,733**	**18,473**
	Division Total	**17,843**	**16,689**	**21,733**	**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	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Personnel					
14000	Overtime	7,536	17,276	18,884	-
	Personnel	**7,536**	**17,276**	**18,884**	**-**
	Project Total	**7,536**	**17,276**	**18,884**	**-**
	Division Total	**7,536**	**17,276**	**18,884**	**-**

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	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 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	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 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	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Capital					
64181	Radio- portable	49,995	-	-	-
64400	Other equipment	-	70,445	-	-
	Capital	**49,995**	**70,445**	**-**	**-**
	Project Total	**49,995**	**70,445**	**-**	**-**

Entity 122 Law Enforcement Grant | Function 521 Law enforcement
Division 3030 Homeland Security | Project 2016 2016 Grant Year

Object	Object Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Capital					
64181	Radio- portable	-	-	47,184	-
64400	Other equipment	-	-	70,993	-
	Capital	**-**	**-**	**118,177**	**-**
	Project Total	**-**	**-**	**118,177**	**-**
	Division Total	**169,695**	**70,445**	**118,177**	**-**
	122 Law Enforcement Grant	**214,908**	**104,410**	**158,794**	**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	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Personnel					
14000	Overtime	-	8,442	-	-
	Personnel	**-**	**8,442**	**-**	**-**
	Project Total	**-**	**8,442**	**-**	**-**

Entity 124 Police Community Services Grant | Function 521 Law enforcement
Division 3018 Byrne | Project 2015 2015 Grant Year

Object	Object Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Operating					
52650	Equip < than $1000	-	1,366	555	-
52653	Computer equipment < $1000	-	359	-	-
	Operating	**-**	**1,726**	**555**	**-**
Capital					
64051	Computer programs	-	-	2,163	-
64055	Laptop/Tablet	-	-	8,923	-
64400	Other equipment	-	-	4,110	-
	Capital	**-**	**-**	**15,196**	**-**
	Project Total	**-**	**1,726**	**15,751**	**-**

Entity 124 Police Community Services Grant | Function 521 Law enforcement
Division 3018 Byrne | Project 2016 2016 Grant Year

Object	Object Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Capital					
64400	Other equipment	-	-	18,891	-
	Capital	**-**	**-**	**18,891**	**-**
	Project Total	**-**	**-**	**18,891**	**-**
	Division Total	**-**	**10,168**	**34,642**	**-**
	124 Police Community Services Grant	**-**	**10,168**	**34,642**	**-**

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	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Operating					
31400	Professional services- medical	-	190	400	1,000
31500	Professional services- other	42	137	200	200
34300	Contract- laundry & cleaning	291	248	300	500
34990	Contractual services- other	132,672	131,813	129,630	128,150
46250	R & M equipment	-	112	600	1,000
46300	R & M motor vehicles	40,339	36,483	60,000	50,000
52540	Fuel	27,853	25,695	25,000	40,000
52652	Software < than $1000 &/or licenses	5,847	3,500	3,500	3,800
	Operating	**207,043**	**198,178**	**219,630**	**224,650**
	Project Total	**207,043**	**198,178**	**219,630**	**224,650**

Entity 128 Community Bus Program | Function 544 Transit system
Division 8001 Community Services | Project 5310 Section 5310

Object	Object Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Operating					
52650	Equip < than $1000	4,502	-	1,215	-
	Operating	**4,502**	**-**	**1,215**	**-**
Capital					
64221	Van	210,490	-	448,539	-
	Capital	**210,490**	**-**	**448,539**	**-**
	Project Total	**214,992**	**-**	**449,754**	**-**
	Division Total	**422,035**	**198,178**	**669,384**	**224,650**

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	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Operating					
31400	Professional services- medical	-	1,098	1,400	1,500
31500	Professional services- other	140	140	500	500
34300	Contract- laundry & cleaning	1,354	1,289	1,900	1,900
34500	Contract- building maintenance	-	-	2,000	2,000
34990	Contractual services- other	351,131	410,364	362,319	407,505
41100	Telephone	607	882	1,500	1,500
46300	R & M motor vehicles	110,589	71,248	100,000	110,000
51100	Office supplies	987	294	200	1,200
52000	Operating supplies	2,839	1,102	3,000	3,000
52540	Fuel	7,532	5,285	30,000	50,000
52650	Equip < than $1000	-	863	1,000	1,000
52652	Software < than $1000 &/or licenses	-	2,815	1,900	2,000
	Operating	**475,179**	**495,379**	**505,719**	**582,105**
	Project Total	**475,179**	**495,379**	**505,719**	**582,105**

Entity 128 Community Bus Program | Function 544 Transit system
Division 8004 Transit System | Project 42 CBS Blue Route

Object	Object Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Operating					
31400	Professional services- medical	-	95	700	500
31500	Professional services- other	20	20	100	100
34300	Contract- laundry & cleaning	212	182	250	300
34990	Contractual services- other	37,665	40,189	34,181	41,452
41100	Telephone	-	-	100	100
46250	R & M equipment	-	90	200	500
46300	R & M motor vehicles	5,634	10,588	16,000	20,000
51100	Office supplies	-	-	250	500
52000	Operating supplies	3	136	300	300
52540	Fuel	11,604	9,978	15,000	20,000
52650	Equip < than $1000	-	-	600	1,000
	Operating	**55,138**	**61,278**	**67,681**	**84,752**
	Project Total	**55,138**	**61,278**	**67,681**	**84,752**
	Division Total	**530,317**	**556,657**	**573,400**	**666,857**
	128 Community Bus Program	**952,351**	**754,835**	**1,242,784**	**891,507**

City of Pembroke Pines, Florida - Expenditure Detail

Entity 131 Treasury - Confiscated | Function 521 Law enforcement

Division 3011 Treasury Confiscated | Project Blank

Object	Object Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 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	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	-	-	291,416	16,132
	Capital	**1,470**	**-**	**354,456**	**16,132**
	Project Total	**1,470**	**-**	**385,061**	**16,132**
	Division Total	**1,470**	**-**	**385,061**	**16,132**
	131 Treasury - Confiscated	**1,470**	**-**	**385,061**	**16,132**

City of Pembroke Pines, Florida - Expenditure Detail

Entity 132 Justice - Confiscated | Function 521 Law enforcement

Division 3012 Justice Confiscated | Project Blank

Object	Object Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 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	940	12	59,701	-
52650	Equip < than $1000	-	-	76,301	-
	Operating	**940**	**12**	**169,202**	**-**
Capital					
63166	Shooting range	-	296,676	149,176	-
64051	Computer programs	-	-	54,197	-
64181	Radio- portable	-	-	43,724	-
64400	Other equipment	23,813	-	107,418	35,497
	Capital	**23,813**	**296,676**	**354,515**	**35,497**
	Project Total	**24,753**	**296,688**	**523,717**	**35,497**
	Division Total	**24,753**	**296,688**	**523,717**	**35,497**
	132 Justice - Confiscated	**24,753**	**296,688**	**523,717**	**35,497**

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	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Operating					
40100	Travel/conferences	25,333	22,754	83,663	1,391
54000	Police Training- Std Bnd $2	55,760	59,640	103,847	16,000
	Operating	**81,093**	**82,394**	**187,510**	**17,391**
	Project Total	**81,093**	**82,394**	**187,510**	**17,391**
	Division Total	**81,093**	**82,394**	**187,510**	**17,391**
	133 $2 Police Education	**81,093**	**82,394**	**187,510**	**17,391**

City of Pembroke Pines, Florida - Expenditure Detail

Entity 134 FDLE - Confiscated | Function 521 Law enforcement

Division 3004 FDLE | Project Blank

Object	Object Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Operating					
31300	Professional services-Outside Legal	-	-	12,951	-
34990	Contractual services- other	9,750	2,100	21,150	19,500
40100	Travel/conferences	-	-	6,176	-
49000	Legal/employment ads	-	-	5,000	-
52000	Operating supplies	-	-	596	-
52600	Clothing/uniforms	-	-	10,101	-
52620	Drug & crime prevention	10,350	8,000	57,055	26,732
52650	Equip < than $1000	-	-	8,077	-
	Operating	**20,100**	**10,100**	**121,106**	**46,232**
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	-	-	510,328	135,708
	Capital	**-**	**-**	**685,987**	**135,708**
Grants and Aid					
82014	Police Explorers	-	-	7,085	-
	Grants and Aid	**-**	**-**	**7,085**	**-**
	Project Total	**20,100**	**10,100**	**814,178**	**181,940**
	Division Total	**20,100**	**10,100**	**814,178**	**181,940**
	134 FDLE - Confiscated	**20,100**	**10,100**	**814,178**	**181,940**

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	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Operating					
31400	Professional services- medical	-	524	600	1,000
31500	Professional services- other	158	2,367	800	800
34300	Contract- laundry & cleaning	1,355	1,219	1,400	1,600
34989	Contractual service provider	365,982	332,754	373,100	384,937
34990	Contractual services- other	784,811	778,271	756,023	771,600
46250	R & M equipment	-	428	800	1,000
46300	R & M motor vehicles	17,791	15,644	60,000	60,000
52540	Fuel	45,909	25,143	51,000	51,000
52652	Software < than $1000 &/or licenses	-	-	2,340	2,500
52920	Heater Meals	48,059	23,297	-	-
	Operating	**1,264,066**	**1,179,648**	**1,246,063**	**1,274,437**
Grants and Aid					
81121	In-kind- salaries	86,217	73,167	83,427	83,427
	Grants and Aid	**86,217**	**73,167**	**83,427**	**83,427**
	Project Total	**1,350,283**	**1,252,815**	**1,329,490**	**1,357,864**

Entity 199 Older Americans Act | Function 569 Other human services
Division 8005 SW Multipurpose Center | Project 45 III E Funds

Object	Object Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Grants and Aid					
81121	In-kind- salaries	15,709	8,539	11,857	11,857
	Grants and Aid	**15,709**	**8,539**	**11,857**	**11,857**
	Project Total	**15,709**	**8,539**	**11,857**	**11,857**
	Division Total	**1,365,992**	**1,261,354**	**1,341,347**	**1,369,721**
	199 Older Americans Act	**1,365,992**	**1,261,354**	**1,341,347**	**1,369,721**

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	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Debt Services					
71499	Bond Principal $26,805,000	655,000	680,000	-	-
71550	Bond Principal $29,720,000	2,315,000	2,430,000	-	-
71551	Bond Principal $45,050,000	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	170,000	203,000	212,000	221,000
71555	Bond Principal $8,545,700	425,100	443,400	466,200	483,500
71556	Principal- Installment purchase	118,065	118,065	88,551	-
71557	Bond Principal $35,300,000	1,255,000	1,270,000	1,295,000	1,330,000
71558	Bond Principal $41,540,000	1,620,000	1,720,000	1,735,000	1,760,000
71559	Bond Principal $29,040,000	890,000	985,000	1,010,000	1,060,000
71561	Bond Principal $17,386,000	-	-	2,766,200	2,845,100
71562	Bond Principal $45,960,000	-	-	2,655,000	2,690,000
72499	Bond interest $26,805,000	1,061,563	524,231	-	-
72550	Bond interest $29,720,000	981,675	571,917	-	-
72551	Bond interest $45,050,000	1,491,088	722,169	-	-
72553	Bond interest $64,095,000	2,596,339	2,591,778	2,609,683	2,677,072
72554	Bond interest $8,040,000	154,880	127,110	123,388	119,869
72555	Bond interest $8,545,700	278,438	260,384	241,476	221,735
72556	Bond interest $35,300,000	1,602,591	1,581,210	1,550,404	1,511,174
72557	Bond Interest $41,540,000	1,467,204	1,454,313	1,432,482	1,400,802
72558	Bond Interest $29,040,000	1,232,056	1,208,381	1,168,357	1,116,607
72561	Bond interest $17,386,000	-	-	214,445	176,849
72562	Bond interest $45,960,000	-	-	1,985,311	1,880,038
73300	Payment to refunded bond escrow agent	-	71,149,279	-	-
73302	Payment to refund bond trustee	7,565,000	-	-	-
73450	Escrow agent fees	-	-	700	-
73805	Variable Rate Bond Fees - CS	-	-	11,000	11,000
73810	Prof fees - bond int rate mode	71,000	-	-	-
73850	Fiscal agent fees	4,900	2,800	5,400	1,900
	Debt Services	**27,924,898**	**90,118,038**	**19,670,597**	**19,606,646**
Other					
91320	Transfer to municipal construction fund	-	634,634	-	-
99540	Bond issue cost	-	648,935	-	-
	Other	**-**	**1,283,569**	**-**	**-**
	Project Total	**27,924,898**	**91,401,606**	**19,670,597**	**19,606,646**

Entity 201 Debt Service | Function 517 Debt service payments
Division 900 General Debt Service | Project 676 GO Bonds 2007B

Object	Object Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Debt Services					
71552	Bond Principal $43,000,000	1,000,000	1,040,000	-	-
72552	Bond interest $43,000,000	85,450	44,200	-	-
73850	Fiscal agent fees	575	575	-	-
	Debt Services	**1,086,025**	**1,084,775**	**-**	**-**
	Project Total	**1,086,025**	**1,084,775**	**-**	**-**

City of Pembroke Pines, Florida - Expenditure Detail

Entity 201 Debt Service | Function 517 Debt service payments
Division 900 General Debt Service | Project 677A GO Bonds 2015

Object	Object Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Debt Services					
71560	Bond Principal $76,045,000	1,265,000	1,305,000	2,440,000	2,540,000
72559	Bond Interest $76,045,000	3,545,688	3,507,738	3,455,538	3,357,938
73850	Fiscal agent fees	450	450	450	450
	Debt Services	**4,811,138**	**4,813,188**	**5,895,988**	**5,898,388**
	Project Total	**4,811,138**	**4,813,188**	**5,895,988**	**5,898,388**

Entity 201 Debt Service | Function 517 Debt service payments
Division 900 General Debt Service | Project 679 SBA Refunding

Object	Object Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Other					
99540	Bond issue cost	71,000	-11,966	-	-
	Other	**71,000**	**-11,966**	**-**	**-**
	Project Total	**71,000**	**-11,966**	**-**	**-**
	Division Total	**33,893,061**	**97,287,603**	**25,566,585**	**25,505,034**
	201 Debt Service	**33,893,061**	**97,287,603**	**25,566,585**	**25,505,034**

City of Pembroke Pines, Florida - Expenditure Detail

Entity 320 Municipal Construction | Function 541 Road and street facilities
Division 6003 Infrastructure | Project 676 GO Bonds 2007B

Object	Object Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Capital					
63995	Improvements - Landscaping	25,052	4,178	140,422	-
	Capital	**25,052**	**4,178**	**140,422**	**-**
	Project Total	**25,052**	**4,178**	**140,422**	**-**

Entity 320 Municipal Construction | Function 541 Road and street facilities
Division 6003 Infrastructure | Project 677 GO Bonds 2009C

Object	Object Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Capital					
63995	Improvements - Landscaping	-	-	500,096	-
67999	IF - Transportation Projects	-	-	481,612	-
	Capital	**-**	**-**	**981,708**	**-**
	Project Total	**-**	**-**	**981,708**	**-**
	Division Total	**25,052**	**4,178**	**1,122,130**	**-**

City of Pembroke Pines, Florida - Expenditure Detail

Entity 320 Municipal Construction | Function 572 Parks and recreation
Division 7001 Recreation and Cultural Arts | Project Blank

Object	Object Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Capital					
62301	Civic Center	17,544,742	13,516,247	-	-
63056	Linear Park	-	-	5,900	-
	Capital	**17,544,742**	**13,516,247**	**5,900**	**-**
	Project Total	**17,544,742**	**13,516,247**	**5,900**	**-**

Entity 320 Municipal Construction | Function 572 Parks and recreation
Division 7001 Recreation and Cultural Arts | Project 672 Cap Improv - 2006

Object	Object Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Capital					
62300	City Hall/Gallery/Chambers	822,828	236,638	-	-
	Capital	**822,828**	**236,638**	**-**	**-**
	Project Total	**822,828**	**236,638**	**-**	**-**

Entity 320 Municipal Construction | Function 572 Parks and recreation
Division 7001 Recreation and Cultural Arts | Project 676 GO Bonds 2007B

Object	Object Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Capital					
62300	City Hall/Gallery/Chambers	7,304,642	5,843,416	-	-
62999	Buildings - New Comm Facilities	-	43,291	456,711	-
	Capital	**7,304,642**	**5,886,707**	**456,711**	**-**
	Project Total	**7,304,642**	**5,886,707**	**456,711**	**-**

Entity 320 Municipal Construction | Function 572 Parks and recreation
Division 7001 Recreation and Cultural Arts | Project 677 GO Bonds 2009C

Object	Object Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Capital					
62999	Buildings - New Comm Facilities	8,961	-	-	-
	Capital	**8,961**	**-**	**-**	**-**
	Project Total	**8,961**	**-**	**-**	**-**

Entity 320 Municipal Construction | Function 572 Parks and recreation
Division 7001 Recreation and Cultural Arts | Project 677A GO Bonds 2015

Object	Object Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Capital					
62300	City Hall/Gallery/Chambers	6,138,657	4,911,711	-	-
63161	Parking lot	4,768,599	3,754,926	-	-
	Capital	**10,907,256**	**8,666,637**	**-**	**-**
	Project Total	**10,907,256**	**8,666,637**	**-**	**-**
	Division Total	**36,588,428**	**28,306,229**	**462,611**	**-**
	320 Municipal Construction	**36,613,480**	**28,310,407**	**1,584,741**	**-**

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	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Debt Services					
71505	Loan Principal $12,300,000	-	-	785,777	813,279
72505	Loan interest $12,300,000	316,008	289,585	262,238	233,934
73850	Fiscal agent fees	-	500	-	-
	Debt Services	**316,008**	**290,085**	**1,048,015**	**1,047,213**
	Project Total	**316,008**	**290,085**	**1,048,015**	**1,047,213**
	Division Total	**316,008**	**290,085**	**1,048,015**	**1,047,213**

City of Pembroke Pines, Florida - Expenditure Detail

Entity 471 Utility Fund | Function 525 Emergency and Disaster Relief Services

Division 3050 Emergency & Disaster Relief Services | Project 3377 FEMA-3377-EM - Hurricane Matthew

Object	Object Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Personnel					
14000	Overtime	-	2,150	-	-
21000	Social Security- matching	-	165	-	-
	Personnel	**-**	**2,315**	**-**	**-**
Operating					
34989	Contractual service provider	-	3,223	-	-
46250	R & M equipment	-	29	-	-
52000	Operating supplies	-	500	-	-
52300	Expendable tools	-	104	-	-
52650	Equip < than $1000	-	550	-	-
	Operating	**-**	**4,406**	**-**	**-**
	Project Total	**-**	**6,721**	**-**	**-**

Entity 471 Utility Fund | Function 525 Emergency and Disaster Relief Services

Division 3050 Emergency & Disaster Relief Services | Project 4337 FEMA-4337-DR - Hurricane Irma

Object	Object Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Personnel					
14000	Overtime	-	21,077	-	-
21000	Social Security- matching	-	1,078	-	-
	Personnel	**-**	**22,155**	**-**	**-**
Operating					
34990	Contractual services- other	-	139,197	-	-
52000	Operating supplies	-	883	-	-
52701	Food purchases	-	216	-	-
	Operating	**-**	**140,296**	**-**	**-**
	Project Total	**-**	**162,451**	**-**	**-**
	Division Total	**-**	**169,172**	**-**	**-**

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	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Personnel					
12009	Assistant Director of Public Services	-	-	25,896	62,500
12027	Utility Operations Manager	-	-	19,589	-
12051	Public Services Director	50,855	41,300	40,757	51,733
12055	Deputy Public Services Director	5,838	-	-	-
12109	Administrative Supervisor	115,173	66,997	69,086	71,168
12148	Utilities Director	119,060	125,354	129,102	132,971
12484	Public Services Manager	-	-	46,460	50,000
12499	Deputy City Manager	91,750	93,756	94,822	97,500
12500	City Engineer	-	-	46,671	80,008
12516	Assistant City Manager	83,592	86,195	87,276	90,000
12523	Accountant	8,534	25,887	26,525	27,584
12741	Controller	34,528	37,937	1,493	-
12774	Engineer	-	-	33,849	80,007
12795	Utility Maintenance Manager	68,322	67,995	53,538	72,859
12992	Vacation leave - retire/term	22,436	10,726	-	-
12993	Accrued vacation	-13,675	15,142	-	-
12994	Accrued sick leave	-14,037	9,314	-	-
12996	Sick leave - retire/term	11,136	19,891	-	-
13163	Division Director of Utilities	26,709	5,204	-	-
13164	Special Projects Manager	41,951	34,763	-	-
14000	Overtime	-	123	-	-
15001	Special Payment non P & F	23,093	-	-	-
15007	Topped Out Incentive	-	900	750	750
15107	Automobile allowance	15,784	16,200	22,200	28,800
15116	Cell Phone Pay	5,100	4,988	5,327	5,551
21000	Social Security- matching	48,330	41,597	51,243	64,108
22000	Retirement contributions	-1,315,542	-	59,008	48,268
22010	Defined contribution - General	768	2,330	12,051	36,332
22210	Pension Expense - Collective	559,760	3,547,180	-	-
23000	Health Insurance	104,825	83,200	104,373	124,012
23100	Life Insurance	2,233	2,803	4,112	3,819
24000	Workers compensation	17,723	6,180	18,771	14,931
26300	General retiree health contrib	1,266,363	1,164,000	948,930	819,000
	Personnel	**1,380,609**	**5,509,962**	**1,901,829**	**1,961,901**
Operating					
31100	Professional services- engineering	182,867	157,089	74,007	150,000
31300	Professional services-Outside Legal	1,809	15,800	41,843	50,000
31500	Professional services- other	10,117	18,622	25,520	265,000
32100	Accounting and auditing fees	50,141	50,012	49,500	52,300
34500	Contract- building maintenance	382	-	30,000	24,456
34981	Function sourcing- Utilities	1,108,339	1,293,583	1,285,469	1,389,770
34982	Function sourcing- Grounds/Facilities	855	-	3,000	-
34989	Contractual service provider	327,571	550,457	945,876	865,738
34990	Contractual services- other	6,034	4,570	6,600	6,600
40100	Travel/conferences	10	-	6,200	3,000
41100	Telephone	28,817	31,170	42,000	42,000
41225	Cable fees	2,250	2,650	2,500	3,000
41400	Postage	188,729	156,721	195,611	183,000
44200	Rents- machinery & equipment	5,832	6,444	7,700	7,700
45000	Insurance	892,724	1,199,838	1,940,439	1,815,080
46150	R & M- land- building & improvement	2,858	2,380	24,914	5,000
46250	R & M equipment	856	-	1,000	1,000
46300	R & M motor vehicles	17,243	32,967	20,000	5,000
46800	Maintenance contracts	16,020	17,533	15,980	17,680

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	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Operating					
47100	Printing	14,820	11,225	18,000	16,000
49100	Recording fees	1,413	438	2,000	2,000
49104	License fees	-	123	1,000	1,000
51100	Office supplies	26,417	29,269	27,600	32,500
52000	Operating supplies	-1,729	438	2,000	2,000
52150	First aid, safety equip & supplies	110	27	1,500	1,500
52300	Expendable tools	241	5	500	500
52540	Fuel	28,921	31,340	30,000	10,000
52650	Equip < than $1000	28,235	12,617	15,000	20,000
52652	Software < than $1000 &/or licenses	18,569	530	1,000	1,000
52653	Computer equipment < $1000	1,472	823	2,000	2,000
54100	Memberships/ dues/ subscription	1,173	515	2,000	2,000
55200	College Classes - Education	-	-	2,500	2,500
	Operating	**2,963,097**	**3,627,186**	**4,823,259**	**4,979,324**
Capital					
62000	Buildings	-	-	300,000	-
63061	Fencing	-	-	24,943	-
63161	Parking lot	-	-	249,150	-
64051	Computer programs	-	-	884,570	-
64073	Generator	-	-	42,364	-
64400	Other equipment	-	-	50,000	-
	Capital	**-**	**-**	**1,551,027**	**-**
	Project Total	**4,343,705**	**9,137,147**	**8,276,115**	**6,941,225**

Entity 471 Utility Fund | Function 536 Water-sewer combined service
Division 6010 Utilities Admin Services | Project 510 Security Services

Object	Object Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Operating					
34990	Contractual services- other	48,480	62,437	81,808	98,617
	Operating	**48,480**	**62,437**	**81,808**	**98,617**
	Project Total	**48,480**	**62,437**	**81,808**	**98,617**
	Division Total	**4,392,186**	**9,199,585**	**8,357,923**	**7,039,842**

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	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Personnel					
22001	Retirement contribution - legacy	1,315,542	-	762,115	781,671
22210	Pension Expense - Collective	52,771	263,318	-	-
25000	Unemployment compensation	-3,407	-	-	5,000
	Personnel	**1,364,906**	**263,318**	**762,115**	**786,671**
Operating					
31300	Professional services-Outside Legal	-	19,444	15,000	175,000
31301	Professional Srvs-Outside Legal (City Ctr)	9,382	9,773	25,000	25,000
31303	Professional Srvs-Other (City Ctr)	7,784	6,777	8,000	8,000
44110	Interfund rental	149,486	150,533	153,695	156,923
49175	Administrative fees	9,565,012	9,821,811	10,399,741	11,447,145
49201	Taxes and/or assessments	1,269,401	1,330,668	1,310,736	1,315,239
49207	Engineering Charges From General Fund	127,860	136,722	140,370	136,872
49211	Privilege fees	2,693,581	2,796,941	3,420,000	3,737,000
49990	Interest customer deposit	16,684	15,182	-	-
59000	Depreciation Expense	6,563,911	6,750,455	-	-
59100	Reserve for Capital Replacement	-	-	2,410,000	2,880,000
	Operating	**20,403,101**	**21,038,305**	**17,882,542**	**19,881,179**
Grants and Aid					
81008	Brwd Water Conservation Program	29,005	41,824	55,643	-
	Grants and Aid	**29,005**	**41,824**	**55,643**	**-**
Other					
91320	Transfer to municipal construction fund	11,061,921	13,791,343	-	-
	Other	**11,061,921**	**13,791,343**	**-**	**-**
	Project Total	**32,858,934**	**35,134,790**	**18,700,300**	**20,667,850**
	Division Total	**32,858,934**	**35,134,790**	**18,700,300**	**20,667,850**

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	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Operating					
31100	Professional services- engineering	-	-	32,000	100,000
34981	Function sourcing- Utilities	1,391,345	1,628,976	1,612,583	1,750,174
34982	Function sourcing- Grounds/Facilities	7,174	-	-	-
34989	Contractual service provider	524,601	571,288	618,229	626,330
40100	Travel/conferences	4	13	50	50
41100	Telephone	33,406	24,358	20,000	25,000
44200	Rents- machinery & equipment	4,406	3,865	15,000	15,000
46150	R & M- land- building & improvement	27,450	103,144	308,090	531,000
46220	R & M Generators	-	-	4,000	15,000
46250	R & M equipment	61,830	234,213	150,000	110,000
46300	R & M motor vehicles	35,634	8,139	50,000	25,000
49104	License fees	575	-	300	300
51100	Office supplies	389	36	500	500
52000	Operating supplies	5,336	6,004	7,000	7,000
52150	First aid, safety equip & supplies	3,282	3,787	3,000	4,000
52200	Cleaning/janitorial supplies	276	125	1,000	1,000
52300	Expendable tools	6,287	6,914	10,000	10,000
52430	Operating chemicals	222	-	2,500	2,500
52540	Fuel	1,565	8,692	5,000	10,000
52650	Equip < than $1000	6,757	6,992	35,000	45,000
52653	Computer equipment < $1000	-	106,196	-	-
	Operating	**2,110,537**	**2,712,743**	**2,874,252**	**3,277,854**
Capital					
62000	Buildings	-	-	200,000	-
63065	Force main	-	-	-	650,000
63192	Sewer lines	-	-	243,794	250,000
64051	Computer programs	-	-	-	50,000
64068	Sewer Cleaning Vacuum Machine	-	-	366,592	-
64073	Generator	-	-	533,038	-
64214	Truck	-	-	415,795	-
64350	Special equipment	-	-	8,132	-
64400	Other equipment	-	-	359,801	320,000
	Capital	**-**	**-**	**2,127,152**	**1,270,000**
	Project Total	**2,110,537**	**2,712,743**	**5,001,404**	**4,547,854**

Entity 471 Utility Fund | Function 535 Sewer/wastewater services
Division 6021 Sewer Collection | Project 812 Lift station upgrade

Object	Object Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Capital					
63122	Lift station	-	-	1,977,039	1,600,000
	Capital	**-**	**-**	**1,977,039**	**1,600,000**
	Project Total	**-**	**-**	**1,977,039**	**1,600,000**

Entity 471 Utility Fund | Function 535 Sewer/wastewater services
Division 6021 Sewer Collection | Project 828 Infiltration & inflow correction

Object	Object Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Operating					
34100	Contract- outside repairs	-	-	200,000	1,125,000
	Operating	**-**	**-**	**200,000**	**1,125,000**

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	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
	Project Total	**-**	**-**	**200,000**	**1,125,000**
	Division Total	**2,110,537**	**2,712,743**	**7,178,443**	**7,272,854**

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	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Operating					
31100	Professional services- engineering	48,600	9,000	70,000	150,000
31300	Professional services-Outside Legal	122,638	390,485	500,000	300,000
31500	Professional services- other	213,021	61,796	106,564	70,000
34450	Contract- sludge removal	170,183	96,288	78,000	100,000
34451	Contract-Grit/Screenings Removal	-	81,900	136,483	136,483
34500	Contract- building maintenance	-	-	11,000	18,624
34981	Function sourcing- Utilities	1,589,590	1,854,326	1,842,156	1,992,194
34982	Function sourcing- Grounds/Facilities	21,634	15,528	14,000	14,000
34989	Contractual service provider	9,921	-	17,222	103,895
34990	Contractual services- other	98,004	130,904	564,870	315,671
40100	Travel/conferences	9	56	50	60
41100	Telephone	1,346	494	2,400	2,400
41225	Cable fees	-	39	60	60
43100	Electric	782,464	822,015	750,000	850,000
43200	Water & sewer	66,938	70,378	75,000	75,000
43600	Wastewater treatment charges	8,105,206	8,021,607	8,304,846	9,211,746
44200	Rents- machinery & equipment	290	-	15,000	15,000
46150	R & M- land- building & improvement	52,672	64,307	344,543	400,000
46220	R & M Generators	-	-	2,000	15,000
46250	R & M equipment	19,128	15,478	84,000	15,000
46300	R & M motor vehicles	20,603	20,248	25,000	25,000
49000	Legal/employment ads	191	-	200	200
49104	License fees	30	5,390	8,500	8,500
49105	License renewals	2,750	5,230	3,000	3,000
51100	Office supplies	-	1,318	2,000	2,000
52000	Operating supplies	1,392	1,070	10,500	1,200
52150	First aid, safety equip & supplies	636	216	2,100	100
52200	Cleaning/janitorial supplies	161	210	200	200
52300	Expendable tools	490	2,528	1,200	2,000
52410	Lab chemicals & supplies	1,900	-	1,000	1,000
52430	Operating chemicals	205,376	186,603	470,000	250,000
52540	Fuel	10,735	12,058	9,000	12,000
52650	Equip < than $1000	3,255	7,920	7,500	8,000
	Operating	**11,549,163**	**11,877,393**	**13,458,394**	**14,098,333**
Capital					
62000	Buildings	-	-	100,000	-
63000	Improvement other than building	-	-	-	340,000
63993	Improvements - Other	-	-	221,457	-
64051	Computer programs	-	-	3,340	-
64072	Storage tank	-	-	146,724	-
64073	Generator	-	-	107,078	100,000
64400	Other equipment	-	-	814,824	780,000
	Capital	**-**	**-**	**1,393,423**	**1,220,000**
	Project Total	**11,549,163**	**11,877,393**	**14,851,817**	**15,318,333**

Entity 471 Utility Fund | Function 535 Sewer/wastewater services

Division 6022 Sewer Treatment Plant | Project 834 Plant Rehabilitation

Object	Object Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Capital					
63183	Sewer treatment rehabilitation	-	-	1,136,893	850,000
	Capital	**-**	**-**	**1,136,893**	**850,000**

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	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
	Project Total	**-**	**-**	**1,136,893**	**850,000**
	Division Total	**11,549,163**	**11,877,393**	**15,988,710**	**16,168,333**

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	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Operating					
31100	Professional services- engineering	372,394	210,398	90,000	200,000
31500	Professional services- other	24,353	87,899	100,000	100,000
34450	Contract- sludge removal	116,965	124,134	160,200	175,100
34500	Contract- building maintenance	-	-	6,313	10,092
34981	Function sourcing- Utilities	2,459,373	2,867,140	2,848,774	3,083,005
34982	Function sourcing- Grounds/Facilities	15,443	5,866	6,000	5,000
34989	Contractual service provider	-	-	17,222	103,895
34990	Contractual services- other	-	44,305	120,380	195,029
41380	Data communication	2,026	1,019	3,000	3,000
43100	Electric	395,168	449,200	448,752	448,752
44200	Rents- machinery & equipment	174	933	44,900	21,900
46150	R & M- land- building & improvement	17,639	220,104	275,783	820,000
46220	R & M Generators	-	-	13,000	10,000
46250	R & M equipment	66,946	89,919	307,399	20,000
46300	R & M motor vehicles	1,108	1,488	500	500
49104	License fees	16,270	8,100	61,870	30,000
49105	License renewals	8,480	9,152	2,000	10,000
52000	Operating supplies	5	363	1,250	500
52150	First aid, safety equip & supplies	-	20	-	-
52300	Expendable tools	-	61	250	250
52430	Operating chemicals	803,648	936,212	1,613,130	1,700,200
52540	Fuel	1,804	12,362	5,000	13,000
52650	Equip < than $1000	410	307	7,000	7,000
	Operating	**4,302,204**	**5,068,981**	**6,132,723**	**6,957,223**
Capital					
62000	Buildings	-	-	335,882	-
63000	Improvement other than building	-	-	-	930,000
63993	Improvements - Other	-	-	221,457	800,000
64051	Computer programs	-	-	3,340	-
64073	Generator	-	-	142,868	160,000
64165	Pump	-	-	-	130,000
64400	Other equipment	-	-	6,084,916	1,040,000
	Capital	**-**	**-**	**6,788,463**	**3,060,000**
	Project Total	**4,302,204**	**5,068,981**	**12,921,186**	**10,017,223**
	Division Total	**4,302,204**	**5,068,981**	**12,921,186**	**10,017,223**

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	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Operating					
31500	Professional services- other	-	-	21,760	-
34981	Function sourcing- Utilities	1,326,102	1,550,723	1,537,004	1,666,071
34989	Contractual service provider	6,650	36,390	42,942	52,388
46150	R & M- land- building & improvement	2,419	4,121	42,552	65,000
46250	R & M equipment	-	3,445	10,000	10,000
46300	R & M motor vehicles	12,909	2,960	10,000	10,000
52000	Operating supplies	-	115	-	-
52150	First aid, safety equip & supplies	-	31	1,500	3,000
52300	Expendable tools	500	280	1,000	1,000
52430	Operating chemicals	-	-	1,000	1,000
52540	Fuel	-	-	1,000	1,000
52650	Equip < than $1000	-	11,850	5,000	-
52651	Meters < than $1000	144,225	262,581	1,076,592	958,400
	Operating	**1,492,805**	**1,872,497**	**2,750,350**	**2,767,859**
Capital					
63062	Fire hydrants	-	-	23,925	30,000
63233	Water main	-	-	2,971,714	2,500,000
64400	Other equipment	-	-	60,000	1,055,000
	Capital	**-**	**-**	**3,055,639**	**3,585,000**
	Project Total	**1,492,805**	**1,872,497**	**5,805,989**	**6,352,859**
	Division Total	**1,492,805**	**1,872,497**	**5,805,989**	**6,352,859**
	471 Utility Fund	**57,021,837**	**66,325,246**	**70,000,566**	**68,566,174**

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	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Personnel					
12017	Risk/Benefits Manager	66,316	68,107	70,178	72,635
12993	Accrued vacation	-	3,008	-	-
12994	Accrued sick leave	-	991	-	-
15001	Special Payment non P & F	2,640	-	-	-
15116	Cell Phone Pay	300	300	300	600
21000	Social Security- matching	5,054	4,990	5,392	5,603
22000	Retirement contributions	-	-	6,562	6,233
22001	Retirement contribution - legacy	-	-	11,809	10,245
22210	Pension Expense - Collective	4,629	73,895	-	-
26300	General retiree health contrib	14,899	21,828	22,396	14,408
	Personnel	**93,837**	**173,120**	**116,637**	**109,724**
Operating					
34989	Contractual service provider	73,344	77,443	92,504	90,000
34990	Contractual services- other	-	500	24,000	24,000
40100	Travel/conferences	-	-	2,000	2,000
45025	Hazardous cleanup	-	-	6,000	-
45050	Insurance- administrative fees	106,088	115,071	190,000	180,500
46800	Maintenance contracts	-	-	2,000	2,000
47100	Printing	7,913	13,317	15,000	17,000
49857	Allocation of Adm Expenses	-284,203	-382,397	-457,641	-430,724
51100	Office supplies	3,020	2,947	4,500	4,500
52650	Equip < than $1000	-	-	1,000	1,000
55200	College Classes - Education	-	-	4,000	-
	Operating	**-93,837**	**-173,120**	**-116,637**	**-109,724**
	Project Total	**-**	**-**	**-**	**-**

Entity 504 Public Insurance Fund | Function 519 Other general governmental services
Division 203 Self Insurance | Project 402 Health Insurance

Object	Object Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Operating					
45053	Health- Administrative fees	560,089	546,353	652,000	652,000
45085	Dental/Cobra Fees	-	-	2,420	2,662
45420	Health- Premium	651,961	760,018	1,054,515	1,200,000
45808	Health Claims	13,055,115	15,858,635	16,334,981	17,866,637
49857	Allocation of Adm Expenses	201,969	267,910	319,198	313,615
	Operating	**14,469,134**	**17,432,915**	**18,363,114**	**20,034,914**
	Project Total	**14,469,134**	**17,432,915**	**18,363,114**	**20,034,914**

Entity 504 Public Insurance Fund | Function 519 Other general governmental services
Division 203 Self Insurance | Project 403 Life Insurance

Object	Object Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Operating					
45095	Insurance- Life	258,719	256,533	474,352	426,525
49857	Allocation of Adm Expenses	3,791	5,063	8,412	6,774
	Operating	**262,510**	**261,596**	**482,764**	**433,299**
	Project Total	**262,510**	**261,596**	**482,764**	**433,299**

City of Pembroke Pines, Florida - Expenditure Detail

Entity 504 Public Insurance Fund | Function 519 Other general governmental services
Division 203 Self Insurance | Project 404 Workers Compensation

Object	Object Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Operating					
45070	Insurance-excess wrkrs compensation	276,576	277,360	639,713	500,000
45080	State assessment- self ins wrkrs comp	26,285	49,327	71,645	60,000
45742	Workers compensation 1985-86	0	-	-	-
45751	Workers compensation 1993-94	11,663	-3,415	-	-
45752	Workers compensation 1994-95	632,974	-47,726	-	-
45753	Workers compensation 1995-96	-488,838	34	-	-
45754	Workers compensation 1996-97	0	3,808	-	-
45756	Workers compensation 1998-99	-18,385	0	-	-
45757	Workers compensation 1999-00	-11,890	-42,181	-	-
45758	Workers compensation 2000-01	114,002	1	-	-
45759	Workers compensation 2001-02	0	0	-	-
45760	Workers compensation 2002-03	0	0	-	-
45761	Workers compensation 2003-04	471,984	-33,213	-	-
45762	Workers compensation 2004-05	83	0	-	-
45763	Workers compensation 2005-06	-38,887	-15,244	-	-
45764	Workers compensation 2006-07	74,238	5,924	-	-
45765	Workers compensation 2007-08	74,942	-2,238	-	-
45766	Workers compensation 2008-09	30,258	-28,172	-	-
45767	Workers compensation 2009-10	144,982	-24,582	-	-
45768	Workers compensation 2010-11	-22,941	6,848	-	-
45769	Workers compensation 2011-12	-14,066	23,885	-	-
45771	Workers compensation 2012-13	-30,231	-52,944	-	-
45772	Workers compensation 2013-14	-140,227	-51,725	-	-
45773	Workers compensation 2014-15	-332,349	-7,033	-	-
45774	Workers compensation 2015-16	834,296	-278,667	-	-
45778	Workers compensation 2016-17	-	753,691	-	-
45779	Workers compensation 2017-18	-	-	2,176,958	8,152
45780	Workers compensation 2018-19	-	-	-	2,176,958
49857	Allocation of Adm Expenses	31,212	43,412	51,346	43,627
	Operating	**1,625,678**	**577,150**	**2,939,662**	**2,788,737**
	Project Total	**1,625,678**	**577,150**	**2,939,662**	**2,788,737**

Entity 504 Public Insurance Fund | Function 519 Other general governmental services
Division 203 Self Insurance | Project 405 Property & Casualty Insurance

Object	Object Description	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Operating					
45060	Insurance- excess property	785,759	911,954	1,685,000	1,800,000
45200	Insurance- Gallagher package	527,773	513,876	1,200,000	900,000
45225	Insurance - bus	253,060	260,554	215,000	285,000
45600	Insurance- fidelity bonds	308	-	15,000	-
45704	Insurance claims paid 2018-19	-	-	-	1,100,000
45706	Insurance claims paid 2017-18	-	-	1,100,000	-
45707	Insurance claims paid 2016-17	-	532,719	-	-
45708	Insurance claims paid 2015-16	386,437	103,117	-	-
45709	Insurance claims paid 2014-15	8,426	51,626	-	-
45711	Insurance claims paid 2013-14	76,667	-35,628	-	-
45712	Insurance claims paid 2012-13	2,275	102,390	-	-
45713	Insurance claims paid 2011-12	269,352	202,218	-	-
45714	Insurance claims paid 2010-11	-43,424	34,655	-	-
45715	Insurance claims paid 2009-10	-14,392	-26,506	-	-
45716	Insurance claims paid 2008-09	-22,910	-6,700	-	-
45717	Insurance claims paid 2007-08	-1,257	-12	-	-
45718	Insurance claims paid 2006-07	10,798	90,961	-	-

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	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Operating					
45719	Insurance claims paid 2005-06	-5,715	-2,241	-	-
45722	Insurance claims paid 1993-94	1,772	-2,925	-	-
45723	Insurance claims paid 1994-95	301,396	-22,725	-	-
45724	Insurance claims paid 1995-96	-546,984	48	-	-
45725	Insurance claims paid 1996-97	-	4,416	-	-
45727	Insurance claims paid 1998-99	-8,009	-	-	-
45728	Insurance claims paid 1999-00	-6,026	-21,377	-	-
45729	Insurance claims paid 2000-01	-6,634	-1	-	-
45733	Insurance claims paid 2003-04	12,184	-16,935	-	-
45734	Insurance claims paid 2004-05	-1	-	-	-
45770	Claims not part of Gallagher	-	-	260,000	100,000
49857	Allocation of Adm Expenses	47,231	66,013	78,685	66,708
	Operating	**2,028,085**	**2,739,497**	**4,553,685**	**4,251,708**
	Project Total	**2,028,085**	**2,739,497**	**4,553,685**	**4,251,708**
	Division Total	**18,385,406**	**21,011,158**	**26,339,225**	**27,508,658**
	504 Public Insurance Fund	**18,385,406**	**21,011,158**	**26,339,225**	**27,508,658**

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	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Operating					
31500	Professional services- other	1,740	40	5,000	5,000
31700	Professional service-investment mgt	47,576	60,861	50,000	70,000
36000	Retirement benefits	10,249,698	10,560,812	11,000,000	11,000,000
49851	Contribution refund	-6,239	-	-	-
	Operating	**10,292,775**	**10,621,713**	**11,055,000**	**11,075,000**
	Project Total	**10,292,775**	**10,621,713**	**11,055,000**	**11,075,000**
	Division Total	**10,292,775**	**10,621,713**	**11,055,000**	**11,075,000**
	655 General Pension Trust Fund	**10,292,775**	**10,621,713**	**11,055,000**	**11,075,000**

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	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Operating					
31500	Professional services- other	627,306	738,354	700,000	800,000
31700	Professional service-investment mgt	3,028,255	2,960,997	3,100,000	3,570,000
49910	Retirement benefits	28,838,780	25,611,658	30,000,000	29,641,000
49911	Drop Plan Benefits	-	4,866,073	-	5,632,000
49952	Contribution refund	223,757	133,935	250,000	85,000
	Operating	**32,718,098**	**34,311,017**	**34,050,000**	**39,728,000**
	Project Total	**32,718,098**	**34,311,017**	**34,050,000**	**39,728,000**
	Division Total	**32,718,098**	**34,311,017**	**34,050,000**	**39,728,000**
	656 Fire & Police Pension Trust Fund	**32,718,098**	**34,311,017**	**34,050,000**	**39,728,000**

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	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Personnel					
21000	Social Security- matching	3,173	3,196	4,900	4,000
	Personnel	**3,173**	**3,196**	**4,900**	**4,000**
Operating					
31700	Professional service-investment mgt	289,987	309,038	298,500	325,000
34990	Contractual services- other	23,375	47,276	15,000	50,000
45053	Health- Administrative fees	210,752	225,234	330,000	330,000
45095	Insurance- Life	70,193	72,551	101,640	100,000
45420	Health- Premium	311,546	378,037	468,192	585,000
45425	Health insurance subsidy	9,530	17,550	18,000	19,000
45650	Fiduciary bond Insurance	15,195	15,195	30,000	25,000
45808	Health Claims	7,832,604	10,517,620	11,795,695	15,600,002
	Operating	**8,763,182**	**11,582,501**	**13,057,027**	**17,034,002**
	Project Total	**8,766,355**	**11,585,697**	**13,061,927**	**17,038,002**
	Division Total	**8,766,355**	**11,585,697**	**13,061,927**	**17,038,002**
	657 Other Post Employment Benefits	**8,766,355**	**11,585,697**	**13,061,927**	**17,038,002**

City of Pembroke Pines, Florida
Expenditure Detail
All Funds

	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
1 General Fund	162,908,753	174,251,023	198,195,194	199,833,387
51 Wetlands Trust Fund	17,323	18,554	16,500	16,500
100 Road & Bridge Fund	5,556,190	9,958,244	8,536,992	7,037,729
120 State Housing Initiative Program	624,778	702,598	2,335,531	688,935
121 HUD Grants CDBG/HOME	1,172,018	966,102	3,041,117	955,795
122 Law Enforcement Grant	214,908	104,410	158,794	18,473
124 Police Community Services Grant	-	10,168	34,642	-
128 Community Bus Program	952,351	754,835	1,242,784	891,507
131 Treasury - Confiscated	1,470	-	385,061	16,132
132 Justice - Confiscated	24,753	296,688	523,717	35,497
133 $2 Police Education	81,093	82,394	187,510	17,391
134 FDLE - Confiscated	20,100	10,100	814,178	181,940
199 Older Americans Act	1,365,992	1,261,354	1,341,347	1,369,721
201 Debt Service	33,893,061	97,287,603	25,566,585	25,505,034
320 Municipal Construction	36,613,480	28,310,407	1,584,741	-
471 Utility Fund	57,021,837	66,325,246	70,000,566	68,566,174
504 Public Insurance Fund	18,385,406	21,011,158	26,339,225	27,508,658
655 General Pension Trust Fund	10,292,775	10,621,713	11,055,000	11,075,000
656 Fire & Police Pension Trust Fund	32,718,098	34,311,017	34,050,000	39,728,000
657 Other Post Employment Benefits	8,766,355	11,585,697	13,061,927	17,038,002
Total All Funds	**370,630,741**	**457,869,311**	**398,471,411**	**400,483,875**

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 used to house City offices and the Commission Chambers. The lobby was the home of the "Glass Gallery," where art exhibits were displayed.

The first group of elected officials was called Aldermen. There were seven officials plus the mayor, who was not allowed to vote. Eventually, the officials became councilmen (or women), and the mayor was permitted to vote. From the early years, a City Commission/City Manager form of government was adopted. The voters also approved a City Charter. One attempt was made to change to a strong mayor form of government, but the attempt was defeated.

In 1984, a major change was approved to have four City districts with one commissioner elected from each district. The mayor was now elected by a citywide vote. As the population expanded westward, the districts were redrawn consistent with almost every other Broward County community. Completion of the Century Village condominiums provided the impetus for redistricting. With a projected population in excess of 15,000, they could conceivably have elected all the City Commissioners.

The devastating Hurricane Andrew of 1992 drove hundreds of south Dade County residents north to Broward County, especially Pembroke Pines. This gave a huge boost to the population, as owners of destroyed homes took their insurance money and used it to buy in the City, far from the coast.

Growing with the City's residential areas and influx of young families was the need for schools. Flanagan High School was overpopulated with an enrollment of 3,241 for the school year 2011-12, making it one of the largest high schools in the state. With the Broward County School Board unable to keep up with the demand, Mayor Alex Fekete and City Manager Charles F. Dodge originated a charter school system. In August 1998, the City began its charter school system to alleviate the classroom shortage. The City now has one of the largest Charter School system in the nation, with four elementary schools, three middle schools, and one high school, serving approximately 6,000 students in the 2017-18 school year.

A student may progress from kindergarten through community college and take university level courses within City boundaries. In addition to the Charter Schools, the Broward County school system and

private schools start the students' early education. Pembroke Pines Charter High School and Flanagan High School offer secondary classes, and Broward College South Campus and Academic Village Campus offer two-year AA degrees. 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 43 baseball/softball diamonds, 20 football/soccer fields, 26 basketball courts, 22 paddleball courts, 8 indoor racquetball courts and 7 in-line hockey rinks. Tennis programs and lessons are available on the 50 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 163,103 (EDR) residents, this year's City’s budget is approximately $400 million, and the City’s Ad Valorem tax rate remains one of the lowest in the county. Pembroke Pines continues to be a progressive City with the well-being of its residents the City’s primary concern.

Abbreviations & Acronyms

ACLS	Advanced Cardiac Life Support
ADA	Americans with Disabilities Act
AED	Automatic External Defibrillator
AFG	Assistance to Firefighters Grant
ALS	Advanced Life Support
ARC	Annual Required Contribution
AV	Academic Village
AWS	Alternative Water Supply
BCT	Broward County Transit
BLS	Basic Life Support
CADD	Computer-Aided Drafting Design
CAFR	Comprehensive Annual Financial Report
CASI	Council on Accreditation and School Improvement
CBOD5	Carbonaceous Biochemical Oxygen Demand 5-Day
CDBG	Community Development Block Grant
CERT	Community Emergency Response Team
CIP	Capital Improvement Program
CPI	Consumer Price Index
CRA	Community Redevelopment Association
CPR	Cardio-Pulmonary Resuscitation
DEO	Department of Economic Opportunity
DCF	Department of Children & Families
DRI	Development of Regional Impact
DROP	Deferred Retirement Option Plan
EAB	Environmental Advisory Board
EDC	Early Development Center
EMT	Emergency Medical Technician
EDR	Economic and Demographic Research
EOC	Emergency Operations Center
F	Fahrenheit
F.S.	Florida Statute(s)
F/T	Full Time
FAM	Familiarization
FCAT	Florida Comprehensive Assessment Test
FDLE	Florida Department of Law Enforcement
FDOT	Florida Department of Transportation
FEMA	Federal Emergency Management Association
FHOP	Florida Homebuyer Opportunity Program
FLOC	Florida League of Cities
FMIvT	Florida Municipal Investment Trust
FSU	Florida State University
FTE	Full Time Equivalents
FW	Florida Wetlandsbank TM
FY	Fiscal Year (ends Sept. 30)
GAAP	Generally Accepted Accounting Principles
GASB	Government Accounting Standards Board
GEC	Geriatric Education Center
GEPP	General Employees Pension Plan
GFOA	Government Finance Officer's Association
GIS	Geographic Information System
GO or G.O.	General Obligation
GOB	General Obligation Bond
GRADE	Gang Resistance and Drug Education
Gvt	Government(al)
HIPAA	Health Insurance Portability Accountability
HOA	Home-owner Associations
HOME	HOME Investment Partnerships Program
HR	Human resources
HSGP	Homeland Security Grant Program
HUD	Housing and Urban Development
ICMA	International City/County Management Association
ICS	Incident Command System
ICSC	International Council of Shopping Centers
ILA	Interlocal Agreement
ISO	Insurance Service Organization
IT	Information Technology
JAG	Justice Assistance Grant
KAPOW	Kids & the Power of Work
KPI	Key Performance Indicator
LBTR	Local Business Tax Receipt
LDR	Loss Disallowance Rule
LEACH	Law Enforcement Against Child Harm
LEED	Leadership in Energy & Environmental Design
LHAP	Local Housing Assistance Plan
LLC	Limited Liability Company
LSP	Local Service Program or Provider
MFI	Median Family Income
MG	Million Gallons
MGD	Million Gallons per Day
MMRS	Metropolitan Medical Response System
MPO	Metropolitan Planning Organization
N/A	Not (yet) available
NIMS	National Incident Management System
NPDES	National Pollutant Discharge Elimination System
NSP	Neighborhood Stabilization Program
NTU	Nephelometric Turbidity Unit
OAA	Older American Act
OPEB	Other Post Employment Benefits
P & F	Police & Fire
P/M or PM	Paramedic
P/T	Part Time
PAC	Pines Athletic Club
PC	Personal computer
R & M	Repair & Maintenance
RDA	Recommended Daily Allowance
RFP	Request for Proposal
ROSC	Return of Spontaneous Circulation
ROW	Right of Way
SACS	Southern Association of Colleges and Schools
SBA	Susan B. Anthony Center
SCADA	Supervisory Control and Data Acquisition
SCBA	Self-Contained Breathing Apparatus
SHIP	State Housing Initiative Partnership
SIFMA	Securities Industry and Financial Markets Association
Spec	Specialist
SRO	School Resource Officer
SWFP	Southwest Focal Point
SWOT	Strengths-Weaknesses-Opportunities-Threats
TIL	Transitional Independent Living
TRIM	Truth in Millage
TS	Technology Services
TSS	Total Suspended Solids
UASI	Urban Area Security Initiative
USPS	United States Postal Service
USTA	United States Tennis Association
V.I.N.	Vice Intelligence Narcotics
VOCA	Victims of Crime Act
VPK	Voluntary Pre-Kindergarten
WCY	Walter C. Young
WTP	Water treatment plant
YMCA	Young Men's Christian Association

Glossary

Account – An accounting concept used to capture the economic essence of an exchange or exchange-like transaction. Accounts are used to classify and group similar transactions. Account types include: revenue, expense/expenditure, asset, liability and equity**.**

Accounting System – A total structure of records and procedures which discover, record, classify, summarize, and report information on the financial position and results of operations of a government or any of its funds, account groups, or organizational components.

Accrual Basis of Accounting– A method of accounting that recognizes the financial effect of transactions, events, and 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**.**

Americans with Disabilities Act (ADA) – a wide-ranging civil rights law that prohibits, under certain circumstances, discrimination based on disability.

Annualize – To adjust or calculate to reflect a rate or cost for a full year.

Appropriation – A legal authorization to incur obligations and to make expenditures for specific purposes.

Assessed Valuation – The valuation set upon real estate and certain personal property by the Property Appraiser as a basis for levying Ad Valorem (property) taxes.

Asset – Tangible or intangible, passive or active resources owned or held by a government which possess service potentials that generally are utilized (consumed) in the delivery of municipal services.

Assigned Fund Balance – Amounts that the City intends to use for a specific purpose; the intent shall be expressed by the City Commission or may be delegated to the City Manager. Assigned fund balance includes all remaining amounts that are reported in governmental funds, other than the general fund, that are not classified as nonspendable and are neither restricted nor committed.

Attrition – A method of achieving a staffing reduction by not refilling the positions vacated through resignation, reassignment, transfer, retirement, termination or death.

Audit – A formal examination of an organization's or individual's accounts or financial situation, a methodical examination and review.

Authorized Positions – Employee positions, which are approved and funded in the adopted budget.

Balanced Budget – Per Florida Statute, the amount available from taxation and other sources, including balances brought forward from prior fiscal years, must equal the total appropriations for expenditures and reserves.

Basis of Accounting – The timing of recognition; that is, when the effects of transactions or events should be recognized for financial reporting purposes. For example, the effects of transactions or events can be recognized on an accrual basis (that is, when the transactions or events take place), or on a cash basis (that is, when cash is received or paid). "Basis of accounting" is an essential part of measurement focus, because a particular timing of recognition is necessary to accomplish a particular measurement focus.

Beginning Surplus - A positive Beginning Surplus identifies the size of a projected deficit of expenditures exceeding revenues for that fund. The presumption is that a positive beginning surplus represents the amount of deficit that would be funded by use of Fund Balance in that fund. A negative Beginning Surplus in the City's budget can best be understood as a projected excess of revenues over expenditures that, in simplest terms, will produce an increase to the Fund Balance at year-end.

Benchmark – A point of reference, anchored either in experiences of peer municipalities (when available) or prior City performance, against which performance results may be measured or judged.

Biochemical Oxygen Demand (BOD) – A measure of the amount of oxygen consumed in the biological processes that break down organic matter in water. The greater the BOD, the greater the degree of pollution.

Bond – A long-term debt obligation primarily used to finance capital projects or other long-term obligations. A bond represents a promise to repay a specified sum of money called the face value or principal amount at a specified maturity date or dates in the future, together with periodic interest at a specified rate.

Bond Discount – The amount by which the par value of a bond exceeds the price paid for it.

Bond Issue – A borrowing based upon certificates of debt containing a promise to pay a specified sum of money (face value or principal) at a specified date or dates in the future (maturity date-usually annually) together with periodic interest (usually semi-annually) at a specified rate.

Broward County Transit (**BCT**) – 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 Improvement Program (CIP) – All capital expenditures planned for the next five years. The program specifies both projects and the resources estimated to be available to fund projected expenditures.

Capital Lease – A lease agreement that substantively transfers the benefits and risks of ownership of the property to the lessee and that meets one or more of the criteria set forth in Statement of Financial Accounting Standards No. 13 for lease capitalization.

Capital Outlay – Expenditures that result in the acquisition of or addition to fixed assets that have a value of $1,000 or more (with the exception of computers) and have a useful economic lifetime of more than one year; or, assets of any value if the nature of the item is such that it must be identified and controlled for custody purposes as a fixed asset. Computers retain a lower threshold of at least $750.

Capital Project – Major construction, acquisition, or renovation activities which add value to a government's physical assets or significantly increase their useful life. Also called "Capital Improvements."

Capitalization Threshold – The dollar value at which the City elects to capitalize tangible or intangible assets that are used in operations and that have initial useful lives extending beyond a single reporting period. Currently, this amount is $1,000 or more, with the exception of computers. Computers retain a threshold of at least $750.

Cash Basis of Accounting – A basis of accounting in which transactions or events are recognized when related cash amounts are received or disbursed.

Cash Equivalent – The accounting industry recognizes cash equivalents as those non-cash assets that are readily convertible into cash within three months. These typically include money market holdings, bonds maturing within three months, T-bills, commercial paper, and marketable securities.

Charges for Services – These refer to program revenues, which finance in part or in whole the provision of a particular service. An example is admission fees for the use of the Pembroke Falls Aquatic Center.

Collective Bargaining Agreement – A legal contract between the employer and verified representatives of a recognized bargaining unit for specific terms and conditions of employment (e.g., hours, working conditions, salary, fringe benefits, and matters affecting health and safety of employees).

Committed Fund Balance – Amounts that can be used only for the specific purposes determined by a formal action (resolution) of the City Commission, the City's highest level of decision making authority. Commitments may only be changed or lifted by the City Commission taking the same formal action (resolution) that imposed the constraint originally.

Commodities – Expendable items that are consumable or have a short life span. Examples include office supplies, gasoline, minor equipment, etc.

Constant Dollars – The presentation of dollar amounts adjusted for inflation to reflect the real purchasing power and recognize the time value of money. Dividing current dollar amounts by a price index derives constant dollars. The result is that a constant dollar series would report transaction(s) for several years on the basis of inflation-adjusted common dollar values.

Consumer Price Index (CPI) – A statistical description of price levels provided by the U.S. Department of Labor, Bureau of Labor Statistics. The monthly index is used as a measure of the increase or decrease in the cost of living (i.e., economic inflation or deflation). The CPI

shows the relative cost of purchasing a specified market basket compared to the price of the same basket in a designated base year. CPI measures how fast prices are rising or falling.

Contingency – A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

Contractual Services – Services rendered to a government by private firms, individuals, or other governmental agencies. Examples include utilities, rent, maintenance agreements, and professional consulting services.

Cost Allocation – Method designed to transfer direct or indirect costs from a primary account/function to one or more secondary accounts/functions for administrative support services provided to those activities.

Current Financial Resources Measurement Focus – Measurement focus according to which the aim of a set of financial statements is to report the near-term (current) inflows, outflows, and balances of expendable (spendable) financial resources. The current financial resources measurement focus is unique to accounting and financial reporting for state and local governments and is used solely for reporting the financial position and results of operations of governmental funds.

Debt – An obligation resulting from the borrowing of money or from the purchase of goods and services on credit. Debt instruments used by the City of Pembroke Pines may include general obligation bonds, revenue bonds, bond anticipation notes, and tax anticipation notes. The City Commission must approve all debt instruments. All General Obligation (G.O.) bonds must be approved by the voters in a referendum.

Debt Limit – The maximum amount of debt that the City is permitted to incur under constitutional, statutory, or charter provisions. Usually expressed as a percentage of assessed valuation.

Debt Service – The cost of paying principal and interest on borrowed money according to a predetermined payment schedule. Includes required monthly contributions to a sinking fund for bond issue repayments.

Debt Service Fund – A governmental fund established to finance and account for the accumulation of resources for, and the payment of, general long-term debt principal and interest. Also known as "Sinking Fund."

Debt Service Requirements – The amounts of revenue that must be provided so that all principal and interest payments can be made in full and on schedule**.** See also "Sinking Fund".

Defeasance – An advance refunding procedure whereby a new debt issue provides funds for an interest-bearing escrow account to repay the old debt issue at its maturity dates, and the new debt replaces the old debt on the City's Statement of Net Assets. See also "Advance Refunding" and "Refunding".

Deficit – The excess of an entity's liabilities and reserved equity of a fund over its assets (deficit fund balance), or the excess of expenditures or expenses and encumbrances over revenues during an accounting period.

Department – An organizational unit of government, which is functionally unique in its delivery of services.

Depreciation – A method of cost allocation to recognize the decline in service potentials of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence.

Derivative – A derivative instrument is a contract between two parties the value of which is derived from that of other financial quantities. Traditional derivatives include call and put contracts, commodities futures, and swaps (e.g., interest-rate swaps). Other common bets or hedges the counterparties may place on external quantities through derivatives include equity derivatives, foreign exchange derivatives, and credit derivatives. Under the laws of the 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.

Distinguished Budget Presentation Awards Program – A voluntary awards program administered by the Government Finance Officers Association (GFOA) to encourage governments to prepare effective budget documents.

Division – An organizational sub-unit of a department, with responsibility for carrying out a more specific function. An example is the Ambulance/Rescue Division in the Fire Department.

Economic Resource Measurement Focus – Measurement focus under which the aim of a set of financial statements is to report all inflows, outflows, and balances affecting or reflecting an entity's net assets. The economic resources measurement focus is used for proprietary and fiduciary funds, as well as for government-wide financial reporting. It also is used by business enterprises and not-for-profit organizations in the private sector.

Effectiveness Indicator – Effectiveness measures depict the degree to which performance objectives are achieved or otherwise reflect the quality of performance.

Efficiency Indicator – Efficiency measures relate the amount of work performed to the amount of resources consumed in doing it – typically stated in dollars of labor-hours.

Employee (or Fringe) Benefits – Contributions made by a government to meet commitments or obligations for employee fringe benefits. Included are the government's share of costs for Social Security and Medicare, and the various pension, medical, and life insurance plans.

Encumbrance – The commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for a specified future expenditure.

Enterprise Fund – A proprietary fund used to account for business-like operations of a government to provide goods or services or both to the general public. The intent is that enterprise fund operations should be supported by user fees on a cost recovery basis. The periodic determination of revenues and expenses is appropriate for capital maintenance, management control, or other public policy. An example of an enterprise fund is the Utility Fund (Water and Sewer).

Entitlements – Payments to which eligible local governmental units are entitled, pursuant to an allocation formula determined by the agency providing the monies, usually by an agency of the state or the federal government.

Estimated Budget Savings – refers to an amount of projected favorable expenditure budget variances expected to be realized during the budget year but that is not identifiable before the start of the year in a way that could be attributed to one or more specific line items. Estimated Budget savings are shown in the City's budget as a negative expense item.

Existing Resources – Includes beginning surplus and appropriated fund balance.

Expenditure – The incurring of a liability, the payment of cash, or the transfer of property for the purpose of acquiring an asset, or 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".

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 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".

Foreclosure – Legal proceeding that bars or extinguishes a mortgagor's right of redeeming a mortgaged estate.

Full Faith and Credit – A pledge of a government's taxing power to repay debt obligations.

Function – A group of related activities aimed at accomplishing a major service or regulatory program for which a government is responsible (e.g., public safety).

Fund – An accounting and reporting entity with a self-balancing set of accounts. Funds are created to establish accountability for revenues and expenses that are segregated for the purpose of carrying out a specific purpose or range of activities.

Fund Balance – The difference between assets and fund liabilities in the governmental funds balance sheet and is referred to as fund equity.

Generally Accepted Accounting Principles (GAAP) – The conventions, rules, and procedures that serve as the norm for the fair presentation of financial statements.

General Fund – The chief operating fund used to account for both general government transactions and those financial resources not required to be accounted for in another fund.

General Obligation (G.O.) Bond – This type of bond is backed by the full faith, credit and taxing power of the government. It is not supported by a specified source of pledged revenue, but is usually payable from ad valorem taxes and other general revenues of the government.

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 Charges – The charges to user departments for services provided by an internal service fund, such as data processing, health insurance, life insurance, workers' compensation or liability insurance.

Internal Service Fund – Proprietary fund type that may be used to report any activity that provides goods or services to other funds, departments, or agencies of the primary government and its component units, or to other governments, on a cost-reimbursement basis**.**

Inventory – A detailed list showing quantities, descriptions, and values of property; also units of measure and unit prices. The term is often confined to consumable supplies but may also cover fixed assets.

Lease Purchase Obligations – a form of short-term, tax-exempt financing often used to purchase essential equipment.

Leasehold Improvements – the enhancements paid for by a tenant to leased space, such as painting, changing the flooring, installing partitions, etc.

LEED (Leadership in Energy and Environmental Design) – Rating system devised by the United States Green Building Council to evaluate the environmental performance of a building and encourage market transformation towards sustainable design.

Legal Debt Limit – The maximum amount of debt which an issuer of municipal securities is permitted to incur under constitutional, statutory or charter provisions. The debt limit is usually expressed as a percentage of assessed valuation.

Legal Debt Margin – The excess of the amount of debt legally authorized over the amount of debt outstanding.

Levy – To impose taxes, special assessments or service charges for the support of governmental activities. Also, the total amount of taxes, special assessments and service charges imposed by the City.

Line Item Budget – A detailed expense or expenditure budget, generally classified by object-code within each organizational unit.

Long-term Debt – Debt with a maturity of more than one year after the date of issuance. Ordinarily used to finance long-lived assets or other long-term obligations.

Major Funds – Major funds are those with "revenues, expenditures/expenses, assets, or liabilities (excluding extraordinary items) that are at least 10% of corresponding totals for all governmental or enterprise funds and at least 5% of the aggregate amount for all government and enterprise funds for the same item." (See also "Non-Major Funds," below.)

Materials and Supplies – Expendable materials and operating supplies necessary to conduct departmental operations.

Measurement Focus – Nature of the resources, claims against resources, and flows of resources that are measured and reported by a fund or other entity. For example, governmental funds measure and report current financial resources, whereas government-wide financial statements, proprietary and fiduciary funds measure and report economic resources.

Millage Rate – The ad valorem tax rate expressed in terms of mills (levy per thousand dollars of net assessed valuation).

Modified Accrual Basis of Accounting – Basis of accounting according to which (a) revenues are recognized in the accounting period in which they become available and measurable and (b) expenditures are recognized in the accounting period in which the fund liability is incurred, if measurable, except for unmatured interest on general long-term debt and certain similar accrued obligations, which should be recognized when due.

Nephelometric - Method of measuring turbidity in a water sample by passing light through the sample and measuring the amount of the light that is deflected.

Non-Departmental – A group of accounts which are not directly related to a department's primary service activities, or which are separate from departmental operations for control purposes.

Non-Major Funds – Non-major funds are those that fail the test defining major funds in one or more aspects. Major funds have revenues, expenditures/expenses, assets, or liabilities (excluding extraordinary items) that are at least 10% of corresponding totals for all governmental or enterprise funds and at least 5% of the aggregate amount for all government and enterprise funds for the same item.

Non-Spendable Fund Balance – Amounts that are not in a spendable form (such as inventory, prepaid amounts and long-term portion of loans receivable) or are legally or contractually required to be maintained intact (e.g., principal of a permanent fund).

Notional Amount – The total amount of a leveraged position's assets.

Object of Expenditure – An expenditure classification, referring to the lowest and most detailed level of classification, such as electricity, office supplies, asphalt, furniture, and personnel or contractual services.

Objective – Something to be accomplished in specific, well defined, and measurable terms, and that is achievable within a specific time frame.

Obligations – A commitment, encumbrance or liability that a government may be legally required to meet out of its resources. They include indebtedness of any kind, actual liabilities, and encumbrances not liquidated.

Operating Expenses – The cost for personnel, materials and equipment required for a department to function. Another example is Proprietary Fund expenses related directly to the primary activities of the fund.

Operating Revenues – Funds that the government receives as income to pay for ongoing operations. It includes such items as taxes, fees from specific services, interest earnings, and grant revenues. Operating revenues are used to pay for day-to-day services. Another example would be Proprietary Fund user fees for goods or services that are directly related to the primary activities of the fund.

Ordinance – A formal legislative enactment by the governing board (council or commission) of a municipality. Revenue-raising measures, such as the impositions of taxes, special assessment and service charges, require ordinances.

Other Revenues – Includes miscellaneous revenue items and often includes investment income.

Output Indicator –A unit of work accomplished, without reference to the resources required to do the work (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 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 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".

Refunding Bond – The refunding (current or advanced) from the proceeds of a new issue, to reduce debt service costs, i.e. interest, realign maturities and/or modify or remove restrictive bond covenants.

Relationship – the way in which two or more concepts, objects, or people are connected, or the state of being connected.

Residual Chlorine – The amount of chlorine that remains in the water after a certain period of contact time.

Resolution – A special or temporary order of a legislative body; an order of a legislative body requiring less legal formality than an ordinance or statute.

Resources – Reflects funding that is available for appropriation, such as revenues, debt proceeds, transfers from other funds and existing resources.

Restricted Fund Balance– Amounts that can be spent only for the specific purposes stipulated by external resource providers (such as grantors), or enabling legislation. Restrictions may be changed or lifted only with the consent of the resource providers.

Retained Earnings – An account that reflects accumulated net earnings (or losses) of an enterprise or internal service fund. As in the case of fund balance, retained earnings may include certain reservations of fund equity.

Revenue – Inflows of resources to finance the operations of government. Increases the net assets of the fund.

Revenue Bond – This type of bond is secured by the pledging of specified sources of revenue stream(s) other than ad valorem taxes, and not the full faith, credit and taxing power of the government. Generally, voter approval is not required prior to the issuance of such obligations.

Rolled Back Rate – The millage rate which, exclusive of new construction, will provide the same property (ad valorem) tax revenue for each taxing entity as was levied during the prior year. The rolled back rate controls for changes in the market value of property and represents

"no tax increase." The only source of additional tax revenue, if the rolled-back rate is levied, is the tax upon new construction.

Self-insurance – Decision of an entity not to purchase insurance, but instead to accept the risk of claims as a part of its risk-management policy.

Service Level – Services or products which comprise actual or expected outputs of a given program. Focus is on results (output), not measures of workload (input).

Shared Revenue – Revenue that is earned by one governmental unit but that is shared, usually on a predetermined basis, with other units or classes of governments.

Sinking Fund – A fund established by the bond contract of an issue into which the City makes periodic deposits (usually monthly) to assure the timely availability of sufficient monies for the payment of debt service requirements. Also known as "Debt Service Fund".

Source of Revenue – Revenues are identified and classified according to their point of origin, for example taxes, inter-governmental, user fees, fines and forfeitures, etc.

Special Revenue Fund – A governmental fund used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes.

Standard Deviation – Measure of variation equal to the square root of the variance.

Standard Score – Number of standard deviations that a given value is above or below the mean; also called "z score".

Status Quo Budget – Cost of continuing the existing levels of service in the current budget year.

Supplemental Appropriation – An additional appropriation made by the governing body after the adoption of the original budget for a particular fiscal period.

Target Budget – Desirable expenditure levels provided to departments in developing the coming year's budget. Based on the prior year's adopted budget, excluding one-time expenditures, projected revenues, and reserve requirements.

Taxes – Charges levied by a government for the purpose of financing services performed for the common benefit of the people. This term does not include specific charges made against particular persons or property for current or permanent benefit, such as special assessments or user fees.

Transfers In/Out – Amounts transferred from one fund to another to assist in financing the services for the recipient fund, or for repayment of funds previously received from the recipient fund.

Trust Funds – Fiduciary funds used to account for assets, which are held by the City in a trustee capacity for individuals, private organizations, other governments, or other funds.

Total Suspended Solids (TSS) - A measure of the suspended solids in wastewater, effluent, or water bodies, determined by tests for "total suspended non-filterable solids."

Turbidity NTU (Nephelometric Turbidity Unit) – used to measure scattered light at 90 degrees from the incident light beam.

Unassigned Fund Balance – The residual classification for the general fund 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.

Variance - The variance, s^2, of a set of *n* sample measurements is equal to the sum of the squares of deviations of the measurements about their mean, divided by (*n*-1).

Z Score – Number of standard deviations that a given value is above or below the mean.

PROPOSED ORDINANCE NO. 2018-21 (Revised 1)

ORDINANCE NO. 1912

AN ORDINANCE OF THE CITY COMMISSION OF THE CITY OF PEMBROKE PINES, FLORIDA, ESTABLISHING THE OPERATING MILLAGE RATE OF 5.6736 OR $5.6736 PER THOUSAND DOLLARS OF TAXABLE ASSESSED PROPERTY VALUE, WHICH IS 6.30% ABOVE THE ROLLED-BACK RATE OF 5.3374, FOR THE CITY OF PEMBROKE PINES, FLORIDA, PURSUANT TO THE 2018-2019 CITY BUDGET, IN ACCORDANCE WITH CHAPTER 200, FLORIDA STATUTES; AND ESTABLISHING THE DEBT SERVICE MILLAGE RATE OF 0.4683 FOR DEBT SERVICE ON THE GENERAL OBLIGATION BONDS APPROVED BY THE ELECTORATE; PROVIDING FOR CONFLICTS; PROVIDING FOR SEVERABILITY; PROVIDING FOR AN EFFECTIVE DATE.

WHEREAS, a tentative budget has been prepared estimating expenses and revenues of the City of Pembroke Pines, Florida, for the ensuing year, with detailed information, including revenues to be derived from sources other than ad valorem levy, and the administrative staff of the City has made recommendations as to the amount necessary to be appropriated for the ensuing year; and

WHEREAS, pursuant to Chapter 200, Florida Statutes, a method is prescribed for fixing the millage for the purpose of establishing the basis for the collection of said funds; and

WHEREAS, pursuant to the referendum approved by the voters of the City in the March 2005 Special Election authorizing the issuance of General Obligation bonds in an amount not to exceed $100,000,000, the City will be levying a debt millage equal to 0.4683 towards the payment of principal, interest

PROPOSED ORDINANCE NO. 2018-21 (Revised 1)

ORDINANCE NO. 1912

and other related fees of those bonds issued by the City in 2005, 2007 and 2015; and

WHEREAS, the City of Pembroke Pines, Florida, pursuant to State Statute, now desires to adopt the City's operating millage at 5.6736;

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COMMISSION OF THE CITY OF PEMBROKE PINES, FLORIDA, THAT:

Section 1. The foregoing "Whereas" clauses are hereby incorporated herein.

Section 2. The requisite advertisements, public hearings and ordinances necessary to establish the City millage shall be conducted and prepared.

Section 3. Pursuant to Chapter 200, Florida Statutes, a Public Hearing shall be held on the 4th day of September, 2018, and a second Public Hearing shall be held on the 17th day of September, 2018.

Section 4. The City Clerk is directed to prepare and publish the necessary advertisements for the Public Hearings.

Section 5. After the conduct of the Public Hearings, and the adherence to all other requirements pursuant to Chapter 200, Florida Statutes, the City's debt service millage shall be 0.4683.

PROPOSED ORDINANCE NO. 2018-21 (Revised 1)

ORDINANCE NO. 1912

Section 6. The City's operating millage shall be set at 5.6736, which is greater than the rolled-back rate of 5.3374 mills by 6.30%.

Section 7. The City's aggregate millage is 6.1419, which consists of an operating millage of 5.6736 and a debt service millage of 0.4683.

Section 8. A certified copy of this ordinance shall be furnished to the Broward County Property Appraiser so that said revenues may be collected and furnished to the City of Pembroke Pines.

Section 9. If any clause, section, or other part or application of this Ordinance shall be held by any court of competent jurisdiction to be unconstitutional or invalid, such unconstitutional or invalid part or application shall be considered as eliminated and so not affecting the validity of the remaining portions or applications remaining in full force or effect.

Section 10. All Ordinances or parts of Ordinances, Resolutions or parts of Resolutions in conflict herewith are hereby repealed to the extent of such conflict.

Section 11. This ordinance shall become effective immediately upon its passage and adoption.

THE REMAINDER OF THIS PAGE HAS BEEN INTENTIONALLY LEFT BLANK.

PROPOSED ORDINANCE NO. 2018-21 (Revised 1)

ORDINANCE NO. 1912

PASSED AND ADOPTED BY THE CITY COMMISSION OF THE CITY OF PEMBROKE PINES, FLORIDA, ON FIRST READING THIS 4TH DAY OF SEPTEMBER 2018. TIME PASSED 7:25 PM.

PASSED AND ADOPTED BY THE CITY COMMISSION OF THE CITY OF PEMBROKE PINES, FLORIDA, ON SECOND AND FINAL READING THIS 17TH DAY OF SEPTEMBER, 2018. TIME ADOPTED 6:58 PM.

CITY OF PEMBROKE PINES, FLORIDA

By: _____
MAYOR FRANK C. ORTIS

ATTEST:

_____ 9/19/18
MARLENE GRAHAM, CITY CLERK

ORTIS	AYE
CASTILLO	AYE
GOOD	AYE
SCHWARTZ	AYE
SIPLE	NAY

APPROVED AS TO FORM:

_____
OFFICE OF THE CITY ATTORNEY

PROPOSED ORDINANCE NO. 2018-22

ORDINANCE NO. 1913

AN ORDINANCE OF THE CITY COMMISSION OF THE CITY OF PEMBROKE PINES, FLORIDA, ADOPTING THE BUDGET FOR FISCAL YEAR 2018-2019; AND ADOPTING THE FIVE (5) YEAR CAPITAL IMPROVEMENT PROGRAM FOR THE CITY OF PEMBROKE PINES, FLORIDA, IN ACCORDANCE WITH §5.08 OF THE CITY CHARTER; PROVIDING FOR CONFLICTS; PROVIDING FOR SEVERABILITY; AND PROVIDING FOR AN EFFECTIVE DATE.

WHEREAS, the 2018-2019 budget estimates for the expenditures of the City's departments, divisions, funds and offices have been prepared by the City Manager and submitted to the City Commission, and

WHEREAS, said budget estimates, in conformity with the City Charter requirements, have been filed with the City Clerk and have been open for inspection by the public, and

WHEREAS, a public hearing has been held pursuant to notice published in a newspaper circulated in the City wherein all interested persons were given the opportunity to voice their objections to any item listed in the budget estimates.

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COMMISSION OF THE CITY OF PEMBROKE PINES, FLORIDA, THAT:

Section 1. The foregoing "whereas" clauses are hereby ratified and confirmed as being true and correct, and are hereby incorporated herein and made a part hereof.

Section 2. The budget estimates, which are on file at the City Clerk's office,

PROPOSED ORDINANCE NO. 2018-22

ORDINANCE NO. 1913

and incorporated herein by this reference and expressly made a part hereof, are hereby adopted and shall be in full force and effect for the Fiscal Year of the City of Pembroke Pines, Florida, commencing on October 1, 2018 and terminating on September 30, 2019.

Section 3. The City Commission hereby appropriates in the General Fund and other funds of the City as more particularly set forth in the budget estimates, attached hereto as **Exhibit "A"** and incorporated herein, for the uses, expenditures and fiscal requirements of the several departments, divisions, boards, funds and offices of the City, the sum designated in said budget estimates.

Section 4. The City Commission further approves the summary of budget estimates for Fiscal Year 2018-2019, as further set forth in **Exhibit "A"** and the same are hereby adopted and accepted as the Budget estimates of the City of Pembroke Pines, Florida for the Fiscal Year 2018-2019.

Section 5. Pursuant to §5.08 of the City Charter, the City Commission further approves and adopts the summary five (5) year Capital Improvement Program (CIP) as set forth in **Exhibit "B"**. The estimates for fiscal year 2018-2019 are incorporated in the budget; while the remaining four years, 2019-2020 to 2022-2023, are subject to review and amendment during the preparation of subsequent years' budgets.

Section 6. The provisions of this ordinance shall not be deemed to be a limitation on the powers granted to the City Commission by the City Charter, which relates to the fiscal management of the City's funds.

Section 7. From time to time, the City Commission may transfer funds from

PROPOSED ORDINANCE NO. 2018-22

ORDINANCE NO. 1913

one fund, account or department to another as the necessity for the same may occur. Furthermore, City administration may authorize budget amendments if the total appropriations of the fund is not changed. Pursuant to Chapter 166, Florida Statutes, changes to the total appropriation of any fund requires City Commission approval, and such changes are formalized by an amending ordinance adopted within 60 days of the end of the fiscal year.

Section 8. All ordinances or parts of ordinances and resolutions or parts of resolutions in conflict herewith are hereby repealed to the extent of such conflict.

Section 9. If any clause, section, or other part or application of this ordinance shall be held by any court of competent jurisdiction to be unconstitutional or invalid such unconstitutional or invalid part or application shall be considered as eliminated and so not affecting the validity of the remaining portions or applications remaining in full force or effect.

Section 10. This Ordinance shall become effective immediately upon its passage and adoption.

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PROPOSED ORDINANCE NO. 2018-22

ORDINANCE NO. 1913

PASSED AND ADOPTED BY THE CITY COMMISSION OF THE CITY OF PEMBROKE PINES, FLORIDA, ON FIRST READING THIS 4TH DAY OF SEPTEMBER, 2018. TIME PASSED 7:26 PM.

PASSED AND ADOPTED BY THE CITY COMMISSION OF THE CITY OF PEMBROKE PINES, FLORIDA, ON SECOND AND FINAL READING THIS 17TH DAY OF SEPTEMBER, 2018. TIME ADOPTED 7:00 PM.

ATTEST:

MARLENE D. GRAHAM, CITY CLERK

APPROVED AS TO FORM:

OFFICE OF THE CITY ATTORNEY

CITY OF PEMBROKE PINES, FLORIDA

By:

FRANK C. ORTIS, MAYOR

ORTIS	AYE
CASTILLO	AYE
GOOD	AYE
SCHWARTZ	AYE
SIPLE	NAY

Exhibit A
Summary of Budget Estimates
Proposed Ordinance NO. 2018-22 **Revised 9/17/18**
Ordinance NO.

Fund #	Fund Description	2018-19 Revenues	Reserve for Capital Replacement	Decrease (Increase) in Other Reserves	Total Revenues and Other Sources	Total Expenditures
1	General Fund	$ 195,056,451	-	$ 4,776,936	$ 199,833,387	$ 199,833,387
51	Wetlands Trust Fund	5,500	-	11,000	16,500	16,500
100	Road & Bridge Fund @	7,037,729	-	-	7,037,729	7,037,729
120	State Housing Initiative Program	703,935	-	(15,000)	688,935	688,935
121	HUD Grants CDBG/HOME	955,795	-	-	955,795	955,795
122	Law Enforcement Grant	18,473	-	-	18,473	18,473
128	Community Bus Program @	891,507	-	-	891,507	891,507
131	Treasury - Confiscated	5,000	-	11,132	16,132	16,132
132	Justice - Confiscated	6,000	-	29,497	35,497	35,497
133	$2 Police Education	19,391	-	(2,000)	17,391	17,391
134	FDLE - Confiscated	12,000	-	169,940	181,940	181,940
199	Older Americans Act @	1,369,721	-	-	1,369,721	1,369,721
201	Debt Service	25,417,704	-	87,330	25,505,034	25,505,034
471	Utility Fund	63,213,600	2,880,000	2,472,574	68,566,174	68,566,174
504	Public Insurance Fund	27,508,658	-	-	27,508,658	27,508,658
655	General Pension Trust Fund	23,736,573	-	(12,661,573)	11,075,000	11,075,000
656	Fire & Police Pension Trust Fund	80,545,412	-	(40,817,412)	39,728,000	39,728,000 *
657	Other Post Employment Benefits	20,454,000	-	(3,415,998)	17,038,002	17,038,002
	Total All Funds	$ 446,957,449	$ 2,880,000	$ (49,353,574)	$ 400,483,875	$ 400,483,875

@ Balanced through transfers from a different fund.

* Funding of future benefit payments.

Exhibit B
Proposed Ordinance No. 2018-22 **Revised 9-4-18**
Ordinance No.

5-Year Capital Improvement Program
Summary by Fund
In Present Value as Provided by Department Directors

	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	Total
TOTAL GENERAL FUND	$11,816,160	$11,779,133	$ 8,639,100	$ 7,425,090	$10,082,490	$ 49,741,973
TOTAL ROAD & BRIDGE FUND	1,154,600	1,650,000	1,650,000	1,650,000	1,650,000	7,754,600
TOTAL UTILITY FUND	11,585,000	20,426,400	23,199,000	22,017,000	21,117,000	98,344,400
TOTAL - ALL FUNDS	$24,555,760	$33,855,533	$33,488,100	$31,092,090	$32,849,490	$155,840,973

Note: Details of the 5-Year Capital Program can be found in the budget book.

STATE OF FLORIDA
COUNTY OF BROWARD
I HEREBY CERTIFY that the above
foregoing is a true and correct copy of
Ordinance No. 1913 (6 pages)
as recorded in the Office of the City Clerk.
Witness my hand and official seal this
27th day of September A.D., 2018
CITY OF PEMBROKE PINES
By: _____ Deputy City Clerk

FLORIDA DEPARTMENT OF REVENUE

Reset Form | Print Form

CERTIFICATION OF TAXABLE VALUE

DR-420
R. 5/12
Rule 12D-16.002
Florida Administrative Code
Effective 11/12

Year : 2018	County : BROWARD
Principal Authority : CITY OF PEMBROKE PINES	Taxing Authority : CITY OF PEMBROKE PINES

SECTION I : COMPLETED BY PROPERTY APPRAISER

1.	Current year taxable value of real property for operating purposes	$	12,210,751,230		(1)
2.	Current year taxable value of personal property for operating purposes	$	436,118,593		(2)
3.	Current year taxable value of centrally assessed property for operating purposes	$	0		(3)
4.	Current year gross taxable value for operating purposes *(Line 1 plus Line 2 plus Line 3)*	$	12,646,869,823		(4)
5.	Current year net new taxable value (Add new construction, additions, rehabilitative improvements increasing assessed value by at least 100%, annexations, and tangible personal property value over 115% of the previous year's value. Subtract deletions.)	$	122,661,610		(5)
6.	Current year adjusted taxable value *(Line 4 minus Line 5)*	$	12,524,208,213		(6)
7.	Prior year FINAL gross taxable value from prior year applicable Form DR-403 series	$	11,782,056,767		(7)
8.	Does the taxing authority include tax increment financing areas? If yes, enter number of worksheets (DR-420TIF) attached. If none, enter 0	☐ YES	☑ NO	Number 0	(8)
9.	Does the taxing authority levy a voted debt service millage or a millage voted for 2 years or less under s. 9(b), Article VII, State Constitution? If yes, enter the number of DR-420DEBT, *Certification of Voted Debt Millage* forms attached. If none, enter 0	☑ YES	☐ NO	Number 1	(9)

Property Appraiser Certification — I certify the taxable values above are correct to the best of my knowledge.

SIGN HERE

Signature of Property Appraiser: Electronically Certified by Property Appraiser

Date : 6/29/2018 9:25 AM

SECTION II : COMPLETED BY TAXING AUTHORITY

If this portion of the form is not completed in FULL your taxing authority will be denied TRIM certification and possibly lose its millage levy privilege for the tax year. If any line is not applicable, enter -0-.

10.	Prior year operating millage levy *(If prior year millage was adjusted then use adjusted millage from Form DR-422)*		5.6736	per $1,000	(10)
11.	Prior year ad valorem proceeds *(Line 7 multiplied by Line 10, divided by 1,000)*	$	66,846,677		(11)
12.	Amount, if any, paid or applied in prior year as a consequence of an obligation measured by a dedicated increment value *(Sum of either Lines 6c or Line 7a for all DR-420TIF forms)*	$	0		(12)
13.	Adjusted prior year ad valorem proceeds *(Line 11 minus Line 12)*	$	66,846,677		(13)
14.	Dedicated increment value, if any *(Sum of either Line 6b or Line 7e for all DR-420TIF forms)*	$	0		(14)
15.	Adjusted current year taxable value *(Line 6 minus Line 14)*	$	12,524,208,213		(15)
16.	Current year rolled-back rate *(Line 13 divided by Line 15, multiplied by 1,000)*		5.3374	per $1000	(16)
17.	Current year proposed operating millage rate		5.7275	per $1000	(17)
18.	Total taxes to be levied at proposed millage rate *(Line 17 multiplied by Line 4, divided by 1,000)*	$	72,434,947		(18)

Continued on page 2

DR-420
R. 5/12
Page 2

19.	TYPE of principal authority (check one)	☐ County	☐ Independent Special District	(19)
		☑ Municipality	☐ Water Management District	
20.	Applicable taxing authority (check one)	☑ Principal Authority	☐ Dependent Special District	(20)
		☐ MSTU	☐ Water Management District Basin	
21.	Is millage levied in more than one county? (check one)	☐ Yes	☑ No	(21)

DEPENDENT SPECIAL DISTRICTS AND MSTUs STOP **STOP HERE - SIGN AND SUBMIT**

22.	Enter the total adjusted prior year ad valorem proceeds of the principal authority, all dependent special districts, and MSTUs levying a millage. *(The sum of Line 13 from all DR-420 forms)*	$	66,846,677	(22)
23.	Current year aggregate rolled-back rate *(Line 22 divided by Line 15, multiplied by 1,000)*	5.3374	per $1,000	(23)
24.	Current year aggregate rolled-back taxes *(Line 4 multiplied by Line 23, divided by 1,000)*	$	67,501,403	(24)
25.	Enter total of all operating ad valorem taxes proposed to be levied by the principal taxing authority, all dependent districts, and MSTUs, if any. *(The sum of Line 18 from all DR-420 forms)*	$	72,434,947	(25)
26.	Current year proposed aggregate millage rate *(Line 25 divided by Line 4, multiplied by 1,000)*	5.7275	per $1,000	(26)
27.	Current year proposed rate as a percent change of rolled-back rate *(Line 26 divided by Line 23, **minus 1**, multiplied by 100)*		7.31 %	(27)

First public budget hearing	Date :	Time :	Place :
	9/4/2018	6:00 PM EST	Commission Chamber, 601 City Center Way, Pembroke Pines, Florida 33025

SIGN HERE

Taxing Authority Certification

I certify the millages and rates are correct to the best of my knowledge. The millages comply with the provisions of s. 200.065 and the provisions of either s. 200.071 or s. 200.081, F.S.

Signature of Chief Administrative Officer : Electronically Certified by Taxing Authority		Date : 7/26/2018 11:27 AM
Title : CHARLES F. DODGE, CITY MANAGER	Contact Name and Contact Title : LISA CHONG, FINANCE DIRECTOR	
Mailing Address : 601 City Center Way	Physical Address : 601 City Center Way	
City, State, Zip : PEMBROKE PINES, FLORIDA 33025	Phone Number : 954/450-1090	Fax Number : 954/435-6524

Instructions on page 3

CERTIFICATION OF TAXABLE VALUE
INSTRUCTIONS

"Principal Authority" is a county, municipality, or independent special district (including water management districts).

"Taxing Authority" is the entity levying the millage. This includes the principal authority, any special district dependent to the principal authority, any county municipal service taxing unit (MSTU), and water management district basins.

Each taxing authority must submit to their property appraiser a DR-420 and the following forms, as applicable:

- DR-420TIF, Tax Increment Adjustment Worksheet
- DR-420DEBT, Certification of Voted Debt Millage
- DR-420MM-P, Maximum Millage Levy Calculation - Preliminary Disclosure

Section I: Property Appraiser

Use this DR-420 form for all taxing authorities except school districts. Complete Section I, Lines 1 through 9, for each county, municipality, independent special district, dependent special district, MSTU, and multicounty taxing authority. Enter only taxable values that apply to the taxing authority indicated. Use a separate form for the principal authority and each dependent district, MSTU and water management district basin.

Line 8

Complete a DR-420TIF for each taxing authority making payments to a redevelopment trust fund under Section 163.387 (2)(a), Florida Statutes or by an ordinance, resolution or agreement to fund a project or to finance essential infrastructure.

Check "Yes" if the taxing authority makes payments to a redevelopment trust fund. Enter the number of DR-420TIF forms attached for the taxing authority on Line 8. Enter 0 if none.

Line 9

Complete a DR-420DEBT for each taxing authority levying either a voted debt service millage (s.12, Article VII, State Constitution) or a levy voted for two years or less (s. 9(b), Article VII, State Constitution).

Check "Yes" if the taxing authority levies either a voted debt service millage or a levy voted for 2 years or less (s. 9(b), Article VII, State Constitution). These levies do not include levies approved by a voter referendum not required by the State Constitution. Complete and attach DR-420DEBT. Do not complete a separate DR-420 for these levies.

Send a copy to each taxing authority and keep a copy. When the taxing authority returns the DR-420 and the accompanying forms, immediately send the original to:

Florida Department of Revenue
Property Tax Oversight - TRIM Section
P. O. Box 3000
Tallahassee, Florida 32315-3000

Section II: Taxing Authority

Complete Section II. Keep one copy, return the original and one copy to your property appraiser with the applicable DR-420TIF, DR-420DEBT, and DR-420MM-P within 35 days of certification. Send one copy to the tax collector. "Dependent special district" (ss. 200.001(8)(d) and 189.403(2), F.S.) means a special district that meets at least one of the following criteria:

- The membership of its governing body is identical to that of the governing body of a single county or a single municipality.
- All members of its governing body are appointed by the governing body of a single county or a single municipality.
- During their unexpired terms, members of the special district's governing body are subject to removal at will by the governing body of a single county or a single municipality.
- The district has a budget that requires approval through an affirmative vote or can be vetoed by the governing body of a single county or a single municipality.

"Independent special district" (ss. 200.001(8)(e) and 189.403 (3), F.S.) means a special district that is not a dependent special district as defined above. A district that includes more than one county is an independent special district unless the district lies wholly within the boundaries of a single municipality.

"Non-voted millage" is any millage not defined as a "voted millage" in s. 200.001(8)(f), F.S.

Lines 12 and 14

Adjust the calculation of the rolled-back rate for tax increment values and payment amounts. See the instructions for DR-420TIF. On Lines 12 and 14, carry forward values from the DR-420TIF forms.

Line 24

Include only those levies derived from millage rates.

All TRIM forms for taxing authorities are available on our website at
http://dor.myflorida.com/dor/property/trim