City of Pembroke Pines, Florida



Adopted Budget

2020 - 2021

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BUDGET BOOK FORMAT

The budget consists of the following sections:

Budget Summary Information

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

General Fund Information

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

Funds Other than General Fund

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

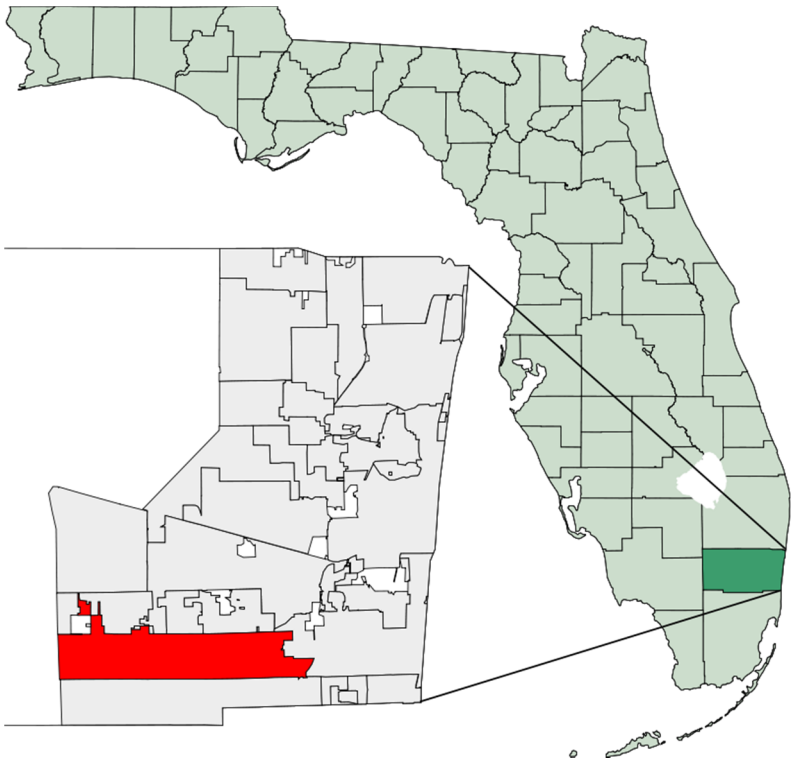
Detailed Information

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

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

City Location

The City is situated six miles southwest of the Fort Lauderdale/Hollywood International Airport, 16 miles north of Miami, and 35 miles south of Boca Raton. It consists of 34.4 square miles located in southwest Broward County. Adjacent to Pembroke Pines are the cities of Miramar, Hollywood, and Cooper City, as well as the towns of Davie and Southwest Ranches.



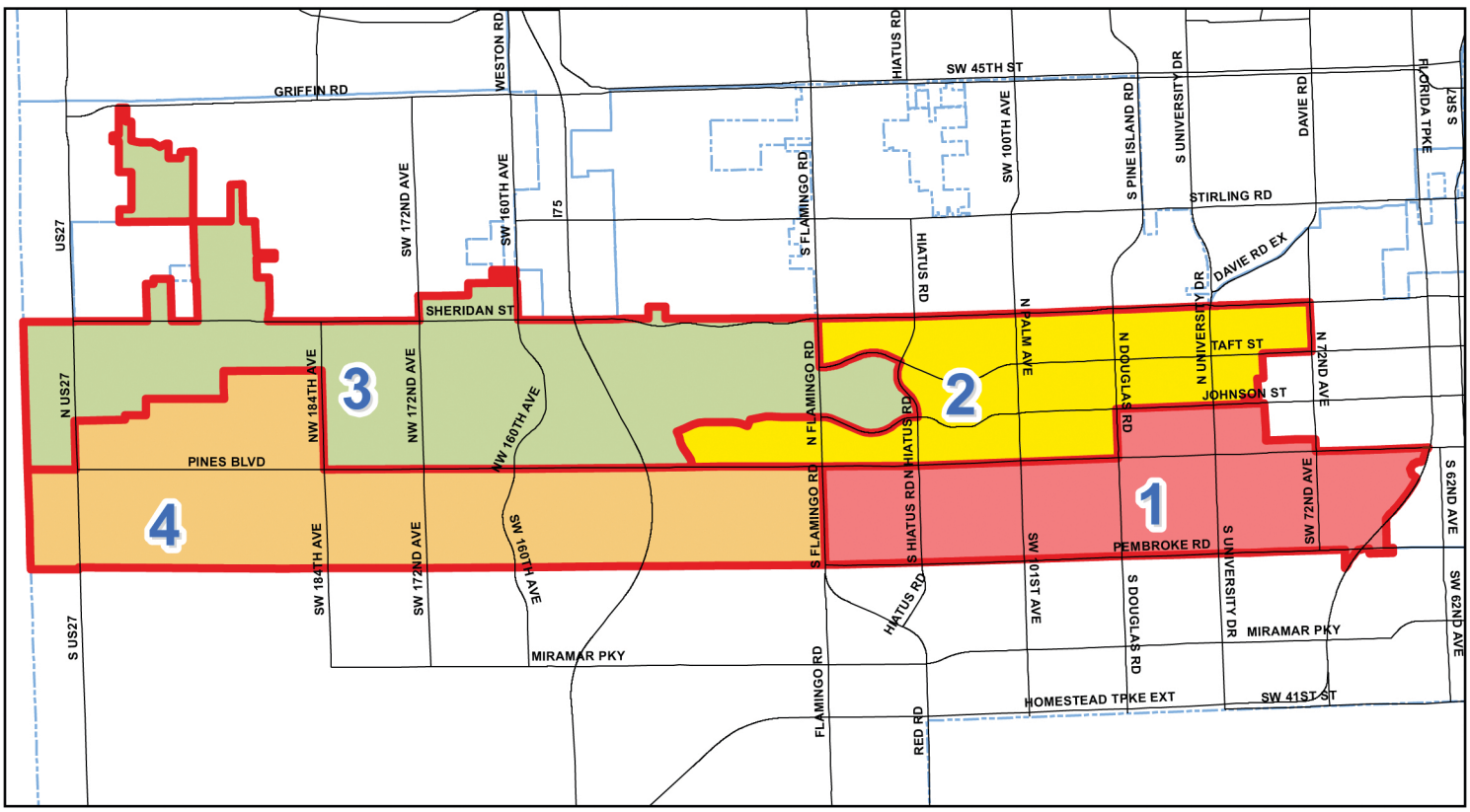
Source: wikipedia.org

Commission Districts Map

CITY OF PEMBROKE PINES

City Boundary — Streets 1 2 3 4

Map Created by: Planning and Economic Development Department





Frank C. Ortis
Mayor



Commissioner
Thomas Good Jr.
District 1



Vice Mayor
Jay D. Schwartz
District 2



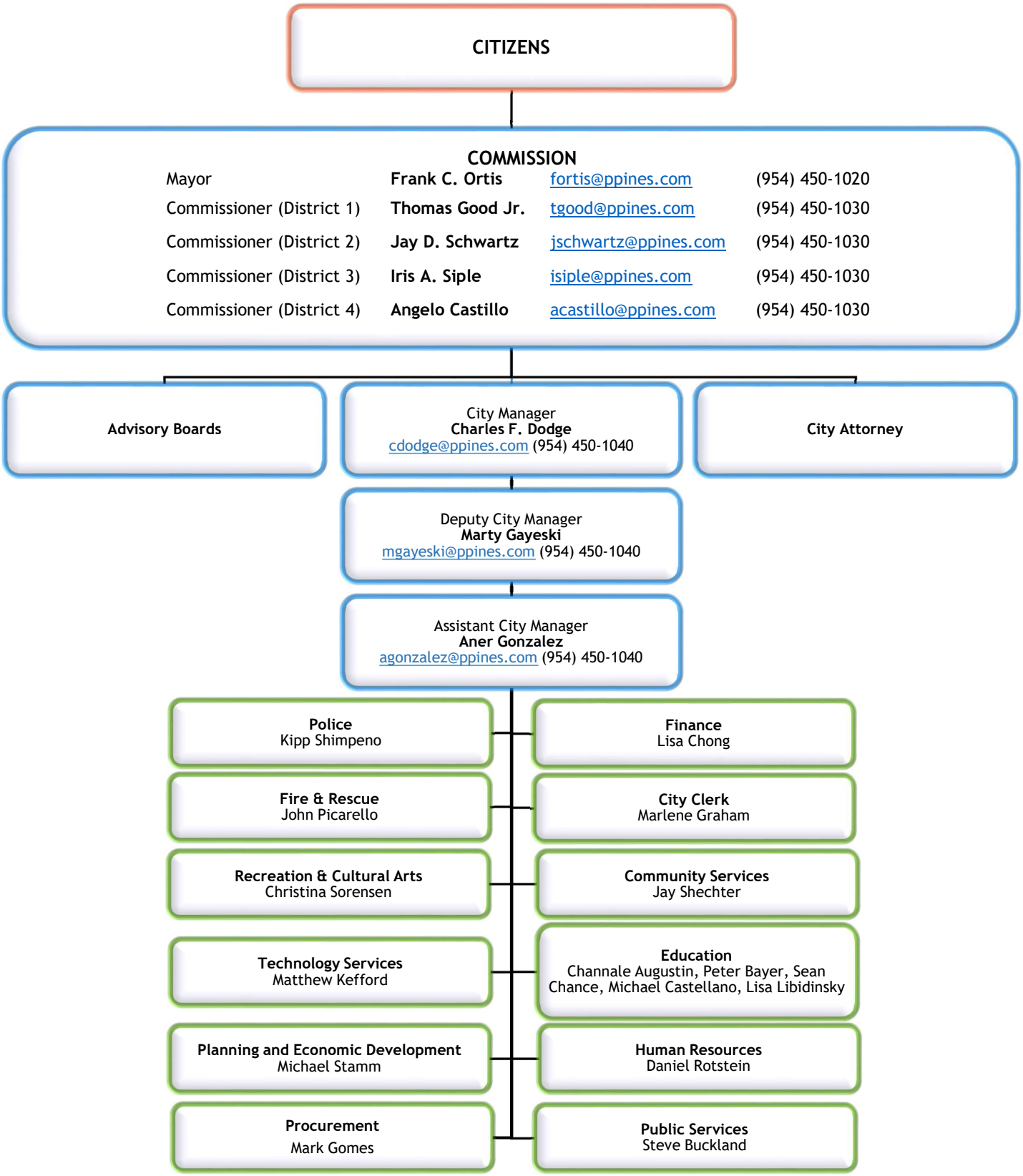
Commissioner
Iris A. Siple
District 3

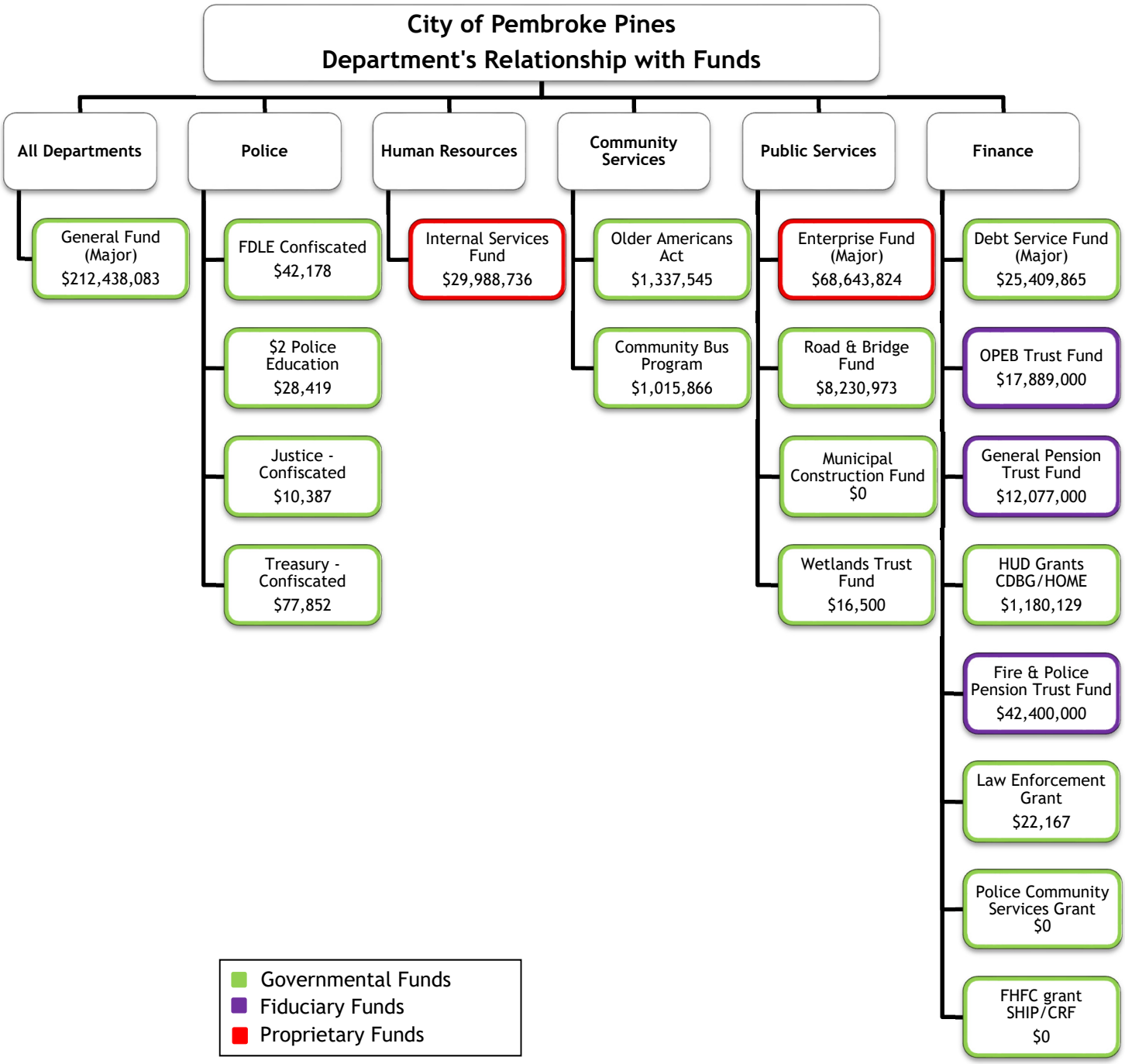


Commissioner
Angelo Castillo
District 4

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 (Major) $212,438,083
FDLE Confiscated $42,178
$2 Police Education $28,419
Justice - Confiscated $10,387
Treasury - Confiscated $77,852
Internal Services Fund $29,988,736
Older Americans Act $1,337,545
Community Bus Program $1,015,866
Enterprise Fund (Major) $68,643,824
Road & Bridge Fund $8,230,973
Municipal Construction Fund $0
Wetlands Trust Fund $16,500
Debt Service Fund (Major) $25,409,865
OPEB Trust Fund $17,889,000
General Pension Trust Fund $12,077,000
HUD Grants CDBG/HOME $1,180,129
Fire & Police Pension Trust Fund $42,400,000
Law Enforcement Grant $22,167
Police Community Services Grant $0
FHFC grant SHIP/CRF $0
Governmental Funds
Fiduciary Funds
Proprietary Funds

PEMBROKE PINES
CITY COMMISSION

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

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Iris A. Siple
COMMISSIONER
DISTRICT 3
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Charles F. Dodge
CITY MANAGER
954-450-1040
cdodge@ppines.com

October 1, 2020

Honorable Mayor and Commissioners:

The preparation of the 2020-21 Adopted Budget was met with challenges and a high degree of uncertainty due to the effects of the global pandemic, known as the Coronavirus Disease of 2019 (COVID-19). Despite the buoyancy of the stock market, the impact of the pandemic has been far-reaching. The "Safer-at-Home" and subsequent phased opening of businesses, though critical to inhibiting the spread of the virus, have disrupted commerce and stifled personal income as unemployment continues to rise in the U.S. The consequent reduction in spending has drastically reduced current sales tax and gas tax revenues to the City.

Since March 2020, the city administration with your guidance has implemented measures not only to mitigate but initiate recovery from the effects of COVID-19. In this regard, we have collaborated with other agencies to develop strategies to counter the effects of COVID-19 in our communities. To maintain service levels and keep our residents and employees safe, a combination of telecommuting and staggered shifts were implemented where practicable. The city also adopted various strategies to embrace the "new norm" in transacting business and engaging our community. We also waived our credit card and e-check processing fees to promote the online payment of accounts. Further, the City in conjunction with Feeding South Florida held several drive-thru food distributions at City Hall as well as delivered food to the vulnerable groups in the City. Furthermore, the City created a program to provide emergency rent and utilities assistance to income qualified residents who are impacted by COVID-19. The program is funded with State Housing Initiative Partnership (SHIP) funds and was expanded through funding from the federal Coronavirus Relief Fund (CRF).

Planning for the upcoming year has been arduous due to the current situation. Department budget requests were tweaked to take into account the fallout from COVID-19, including the impact of bookings at the Charles F. Dodge City Center and Club 19. Additionally, some recreational activities, special events, and parks were impacted which has resulted in certain activities being suspended until they can resume safely.

Notwithstanding, the 2020-21 Adopted Budget and Five-Year Capital Improvement Plan continues the City's focus on providing excellent services to our residents, businesses, and visitors in a safe and fiscally sustainable manner. The City's 2020-21 Adopted Budget for all funds is $420.8 million and provides funding for improvements in services mainly through technological advancements, investments in infrastructure, and expansion of public safety.

The General Fund, the City' main operating fund, 2020-21 Adopted Budget is $212.4 million, an increase of $3.4 million, or 1.6% over the 2019-20 Adopted Budget. 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 will establish a third bureau, which will encompass the Investigations Division, Youth Affairs Division (SROs, Threat Assessment Team), and the Homeland

Security Team. Overall the staff complement of the department will be augmented with thirteen (13) full-time City positions, which will include a Division Major, a Police Captain, a Sergeant, four Police Officers, three Police Support Specialists, and three Police Service Aides. The Fire Department will benefit from three new full-time Lieutenant positions to meet the expected growth in calls for medical related service. Additionally, several vehicles, including patrol cars and two ambulances, will be replaced to improve efficiency and reduce maintenance costs. The budget for public safety also provides funding for other equipment such as ballistic shields, License Plate Recognition (LPR) trailers, and radios.

The year-over-year increase in funded primarily by increases in property tax and fire assessment. The 2020-21 adopted operating millage rate is 5.6736, which is the same as the 2019-20 adopted rate. However, the adopted budget for property taxes increased by $4.1 million, from $72.9 million to $77.1 million, due to the increase in taxable value. Approximately 2,500 or 4.5% of residential properties have zero taxable value and will not pay any property taxes. Roughly 86.4% of residential parcels have a taxable value of $300,000 or lower, with the median taxable value for all residential properties being $150,780. Properties used as residential represent about 76.7% of the total tax roll. The city's taxable value grew by 6.48% or $869.9 million. Although the growth surpassed the prior year the rate of increase decreased slightly. Net new taxable value contributed 23.4% or $203.9 million to the year-over-year increase. However, compared to the prior year it shows a decrease of $94.5 million or 31.7% due to a decrease in the scope and number of projects.

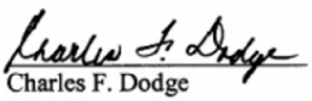
The adopted fire assessment rates are above prior year adopted due to a year-over-year increase in the net expenditure budget. The residential rate shows the largest increase at 10.6%, which translates to $29.94. Increases in the other rates were lower as a result of larger growth rates in the tax rolls for these groups. The adopted fire assessment revenue increased by $2.6 million. The increase in property tax and fire assessment revenues is partially offset by the projected decline in sales taxes, missed revenues from facility rentals and other fees due to the cancellation of services or events and other revenue fallouts due to the pandemic.

The $8.2 million Road and Bridge Fund Adopted Budget for 2020-21 is 4.7% above the 2019-20 Adopted Budget. The budget includes funding for road resurfacing projects, traffic calming solutions (traffic circles and center islands), and drainage rehabilitation (swale modifications as well as piping and drainage inlets additions). Road resurfacing projects include: the area generally bounded by Taft Street, NW 107 Ave, NW 22 Street, and NW 104 Avenue; Palm Avenue – northbound from Pines Boulevard to Taft Street and southbound from Johnson Street to Pines Boulevard; Pembroke Road from Douglas Road to Palm Avenue; Taft Street from University Drive to NW 76 Avenue; NW 155 Avenue and NW 15 Street North of NW 12 Street; Washington Street from Flamingo Road to SW 114 Avenue; NW 12 Street East of Dykes Road; and SW 4 Street West of SW 178th Avenue.

The Utility Fund 2020-21 Adopted Budget of $68.6 million is $2.5 million below the 2019-20 Adopted Budget due mainly to a reduction in appropriations for capital assets. The $10.3 million budget for capital reflects the City's goal of maintaining the utility infrastructure at a level that protects the City's capital investment, minimizes future maintenance and replacement cost, as well as maximizes the use of new technologies. In this regard, it comprises many of the critical items and projects delineated in the 5-year Capital Improvement Plan. These upgrades include but are not limited to: (a) replacement of meters (20-years old or older) with automated meter reading (AMR) devices which can work on an Advanced Metering Infrastructure (AMI) to eliminate the need for physical access or visual inspection; (b) a new raw water transmission main; (c) sewer pipe rehabilitation to reduce operating and treatment costs; and (d) replacement and rehabilitation of lift stations.

The administration will continue to monitor the effects of COVID-19 and will make adjustments to the budget as necessary. We will continue to take the required steps to promote and preserve the health, safety, and welfare of the community. Despite the current challenge, we remain committed to maintaining financial sustainability through proper planning and judicious use of our resources.

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, 2019



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, 2019. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device.

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

BUDGET-IN-BRIEF

The challenge in preparing this budget is determining future revenue flows given the current pandemic. Although the impact on some revenue sources is evident, the timeline is highly unpredictable. In addition, it is uncertain when in-person recreation and cultural activities could be resumed. The budget will be modified as more information becomes available. The all funds adopted budget for 2020-21 is $420.8 million, which is $2.4 million below the 2019-20 adopted budget. The City's operating funds (the General Fund, the Road and Bridge Fund, and the Utility Fund) increased by $1.3 million while the non-operating decreased by $3.7 million. The City's General Fund, which is its largest operating fund, is the major source of increase. Below is a recap of the year-over-year changes by fund. The 2020-21 budget highlights, including changes from the prior year, are discussed in this subsection.

Expenditure Budget - All Funds
Adopted 2020-21 Compared to Adopted 2019-20
(in $'000)

Fund	2019-20 Adopted	2020-21 Adopted	Change from 2019-20 $	Change from 2019-20 %
General Fund	$ 209,022	$ 212,438	$ 3,416	1.6%
Road & Bridge Fund	7,859	8,231	372	4.7%
Utility Fund	71,122	68,644	(2,478)	-3.5%
Debt Service Fund	25,397	25,410	13	0.1%
Municipal Construction Fund	5,885	-	(5,885)	-100.0%
Public Insurance Fund	27,964	29,989	2,025	7.2%
General Pension Trust Fund	12,077	12,077	-	0.0%
Fire & Police Pension Trust Fund	40,870	42,400	1,530	3.7%
Other Post Employment Benefits Fund	17,688	17,889	201	1.1%
All Other Funds	5,327	3,731	(1,596)	-30.0%
Total Expenditures	**$ 423,211**	**$ 420,809**	**$ (2,402)**	**-0.6%**

General Fund

The 2020-21 adopted General Fund revenue budget (including other sources) of $212.4 million is $3.4 million or 1.6% greater than the 2019-20 adopted budget, as shown in the table below. The major increases include: (a) $4.1 million in property tax from the increase in taxable value to compensate for the stagnated revenues, and the increased costs related to general government services and the enhancement of public safety ; (b) $2.6 million in fire protection special assessment fees due to an increase in assessment rates to cover the increase in the net expenditure budget; (c) $2.2 million in use of fund balance help cover declining revenues; (d) $0.8 million in administrative fees – an interfund charge; (e) $0.7 million in apartment rental; and (f) $0.6 million in Club 19 operating revenue (management of the restaurant reverted to City control in January 2020). These increases were partially offset by the following reductions: (a) $3.6 million in federal grant funding for hazard mitigation from FEMA that are non-recurring; (b) $3.2 million in sales tax due to COVID-19; (c) $1.0 million in public service tax on water due to transfers to the debt service fund to cover communication service tax revenue decline; and (d) $0.5 million in Civic Center operating revenue due to COVID-19.

General Fund Revenues by Category
(in $'000)

Description	2019-20 Adopted	2020-21 Adopted	Change from 2019-20 $	Change from 2019-20 %
Taxes	$ 91,217	$ 94,811	$ 3,594	3.9%
Permits, Fees & Licenses	41,627	44,257	2,630	6.3%
Intergovernmental Revenue	20,635	13,842	(6,793)	-32.9%
Charges for Services	34,255	35,175	920	2.7%
Fines & Forfeitures	1,684	1,682	(2)	-0.1%
Miscellaneous Revenues	15,885	16,748	863	5.4%
Other Sources	3,719	5,923	2,204	59.3%
Total Revenues	**$ 209,022**	**$ 212,438**	**$ 3,416**	**1.6%**

The $212.4 million 2020-21 adopted General Fund expenditure budget (including transfers) is $3.4 million or 1.6% above the adopted 2019-20 budget, as shown in the table below. The year-over-year increase is attributable to a growth in appropriations for the general government, public safety, and economic functions.

The $3.4 million increase in the general government, which is comprised of the City's administrative departments, is driven largely by the increase in appropriations for personnel and operating costs. The main components of the increase in operating cost include: (a) contingency at $4.0 million; (b) contractual personnel services at $0.6 million; as well as (c) repair and maintenance services at $0.4 million. These increases were partially offset by a $1.7 million reduction in capital appropriations.

Public safety represents 61.5% of the adopted 2020-21 expenditure budget (including transfers) and shows a $2.6 million or 2.0% increase over the 2019-20 adopted budget. The increase primarily reflects a $4.7 million rise in appropriations for personnel and operating costs. Appropriations for personnel cost increased by $4.0 million and $1.4 million of this amount pertains to 16 new full-time positions. The operating budget increased by $0.7 million and includes primarily increases of: $0.2 million for repair and maintenance; $0.2 million for contract labor; and $0.1 million for operating supplies. Capital appropriations decreased by $2.3 million, partially offsetting the foregoing increases.

The culture-recreation function has a year-over-year decrease of $1.9 million or 9.7%. This decrease is due mainly to the expected operational impact of COVID-19. Reductions in appropriations by category comprise: (a) $0.9 million for operating expense; (b) $0.6 million for personnel expense (mainly wages for part-time employees); and (c) $0.4 million for capital. Decreases for operating expense include primarily: $0.5 million for contract services; $0.4 million for rental and leases; as well as $0.1 million for utility services. These reductions were partially offset by a $0.2 million increase in repairs and maintenance.

General Fund Expenditures by Function
(in $'000)

Category	2019-20 Adopted	2020-21 Adopted	Change from 2019-20 $	Change from 2019-20 %
General Government	$ 41,092	$ 44,520	$ 3,428	8.3%
Public Safety	128,145	130,749	2,604	2.0%
Physical Environment	3,822	3,261	(561)	-14.7%
Economic Environment	8,348	8,745	397	4.8%
Human Services	7,468	6,964	(504)	-6.7%
Culture-Recreation	20,147	18,199	(1,948)	-9.7%
Total Expenditures	**$ 209,022**	**$ 212,438**	**$ 3,416**	**1.6%**

Road and Bridge Fund

The Road and Bridge Fund 2020-21 adopted budget is $8.2 million, an increase of $0.4 million, or 4.7%, over the 2019-20 adopted budget. Due to COVID-19 gas tax revenues are expected to decline by $0.7 million. This decrease is offset by increases of $0.9 million in use of fund balance and $0.2 million in franchise fees-sanitation. The $0.4 million net increase in the expenditure budget is the result of a $0.6 million increase in the operating (non-personnel) budget, which was partially offset by a $0.2 million reduction in appropriations for capital. The increase in the operating budget was mainly due to $0.8 million for repairs and maintenance to roads and drains partially offset by a $0.2 million reduction in professional engineering services.

Utility Fund

The 2020-21 adopted Utility Fund budget for revenue and other sources stands at $68.6 million, which is $2.5 million, or 3.5% below the 2019-20 adopted budget. The decline reflects primarily decreases in prior year bond proceeds of $2.8 million since all bond proceeds have been spent or appropriated, water and sewer charges of $0.4 million, water utility penalty fees of $0.4 million, and utility construction fees of $0.2 million. These decreases were partially offset by increases of $1.2 million in use of fund balance and $0.4 million in reserve for capital replacement. The budget for water and sewer charges includes the minimum 3.0% adjustment stipulated in the City's code of Ordinances.

The $2.5 million decline in the budget for expenditures is attributable primarily to the $3.8 million or 26.7% decrease in appropriations for capital items. The $10.3 million 2020-21 budget for capital includes equipment and upgrades that are necessary to maintaining the structural integrity and smooth operation of the water and sewer system. Appropriations for capital items consists mainly of: (a) $3.7 million for advanced metering infrastructure; (b) $3.1 million for a new raw water transmission main; (c) $2.0 million for infiltration correction to reduce operating and treatment costs as part of the Sanitary Sewer Evaluation Study; and (d) $0.8 million for improvements at the sewer treatment plant. The following tables compare the 2020-21 budget to prior year.

Utility Fund Revenues by Category
(in $'000)

Description	2019-20 Adopted	2020-21 Adopted	Change from 2019-20 $	Change from 2019-20 %
Permits, Fees & Licenses	$ 311	$ 69	$ (242)	-77.8%
Charges for Services	60,080	59,167	(913)	-1.5%
Miscellaneous Revenues	1,073	1,011	(62)	-5.8%
Other Sources	9,658	8,397	(1,261)	-13.1%
Total Revenues	**$ 71,122**	**$ 68,644**	**$ (2,478)**	**-3.5%**

Utility Fund Expenditures by Category
(in $'000)

Category	2019-20 Adopted	2020-21 Adopted	Change from 2019-20 $	Change from 2019-20 %
Personnel	$ 2,724	$ 3,007	$ 283	10.4%
Operating	53,180	54,179	999	1.9%
Capital	14,107	10,345	(3,762)	-26.7%
Grants & Aide	55	57	2	3.6%
Debt Services	1,056	1,056	-	0.0%
Total Expenditures	**$ 71,122**	**$ 68,644**	**$ (2,478)**	**-3.5%**

Municipal Construction Fund

The Municipal Construction Fund accounts for financial resources used in the acquisition or construction of major capital facilities and infrastructure projects. Such projects are usually financed by loans, bonds, or dedication fees from developers. The 2020-21 budget has zero appropriations as the City does not have any unspent bond proceeds that have not been appropriated. Unspent appropriations from 2019-20 will be carried forward to the 2020-21 budget as an amendment.

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 2020-21 adopted budget of $72.4 million. Compared to the 2019-20 adopted budget of $70.6 million, this is an increase of $1.7 million or 2.5%. The increase is due mainly to a $1.5 million rise in police and fire pension benefits.

All Other Funds

The "All Other Funds" group consists primarily of grant and confiscated funds. The 2020-21 adopted budget for this group stands at $3.7 million and is $1.6 million or 30.0% below the 2019-20 adopted budget. The decrease is mainly attributable to the State Housing Initiative Program. Due to the budget shortfall caused by the ongoing COVID-19 pandemic the Governor of Florida, Ron DeSantis, vetoed the 2020-21 appropriation for the SHIP program. The table below shows the year-over-year changes by fund for this group.

Expenditure Budget - All Other Funds
Adopted 2020-21 Compared to Adopted 2019-20
(in $'000)

Fund	2019-20 Adopted	2020-21 Adopted	Change from 2019-20 $	Change from 2019-20 %
FHFC grants SHIP/CRF	$ 1,906	$ -	$ (1,906)	-100.0%
HUD Grants CDBG/HOME	1,004	1,180	176	17.5%
Law Enforcement Grant	18	22	4	22.2%
Community Bus Program	866	1,016	150	17.3%
Treasury - Confiscated	29	78	49	169.0%
Justice - Confiscated	11	10	(1)	-9.1%
$2 Police Education	21	28	7	33.3%
FDLE - Confiscated	124	42	(82)	-66.1%
Older Americans Act	1,331	1,338	7	0.5%
Wetlands Trust Fund	17	17	-	0.0%
Total Expenditures	**$ 5,327**	**$ 3,731**	**$ (1,596)**	**-30.0%**

Economic Analysis

In latest revised data published by the Florida Legislature's Office of Economic and Demographic Research (EDR) on September 10, 2020, it indicated that the United States economy declined in the first quarter of 2020. Florida was ranked 24th in the country for its real growth at a seasonal adjusted annual rate. Coming in at -4.9%, it nearly matched the US as a whole which was reported at -5.0%. The updated GDP projections for Florida are now at -1.3% for fiscal year 2019-20, and -4.3% for fiscal year 2020-21.

Gross Domestic Product

Real gross domestic product (GDP) decreased in all 50 states, and real GDP for the nation fell at an annual rate of 31.4%, according to statistics released by the U. S. Department of Commerce's Bureau of Economic Analysis (BEA) on October 2, 2020. Florida's real GDP decreased by -4.3% during the first quarter and -30.1 during the second quarter of 2020. The decline in second-quarter GDP reflected the responses to COVID-19, as "stay-at-home" orders issued in March and April were partially lifted in some areas of the county in May and June, and government pandemic assistance payments were distributed to households and businesses. This led to rapid shifts in activity, as businesses and schools continued remote work, and consumers and businesses canceled, restricted, or redirected their spending. According to BEA, the full economic effects of the COVID-19 pandemic cannot be quantified in the second quarter of 2020 GDP estimates. The impact is generally embedded in source data and cannot be separately identified.

Florida's tourism-sensitive economy was particularly vulnerable to the long-term effects of the pandemic. Previous economic studies of disease outbreaks have shown that it can take as much as twelve to fifteen months after the outbreak ends for tourism to return to pre-disease level. The total number of tourists declined 68.1% from the prior year in the second quarter of 2020. The BEA reported that all industry sectors except for agriculture, finance, and insurance contributed negative growth in real GDP. The entertainment industry accounted for approximately -8% of Florida's real GDP during the first half of 2020.

Florida's real GDP grew 2.8% in 2019 and the 2018-2019 national change was 2.3% with a compound annual growth rate for Florida real GDP was 2.3% for the 10-years from 2009 to 2019; the compound annual growth rate for the nation was 2.3%.

In 2019, the largest industry in Florida was finance, insurance, real estate, rental, and leasing. This industry accounted for 23.0% of Florida GDP and had 2.8% real growth. The second largest industry was professional and business services, which accounted for 13.3% of Florida GDP and had 5.0% real growth. The largest contributor to real GDP growth in Florida was finance, insurance, real estate, rental, and leasing. This industry accounted for 0.65% of the total growth in real GDP. The second-largest contributor was professional and business services. This industry accounted for 0.64% of the total growth in real GDP.

Broward County accounted for approximately 10.5% of Florida's Real GDP in 2019, ranking as the 2nd in the State's largest contributor. The economy of Broward County employs about 824,000 people, the largest employer by industries are trade, transportation, utilities (22.6%), professional and business services (17%), education and health services (13.3%) and government (12.8%).

Though the long-term impact of the pandemic remained uncertain, the City's economy is mainly supported by property and utility taxes and its largest employers include several essential service providers including hospitals, grocery, and retail stores which remained opened despite certain business closings. The county-wide survey conducted by the Greater Fort Lauderdale Alliance and Broward County (GFLABC) in May 2020 indicated that the healthcare industry is among the sectors that experienced revenue growth during the pandemic. Also, grocery stores reported sales increases during the pandemic as consumer purchasing behavior has shifted to bulk purchase and stockpiling. As a result of these revenue growths, groceries and medical facilities are among the few businesses that were hiring during the pandemic. According to the GFLABC article dated September 23, 2020, overall, the County is still experiencing the negative impact of COVID-19 to its job market but indicated a positive note of job gains since May 2020. Broward County's job report showed a 9.3% unemployment rate in August 2020. This rate was 6.1% higher than the region's year-ago

rate of 3.2%, but a significant improvement since May 2020, which reported the highest unemployment rate in the area of 16%.

Real Estate

Real estate pricing and development are primarily driven by factors such as a property's location, area development limitations, access to and sustainability of mortgage rates, personal and household income, as well as supply and demand trends as influenced by the dynamics of the local and national economy, to name a few. Some key performance indicators of these effects to be considered include rates of homeownership, mortgage delinquencies and foreclosures, per capita and household incomes, building permits issuances, construction expenditures, population growth, and property values.

The 2019 U.S. Census Bureau (USCB) shows that the homeownership in Florida experienced a slight growth when compared to 2017 from 63.9% to 65% in 2018. Broward County and the City of Pembroke Pines had a slight drop in the rates from 62.3% in 2017 to 62.1% in 2018 and from 72.1% in 2017 to 71.7% in 2018, respectively.

The August 2020 housing data from Florida Realtors reported an 8.8% increase in closed sales, and the new listings increased by 2% during the month compared to a year ago. It mirrors the U.S. homeownership rate, which surged to its highest level in 12 years as low mortgage rates and pandemic prompt more Americans to want to have a home. The State of Florida reported a year-to-date closing sales as of August 2020 for Single Family Home of 195,160 compared to last year of 199,771 or a 2.3% drop in market sales activity. Despite the decline in sales activities during the year, the Florida housing market reported higher median prices of approximately 9.7% compared to a year ago. The local housing market also reflects the national and state performance in August 2020, reporting a surge in sales activities with increasing median prices.

The homeownership rate in the United States amounted to 63.8% in 2019. The homeownership rate is the proportion of occupied households that are occupied by the homeowners. This reached its peak in 2004 before the 2007-2009 recession that hit and decimated the housing market. The rate continued to fall until 2016 but has begun to increase in 2017. The City of Pembroke Pines homeownership rate continues to stand out ahead of the national, state, and local trends holding a healthier rate of 71.7% as of July 1, 2019.

Per capita personal and household income in Florida has been slowly increasing since the late-2000s alongside the economic recovery. The U.S. Department of Commerce Bureau of Economic Analysis published a report on March 24, 2020 indicating that in 2019, Florida had a per capita personal income (PCPI) of $51,989, which is the record high according to the United States Federal Reserve. This PCPI ranked 28th in the United States and was 92% of the national average, $56,663. The 2019 PCPI reflected an increase of 3.6% from 2018. The 2018-2019 national change was 3.9%. In 2009, the PCPI of Florida was $36,611 and ranked 28th in the United States. The 2009-2019 compound annual growth rate of PCPI was 3.6%. The compound annual growth rate for the nation was 3.7%.

According to the USCB's report released in 2019, the per capita income in past 12 months (in 2018 dollars) increased to $30,197 in Florida, $31,464 in the Broward County, and $30,841 in Pembroke Pines. The combined median household income in Pembroke Pines was calculated to be at $66,816 as opposed to Broward County's $57,333, and Florida's $53,267. Income plays an important role in determining the health of a given real estate market as it can shed light upon the ability of residents to sustain themselves as well as maintain their mortgage obligations. A more robust city and county income level suggest a greater potential resiliency for the City of Pembroke Pines in the face of possible future market fluctuations, cyclical or otherwise.

Considering mortgage delinquency and foreclosure rates in evaluating a given real estate market are essential as it can be an early indicator of the market's overall health. According to recent data published in May 2020 by the Consumer Financial Protection Bureau (CFPD), Florida's mortgage delinquency rate, which is defined by a homeowner being 30 to 89 days delinquent on payment slightly increased from 2% in December 2018 to 2.2% in December 2019. Broward County also experienced a similar trend with a slight increase in the mortgage delinquency rate of 2.6% in December 2019 when compared to a year ago.

According to recent reports, the national 30 days or more mortgage delinquent rate jumped nearly 4% to 8.22% during the second quarter of 2020, when the economic fallout from the coronavirus pandemic really began taking hold. In the months leading to the coronavirus (COVID-19) pandemic, the U.S. mortgage performance was showing sustained improvement. The shelter-in-place orders and business closures in March 2020 significantly impacted the unemployment level causing financial distress and homeowner's ability to make monthly mortgage payments. The U.S. Congress stepped in to help and passed the $2 trillion Coronavirus Aid, Relief and Economic Security or CARES Act in March 2020 that includes special aid for homeowners who were economically impacted by the pandemic. Homeowners with federally backed loans are eligible to enter the forbearance program allowing them to temporarily suspend or reduce mortgage payments for up to two consecutive 180 days period. The long-term impact of the pandemic on the real estate market is uncertain at this point.

The City of Pembroke Pines' population has progressively grown by 9% over ten years, an average of about 1% year-over-year, from a total population of 154,019 in 2010 to 168,023 in 2019. Broward County currently has an estimated population of more than 1.9 million as of July 2019. Generally, increases in population levels over a relatively brief period can heighten the demand for property in a given area, and can consequently drive up prices. Particularly, the influence of population growth upon household property demand and pricing are more acutely shaped.

In September 2020, the USCB and the U.S. Department of Housing and Urban Development (HUD) jointly announced that there were about 1,470,000 building permits issued nation-wide for single-family homes in August 2020, which is about 0.1% lower when compared a year ago. The City of Pembroke Pines experienced increasing levels of permit activity over the ten-year period, the table below shows the ten-year history of building permits, the valuation of construction, and the gross assessed value of properties in Pembroke Pines from 2010 to 2019. In 2019, the total number of permits issued by the City has decreased by 16% from 11,306 in 2018 to 9,518 in 2019. The value of construction over the past year decreased by 19.3% or $58.9 million, however, the gross assessed value of overall properties increased by 5%, or $1.03 billion.

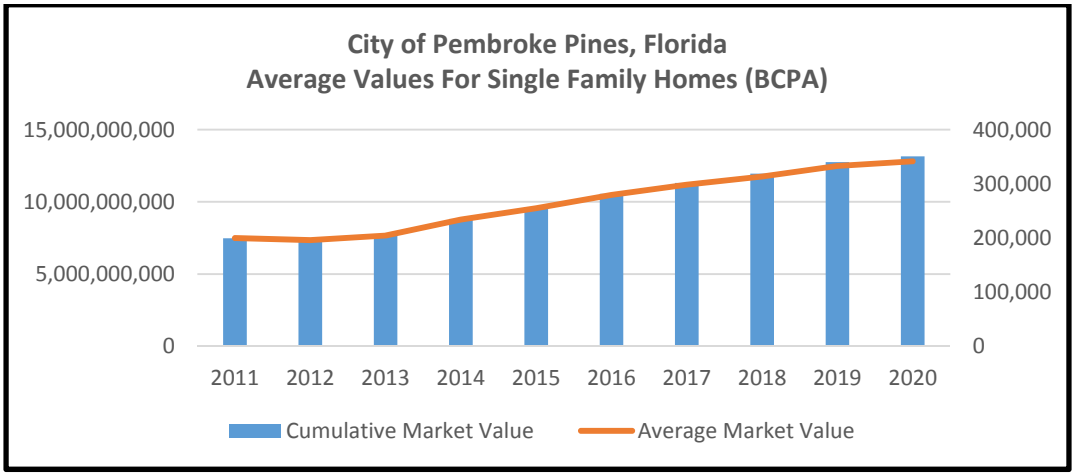
City of Pembroke Pines, Florida
Property Value and Construction (1)
Last Ten Fiscal Years

		Miscellaneous		Residential		Commercial			
Year	Total Permits Issued	Permits Issued (2)	Valuation	Number of Units	Valuation	Number of Units	Valuation	Total Value of Construction	Gross Assessed Value (3)
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
2018	11,306	11,015	119,728,157	270	114,184,101	21	72,069,999	305,982,258	18,793,239,672
2019	9,518	9,429	181,225,989	73	11,566,937	16	54,249,012	247,041,938	19,824,761,886

(1) Source: City of Pembroke Pines Building Department.
(2) Miscellaneous permits include remodeling, partitioning, and interior completions.
(3) Assessed value certified by Broward County Property Appraiser at 100% of estimated market value ("just value") as required by State Statute.

The real estate market of the City of Pembroke Pines was hit hard by the housing crash of the late-2000s, which brought the housing market down to a low of $195,968 for the average single-family home market value at the start of 2012. According to the Broward County Property Appraiser (BCPA), the average market value

for a single-family home in the City of Pembroke Pines is $341,396 as of June 2020 which increased by 2.6% from $332,750 in 2019. The cumulative property value for single-family homes in the City as of June 2020 amounted to $13.1 billion, this is about a 3.1% increase from a year ago.



The real estate market in Pembroke Pines has been moving in a steadily upward 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. The State of Florida recorded the lowest unemployment rate in January 2020 since 1976 based on the U.S. Department of Labor, Bureau of Statistics Report. However, due to the economic slowdown caused by the pandemic, the unemployment rate for Florida reached an unprecedented rate of 14.5% as of May 2020. Florida's seasonally adjusted unemployment rate was 7.4% in August 2020, down 4% from the revised July 2020, and up 4.4% from a year ago. The U.S. unemployment rate was 8.4% in August 2020.

Broward County's job report indicated a 9.3% unemployment rate in August 2020, a significant improvement from a 16% reported in May 2020. Broward County is experiencing the negative effects of the COVID-19 crisis across all industries with the leisure and hospitality industry as the most impacted sector with a job decrease of 46%, which represented 45,500 fewer jobs in this sector. As more businesses began to re-open in May, private employers rehired some of the workers who had been temporarily laid-off or furloughed in March and April. Broward County added about 25,500 jobs from April 2020 to May 2020 with construction, financial activities, professional and business services, manufacturing, and trade/utilities sectors leading the most gains. The employment forecasts are heading in the right direction but it is uncertain as to how long it will take to recover the jobs lost during the height of the pandemic in March and April 2020. COVID-19 related reemployment assistance claimants in Broward County significantly dropped from about 110,000 initial claimants in May 2020 to approximately 39,000 in June 2020, a positive sign that the Broward economy appears to be turning the corner as more businesses are reopening.

The City of Pembroke Pines' top ten employers consisted mostly of medical facilities and national supermarket brands (Target, Walmart, Publix, and Costco) both of which are categorized as essentials businesses when the government shuts down most of the economy. The county-wide survey conducted by the Greater Fort Lauderdale Alliance and Broward County (GFLABC) in May 2020 indicated that the healthcare industry is among the sectors that experienced revenue growth during the pandemic.

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

CPI for the Miami/Fort Lauderdale/West Palm Beach metropolitan area increased by 1.0% from June to August 2020 according to the BLS.

Summary

According to EDR, Florida's population growth is the state's primary engine of economic growth, fueling both employment and income growth. Florida's growth which is mainly driven by net migration grew by 1.77% between April 1, 2018, and April 1, 2019, which is also reflective of the City's population growth of 1.6% between 2018 and 2019.

Since the offset of the COVID-19 pandemic, several legislative acts, including the CARES Act, were signed into law. The acts established several temporary programs and provided additional funding for existing federal programs to support individuals, communities, and businesses impacted by the pandemic. These federal government economic responses provided budgetary relief to Florida and to Broward County. As of August 2020, the City received approximately $10 million in federal financial assistance from various agencies.

The economic overview published by EDR in September 2020 depicted a bleak outlook on Florida's economic growth for the remainder of 2020 due to the pandemic's impacts. Florida job losses were more widespread in March and April as the state's social mitigation efforts shuttered business activity, leading to historic job losses across most Florida economy sectors. Apart from the initial employment surge related to the reopening in May and June 2020, any economic rebound is restrained by the availability of an effective vaccine. As the most prominent economic driver, Florida's tourism industry still faces significant uncertainty due to a lack of confidence to travel, lost discretionary income, and fear of the second wave of the outbreak. Several industry groups have already predicted that it will take at least two years to recover from this pandemic.

LONG-RANGE ECONOMIC PLANNING

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

Overall Long-Term Municipal Goals

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

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

Building Our Future Program

The Building Our Future Program is being financed with General Obligation (G.O.) Bonds, which was passed by referendum in March, 2005. The City has issued the entire $100.0 million of G.O. bonds authorized by the referendum. The last issue was in May 2015 for $10.0 million primarily to fund the civic center project. The original G.O. bond projects were appropriated in the 2004-05, 2006-07, and 2014-15 budgets; unspent appropriations will be carried forward to the 2020-21 working budget. The Building Our Future Program provided funding for the following:

- Street and traffic flow improvements at various locations throughout the community
- Additions and improvements to the parks and recreational facilities
- Acquisition of open space
- Community facilities

As of September 2019, the City Commission has approved a total of 156 projects. Of these projects, 119 have been completed, 1 project is in the planning/design phase, 14 projects have been re-allocated, and 22 projects have been eliminated. Since September 2018, 1 project has been completed. The original $100,000,000 borrowed plus interest earned, property sale net proceeds, bond discounts, and miscellaneous receipts totals $118,500,961. Of this amount, 98.76% or $117,026,788 has been spent or allocated.

Economic Development Strategic Plan 2014-2019

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

The plan reflects stakeholder interviews and a SWOT (Strengths-Weaknesses-Opportunities-Threats) survey process. Based on these findings six common themes emerged. Each was crafted into a specific goal (the

desired outcome) and milestones (objectives) were established to gauge the achievement of those goals. In addition, strategies were developed to stipulate how activities and programs will be conducted to achieve the goals and objectives. The selected strategies address most of the City's major liabilities and/or its opportunities for future growth. In essence the strategic plan provides the institutional framework necessary to improve the economy of Pembroke Pines. The EDSP is reviewed annually in order to determine the status of the objectives and strategies and updated as appropriate. Approximately 85% of the strategies outlined in the EDSP were implemented by the end of the 2019 fiscal year. The Planning and Economic Development Department has proposed updating the plan during the 2020-2021 fiscal year.

Goals of the Plan

Within the EDSP, specific goals were created to act as an action plan for change. The goals all revolve around improving the quality of life for residents and businesses. The goals act as a theme for the EDSP. The goals were created as a result of significant public input and include:

- Goal 1: Position City Image, Climate, and Brand for Economic Development
- Goal 2: Position the City for Economic Development
- Goal 3: Develop Product – Land and Buildings
- Goal 4: Promote Economic Redevelopment throughout the City
- Goal 5: Develop Infrastructure for Balanced Growth
- Goal 6: Improve Quality of Life - Community Development

Within each of the Goals are Objectives and Strategies to guide the plan. Due to the nature of desired outcomes, there is significant overlap between the objectives and strategies as well as the stakeholders involved in each of these areas. The following sections describe how the City, over the past 5 years, has attempted to accomplish the goals of the plan and the outcomes that have occurred within the community as a result of the City's approach to Economic Development.

Proactive Strategy

Positioning the City

The City's Zoning Code was established nearly 50 years ago and had typically Euclidian standards for development. The city has also initiated code amendments to stimulate economic growth. In September 2014, the city created a Planned Small Lot Development District to promote development of vacant, by passed or underutilized parcels. This new zoning category allows greater flexibility for the development of single or mixed use projects on smaller lots that have innovative designs which support the creation of high quality employment opportunities, provide for diversity of housing stock, and/or improve the overall economic viability of that area within the City. Further, in October 2014, the City formed a Planned Industrial Development District to encourage development of the US-27 and Sheridan Street industrial corridors.

The City also worked with one of its largest employers, Memorial Health Care System to create a medical development zoning district. In 2016, the City Commission approved the creation of the Hospital District zoning classification, enabling Memorial Health Care to create design guidelines encompassing a short and long term master plan.

Community involvement has been crucial to the implementation of the City's EDSP as the Planning and Economic Development Department continues to host workshops with developers, Home Owner Associations (HOAs), and management companies to discuss code concerns as well as future amendments. In conjunction with the City's Economic Development Board, the City conducted a business survey reaching over 10% of the City's businesses. The City held business roundtables where developers and land owners could discuss issues that arise during the development process. One of the key findings during these meetings was concerns related to the zoning code and how difficult it was for businesses to understand and interpret.

In 2019, the City's Planning and Economic Development Department began a comprehensive rewrite of the Code. The City will reorganize and simplify the City's land development regulations, providing an easier avenue for both businesses and residents to redevelop their properties. Beginning in January 2020 and proceeding through December 2020, Planning and Economic Development Staff has brought individual articles

from the new land development code to both the City Commission and Planning and Zoning Board for review and comments. Staff anticipates adoption of the Land Development Code by December 2020 with implementation beginning in January 2021.

City Facilitated Development

Raintree

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

City Center

The City has a history of strategic real estate transactions and has partnered with the development community to build projects that add to the City's tax base as well as protect and enhance the quality of life for its residents. Development of the City Center is a major component of the EDSP and is pivotal to promoting the business identity of the City. Completion of the 165-acre mixed-use City Center (located at the southwest corner of Pines Boulevard and Palm Avenue) is progressing. The 27.2 acres that were sold to Mill Creek Residential Trust (MCRT) is fully developed with 700 multi-family units that are being leased. In addition, the 365 luxury rental units that were built by the Related Group on a +/-11-acre City Center parcel are currently being leased as well. The remaining +/-46 developable acres of the City Center property 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 is developing the project in four phases. Phase 1 (17 acres), featuring 150,000 square feet of commercial use, was completed in late 2018 and was subsequently sold to TA Realty, LLC for $80 million. Phase 1 is anchored by a Publix Grocery store and a Cooper's Hawk Winery, and provides a mix of retail shops and restaurant space. Phase 2A of the project was completed in early 2020 and features 387 rental apartment units. Phase 2B is under construction and will feature approximately 120,000 square feet of commercial use. The main buildings of phase 2B were completed in summer 2020 with individual tenants beginning their buildouts. The main tenants of this phase include Chuys Tex Mex restaurant, McAlister's Deli, and Hobby Lobby. Construction of this phase was impacted by the COVID-19 pandemic. Phase 3 of the project is the redevelopment of the northern portion of the former City Hall parcel (+\-6.5 acres). The City and Terra World have not yet closed on Phase 3 of the project as plans are still being evaluated, this project has also been slowed due to the pandemic. The City has placed 3.15 acres of the former City Hall parcel under contract with Providence One, who intends to develop a 130 bed assisted living facility. The developer has obtained all initial approvals and is in the permitting phase of the project. The City and Providence One anticipate closing on the transaction by September 2021.

Apart from the commercial and residential developments, a multi-purpose civic center, named the Charles F. Dodge City Center, was built at the City Center site. The development of the civic center is a City project, which was financed by General Obligation Bonds and proceeds from the sale of land. The Charles F. Dodge City Center consists of three buildings: (a) a commission chamber, (b) an art gallery, and (c) a combined city hall and great hall. The new city hall houses all of the departments that were located at the old city hall as well as the emergency operations center (EOC). The impressive 24,000-square-foot great hall offers room for approximately 3,200 guests seated for concerts, 1,300 guests for large classroom/lecture type events, 1,140 guests for banquet style events, and space for over 160 exhibits for convention type shows. The design for the area surrounding the civic center site consists of a 1-acre central plaza that will connect the civic center to nearby restaurants/retail, a boardwalk around the adjacent lake and parking area, as well as an 11,000-square-foot stand-alone art gallery.

Broward Correctional Institute Property

Annexation of Broward Correctional Institution Property, which was purchased by the City and resold to Core5 Industrial Development, was finalized in September 2015. Core5 Industrial is developing a 750,000-square-foot industrial park on this 66-acre parcel. The first building consisting of approximately 225,000 square feet was completed and sold to Sheridan Street Real Estate Investments for $35 Million in February 2019. The second building with approximately 250,000 square feet was completed and sold to Sheridan Street Real Estate Investments B in January 2020. The remaining land was sold in March 2020 and the owner is creating a development plan for the final building. VPX Pharmaceuticals is the primary tenant on the site and is undergoing interior buildouts of the structures. The development of this property is helping to diversify the City's economy adding a new corporate headquarters as well as distribution and manufacturing space.

16000 Pines Market

In addition, the 27-acre South Florida Processing and Distribution Center was purchased by the City and placed under contract with Terra World, LLC for a mixed-use development called 16000 Pines Market. Terra closed on the northern 13 acres of the property and constructed a new post office per the approved redevelopment plan. Terra demolished the 340,000-square-foot building and has begun construction on the development of a 120,000-square-foot commercial center with retail, office and restaurant space. The second phase of the project, will include a residential town home community with direct connectivity to the commercial space. The 27-acre redevelopment will add new properties to the City's tax roll, generate new revenues and bring uses to the highly visible corner that are more compatible with adjacent uses.

Diversification of the City's Economy

Office Sector

As the City approaches build out, there has been a push consistent with the EDSP to bring new industries and employment opportunities to the City. The development of the Pembroke Pointe office park consisting of the Duke Building and Edison Buildings is providing new homes for corporate headquarters and large office users. Upon completion the project will feature nearly 500,000 square feet of Class A environmental friendly office space in a campus style setting along the highly visible I-75 corridor. The TPA group is in the process of leasing building one of the Edison and is in permitting for building two with construction expected to be completed in summer 2021. New office construction is helping to diversify the City's economy and was a primary goal of the EDSP.

Industrial Sector

In addition to the South Florida Distribution Center, new industrial and warehouse spaces are being developed. In 2018, the 170,000-square-foot Bergeron Distribution Facility was built and is now home to both distribution and light manufacturing tenants. The project is part of the over 300-acre Bergeron Park of Commerce, which is nearly 100% leased as of summer 2020. Sheridan Palms industrial park has completed the second phase, adding an additional 75,000 square feet to the Sheridan Street Industrial Corridor. Since the approval of the EDSP, the City has approved nearly 1 million square feet of new industrial development and industrial tenants are occupying hundreds of acres that previously had agricultural tax exemptions.

Health Care Sector

In the medical sector, the Memorial Health care system has completed their 1,500 space parking garage to complement their new bed tower and graduate medical school facility. The City's expanding health care sector is providing essential facilities that support our residents as well as create new high paying jobs in the community. The Memorial West Campus is also preparing to expand to the south, as Memorial Health Care has acquired vacant commercial space adjacent to their campus. Memorial Health Care will be submitting plans to entitle the property by end of 2020.

Citywide Improvements

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

SWOT Analysis

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

Strengths	Weaknesses
• Quality of Life: Housing, Safety, Municipal Services, Low Crime, Parks & Recreation • Location/Road Access • Education • Diverse demographics- good median income, ethnicity, race, young/old population • Pro-business government, good City staff	• Traffic and need for mass transit • Aging east side housing and retail • Need for Economic Development Plan and incentives • Planning/Zoning issues • Lack of non-residential land for development • Lack of industrial Land & Business Parks
Opportunities	**Threats**
• Traffic, Mass Transit, Public Transportation • Develop an International Trade Program • Need Business Recruitment Plan, Incentives Plan, and Funding for Economic Development efforts • Completion of City Center	• Not dealing with traffic and traffic related issues, crowded roads • Declining Municipal Services - Police, Fire, Water, and Sewer • Lack of will and no viable economic development plan, no plan for financing economic development • Decreasing housing values and aging housing

Economic Development Strategic Plan – Goals, Objectives, and Strategies

GOAL 1: Position City Image, Business Climate, and Brand for Economic Development
Overall, this goal calls for the repositioning of the City's thinking from being a bedroom community comprised of residential and shopping to a community committed to economic development and expanding the City's tax base.

Objective 1.1: Promote the business identity of the City
- Strategy 1.1.1: Promote the City as a place for business
- Strategy 1.1.2: Create a new Brand (City is more than residential, retail, and education)
- Strategy 1.1.3: Emphasis strategic regional location
- Strategy 1.1.4: Promote Quality of Life (Education, Housing, Municipal Services, City Charter School Arts and Culture)
- Strategy 1.1.5: Promote City Center as the new Downtown
- Strategy 1.1.6: Promote Civic Center as a regional business venue and cultural asset

Objective 1.2: Maintain proactive City government
- Strategy 1.2.1: Continue to actively promote responsible growth
- Strategy 1.2.2: Approve and fund a five-year Economic Development Plan and staffing (to include professional development funds)
- Strategy 1.2.3: Adopt Vision of Balanced Growth
- Strategy 1.2.4: Continue to support and fund infrastructure needs for economic growth
- Strategy 1.2.5: Inform development community of regulatory changes, i.e. LDRs, Building Code, etc.

GOAL 2: Position the City for Economic Growth

Create new partnerships to support existing and new businesses and promote available sites/buildings.

Objective 2.1: Promote available sites and buildings
- Strategy 2.1.1: Identify key sites and buildings for economic development opportunities
- Strategy 2.1.2: Develop plan to market land/building assets
- Strategy 2.1.3: Collaborate with commercial real estate brokers and the Greater Fort Lauderdale Alliance for updates of the data on the web directory of sites and buildings

Objective 2.2: Create innovative partnerships to support existing businesses and expansion
- Strategy 2.2.1: Work with businesses to create, attract and retain target industries
- Strategy 2.2.2: Develop a comprehensive existing industry program to include a survey of existing businesses
- Strategy 2.2.3: Explore options for collaborating with the private sector
- Strategy 2.2.4: Increase the awareness of local, state and regional resources to assist with retention, attraction and growth of value-added businesses
- Strategy 2.2.5: Schedule regular meetings with commercial real estate brokers and conduct FAM tours
- Strategy 2.2.6: Support Broward College Aviation Program for workforce development

Objective 2.3: Create a regulatory environment that embraces collaboration and cooperation
- Strategy 2.3.1: Identify and revise regulations that inhibit business growth
- Strategy 2.3.2: Explore business friendly policies that encourage business attraction and retention
- Strategy 2.3.3: Continue to work with other City departments to further streamline the development process

Objective 2.4: Evaluate current City economic development toolkit
- Strategy 2.4.1: Develop and adopt guidelines for awarding incentives
- Strategy 2.4.2: Develop new incentives for existing and new businesses
- Strategy 2.4.3: Explore using eminent domain for economic development
- Strategy 2.4.4: Explore creation of a business incubator with an institution of higher education
- Strategy 2.4.5: Conduct economic and fiscal impact analysis on land use and zoning changes

Objective 2.5: Evaluate Economic Development staffing and funding
- Strategy 2.5.1: Evaluate staffing plans based on the approved EDSP
- Strategy 2.5.2: Promote professional development to include conferences, training, and professional memberships (state and national)

Goal 3: Develop Product - Land and Buildings

The City is in need of increasing the availability of developed sites for businesses. In order to do this, the City will need to collaborate with both public and private sectors.

Objective 3.1: Increase available Shovel-Ready sites for office uses, manufacturing, research & development, distribution
- Strategy 3.1.1: Work with landowners to develop sites for office, manufacturing, research and development, distribution

Objective 3.2: Identify key parcels that can be readily converted to shovel ready sites
- Strategy 3.2.1: Compile inventory of land and ownership of properties zoned and ready for detailed master site planning
- Strategy 3.2.2: Meet with landowners/developers of larger land holdings to determine actions needed to develop shovel ready sites

Objective 3.3: Encourage development of Class "A" office and business parks at or near I-75
Strategy 3.3.1: Create policies that will expedite infrastructure for Class "A" office and business park investment
Strategy 3.3.2: Lead in the creation of public/private partnerships to prepare the City to attract business investment
Strategy 3.3.3: Develop ways the City can partner with developers to creatively structure financing for infrastructure needs and reduce impacts of regulatory demands

Objective 3.4: Encourage development of the US-27 Corridor for industrial uses
Strategy 3.4.1: Explore US-27 corridor for industrial
Strategy 3.4.2: Collaborate with Bergeron Park of Commerce to fully develop
Strategy 3.4.3: Create a flexible Industrial Planned District

GOAL 4: Promote Economic Redevelopment throughout the City

Redevelopment efforts have been identified in all three areas of the City.

- Eastern Section: North Perry Airport, Howard C. Foreman Human Services Campus
- Central Section: Development of the City Center and Development of a Medical District Plan
- Western Section: Broward Correctional Institution Property and South Florida Processing and Distribution Center

Objective 4.1: Promote Redevelopment in the Eastern Section of the City
Strategy 4.1.1: Work with Broward County Aviation on development opportunities at North Perry Airport that could include an Airport Overlay District
Strategy 4.1.2: Work with Broward County Aviation to improve aesthetics of its lands bordering major roadway corridors
Strategy 4.1.3: Explore development opportunities with Space Florida for North Perry Airport
Strategy 4.1.4: Promote Senator Howard C. Forman Human Services Campus as a Health Park
Strategy 4.1.5: Prepare a detailed Master Plan to update the 2007 Senator Howard Forman Health Services Concept Plan
Strategy 4.1.6: Partner with a Developer to fully plan and develop a Health oriented Business Park on the Senator Howard C. Forman Services Campus
Strategy 4.1.7: Develop a Redevelopment Overlay District
Strategy 4.1.8: Develop a Redevelopment Plan for the older strip retail and commercial corridors
Strategy 4.1.9: Create Redevelopment Overlay to allow for expansion of site depths along University and Pines Blvd corridors including street closures.
Strategy 4.1.10: Promote mixed use redevelopment strategies to enhance economic development in commercial corridors
Strategy 4.1.11: Create a small neighborhood grant program to fund small community identified priority projects where residents take responsibility for the ongoing operation and maintenance
Strategy 4.1.12: Improve the aesthetic quality of common areas, medians and swales through improved landscaping and maintenance

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

Objective 4.3: Promote Redevelopment in the Western Section of the City
Strategy 4.3.1: Prepare reuse and annexation plans for the Broward Correctional Institution Property
Strategy 4.3.2: Purchase South Florida Processing and Distribution Center
Strategy 4.3.3: Develop Reuse Plan for South Florida Processing and Distribution Center

Strategy 4.3.4: Improve the aesthetic quality of common areas, medians and swales through improved landscaping and maintenance

GOAL 5: Develop Infrastructure for Balanced Growth

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

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

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

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

GOAL 6: Improve Quality of Life - Community Development

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

Objective 6.1: Develop a list of unmet amenities for the City to pursue
- Strategy 6.1.1: Examine gaps in services (i.e. theatres, bowling alleys, skating rinks, and other evening activity generating uses)
- Strategy 6.1.2: Promote the Civic Center as a regional business venue and cultural asset
- Strategy 6.1.3: Explore opportunities for additional art and cultural venues and events

Objective 6.2: Maintain a range of housing products
- Strategy 6.2.1: Continue to promote a full range of housing products within the City
- Strategy 6.2.2: Encourage housing density within the Central and Eastern sections of the City
- Strategy 6.2.3: Encourage redevelopment of older housing inventory

Objective 6.3: Explore new municipal services to accommodate the youth and the senior population
- Strategy 6.3.1: Promote municipal services for the City's aging population
- Strategy 6.3.2: Promote after school amenities/services for the City's younger population

Green Plan

The Green Plan was adopted by City Commission on November 5, 2014, by Resolution No. 3432. It identifies current policies, procedures, initiatives and objectives that are aimed at protecting limited natural resources, energy efficiency, responsible development and transportation, waste reduction, community empowerment, and governmental leadership. The objective is to guide City leadership and engage our community in proactive sustainable solutions. It is the platform upon which we will develop a resilient community as it emphasizes conservation and efficiency as an indispensable part of our economy.

The Green Plan serves as a framework to create a more livable community for the City. The City's mission is to provide a quality of life that will foster the desire to live, work, play, raise a family, and retire. The City's goal to create a more livable community can be accomplished by following the principles below:

- Improving the quality of life within our communities
- Fostering a culture of environmental stewardship
- Responsible economic development
- Understanding the interconnectivity of our communities to the region
- Leadership by example
- Adhering to the triple bottom line

The Green Plan's goals are to increase the quality of life for current/future generations, and to make sure residents have access to clean water, food, shelter, transportation, vibrant communities, and a healthy environment.

The six key areas that are essential for achieving the City's mission and goals are as follows:

- Natural resources and environmental design
- Energy efficiency and conservation
- Built environment and transportation
- Waste reduction and recycling
- Community outreach and empowerment
- Leadership and city operations

Green Plan – Goals and Initiatives

GOAL 1.1: Natural Resource Enhancement

Current Initiatives:

- City staff are rewriting the landscape code in order for all users to better understand and interpret the code
- The adoption of the Florida Friendly Landscaping practices (in 2010), which requires that at least 50% of landscape is Southeast Florida Native
- Participation in NatureScape Broward - a Broward County initiative that focuses on landscapes that conserve water, protects water quality, and creates wildlife habitat
- National Wildlife Certification - Pembroke Pines recently became one of the largest cities within Florida to participate in the National Wildlife Federation's certificate program

GOAL 1.2: Protect Air Quality

Current Initiatives:

- Tree removal permits
- Increase tree canopy by 30% by 2030
- Restricting and regulating industrial businesses that may contribute to pollution
- Increasing the diversity of species being planted and approved to ensure diversity resilience

Goal 1.3: Protecting Ecosystems

Current Initiatives:

- Designation and protection of Eagle Sanctuary located in Western Pines
- Designation and protection of the Taft/Palm Bird Rookery through monitoring and landscape maintenance and enhancement
- Continually coordinate mitigation efforts for all new development
- Monitor and maintain approximately 620 acres of wetlands
- Support of the Comprehensive Everglades Restoration Plan and prohibition of development within the Florida East Coast Buffer Zone

GOAL 1.4: Water Conservation

Current Initiatives:

- Incorporation of conservation into the City's Comprehensive Plan
- Promoting xeriscaping techniques
- Disallowing potable water for irrigation
- Partnership with Broward County's Energy Sense rebate program
- Continuing to enforce water restrictions set for by South Florida Water Management District
- Partnership with Broward County to evaluate irrigation systems on public lands to ensure efficiency
- Dedication to preserving groundwater resources through aquifer recharge and conservation
- Continually adhering to water conservation best management practices
- Exceeding water treatment standards for possible water reuse
- Allowing residents the use of rain barrels for rainwater harvesting and irrigation

GOAL 2.1: Energy Efficiency

Current Initiatives:

- Encouraging energy efficiency in new developments
- LEED™ Silver Standard for all new construction of City owned building projects
- Downsize vehicle fleet and support the use of fuel efficient vehicles
- Support and encourage the use of renewable energy
- Energy efficient upgrades to HCF Health Campus

GOAL 2.2: Energy Conservation

Current Initiatives:

- Reduction of five day work week to four day work week for general shift employees
- Purchase of Energy Star™ office supplies
- Contracted Investment Grade Energy Audit to evaluate consumption and propose construction projects
- A culture of environmental stewardship

GOAL 2.3: Renewable Energy

Current Initiatives:

- Diversifying energy portfolio through added solar components
- Installation of a GeoThermal Pool Heating and Cooling system. GeoThermal is thermal energy that is generated and stored in the Earth.

GOAL 3.1: Green Development

Current Initiatives:

- In 2008, the City passed Ordinance 1622 to ensure all new City owned construction projects meet LEED™ Silver Certification
- The City has seven LEED™ certified buildings within the City
- Plans are in place to build a LEED™ Silver Certified City Hall/Civic Center within the next several years
- General support of Green Development on City Center property

GOAL 3.2: Smart Growth

Current Initiatives:

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

GOAL 3.3: Transit Oriented Development (TOD)

Current Initiatives:

- General support for transit hubs throughout the City
- Park and Rides (Express Buses) situated along Pines Boulevard, Flamingo Road, and University Drive
- Recognizing the need for regional connectivity and collaboration
- Encourage new housing to locate on or near major corridors, regional intermodal facilities, and regional centers
- Continue to work with the county and the local Metropolitan Planning Organization (MPO)
- Continue to encourage the use of public transit
- Participation in the University Drive Mobility Improvements Planning Study

GOAL 3.4: Mobility

Current Initiatives:

- Pines Shuttle Bus currently transports approximately 218,000 passengers per year using three routes
- The county currently operates Broward County Transit
- Many senior communities, including Century Village, in Pembroke Pines operate a transit system that transports seniors to nearby shopping centers and commercial areas.

GOAL 3.5: Healthy Communities

Current Initiatives:

- The City established an Organic Community Garden near the City Center in 2011
- The City supports the establishment of Farmers Markets
- The City has a range of grocery options
- The City has a range of international culinary cuisine

GOAL 3.6: Historic Sites
Current Initiatives:
- Commitment to preserving and protecting the Florida Everglades
- Preserving the original Pembroke Pines City Hall
- Preserving Perry Airport

GOAL 4.1: Waste Management Plan
Current Initiatives:
- In 2009, the City began offering online bill payment and electronic bills to reduce paper waste.
- In 2010, the City initiated a single stream recycling program to allow residents to mix paper, plastic, cardboard, and glass in one container.
- The City encourages the donation of unwanted goods through a donation bin that is periodically setup at City Hall.
- The City constructed a Wastewater Treatment Plant Biosolids Processing and Centrifuge System.

GOAL 4.2: Partnerships
Current Initiatives:
- Partnerships with waste management companies who are dedicated to the protection and preservation of our environment
- Partnership with Reuter recycling plant
- Continued partnership with local waste management provider

GOAL 5.1: Education
Current Initiatives:
- Bi-monthly release of the City Connect
- Recent makeover of the City website www.ppines.com
- Public noticing of City Commission meetings and board meetings
- Voluntary e-mail sign-up of local events and City meetings

GOAL 5.2: Collaboration and Cooperation within the business community
Current Initiatives:
- Retrofits of buildings to ensure they are energy efficient and showcasing them to be environmentally conscious through exceeding City code standards
- The use and purchase of environmentally preferable materials and resources

GOAL 6.1: Leader
Current Initiatives:
- Intergovernmental coordination with various agencies throughout the county
- Internal departmental recycling program
- Retrofitting of City owned and operated buildings
- Policy to build LEED™ Silver Certified standards of City buildings
- National Wildlife Certification of qualified public parks and open spaces
- The City has approximately 85 comprehensive plan policies that are aimed at conservation of natural resources, sustainable infrastructure, and transportation
- The use of Florida Friendly Landscaping™ techniques within certain City properties

GOAL 6.2: City operations are efficient, cost effective, and sustainable

Current Initiatives:

- Practice of environmentally preferable purchasing
- Practice of local preferable purchasing
- Allowing bill payment and sign-up of electronic bills
- Consolidation of office equipment
- Replacement of office equipment with Energy Star rated machines
- Four day work week for general shift employees
- The distribution of electronic agendas for Commission Meetings

BUDGET CALENDAR

JANUARY 2020

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

FEBRUARY 2020

- Finance forecasts status quo personnel expenses
- Departments submit revenue, debt service, personnel, and new program estimates and narratives to Finance
- Departments submit operating and capital expenses
- Departments request new positions and reclassifications
- Performance Measures and Narratives submitted by departments
- HR Director reviews salaries and benefits budgets
- City Manager reviews revenues, new programs, and debt service and meets with department directors and Finance to review the proposed budgets

MARCH 2020

- Budget staff reviews and revises narratives as appropriate

APRIL — JULY 2020

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

AUGUST 2020

- City Commission public workshop on the Proposed Budget

SEPTEMBER 2020

3 First Public Budget Hearing
14 Fire Assessment Hearing
16 Second and Final Budget Hearing — adopt millage rate and Budget
Upload Adopted Budget into the accounting system

OCTOBER 2020

1 Adopted Budget for Fiscal Year 2021 goes into effect
Publish Adopted Budget Book on the City's website
http://www.ppines.com/865/City-Operating-Budget

NOVEMBER 2020

- Commission approves Budget Revisions for fiscal year ending 9/30/2020

Note:
Budget monitoring occurs year round

INTRODUCTION TO THE BUDGET PROCESS

Budget Preparation/Development

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

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

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

3. Each individual department prepares a proposed budget comprised of the following:

    a. Mission
    b. Goals
    c. Objectives
    d. Major Functions and Activities
    e. Budget Highlights
    f. Current-year Accomplishments
    g. Performance Measures
    h. Organizational Chart
    i. Revenue and/or Expenditure projections by line item

4. During February and March, the Finance Department reviews the information for accuracy and proper form, and prepares a budget package for the City Manager.

5. During the months of April and May, the City Manager, the Department Directors, and Finance personnel review the proposed budget and make any necessary revisions.

6. No later than sixty days prior to the close of the current fiscal year, the City Manager submits to the City Commission a budget estimate of the expenditures and revenues of all City departments and divisions for the fiscal year commencing the following October 1st.

7. In August, the Commission holds public workshops and special meetings to review the proposed budget.

Budget Adoption

8. Two public hearings are conducted at the City Commission Chambers to provide all interested persons the opportunity to ask questions about the budget, especially the reason for any increase in ad valorem tax revenues. The commission-approved adopted budget is integrated into the accounting software system and is effective October 1st. It establishes the legal authority to incur expenditures up to the appropriated amount.

9. Section 30.30(F) of the Code of Ordinances requires a majority affirmative vote of the quorum to adopt the budget which, prior to October 1st, is legally enacted through passage of an Ordinance. The budget is adopted at the fund level, which is the legal level of budgetary control. Section 5.06 of the City Charter provides that no officer, department, or agency may legally expend or contract to expend amounts in excess of the amounts appropriated for that general classification of expenditures.

Budget Amendment

10. The adopted budget may be amended as follows:

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

Budget Monitoring/Control

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

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

The hierarchy for reporting and budgetary control is as follows:

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

Capital Budget Process

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

FUND STRUCTURE AND BASIS OF BUDGETING

Fund Structure

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

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

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

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

The City utilizes governmental, proprietary, and fiduciary fund types:

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

The following are the City's governmental fund types:

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

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

1. Road & Bridge Fund
2. FHFC Grants SHIP/CRF
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 2020-21 budgets except the FHFC Grants SHIP/CRF and 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 2020-21 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 2020-21 Budget.

Fiduciary Fund Types

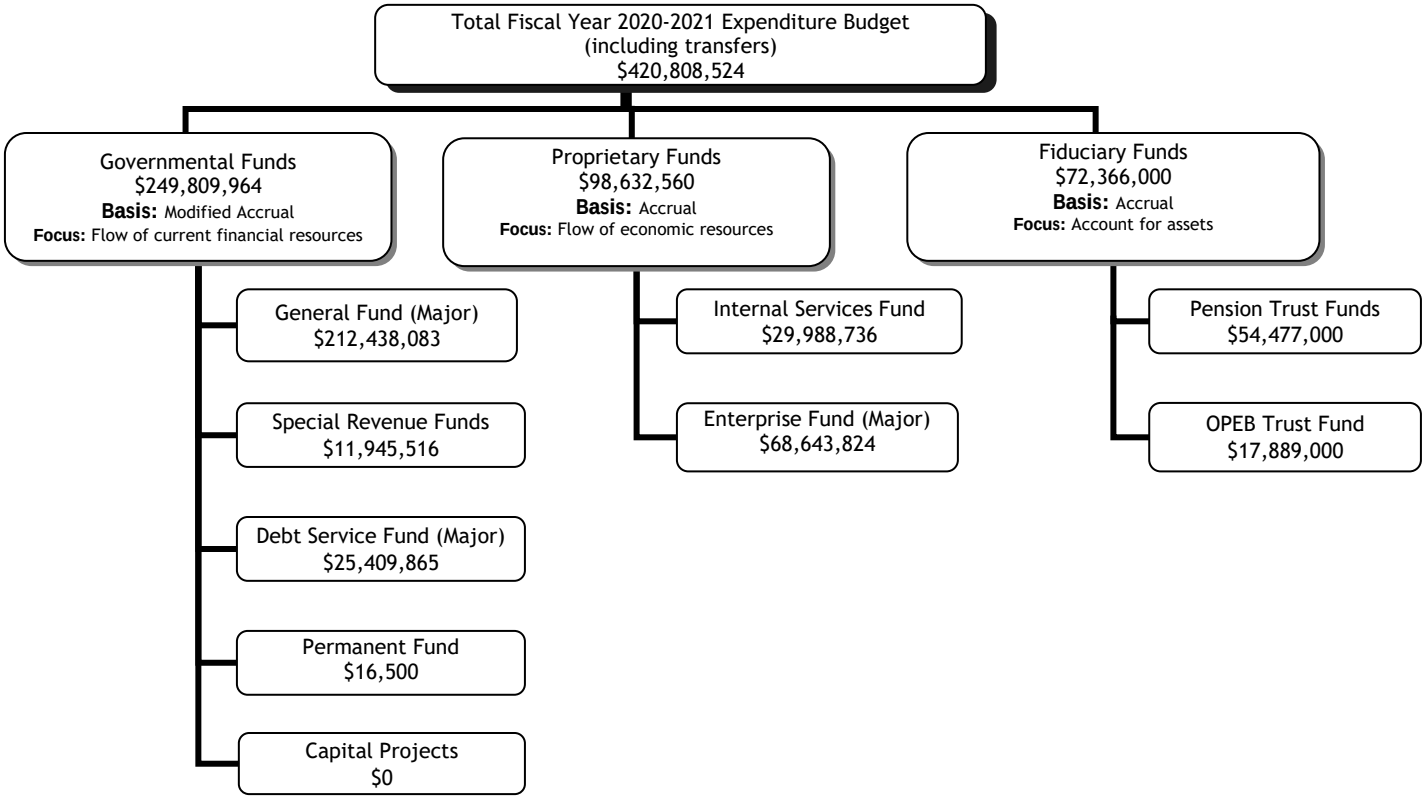
Fiduciary funds are used to account for assets held in a trustee or agency capacity for others. The measurement focus is to account for assets. The City has two fiduciary fund types:

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 61.3% 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.

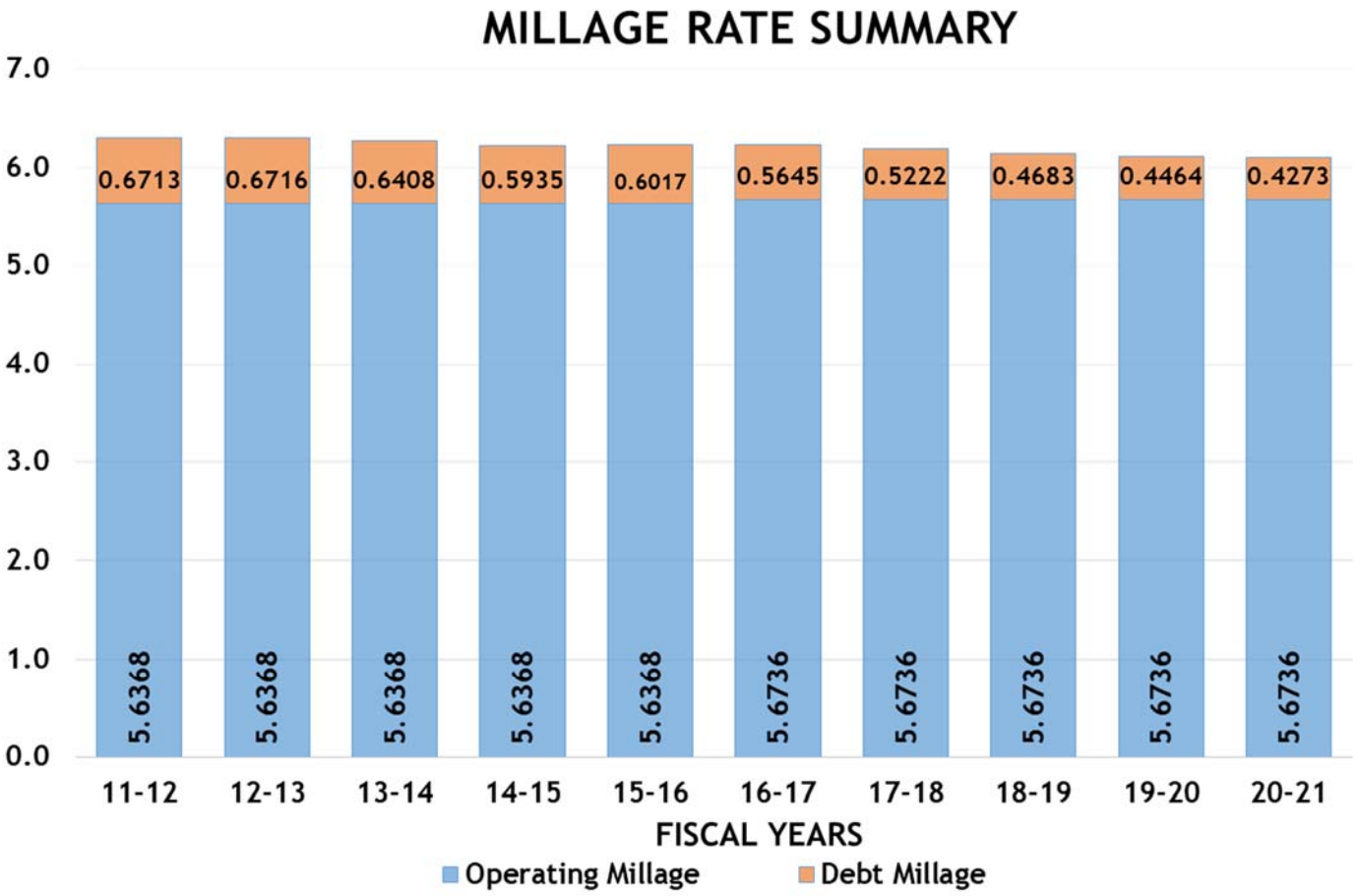
The City's staff complement comprises of employees hired directly by the City (authorized positions) and those hired through a private company. The City-wide authorized position count shows a net increase of 26 full-time positions and a net decrease of 16 part-time positions. Overall the changes are the result of aligning resources to meet existing needs and capitalize on cost savings. Below is a summary of the changes in the full-time and part-time position count. All position changes are presented by division in tabular form later in this section.

Summary - All Funds Net Changes in Positions		
Deletions	**F/T**	**P/T**
Recreation Specialist - reduction for cost savings after employee retirement	(1)	
P/T Teacher Aide - reduction in vacant positions for cost savings		(8)
Utilities Project Manager - Utilities administration restructuring	(1)	
Convert P/T School Resource Officer to Police Officer	-	(7)
Delete Vacant Clerical Specialist II for cost savings	(1)	
P/T School Resource Officer - Cancellation of Broward College Contract	-	(1)
Deletions Subtotal	(3)	**(16)**
Additions	**F/T**	**P/T**
Convert P/T School Resource Officer to Police Officer	**7**	
Firefighter/EMT - increased city population and calls for service	4	
Lieutenant - increased city population and calls for service	3	
Police Captain - expansion of SRO Program	1	
Division Major - addition of a third bureau	1	
Police Officer - increased calls for service	4	
Sergeant - increase span of control for additional Police Officers	1	
Police Support Specialist I - increased calls for service	3	
Police Service Aide I - increased calls for service	3	
Assistant Utilities/Compliance Director - Utilities administration restructuring	1	
Assistant Utilities Director - Utilities administration restructuring	1	
Additions Subtotal	**29**	**0**
All Funds Net Change in Positions	**26**	**(16)**

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 6.1009, which is comprised of an operating millage of 5.6736 and a debt service millage of 0.4273.



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 61.9% of General Fund expenditures excluding transfers.

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

Financial Policies

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

Most of the policies represent long-standing principles; traditions and practices that have guided the City in the past and have helped maintain financial stability over the course of its history. The policies are reviewed annually to ensure their continued relevance in an ever-changing environment. Minor changes have been made in wording and organization to clarify the intent of some of the policies.

Balanced Budget Policy

In accordance with F.S. 166.241(2) the City must adopt a balanced budget where revenues and other sources, including balances brought forward from prior fiscal years, must equal the total appropriations for expenditures and reserves. To the extent that the Appropriated Revenues 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 Officer to cost more than $25,000 shall be based on sealed competitive solicitations as determined by the Chief Procurement Officer, except as specifically provided for in Section 35.18(C) which includes exemptions such as:

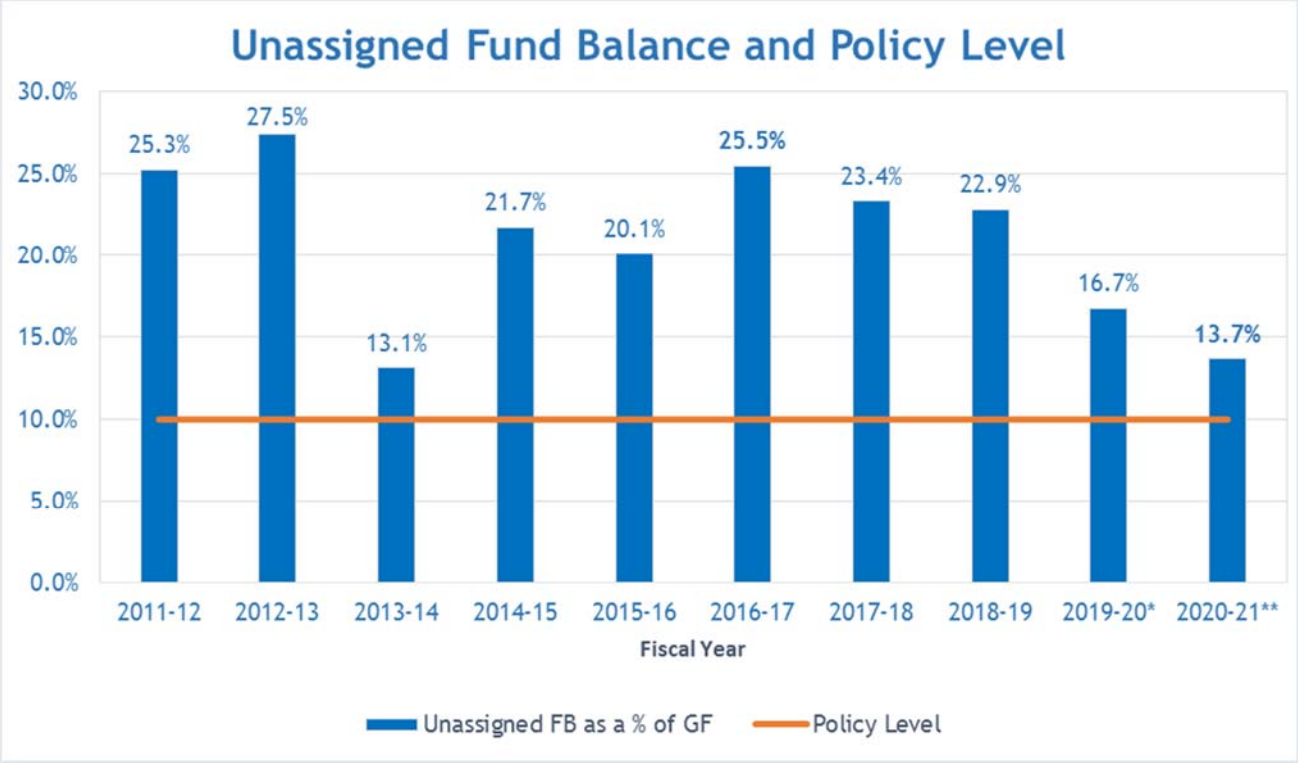
    a. Emergency purchases.
    b. Professional services involving peculiar skill, ability, experience or expertise.
    c. City standard, single-source, and sole-source commodities or services.
    d. Disaster preparedness.
    e. Utilization of other governmental agencies' contracts.
    f. Cooperative purchasing.
    g. Best interest of the City.

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

Fund Balance Policy

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

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



Fiscal Year	Fund Balance - Unassigned	Adopted General Fund Expenditures	Unassigned FB as a % of GF	Policy Level
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	44,573,960	190,753,794	23.4%	10%
2018-19	45,694,277	199,833,387	22.9%	10%
2019-20*	34,979,428	209,021,974	16.7%	10%
2020-21**	29,055,428	212,438,083	13.7%	10%

* Preliminary - Fund Balance Unassigned is based on prior year less 2019-20 Beginning Surplus budget.

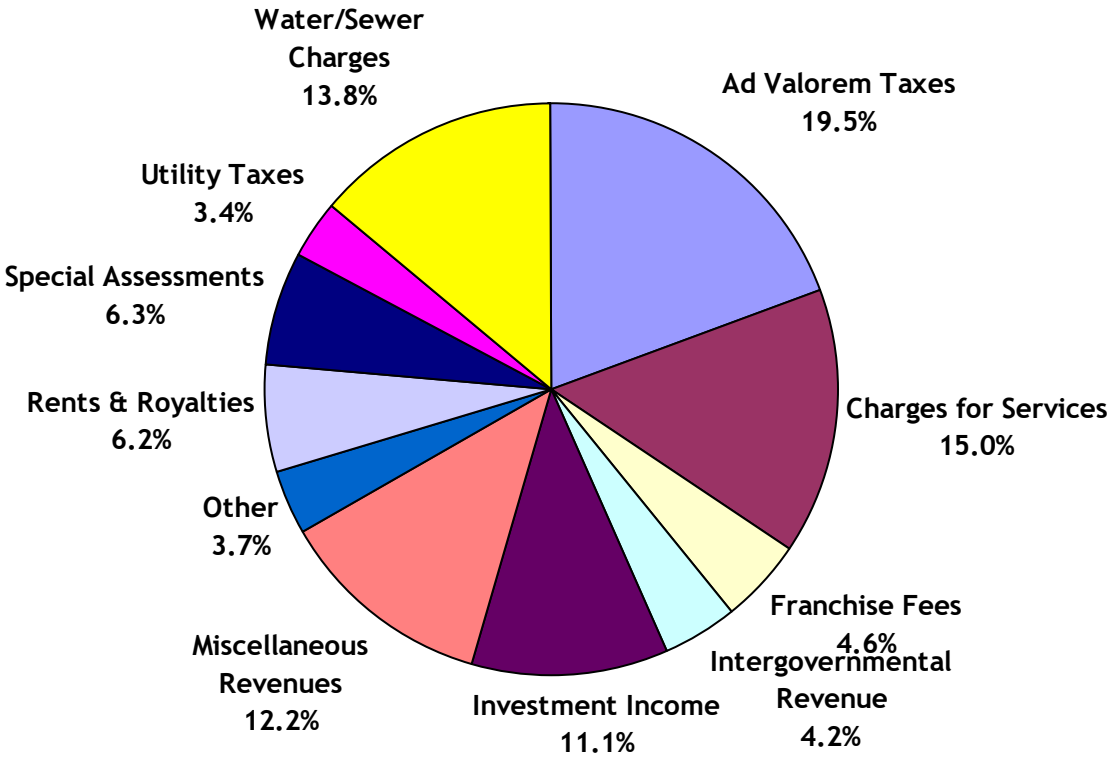
** Estimate - Fund Balance Unassigned is based on prior year less 2020-21 Beginning Surplus budget.

BASIS OF REVENUE AND EXPENDITURE ESTIMATES

The preceding guidelines are the foundation upon which (1) the annual 2020-21 budget and (2) the fiscal year 2020-21 to 2024-25 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%.

2020-21 All Funds Revenue - By Category

Total Revenues (excludes Other Sources) $424,244,881



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

Basis of Revenue Estimates

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

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

Primary Forecast Drivers
Projected Rate of Inflation: 1.87%
Based on the 12-month trend in Consumer Price Index (CPI)
(All Items - U.S. City Average, Bureau of Labor Statistics)
April 2020 compared to April 2019.

Projected Population Change: +1.62%, as of April 2019
(Source: Florida Office of Economic & Demographic Research)

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

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

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

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

Step #1 **– Calculation of Rate of Change:**

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

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

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

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

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

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

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

Major Revenue Sources

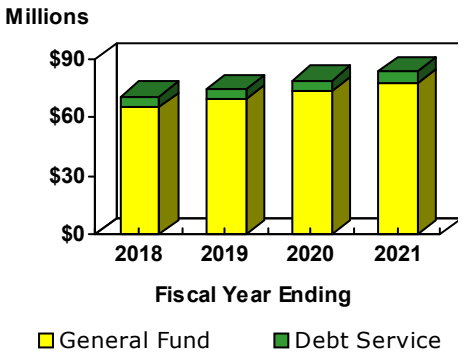
Ad Valorem Taxes

Description

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

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

The 2020-21 Budget is based on an operating millage of 5.6736.



Forecast Methodology and Analysis

The combined operating and debt service millage of 6.1009 multiplied by the taxable value, less 5% for possible adjustments to assessed values and/or discounts taken for early payment.

The $4.2 million growth in Ad Valorem taxes for 2020-21 reflects increases in the taxable value.

Fiscal Year Ending	Operating Millage Rate	General Fund	Debt Millage Rate	Debt Service Fund	Total	% Change
2021 Budget	5.6736	$ 77,076,815	0.4273	$ 5,805,188	$ 82,882,003	5.3%
2020 Budget	5.6736	72,937,350	0.4464	5,738,726	78,676,076	5.6%
2019 Actual	5.6736	68,805,103	0.4683	5,679,525	74,484,629	5.6%
2018 Actual	5.6736	64,584,724	0.5222	5,946,763	70,531,487	-

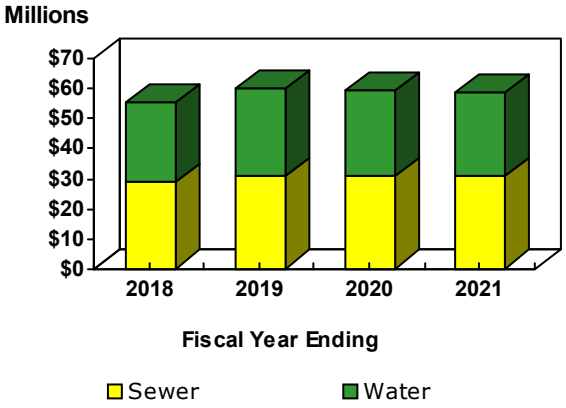
Water & Sewer Charges

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.



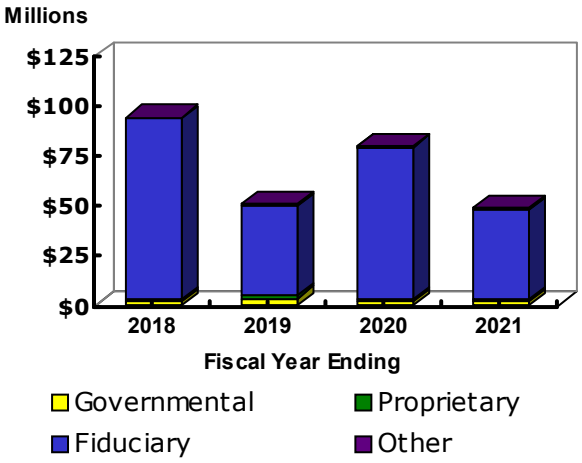
Forecast Methodology and Analysis

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. Past changes in the rates included an increase of 4.6% in 2016-17, an increase of 3.88% for October 1, 2017 with an additional 24.71% increase effective January 1, 2018, and an increase of 9.7% in 2018-19, which included a 3.23% rate increase. Fiscal year 2021-21 assumes a 3% CPI increase.

Fiscal Year Ending	Water Charges	Sewer Charges	Total	% Change
2021 Budget	$ 28,042,000	$ 30,443,000	$ 58,485,000	(0.7%)
2020 Budget	28,333,000	30,548,000	58,881,000	(1.1%)
2019 Actual	28,672,030	30,890,068	59,562,098	7.9%
2018 Actual	26,588,002	28,639,022	55,227,024	-

Interest and Other Earnings



Description

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

The Fiduciary Funds' investments are comprised of (1) investments of the Firefighters & Police Officers Pension Trust Fund that are managed by a separate Board of Trustees, (2) the investments of the General Employees Pension Trust Fund that are invested in separate accounts offered by the Principal Financial Group, and (3) the investments of the Other Post-Employment Benefits (OPEB) Trust Fund, which are professionally managed by external investment managers.

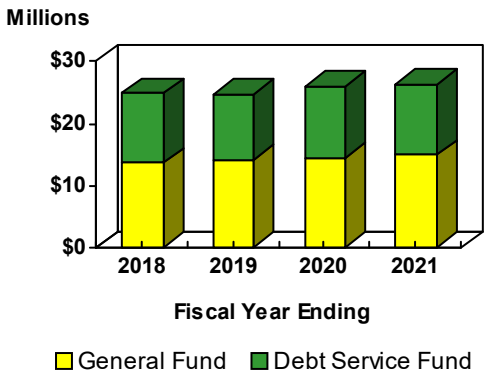
Forecast Methodology and Analysis

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

The year over year changes reflect wide fluctuations in investment return on a market value basis. In addition, budget forecasts are conservative. Refer to the Performance Measures Tables on pages 309, 314, and 317 of the Pension Section for the Fiduciary Funds actual rate of return. Projections for FY2020-21 are cautious in light of current market volatility and the unmeasurable economic impact of COVID-19.

Fiscal Year Ending	Governmental Funds	Proprietary Fund	Fiduciary Funds	Other Funds	Total	% Change
2021 Budget	$ 1,762,000	$ 995,000	$ 45,005,600	$ 546,304	$ 48,308,904	(39.1%)
2020 Budget	1,489,600	1,056,000	76,505,600	324,340	79,375,540	57.6%
2019 Actual	3,182,883	1,625,658	44,440,465	1,110,268	50,359,273	(46.4%)
2018 Actual	1,456,486	1,064,931	91,188,002	263,083	93,972,502	-

Rentals



Description

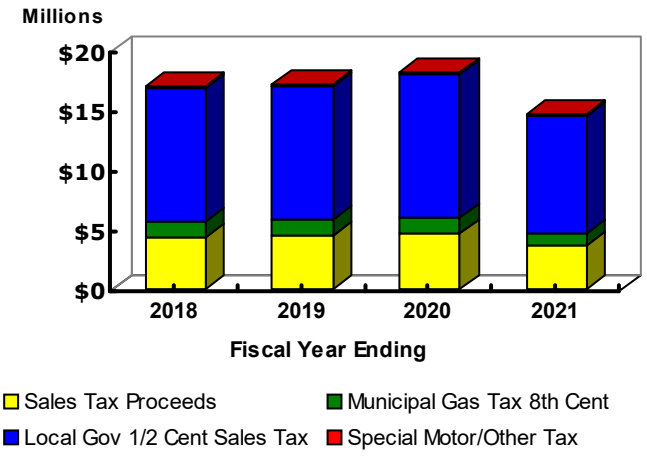
The City rents its facilities (Senator Howard C. Forman Human Services Campus, apartment complexes, storage lots, parks, and fields) to businesses, religious and civic organizations, and private individuals. Rental of City facilities to businesses is contractual and is usually based on the size of the 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
2021 Budget	$ 14,884,693	$ 11,373,739	$ 26,258,432	1.7%
2020 Budget	14,366,652	11,454,889	25,821,541	4.7%
2019 Actual	13,978,833	10,676,537	24,655,370	(0.5%)
2018 Actual	13,617,087	11,168,428	24,785,515	-

State Shared Revenues



Description

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

The City's share is based on the overall economic performance and the City's population. The latest population estimation from the University of Florida's Bureau of Economics and Business Research (BEBR) shows that the City's population grew to 167,128 for revenu sharing calculations.
These revenues are accounted for in the General Fund and the Road and Bridge Fund.

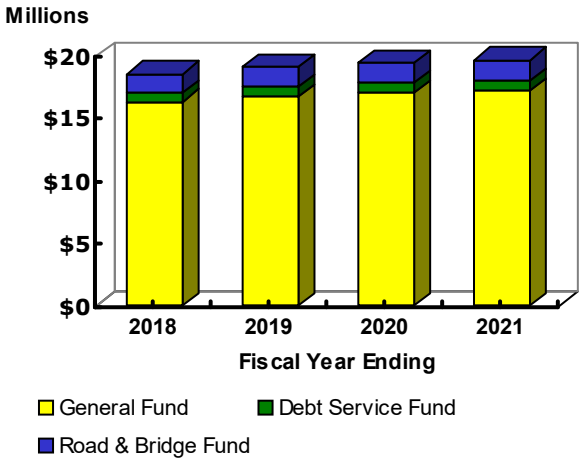
Forecast Methodology and Analysis

The main factors considered in projecting these revenues are (1) historical trend, (2) estimated population increase, and (3) estimated inflation. The City also takes into consideration the EDR estimates. Please refer to the "Basis of Revenue Estimates" in this section for the projected population growth rate and projected inflation rate. A 5.5% increase for fiscal year 2019-20 was driven mainly by the Local Government Half Cent Sales Tax.

The 19.0% decrease in 2020-21 is attributed to the negative economic impact of COVID-19 on State Shared Revenues.

Fiscal Year Ending	Sales Tax Proceeds	Municipal Gas Tax 8th Cent	Local Gov 1/2 Cent Sales Tax	Special Motor/ Other Tax	Total	% Change
2021 Budget	$ 3,675,000	$ 1,073,000	$ 9,822,000	$ 243,200	$ 14,813,200	(19.0%)
2020 Budget	4,788,000	1,332,000	11,943,000	218,900	18,281,900	5.5%
2019 Actual	4,615,212	1,361,212	11,097,737	259,771	17,333,931	1.2%
2018 Actual	4,386,162	1,336,971	11,186,202	214,539	17,123,874	-

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 Florida Power and Light 2017-2020 rate settlement.

Fiscal Year Ending	General Fund	Road and Bridge Fund	Debt Service Fund	Total	% Change
2021 Budget	$ 17,155,898	$ 1,720,000	$ 762,433	$ 19,638,331	1.4%
2020 Budget	17,059,260	1,537,000	762,840	19,359,100	1.5%
2019 Actual	16,679,189	1,614,987	784,888	19,079,063	3.1%
2018 Actual	16,282,334	1,467,588	757,326	18,507,248	-

Public Services Taxes

Description

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

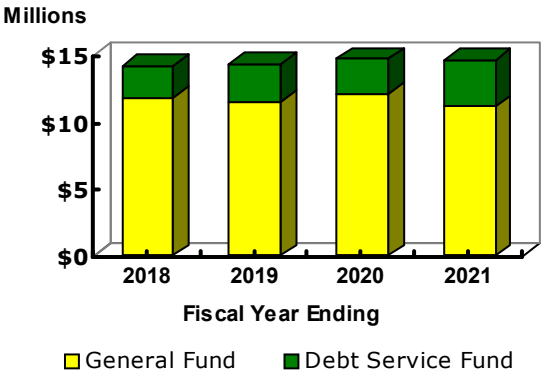
This revenue is based on a contracted percentage applied to the taxable amounts charged by the seller of the service. Electrical service fuel rate adjustments have a marginal impact on this revenue. This revenue is accounted for in the General Fund and the Debt Service Fund.

Forecast Methodology and Analysis

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

The projected changes for fiscal year 2020-21 are mainly due to variations in consumption, as there are no planned Florida Power and Light rate changes for the foreseeable future.

The projected changes for fiscal year 2019-20 are mainly due to base rate increases on public service taxes (electricity), which are part of the Florida Power and Light 2017-2020 rate settlement.



Fiscal Year Ending	General Fund	Debt Service Fund	Total	% Change
2021 Budget	$ 11,136,930	$ 3,454,070	$ 14,591,000	(0.8%)
2020 Budget	12,159,382	2,549,618	14,709,000	2.3%
2019 Actual	11,505,606	2,874,017	14,379,623	1.5%
2018 Actual	11,811,435	2,354,247	14,165,682	-

Fire Protection Special Assessment

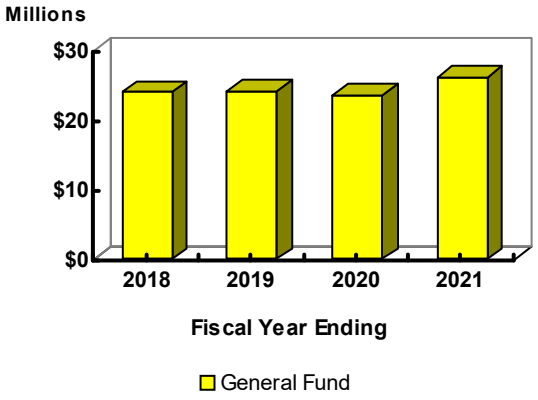
Description

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 11.0% increase for 2020-21 reflects mainly a $4.4 million increase in the net expenditure budget at a 100% levy.

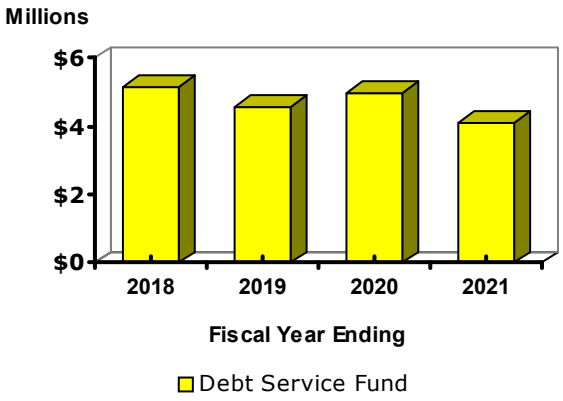


Fiscal Year Ending	General Fund	% Change
2021 Budget	$ 26,079,510	11.0%
2020 Budget	23,497,744	(2.7%)
2019 Actual	24,149,918	0.6%
2018 Actual	23,995,306	-

Communication Services Tax

Description

The Communications Services Tax took effect on October 1, 2001, and represents a combination of the former Cable Television and Telecommunication Franchise Fees as well as the Public Service Tax on telecommunications services. The State is the central collection authority for these taxes, redistributes the monies to the city according to a pre-determined percentage, and retains a 1% administrative fee.



Forecast Methodology

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

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

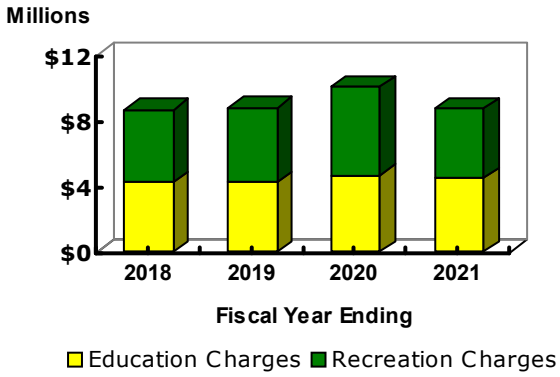
Fiscal Year Ending	Debt Service Fund	% Change
2021 Budget	$ 4,086,000	(18.2%)
2020 Budget	4,993,000	8.9%
2019 Actual	4,583,688	(10.7%)
2018 Actual	5,131,400	-

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.

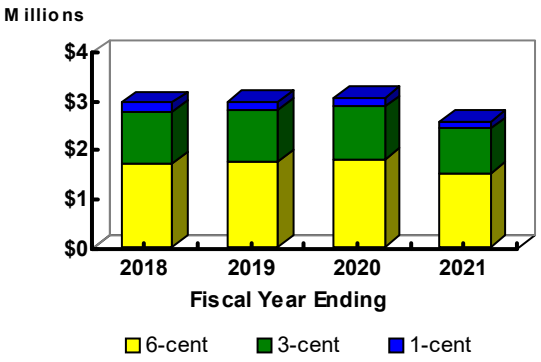


Forecast Methodology and Analysis

The main factors considered in projecting these revenues are (1) historical trend, and (2) any approved rate increases. The 13.3% decrease in fiscal year 2020-21 Recreation Charges is largely due to the impact of closures and restrictions related to COVID-19.

Fiscal Year Ending	Education Charges	Recreation Charges	Total	% Change
2021 Budget	$ 4,474,307	$ 4,241,593	$ 8,715,900	(13.3%)
2020 Budget	4,648,650	5,409,214	10,057,864	14.6%
2019 Actual	4,263,065	4,511,840	8,774,905	1.3%
2018 Actual	4,246,276	4,419,278	8,665,554	-

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.

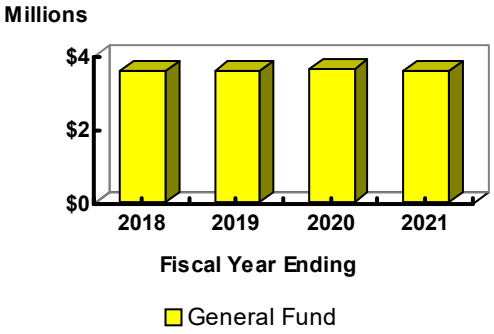
Forecast Methodology and Analysis

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 15.5% decrease in 2020-21 is attributed to the negative economic impact of COVID-19 on fuel consumption.

Fiscal Year Ending	6-cent	3-cent	1-cent	Total	% Change
2021 Budget	$ 1,524,000	$ 908,000	$ 154,000	$ 2,586,000	(15.5%)
2020 Budget	1,789,000	1,085,000	185,000	3,059,000	2.5%
2019 Actual	1,743,782	1,060,569	179,863	2,984,213	0.9%
2018 Actual	1,728,751	1,049,477	177,982	2,956,209	-

Local Business Tax



Description

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

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

Forecast Methodology and Analysis

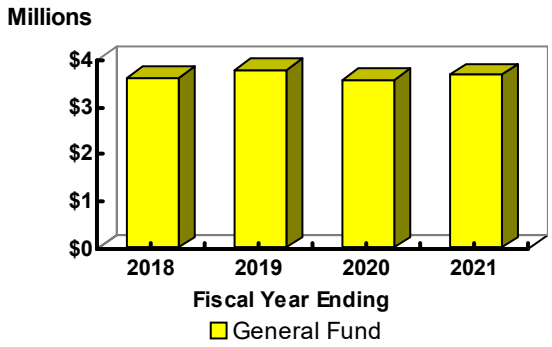
The main factor considered in projecting this revenue is historical trend.

Fiscal Year Ending	General Fund	% Change
2021 Budget	$ 3,619,000	(0.4%)
2020 Budget	3,634,000	1.3%
2019 Actual	3,588,457	(0.6%)
2018 Actual	3,609,836	-

Rescue Transport Fees

Description

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



Forecast Methodology and Analysis

Historical number of transports multiplied by the rate for transportation fees, plus $9.00 per mile on every call. The rates are as follows: $530 for Basic Life Support, $590 for ALS 1 (Advanced Life Support), and $690 for ALS 2. The per mile fee is calculated from the scene of the call to the destination hospital.

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

Fiscal Year Ending	General Fund	% Change
2021 Budget	$ 3,663,000	3.2%
2020 Budget	3,551,000	(5.4%)
2019 Actual	3,752,096	4.0%
2018 Actual	3,609,095	-

Fines & Forfeitures

Description

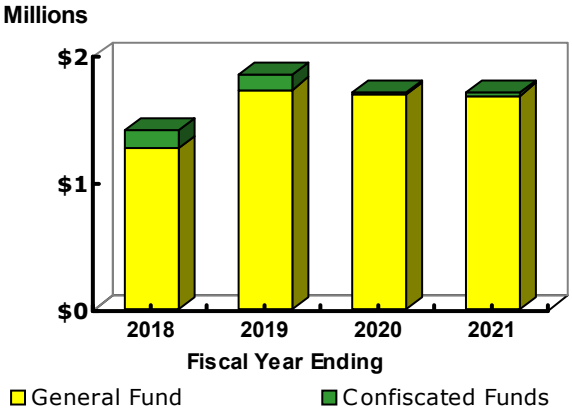
Includes revenues received from traffic citations issued and confiscation of forfeited abandoned property.

Forecast Methodology and Analysis

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

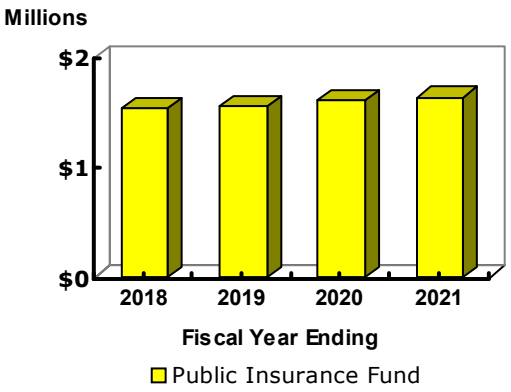
In accordance with Florida Statutes, Treasury Confiscations cannot be budgeted until received. This contributes to the wide swings in the year over year changes reflected in the table below.

The 31.3% increase in 2018-19 is primarily based on the implementation of a Red Light signal violation program. The 0.2% increase for 2020-21 is based on a projected increase in revenue from violations of local ordinances.



Fiscal Year Ending	General Fund	Confiscated Funds	Total	% Change
2021 Budget	$ 1,681,500	$ 27,419	$ 1,708,919	0.2%
2020 Budget	1,684,400	21,480	1,705,880	(7.4%)
2019 Actual	1,729,766	113,171	1,842,937	31.3%
2018 Actual	1,267,651	136,049	1,403,700	-

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.

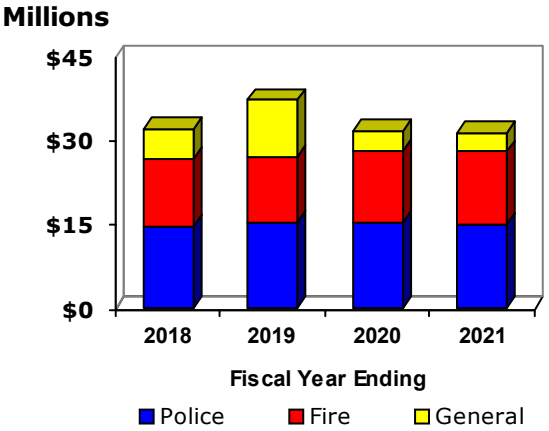
Forecast Methodology

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
2021 Budget	$ 1,635,318	1.8%
2020 Budget	1,606,870	3.3%
2019 Actual	1,555,133	1.1%
2018 Actual	1,538,053	-

City Pension Contribution



Description

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

Forecast Methodology and Analysis

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

The annual changes reflect actuarial gains and losses, as well as a 2013 change in the mortality table utilized by the actuary. In both 2016-17 and 2017-18, 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 1.0% decrease in 2020-21 is mainly attributable to a decrease in the City contribution to the Police Pension Plan.

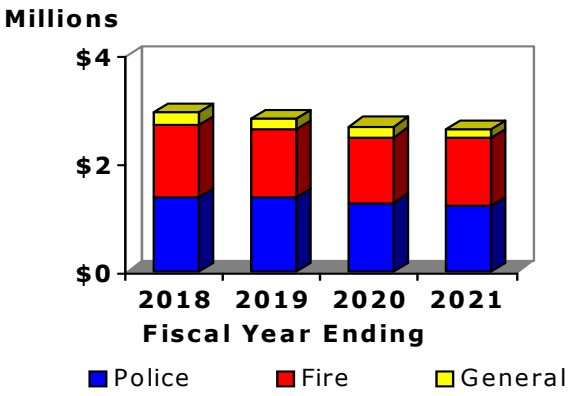
Fiscal Year Ending	Fire	Police	General	Total	% Change
2021 Budget	$ 13,056,003	$ 14,943,403	$ 3,500,000	$ 31,499,406	(1.0%)
2020 Budget	12,978,837	15,331,120	3,500,000	31,809,957	(14.6%)
2019 Actual	11,860,699	15,387,966	10,000,000	37,248,665	15.6%
2018 Actual	12,068,773	14,641,272	5,500,000	32,210,045	-

Employee Pension Contribution

Description

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

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



Forecast Methodology and Analysis

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

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

The 2020-21 decrease of 2.5% is attributable to the reduction in employee contribution from participants of the General Employees' Pension Fund and the Police & Fire Pension Trust Fund.

Fiscal Year Ending	Fire	Police	General	Total	% Change
2021 Budget	$ 1,236,506	$ 1,224,613	$ 160,815	$ 2,621,934	(2.5%)
2020 Budget	1,210,816	1,274,477	203,352	2,688,645	(5.2%)
2019 Actual	1,258,095	1,375,740	202,595	2,836,430	(3.5%)
2018 Actual	1,327,544	1,376,568	234,516	2,938,628	-

Major Revenues
% Total 2020-21 Revenue Budget

Description	2020-21 Budget	% of Total
Ad Valorem Taxes	82,882,003	19.5%
Water & Sewer Charges	58,485,000	13.7%
Interest & Other Earnings	48,308,904	11.4%
City Pension Contribution	31,499,406	7.4%
Rentals	26,258,432	6.2%
Fire Protection Special Assessment	26,079,510	6.1%
Franchise Fees	19,638,331	4.6%
State Shared Revenues	14,813,200	3.5%
Public Services Taxes	14,591,000	3.4%
Education & Recreational/Cultural Charges	8,715,900	2.0%
Communication Services Tax	4,086,000	1.0%
Rescue Transport Fees	3,663,000	0.9%
Local Business Tax	3,619,000	0.9%
Employee Pension Contribution	2,621,934	0.6%
Local Option Gas Tax	2,586,000	0.6%
Fines & Forfeitures	1,708,919	0.4%
Employee Health Contributions	1,635,318	0.4%
Total Major Revenues	**$ 351,191,857**	**82.5%**
Total Revenues	**$ 425,624,185**	

Basis of Expenditure Estimates

Personnel Services

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

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

- Merit increase of 5% based on approved pay plans for Firefighters and Police Officers.
- Workers' Compensation - The rates for each employment classification times a modification factor to fund the budgeted cost.

Operating Expenses

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

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

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

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

Capital Outlay

Description: This category includes expenditures for capital items, with an initial individual cost of $1,000 or more, and an estimated useful life in excess of one year. Subject to the City Manager's approval, year-end encumbrances for capital items are re-appropriated in the subsequent year's revised budget.

Significant Assumptions: Projected expenditures are based on the estimated cost of each capital item.

Funding for most of the capital expenditures is identified within the department's target budget. Capital outlays are ranked in the order of management priorities.

Capital Projects

Description: This category includes expenditures for construction.

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

General Fund 10-Year Expenditure Analysis

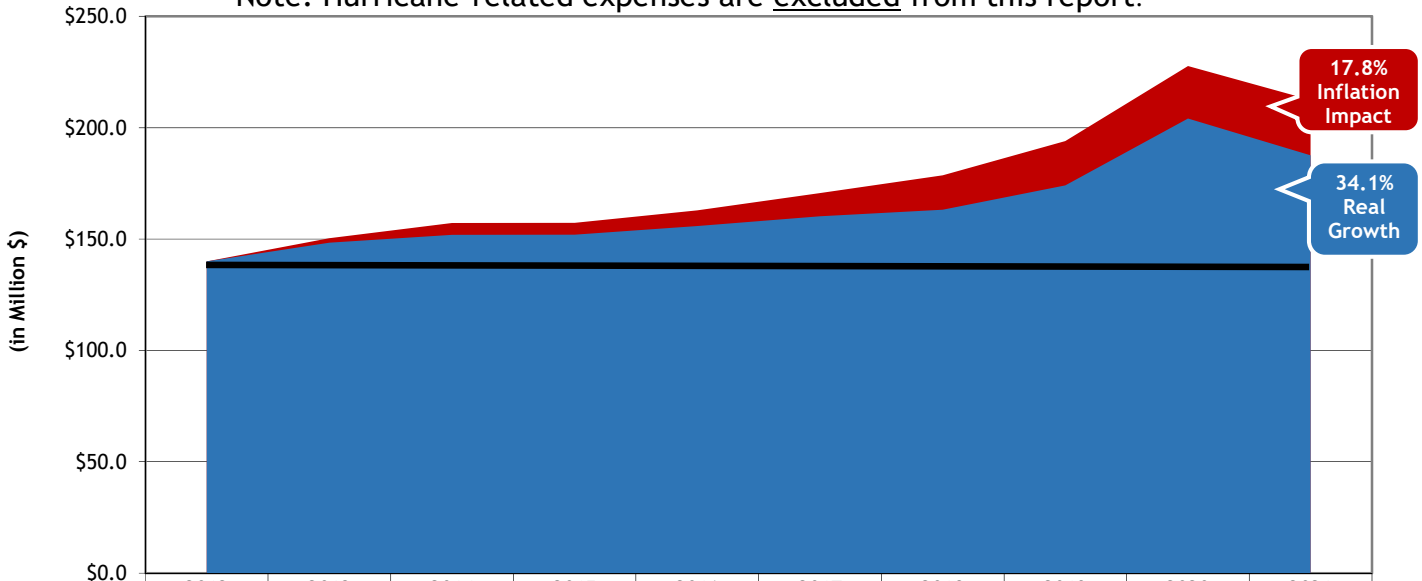
Growth in Constant 2012 Dollars: Consistent with guidelines, expenditure containment has been one of the underpinning principles of the budget development process. Over the 10-year period, 2011-12 to 2020-21, the General Fund budget shows total growth of $72.5 million or 51.8%. Using 2012 constant dollars to account for the impact of inflation, the real growth was $47.7 million or 34.1%, with the remaining $24.9 million or 17.8% growth due to inflation. The 34.1% real growth over the ten year period correlates to an average annual growth rate of approximately 3.4%.

The actual $72.5 million increase is attributable to rising operating expenditures of $38.8 million (+114.9%), $6.4 million (+435.7%) in capital expenditures, $26.8 million (+26.0%) in personnel expenses, and an increase of $0.4 million (+34.5%) in other expenditures.

The $38.8 million or 114.9% unadjusted increase in operating expenditure reflects mainly a change in service delivery as many City jobs were transitioned to contractual services in response to the real estate crash of 2008-2009. Other components of the increase include the operating expenses to run and maintain the newly built City Hall Civic Center, as well as repair and maintenance services.

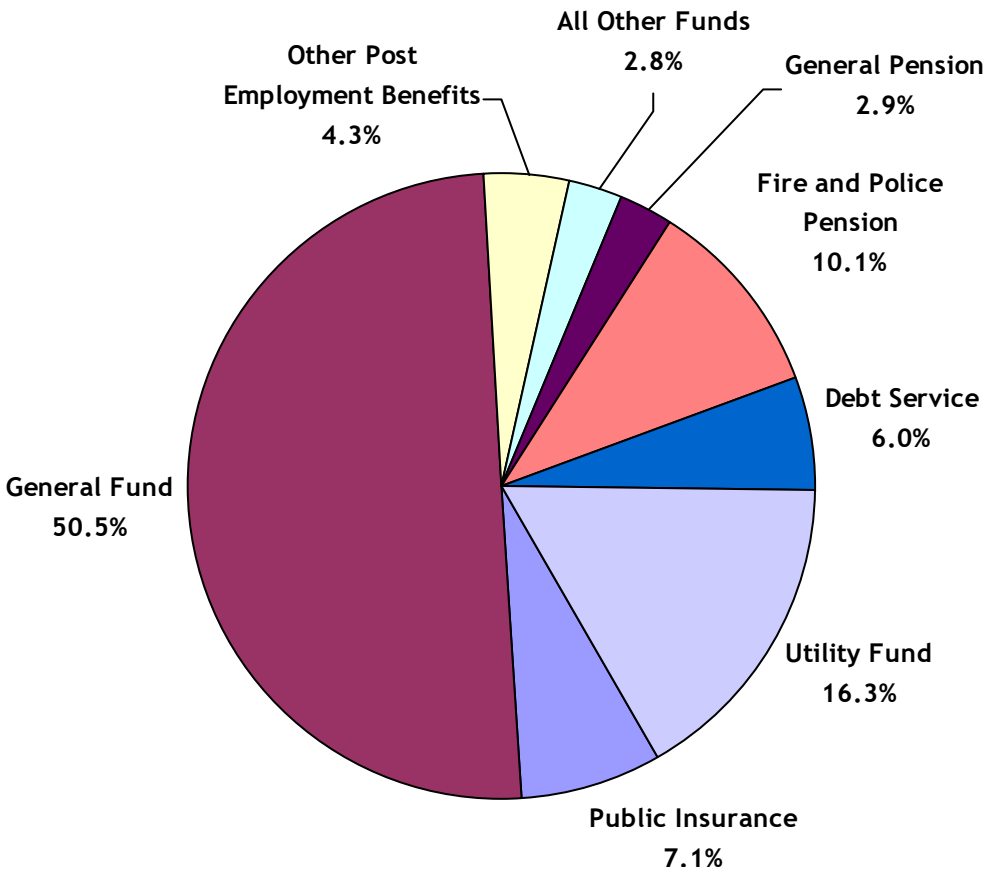
The $6.4 million or 435.7% increase in capital expenditures is due to the replacement of vehicles in the Public Safety departments, improvements other than building in the Recreation Department, various technology projects throughout the City including the paging and alerting system, as well as an Enterprise Resource Planning Solution.

General Fund Expense (including transfers)
Actual vs Constant 2012 Dollars
(Actual 2012-2019; Working Budget 2020; Adopted Budget 2021)
Note: Hurricane-related expenses are excluded from this report.



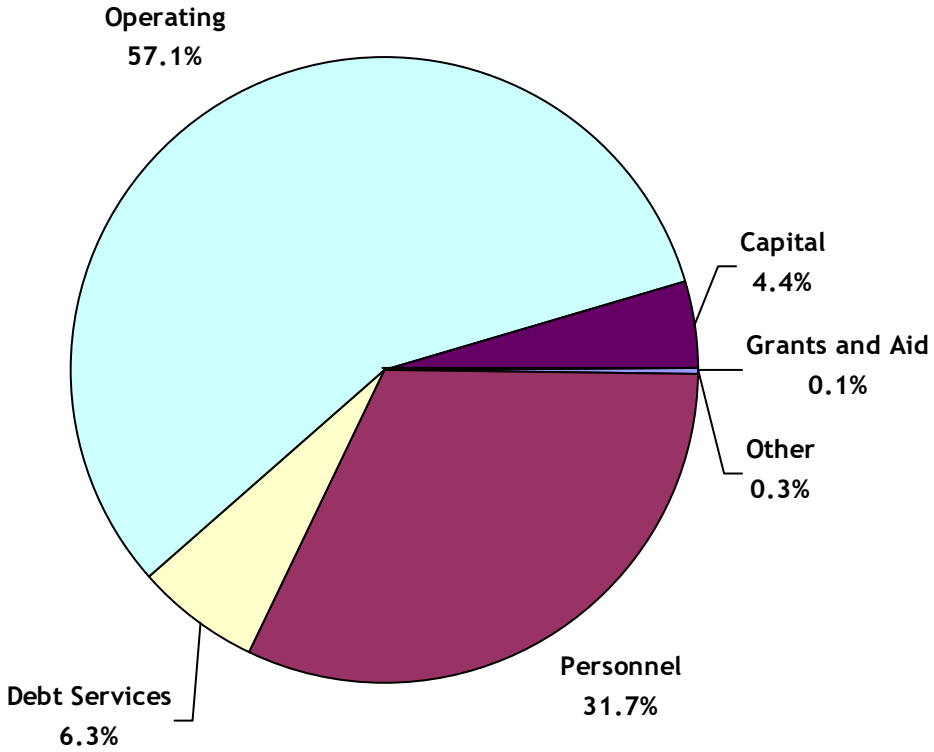
Fiscal Year Ending	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Actual $	139.9	150.4	157.2	157.3	162.9	170.7	178.6	194.0	227.7	212.4
Constant $	139.9	148.4	151.9	152.0	155.8	160.3	163.2	174.1	204.1	187.6

Expenditures By Fund



Total Expenditures (including transfers) $420,808,524

Expenditures By Category



PERSONNEL REPORTS

Position Changes 2020-21 Budget as Compared to 2019-20 Adopted Budget

	Full Time	Part Time
1 General Fund		
2001 Finance		
12087 Deputy Finance Director	1	-
12641 Chief Accountant	-1	-
2001 Finance	-	-
2002 Technology Services		
12691 Systems Analyst II	1	-
2002 Technology Services	1	-
3001 Police		
12115 Police Captain	1	-
12174 Division Major	1	-
12425 Police Officer	-7	-
12436 Police Officer - Tier 3	19	-
12655 Sergeant	1	-
12684 Clerical Spec II	-1	-
12980 Police Support Specialist I	3	-
12985 Police Service Aide I	2	-
3001 Police 3001 Red Light Camera Program		
12425 Police Officer	-1	-
12985 Police Service Aide I	1	-
3001 Police 303 SRO program		
13414 P/T School Resource Officer	-	-6
3001 Police 313 Broward College SRO		
13414 P/T School Resource Officer	-	-2
3001 Police	19	-8
4003 Fire/Rescue		
12575 Lieutenant	3	-
12651 Programmer Analyst II	-1	-
12802 Office Manager	1	-

Position Changes 2020-21 Budget as Compared to 2019-20 Adopted Budget

	Full Time	Part Time
1 General Fund		
4003 Fire/Rescue		
12915 Firefighter/EMT	4	-
4003 Fire/Rescue 678 Fire Prevention		
12699 Clerical Coordinator	-1	-
4003 Fire/Rescue	6	-
5002 Early Development Centers 203 Charter EDC - Village Center		
13551 P/T Teacher Aide	-	-1
5002 Early Development Centers 205 WCY EDC		
13551 P/T Teacher Aide	-	-2
5002 Early Development Centers 208 Charter EDC - West		
13551 P/T Teacher Aide	-	-3
5002 Early Development Centers 209 Charter EDC - Central		
13551 P/T Teacher Aide	-	-2
5002 Early Development Centers	-	-8
6001 General Gvt Buildings		
12484 Public Services Manager	-0.5	-
6001 General Gvt Buildings	-0.5	-
6004 Grounds Maintenance		
12009 Assistant Director of Public Services	0.5	-
6004 Grounds Maintenance	0.5	-
6005 Procurement		
12175 Division Director of Purchasing	-1	-
12483 Procurement Director	1	-
6005 Procurement	-	-
6006 Environmental Services (Engineering)		
12035 Utilities Project Manager	-0.5	-

Position Changes 2020-21 Budget as Compared to 2019-20 Adopted Budget

	Full Time	Part Time
1 General Fund		
6006 Environmental Services (Engineering)		
12194 Environmental Services Director	-0.5	-
12196 Envir Svc/Utilities Director	0.5	-
6006 Environmental Services (Engineering)	-0.5	-
7001 Recreation and Cultural Arts		
12215 Senior Lifeguard	1	-
12547 Aquatic Coordinator Assistant	-1	-
12559 Recreation Supervisor II	1	-
12564 Special Events- Coordinator Assistant	-1	-
12572 Division Director Cultural Arts	-1	-
12587 Assistant Director of Cultural Arts	1	-
12595 Youth League Supervisor	-1	-
7001 Recreation and Cultural Arts	-1	-
1 General Fund Total	**24.5**	**-16**
471 Utility Fund		
6010 Utilities Admin Services		
12009 Assistant Director of Public Services	0.5	-
12035 Utilities Project Manager	-0.5	-
12146 Assist.Ut/Compliance Director	1	-
12147 Assistant Utilities Director	1	-
12194 Environmental Services Director	-0.5	-
12196 Envir Svc/Utilities Director	0.5	-
12484 Public Services Manager	-0.5	-
6010 Utilities Admin Services	1.5	-
471 Utility Fund Total	**1.5**	**-**
Total Change for All Funds	**26**	**-16**

Position History By Department

	2017-18 Actual		2018-19 Actual		2019-20 Adopted Budget		2020-21 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	-	11	-	11	-	11	-
2002 Technology Services	13	-	14	-	14	-	15	-
201 City Manager	2.5	-	2.5	-	2.5	-	2.5	-
202 Human Resources	3	-	3	-	3	-	3	-
3001 Police	318	5	323	5	328	5	347	5
3001 Police 3001 Red Light Camera Program	3	-	3	-	3	-	3	-
3001 Police 303 SRO program	-	27	-	29	-	29	-	23
3001 Police 313 Broward College SRO	-	2	-	2	-	2	-	-
3001 Police 9007 Code Compliance	14	-	15	-	16	-	16	-
4003 Fire/Rescue	205	1	204	1	204	1	211	1
4003 Fire/Rescue 678 Fire Prevention	9	-	10	-	10	-	9	-
5002 Early Development Centers 203 Charter EDC - Village	2	12	2	12	2	12	2	11
5002 Early Development Centers 205 WCY EDC	5	18	3	17	3	17	3	15
5002 Early Development Centers 208 Charter EDC - West	14	29	11	29	11	29	11	26
5002 Early Development Centers 209 Charter EDC - Central	14	28	13	28	12	28	12	26
6001 General Gvt Buildings	6	-	7	-	7	-	6.5	-
6001 General Gvt Buildings 345 City Hall/Chambers	-	2	-	2	-	2	-	2
6004 Grounds Maintenance	1.5	-	1.5	-	1.5	-	2	-
6005 Procurement	1	-	1	-	1	-	1	-
6006 Environmental Services (Engineering)	3	-	4	-	4	-	3.5	-
7001 Recreation and Cultural Arts	21	58	20	57	20	57	19	57
8001 Community Services	1.5	-	1.5	-	1.5	-	1.5	-
8002 Housing Division	0.25	-	0.25	-	0.25	-	0.25	-
8002 Housing Division 603 Rental - Pines Place	0.25	-	0.25	-	0.25	-	0.25	-
9002 Planning and Economic Development	4	2	4	2	4	1	4	1
1 General Fund	**663**	**193**	**663**	**193**	**668**	**192**	**692.5**	**176**
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	-	7	-	7	-	8.5	-
471 Utility Fund	**7**	**0**	**7**	**0**	**7**	**0**	**8.5**	**0**
203 Self Insurance 401 Administration	1	-	1	-	1	-	1	-
504 Public Insurance Fund	**1**	**0**	**1**	**0**	**1**	**0**	**1**	**0**

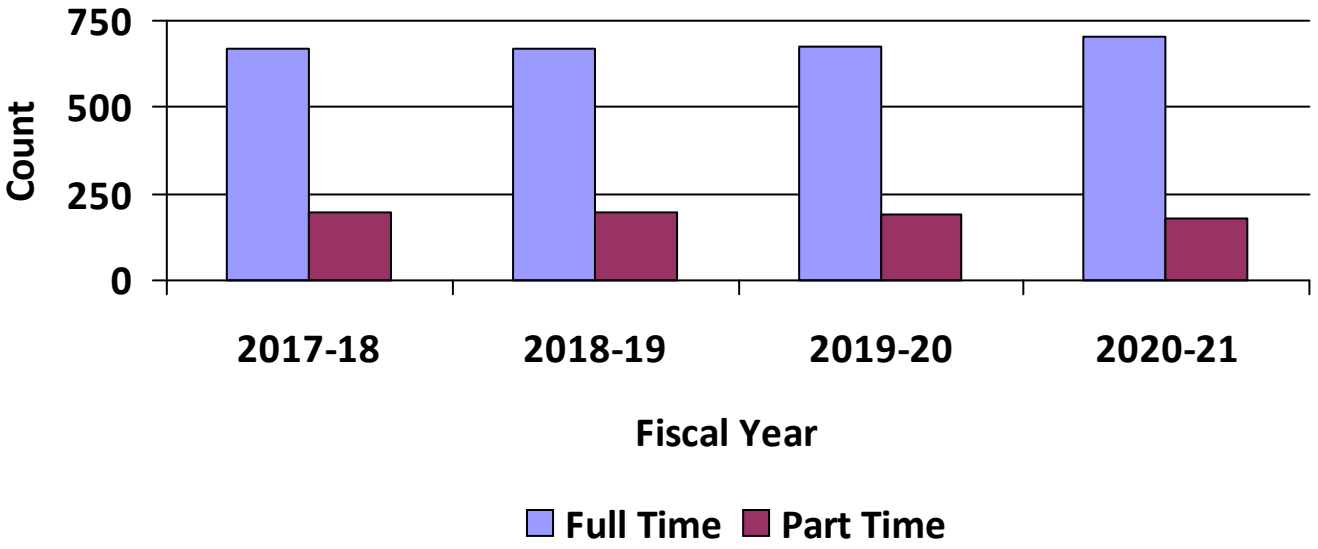
Position History By Department

	2017-18 Actual		2018-19 Actual		2019-20 Adopted Budget		2020-21 Budget	
	FT	PT	FT	PT	FT	PT	FT	PT
Total All Funds	671	194	671	194	676	193	702	177

	2017-18	2018-19	2019-20	2020-21
Total Full Time Equivalents (FTE): *	768	768	772.5	790.5

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

Position Count History



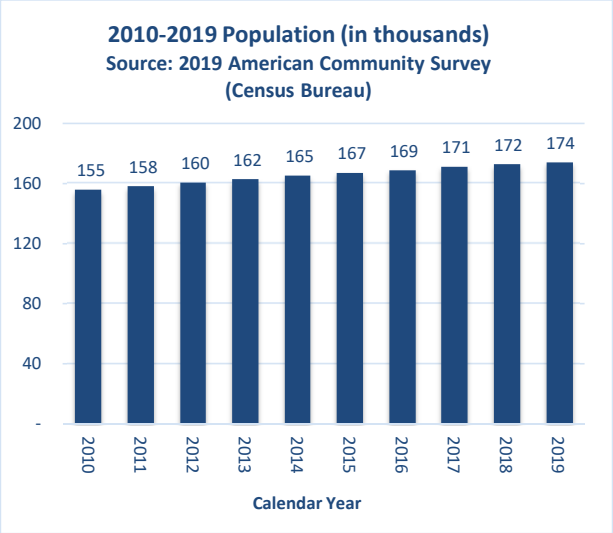
COMMUNITY PROFILE

CITY GOVERNMENT

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

DEMOGRAPHICS

Land Area - Square Miles	34.4
Location	In the Southeast of Florida next to Miramar, Hollywood, Cooper City, and the Town of Davie
Elevation	8 feet above sea level



Climate in Fahrenheit Jan. 1913 - Dec. 2019)

Source: SE Regional Climate Center (Ft. Lauderdale)

Average minimum temperature (F)	67.76
Average maximum temperature (F)	83.76
Average annual temperature (degrees)	75.95
Average annual precipitation (inches)	60.10

Future Land Use Designation (2019) (%)

Source: City of Pembroke Pines Planning Department

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

Elections

Source: Broward County Supervisor of Elections

Active Voters (May 2020) - All City Districts	113,560
Votes Cast March 2020 Mayoral Election - City Wide	23,716
% Voting March 2020 Mayoral Election - City Wide	20.88%
Votes Cast March 2020 City Commission - District 2	5,593
% Voting March 2020 City Commission - District 2	20.99%

Racial Composition

Source: 2019 American Community Survey (Census Bureau)

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

Median Age

Source: 2019 American Community Survey (Census Bureau)

2019	40.7

Age Composition

Source: 2019 American Community Survey (Census Bureau)

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

Gender Composition

Source: 2019 American Community Survey (Census Bureau)

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

Housing Tenure [Occupied Housing Units]

Source: 2019 American Community Survey (Census Bureau)

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

Average Household (persons) 3.07

Source: 2019 American Community Survey (Census Bureau)

DEMOGRAPHICS (continued)

Educational Attainment - Population 25 years and over (%)

Source: 2019 American Community Survey (Census Bureau)

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

Household Income

Source: 2019 American Community Survey (Census Bureau)

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

ECONOMICS

Principal Property Owners (2019 Collection Year)

Source: Broward County Property Appraiser's Tax Roll

	Taxable Assessed Value (in 1000's)	% of Total Taxable Assessed Value
Pembroke Lakes Mall LTD	$ 160,634	1.23%
JRA HHF Venture LLC	148,728	1.14%
NXRT Pembroke LLC	122,243	0.94%
IVT Westfork Plaza Pembroke	105,540	0.81%
City Center Gardens I LLC	95,600	0.73%

Unemployment Rate (%)

Source: Florida Dept. of Labor for Pembroke Pines

FY2019	3.0%	FY2014	4.9%
FY2018	3.2%	FY2013	5.8%
FY2017	4.0%	FY2012	7.4%
FY2016	4.3%	FY2011	9.1%
FY2015	4.9%	FY2010	9.5%

Per Capita Income - using inflation-adjusted dollars

Source: 2019 American Community Survey (Census Bureau)

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

Occupation Composition

Source: 2019 American Community Survey (Census Bureau)

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

Building Permits

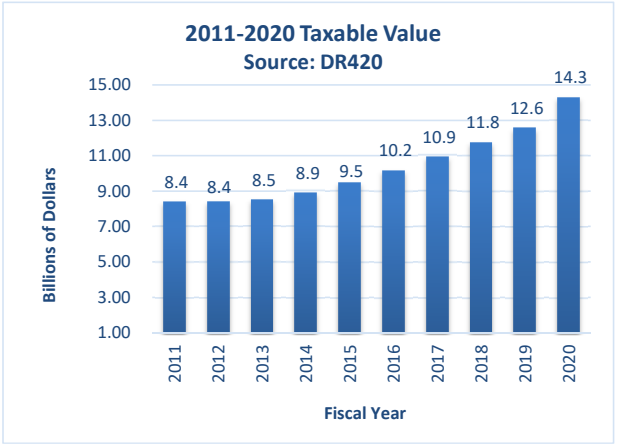
Source: Calvin Giordano & Associates, Inc.

		Total Value of Construction
FY2019	9,518	$ 247,041,938
FY2018	11,321	$ 305,982,258
FY2017	8,439	$ 318,275,894
FY2016	7,264	$ 239,587,447
FY2015	6,524	$ 675,035,804
FY2014	10,536	$ 320,198,718
FY2013	7,357	$ 644,235,843
FY2012	6,200	$ 529,786,054
FY2011	6,939	$ 321,232,697
FY2010	5,274	$ 73,064,496

Industrial Composition - Civilian employed, 16 years and over

Source: 2019 American Community Survey (Census Bureau)

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



ECONOMICS (continued)

2019 Principal Employers Corporate Human Resource Departments

(Total Full-time and Part-time positions)

Memorial Hospital West	2,070
Broward County Public Schools	1,526
City of Pembroke Pines	1,429
Waste Pro	614
Walmart	600
AutoNation	400
South Broward Kidney Assoc PA	300
Target	264
Costco Wholesale Corporation	196

Property Taxable and Assessed Valuation (2020 Tax Year)

Source: Broward County Property Appraiser [DR489]

Total Just Value	$ 21,828,419,115
Less Assessed Value Adjustments	(3,897,684,590)
Total Assessed Value	17,930,734,525
Less Exemptions	(3,630,556,768)
Operating Taxable Value	$ 14,300,177,757

Tax Rates for Fiscal Year 2020-21

Local Retail Sales Tax Rate	7.00%
Property Tax Operating Millage	5.6736
Property Tax Debt Service Millage	0.4273

SERVICE STATISTICS

Water (September 30, 2019) Source: Water Department

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

Sewer (September 30, 2019) Source: Sewer Department

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

Public Works (September 30, 2019) Source: Public Svcs. Dept.

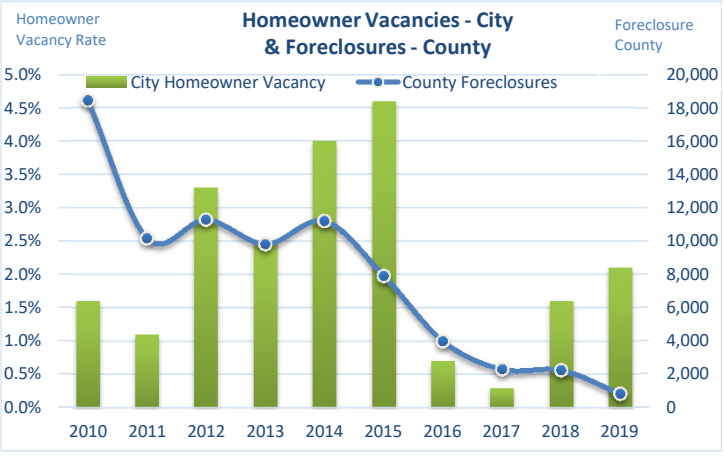
Residential Solid Waste Customers	38,664
Solid Waste Collected (tons)	121,555

Educational System (July 2019) Source: Charter Schools Admin.

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

Center for Arts (2019) Source: Recreation Dept.

Number of Event Days - River of Grass	310
Theaters	2



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

Police Protection (December 31, 2019) Source: Police Dept.

Employees (full-time)	384.0
Sworn	277.0
Non-Sworn	107.0
Grant Positions	0.5
Crime Index (fiscal year)	3,699
Crime Rate (per 1,000 population)	22.0
Traffic Accidents	5,657
Traffic/Parking Citations	14,695
Total Calls for Police Service	79,493

Fire Protection (December 31, 2019) Source: Fire Dept.

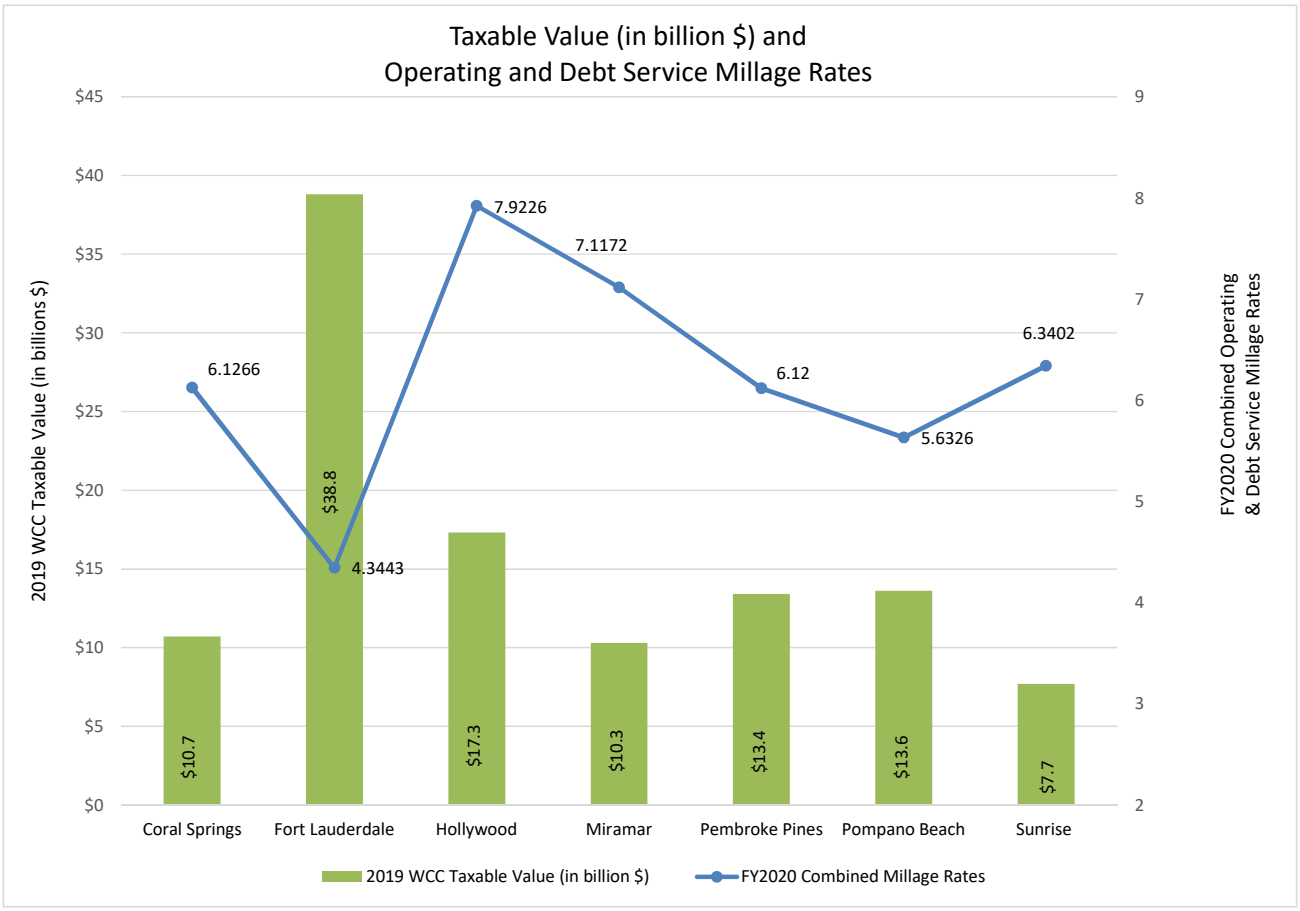
Stations	6
Employees (full-time)	225
Structure Fires	17
Advance Life Support Rescue Responses	10,789
Basic Life Support Rescue Responses	3,004
Other Rescue Calls	3,283
Other Emergencies	4,660
Fire Inspections (various kinds)	10,542
Fire Investigations	6

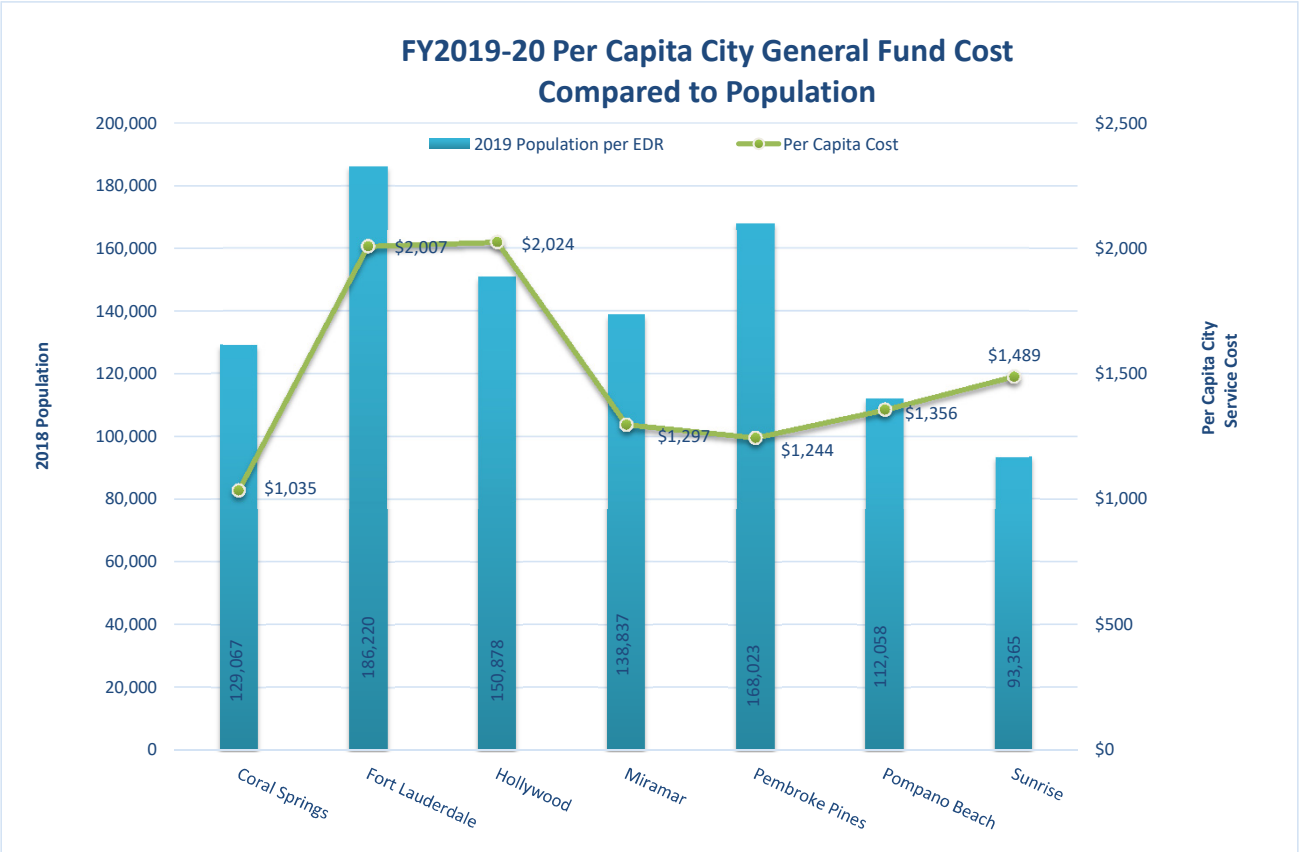
Municipal Parks (September 30, 2019) Source: Rec. Dept.

Developed Parks	35
Developed Acres	973.29
Undeveloped Acres	0
Swimming Pools	7
Recreation Centers	4
Lighted Ball fields	41
Unlighted Ball fields	2
Lighted Tennis Courts	50
Playgrounds	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 Websites, State Office of Economic & Demographic Research, and Broward County Property Appraiser)





Per capita City General Fund cost is determined by taking the expenditures from each City's General Fund Adopted Budget for FY2020, 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

Mission:
To provide a quality of life in our community that will foster the desire to live, work, and raise a family.



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

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

City and Departmental Goals Matrix

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

City and Departmental Goals Matrix (continued)

City and Departmental Goals	City Manager	Police & Code Enforcement	Fire and Rescue	Public Services/Parks Recreation & Cultural Arts	Technology Services	City Clerk	Community Services	Finance	Human Resources
4. Provide a positive work environment that encourages teamwork, initiative, productivity, and individual development.									
Implementation and monitoring of the insurance and safety programs of the City.									✓
Expand the City's outreach efforts to reach a diverse group of competent workers when recruiting for City vacancies.									✓
Institute a citywide program to enhance employee development through supervisory, technical, professional, and competency training.									✓
To maintain a comprehensive, competitive pay and classification system, linking various elements of performance to merit.									✓
5. Commitment to excellence in leadership and management skills; instill confidence in integrity of City government.									
To keep staff positioned to take full advantage of new technological developments so as to enhance efficiency in the performance of our duties and responsibilities.						✓			
To provide capable and inspiring administrative leadership for the City staff; to make day-to-day decisions that allow for the most effective use of available resources; and most importantly, to operate in a manner that improves and enhances the quality of life in our community.	✓								
To develop and implement systems to enhance the financial viability of the City, and provide financial information and analyses that are valuable as management tools and that are readily understood by our citizens.								✓	
6. Preserve and promote the ecological and environmental quality within the City.									
To maintain, protect and preserve the wetlands in perpetuity developed as a diverse multi-habitat ecosystem.				✓					
To provide a well-designed and carefully maintained network of parks and other green spaces.				✓					
To provide customers with the highest quality water and wastewater services possible while maintaining a competitive rate structure.				✓					

Performance Measures Crosswalk

The Performance Measures Crosswalk reflects the KPIs that assess the extent to which the City's goals are being met, the departmental objective that contributes to the achievement of those goals and the departmental performance measure, which evaluates the accomplishment of those objectives.

Department Objective	Performance Measure
CITY GOAL #1: Promote health, safety, and welfare of the community.	
KPI: *Crime rate per 100,000 population ranked against the ten most populous cities in Broward County*	
Police Deter crime, enhance public safety, apprehend criminals, and make Officers available for service, as well as establish a positive rapport with the citizens.	▪ Clearance rate Part I offenses (1) ▪ Average calls for service per 1,000 resident population Number of occurrences for the following types of offenses during calendar year: ▪ Murder ▪ Forcible rape ▪ Robbery ▪ Aggravated assault ▪ Burglary ▪ Larceny ▪ Motor vehicle theft
(1) Consists of homicides, rapes, robberies, assaults, burglaries, auto thefts, and larcenies.	
KPI: *Insurance Service Organization (ISO) evaluation compared with national cities with 24,999 or more population*	
Fire Conduct pre-fire planning for all commercial and multifamily occupancies	▪ Pre-Fire plans completed annually ▪ Number of public participants in safety education (non-CPR) classes ▪ Average unit response time from en route to arrival (in minutes) ▪ % of unit response time less than 6 minutes
KPI: *Social service client hours per each unduplicated client*	
Community Services Plan and implement information and referral, recreation, health support services, counseling, adult day-care, personal care homemaker, relief/respite services, volunteer services, public education, special programs, transportation screening and assessment.	▪ Units of service (services covered by OAA Title IIIB and IIIE Grants) ▪ Number of unduplicated clients
KPI: *Potable water quality ranking among select Broward cities*	
Utilities [Water] Operate our drinking water treatment plants at maximum efficiency to meet or exceed all environmental and regulatory parameters and provide a world class service to our customers.	Finished Water Quality: ▪ pH ▪ Total Residual Chlorine ▪ Color ▪ Fluoride AS F ▪ Turbidity NTU ▪ Iron Fe-
CITY GOAL #2: Promote and pursue a positive economic environment.	
KPI: *Median household income ranked against the ten most populous cities in Broward County*	
City Manager Maintain a low tax burden on residents.	▪ Adopted millage rate compared to rolled-back operating millage rate
KPI: *% change in taxable value in relation to other Broward County cities*	
Police [Code Compliance] Promote and maintain a safe and desirable living and working environment within the City.	▪ % of cases closed prior to Code Board and/or Special Master hearing

Performance Measures Crosswalk (continued)

Department Objective	Performance Measure
KPI: *% change in local business tax revenue per capita*	
City Clerk Efficiently process local business tax receipts and renewals.	▪ Local business tax revenue per capita
CITY GOAL #3: Provide diverse recreational, educational, and cultural opportunities and maintain a full range of municipal services.	
KPI: City run *Charter School FSA (Florida Standards Assessments) Scores ranking among Broward schools*	
City Manager Work with the Mayor and Commissioners toward accomplishing their goals for the continuing development of the City of Pembroke Pines Charter School plan.	City run Charter School FSA Scores ranking among Broward schools: ▪ Elementary School ▪ Middle School ▪ High School ▪ FSU Elementary
CITY GOAL #4: Provide a positive work environment that encourages teamwork, initiative, productivity, and individual development.	
KPI: *% change in FT employee retention rate within one year of employment*	
Human Resources Implement sound recruitment practices to ensure competent candidates are hired.	▪ % FT employees retained after one year from hire
CITY GOAL #5: Commitment to excellence in leadership and management skills; instill confidence in integrity of City government.	
KPI: *City underlying bond rating compared to peer cities in Broward County*	
City Manager Provide technical expertise and advice to Commission in order to advantageously pursue the various projects outlined in the $100,000,000 bond referendum passed by the voters in March of 2005.	▪ Unassigned Fund Balance as a % of annual General Fund expenditures ▪ Total direct debt as a % of property market value ▪ Debt service as a % of General Fund budget ▪ % of principal retired in 10 years ▪ Direct debt per capita
Finance Maintain the high levels of professional accounting and reporting standards worthy of Government Finance Officers Association (GFOA) "Certificate of Achievement for Excellence in Financial Reporting" and the "Distinguished Budget Presentation Award".	▪ Number of annual consecutive awards for Certificate of Achievement for Excellence in Financial Reporting from GFOA ▪ Number of annual consecutive Distinguished Budget Presentation Awards from GFOA
KPI: *Monitor average number of days to complete routine public requests.*	
City Clerk Comply with all applicable Florida Statutes for public record requests.	▪ Public Records requests processed per year, per FT employee
CITY GOAL #6: Preserve/promote the ecological and environmental quality within the City.	
KPI: *Comparison of licensed wetlands per total acres with other Broward County cities*	
Grounds Maintenance Maintain all the wetlands and preserve area within the City	▪ Licensed wetland acres in Pembroke Pines
KPI: *Wastewater quality ranking among select Broward cities*	
Utilities [Wastewater] Ensure the treatment plant operates at maximum efficiency to facilitate the environmentally sound disposal of wastewater.	▪ Carbonaceous Biochemical Oxygen Demand 5-Day (CBOD5) Effluent ▪ Total Suspended Solids (TSS) Effluent
KPI: *Acres of parkland per 1,000 population ranked against the ten most populous Broward cities*	
Parks and Recreation To provide the highest quality recreation, cultural, and leisure opportunities and facilities that are accessible, safe, physically attractive and well maintained for youth, teens and adult programming	▪ Acres of parkland per 1,000 population

Balanced Scorecard

As stated previously, the balanced scorecard model was adopted to execute, manage, and communicate the City's strategy through setting priorities, allocating resources based on those priorities, and measuring the results. The City's Balanced Scorecard, below, translates organization-wide strategies into organization-wide measures and targets. It is a composite index of 14 Key Performance Indicators (KPIs) that connect the City's strategic objectives with departmental performance measures at a process level.

Strategic Objectives	Key Performance Indicators (KPIs)	Desired Direction	2019 Benchmark	2019 Actual	Score	Weight	Weighted score
(1) Promote health, safety & welfare of the community.							
Reduce crime	Crime rate per 100,000 population ranked against the ten most populous cities in Broward County	↓	3,047	2,201	76.1%	12.0%	9.1%
Maintain effective fire control capabilities	Insurance Service Organization (ISO) evaluation compared with national cities with 24,999 or more population	↑	(1) 67.20	(1) 95.92	(1) 99.8%	12.0%	12.0%
Increase social services to seniors (aged 60+)	Social service client-hours per each unduplicated client	↑	73.81	41.35	15.5%	4.0%	0.6%
Provide high quality potable water	Potable water quality ranking among select Broward cities	=	52.0%	66.9%	89.8%	12.0%	10.8%
(2) Promote and pursue a positive economic environment.							
Exceed County household income	Median household income ranked against the ten most populous cities in Broward County	↑	$ 64,265	$ 67,232	60.8%	4.0%	2.4%
Maintain tax base	% change in taxable value in relation to other Broward County cities	↑	6.1%	6.5%	56.4%	8.0%	4.5%
To maintain a low tax burden	Per Capita City Services [2] Costs compared to prior years (in constant dollars)	↓	(2) $ 1,020	(2) $ 1,131	(2) 19.4%	4.0%	0.8%
Foster business growth	Local Business Tax Revenue per capita	↑	$ 21.97	$ 21.36	52.3%	8.0%	4.2%
(3) Provide diverse recreational, educational, and cultural opportunities and maintain a full range of municipal services.							
Improve academic performance at schools	City run Charter School FSA (Florida Standard Assessments) Scores ranking among Broward schools.	↑	58.0	73.0	90.0%	8.0%	7.2%
(4) Provide a positive work environment that encourages teamwork, initiative, productivity, and individual development.							
Reduce employee turnover	% of FT employees retained after one year	↑	82.2%	85.5%	66.1%	4.0%	2.6%
(5) Commitment to excellence in leadership and management skills; instill confidence in integrity of City government.							
Maintain sound financial stability	City underlying bond rating compared to peer cities in Broward County	↑	92.4%	92.0%	46.0%	8.0%	3.7%
(6) Preserve and promote the ecological and environmental quality within the City.							
Preserve wetlands ecosystem & watershed	Comparison of licensed wetlands per total acres with other Broward County cities	=	(3) 2.0%	7.9%	94.8%	4.0%	3.8%
Control the quality of the wastewater	Wastewater quality ranking among select Broward County cities	↑	51.6%	11.7%	9.3%	8.0%	0.7%
Maintain at least seven acres of parkland per 1,000 population [excluding golf courses]	Acres of parkland per 1,000 population in relation to ten most populous Broward County cities	↑	5.51	6.14	65.1%	4.0%	2.6%
[1] The ISO rating of 95.92 was during 2018. While the rating is updated every five years, the benchmark will not be updated from 2005 due to data not being available. [2] Expenses exclude transfers, hurricane (FEMA-reimbursed) expenses, and a 2004 bond. [3] KPI is based on 2020 data.			Overall Operating Performance Score			100.0%	65.0%

Key Performance Indicators [KPIs]

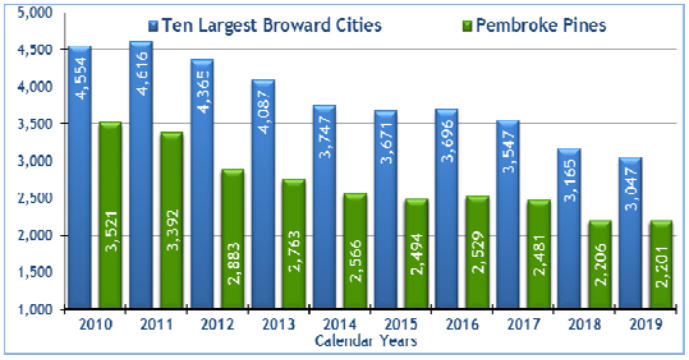
Each KPI score was based on the City's actual performance compared to a benchmark, which was either the average score of peer Cities, when sufficient data is available, or prior City performance. A standardized score, between 0 and 100, was calculated by determining the "z score," which finds the difference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

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

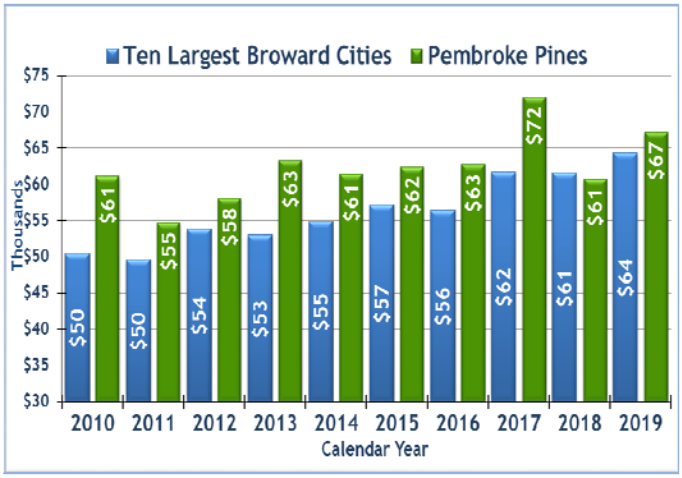
Benchmark: 3,047 (average crime rate per 100,000 population for ten most populous Broward cities during calendar year 2019).

Analysis: The City's 2019 crime rate of 2,201 per 100,000 residents reduced by 0.2 percentage points, while the rate reduced for the ten most populous cities by 3.7. The City remained at the 3rd lowest crime rate among the ten most populous Broward County cities, behind Miramar (1,626) and Coral Springs (1,940).

Crime Rate per 100,000 Population



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

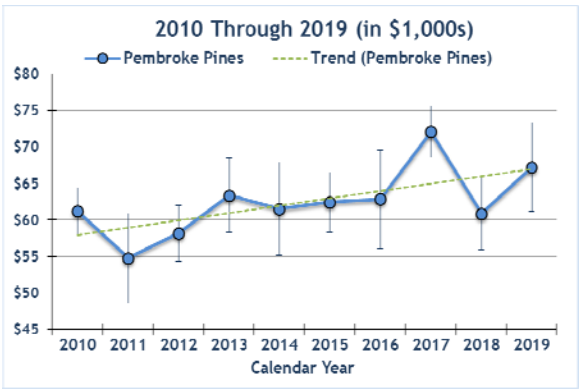


Over the last ten years, the County has experienced a decrease in annual compound growth rate of 0.60%. In addition, the City of Pembroke Pines has experienced an annual compound growth rate of 0.95%; compared to the 2.45% growth rate of the ten most populous cities. The 2019 Margin of Error was +/-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

Benchmark: $64,265 (median household income for 10 most populous Broward cities in 2019.)

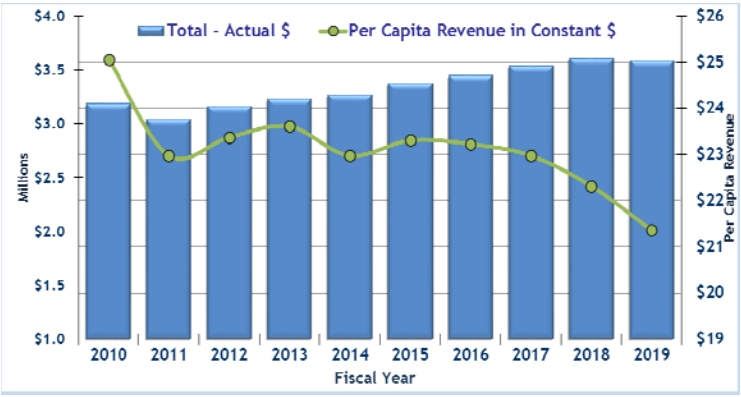
Analysis: Since 2002 the median household income (in constant dollars) for Pembroke Pines was on average 13.0% greater than the average of the ten most populous cities in Broward County. According to the 2019 survey, the City's median household income increased by 10.5% while the County grew by 7.4%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

City Median Household Income and Trend



Key Performance Indicators (KPIs) continued

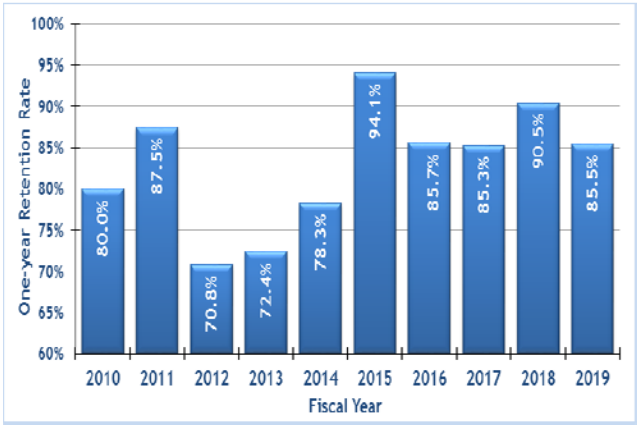
Change in Local Business Tax Revenue



Benchmark: $21.97 (Average per capita revenue since 1982-83 in constant 2019 dollars)

Analysis: Local business tax rates have not changed since their introduction. Since 2009-10 population growth averaged 8.6% however revenue (in constant 2019 dollars) decreased by 7.5% due to the 21.5% increase in the CPI Index.

Percentage of Full-Time Employees Retained after One Year



Benchmark: 82.17% (Average City retention rate since 1997-1998)

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

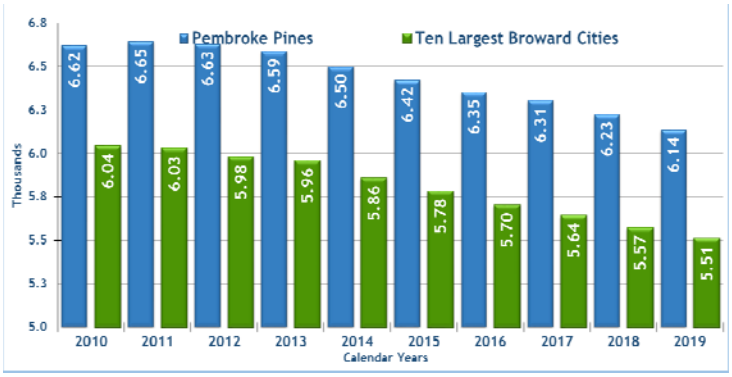
Per Capita City Operating Costs (in FY 2019 Constant Dollars)



Benchmark: Since Fiscal Year 1996 the average per capita cost of City operations has been $1,020 in current (FY 2019) dollars.

Analysis: Per capita services cost grew by $184 over the past ten years. However, when adjusted for inflation there was a $20 decline.

Acres of Parkland per 1,000 Population



Benchmark: 5.51 acres of parkland per 1,000 population for the ten most populous Broward cities for fiscal year 2018-19.

Analysis: In 2010, Pembroke Pines' acres of parkland per 1,000 population was 9.6% above the ten most populous Broward cities. In 2019, it was 11.4% above as it accounted for 21.4% and 11.8% of the growth in parkland acres and population, respectively. This calculation is based on 2019 acreage data adjusted for population yearly.

Department Performance Measures Report

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

Police

City Goal: (1) Promote health, safety, and welfare of the community.		2017-18		2018-19		2019-20	2020-21
KPI: Crime rate per 100,000 population ranked against the ten most populous cities in Broward County		Actual	Goal	Actual	Goal	Goal	Goal
Measurement Type: **Outputs**							
Calls for service per 1,000 resident population	↓	506	600	473	600	600	600
Measurement Type: **Effectiveness**							
Clearance rate for Part I offenses [1]	↑	22%	25%	23%	25%	25%	25%
Number of occurrences for the following types of offenses during							
Murder	↓	1	0	7	0	0	0
Forcible rape	↓	26	10	36	10	15	15
Robbery	↓	74	75	71	75	75	75
Aggravated assault	↓	213	150	241	150	175	175
Burglary	↓	232	500	205	500	400	300
Larceny	↓	2,861	3,000	2,873	3,000	3,000	3,000
Motor vehicle theft	↓	240	200	266	250	250	250
Crime index (summation of occurrences)	↓	3,647	3,935	3,699	4,200	4,000	4,000
Crime rate (per 100,000)	↓	2,206	2,600	2,202	2,600	2,500	2,500

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

City Goal: (2) Promote and pursue a positive economic environment.		2017-18		2018-19		2019-20	2020-21
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	↑	81%	80%	80%	80%	80%	80%

Fire

City Goal: (1) Promote health, safety, and welfare of the community.		2017-18		2018-19		2019-20	2020-21
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)	↓	4.71	<4.00	4.43	<4.00	<4.00	<4.00
% of unit response time less than 6 minutes	↑	79.99%	>93.00%	80.46%	90.00%	>90.00%	>90.00%
Measurement Type: **Effectiveness**							
Number of public participants in safety education (non-CPR) classes	↑	18,288	12,000	15,201	20,000	20,000	20,000

Community Services

City Goal: (1) Promote health, safety, and welfare of the community.		2017-18		2018-19		2019-20	2020-21
KPI: Social service client hours per each unduplicated client		Actual	Goal	Actual	Goal	Goal	Goal
Measurement Type: **Outputs**							
Number of unduplicated clients	↑	2,045	2,500	2,500	2,000	2,200	2,700
Units of service (services covered by OAA Title IIIB and IIIE Grants)	↑	63,684	64,807	71,600	64,632	64,517	57,639

Finance

City Goal: (5) Commitment to excellence in leadership and management skills; instill confidence in integrity of City government.		2017-18		2018-19		2019-20	2020-21
KPI: City's underlying bond rating compared to peer cities in Broward		Actual	Goal	Actual	Goal	Goal	Goal
Measurement Type: **Effectiveness**							
Number of annual consecutive awards for Certificate of Achievement for Excellence in Financial Reporting from GFOA	↑	34	34	35	35	36	37
Number of annual consecutive Distinguished Budget Presentation Awards from GFOA	↑	21	21	22	22	23	24

Department Performance Measures Report (continued)

City Manager

City Goal: (2) Promote and pursue a positive economic environment.		2017-18		2018-19		2019-20	2020-21
KPI: Median household income ranked against the ten most populous cities in Broward County		Actual	Goal	Actual	Goal	Goal	Goal
Measurement Type: **Efficiency**							
Adopted millage rate compared to rolled-back operating millage rate	↓	7.57%	3.11%	6.30%	3.00%	3.00%	3.00%
Per Capita City Service Cost compared to prior years	↓	$1,107	$1,000	$1,157	$1,000	$1,000	$1,000

* Percent annual change in per capita Florida personal income.

City Goal: (3) Provide diverse recreational, educational, and cultural opportunities and maintain a full range of municipal services.		2017-18		2018-19		2019-20	2020-21
KPI: City run Charter School FSA (Florida Standards Assessments) Scores ranking among Broward schools		Actual	Goal	Actual	Goal	Goal	Goal
Measurement Type: **Effectiveness**							
Charter School FSA Scores for:							
Elementary School	↑	67%	77%	68%	77%	79%	80%
Middle School	↑	77%	78%	76%	78%	83%	81%
High School	↑	72%	77%	73%	77%	84%	82%
FSU Elementary	↑	67%	77%	75%	77%	79%	80%

City Goal: (5) Commitment to excellence in leadership and management skills; instill confidence in integrity of City government.		2017-18		2018-19		2019-20	2020-21
KPI: City's underlying bond rating compared to peer cities in Broward		Actual	Goal	Actual	Goal	Goal	Goal
Measurement Type: **Effectiveness**							
Unassigned Fund Balance as a % of annual General Fund expenditures ^	↑	24.6%	28.3%	24.0%	28.0%	28.0%	28.0%
Total direct debt as a % of property market value	=	2.5%	3.1%	2.5%	3.5%	2.3%	3.0%
Debt service as a % of General Fund expenditures	↓	13%	13%	13%	15%	15%	15%
% of principal retired in 10 years	↑	47%	47%	49%	45%	45%	45%
Direct debt per capita	↓	$1,877	$2,025	$1,801	$2,025	$2,025	$2,025

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

City Clerk

City Goal: (2) Promote and pursue a positive economic environment.		2017-18		2018-19		2019-20	2020-21
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)	↑	$21.83	$21.00	$21.36	$21.00	$21.00	$21.00

Human Resources

City Goal: (4) Provide a positive work environment that encourages teamwork, initiative, productivity, and individual development.		2017-18		2018-19		2019-20	2020-21
KPI: % of FT employee retention after one year from hire		Actual	Goal	Actual	Goal	Goal	Goal
Measurement Type: **Effectiveness**							
% of FT employees retained after one year from hire	↑	90.5%	N/A	85.5%	95.0%	95.0%	90.0%

Department Performance Measures Report (continued)

Public Services

City Goal: (1) Promote health, safety, and welfare of the community.		2017-18		2018-19		2019-20	2020-21
KPI: Potable water quality ranking among select Broward cities		Actual	Goal	Actual	Goal	Goal	Goal
Measurement Type: **Effectiveness**							
Finished Water Quality:							
pH (County standard 6.5 - 9.1 or higher)	↑	8.81	9.00	9.00	<9.50	<9.50	<9.50
Total Residual Chlorine (County standard 4.0 or lower)	↓	3.64	3.50	2.11	3.50	<4.00	<4.00
Color (County standard 15.0 or lower)	↓	4.00	5.00	3.00	2.00	<15.00	<15.00
Fluoride ASF (County Standard 0.8 or lower)	↓	0.62	0.80	0.70	0.80	<2.00	<0.80
Turbidity NTU (Nephelometric Turbidity Unit) (County standard 1.0 or lower)	↓	0.15	0.90	0.11	0.90	<1.00	<1.00
Iron Fe- (County standard 0.3 or lower)	↓	0.03	0.03	0.02	0.30	<0.30	<0.30

City Goal: (6) Preserve and promote the ecological and environmental quality within the City.		2017-18		2018-19		2019-20	2020-21
KPI: Wastewater quality ranking among select Broward cities		Actual	Goal	Actual	Goal	Goal	Goal
Measurement Type: **Effectiveness**							
CBOD5 (Carbonaceous Biochemical Oxygen Demand 5-Day) Effluent (County standard 20 or lower)	↓	4.66	5.00	7.20	6.00	<20.00	<20.00
TSS (Total Suspended Solids) Effluent (County standard 20 or lower)	↓	9.77	2.50	13.11	13.00	<20.00	<20.00

		2017-18		2018-19		2019-20	2020-21
KPI: Comparison of licensed wetlands per total acres with other Broward County cities		Actual	Goal	Actual	Goal	Goal	Goal
Measurement Type: **Effectiveness**							
Licensed wetland acres in Pembroke Pines	↑	698	698	698	698	698	698

Recreation and Cultural Arts

		2017-18		2018-19		2019-20	2020-21
KPI: Acres of parkland per 1,000 population compared to the ten most populous cities in Broward County		Actual	Goal	Actual	Goal	Goal	Goal
Measurement Type: **Effectiveness**							
Acres of parkland per 1,000 population	↑	6.23	7.00	6.14	7.00	7.00	7.00

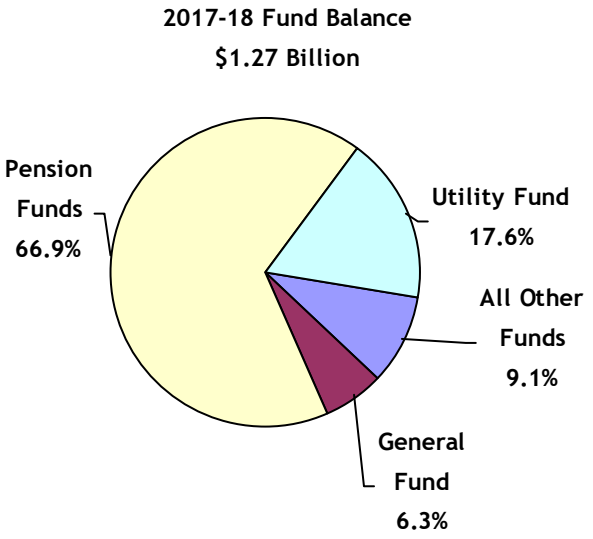
Budget Summary for Fiscal Year 2020-21 - All Funds By Category

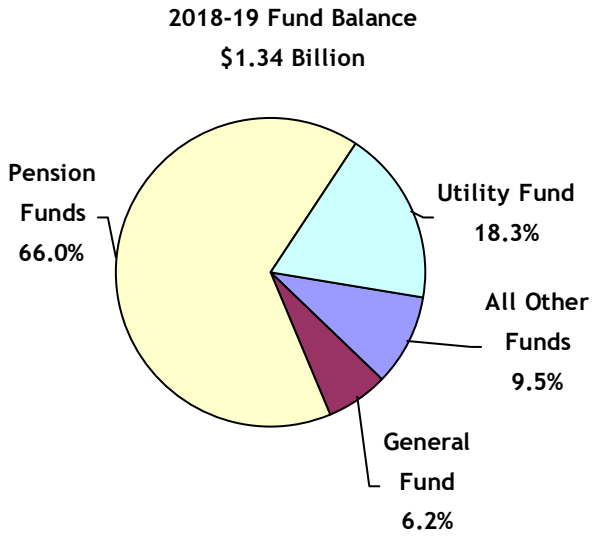
		2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget	% of Total	% Change from 2019-20
Beginning Fund Balance	$	1,180,714,752	1,272,239,563	1,339,385,616	1,336,151,525		
Revenues/Sources							
Ad Valorem Taxes		70,531,487	74,484,628	78,676,076	82,882,003	19.5%	5.3%
Charges for Services		48,429,326	50,388,802	62,311,372	63,674,089	15.0%	2.2%
Water/Sewer Charges		55,227,024	59,562,098	58,881,000	58,485,000	13.8%	(0.7%)
Miscellaneous Revenues		56,139,314	64,079,723	51,690,949	51,848,648	12.2%	0.3%
Investment Income		92,748,367	47,839,274	78,152,200	46,929,600	11.1%	(40.0%)
Special Assessments		24,868,419	24,688,314	23,951,744	26,563,510	6.3%	10.9%
Rents & Royalties		24,802,305	24,679,957	25,853,068	26,289,529	6.2%	1.7%
Franchise Fees		18,507,248	19,079,064	19,359,100	19,638,331	4.6%	1.4%
Intergovernmental Revenue		21,498,275	22,431,673	30,322,264	17,763,062	4.2%	(41.4%)
Utility Taxes		14,165,682	14,379,623	14,709,000	14,591,000	3.4%	(0.8%)
Communication Services Tax		5,131,400	4,583,688	4,993,000	4,086,000	1.0%	(18.2%)
Local Business Tax		3,609,836	3,588,457	3,634,000	3,619,000	0.9%	(0.4%)
Insurance Premium Taxes		2,485,959	2,978,593	2,485,959	2,978,593	0.7%	19.8%
Local Option Gas Tax		2,956,209	2,984,213	3,059,000	2,586,000	0.6%	(15.5%)
Judgments, Fines & Forfeitures		1,403,701	1,842,938	1,705,880	1,708,919	0.4%	0.2%
Building Permits		1,483,379	878,985	923,009	601,597	0.1%	(34.8%)
Total Revenues/Sources		443,987,931	418,470,030	460,707,621	424,244,881	100.0%	(7.9%)
Expenditures/Uses							
General Government		112,647,497	122,491,238	152,030,740	146,085,731	34.8%	(3.9%)
Public Safety		116,615,559	117,868,502	132,629,910	130,829,635	31.2%	(1.4%)
Utility Administration		30,255,999	30,167,383	30,473,783	30,228,305	7.2%	(0.8%)
Debt Service		25,433,223	24,574,715	37,703,161	26,281,070	6.3%	(30.3%)
Sewer-Wastewater Services		15,292,240	14,551,027	32,734,088	21,085,137	5.0%	(35.6%)
Culture and Recreation		18,647,950	19,430,869	27,860,447	18,199,182	4.3%	(34.7%)
Water Utility Services		8,145,767	7,798,634	26,276,393	16,274,694	3.9%	(38.1%)
Economic Environment		9,111,466	9,787,685	13,535,291	9,786,189	2.3%	(27.7%)
Transportation		6,184,374	6,999,697	13,232,271	9,385,834	2.2%	(29.1%)
Human Services		7,135,048	6,974,120	8,545,526	7,760,906	1.9%	(9.2%)
Physical Environment		3,000,331	2,989,522	4,470,271	3,277,253	0.8%	(26.7%)
Total Expenditures/Uses		352,469,454	363,633,393	479,491,881	419,193,936	100.0%	(12.6%)
Excess (Deficit)		91,518,477	54,836,637	(18,784,260)	5,050,945		
Transfers In		1,845,296	3,569,542	8,060,235	888,800		
Bond Premium (Discount)		-	-	11,045,444	-		
Payment to refunded bond escrow agent		-	-	(62,195,000)	-		
Refunding Bonds Issued		-	-	62,620,001	-		
Sale of equipment/land		249,889	(106,797)	61,500	71,500		
Transfers Out		(2,336,597)	(4,206,005)	(8,774,483)	(1,430,105)		
Capital Contributions		3,677,444	5,695,145	3,723,591	3,673,272		
Interest on Investments		159,204	894,341	167,340	384,304		
Investment Income		1,064,931	1,625,658	1,056,000	995,000		
Interest Expense		(262,238)	(233,935)	(214,459)	(184,483)		
Prior Period Adjustment		(4,391,596)	5,071,465	-	-		
Ending Fund Balance	$	1,272,239,560	1,339,385,615	1,336,151,525	1,345,600,758		
Percent Change		7.8%	5.3%	-0.2%	0.7%		

Notes:

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

Components of Fund Balance/Retained Earnings/Net Assets - All Funds for 2017-18 and 2018-19





All Funds	2017-18	2018-19	Change
Asset	$ 1,337,920,005	$ 1,410,208,815	$ 72,288,810
Liability	65,680,445	70,823,202	5,142,758
Fund Balance	1,272,239,561	1,339,385,613	67,146,052

General Fund	2017-18	2018-19	Change
Cash & Investments	$ 84,682,215	86,815,057	2,132,842
Taxes Receivable	5,266,074	5,292,736	26,663
Accounts Receivable	4,137,300	4,343,108	205,808
Other Assets	3,008,852	10,668,271	7,659,419
Asset Total	**97,094,441**	**107,119,172**	**10,024,731**
Accounts Payable	$ 11,167,217	17,869,420	6,702,203
Deposits	2,493,755	2,667,498	173,743
Deferred Revenue	2,973,596	2,822,967	-150,628
Other Liabilities	33,918	213,558	179,640
Liability Total	**16,668,484**	**23,573,443**	**6,904,959**
Real Estate Investment and Other	$ 294,360	293,815	-545
Unassigned Fund Balance	44,573,960	45,694,277	1,120,317
Disaster Assistance	2,125,000	2,125,000	0
Subsequent year's budget	33,432,637	35,432,637	2,000,000
Fund Balance Total	**$ 80,425,957**	**83,545,729**	**3,119,772**

Utility Fund	2017-18	2018-19	Change
Cash & Investments	$ 71,250,840	86,949,551	15,698,711
Accounts Receivable	7,184,468	8,773,940	1,589,473
Restricted Investments	10,395,122	8,224,290	-2,170,832
Land, Buildings, Equipment & Improvements	264,137,921	279,237,851	15,099,930
Accumulated Depreciation	-120,795,597	-127,835,533	-7,039,936
Construction in Progress	6,737,903	8,857,445	2,119,542
Other Assets	9,895,003	5,296,822	-4,598,180
Asset Total	**248,805,660**	**269,504,367**	**20,698,706**
Accounts Payable	$ 2,076,932	3,386,687	1,309,755

Components of Fund Balance/Retained Earnings/Net Assets - All Funds for 2017-18 and 2018-19

Utility Fund		2017-18	2018-19	Change
Deposits		4,388,344	4,591,017	202,673
Other Liabilities		18,122,993	17,046,412	-1,076,581
Liability Total		**24,588,269**	**25,024,116**	**435,847**
Retained Earnings - Unreserved	$	227,810,037	238,581,680	10,771,643
Other Equities		-3,592,645	5,898,571	9,491,216
Retained Earnings Total	**$**	**224,217,392**	**244,480,251**	**20,262,859**

Pension Funds		2017-18	2018-19	Change
Cash & Investments	$	844,125,465	872,370,802	28,245,337
Accounts Receivable		4,924,054	8,927,980	4,003,926
Land, Buildings, Equipment & Improvements		335,272	324,138	-11,134
Other Assets		3,273,659	3,303,268	29,609
Asset Total		**852,658,450**	**884,926,188**	**32,267,738**
Accounts Payable	$	1,127,362	471,983	-655,379
Other Liabilities		0	0	0
Liability Total		**1,127,362**	**471,983**	**-655,379**
Net Assets - Reserved	$	851,531,088	884,454,205	32,923,117
Net Assets Held In Trust Total	**$**	**851,531,088**	**884,454,205**	**32,923,117**

All Other Funds		2017-18	2018-19	Change
Cash & Investments	$	136,461,306	143,970,958	7,509,652
Taxes Receivable		476,852	486,393	9,540
Accounts Receivable		7,080	2,006,606	1,999,527
Restricted Investments		138,239	399,372	261,133
Other Assets		2,277,977	1,795,760	-482,217
Asset Total		**139,361,454**	**148,659,089**	**9,297,635**
Accounts Payable	$	2,251,330	798,611	-1,452,720
Due to Other Funds		5,993,813	7,361,385	1,367,573
Deposits		115,782	109,103	-6,679
Deferred Revenue		1,725,537	1,435,141	-290,396
Other Liabilities		13,209,868	12,049,420	-1,160,448
Liability Total		**23,296,329**	**21,753,660**	**-1,542,669**
Fund Balance - Restricted	$	87,658,835	95,510,876	7,852,041
Retained Earnings - Reserved		6,542,229	6,542,229	0
Real Estate Investment and Other		446,115	446,115	0
Other Equities		21,417,945	24,406,208	2,988,263
Fund Balance Total	**$**	**116,065,125**	**126,905,428**	**10,840,304**

Expenditure Category Matrix For 2020-21 Budget

Allocation of Expenditures	Personnel Services	Operating Expenditure/ Expenses	Capital Outlay	Debt Service	Grants and Aids	Other Uses	Total
General Fund							
City Commission	587,335	298,449	-	-	-	-	885,784
City Manager	688,329	424,553	-	-	-	-	1,112,882
Human Resources	529,192	251,530	-	-	-	-	780,722
City Attorney	-	1,094,216	-	-	-	-	1,094,216
General Government	1,924,810	6,215,079	-	-	188,913	788,800	9,117,602
City Clerk	940,072	588,724	5,000	-	-	-	1,533,796
Finance	1,687,223	1,737,513	-	-	-	-	3,424,736
Technology Services	2,376,705	4,797,703	1,464,500	-	-	-	8,638,908
Police	64,246,546	7,314,830	3,291,045	-	-	-	74,852,421
Fire/Rescue	48,693,704	5,551,348	1,451,700	-	99,459	100,000	55,896,211
Early Development Centers	2,635,972	2,351,517	-	-	-	541,305	5,528,794
W.C.Y Administration	-	57,425	-	-	-	-	57,425
General Gvt Buildings	838,593	10,081,486	1,048,000	-	-	-	11,968,079
Grounds Maintenance	413,750	2,691,003	156,000	-	-	-	3,260,753
Procurement	185,216	900,061	-	-	-	-	1,085,277
Environmental Services (Engineering)	617,127	1,259,667	-	-	-	-	1,876,794
Howard C. Forman Human Services Campus	-	1,418,110	250,000	-	-	-	1,668,110
Recreation and Cultural Arts	2,892,529	11,159,116	90,000	-	-	-	14,141,645
Special Events	-	146,420	-	-	-	-	146,420
Golf Course	-	2,669,897	24,000	-	-	-	2,693,897
Civic and Cultural Facility	-	1,208,220	9,000	-	-	-	1,217,220
Community Services	216,693	1,141,806	-	-	19,948	-	1,378,447
Housing Division	121,892	8,618,163	5,000	-	-	-	8,745,055
Planning and Economic Development	632,262	676,227	24,400	-	-	-	1,332,889
General Fund Total	130,227,950	72,653,063	7,818,645	-	308,320	1,430,105	212,438,083
% of General Fund	61.3%	34.2%	3.7%	-	0.1%	0.7%	100.0%
Road & Bridge Fund							
Maintenance	83,238	5,134,235	-	-	-	-	5,217,473
Infrastructure	-	2,935,500	78,000	-	-	-	3,013,500
Road & Bridge Fund Total	83,238	8,069,735	78,000	-	-	-	8,230,973
% of Road & Bridge Fund	1.0%	98.0%	0.9%	-	-	-	100.0%
HUD Grants CDBG/HOME							
Community Development	-	741,134	300,000	-	-	-	1,041,134
Transportation	-	138,995	-	-	-	-	138,995
HUD Grants CDBG/HOME Total	-	880,129	300,000	-	-	-	1,180,129
% of HUD Grants CDBG/HOME	-	74.6%	25.4%	-	-	-	100.0%
Law Enforcement Grant							
Victims of Crime Act Grant	22,167	-	-	-	-	-	22,167
Law Enforcement Grant Total	22,167	-	-	-	-	-	22,167
% of Law Enforcement Grant	100.0%	-	-	-	-	-	100.0%
Community Bus Program							
Community Services	-	249,754	-	-	-	-	249,754
Transit System	-	766,112	-	-	-	-	766,112
Community Bus Program Total	-	1,015,866	-	-	-	-	1,015,866
% of Community Bus Program	-	100.0%	-	-	-	-	100.0%

Expenditure Category Matrix For 2020-21 Budget

Allocation of Expenditures	Personnel Services	Operating Expenditure/ Expenses	Capital Outlay	Debt Service	Grants and Aids	Other Uses	Total
Treasury - Confiscated							
Treasury Confiscated	-	-	77,852	-	-	-	77,852
Treasury - Confiscated Total	-	-	77,852	-	-	-	77,852
% of Treasury - Confiscated	-	-	100.0%	-	-	-	100.0%
Justice - Confiscated							
Justice Confiscated	-	-	10,387	-	-	-	10,387
Justice - Confiscated Total	-	-	10,387	-	-	-	10,387
% of Justice - Confiscated	-	-	100.0%	-	-	-	100.0%
$2 Police Education							
$2 Police Education	-	28,419	-	-	-	-	28,419
$2 Police Education Total	-	28,419	-	-	-	-	28,419
% of $2 Police Education	-	100.0%	-	-	-	-	100.0%
FDLE - Confiscated							
FDLE	-	5,418	36,760	-	-	-	42,178
FDLE - Confiscated Total	-	5,418	36,760	-	-	-	42,178
% of FDLE - Confiscated	-	12.8%	87.2%	-	-	-	100.0%
Older Americans Act							
SW Multipurpose Center	-	1,242,261	-	-	95,284	-	1,337,545
Older Americans Act Total	-	1,242,261	-	-	95,284	-	1,337,545
% of Older Americans Act	-	92.9%	-	-	7.1%	-	100.0%
Debt Service							
General Debt Service	-	-	-	25,409,865	-	-	25,409,865
Debt Service Total	-	-	-	25,409,865	-	-	25,409,865
% of Debt Service	-	-	-	100.0%	-	-	100.0%
Utility Fund							
General Debt Service	-	-	-	1,055,688	-	-	1,055,688
Utilities Admin Services	2,242,436	5,021,857	-	-	-	-	7,264,293
Non-Departmental Expense	764,543	22,142,369	-	-	57,100	-	22,964,012
Sewer Collection	-	3,899,972	2,656,840	-	-	-	6,556,812
Sewer Treatment Plant	-	13,700,325	828,000	-	-	-	14,528,325
Water Plants	-	6,388,954	3,210,439	-	-	-	9,599,393
Water Distribution	-	3,025,301	3,650,000	-	-	-	6,675,301
Utility Fund Total	3,006,979	54,178,778	10,345,279	1,055,688	57,100	-	68,643,824
% of Utility Fund	4.4%	78.9%	15.1%	1.5%	0.1%	-	100.0%
Public Insurance Fund							
Self Insurance	117,887	29,870,849	-	-	-	-	29,988,736
Public Insurance Fund Total	117,887	29,870,849	-	-	-	-	29,988,736
% of Public Insurance Fund	0.4%	99.6%	-	-	-	-	100.0%
Wetlands Trust Fund							
Mitigation Trust	-	16,500	-	-	-	-	16,500
Wetlands Trust Fund Total	-	16,500	-	-	-	-	16,500
% of Wetlands Trust Fund	-	100.0%	-	-	-	-	100.0%

Expenditure Category Matrix For 2020-21 Budget

Allocation of Expenditures	Personnel Services	Operating Expenditure/ Expenses	Capital Outlay	Debt Service	Grants and Aids	Other Uses	Total
General Pension Trust Fund							
Post Employment Benefits	-	12,077,000	-	-	-	-	12,077,000
General Pension Trust Fund Total	-	12,077,000	-	-	-	-	12,077,000
% of General Pension Trust Fund	-	100.0%	-	-	-	-	100.0%
Fire & Police Pension Trust Fund							
Post Employment Benefits	-	42,400,000	-	-	-	-	42,400,000
Fire & Police Pension Trust Fund Total	-	42,400,000	-	-	-	-	42,400,000
% of Fire & Police Pension Trust Fund	-	100.0%	-	-	-	-	100.0%
Other Post Employment Benefits							
Post Employment Benefits	6,000	17,883,000	-	-	-	-	17,889,000
Other Post Employment Benefits Total	6,000	17,883,000	-	-	-	-	17,889,000
% of Other Post Employment Benefits	0.0%	100.0%	-	-	-	-	100.0%
TOTAL	133,464,221	240,321,018	18,666,923	26,465,553	460,704	1,430,105	420,808,524
% OF BUDGET	31.7%	57.1%	4.4%	6.3%	0.1%	0.3%	100.0%

City of Pembroke Pines, Florida

Transfers Matrix 2020-21 Budget

Fund	Transfer From	Transfer To
General Fund	1,430,105	-
Public Insurance Fund	-	100,000
Older Americans Act	-	539,046
Community Bus Program	-	249,754
Charter Middle Schools	-	541,305
	$1,430,105	$1,430,105

Projected Changes in Fund Balances - Fund 1 General Fund

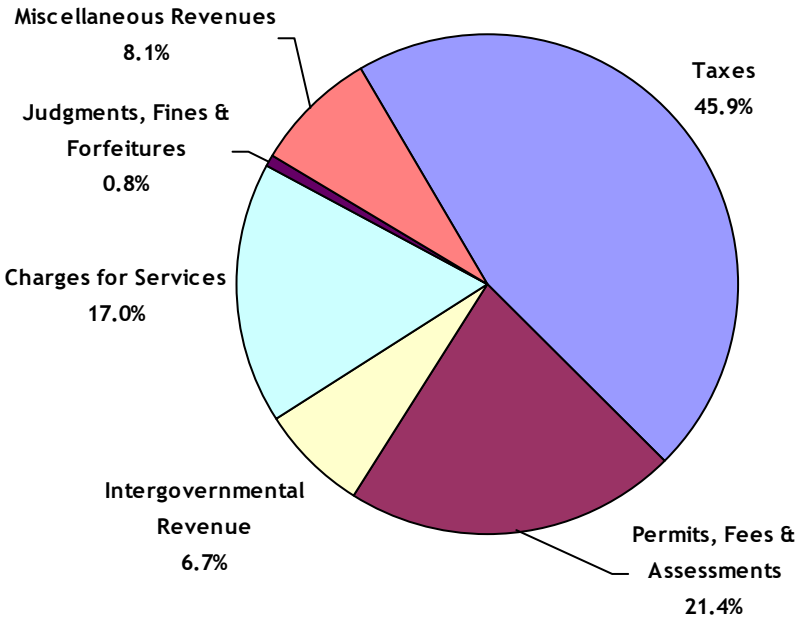
The General Fund is used to account for all the financial resources of the City that are not required to be accounted for in another fund. It is the chief operating fund of the City.

		2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget	% of Total	% Change from 2019-20
Beginning Fund Balance	$	74,166,392	80,425,958	83,545,731	62,043,422		
Revenues/Sources							
Ad Valorem Taxes		64,584,724	68,805,103	72,937,350	77,076,815	37.3%	5.7%
Charges for Services		31,061,902	32,867,110	35,073,471	35,178,918	17.0%	0.3%
Special Assessments		24,868,419	24,688,314	23,951,744	26,563,510	12.9%	10.9%
Franchise Fees		16,282,334	16,679,189	17,059,260	17,155,898	8.3%	0.6%
Rents & Royalties		13,633,877	14,003,420	14,398,179	14,915,790	7.2%	3.6%
Intergovernmental Revenue		16,529,982	16,708,465	20,692,390	13,842,155	6.7%	(33.1%)
Utility Taxes		11,811,435	11,505,606	12,159,382	11,136,930	5.4%	(8.4%)
Local Business Tax		3,609,836	3,588,457	3,634,000	3,619,000	1.8%	(0.4%)
Insurance Premium Taxes		2,485,959	2,978,593	2,485,959	2,978,593	1.4%	19.8%
Judgments, Fines & Forfeitures		1,267,651	1,729,766	1,684,400	1,681,500	0.8%	(0.2%)
Investment Income		1,271,793	2,886,767	1,279,100	1,572,800	0.8%	23.0%
Building Permits		1,236,657	729,880	612,009	533,009	0.3%	(12.9%)
Miscellaneous Revenues		365,196	168,244	210,025	197,165	0.1%	(6.1%)
Total Revenues/Sources		189,009,765	197,338,914	206,177,269	206,452,083	100.0%	0.1%
Expenditures/Uses							
Public Safety		115,858,008	117,545,628	130,405,897	130,648,632	61.9%	0.2%
General Government		30,837,711	37,128,715	43,623,634	43,730,995	20.7%	0.2%
Culture and Recreation		18,146,228	18,955,898	24,788,404	18,199,182	8.6%	(26.6%)
Economic Environment		7,323,438	8,082,974	8,471,248	8,745,055	4.1%	3.2%
Human Services		5,820,251	5,760,723	7,214,141	6,423,361	3.0%	(11.0%)
Physical Environment		2,983,832	2,973,062	4,453,771	3,260,753	1.5%	(26.8%)
Total Expenditures/Uses		180,969,469	190,447,001	218,957,095	211,007,978	100.0%	(3.6%)
Excess (Deficit)		8,040,296	6,891,913	(12,779,826)	(4,555,895)		
Sale of equipment/land		293,462	169,031	52,000	62,000		
Transfers Out		(2,074,194)	(3,941,171)	(8,774,483)	(1,430,105)		
Ending Fund Balance	$	80,425,957	83,545,730	62,043,422	56,119,422		
Percent Change		8.4%	3.9%	-25.7%	(9.5%)		

Notes:

In 2019-20, fund balance is expected to decline by $21.5 million or 25.7% to cover: (a) $10.8 million carryover from prior year, (b) $7.3 million transfer to the Debt Service Fund for swap termination and refunding of Series 2008 Charter School Revenue Bonds, and (c) budget gap of $3.4 million. The $5.9 million or 9.5% anticipated decline in 2020-21 is due to balancing the budget with reserves.

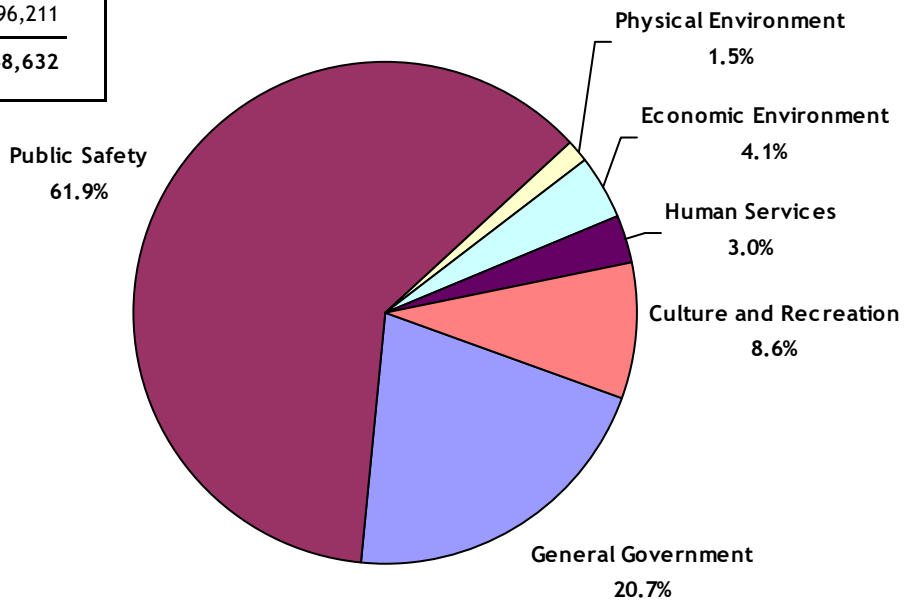
General Fund Revenues (excluding Other Sources)



Ad Valorem Taxes	77,076,815
Utility Taxes	11,136,930
Local Business Tax	3,619,000
Insurance Premium Taxes	2,978,593
Taxes	**$ 94,811,338**

General Fund Expenditures (excluding Transfers)

Police	74,852,421
Fire/Rescue	55,796,211
Public Safety	**$ 130,648,632**



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.

		2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget	% of Total	% Change from 2019-20
Beginning Fund Balance	$	498,236	491,159	487,093	479,593		
Revenues/Sources							
Investment Income		9,422	12,394	9,000	9,000	100.0%	-
Total Revenues/Sources		9,422	12,394	9,000	9,000	100.0%	-
Expenditures/Uses							
Physical Environment		16,499	16,460	16,500	16,500	100.0%	-
Total Expenditures/Uses		16,499	16,460	16,500	16,500	100.0%	-
Excess (Deficit)		(7,077)	(4,066)	(7,500)	(7,500)		
Ending Fund Balance	$	491,159	487,094	479,593	472,093		
Percent Change		-1.4%	-0.8%	-1.5%	(1.6%)		

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.

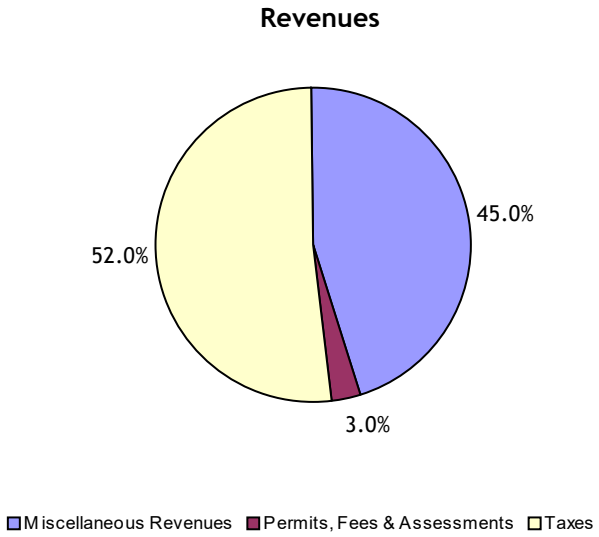
Projected Changes in Fund Balances - Fund 201 Debt Service

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

		2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget	% of Total	% Change from 2019-20
Beginning Fund Balance	$	12,887,201	13,113,155	13,428,254	13,741,219		
Revenues/Sources							
Rents & Royalties		11,168,428	10,676,537	11,454,889	11,373,739	44.3%	(0.7%)
Ad Valorem Taxes		5,946,763	5,679,525	5,738,726	5,805,188	22.6%	1.2%
Communication Services Tax		5,131,400	4,583,688	4,993,000	4,086,000	15.9%	(18.2%)
Utility Taxes		2,354,247	2,874,017	2,549,618	3,454,070	13.5%	35.5%
Franchise Fees		757,326	784,888	762,840	762,433	3.0%	(0.1%)
Investment Income		212,964	291,159	210,500	189,200	0.7%	(10.1%)
Total Revenues/Sources		25,571,128	24,889,814	25,709,573	25,670,630	100.0%	(0.2%)
Expenditures/Uses							
Debt Service		25,433,723	24,574,715	36,861,417	25,409,865	100.0%	(31.1%)
Total Expenditures/Uses		25,433,723	24,574,715	36,861,417	25,409,865	100.0%	(31.1%)
Excess (Deficit)		137,405	315,099	(11,151,844)	260,765		
Transfers In		88,549	-	7,300,000	-		
Bond Premium (Discount)		-	-	11,045,444	-		
Payment to refunded bond escrow agent		-	-	(62,195,000)	-		
Refunding Bonds Issued		-	-	55,314,365	-		
Ending Fund Balance	$	13,113,155	13,428,255	13,741,219	14,001,984		
Percent Change		1.8%	2.4%	2.3%	1.9%		

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.



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.

		2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget	% of Total	% Change from 2019-20
Beginning Fund Balance	$	1,551,517	1,648,151	337,403	(6,036,496)		
Revenues/Sources							
Miscellaneous Revenues		626,627	307,000	307,000	184,000	100.0%	(40.1%)
Investment Income		(28,271)	4,957	-	-	-	-
Total Revenues/Sources		598,356	311,957	307,000	184,000	100.0%	(40.1%)
Expenditures/Uses							
General Government		-	1,131,734	9,808,362	-	-	(100.0%)
Transportation		-	16,000	1,106,130	-	-	(100.0%)
Culture and Recreation		501,722	474,971	3,072,043	-	-	(100.0%)
Total Expenditures/Uses		501,722	1,622,705	13,986,535	-	-	(100.0%)
Excess (Deficit)		96,634	(1,310,748)	(13,679,535)	184,000		
Refunding Bonds Issued		-	-	7,305,636	-		
Ending Fund Balance	$	1,648,151	337,403	(6,036,496)	(5,852,496)		
Percent Change		6.2%	-79.5%	-1889.1%	(3.0%)		

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. For instance, in 2018-19 the $1.3 million or 79.5% reduction in fund balance is due to expending bond proceeds from prior years. Similarly, in 2019-20 approximately $6.4 million of bond proceed from previous borrowings will be used to fund certain capital projects.

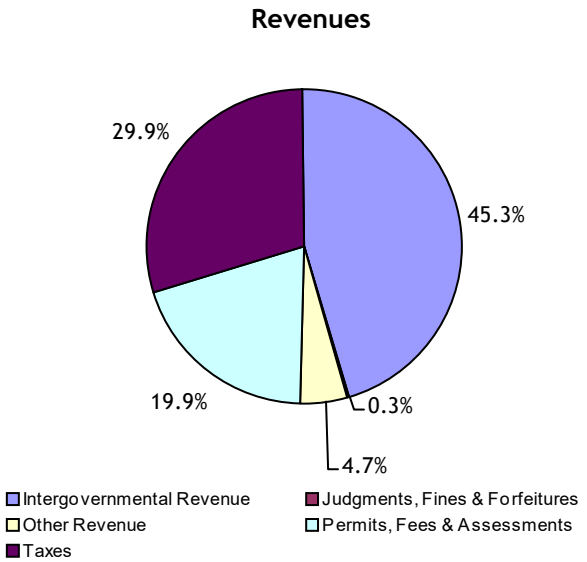
Projected Changes in Fund Balances - Other Governmental Funds

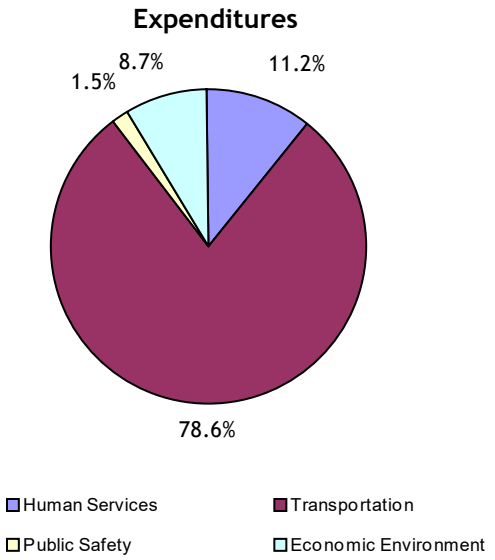
"Other Governmental Funds" excludes the General Fund, the Wetlands Mitigation Trust Fund, the Debt Service Fund, and the Municipal Construction Fund; it includes grant funds and other special revenue funds with restricted revenues. This group represents less than 3% of all the City's budgeted funds.

		2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget	% of Total	% Change from 2019-20
Beginning Fund Balance	$	5,230,038	6,611,595	8,599,573	3,260,161		
Revenues/Sources							
Intergovernmental Revenue		4,968,293	5,723,208	9,629,874	3,920,907	45.3%	(59.3%)
Local Option Gas Tax		2,956,209	2,984,213	3,059,000	2,586,000	29.9%	(15.5%)
Franchise Fees		1,467,588	1,614,987	1,537,000	1,720,000	19.9%	11.9%
Miscellaneous Revenues		288,599	249,180	250,081	250,081	2.9%	-
Investment Income		94,457	203,532	148,000	153,000	1.8%	3.4%
Judgments, Fines & Forfeitures		136,050	113,172	21,480	27,419	0.3%	27.6%
Total Revenues/Sources		9,911,196	10,888,292	14,645,435	8,657,407	100.0%	(40.9%)
Expenditures/Uses							
Transportation		6,184,374	6,983,697	12,126,141	9,385,834	78.6%	(22.6%)
Human Services		1,314,796	1,213,397	1,331,385	1,337,545	11.2%	0.5%
Economic Environment		1,788,028	1,704,711	5,064,043	1,041,134	8.7%	(79.4%)
Public Safety		736,784	303,218	2,224,013	181,003	1.5%	(91.9%)
Total Expenditures/Uses		10,023,982	10,205,023	20,745,582	11,945,516	100.0%	(42.4%)
Excess (Deficit)		(112,786)	683,269	(6,100,147)	(3,288,109)		
Transfers In		1,756,747	1,569,542	760,235	788,800		
Sale of equipment/land		-	-	500	500		
Transfers Out		(262,403)	(264,834)	-	-		
Ending Fund Balance	$	6,611,595	8,599,573	3,260,161	761,352		
Percent Change		26.4%	30.1%	-62.1%	(76.6%)		

Notes:

The 2017-18 fund balance increased by $1.4 million or 26.4% due to favorable net transfers. The 2018-19 fund balance increased by $2.0 million or 30.1% due to a $1.3 million favorable net transfer combined with a $0.7 million surplus. In 2019-20, fund balance is expected to decrease by $5.3 million or 62.1% primarily as a result of the $4.9 million carryovers funded by reserves. Fund balance is expected to decline by $2.5 million or 76.6% in 2020-21; the projected deficit that is not covered by net transfers.





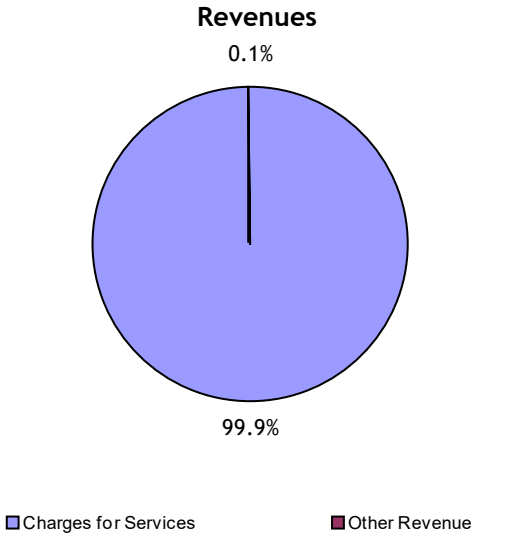
Projected Changes in Fund Balances - Fund 471 Utility Fund

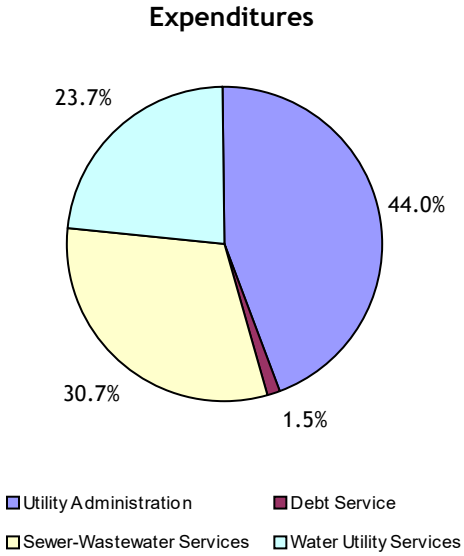
The Utility Fund accounts for all revenues and expenditures related to water and sewer services, including, but not limited to, administrative operations, maintenance, billing, and collection.

		2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget	% of Total	% Change from 2019-20
Beginning Fund Balance	$	221,131,611	224,217,392	244,480,251	219,127,155		
Revenues/Sources							
Water/Sewer Charges		55,227,024	59,562,098	58,881,000	58,485,000	98.7%	(0.7%)
Charges for Services		1,145,096	1,151,417	1,198,500	682,208	1.2%	(43.1%)
Building Permits		246,722	149,105	311,000	68,588	0.1%	(77.9%)
Miscellaneous Revenues		136,244	54,434	8,280	7,000	-	(15.5%)
Total Revenues/Sources		56,755,086	60,917,054	60,398,780	59,242,796	100.0%	(1.9%)
Expenditures/Uses							
Utility Administration		30,255,999	30,167,383	30,473,783	30,228,305	44.2%	(0.8%)
Sewer-Wastewater Services		15,292,240	14,551,027	32,734,088	21,085,137	30.8%	(35.6%)
Water Utility Services		8,145,767	7,798,634	26,276,393	16,274,694	23.8%	(38.1%)
Debt Service		(500)	-	841,744	871,205	1.3%	3.5%
Public Safety		20,767	19,656	-	-	-	-
Total Expenditures/Uses		53,714,273	52,536,701	90,326,008	68,459,341	100.0%	(24.2%)
Excess (Deficit)		3,040,813	8,380,353	(29,927,228)	(9,216,545)		
Sale of equipment/land		(43,573)	(275,828)	9,000	9,000		
Capital Contributions		3,677,444	5,695,145	3,723,591	3,673,272		
Investment Income		1,064,931	1,625,658	1,056,000	995,000		
Interest Expense		(262,238)	(233,935)	(214,459)	(184,483)		
Prior Period Adjustment		(4,391,596)	5,071,465	-	-		
Ending Fund Balance	$	224,217,391	244,480,250	219,127,155	214,403,399		
Percent Change		1.4%	9.0%	-10.4%	(2.2%)		

Notes:

Fund balance is projected to decline in 2019-20 by $25.3 million or 10.4% due to a $19.4 million carryover, $2.8 million of unspent bond proceeds to partially fund the Water Main Project for Pines Village, and $3.2 million related to reserve for capital expense.





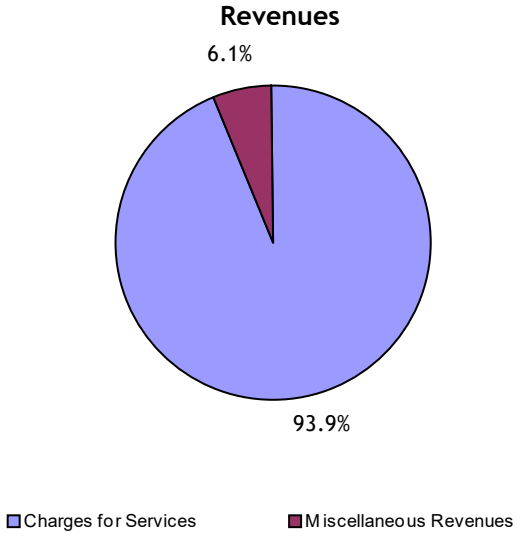
Projected Changes in Fund Balances - Fund 504 Public Insurance Fund

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.

		2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget	% of Total	% Change from 2019-20
Beginning Fund Balance	$	6,542,229	6,542,229	8,542,229	8,542,229		
Revenues/Sources							
Charges for Services		16,222,328	16,370,275	26,039,401	27,812,963	93.9%	6.8%
Miscellaneous Revenues		4,540,829	5,381,055	1,757,002	1,791,469	6.1%	2.0%
Total Revenues/Sources		20,763,157	21,751,330	27,796,403	29,604,432	100.0%	6.5%
Expenditures/Uses							
General Government		20,922,361	22,645,671	27,963,743	29,988,736	100.0%	7.2%
Total Expenditures/Uses		20,922,361	22,645,671	27,963,743	29,988,736	100.0%	7.2%
Excess (Deficit)		(159,204)	(894,341)	(167,340)	(384,304)		
Transfers In		-	2,000,000	-	100,000		
Interest on Investments		159,204	894,341	167,340	384,304		
Ending Fund Balance	$	6,542,228	8,542,229	8,542,229	8,642,229		
Percent Change		0.0%	30.6%	0.0%	1.2%		

Notes:

The Public Insurance Fund consists of health, life, workers' compensation, property, and casualty liability insurances, and the costs of administering those plans. All active full-time employees of the City, including Charter Schools, are eligible to participate in the health and life insurance plans. The Charter Schools obtain their property and casualty insurance policies directly from the Florida League of Cities. Internal charges to recover the net costs of this fund are distributed to the other funds; thus, no fund balance has traditionally been accumulated. However, in 2011-12 the $6.5 million surplus was reserved in anticipation of additional expenses resulting from the Patient Protection and Affordable Care Act and from claims for workers' compensation. Further, in 2018-19, $2.0 million was transferred from the General Fund to provide funding for a firefighter cancer benefit, which was enacted during the 2019 Legislative Session (SB 426 created 112.1816 F.S.).



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.

		2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget	% of Total	% Change from 2019-20
Beginning Fund Balance	$	179,828,477	188,877,506	197,950,985	199,577,337		
Revenues/Sources							
Investment Income		14,441,755	10,371,264	10,000,000	10,000,000	73.2%	-
Miscellaneous Revenues		5,734,516	10,202,595	3,703,352	3,660,815	26.8%	(1.1%)
Total Revenues/Sources		20,176,271	20,573,859	13,703,352	13,660,815	100.0%	(0.3%)
Expenditures/Uses							
General Government		11,127,242	11,500,380	12,077,000	12,077,000	100.0%	-
Total Expenditures/Uses		11,127,242	11,500,380	12,077,000	12,077,000	100.0%	-
Excess (Deficit)		9,049,029	9,073,479	1,626,352	1,583,815		
Ending Fund Balance	$	188,877,505	197,950,984	199,577,337	201,161,152		
Percent Change		5.0%	4.8%	0.8%	0.8%		

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.

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 as calculated annually using an investment-return assumption.

		2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget	% of Total	% Change from 2019-20
Beginning Fund Balance	$	599,362,206	662,653,584	686,503,222	741,414,431		
Revenues/Sources							
Miscellaneous Revenues		31,978,295	32,915,997	33,281,209	33,499,118	51.9%	0.7%
Investment Income		68,299,090	29,407,574	62,500,000	31,000,000	48.1%	(50.4%)
Total Revenues/Sources		100,277,385	62,323,571	95,781,209	64,499,118	100.0%	(32.7%)
Expenditures/Uses							
General Government		36,986,007	38,473,933	40,870,000	42,400,000	100.0%	3.7%
Total Expenditures/Uses		36,986,007	38,473,933	40,870,000	42,400,000	100.0%	3.7%
Excess (Deficit)		63,291,378	23,849,638	54,911,209	22,099,118		
Ending Fund Balance	$	662,653,584	686,503,222	741,414,431	763,513,549		
Percent Change		10.6%	3.6%	8.0%	3.0%		

Notes:

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

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

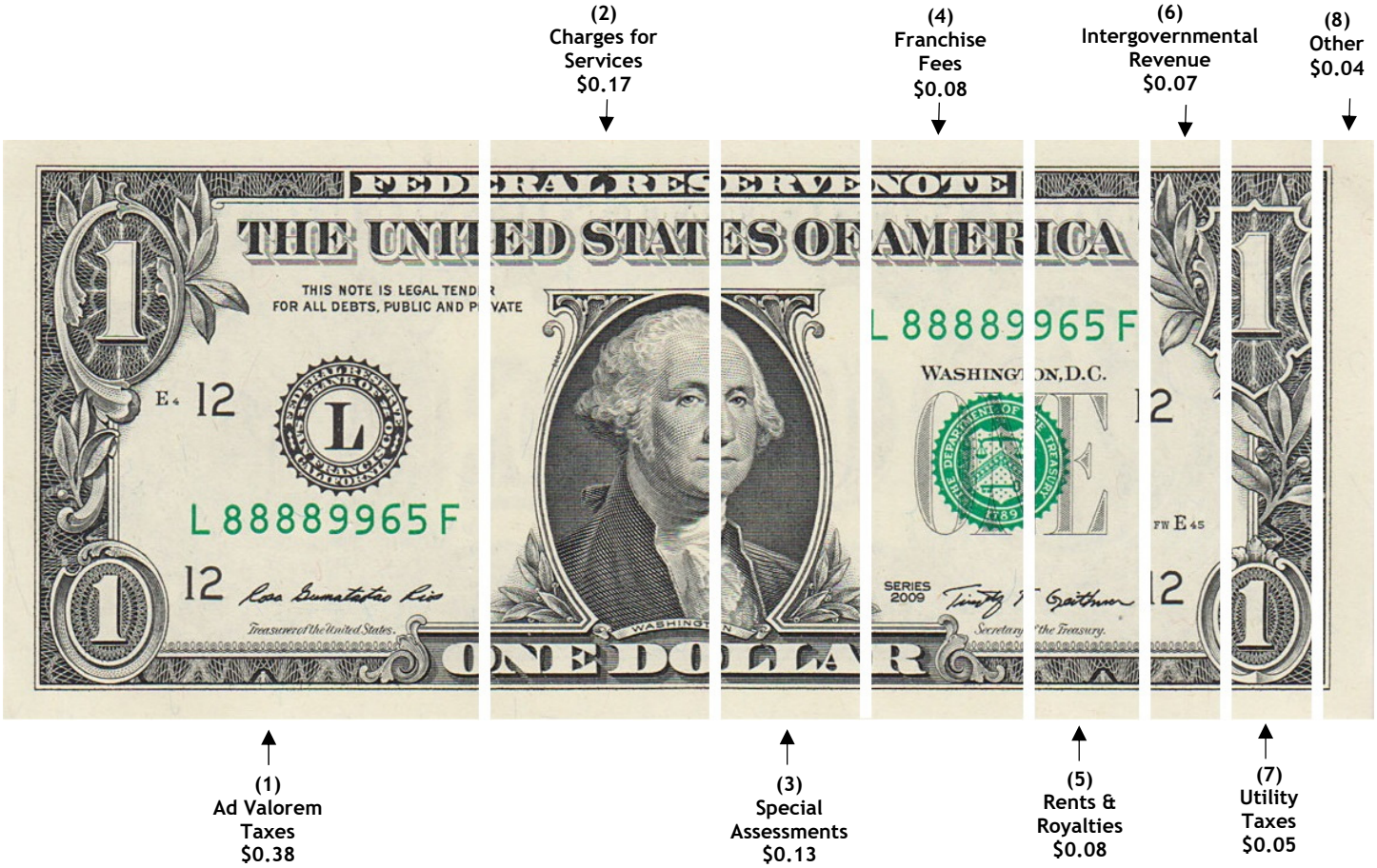
This fund accounts for the accumulation of resources for the payment of health and life insurance benefits to retirees. The City's contribution represents the amount required to maintain the actuarial soundness of the plan as calculated annually using an investment-return assumption.

		2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget	% of Total	% Change from 2019-20
Beginning Fund Balance	$	79,516,844	87,658,834	95,510,875	94,002,474		
Revenues/Sources							
Miscellaneous Revenues		12,469,008	14,801,218	12,174,000	12,259,000	75.4%	0.7%
Investment Income		8,447,157	4,661,627	4,005,600	4,005,600	24.6%	-
Total Revenues/Sources		20,916,165	19,462,845	16,179,600	16,264,600	100.0%	0.5%
Expenditures/Uses							
General Government		12,774,175	11,610,804	17,688,001	17,889,000	100.0%	1.1%
Total Expenditures/Uses		12,774,175	11,610,804	17,688,001	17,889,000	100.0%	1.1%
Excess (Deficit)		8,141,990	7,852,041	(1,508,401)	(1,624,400)		
Ending Fund Balance	$	87,658,835	95,510,875	94,002,474	92,378,074		
Percent Change		10.2%	9.0%	-1.6%	(1.7%)		

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.

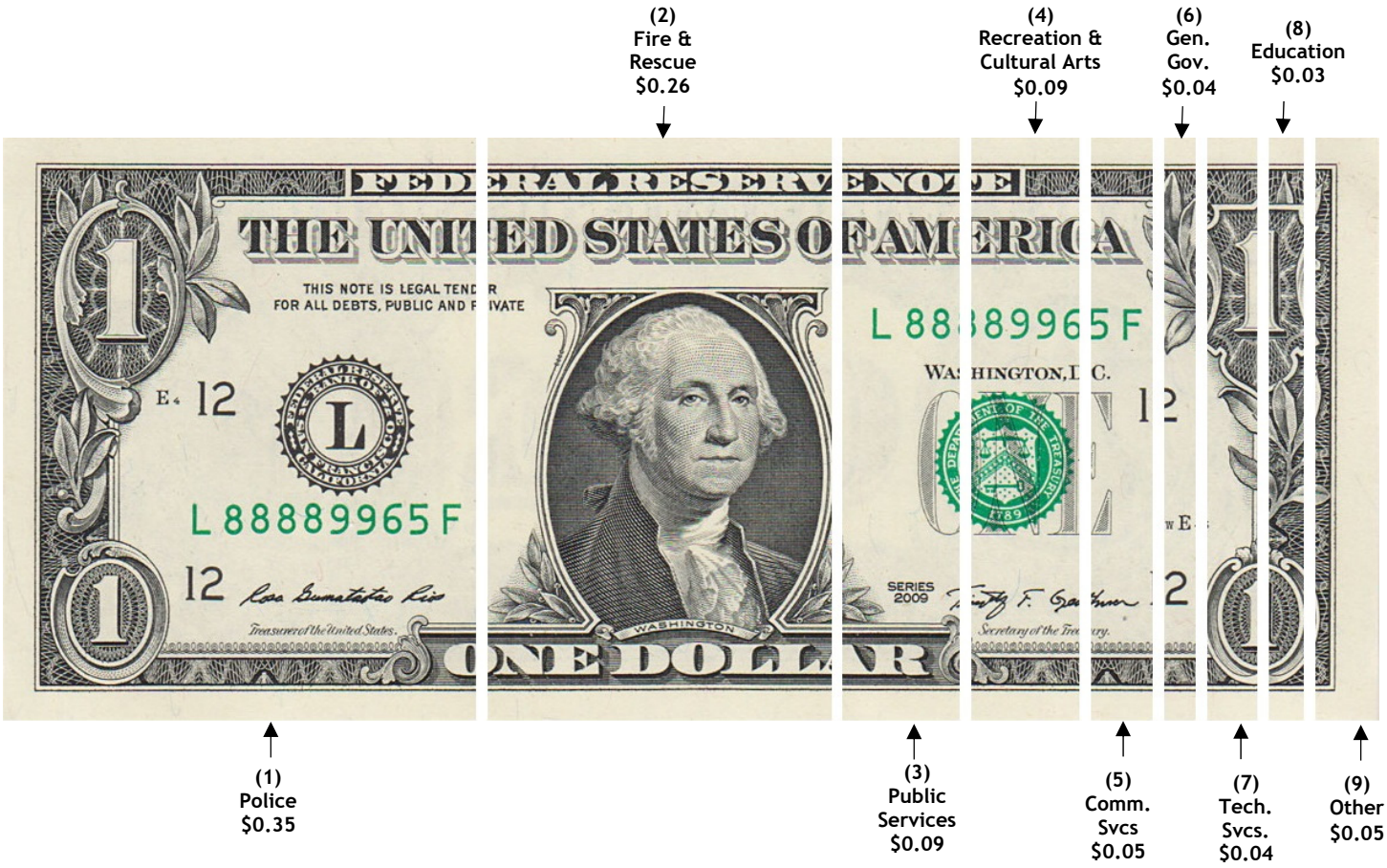
SOURCE OF REVENUE DOLLARS: GENERAL FUND
Budget 2020-21



GENERAL FUND REVENUES (excluding other sources)

Revenue Category	2017-18 Actual	2018-19 Actual	2019-20 Working Budget	2020-21 Budget
(1) Ad Valorem Taxes	$ 64,584,724	$ 68,805,103	$ 72,937,350	$ 77,076,815
(2) Charges for Services	31,061,902	32,867,110	35,073,471	35,178,918
(3) Special Assessments	24,868,419	24,688,314	23,951,744	26,563,510
(4) Franchise Fees	16,282,334	16,679,189	17,059,260	17,155,898
(5) Rents & Royalties	13,633,877	14,003,420	14,398,179	14,915,790
(6) Intergovernmental Revenue	16,529,982	16,708,465	20,692,390	13,842,155
(7) Utility Taxes	11,811,435	11,505,606	12,159,382	11,136,930
(8) Local Business Tax	3,609,836	3,588,457	3,634,000	3,619,000
(8) Insurance Premium Taxes	2,485,959	2,978,593	2,485,959	2,978,593
(8) Judgments, Fines & Forfeitures	1,267,651	1,729,766	1,684,400	1,681,500
(8) Investment Income	1,271,793	2,886,767	1,279,100	1,572,800
(8) Building Permits	1,236,657	729,880	612,009	533,009
(8) Miscellaneous Revenues	365,196	168,244	210,025	197,165
	$189,009,765	$197,338,914	$206,177,269	$206,452,083

USE OF REVENUE DOLLARS: GENERAL FUND
Budget 2020-21



GENERAL FUND EXPENDITURES (including transfers out)

Expenditure Category	2017-18 Actual	2018-19 Actual	2019-20 Working Budget	2020-21 Budget
(1) Police	$ 64,131,207	$ 66,703,169	$ 73,264,464	$ 74,852,421
(2) Fire & Rescue	47,313,492	52,437,350	57,141,433	55,896,211
(3) Public Services	13,318,575	15,591,030	23,350,593	19,859,013
(4) Recreation & Cultural Arts	18,146,228	18,955,898	24,788,404	18,199,182
(5) Community Services	8,401,473	9,259,996	10,571,544	10,123,502
(6) General Government	8,018,929	9,434,783	11,988,066	9,117,602
(7) Technology Services	5,627,004	7,520,042	10,761,329	8,638,908
(8) Education (EDCs)	5,233,517	5,220,164	5,828,093	5,586,219
(9) Finance	2,788,202	2,966,735	3,308,516	3,424,736
(9) Legislative/Executive/Legal	2,882,869	3,005,627	2,995,280	3,092,882
(9) City Clerk	1,194,278	1,163,524	1,632,823	1,533,796
(9) Planning	920,088	1,020,545	1,264,877	1,332,889
(9) Human Resources	654,490	704,200	836,156	780,722
Disaster Relief	4,413,309	405,109	-	-
	$183,043,661	$194,388,172	$227,731,578	$212,438,083

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 $9,267 or 1.1% higher than the 2019-20 working budget. The increase is mostly attributable to appropriations for benefit costs.

Accomplishments

Conducted fifteen Public Hearings and five Town Hall meetings on topics such as: budget hearings, fire assessment hearings, budget workshop, procurement, social media, school safety and raising positive children.

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

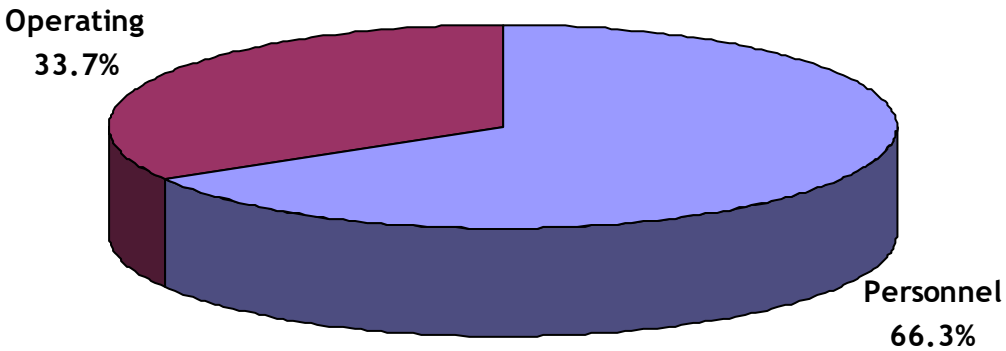
CITY COMMISSION

Performance Measures	2017-18 Actual	2017-18 Goal	2018-19 Actual	2018-19 Goal	2019-20 Goal	2020-21 Goal
Outputs						
Number of ordinances adopted during the year	23	25	27	26	30	30
Number of resolutions adopted during the year	58	42	50	43	50	50

CITY COMMISSION

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Expenditure Category				
Personnel				
Salary	343,162	351,263	343,813	357,959
Benefits	259,697	264,751	234,380	229,376
Personnel Total	**602,858**	**616,013**	**578,193**	**587,335**
Operating				
Other Contractual Services	249,999	211,036	250,000	250,000
Travel Per Diem	24,551	17,491	24,000	24,000
Rentals and Leases	2,206	2,206	2,207	2,207
Repair and Maintenance Services	1,089	1,317	1,200	1,300
Other Current Charges and Obligations	-	-	375	375
Office Supplies	2,340	1,658	2,400	2,400
Operating Supplies	749	1,260	4,150	4,175
Publications and Memberships	13,875	14,010	13,992	13,992
Operating Total	**294,810**	**248,979**	**298,324**	**298,449**
Expenditure Total $	**897,669**	**864,993**	**876,517**	**885,784**

Expenditure Category



CITY COMMISSION

Position Title		2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
11001 Mayor		1	1	1	1
11002 Vice - Mayor		1	1	1	1
11003 Commissioner		3	3	3	3
12884 Executive Assist		1	1	1	1
13682 P/T Executive Assistant		1	1	1	1
Total	Full-time	1	1	1	1
	Part-time	6	6	6	6

CITY MANAGER

Mission

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

Goals

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

Objectives

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

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

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

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

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

Major Functions and Activities

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

The City Manager’s office is the liaison between the administrative functions of the City and the legislative body. The City Manager makes final decisions on the hiring, promotion, suspension, or termination of non-Charter personnel. He oversees the preparation of City Commission Agendas, directs and controls the activities of the City's various departmental entities, establishes an innovative and cohesive vision for the City’s employees, and provides assistance to the Mayor and Commission in their efforts to plan and guide the City's future.

Budget Highlights

The City Manager's Office, under the direction of the City Commission, successfully presented a city-wide budget that addresses the needs of the residents. The City Manager was faced with comparable challenges from last year in completing the FY 2020-21 budget.

The City Manager budget shows an increase of $50,352 or 7.8% above the 2019-20 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 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 school safety, budget, fire assessment, social media, and procurement.

Sold various properties

The City's construction & property values increased by 6.48%.

CITY MANAGER

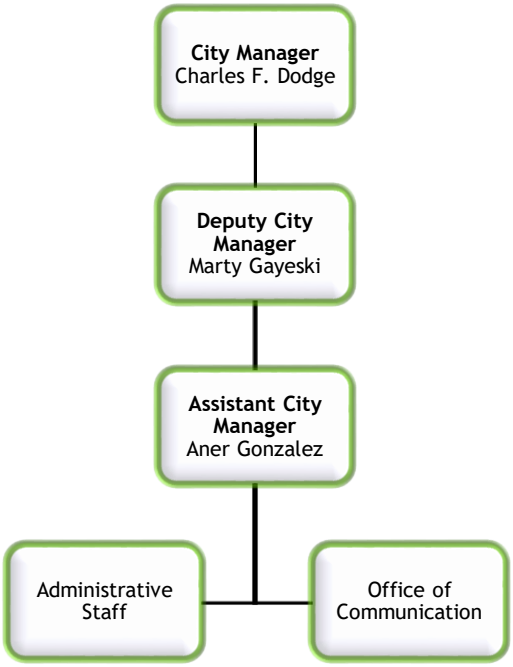
Performance Measures	2017-18 Actual	2017-18 Goal	2018-19 Actual	2018-19 Goal	2019-20 Goal	2020-21 Goal
Outputs						
Number of resolutions reviewed	64	40	52	41	40	45
Number of ordinances reviewed	29	45	29	44	45	30
Effectiveness						
% of General Fund actual revenues to budgeted revenues	98.8%	100.0%	98.8%	100.0%	100.0%	100.0%
% of General Fund actual expenditures to budgeted expenditures	97.0%	100.0%	96.4%	100.0%	100.0%	100.0%
Total direct debt as a % of property market value	2.5%	3.1%	2.5%	3.5%	2.3%	3.0%
Debt service as a % of General Fund expenditures	13%	13%	13%	15%	15%	15%
Direct debt per capita	$1,877	$2,025	$1,801	$2,025	$2,025	$2,025
% of principal retired in 10 years	47%	47%	49%	45%	45%	45%
Unassigned Fund Balance as a % of annual General Fund expenditures ^	24.6%	28.3%	24.0%	28.0%	28.0%	28.0%
Charter School FSA Scores for:						
Elementary School	79%	77%	77%	77%	79%	80%
Middle School	83%	78%	84%	78%	83%	81%
High School	84%	77%	83%	77%	84%	82%
FSU Elementary	79%	77%	81%	77%	79%	80%
Efficiency						
Adopted millage rate compared to rolled-back operating millage rate	7.57%	3.11%	6.30%	3.00%	3.00%	3.00%
Per Capita City Service Cost compared to prior years	$1,107	$1,000	$1,157	$1,000	$1,000	$1,000

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

* Percent annual change in per capita Florida personal income.

CITY MANAGER

Organizational Chart



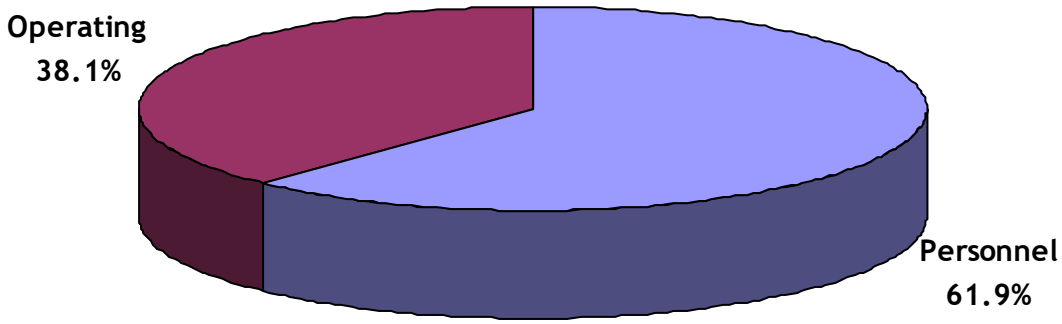
CITY MANAGER

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Revenue Category				
General Government Charges	9,898	19,088	33,000	33,000
Revenue Total $	**9,898**	**19,088**	**33,000**	**33,000**

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Expenditure Category				
Personnel				
Salary	457,370	461,661	460,221	493,802
Benefits	170,859	268,373	178,456	194,527
Personnel Total	**628,229**	**730,033**	**638,677**	**688,329**
Operating				
Professional Services	2,494	2,394	2,600	5,750
Other Contractual Services	247,772	268,886	295,564	292,723
Travel Per Diem	1,628	781	2,645	3,000
Rentals and Leases	1,760	1,760	1,764	1,764
Repair and Maintenance Services	960	712	950	750
Printing and Binding	118,099	118,862	116,977	110,816
Office Supplies	1,440	2,199	1,500	2,000
Operating Supplies	908	1,949	3,455	5,250
Publications and Memberships	2,433	1,848	2,500	2,500
Operating Total	**377,494**	**399,391**	**427,955**	**424,553**
Capital				
Machinery and Equipment	6,813	-	-	-
Capital Total	**6,813**	**-**	**-**	**-**
Expenditure Total $	**1,012,537**	**1,129,424**	**1,066,632**	**1,112,882**

CITY MANAGER

Expenditure Category



Position Title		2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
11005 City Manager		1	1	1	1
12516 Assistant City Manager		0.5	0.5	0.5	0.5
12884 Executive Assist		1	1	1	1
Total	Full-time	2.5	2.5	2.5	2.5
	Part-time	-	-	-	-

PLANNING AND ECONOMIC DEVELOPMENT

Mission

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

Goals

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

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

Objectives

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

PLANNING AND ECONOMIC DEVELOPMENT

partnerships with the Chamber of Commerce and Greater Fort Lauderdale Broward Alliance.

Support businesses throughout the development process.

Utilize the City's cable channel and web site to improve public education and outreach programs.

Major Functions and Activities

The Planning and Economic Development Division coordinates economic development, planning, zoning, landscaping, and GIS functions. Division staff also provides technical assistance to the Economic Development Board and coordinates Board activities with the City Commission, other Boards, and the Chamber of Commerce.

The Division is responsible for providing technical assistance to City Boards and, through the City Manager, providing the Mayor and the City Commission with alternative options for overall development and redevelopment.

Coordinates the City's review processes in order to ensure that the goals of the City Commission are reflected in the overall design of projects and actual building construction. This is accomplished through the enforcement of the City's Comprehensive Planning and Zoning Ordinances and its management of the Development Review Committee process.

Continuously updates long-term planning documents as required by State Statute.

Emphasizes redevelopment activities and associated studies and document preparation.

Prepares feasibility and other studies as requested by the City's Boards and Commission.

Provides support to the City's business community.

Budget Highlights

Coordinate future land use element changes with Broward Next

Implementation of updated zoning inspection program

Conduct 50 courtesy landscape inspections of commercial and multifamily residential properties

Process and coordinate 3 neighborhood mitigation landscape plans

Coordinate revisions of the Landscape Code and Sustainability Code in the City Code of Ordinances

Maintain the City's Certification as a National Wildlife Community

Update the City's Green Plan

Update the City's Economic Development Strategic Plan

Completed Land Development Code update project, including coordination of public meetings/outreach and final presentation of final ordinance

Implementation of update to the Water Supply Plan

Accomplishments

Technical assistance and permitting related to the installation of digital roadway displays

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

Created a coordinated outreach program for the 2020 US Census including video, social media, print and electronic media

Cooperate with US Census Bureau in City Hosted Events and other community gatherings

Coordinated revisions of the land development regulations in the City Code of Ordinances with department and City staff

Participate with Broward County Census Complete Count and Promotions Committees

Promote 2020 US Census with businesses, property managers and local community's trusted voices

PLANNING AND ECONOMIC DEVELOPMENT

Support the creation and installation of 2020 US Census displays on City owned property

Support the creation and installation of 2020 US Census displays on bus benches along City's main corridors and around Low Response Census Tracts

Coordinated a community outreach program along with workshops to inform stakeholders of the goals and objectives of the land development code update.

Presented each Article of land development code update to the City's Planning and Zoning Board and City Commission

Participated in 8 staff working groups related to Land Development Code update.

Assisted Land Development Code consultant in maintaining a micro website that provides the public with updates on the land development code update

Assisted the EAB in review of sustainability code

Conducted 50 courtesy inspections of commercial and multifamily residential properties

Processed and coordinated 3 neighborhood mitigation landscape plans

Maintained the City's Tree City USA Certification

Participated in 8 Environmental Advisory Board meetings

Participated in 7 Economic Development Board meeting

Participated in 3 Joint Advisory Board meetings.

Participated in 8 Board of Adjustment meetings with 30 residential variances.

Participated in 7 Planning and Zoning Board meetings with 45 development applications and 10 nonresidential variances

Assisted in creation of RFP and selection of contractor related to the digital informational City Roadway displays.

Coordinated with the applicants as well as City Attorney's office to draft new ordinances pertaining to land development regulations. New ordinances including the following topics: Signs, Portable Storage, Crematories, and Car Washes.

Processed approximately 600 LBTRS and over 4,000 Building Permits

Coordinated with the Broward County Metropolitan Planning Organization and/or Florida Department of Transportation on the following projects:

Pembroke Pines Mobility Hub
University Drive Corridor Study
72nd Avenue Bike Lane
US 27 Corridor Study

Staff participation in career day at Charles W. Flanagan High School

Assisted in the site plan approval of the redevelopment of the Carter Financial Building in the eastern portion of the City.

Attended numerous community meetings representing the Department in Citywide matters

Attended 4 quarterly Staff working group meetings relating to the Public School Facility Interlocal Agreement

Participated in 7 Broward County HOME meetings

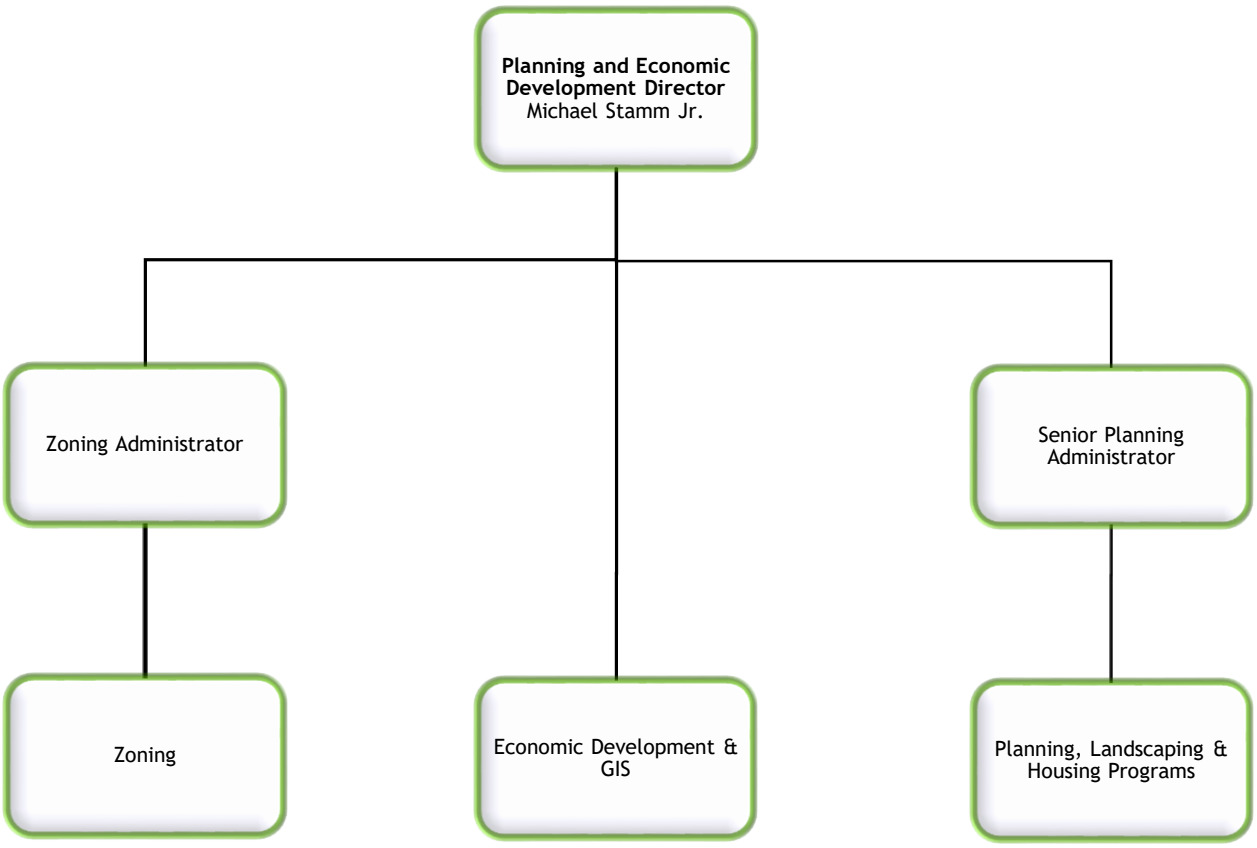
Participated in 7 Planning Director roundtable meetings

PLANNING AND ECONOMIC DEVELOPMENT

Performance Measures	2017-18 Actual	2017-18 Goal	2018-19 Actual	2018-19 Goal	2019-20 Goal	2020-21 Goal
Outputs						
Number of Planning and Zoning Board meetings facilitated	10	18	17	15	10	10
Number of Development Review Committee meetings coordinated	45	40	44	45	45	40
Number of Board of Adjustment meetings facilitated	8	8	8	7	8	8
Number of intergovernmental coordination meetings attended	24	25	24	23	24	24
Number of Economic Development Board Meetings facilitated	11	11	7	6	11	7
Number of Landscape Advisory Board Meetings facilitated	10	10	8	4	10	10
Effectiveness						
% of public information requests answered within three working days	99%	99%	99%	99%	99%	99%
Efficiency						
% of building plans reviewed within ten days for zoning compliance	100%	100%	100%	100%	100%	100%

PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT

Organizational Chart



PLANNING AND ECONOMIC DEVELOPMENT

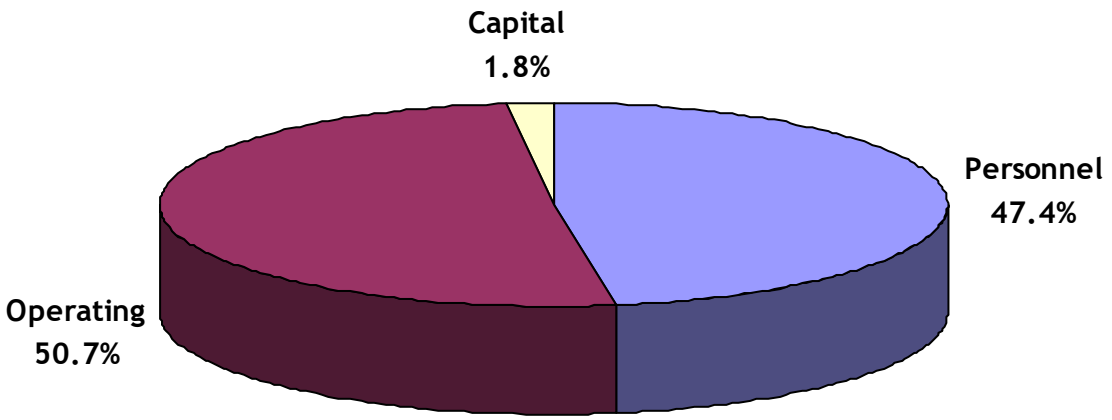
	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Revenue Category				
Building Permits	451,079	261,974	221,500	192,000
Other Licenses, Fees & Permits	5,000	6,170	3,500	3,500
General Government Charges	225,972	273,511	202,240	195,830
Revenue Total $	**682,051**	**541,655**	**427,240**	**391,330**

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Expenditure Category				
Personnel				
Salary	370,989	373,704	404,766	416,312
Benefits	205,876	224,777	200,584	215,950
Personnel Total	**576,865**	**598,481**	**605,350**	**632,262**
Operating				
Professional Services	-	15,000	15,900	32,000
Other Contractual Services	272,728	301,384	425,547	458,112
Travel Per Diem	688	826	3,000	3,000
Communication and Freight Services	2,920	1,600	6,478	7,000
Rentals and Leases	3,294	3,294	6,280	6,280
Insurance	-	-	172	185
Repair and Maintenance Services	3,434	1,925	15,850	16,150
Printing and Binding	986	900	2,000	2,000
Promotional Activities	48,239	82,554	154,000	125,000
Other Current Charges and Obligations	3,456	4,354	5,800	5,500
Office Supplies	2,739	3,165	5,000	5,000
Operating Supplies	2,386	4,707	12,500	12,500
Publications and Memberships	2,355	2,355	3,500	3,500
Operating Total	**343,223**	**422,064**	**656,027**	**676,227**
Capital				
Machinery and Equipment	-	-	3,500	24,400
Capital Total	**-**	**-**	**3,500**	**24,400**

PLANNING AND ECONOMIC DEVELOPMENT

Expenditure Category		2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Expenditure Total	$	920,088	1,020,545	1,264,877	1,332,889

Expenditure Category



Position Title		2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 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	-	-
Total	Full-time	4	4	4	4
	Part-time	2	2	1	1

TECHNOLOGY SERVICES

Mission

To provide the City of Pembroke Pines with a true advantage by facilitating innovative and creative technology solutions, enabling our workforce to perform their jobs more efficiently and timely, and allowing our citizens and businesses to have access to information and City services anywhere and anytime to achieve a better quality of life.

Goals

-Effectively manage the delivery of City-wide technology services. Delivering and supporting core technology services is vital to every organization. It provides the workforce with the necessary resources it needs in order for the organization to operate more effectively.

-Guide technology decision-making to ensure consistency with the City-wide business direction. The technology investments and commitments made on behalf of the organization must reflect its overall strategic priorities. The oversight process supports collaborative decision-making and accountability to prioritize scarce IT resources. Failure to do this process would result in equipment, services, and systems that do not properly support the workforce which would result in redundancy and lack of inter-operability.

-Ensure a skilled, responsive, and innovative workforce that keeps current with evolving business critical technologies. Developing a trained and skilled workforce is essential to the success of the Technology Services Department. Ensuring that the Department's employees are trained and proficient in the latest technologies and have access to the necessary resources will create a higher performing organization that operates more efficiently and effectively.

-Provide high quality customer service. Ensuring that the Department's customers are provided excellent service is paramount to the organization as a whole. The Technology Services Department must be able to deliver the appropriate technology services and resources City employees need in order to perform their jobs effectively.

Objectives

The Technology Services Department will move toward accomplishing these goals by focusing on the following objectives:

•Centralize City-wide IT functions to deliver core infrastructure services.

•Deploy and ensure support of a common infrastructure that meets the organization's business needs.

•Forecast and budget to deliver appropriate services.

•Implement and maintain effective IT oversight.

•Ensure IT investments are aligned with the City's Strategic Plan, identified business priorities, and IT standards.

•Promote training and development.

•Hire and retain highly qualified, responsive, and innovative employees.

•Establish and meet customer expectations in delivering core City-wide technology services and assist them in identifying opportunities to productively introduce new technology.

•Ensure that all customers have easy access to accurate and timely City information and services via the Internet and Intranet.

Major Functions and Activities

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

~ PROJECT MANAGEMENT:

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

~ SYSTEM DEVELOPMENT:

All programming and application development.

TECHNOLOGY SERVICES

~ TECHNICAL SERVICES:

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

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

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

Budget Highlights

Selection of a Student Information System (SIS) solution. An SIS is a management information system for education establishments to manage student data. The SIS system will provide (but not limited to) the following capabilities for Pembroke Pines Charter Schools (PPCS) Charter Schools: registering students in courses; documenting grading, transcripts, results of student tests and other assessment scores; building student schedules; tracking student attendance; and managing many other student-related data needs.

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

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

Continued City-wide migration to VDI (Virtual Desktop Infrastructure) with the combination software only and/or thin client workstations as a replacement to traditional desktop workstations.

Continued deployment of IT based Disaster Recovery and Business Continuity – to include diverse telephony and internet connectivity with the deployment of SIP (Session Initiation Protocol) telephony and the expansion of City owned fiber. Goal being to ensure minimal disruption(s) during severe weather events and/or disaster scenarios affecting business communication.

Continued deployment of Cisco wireless access point (WAP) refreshes at PPCS campuses as part of City-wide standardization – West (Elementary and Middle), East, and Central (Elementary and Middle campuses.

Continued deployment of selected Geographic

TECHNOLOGY SERVICES

Information System (GIS) solution including additional areas of use and departments.

Increase and improve current infrastructure in order to meet the increasing demand for bandwidth in the City including network equipment (switches and routers) and Internet Service Provider (ISP).

Accomplishments

Kickoff of Tyler Technologies Enterprise Resource Planning (ERP) project that will be used by both the central and operating agencies to perform basic financial and administrative functions. Phase I deployment and implementation of ERP focuses on Financials and Utilities.

Selection of a Geographic Information System (GIS) solution. A GIS is a framework for gathering, managing, and analyzing data. GIS integrates many types of data, analyzes spatial location and organizes layers of information into visualizations using maps and 3D scenes. With this unique capability, GIS reveals deeper insights into data, such as patterns, relationships, and situations—helping users make smarter decisions.

Completion of infrastructure and security improvement project at PPCS – West (Elementary, Middle, and Pre-K) and FSU campuses. Improvements included a complete re-cabling of campus with CAT6a cabling, redesign of existing network, new intercom, paging, and alerting system, digital clocks, and additional IP Cameras and VOIP phones.

Completion of Cisco wireless access point (WAP) refresh at PPCS – Academic Village campus as part of City-wide standardization.

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

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

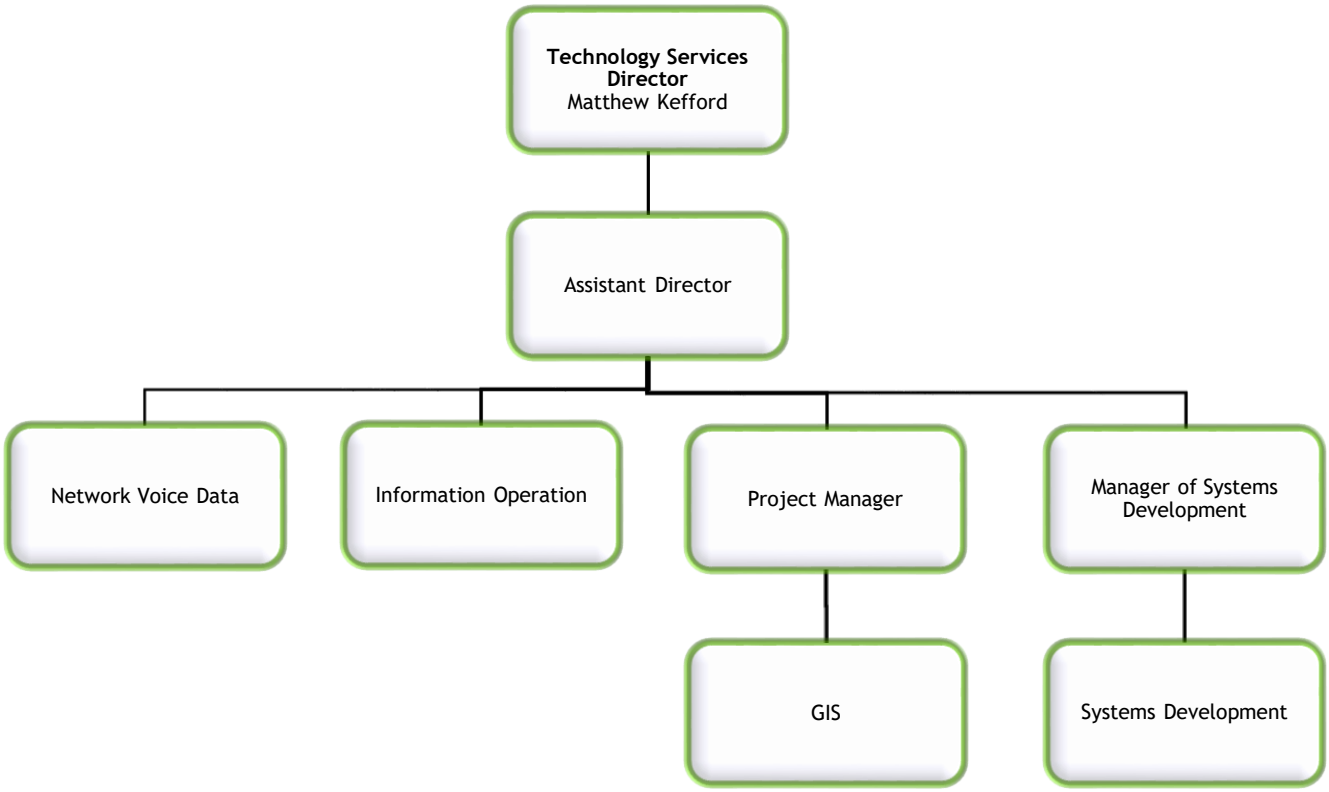
Implemented and deployed operational processes defined in the commission technology audit.

TECHNOLOGY SERVICES

Performance Measures	2017-18 Actual	2017-18 Goal	2018-19 Actual	2018-19 Goal	2019-20 Goal	2020-21 Goal
Outputs						
Number of Customers Supported (All City Owned Sites FTE and Contract)	1,850	1,799	1,850	1,799	1,850	2,000
Number of Software Applications, Modules & Interfaces Supported	400	400	400	400	400	400
Number of Desktop/Laptops Supported	5,500	4,440	5,500	4,400	6,000	6,500
Number of Servers Supported	60	60	60	60	70	70
Number of Mobile Data Terminals Supported	380	380	380	380	400	450
Number of Printers Supported	500	500	500	500	500	500
Number of Telephones Supported	1,450	970	1,450	970	1,500	1,600
Number of Help Desk Calls Processed	12,333	13,800	15,180	14,000	16,291	18,400
Effectiveness						
Visitors to City Website(s)	1,205,381	3,000,000	1,259,790	3,300,000	1,458,511	1,524,345
Average Percent of Information Technology Work Order Completed	6.26 hrs	5.50 hrs	4.00 hrs	4.00 hrs	5.50 hrs	4.00 hrs
-Less than One Hour	60.20%	60.20%	60.20%	60.20%	62.00%	60.20%
-Less than Four Hours	64.00%	67.50%	64.00%	67.50%	65.00%	65.00%
-By Help Desk	40.00%	44.40%	40.00%	44.40%	40.00%	45.00%
Percent of Calls Completed by Due Date	92.00%	96.00%	92.00%	96.00%	95.00%	93.00%
Average Time to Complete Work Orders	1.9 days	1.3 days	1.3 days	1.3 days	1.5 days	1.5 days
Number of Viruses/ Spam Prevented	5,728,730	4,674,301	6,301,603	4,674,301	6,500,000	7,624,939
Percent of Network Availability	99.67%	99.67%	99.70%	99.67%	99.70%	99.99%
Percent of Upgrades and Implementations Completed on Time	80.00%	91.90%	85.00 %	91.90%	90.00%	90.00%
Percent of Projects Completed within Budget	90.00%	97.80%	90.00%	97.80%	95.00%	95.00%
Efficiency						
Average Number of Calls Processed per Help Desk Personnel	6,000	6,000	6,000	6,000	6,000	6,000
Average Cost per Employee Training	$500	$478	$1,500	$478	$600	$1,750
Average Time to Repair Computer	9.5 hrs	4.0 hrs	6.0 hrs	2.9 hrs	8.0 hrs	6.0 hrs

TECHNOLOGY SERVICES

Organizational Chart



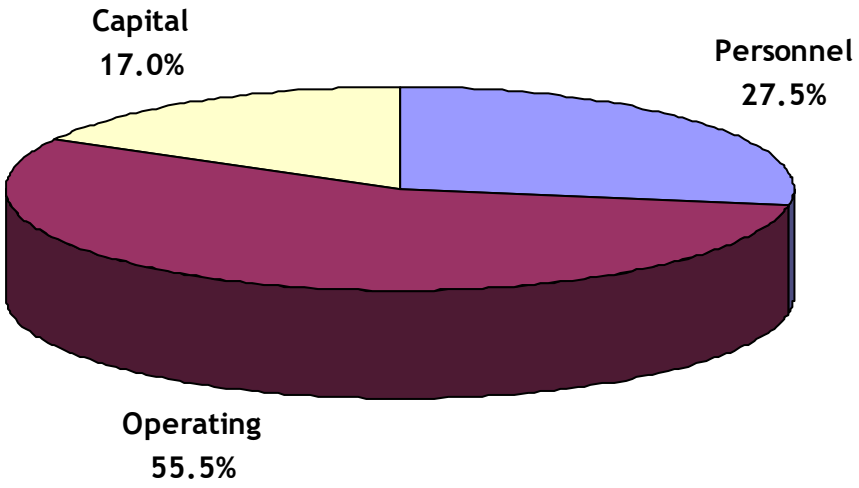
TECHNOLOGY SERVICES

		2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Revenue Category					
General Government Charges		876,403	825,686	589,789	899,279
Revenue Total	**$**	**876,403**	**825,686**	**589,789**	**899,279**

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Expenditure Category				
Personnel				
Salary	1,203,219	1,350,507	1,498,333	1,531,010
Benefits	746,738	728,865	783,850	845,695
Personnel Total	**1,949,956**	**2,079,372**	**2,282,183**	**2,376,705**
Operating				
Other Contractual Services	1,399,334	1,476,073	2,887,237	2,354,257
Travel Per Diem	1,848	9	10,000	10,000
Communication and Freight Services	34,156	44,035	45,982	82,582
Rentals and Leases	1,690	1,690	2,378	2,378
Repair and Maintenance Services	161,780	216,891	707,497	903,036
Office Supplies	99	165	8,750	8,750
Operating Supplies	395,759	401,824	1,441,204	1,347,500
Publications and Memberships	1,507	3,021	16,800	20,400
Training and Education	64,079	26,176	64,800	68,800
Operating Total	**2,060,251**	**2,169,884**	**5,184,648**	**4,797,703**
Capital				
Improvements Other Than Buildings	976,660	2,939,513	1,153,682	427,270
Machinery and Equipment	640,137	331,272	2,140,816	1,037,230
Capital Total	**1,616,797**	**3,270,786**	**3,294,498**	**1,464,500**
Expenditure Total **$**	**5,627,004**	**7,520,042**	**10,761,329**	**8,638,908**

TECHNOLOGY SERVICES

Expenditure Category



Position Title		2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
12280 Help Desk Technician II		2	1	1	1
12303 Network Specialist II		2	2	2	2
12525 Administrative Assistant I		1	1	1	1
12622 ERP Manager		-	1	1	1
12643 Help Desk Technician I		1	1	1	1
12644 Help Analyst/Technician		1	1	1	1
12691 Systems Analyst II		-	-	-	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	2	2	2
12903 Technology Services Director		1	1	1	1
12904 Asst. Technology Services Director		1	1	1	1
Total	Full-time	13	14	14	15
	Part-time	-	-	-	-

HUMAN RESOURCES

Mission

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

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

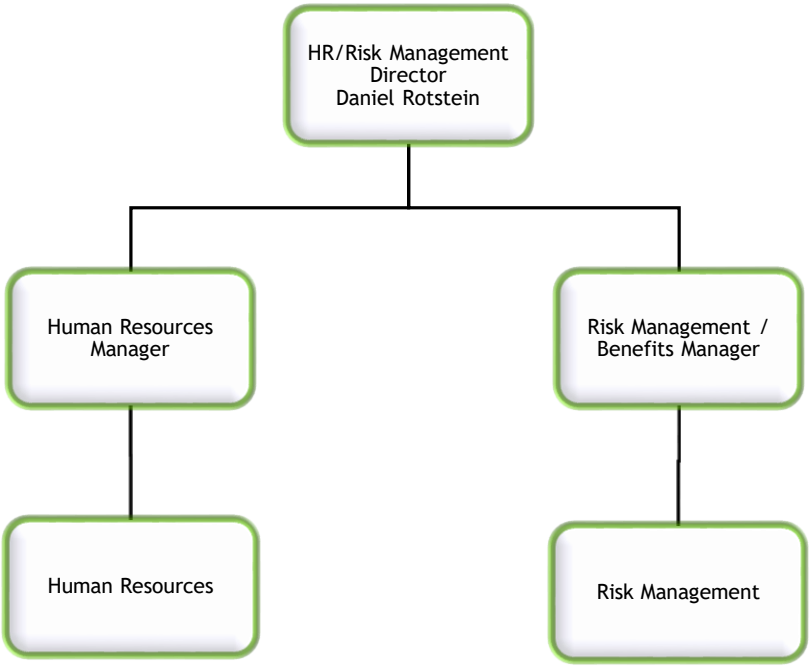
The 2020-21 budget decreased by $55,434 or 6.63% over the 2019-20 working budget. Decreases are mainly attributable to vacation leave and advertising, partially offset by increase in professional services - medical.

HUMAN RESOURCES

Performance Measures	2017-18 Actual	2017-18 Goal	2018-19 Actual	2018-19 Goal	2019-20 Goal	2020-21 Goal
Outputs						
Number of positions processed for recruitment or promotion	100	97	70	73	101	60
Number of internal seminars offered	18	18	18	18	18	18
Number of employment applications received and processed (FT/PT City)	1,500	1,800	1,200	1,500	1,300	1,000
Number of applicants hired (FT/PT City and Schools)	60	75	305	323	293	260
Effectiveness						
% of FT employees retained after one year from hire	90.5%	N/A	79.7%	95.0%	95.0%	90.0%
Efficiency						
Ratio of employees (City and School) to HR staff	243:34	243:34	205:29	243:84	245:67	245:67

HUMAN RESOURCES/RISK MANAGEMENT

Organizational Chart

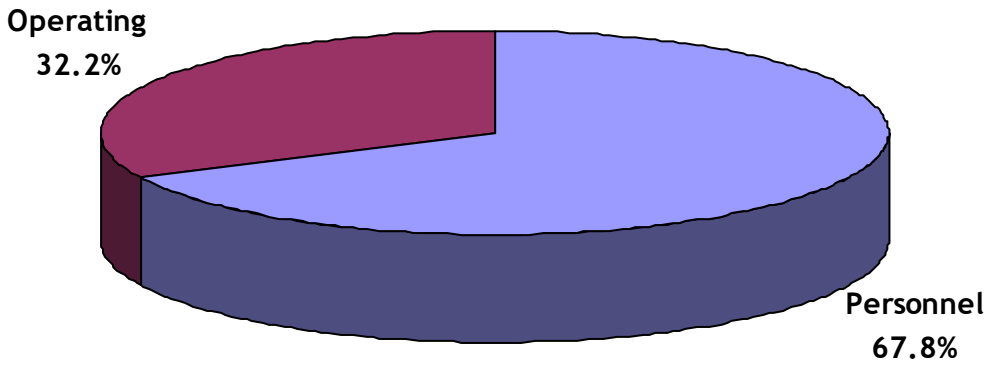


HUMAN RESOURCES

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Expenditure Category				
Personnel				
Salary	329,589	360,222	428,549	357,620
Benefits	176,044	208,589	168,403	171,572
Personnel Total	**505,633**	**568,812**	**596,952**	**529,192**
Operating				
Professional Services	18,615	29,160	28,000	38,000
Other Contractual Services	109,771	85,762	150,704	155,530
Travel Per Diem	-	-	2,500	2,500
Rentals and Leases	-	-	1,922	3,000
Repair and Maintenance Services	2,590	8,536	6,078	5,000
Printing and Binding	-	110	14,500	14,500
Other Current Charges and Obligations	13,936	5,599	17,500	15,000
Office Supplies	1,940	2,374	4,000	4,000
Operating Supplies	2,005	3,848	5,500	5,000
Training and Education	-	-	8,500	9,000
Operating Total	**148,857**	**135,389**	**239,204**	**251,530**
Expenditure Total	**$ 654,490**	**704,200**	**836,156**	**780,722**

HUMAN RESOURCES

Expenditure Category



Position Title		2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
12014 Risk Management/Benefits Supervisor		1	1	1	1
12440 Human Resources Director		1	1	1	1
12790 Human Resources Manager		1	1	1	1
Total	Full-time	3	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.

CITY ATTORNEY

Budget Highlights

The expenditure budget for 2020-21 increased by $42,085 or 4% over the working budget for 2019-20 due to anticipated cost escalation.

Accomplishments

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

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

Counseled the City Commission and provided legal guidance to City staff on matters related to gun shows and the preemption of the regulation of firearms and ammunition.

On-going coordination with outside counsel and staff regarding litigation to challenge state firearm preemption statute (Sec. 790.33, Fla. Stat.)

Participated in the City's implementation team for the citywide installation and utilization of security cameras on City property, including the drafting and reviewing of the necessary policies, documents, procedures, notices, and agreements for the overall use of such cameras. Provided training to City staff regarding the legal implications and legally permitted uses related to the general use of the video captured.

Continued coordination with outside counsel and City staff regarding litigation filed related to the nationwide opioid crisis to recover damages for expenses incurred in responding to the crisis. Facilitation of filing the documents necessary in the related bankruptcy actions, related class-action settlements, and related discovery.

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

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

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

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

Provided on-going legal guidance with respect to the electronic conversion and storage of public records for the City's general records as well as the City's Charter Schools' education records.

Drafted ordinances related to the prevention of animal cruelty and the unlawful public display of animals.

Coordinated with City staff and drafted ordinances providing for a comprehensive update to the City's procurement code.

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

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

Drafted a comprehensive social media policy for City employees.

CITY ATTORNEY

Coordinated with City staff and drafted an electronic signature policy to implement the provisions of the Florida's Electronic Signature Act, Chapter 668, Florida Statutes, to facilitate the City's economic development and efficient delivery of government services.

Coordinate with City staff to facilitate the implementation of new legislation related to the removal of dangerous trees.

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

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

Coordinate with the City's planning & zoning staff to prepare zoning and land use related ordinances and amendments to the City's Zoning Code.

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

Counseled the City with respect to the conduct of the City's election and legal matters related to the appointment of a commissioner to fill a vacant commission position.

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

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

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

Assisted and facilitate as counsel for the City with the issuance of the $58,985,000 City of Pembroke Pines, Florida, Capital Improvement Revenue Bonds, Series 2019A and $3,635,000 city of Pembroke Pines, Florida, Taxable Capital Improvement Revenue Bonds, Series 2019B, which together refunded the City's Charter School Revenue Bonds, Series 2008 and provided funds for capital improvements to the City's enterprise resource planning (ERP) system.

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

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

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

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

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.

Continued on-going assistance to the City in the collection efforts related to the termination of a sub-sublease at the Howard C. Forman Human Services Campus.

Defended the city in all foreclosure and bankruptcy proceedings filed by individuals and businesses naming the City as an interested party

CITY ATTORNEY

in such proceedings in an effort to protect the City's interests in such property and thereby collect monies owed to the City.

Defended the City in all foreclosure and bankruptcy proceedings filed by individuals and businesses naming the City as an interested party in such proceedings in an effort to protect the City's interests in such property and thereby collect monies owed to the City.

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

On-going facilitation and coordination with the City's outside counsel regarding the City's continuing efforts to receive reimbursement from the United States Federal Emergency management Agency (FEMA).

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

Continued coordination with City's outside legal counsel in pending litigation pertaining to pension related matters. Facilitated the resolution and implementation of modifications to the administration of the pension plan in compliance with the Court's Orders and resulting claims received on behalf of other plan participants.

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

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

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

Represented and assisted the City's Code Enforcement Unit of the City's Police Department in hearings before the City's special magistrate as requested. Monitored the entire process to ensure equity and due process is afforded to those persons receiving citations and fines for alleged violations of the City's ordinances.

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

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

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

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

Provided on-going assistance to the City regarding

CITY ATTORNEY

the operation and administration of its red light camera program and successful defense of red-light camera violations.

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

Negotiated, drafted, and reviewed various agreements with multiple local colleges, schools and The School Board of Broward County, Florida to enable their students in the health field to ride along with the City's Fire Rescue personnel to further their educational experience through real life experiences.

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

Facilitated the City's negotiations with Florida State University and drafted the renewal agreement for the renewal of its Charter for the Pembroke Pines FSU Charter School.

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

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

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

On-going consultation and guidance related to the implementation of policies focused on the safety and security of the City's facilities, including its Charter Schools, and all persons who may be present in the event of various scenarios including, but not limited to, active threats.

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

Continued facilitation with the City's implementation and processes for the City's on-boarding of its document management system.

On-going guidance with respect to the electronic conversion and storage of public records and coordinated policy revisions with The School Board of Broward County, Florida with respect to Charter School records.

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

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

Review all field trip requests and associated contracts and documentation associated with both on-site and off-site visits of the City's Charter Schools, Early Learning Centers, and summer camp programs.

Reviewed and drafted documents necessary to facilitate the refund of monies associated with the cancellation of an out-of-state field trip for the City's Charter School due to the COVID-19 pandemic.

Counseled the City's Charter Schools regarding disciplinary and Exceptional Student Education matters. Coordinated with legal counsel for The School District of Broward County, Florida as the lead education agency for the City's Charter Schools regarding due process matters.

Assisted the City with the monitoring and analysis of proposed and adopted legislation. Advise the City on the application of adopted legislation and the impacts to the City and its operations.

Continued support and legal counsel to the City's municipal advisory boards, the City Commission,

CITY ATTORNEY

and City staff in all quasi-judicial, legislative, as well as operational matters.

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

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

Facilitated homeowners' associations obtaining and implementing traffic enforcement and trespass agreements on private roadways and within private property for the enforcement of traffic and trespass matters by the City's Police Department.

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

Provided continuous legal memoranda and updates to the City Commission and City staff on global topics of interest pursuant to the Florida Constitution, Florida Statutes, federal laws, and special laws affecting Broward County, Florida and the City.

Drafted numerous ordinances and resolutions to address the changing needs and growth of the City.

CITY ATTORNEY

Performance Measures	2017-18 Actual	2017-18 Goal	2018-19 Actual	2018-19 Goal	2019-20 Goal	2020-21 Goal
Outputs						
Number of ordinances prepared for consideration by City Commission	31	42	23	42	42	40
Number of resolutions prepared for consideration by City Commission	53	45	51	45	45	45
Number of contracts reviewed, negotiated and drafted weekly	56	43	52	50	45	50
Number of real estate transactions	3	6	3	6	6	5
Number of bond issues	0	2	1	2	2	2
Number of Commission meetings attended	33	40	33	40	40	40
Number of verbal, written and electronic (E-mail) correspondences processed weekly	927	870	931	900	875	1,200

CITY ATTORNEY

		2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Expenditure Category					
Operating					
Professional Services		941,612	979,276	1,018,447	1,059,185
Office Supplies		25,686	26,354	27,880	28,995
Operating Supplies		5,366	5,581	5,804	6,036
Operating Total		**972,664**	**1,011,211**	**1,052,131**	**1,094,216**
Expenditure Total	**$**	**972,664**	**1,011,211**	**1,052,131**	**1,094,216**

CITY CLERK

Mission

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

2020 Vision for the City Clerk's Department

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

Goals

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

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

Objectives

Improve customer service and accessibility.

Comply with all applicable Florida Statutes for legal advertisements, public record requests, and record retention requirements, and accessibility to the City's website and electronic records.

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

Efficiently maintain records in accordance with all applicable state statutes.

Effectively oversee the City's cashiering and cash handling functions, including timely and accurate deposits of payments received at City Hall.

Provide the City Commission with recommendations discussed at monthly meetings of Boards and Committees.

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

Efficiently process local business tax receipts and renewals.

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

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

Major Functions and Activities

The City Clerk is the Custodian of Records for the City and is responsible for keeping a concise and accurate record of the official actions of the City Commission and the Commission-appointed Boards and Committees.

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

CITY CLERK

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

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

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

The Micrographics/Document Management Section of the City Clerk's Department is responsible for preparing, scanning, filming, indexing, storing, and retrieving of municipal records. Records Management is transitioning to a new state of the art Enterprise Content Management (ECM) electronic system. This function enables the City to house permanent documents for expedient retrieval of information requested by citizens, outside agencies, and departments.

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

The Clerk's Department is also working towards providing more readily accessible content via the City's website including accessibility to records with archival value preserved for posterity.

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

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

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

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

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

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

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

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

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

~ CITIZEN'S COMMITTEE ON HURRICANE PREPAREDNESS (AD HOC) - The scope of this

CITY CLERK

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

~ DIVERSITY AND HERITAGE ADVISORY BOARD - The mission of the Diversity and Heritage Advisory Board is to promote awareness and to celebrate the rich Heritage and the vast Diversity of the City of Pembroke Pines, and make recommendations to the City Commission on diversity and equity strategies that strengthen connections among diverse community groups and with city government.

~ ECONOMIC DEVELOPMENT BOARD - Holds meetings throughout the year to assist the Planning and Economic Development division in promoting and attracting new industry to the City.

~ EDUCATION ADVISORY BOARD - Advises the City Commission on educational issues affecting early development centers through and including the post-secondary educational level that will impact the quality of education for residents as well as other City educational facilities.

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

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

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

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

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

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

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

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

Budget Highlights

2019-2020 Budget highlights include the upgrade of GovQA with the inclusion of the following modules: billing, subpoena tracking and processing, and redaction module to assist user with redacting exemptions pursuant to the rules on exemptions under Chapter 119 Public Records Statute.

The City Clerk Department upgraded the Canon Multi-function Printer/Copier. The upgrade includes a 19-hole paper drill capability that is used during the printing of Commission meeting agenda books. This capability will reduce the need for the department to purchase expensive 19-hole drill paper for the purpose of publishing commission meeting agenda books. Bringing this printer online at this time also addressed the increasing challenges involved in the reduced availability of 19-hole drill paper for purchase.

CITY CLERK

Accomplishments

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

CITY CLERK

Performance Measures	2017-18 Actual	2017-18 Goal	2018-19 Actual	2018-19 Goal	2019-20 Goal	2020-21 Goal
Outputs						
"Action Only" Commission minutes prepared for next Commission meeting.	24	22	26	25	25	26
Subpoenas for records processed	114	168	81	119	125	100
Commission agenda books prepared	320	380	300	300	320	250
Local business tax receipts monitored for compliance	8,909	8,725	8,914	8,993	8,993	8,920
Local Business Tax Receipts issued	8,245	7,599	7,810	7,900	8,290	7,810
Local Business Tax Office customers served	2,414	2,630	2,719	2,580	2,580	2,719
Public records requests processed	5,814	N/A	6,053	6,771	6,771	6,053
Passport applications processed	3,438	2,650	3,491	3,400	3,496	3,491
Passport Office customers served	4,433	3,700	4,734	4,400	4,480	4,500
Documents imaged and microfilmed	108,209	N/A	86,956	100,000	150,000	90,000
Staff training hours	21	137	44	32	30	80
Garage sale permits issued	810	1,150	804	1,000	1,000	1,000
Cashiering transactions (in millions)	$29.8M	$28.0M	$28.6M	$28.0M	$30.0M	$28.6M
Cashiering transactions (number)	28,234	38,900	28,474	40,000	38,900	38,900
Agenda packets prepared	773	860	862	700	700	700
Board and committee meetings attended	83	84	121	84	84	84
Abandoned properties registered	1,008	N/A	110	N/A	N/A	110
City Clerk customers served	526	1,055	417	500	1,000	300
Bid openings	50	40	65	45	55	65
Records dispositioned for destruction as per statutes (in tons)	27.00	26.00	31.58	26.00	27.00	32.00
Records dispositioned for destruction as per statutes (in cubic feet)	973	1,000	1,263	3,500	1,500	1,263
Effectiveness						
% of passport applications processed within 24 hours of appointment	100%	100%	100%	100%	100%	100%
Commission meeting minutes made available on City's web site within 2 days after approval	98%	100%	99%	100%	100%	100%
% of documents accurately imaged	90%	N/A	98%	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	100.00%	N/A	89.00%	100.00%	100.00%	100.00%
Local business tax revenue per capita (in constant dollars)	$21.83	$21.00	$21.36	$21.00	$21.00	$21.00
% of minutes of all board meetings transcribed and ready for approval prior to next meeting	100%	99%	100%	100%	100%	100%
Summary of board actions submitted within 24 hours	100%	100%	100%	100%	100%	100%
Efficiency						
Commission agendas prepared per year per F/T employee	320	29	30	25	30	30
Full-time employees on this task	2	2	2	2	2	1

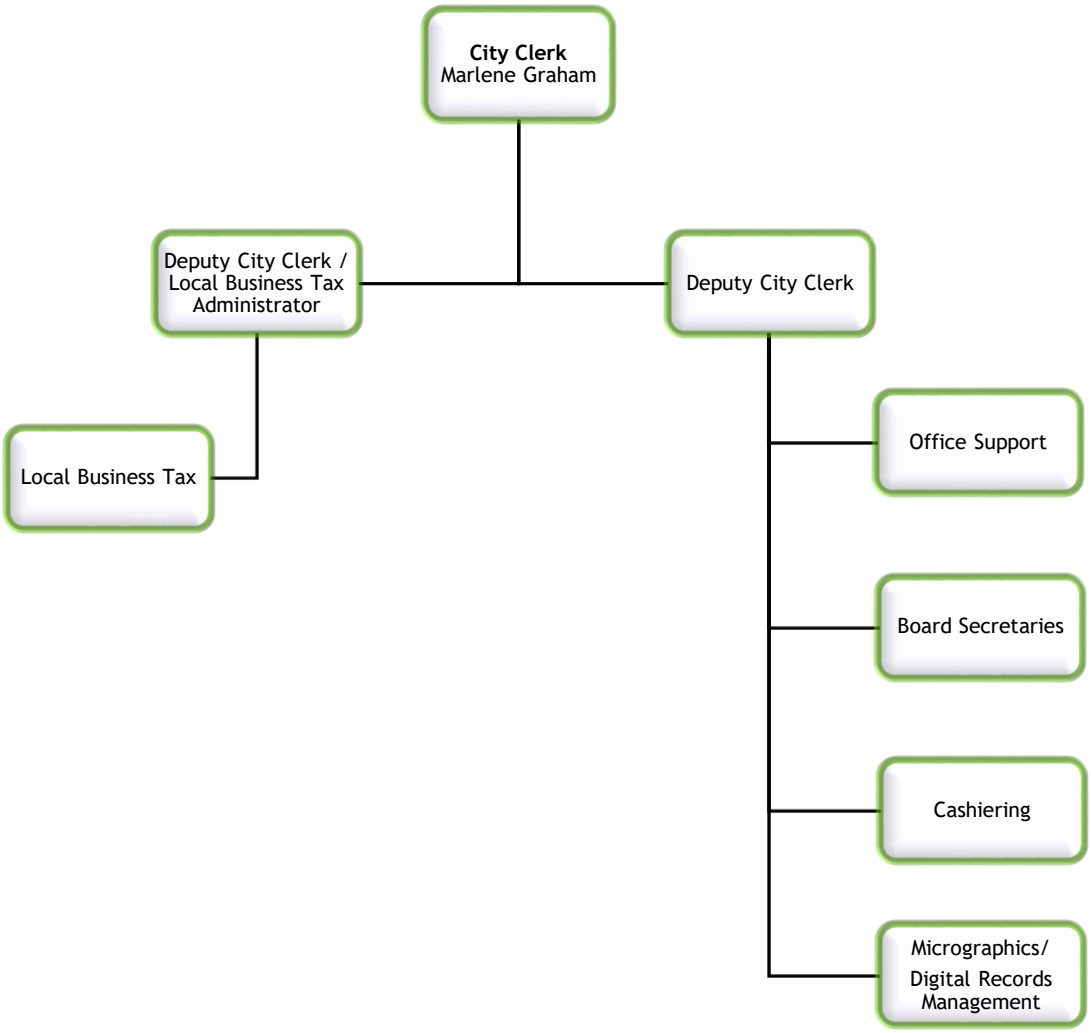
CITY CLERK

Performance Measures	2017-18 Actual	2017-18 Goal	2018-19 Actual	2018-19 Goal	2019-20 Goal	2020-21 Goal
Efficiency						
Average number of pages of Commission minutes transcribed per year per F/T employee	397.00	320.00	382.00	320.00	397.00	320.00
Full-time employees on this task	2	1	2	1	1	1
Public Records requests processed per year per F/T employee	5,814	N/A	850	N/A	N/A	N/A
Full-time employees on this task	8	5	8	7	8	8
Passports processed per day per F/T employee	20.0	25.0	25.0	23.0	9.0	20.0
Full-time employees on this task	6.5	6.5	6.5	7.0	6.5	6.5
Cashiering transactions per year per F/T employee	28,234	39,000	28,474	41,000	30,000	29,000
Full-time employees/contractors on this task	1.5	1.5	1.5	1.5	1.5	1.5

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

CITY CLERK

Organizational Chart



CITY CLERK

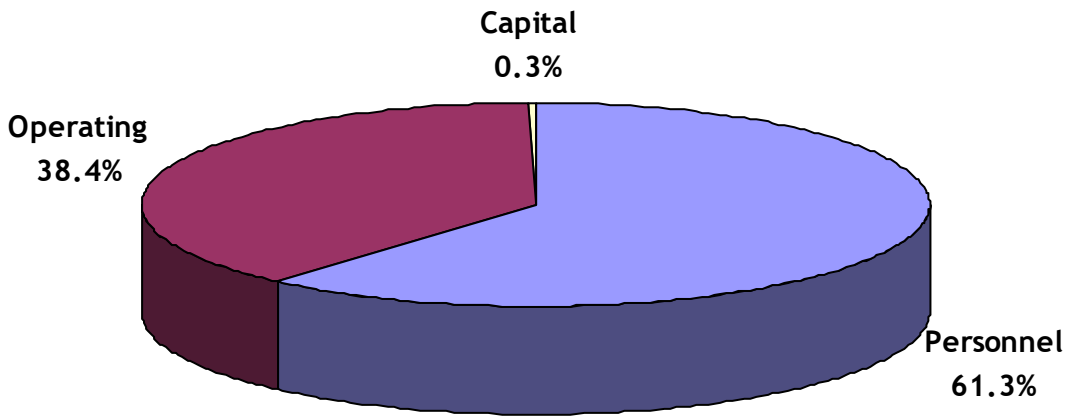
	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Revenue Category				
Building Permits	36,297	36,829	40,509	41,009
Other Licenses, Fees & Permits	700	700	800	800
General Government Charges	133,305	149,779	178,300	172,550
Revenue Total $	**170,302**	**187,307**	**219,609**	**214,359**

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Expenditure Category				
Personnel				
Salary	462,539	507,374	512,064	551,226
Benefits	340,738	355,764	354,382	388,846
Personnel Total	**803,278**	**863,138**	**866,446**	**940,072**
Operating				
Professional Services	114,723	10,238	50,000	50,000
Other Contractual Services	156,530	148,088	457,976	289,694
Travel Per Diem	1,675	1,344	1,416	3,000
Rentals and Leases	9,944	8,818	10,000	10,000
Insurance	145	290	600	600
Repair and Maintenance Services	65,274	92,429	156,579	157,330
Printing and Binding	10,918	10,987	15,484	14,500
Other Current Charges and Obligations	11,396	8,084	25,200	23,600
Office Supplies	12,025	10,151	17,000	17,700
Operating Supplies	7,496	7,392	27,380	19,500
Publications and Memberships	875	755	970	800
Training and Education	-	300	1,830	2,000
Operating Total	**391,000**	**298,875**	**764,435**	**588,724**
Capital				
Machinery and Equipment	-	1,511	1,942	5,000
Capital Total	**-**	**1,511**	**1,942**	**5,000**

CITY CLERK

Expenditure Category		2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Expenditure Total	$	1,194,278	1,163,524	1,632,823	1,533,796

Expenditure Category



Position Title	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
12047 City Clerk	1	1	1	1
12287 Document Management Specialist	1	1	1	1
12620 Cashier II	1	1	1	1
12684 Clerical Spec II	3	3	3	3
12775 Deputy City Clerk	1	1	1	1
12782 Deputy City Clerk/Occ Lic Admin	1	1	1	1
13509 Shared - Secretary	1	1	1	1
13525 Senior Board Secretary	1	1	1	1
13679 P/T Passport Clerk	1	1	1	1
Total 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

FINANCE

Comprehensive Annual Financial Report, entering payroll, ordering supplies, maintaining records retention, and processing over 4,100 property lien searches per year.

~ ASSET MANAGEMENT:

Records, reports, tracks, and retires capital items.

~ BUDGET:

Coordinates the preparation of the City's annual budget. Responsible for the preparation of revenue and expenditure estimates and budget instructions for all City departments. This section ensures that expenditures are within approved appropriations and prepares budget resolutions, adjustments, analyses, and summaries.

~ DEBT MANAGEMENT:

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

~ GRANTS:

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

~ PAYROLL:

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

~ PENSION:

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

~ SPECIAL ASSESSMENTS:

Responsible for the accounting of all special assessments.

~ SYSTEMS:

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 2020-21 expenditure budget shows an increase of $116,220 or $3.51% over the 2019-2020 working budget. This increase is mainly due to increase of benefit costs, computer software, and repairs and maintenance

Accomplishments

Awarded the Distinguished Budget Presentation Award by the Government Finance Officers Association (GFOA) for the 23rd consecutive year

FINANCE

since October 1, 1997, for the FY2019-20 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, 2019. If awarded, this will be the 35th consecutive year the award will be received.

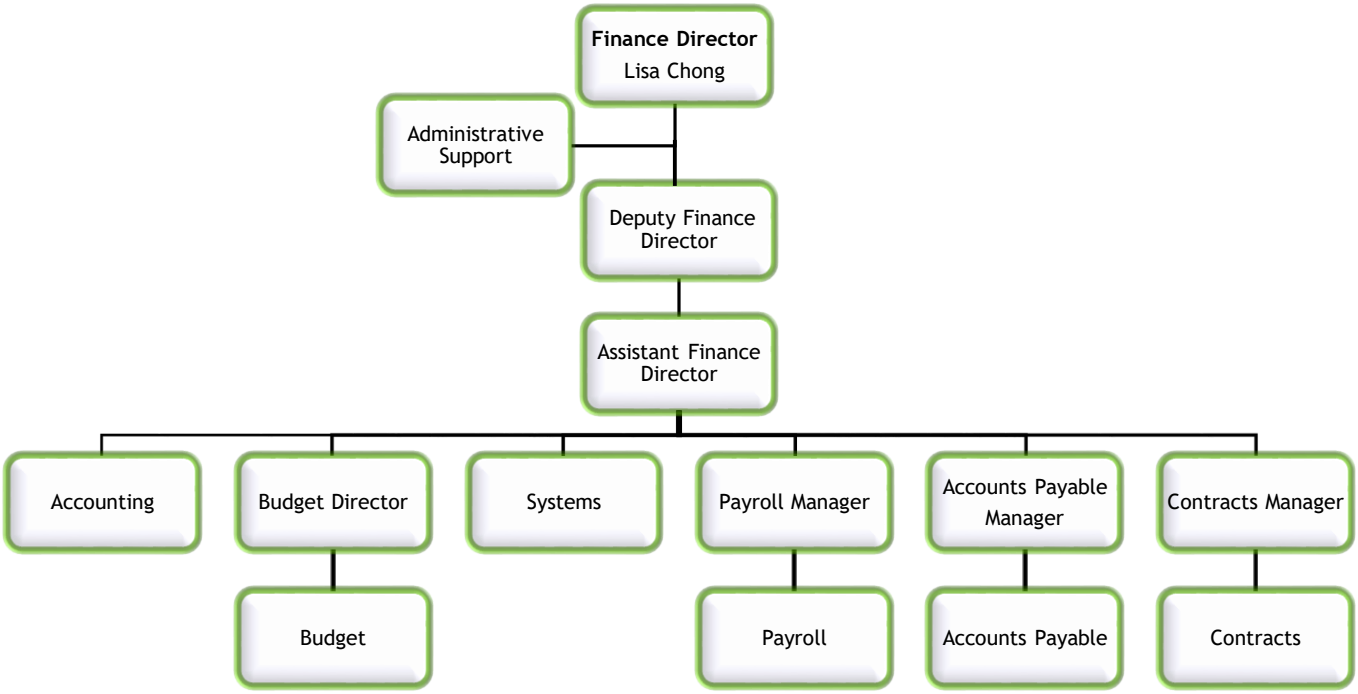
Successfully completed the 2019 independent audits of the Charter Schools and the City. The City received an unmodified opinion for both audits, and no audit adjustments were recommended. The external audit firm that conducted these audits was GLSC & Company, PLLC.

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

FINANCE

Performance Measures	2017-18 Actual	2017-18 Goal	2018-19 Actual	2018-19 Goal	2019-20 Goal	2020-21 Goal
Outputs						
Charter schools' special purpose financial statements	2	2	2	2	2	2
Invoices paid	46,413	50,000	44,489	47,000	50,000	45,000
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	34	34	35	35	36	37
Number of annual consecutive Distinguished Budget Presentation Awards from GFOA	21	21	22	22	23	24
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



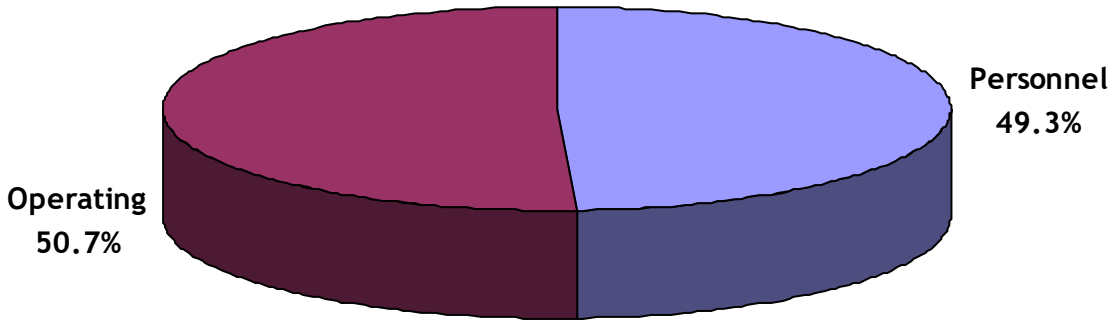
FINANCE

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Revenue Category				
General Government Charges	230,400	224,950	210,000	215,000
Fines & Forfeitures	5,490	4,731	4,900	5,000
Revenue Total $	**235,890**	**229,681**	**214,900**	**220,000**

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Expenditure Category				
Personnel				
Salary	1,158,543	1,086,059	1,098,959	1,067,147
Benefits	689,132	777,838	580,048	620,076
Personnel Total	**1,847,675**	**1,863,897**	**1,679,007**	**1,687,223**
Operating				
Professional Services	131,037	15,569	18,082	-
Accounting and Auditing	39,346	44,656	45,005	46,600
Other Contractual Services	631,223	894,081	1,335,555	1,456,963
Travel Per Diem	1,270	1,773	8,190	8,000
Communication and Freight Services	2,064	2,907	3,108	4,440
Rentals and Leases	4,353	4,353	5,195	7,500
Repair and Maintenance Services	99,569	104,509	108,881	137,600
Office Supplies	12,537	12,199	16,860	13,000
Operating Supplies	6,125	9,974	25,158	53,750
Publications and Memberships	2,491	2,506	5,175	5,660
Training and Education	4,274	1,446	4,300	4,000
Operating Total	**934,289**	**1,093,974**	**1,575,509**	**1,737,513**
Capital				
Machinery and Equipment	6,238	8,864	54,000	-
Capital Total	**6,238**	**8,864**	**54,000**	**-**
Expenditure Total $	**2,788,202**	**2,966,735**	**3,308,516**	**3,424,736**

FINANCE

Expenditure Category



Position Title		2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
12030 Budget Director		1	1	1	1
12031 Payroll Manager		1	1	1	1
12032 Accounts Payable Manager		1	1	1	1
12086 Finance Director		1	1	1	1
12087 Deputy Finance Director		-	-	-	1
12431 Payroll Coordinator		2	2	2	2
12517 Assistant Finance Director		1	1	1	1
12525 Administrative Assistant I		1	1	1	1
12623 Senior Systems Administrator		-	1	1	1
12641 Chief Accountant		1	1	1	-
12642 Accounting Supervisor		1	-	-	-
12651 Programmer Analyst II		2	1	1	1
12686 Systems Supervisor		1	-	-	-
Total	Full-time	13	11	11	11
	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 2020-21 budget is $187,876 or 3.29% below the working budget for fiscal year 2019-20 due mainly to the expected reduction in the operating surplus and the associated transfer to the City's Charter Middle School.

Accomplishments

The West Campus completed its thirteenth year of Florida's Voluntary Prekindergarten (VPK) in an upbeat manner. The staff continued to maintain

EARLY DEVELOPMENT CENTERS

licensing standards by renewing their early childhood credentials, CPR and First Aid. The West Campus continues to give 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 build a Love of Reading for our students.

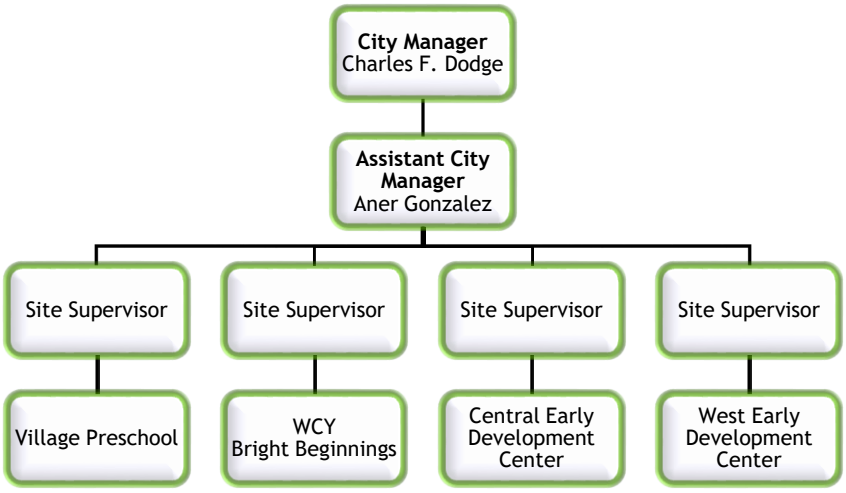
The Central Campus has successfully completed its 15th year of the Voluntary Prekindergarten program (VPK), successfully preparing our students for kindergarten. We have maintained our AdvancED Southern Association of Colleges and Schools Council on Accreditation and School Improvement (SACS-CASI) Accreditation. 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 First Aid and CPR. These yearly in-service professional development classes are required by Child Care Licensing and Enforcement.

EARLY DEVELOPMENT CENTERS

Performance Measures	2017-18 Actual	2017-18 Goal	2018-19 Actual	2018-19 Goal	2019-20 Goal	2020-21 Goal
Outputs						
Number of students	638	691	607	663	655	628
Effectiveness						
Met state mandated student to teacher ratio of 21 to 1	Yes	Yes	Yes	Yes	Yes	Yes

EARLY DEVELOPMENT CENTERS

Organizational Chart



EARLY DEVELOPMENT CENTERS

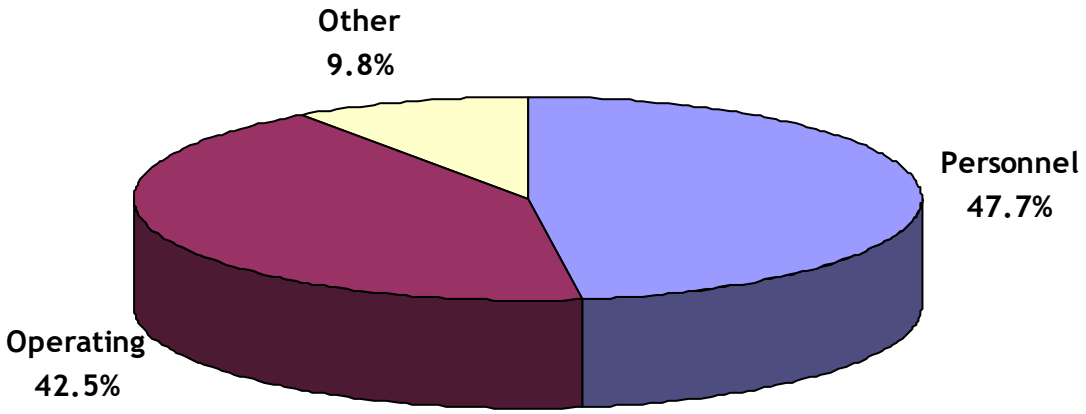
	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Revenue Category				
Recreation Charges	841,810	774,117	947,735	934,202
Education Charges	4,246,276	4,263,065	4,648,650	4,474,307
Private Gifts / Contributions	3,176	17,500	1,000	1,000
Other Miscellaneous Revenues	147,180	96,317	119,285	119,285
Revenue Total $	**5,238,441**	**5,150,999**	**5,716,670**	**5,528,794**

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Expenditure Category				
Personnel				
Salary	1,976,520	1,799,626	1,884,125	1,953,625
Benefits	535,538	511,217	666,368	682,347
Personnel Total	**2,512,058**	**2,310,843**	**2,550,493**	**2,635,972**
Operating				
Professional Services	-	1,873	500	500
Other Contractual Services	1,232,204	1,250,279	1,464,693	1,405,648
Travel Per Diem	-	-	500	-
Communication and Freight Services	6,931	7,845	8,100	8,020
Utility Services	72,178	72,116	72,100	71,350
Rentals and Leases	400,493	392,072	410,236	404,653
Repair and Maintenance Services	102,755	168,691	120,464	118,496
Other Current Charges and Obligations	62,718	64,572	84,786	79,175
Office Supplies	10,235	10,660	10,200	9,700
Operating Supplies	268,049	234,257	277,255	251,500
Publications and Memberships	-	325	325	325
Training and Education	1,848	869	2,770	2,150
Operating Total	**2,157,410**	**2,203,559**	**2,451,929**	**2,351,517**
Other				
Transfers	491,301	636,463	714,248	541,305
Other Total	**491,301**	**636,463**	**714,248**	**541,305**

EARLY DEVELOPMENT CENTERS

Expenditure Category		2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Expenditure Total	$	5,160,768	5,150,864	5,716,670	5,528,794

Expenditure Category



Position Title		2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
12120 Sch Accounting Clerk II		2	2	2	2
12143 EDC Teacher		20	15	14	14
12780 Teacher Aide		7	7	7	7
12781 Site Supervisor		4	4	4	4
12972 EDC Clerical Spec I		2	1	1	1
13551 P/T Teacher Aide		87	86	86	78
Total	Full-time	35	29	28	28
	Part-time	87	86	86	78

WALTER C. YOUNG RESOURCE CENTER

Mission

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

Goals

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

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

Objectives

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

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

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

Major Functions and Activities

The Walter C. Young (WCY) Resource Center is a prototypical education and community service center designed to meet the needs of all the citizens of southwest Broward County. WCY houses a middle school, racquetball courts, 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 SBBC and the City. Effective use of tax dollars is made by sharing resources and extending the hours of income-producing usage beyond that of a typical school day. The programs and services are offered sixteen hours daily, year-round.

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

~ DINNER THEATER / CULTURAL ARTS:

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

~ EDUCATION CLASSROOM:

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

~ LEARNING RESOURCE CENTER:

The Pembroke Pines Branch/Walter C. Young resource Center serves as both the media center for students attending the Walter C. Young Middle School and as a branch library for the local community. The library includes materials typically found in a middle school resource center as well as materials of a community branch library serving a diverse community. The library's collection includes over 80,000 items in a variety of formats including books, periodicals, DVDs, music CDs, audio books on CD, and

WALTER C. YOUNG RESOURCE CENTER

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.

~ 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 2020-21 budget decreased by $53,998 or 48.46% below the 2019-20 working budget. The decrease is attributable to reductions in the budget for cleaning as well as repairs and maintenance.

WALTER C. YOUNG RESOURCE CENTER

Performance Measures	2017-18 Actual	2017-18 Goal	2018-19 Actual	2018-19 Goal	2019-20 Goal	2020-21 Goal
Outputs						
Number of days per year the center is in use	347	347	347	347	347	347
Number of civic, charitable, and religious organizations that use the center	180	165	180	180	180	180
Effectiveness						
% of organizations not accommodated	N/A	N/A	0%	0%	N/A	0%
Actual as a % of budgeted revenue - resource center	N/A	N/A	100%	100%	N/A	100%

WALTER C. YOUNG RESOURCE CENTER

		2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Revenue Category					
Rents & Royalties		24,773	18,366	21,000	19,000
Revenue Total	**$**	**24,773**	**18,366**	**21,000**	**19,000**

		2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Expenditure Category					
Operating					
Accounting and Auditing		892	971	1,012	1,100
Other Contractual Services		51,444	29,099	60,000	16,825
Utility Services		20,413	38,652	23,988	38,500
Repair and Maintenance Services		-	577	26,423	1,000
Operating Total		**72,749**	**69,300**	**111,423**	**57,425**
Expenditure Total	**$**	**72,749**	**69,300**	**111,423**	**57,425**

COMMUNITY SERVICES

Mission

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

Goals

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

Objectives

To plan and implement the following services for our members:

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

Major Functions and Activities

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

The Carl Shechter SWFP Community Center (SWFP) is an approximately 53,000 square-foot facility offering 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

COMMUNITY SERVICES

supervision of a Day Care Coordinator, this program is specifically designed to provide a protective and structured environment with emphasis on remedial and restorative services for the frail, functionally-impaired, and/or dementia specific adult in an effort to prevent or delay institutionalization. The program also provides respite and a monthly support group for caregivers.

~ PERSONAL CARE - This program provides assistance with eating, dressing, personal hygiene, and other activities of daily living. This service is provided through coordination with a home health agency.

~ HOMEMAKER - The accomplishment of specific home management duties including housekeeping, laundry, cleaning refrigerators, clothing repair, minor home repairs, as well as meal planning and preparation. This service is provided through coordination with a home health agency.

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

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

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

~ SPECIAL PROGRAMS - The Community Services Department hosts and sponsors several special programs. An on-site nutrition program is available to provide seniors with a hot meal, meeting the one-third recommended daily allowance (RDA) requirements via the Broward 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

Installation of new camera system throughout the center and outside the perimeter. This new system will provide a safety feature in addition monitoring of premises as well.

Continuation of bathroom remodeling for use by our members.

The front desk (known as the rotunda) shall be moved closer to the main entrance creating a

COMMUNITY SERVICES

security barrier as the members come in. The rotunda area will be renovated with a changeable center piece, for decorative purposes.

SWFP submitted a grant proposal to the Community Foundation of Broward called BFit. This grant is targeting Broward county residents to 'take charge' of their health by involving themselves in physical activity and healthier eating habits which would in turn help reverse any illnesses or reduce the probability of future onset. If awarded the grant, SWFP would implement a FREE 8 month program targeting a group of registered and committed participants who would partake in a variety of exercise programs, nutritional cooking classes and wellness checks in order to help shape and form healthier eating and living habits.

Community Services is working towards partnering with Silvers Sneakers in order to become a satellite exercising facility. This partnership if completed would be an additional form of revenue for Community Services. The monies would be used for additional programming and amenities for the members to enjoy.

Accomplishments

Parking lot renovations to add more parking spaces have been completed. Community Redevelopment Associates of Florida, Inc. provided funds for this project. Total amount awarded was $300,000.

Swimming pool was resurfaced and converted to salt water system with heat pumps. Total amount for this project was $20,115. Our members will be enjoying the pool renovations. Aqua Zumba is a new class that has been added to our programming. It combines aqua fitness with the upbeat, Latin-infused dance moves of Zumba music.

SWFP acquired two new treadmills and exercise equipment available to all members.

Newly hired Social Services Specialist and Clerical Aide for the Social Services division help with alleviating the numerous calls and walk-ins looking for assistance. They are trained to provide information and referral to those who inquire and also to register new members and update current ones.

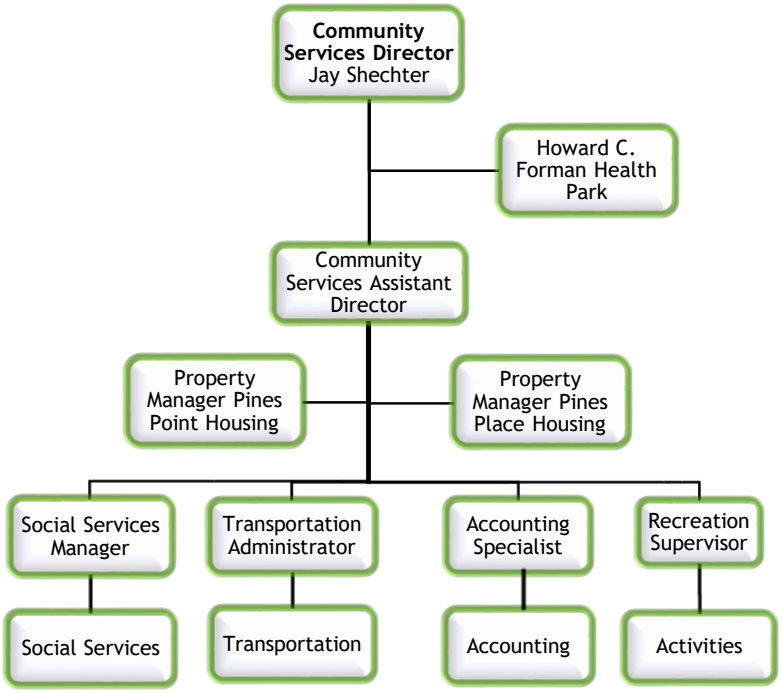
2020 brought a change for our new and current members under the age of 60. Implementing an annual membership fee of $20.00 per member will help create a revenue that will afford the addition of afternoon programming and amenities for the members of all ages to enjoy.

COMMUNITY SERVICES

Performance Measures	2017-18 Actual	2017-18 Goal	2018-19 Actual	2018-19 Goal	2019-20 Goal	2020-21 Goal
Outputs						
Number of unduplicated clients	2,045	2,500	2,500	2,000	2,200	2,700
Units of service (Services covered by OAA Title IIIB and IIIE Grant)	63,684	64,807	71,600	64,632	64,517	57,639
Effectiveness						
% of people who requested and received recreational services	100%	100%	98%	100%	100%	100%
Social service client-hours per each senior (60+) in target area	291	162	308	120	263	300

COMMUNITY SERVICES

Organizational Chart



COMMUNITY SERVICES

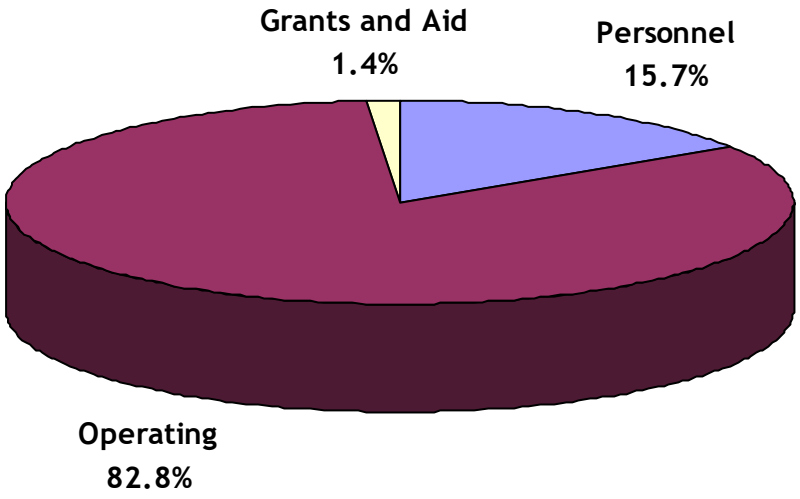
	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Revenue Category				
Federal Grants	26,722	15,325	20,928	21,955
Transportation Charges	-	473	240	280
Recreation Charges	85,137	86,359	141,139	129,463
Rents & Royalties	149,247	153,255	143,038	146,421
Revenue Total	**$ 261,106**	**255,412**	**305,345**	**298,119**

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Expenditure Category				
Personnel				
Salary	157,529	127,166	131,506	135,053
Benefits	94,986	82,536	76,959	81,640
Personnel Total	**252,515**	**209,703**	**208,465**	**216,693**
Operating				
Professional Services	12,045	3,747	6,560	6,600
Other Contractual Services	455,060	513,070	637,066	700,731
Travel Per Diem	293	250	200	-
Communication and Freight Services	12,353	14,786	14,700	15,400
Utility Services	99,603	105,068	107,700	125,500
Rentals and Leases	4,931	5,178	5,036	6,000
Repair and Maintenance Services	120,144	194,751	855,330	168,850
Printing and Binding	20,309	13,996	20,000	20,000
Other Current Charges and Obligations	-	-	150	50
Office Supplies	7,851	2,785	7,000	5,000
Operating Supplies	67,951	66,490	54,901	93,500
Publications and Memberships	634	165	660	175
Operating Total	**801,173**	**920,286**	**1,709,303**	**1,141,806**
Capital				
Improvements Other Than Buildings	-	22,676	-	-
Machinery and Equipment	-	9,807	161,600	-

COMMUNITY SERVICES

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Expenditure Category				
Capital				
Capital Total	**-**	**32,483**	**161,600**	**-**
Grants and Aid				
Aids to Private Organizations	24,347	14,552	20,928	19,948
Grants and Aid Total	**24,347**	**14,552**	**20,928**	**19,948**
Expenditure Total $	**1,078,035**	**1,177,022**	**2,100,296**	**1,378,447**

Expenditure Category



Position Title		2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
12084 Community Service Director		0.5	0.5	0.5	0.5
12543 Activities Coordinator		1	1	1	1
Total	Full-time	1.5	1.5	1.5	1.5
	Part-time	-	-	-	-

HOUSING DIVISION

Mission

To provide affordable, secure, and enhanced housing.

Goals

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

Objectives

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

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

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

Maintain beautiful well-kept grounds for walking and biking.

Provide ample parking.

Coordinate recreation, health support services, transportation, counseling, education, and social services at The Carl Shechter SWFP Community Center (SWFP).

Provide transportation to Hollybrook Clubhouse, Douglas Gardens, Memorial Urgent Care Center, various grocery stores and restaurants, Lowes, 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 SWFP to a podiatrist and general practitioner.

Major Functions and Activities

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

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

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

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

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

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

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

Pines Place was built in stages between 2005 and

HOUSING DIVISION

2008 and consists of three buildings (towers). The first building is located at 8103 S. Palm Drive and contains 208 apartments. The second building is located at 8210 Florida Drive and contains 186 apartments. The third building is located at 8203 S. Palm Drive and contains 220 apartments.

Budget Highlights

Pines Point is adding additional parking spaces to accommodate tenants and guests. Also upgrading the security cameras as appose to only having the one in the breezeway for tenants to see who is arriving.

Pines Place has upgraded hallways and corridors with tile floor to update the towers, this is an ongoing project expected to be finalized this upcoming fiscal year. Completed painting the interior of all three towers.

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, better lighting will be cost effective and will provide a much more secure property at night with brighter lighting.

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

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

Sponsored the 11th 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, 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.

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.

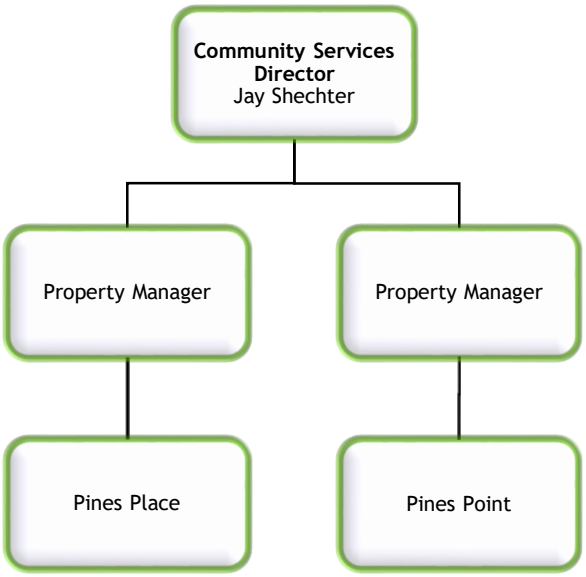
Organized a Halloween party at Pines Place and a Tree Trimming event for the residents at Pines Point.

HOUSING DIVISION

Performance Measures	2017-18 Actual	2017-18 Goal	2018-19 Actual	2018-19 Goal	2019-20 Goal	2020-21 Goal
Outputs						
Number of units occupied at Pines Point	185	185	185	185	185	185
Number of units occupied at Pines Place:						
Tower I (opened April, 2005)	190	190	190	190	192	192
Tower II (opened July, 2005)	175	175	175	175	175	175
Tower III (opened January, 2008)	200	200	200	200	200	200
Effectiveness						
Average occupancy rate at Pines Point	95.00%	95.00%	95.00%	95.00%	95.00%	95.00%
Average occupancy rate at Pines Place	95.00%	95.00%	95.00%	95.00%	95.00%	95.00%
Rental rate below market	Yes	Yes	Yes	Yes	Yes	Yes

HOUSING DIVISION

Organizational Chart



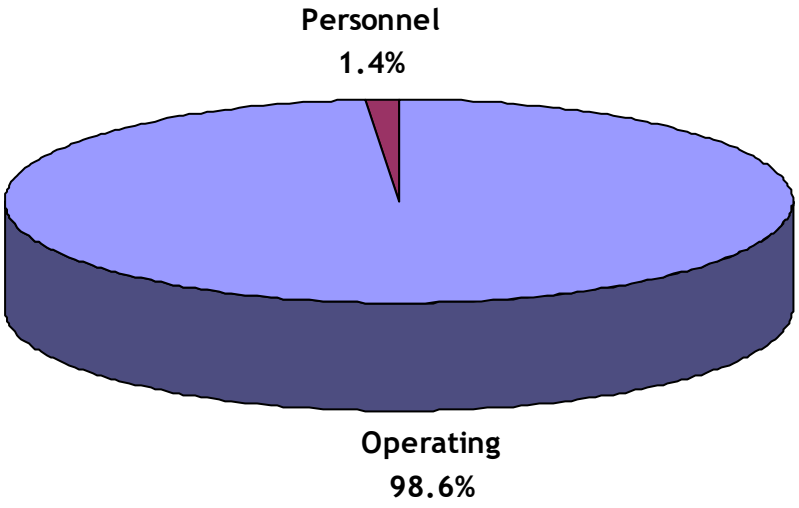
HOUSING DIVISION

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Revenue Category				
General Government Charges	22,280	27,875	20,980	20,980
Rents & Royalties	7,904,309	8,306,488	8,866,178	9,529,657
Revenue Total $	**7,926,589**	**8,334,363**	**8,887,158**	**9,550,637**

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Expenditure Category				
Personnel				
Salary	107,191	74,348	85,318	86,920
Benefits	32,944	37,467	33,026	34,972
Personnel Total	**140,134**	**111,815**	**118,344**	**121,892**
Operating				
Professional Services	63,269	3,425	32,120	20,570
Other Contractual Services	852,220	871,720	1,036,866	1,107,591
Communication and Freight Services	169,083	178,040	201,040	210,491
Utility Services	617,467	701,932	674,165	821,571
Rentals and Leases	4,423,332	4,406,252	4,465,947	4,465,655
Insurance	114,954	83,313	133,995	127,739
Repair and Maintenance Services	492,983	1,167,666	1,035,486	1,080,922
Promotional Activities	-	-	12,300	12,300
Other Current Charges and Obligations	379,816	467,327	586,221	593,550
Office Supplies	2,823	3,706	8,544	8,644
Operating Supplies	63,810	85,369	161,220	169,130
Publications and Memberships	-	192	-	-
Operating Total	**7,179,758**	**7,968,943**	**8,347,904**	**8,618,163**
Capital				
Machinery and Equipment	3,546	2,216	5,000	5,000
Capital Total	**3,546**	**2,216**	**5,000**	**5,000**
Expenditure Total $	**7,323,438**	**8,082,974**	**8,471,248**	**8,745,055**

HOUSING DIVISION

Expenditure Category



Position Title		2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
12084 Community Service Director		0.5	0.5	0.5	0.5
Total	Full-time	0.5	0.5	0.5	0.5
	Part-time	-	-	-	-

POLICE

Mission

The mission of the Pembroke Pines Police Department is to be a premier law enforcement agency through professionalism, service, and innovation.

Goals

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

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

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

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

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

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

Objectives

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

OPERATIONS:

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

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

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

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

Detectives seek to reduce the availability of narcotics and vice-related activities through the seizure of illegal narcotics and the arrest of narcotics offenders. Continue to prevent and deter crimes related to youth gang activity. Identify criminal suspects through the increased utilization of computer-driven data analysis and other electronic investigative tools. Locate and identify persons utilizing the internet to prey upon and/or exploit children. Review investigations of unresolved homicides that have occurred in previous years. "Cold Case"

POLICE

detectives can reevaluate physical evidence for DNA analysis not available at the time of offense. Process crime scenes and gather all physical evidence to include latent fingerprints. Accurately evaluate the evidence in an effort to identify possible suspects, enhancing case resolution and clearance.

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

ADMINISTRATION:

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

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

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

Prepare and manage the departmental budget.

Major Functions and Activities

OPERATIONS:

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

Patrol personnel are primarily assigned to three shifts:

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

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

INVESTIGATIONS:

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

~ BURGLARY SUPPRESSION TEAM - This is a highly flexible plainclothes unit, deployed based on current/timely crime analysis and focused primarily on residential burglaries.

~ CRIME ANALYSIS UNIT - Conducts technical research and analysis of confidential data and investigative information for dissemination to operational and investigative endeavors.

~ CRIME SCENE UNIT – This unit processes crime scenes, collects and stores evidence, and matches latent fingerprints to persons in order to identify suspects and present forensic evidence in trials.

~ ECONOMIC CRIMES UNIT - This unit is responsible for investigating fraudulent schemes, individual acts of fraud, identity theft, and internet crimes. This is a rapidly expanding area of criminal activity that impacts victims, who may be individuals or corporations, in many ways such as theft of accounts, mortgage fraud, fraudulent checks, and credit card fraud. The elderly are often victims of these types of fraud through various schemes such as bait and switch, Ponzi, etc.

~ GENERAL INVESTIGATIONS UNIT – This unit identifies and locates through investigation,

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information, interview interrogations, and scientific analysis methods those individuals responsible for criminal activity; recovers stolen property for return to the owners; and assists in the successful prosecution of defendants.

~ CRIMES AGAINST PERSONS UNIT – This unit investigates deaths, robberies, and assaults and is responsible for cold homicide cases.

~ VICE INTELLIGENCE NARCOTICS (V.I.N) UNIT – This unit obtains information from confidential informants and other means, which identifies locations and persons involved in illegal drug sales. Through surveillance and other covert methods, probable cause is developed, enabling the service of search warrants. Illegal drugs are then confiscated and arrests are made. Any case requiring complete confidentiality and/or difficult surveillance is assigned to the V.I.N. Unit. This Unit also participates in Multi-Agency Drug Task Forces comprised of federal, state, and local law enforcement agencies, which investigate large scale drug trafficking and money-laundering organizations.

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

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

ADMINISTRATION:

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

ADMINISTRATIVE SERVICES DIVISION:

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

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

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

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

~ COMMUNITY AFFAIRS - This unit conducts follow-up investigations and identifies specific crimes or disorder issues, which it resolves through enforcement action. The unit coordinates community affairs to promote better understanding between the Police Department and the community. They conduct crime prevention presentations for homeowners and businesses and coordinate reoccurring Police Department events such as Citizens Police Academy, National Night Out, Open House,

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Hurricane Preparedness, Community Emergency Response Team (CERT), and Child Safety Programs. This unit is directly responsible for addressing "Quality of Life" issues at all levels within the community.

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

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

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

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

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

RED LIGHT CAMERA – This Unit processes all of the violations captured by the red light cameras in place throughout the City. They also attend all hearings, maintain statistics and regularly promotes safer driving.

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

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

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

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

SUPPORT SERVICES DIVISION:

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

~ COMPUTER SERVICES - Provides technical, help desk and programming support. Also coordinates with the Technology Services Department in providing service needs, equipment, and additional support, as well as affecting changes in the computer system through coordination with the Department's contract vendors. Has personnel assigned as the agency LASO (Local Area Security Officer) ensuring CJIS compliance.

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

EMERGENCY MANAGEMENT – This unit handles all planning and preparedness for the Police Department and coordinates all projects,

training, and preparedness for the various departments in the City as it relates to Emergency Management.

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

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

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

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

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

RADIO/CAD/COMMUNICATIONS – Manages agency radio system, including programming, issuance, repairs. Coordinates with county agencies, attends regional meetings as an agency representative, and manages officer safety CAD alerts.

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

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

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

CODE COMPLIANCE DIVISION:

In conjunction with the sworn officers that patrol the City, Code Compliance works to promote and maintain a safe and desirable living and working environment within the City. Under the direction of a division administrator and two supervisors, eleven code officers and two clerical staff strive to educate the public and residents about codes and ordinances, develop and establish standards and ordinances, not only to maintain, but improve the working and living conditions of our residents and business owners.
Through proactive meetings with residents, businesses and homeowners associations as well as responding to complaints, the code compliance officers investigate and work with property owners, tenants and the Code Board in order to resolve issues and come up with a proper resolution.

Budget Highlights

A fixed License Plate Recognition (LPR) system will be purchased via a grant. This single direction LPR system will be the first fixed LPR system purchased by our department.

The department will obtain a second Portable Video Surveillance (PVS) Asset via a grant facilitated by our Projects and Research Manager.

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The PVS will provide surveillance at special events and will assist with investigations. Additionally, our agency budgeted for LPR cameras which will be mounted on the PVS trailer to create a multi-functional resource.

The Mobile Video Systems Unit will acquire an additional 62 Body-worn Camera Systems, comprising of 2 cameras and one tablet each. This will enable us to fully deploy to all road patrol officers plus additional units and/or officers. This expansion increases our body-worn camera system deployment by 40%. We are also adding 60 basic evidence.com licenses to continue allowing employees that are not issued BWC to access other BWC recordings and upload data into the MVSU's data management system (e.g. Records Unit., Transcriptionists, DEU, Investigations Bureau, Crime Scene Unit, Command Staff, Training, CAU, SRO's).

A supervisor will attend the Axon Accelerate Conference to recertify in the use and management of BWC equipment, training and data management.

The department will purchase forty-four 44 new vehicles with emergency equipment. This total number of new vehicles includes ten 10 new positions and thirty-four 34 replacement vehicles.

Radio Communications will purchase seventeen 17 portable radios required for ten 10 new positions and two 2 mobile radios for new position vehicles. These radios are required in order to ensure our department is equipped with the required public safety system to transition from analog to the County's P-25 Digital System.

Agency will facilitate the deployment of biometric identifiers for increased security on mobile computer users.

Provide training to members with a focus on matters of national security with the emphasis being on how to best protect our city.

Ensure transition to digital radio system is completed, supported and meets agency needs.

Accomplishments

Thirty three new departmental employees were hired for the positions of Police Officer, Police Service Aide, Police Support Specialist, Crime Scene Technician, and Victim Advocate.

Our Code Compliance Division hired an additional Code Compliance Officer, increasing our total staffing towards enhanced efforts and visibility in our communities.

Our Emergency Management for the City established the Office of Emergency Management web site. This resource provides information to our residents and members of our business community on emergency preparedness and safety and security updates from our State and Federal partners.

Developed a section in the Emergency Operation Center for our Police Support Specialists to continue police and fire communications, if they are required to relocate from the main police department facility due to a major storm or other disruptive event.

Started an Active Shooter training and exercise program with the A.L.I.C.E. Training Institute for all municipal employees. Our City Hall employees were the first group to receive the training at the City Center complex. The lead instructors for the on-site training were provided by our Police Department.

Installed a ham radio system at our Emergency Operation Center and have assigned portable ham radios to two Police Department representatives. These Officers will be able to assist with ham radio operation at the EOC during hurricane events.

At the EOC, installed an antenna system to improve radio reception on the back up 400 band, if the 800 band is not available.

Initiated a committee to establish the policy and training curriculum for our municipal security camera program. The committee is comprised of representatives from the following Departments; Police, Information Technology, Public Services,

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Legal, City Center Security and a representative from our Charter School.

Requested and received a critical infrastructure assessment by the Department of Homeland Security for our City Center complex. Our Police, Fire, Information Technology, Public Service and City Center Security representatives were instrumental in assisting with the follow up from the Department of Homeland Security's recommendations.

Worked with our Charter School Principals and our Police and Fire Department representatives to establish security policies that comply with school safety legislation and school safety recommendations by the Marjory Stoneman Douglas Public Safety Commission.

Conducted WEB EOC training for our municipal representatives and participated in various emergency management exercises conducted throughout the year.

Updated the City's Comprehensive Emergency Management Plan and reviewed each Department's Continuity of Operations plans.

Enhanced computer monitors that assist with the visual clarity as it relates to the review, redactions, and release of body worn camera footage.

Increased the number of our Records personnel in order to maintain and exceed the professional service provided to our community.

Records personnel attended the National Incident-Based Reporting System (NIBRS) hosted by the Florida Department of Law Enforcement. This training will prepare our agency for the transition into NIBRS which will be implemented in 2021.

Created and filled a Radio Communications position towards meeting the increased demands of our agency's communications needs.

Began purchasing of outer carrier vests for patrol personnel.

Obtained an alarm monitoring system and additional backup refrigeration unit for the preservation of evidence.

An additional 62 patrol laptops were purchased and utilized as replacements or assigned to new personnel.

A new help desk employee was hired to meet the growing needs of our agency.

Various cameras throughout our facilities were added, replaced, and/or upgraded to increase security.

Created and filled several support specialists positions towards enhancing operations.

Provided support for Super Bowl 2020 and other regional events of significance.

The Training Unit has provided specialized training for the proper operation of ballistic shields, which were purchased and distributed to all Road Patrol Officers and School Resource Officers.

We reached another milestone and graduated our 50th Citizens Police Academy Class. In our 50th Class, we had former military, teachers and future police officers as class participants. CPA continues to be a program that people from all walks of life crave to be a part of.

Our Community Affairs partnered with various businesses, City Officials, teachers and our very own SROs, and successfully hosted four of our largest "Shop with a Cop" events for students in our city, as well as our Veterans.

Victim Advocates were certified in "Mental Health First Aid for Adults", through the nationally recognized Mental Health First Aid USA program.

Completed the department's 5th year in a row participating in the ongoing High Visibility Enforcement program, an initiative through the Florida Department of Transportation that is promoting Pedestrian and Bicyclist safety and education efforts for all road users.

Closeout of the Victims of Crime Act (VOCA) grant, which funds a part-time victim advocate and addresses victim service needs within the

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community.

Closeout of the Justice Assistance (JAG) grant, which funded a mobile License Plate Reader (LPR) that is currently deployed and has been successfully integrated within the city's LPR system.

Efforts over the last budget year by led to over 20,000 new community partners following our agency via social media on Facebook, Twitter, Instagram, and NextDoor. Two additional Public Information Officers were also added to our Communications Team.

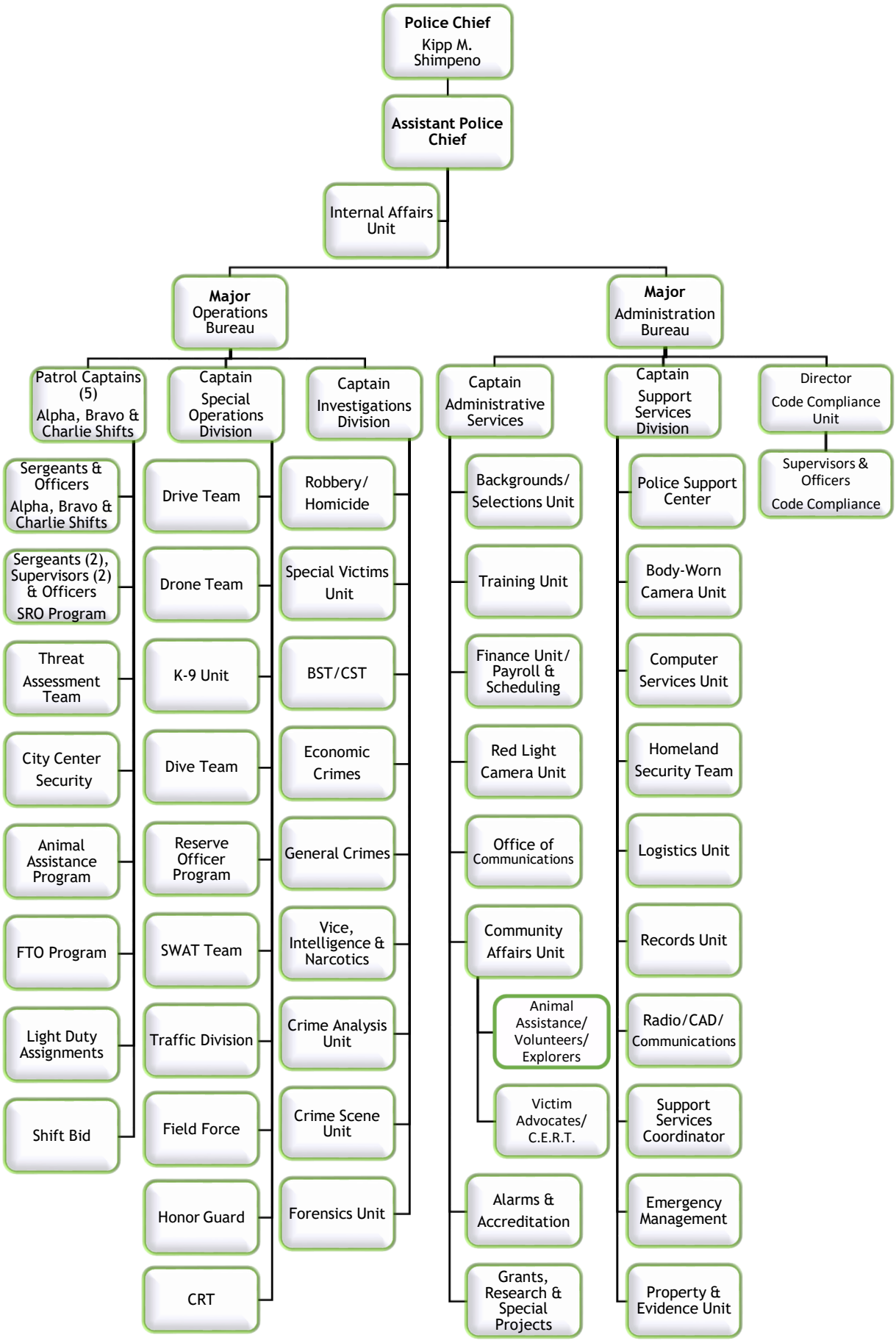
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Performance Measures	2017-18 Actual	2017-18 Goal	2018-19 Actual	2018-19 Goal	2019-20 Goal	2020-21 Goal
Outputs						
Total calls for police service	83,521	90,000	79,493	90,000	90,000	90,000
Calls for service per 1,000 resident population	506	600	473	600	600	600
Number of arrests	2,214	3,500	1,536	3,500	3,500	3,000
Traffic accidents	5,612	6,000	5,657	6,000	6,000	6,000
Traffic/parking citations	15,088	40,000	14,695	35,000	35,000	30,000
Number of grids patrolled 24 hours per day	24	24	24	24	24	24
Number of code citations issued	37	50	21	50	50	50
Number of code violations issued	4,323	4,000	4,214	4,500	4,500	4,500
Effectiveness						
% of felony cases filed at the office of the State Attorney within 21 calendar days	98%	98%	92%	98%	98%	98%
Clearance rate for Part I offenses ^	22%	25%	23%	25%	25%	25%
Felony arrests per calls for service	1%	3%	1%	3%	3%	3%
% of arrests at sobriety check points	N/A	2.00%	N/A	2.00%	2.00%	2.00%
Traffic accidents per citation issued	35%	20%	38%	25%	30%	30%
% of cases closed prior to Code Board and/or Special Master hearing	81%	80%	80%	80%	80%	80%
Number of occurrences for the following types of offenses during calendar year:						
Murder	1	0	7	0	0	0
Forcible rape	26	10	36	10	15	15
Robbery	74	75	71	75	75	75
Aggravated assault	213	150	241	150	175	175
Burglary	232	500	205	500	400	300
Larceny	2,861	3,000	2,873	3,000	3,000	3,000
Motor vehicle theft	240	200	266	250	250	250
Crime index (summation of occurrences)	3,647	3,935	3,699	4,200	4,000	4,000
Crime rate (per 100,000)	2,206	2,600	2,202	2,600	2,500	2,500
Efficiency						
Expenditures per resident population	$393	$407	$388	$433	$433	$445

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

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Organizational Chart



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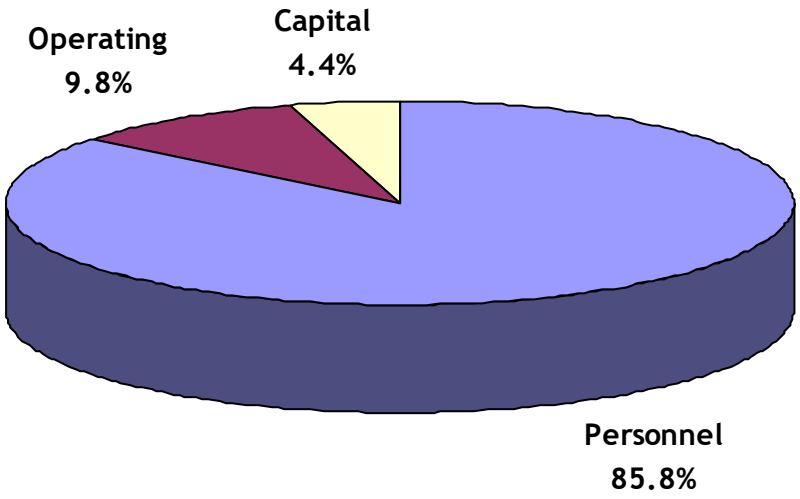
	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Revenue Category				
Special Assessments	117,941	94,988	84,000	84,000
Federal Grants	-	23,908	340,101	-
General Government Charges	35,200	32,100	43,200	30,600
Public Safety Charges	1,572,749	1,910,063	1,688,729	1,674,574
Fines & Forfeitures	1,262,161	1,725,035	1,679,500	1,676,500
Private Gifts / Contributions	-	-	1,000	1,000
Revenue Total	**$ 2,988,051**	**3,786,095**	**3,836,530**	**3,466,674**

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Expenditure Category				
Personnel				
Salary	25,432,614	27,979,299	30,065,965	31,368,455
Benefits	27,889,005	30,459,591	32,330,343	32,878,091
Personnel Total	**53,321,620**	**58,438,890**	**62,396,308**	**64,246,546**
Operating				
Professional Services	217,265	136,228	266,450	241,750
Other Contractual Services	1,355,195	1,560,107	1,952,656	2,112,159
Pension Benefits	71,626	67,038	69,000	69,000
Travel Per Diem	115,572	115,794	219,998	129,045
Communication and Freight Services	221,831	231,815	296,403	297,383
Utility Services	112,785	120,241	134,000	135,500
Rentals and Leases	51,590	50,138	84,399	84,285
Repair and Maintenance Services	919,900	957,391	1,344,705	1,413,067
Printing and Binding	10,471	19,772	65,650	55,600
Promotional Activities	2,564	1,288	2,000	2,000
Other Current Charges and Obligations	90,287	82,477	138,560	143,930
Office Supplies	34,809	40,877	44,600	46,400
Operating Supplies	1,759,493	1,918,246	2,183,202	2,254,790
Publications and Memberships	22,448	13,564	24,470	24,435

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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Expenditure Category				
Operating				
Training and Education	133,557	178,494	271,032	305,486
Operating Total	**5,119,393**	**5,493,471**	**7,097,125**	**7,314,830**
Capital				
Buildings	82,961	4,616	403,502	110,000
Improvements Other Than Buildings	-	-	781,218	-
Machinery and Equipment	5,607,233	2,766,193	2,586,311	3,181,045
Capital Total	**5,690,194**	**2,770,808**	**3,771,031**	**3,291,045**
Expenditure Total $	**64,131,207**	**66,703,169**	**73,264,464**	**74,852,421**

Expenditure Category



Position Title	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 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

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Position Title	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
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	6	8	9	10
12131 Professional Standards Supervisor	1	1	1	1
12174 Division Major	-	2	2	3
12425 Police Officer	178	141	141	133
12436 Police Officer - Tier 3	-	34	37	56
12451 Emergency Management Director	-	1	1	1
12452 Logistics/Fleet Manager	1	1	1	1
12454 Logistics Coordinator III	2	2	2	2
12467 Property Evidence Technician	2	2	2	2
12468 Property Manager	1	1	1	1
12479 RLC Program Coordinator	1	1	1	1
12492 Finance Coordinator	1	1	1	1
12493 Administrative Services Manager	1	1	1	1
12497 Community Affairs Coordinator	1	1	1	1
12511 Administrative Assistant III	1	1	1	1
12525 Administrative Assistant I	1	1	1	1
12603 Support Services Coordinator	1	1	1	1
12631 Crime Scene Technician	1	1	1	1
12632 Crime Scene Unit Manager	1	1	1	1
12633 Crime Scene Investigator	4	4	4	4
12634 Crime Scene Shift Supervisor	1	1	1	1
12635 Forensic Manager	1	1	1	1
12636 Field Training Officer - City	23	22	22	22
12637 Field Training Sergeant - City	3	4	4	4
12638 Forensic Examiner I	1	1	1	1
12643 Help Desk Technician I	-	1	1	1

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Position Title	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
12652 Programmer/Analyst I	1	1	1	1
12655 Sergeant	30	29	29	30
12684 Clerical Spec II	9	6	5	4
12685 Clerical Aide	1	1	2	2
12698 Police Programmer Analyst III	1	1	1	1
12723 Systems Administrator	-	1	1	1
12733 Crime Analyst Manager	1	1	1	1
12736 Crime Analyst	2	2	2	2
12800 Asst. Police Chief	1	1	1	1
12881 Police Communications Coord	-	1	1	1
12882 Economic Crimes Investigator	-	1	1	1
12883 Support Center Manager	-	1	1	1
12885 Victim's Advocate	1	1	1	1
12886 Assistant Victim's Advocate	1	1	1	1
12901 Staff Inspector	-	1	1	1
12937 Fingerprint Examiner II	1	1	1	1
12938 Police Support Specialist IV	1	1	1	1
12939 Forensic Video Examiner	1	1	1	1
12978 Police Support Specialist III	1	1	1	1
12979 Police Support Specialist II	4	4	4	4
12980 Police Support Specialist I	8	11	11	14
12985 Police Service Aide I	18	19	20	23
12986 Police Service Aide II	7	7	8	8
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	27	29	29	21
13415 P/T SRO Supervisor	2	2	2	2
13416 P/T Police Support Specialist I	1	1	1	1

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Position Title		2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Total	Full-time	335	341	347	366
	Part-time	34	36	36	28

FIRE CONTROL - AMBULANCE RESCUE

Mission

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

Goals

To protect life and property, reduce pain and suffering, and to assure that fire prevention systems on commercial properties are properly maintained.

Objectives

The Pembroke Pines Fire Control and Ambulance Rescue Department encompasses the following core functions: Fire Control, Emergency Medical Services, and Fire Prevention.

FIRE CONTROL:

To save lives.

To reduce loss to property from fire, domestic terrorism, flood, or other natural disaster.

To maintain preparedness in the handling of natural disaster or domestic terrorism within our region.

To maintain emergency response times below five minutes for 95% of emergency calls.

To efficiently operate a Fire Department Vehicle Maintenance Facility to reduce downtime of our emergency equipment.

To continue community outreach through public education programs.

To continue extensive training in fire and domestic preparedness using both academic and practical skills to measure the employee's level of effectiveness. Obtaining these objectives will ensure the Department's state of readiness for any emergency that may present itself.

To maintain our Insurance Service Organization (ISO) Class One rating by evaluating the Fire System annually thereby reinforcing the coveted, nationally recognized rating.

To conduct pre-fire planning for all commercial and multi-family occupancies.

EMERGENCY MEDICAL SERVICES:

To save lives. The Rescue Division strives to meet and exceed the national average for pre-hospital return of spontaneous circulation (ROSC) in cardiac arrest victims. We provide a flexible community Cardio-Pulmonary Resuscitation (CPR)/Automatic External Defibrillator (AED) program for residents, police, general City employees and local business professionals. This program places trained individuals into our community that can assist those in need prior to the Fire Department's arrival.

Ensure competency. We continue extensive training in medical techniques for all employees utilizing up-to-date practical and scenario-based methods. This includes meeting and exceeding the prescribed hours of medical training required by the State of Florida to maintain licensure as an Emergency Medical Technician (EMT) or Paramedic.

Maintain member Basic Life Support (BLS) and Advanced Life Support (ALS) skills competency as outlined by the American Heart Association. This ensures personnel are equipped with the skills necessary to stabilize sick or injured persons.

Maintain an active role in regional medical committees and organizations. This will serve as a forum for the exchange of ideas on improving operational efficiency and to monitor trends in medical care/treatment and equipment.

FIRE PREVENTION:

Minimize the loss of life and property by ensuring that commercial and residential buildings are built with the required life-safety features. Conduct annual inspections on all fire safety and fire extinguishing apparatus, multi-family

FIRE CONTROL - AMBULANCE RESCUE

residential buildings, and commercial buildings to assure that the integrity of life safety is maintained.

Provide public education to our citizens to develop their awareness of preventing and reacting to fires.

Conduct fire investigations to determine the cause of fires and to establish public education focus areas.

Provide all personnel with advantageous training and education to optimize service to the community.

Major Functions and Activities

In addition to Fire Control, Emergency Medical Services, and Fire Prevention, a myriad of other services are provided by the Department, with support being supplied by each Division for all operations, special projects, and programs.

~ OPERATIONS DIVISION - Primarily responsible for providing fire extinguishment, mitigating medical emergencies and the threats from hazardous materials and domestic terrorism. All response personnel are under the direction of the Operations Division. In addition to emergency incident response, these personnel are engaged in a wide variety of other essential activities including, but not limited to:

Preventive maintenance programs for equipment and vehicles.

Community training and public education programs, such as:

- Cardio-Pulmonary Resuscitation (CPR) Training
- Summer Safety Program

Pre-fire planning and sprinkler testing for commercial and multi-residential buildings.

~ RESCUE DIVISION - Manages the delivery of Emergency Medical Services (EMS) provided by our Fire Department through the training, licensure (county and state), and preparation of crew members.

Emergency Medical Services are provided by Firefighters who are also licensed as Emergency Medical Technicians (EMT) and Paramedics. Emergency Medical Services are conducted under the direction of a Medical Director who is a physician trained in Emergency Medicine.

The Department's Return of Spontaneous Circulation (ROSC) in cardiac arrest victims is consistently better than the national average. We also provide nearly 1,000 students with Cardio-Pulmonary Resuscitation (CPR)/Automatic External Defibrillator (AED) training each year, which places skilled individuals into the community who can assist a medical victim when encountered.

The Fire Department provides Advanced Life Support from each of our first response apparatuses operating from six fire stations. Response to medical emergencies is achieved with three crew members trained in the most current medical treatment standards. All EMTs and Paramedics individually receive over 20 hours of medical continuing education each year, which satisfies and exceeds State of Florida requirements. All members of the Department are re-certified in the American Heart Association Basic Life Support (BLS) or Advanced Cardiac Life Support (ACLS).

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

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

Due to these efforts and relationships, the Fire

FIRE CONTROL - AMBULANCE RESCUE

Department is proud to provide cutting-edge emergency medical care to our residents and visitors.

~ FIRE PREVENTION DIVISION - Enforces the requirements of the Florida Fire Prevention Code and other related, adopted codes.

This is accomplished by building plan reviews and on-site inspections. On-site inspections are carried out by Fire Inspectors. Other essential services provided by the Prevention Division include Fire and Arson Investigations and Community Public Education programs designed to reduce property loss and prevent fire-related injuries. Public information related to emergency calls, public awareness, self-promotion, and related activities are disseminated from the Fire Prevention Division.

~ LOGISTICS/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.

~ TRAINING DIVISION - Responsible for the development, scheduling, and implementation of all departmental training. The Training Division manages the performance and educational requirements of all Fire Department employees. The Division works diligently to provide quality, up-to-date training in a variety of subjects throughout the year.

Effective training helps to achieve:

- Services that meet the needs of the public
- Efficient and effective performance
- Effective use of modern equipment
- Safe operations
- Quality customer service
- Personal and organizational pride

All facility training is accomplished by the Training Division at our own Fire Training Facility, which includes a five-story smoke tower with two burn rooms for creating realistic, comprehensive training. The facility also features the addition of a state-of-the-art propane field with several gas-fed props, two flammable liquid pits, and a flashover simulator designed to teach fire behavior and how to recognize and control the signs of impending flashover.

The Training Division completed National Incident Management System (NIMS) - Incident Command System (ICS) training for all Fire Department personnel as required by the Federal Government. The Department has maintained its NIMS compliance since 2006. Each year approximately 80,000 hours of in-service monthly training modules are completed.

Budget Highlights

State Grant funding for 9 portable radios and 4 mobile radios has been secured. We are in need of replacing 15 EMS Emergency Defibrillators to replace 9 year old units. We are also in need of replacing 1 Platform truck that will be 16 years old, 2 Rescues one that is 10 years old and another that is 7 years old. We would like to replace 1 Command Vehicle that is 11 years old.

Ladder Truck postponed to FY 2021-22. Life Pack 15s postponed to 2022-23.

Accomplishments

Moved into our new Fire Training Facility in July of 2020 and are now conducting in-service and recruit class training in the building. The first Rescue unit in our fleet to have a new color scheme of silver and red was received in December 2019 with the rest of the fleet being changed through attrition. State grants were received to replace 6 portable radios and 8 thermal imaging cameras. We have completed the installation our new station alerting system for alarm notification. We have replaced the A/C

FIRE CONTROL - AMBULANCE RESCUE

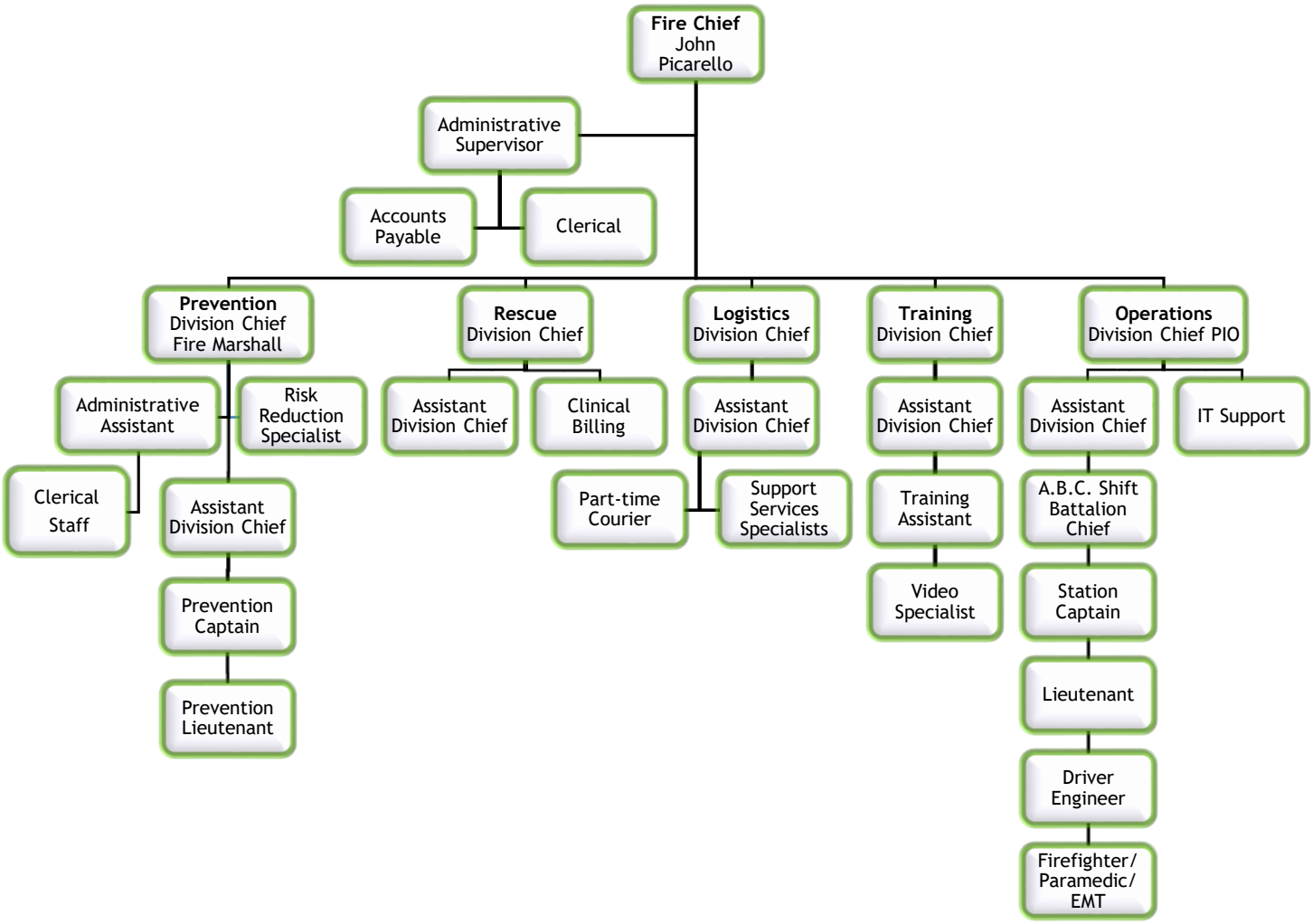
unit and carpeting for our Dispatch Center. We received 1 new Prevention vehicle, 2 new Administration vehicles, and 1 Command Vehicle in FY 2018-19. We have purchased 220 cancer protective hoods for structural firefighting, and replaced 100 fire helmets that had reached their service life.

FIRE CONTROL - AMBULANCE RESCUE

Performance Measures	2017-18 Actual	2017-18 Goal	2018-19 Actual	2018-19 Goal	2019-20 Goal	2020-21 Goal
Outputs						
Fire/rescue responses	22,040	22,000	21,171	22,500	22,500	22,500
Calls for service per 1,000 residents	133	135	124	135	135	135
Emergency medical responses	17,915	17,500	17,096	18,500	18,500	18,500
Motor vehicle accident responses	1,585	1,800	1,634	1,800	1,800	1,800
Medical transports	10,471	10,000	10,624	10,500	10,500	10,500
Structure fires	14	30	16	30	30	30
Fires investigate	4	15	6	15	15	15
Total inspectable occupancies/buildings	7,732	6,200	8,366	6,200	8,000	8,000
Annual inspections completed	10,993	10,500	9,328	10,000	11,000	10,000
Pre-fire plans completed annually	2,471	2,650	2,220	2,500	2,500	2,500
Number of plans/documents reviewed	2,224	2,300	1,607	2,000	2,300	2,000
Number of public CPR education participants	1,200	1,100	1,034	900	1,200	1,200
Effectiveness						
Number of public participants in safety education (non-CPR) classes	18,288	12,000	15,201	20,000	20,000	20,000
Return of Spontaneous Circulation (ROSC)- reviving a stopped heart	36	40	28	40	40	40
% of property saved vs. risk from structure fires	99.36%	99.90%	99.12	99.90%	99.90%	99.90
# of unsolicited public appreciation letters	25	50	18	50	50	50
Efficiency						
Average unit response time from en route to arrival (in minutes)	4.71	<4.00	4.43	<4.00	<4.00	<4.00
% of unit response time less than 6 minutes	79.99%	>93.00%	80.46%	90.00%	>90.00%	>90.00%

FIRE CONTROL – AMBULANCE RESCUE

Organizational Chart



FIRE CONTROL - AMBULANCE RESCUE

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Revenue Category				
Special Assessments	24,750,478	24,593,326	23,867,744	26,479,510
Federal Grants	109,251	-	1,667,681	3,000
State Grants	78,112	527,947	-	-
State Shared	91,382	89,090	90,000	92,000
Public Safety Charges	4,830,651	4,870,371	5,050,129	5,321,341
Private Gifts / Contributions	1,508	-	-	-
Revenue Total	**$ 29,861,382**	**30,080,733**	**30,675,554**	**31,895,851**

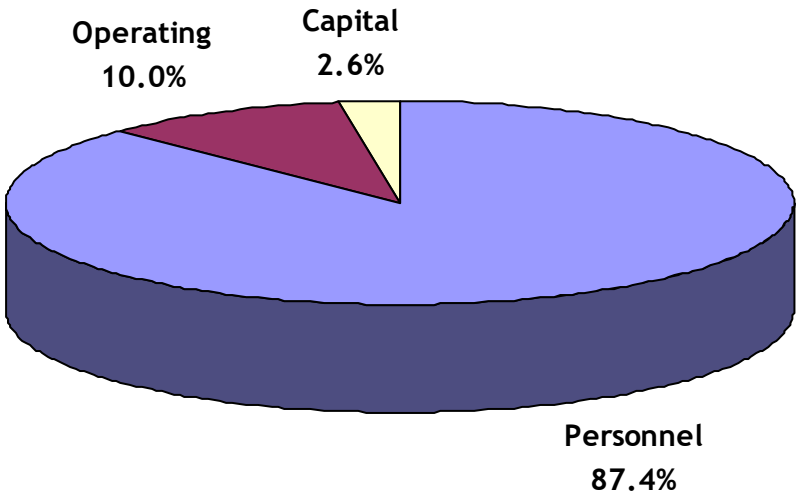
	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Expenditure Category				
Personnel				
Salary	19,936,986	19,971,765	21,143,272	22,179,293
Benefits	21,016,687	22,475,758	25,227,377	26,514,411
Personnel Total	**40,953,673**	**42,447,523**	**46,370,649**	**48,693,704**
Operating				
Professional Services	138,567	167,809	173,875	178,565
Other Contractual Services	754,297	833,464	977,065	1,095,994
Pension Benefits	4,137	7,041	20,000	25,000
Travel Per Diem	9,114	10,208	11,200	15,325
Communication and Freight Services	128,760	160,477	164,620	218,240
Utility Services	177,683	178,110	204,300	214,200
Rentals and Leases	798,857	850,109	866,186	881,447
Repair and Maintenance Services	973,447	867,841	992,090	1,144,400
Printing and Binding	5,235	5,404	6,800	6,800
Promotional Activities	9,359	11,495	10,200	14,200
Other Current Charges and Obligations	588,769	678,517	742,053	797,008
Office Supplies	33,687	17,380	22,700	24,860
Operating Supplies	727,826	678,320	819,900	848,374
Publications and Memberships	990	835	1,235	1,935

FIRE CONTROL - AMBULANCE RESCUE

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Expenditure Category				
Operating				
Training and Education	57,126	79,916	82,000	85,000
Operating Total	**4,407,853**	**4,546,926**	**5,094,224**	**5,551,348**
Capital				
Buildings	97,770	924,238	3,393,876	114,000
Improvements Other Than Buildings	126,572	22,225	-	79,500
Machinery and Equipment	1,727,625	2,496,438	2,183,225	1,258,200
Capital Total	**1,951,967**	**3,442,901**	**5,577,101**	**1,451,700**
Grants and Aid				
Aids to Government Agencies	-	-	99,459	99,459
Grants and Aid Total	**-**	**-**	**99,459**	**99,459**
Other				
Transfers	-	2,000,000	-	100,000
Other Total	**-**	**2,000,000**	**-**	**100,000**
Expenditure Total	**$ 47,313,492**	**52,437,350**	**57,141,433**	**55,896,211**

FIRE CONTROL - AMBULANCE RESCUE

Expenditure Category



Position Title	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
12099 Battalion Chief - PM	6	6	6	6
12130 Fire Chief	1	1	1	1
12172 Assistant Division Chief	4	4	4	4
12282 Micro Computer Specialist I	1	1	1	1
12528 Administrative Assistant II	1	1	1	1
12575 Lieutenant	27	27	27	30
12607 Captain - P/M	35	35	35	35
12651 Programmer Analyst II	1	1	1	-
12684 Clerical Spec II	2	1	1	1
12699 Clerical Coordinator	1	1	1	-
12788 Division Chief	5	5	5	5
12802 Office Manager	-	-	-	1
12835 Driver/Engineer	5	5	5	5
12836 Driver Engineer - P/M	31	31	31	31
12912 Fire Inspector/PM	4	5	5	5
12915 Firefighter/EMT	19	19	19	23
12918 Firefighter/PM	70	70	70	70

FIRE CONTROL - AMBULANCE RESCUE

Position Title		2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
12934 Administrative Battalion Chief		1	1	1	1
13681 P/T Clerk Spec II		1	1	1	1
Total	Full-time	214	214	214	220
	Part-time	1	1	1	1

PUBLIC SERVICES

Mission

To ensure that all municipal infrastructures are designed, constructed, operated, and maintained at the highest possible level of technical standards and fiscal accountability.

Goals

The Department of Public Services takes health, safety, and environmental responsibilities seriously. We are mindful of these challenges and confident in our ability to succeed through the utilization of extraordinary technical and organizational fundamentals. We are dedicated to providing the most responsive and cost-effective services to the community. These services are the essential functions required to provide for the health and safety of the citizens through an adequate supply of high quality water, and environmentally safe disposal of waste products. At the same time, this Department provides services for the design, construction, maintenance, procurement, beautification, and preservation of all facilities, roadways, properties, materials, and equipment.

Our pledge to the citizens of the City of Pembroke Pines is to strive for constant improvement and to always attempt to exceed their expectations in the delivery of these services.

Major Functions and Activities

The Department is responsible for the design, construction, operation, and maintenance of the civil infrastructure of the City, as well as all municipal buildings. The Department also provides fiscal and support services including customer service, purchasing, budgeting, accounts payable, and receivables.

Departmental functions include utility operations, engineering, drainage control, road and right-of-way maintenance, irrigation, landscaping, building construction and maintenance, contract administration, and Charter School administrative support, fundraising, and budgeting. The Department also provides critical logistical support for all other departments of the City.

Budget Highlights

Budget funding will provide the fiscal resources necessary to continue to maintain the City's building and infrastructure to conform to standards of the highest quality.

Continue the administration of the $100,000,000 General Obligation Bond referendum initiative (issued $100,000,000 to date; $47,000,000 in fiscal year 2005 and $43,000,000 in fiscal year 2007, and $10,000,000 in fiscal year 2015). Projects scheduled under this initiative include roadway improvements, City streetscapes and signs and renovations to the City's parks and recreation facilities.

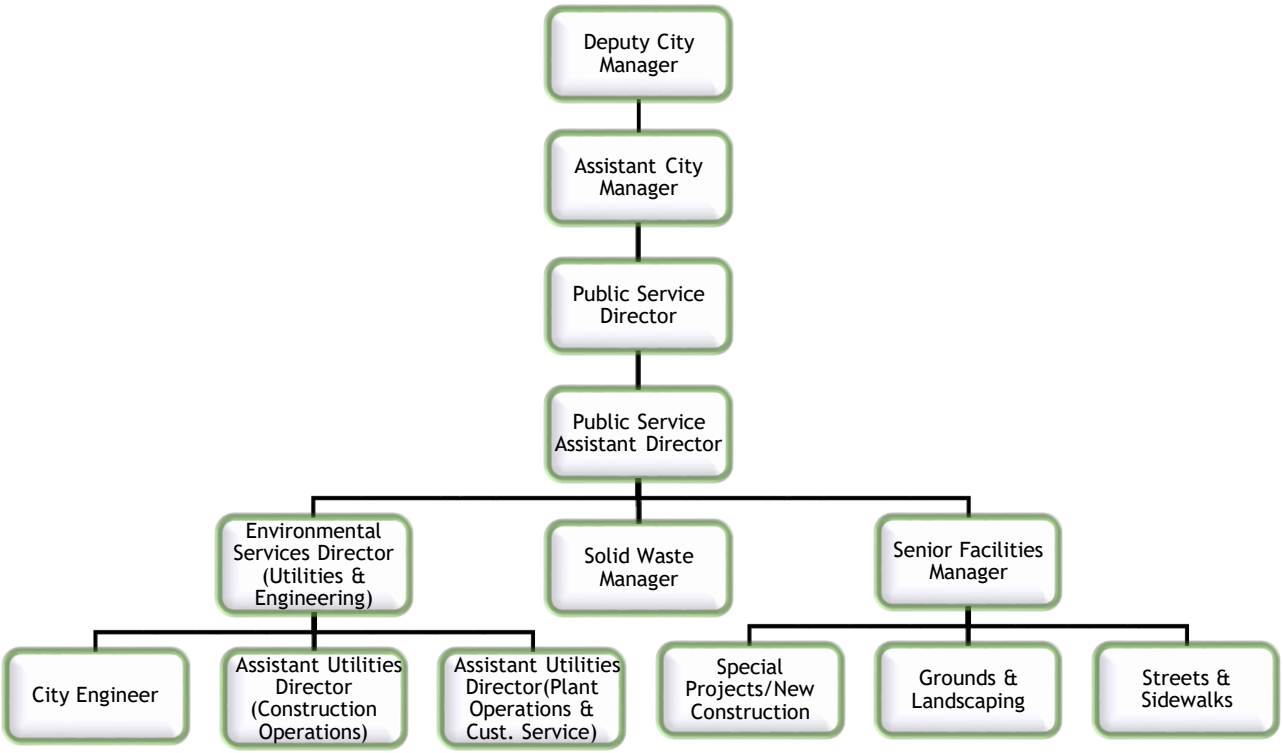
The Public Services Department's level of service requires constant flexibility based on the needs of the City and its citizens. This flexibility requires well-organized supervision of all expenditures affecting the operation of the Department. The Department's already efficient spending practices will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

Accomplishments

Departmental accomplishments are detailed within each Division's narratives.

PUBLIC SERVICES

Organizational Chart



ENVIRONMENTAL SERVICES (ENGINEERING)

Mission

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

Goals

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

Objectives

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

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

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

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

Major Functions and Activities

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

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

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

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

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

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

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

Environmental Services deals with construction activities of residential, commercial, industrial, and other subdivisions in the City including design and construction of water and sewer infrastructure, roads, parking lots, grading and

ENVIRONMENTAL SERVICES (ENGINEERING)

drainage systems, waterways, walkways, street lighting, traffic control devices, and other related activities.

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

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

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

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

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

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

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

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

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

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

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

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

Budget Highlights

Continue citywide stormwater system cleaning and inspection for compliance with the Community Rating System for reduced flood insurance premiums.

Continue resurfacing of City roadways.

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

Coordinate with Broward County and Broward MPO on funding of City projects using Transportation Surtax funds.

Accomplishments

Pembroke Road extension from SW 196th Ave to US 27 was funded via Broward County Transportation Surtax.

Pembroke Road widening to 4 lanes from Dykes to SW 196th Ave was funded via Broward County Transportation Surtax.

The following roads were resurfaced:
a. Lakeside Key

ENVIRONMENTAL SERVICES (ENGINEERING)

b. SW 136th Ave south Of Pines Blvd
c. SW 196th Ave from Sheridan to Stirling
d. SW 129th Ave south of Pines Blvd
e. Washington St – Hiatus to City Center
f. Pembroke Rd – Flamingo to SW 129th.

Washington St Linear Park was completed from SW 114th Ave to Hiatus.

Additional parking, repairs and restriping of Senior Center parking were completed.

Intersection improvements at Dykes and Sheridan St were completed.

Speed Humps were installed in Lakeside Key and NW 12th St between NW 79th Ter and NW 78th Ave.

Radar Speed Feedback signs were installed on Taft St at NW 125th Ave.

The Community Rating System's 5 year review was completed resulting in maintaining a CRS Class 7 Community Rating which results in a 15% premium discount on flood insurance for residents in the City.

Drainage improvements on NW 20th Ct west of NW 93rd Ave were completed.

ENVIRONMENTAL SERVICES (ENGINEERING)

Performance Measures	2017-18 Actual	2017-18 Goal	2018-19 Actual	2018-19 Goal	2019-20 Goal	2020-21 Goal
Outputs						
Permits issued	157	200	132	200	200	150
Monitored and inspected miles of roadways resurfaced:						
Inspections conducted	2,659	2,000	2,520	1,800	2,700	2,700
Utility location tickets processed	8,371	8,000	7,831	8,500	8,800	8,000
Building department plan review	1,148	1,200	1,092	750	1,200	1,200
Effectiveness						
% of projects designed, bid, and constructed on time and on budget	100%	100%	100%	100%	100%	100%
Efficiency						
Inspections conducted per Engineer Inspector	886	1,500	720	1,000	1,000	1,000

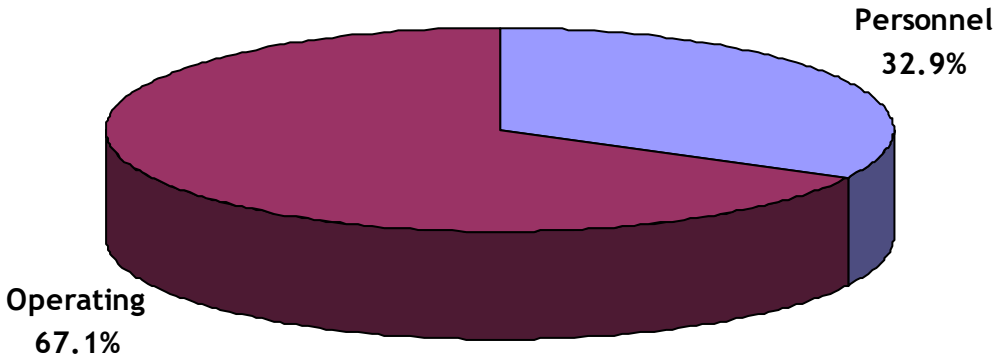
ENVIRONMENTAL SERVICES (ENGINEERING)

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Revenue Category				
Building Permits	749,281	431,077	350,000	300,000
General Government Charges	180,594	182,992	164,254	169,041
Revenue Total $	**929,875**	**614,069**	**514,254**	**469,041**

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Expenditure Category				
Personnel				
Salary	246,085	361,586	438,068	396,021
Benefits	128,806	200,806	236,261	221,106
Personnel Total	**374,890**	**562,392**	**674,329**	**617,127**
Operating				
Professional Services	134,089	78,972	161,425	151,500
Other Contractual Services	473,857	695,001	809,346	1,078,329
Travel Per Diem	-	-	100	50
Communication and Freight Services	254	1,620	1,900	1,860
Rentals and Leases	2,262	2,262	2,268	2,268
Repair and Maintenance Services	3,506	5,294	14,360	9,660
Office Supplies	3,140	3,723	5,500	5,500
Operating Supplies	9,601	8,099	11,923	10,150
Publications and Memberships	-	101	150	350
Operating Total	**626,708**	**795,072**	**1,006,972**	**1,259,667**
Capital				
Machinery and Equipment	23,668	78,213	56,164	-
Capital Total	**23,668**	**78,213**	**56,164**	**-**
Expenditure Total $	**1,025,266**	**1,435,677**	**1,737,465**	**1,876,794**

ENVIRONMENTAL SERVICES (ENGINEERING)

Expenditure Category



Position Title		2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
12035 Utilities Project Manager		-	0.5	0.5	-
12194 Environmental Services Director		-	0.5	0.5	-
12196 Envir Svc/Utilities Director		-	-	-	0.5
12500 City Engineer		0.5	0.5	0.5	0.5
12667 Chief Engineering Inspector		1	1	1	1
12770 Engineering Inspector		1	1	1	1
12774 Engineer		0.5	0.5	0.5	0.5
Total	Full-time	3	4	4	3.5
	Part-time	-	-	-	-

GENERAL GOVERNMENT BUILDINGS

Mission

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

Goals

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

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

Objectives

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

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

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

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

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

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

Major Functions and Activities

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

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

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

Budget Highlights

The 2020-21 budget is mainly focused on the general upkeep and maintenance of our current facilities. Major Capital Projects that are funded by General Government, or will be managed by Public Services Project Management personnel include:

Construction of Single Point Entry Security Offices at the Charter Schools, and the installation of a complete access control system on all interior and exterior doors.

Replacement of the freezers at Chartwells (kitchen utilized for the schools).

Installation of a generator system at City Hall that power the entire City Hall Building.

Hardening of the Fire Stations and West PD and replacement of the Generators.

Construction of a heavy equipment and generator storage building for Public Services and Utilities.

Accomplishments

Completed construction of the new Fire Training Facility.

Completed the roof replacements at Central Stores, Pines Point, the Senior Center, West PD and Fire Stations 33, 99, 79, 101 and several Parks facilities.

Completed the HVAC system replacement at Chartwells kitchen.

Completed construction of the overhang for the BCR building at the WWTP.

GENERAL GOVERNMENT BUILDINGS

Completed the updating and upgrading of the electrical system at the east well field and installation of a new generator.

Completed the construction of the new parking lot at Public Services.

Completed the repainting project of Pines Point and the Senior Center.

GENERAL GOVERNMENT BUILDINGS

Performance Measures	2017-18 Actual	2017-18 Goal	2018-19 Actual	2018-19 Goal	2019-20 Goal	2020-21 Goal
Outputs						
Number of requests for emergency repairs during business hours	200	350	200	200	200	200
Number of requests for emergency repairs after business hours	100	100	75	50	100	50
Total work orders executed	9,897	10,000	9,310	10,000	10,000	10,000
Effectiveness						
% of projects that are designed, bid, and constructed in compliance with all federal, state, and local regulatory requirements	100%	100%	100%	100%	100%	100%
Efficiency						
Minutes required to respond to emergency calls related to municipal buildings	20	20	20	20	20	20

GENERAL GOVERNMENT BUILDINGS

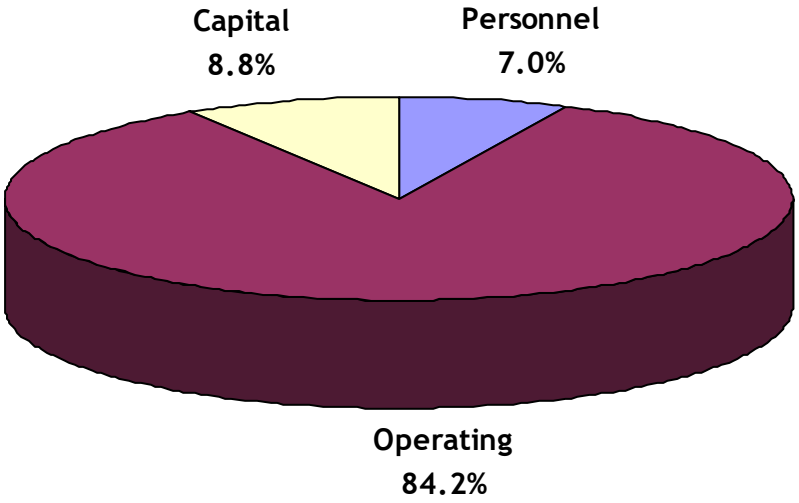
	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Revenue Category				
Federal Grants	-	-	1,558,500	-
Rents & Royalties	3,342,060	3,284,069	2,823,537	2,884,736
Revenue Total	**$ 3,342,060**	**3,284,069**	**4,382,037**	**2,884,736**

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Expenditure Category				
Personnel				
Salary	557,606	521,790	582,054	490,914
Benefits	370,336	339,464	363,983	347,679
Personnel Total	**927,942**	**861,255**	**946,037**	**838,593**
Operating				
Professional Services	66,476	114,585	154,385	372,019
Other Contractual Services	5,438,736	6,467,818	7,320,274	7,788,362
Travel Per Diem	50	181	1,000	1,000
Communication and Freight Services	126,885	124,539	143,200	129,400
Utility Services	252,845	224,738	243,600	222,720
Rentals and Leases	7,175	18,643	12,300	7,600
Repair and Maintenance Services	506,315	804,654	1,280,517	1,439,950
Printing and Binding	90	465	1,500	1,500
Other Current Charges and Obligations	1,985	3,306	2,720	2,935
Office Supplies	6,127	6,200	5,250	5,000
Operating Supplies	158,495	176,747	111,899	107,500
Training and Education	2,768	2,995	3,625	3,500
Operating Total	**6,567,947**	**7,944,870**	**9,280,270**	**10,081,486**
Capital				
Buildings	-	17,500	396,645	700,000
Improvements Other Than Buildings	-	541,590	517,528	300,000
Machinery and Equipment	404,219	86,692	2,460,376	48,000
Capital Total	**404,219**	**645,782**	**3,374,549**	**1,048,000**

GENERAL GOVERNMENT BUILDINGS

Expenditure Category		2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Expenditure Total	$	7,900,108	9,451,907	13,600,856	11,968,079

Expenditure Category



Position Title		2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
12033 Facilities Project Manager		-	1	1	1
12462 Plumber III		1	1	1	1
12469 Property Manager		1	1	1	1
12484 Public Services Manager		0.5	0.5	0.5	-
12489 Facilities Manager		1	1	1	1
12523 Accountant		0.5	-	-	-
12532 Accountant II		-	0.5	0.5	0.5
12533 Electrician II		1	1	1	1
12609 Carpenter Foreman		1	1	1	1
13410 P/T Police Officer		2	2	2	2
Total	Full-time	6	7	7	6.5
	Part-time	2	2	2	2

GROUNDS MAINTENANCE

Mission

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

Goals

Preservation and enhancement of current community landscaping.

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

Objectives

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

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

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

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

Major Functions and Activities

Monitor all public landscape areas within public rights-of-way (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 2019-20 budget is mainly focused on the general upkeep and maintenance of our current landscaping that is in place. Replacement of select areas of landscaping that has aged out will take place.

Accomplishments

Oversaw the construction of Raintree Park.

Re-landscaped the following medians:

145th from Pembroke Road to Pines Blvd.

Johnson from Palm to Flamingo.

Pembroke Road, from University Drive to Douglas Road and from Flamingo to 145th.

Taft St. from Douglas to Flamingo.

Various medians along Pines Blvd.

GROUNDS MAINTENANCE

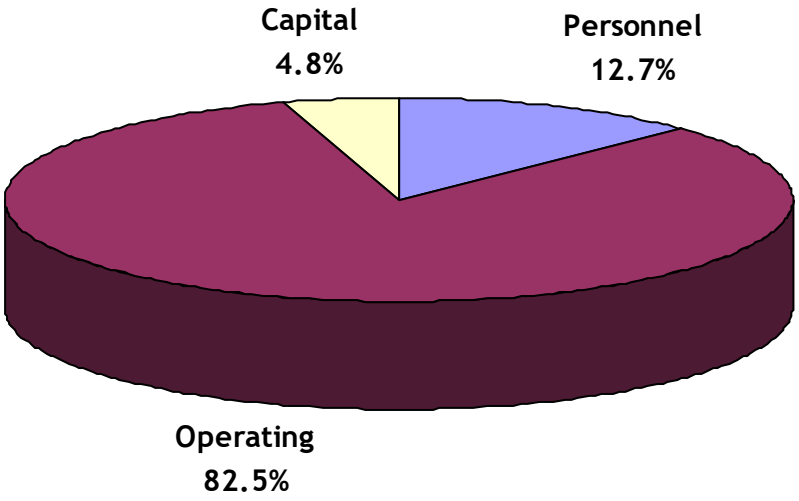
Performance Measures	2017-18 Actual	2017-18 Goal	2018-19 Actual	2018-19 Goal	2019-20 Goal	2020-21 Goal
Outputs						
Acres of maintained landscaping around public buildings	445	445	445	445	445	445
Miles of maintained rights-of-way	490	490	490	490	490	490
Miles of landscaping and irrigation	170	170	170	170	170	170
Effectiveness						
% of projects completed	100%	100%	100%	100%	100%	100%
Licensed wetland acres in Pembroke Pines	698	698	698	698	698	698
Efficiency						
Personnel hours required to inspect a typical municipal irrigation system	2.0	2.0	2.0	2.0	2.0	2.0
Personnel hours required to repair malfunctioning municipal irrigation system	3.5	3.5	3.5	3.5	3.5	3.5

GROUNDS MAINTENANCE

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Expenditure Category				
Personnel				
Salary	122,449	165,893	247,280	287,333
Benefits	71,269	68,532	98,238	126,417
Personnel Total	**193,718**	**234,425**	**345,518**	**413,750**
Operating				
Professional Services	19,878	950	15,000	40,000
Other Contractual Services	1,297,971	1,628,595	1,945,003	1,803,803
Travel Per Diem	-	22	-	-
Communication and Freight Services	60,585	65,921	90,000	90,000
Utility Services	116,812	124,496	153,000	148,000
Rentals and Leases	5,250	2,535	2,300	2,300
Repair and Maintenance Services	795,173	345,827	857,563	417,000
Other Current Charges and Obligations	8,051	8,099	26,400	26,400
Office Supplies	289	1,690	2,500	2,500
Operating Supplies	18,084	58,553	159,965	161,000
Operating Total	**2,322,093**	**2,236,689**	**3,251,731**	**2,691,003**
Capital				
Improvements Other Than Buildings	-	210,000	174,935	-
Machinery and Equipment	468,021	291,949	681,587	156,000
Capital Total	**468,021**	**501,949**	**856,522**	**156,000**
Expenditure Total **$**	**2,983,832**	**2,973,062**	**4,453,771**	**3,260,753**

GROUNDS MAINTENANCE

Expenditure Category



Position Title		2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
12009 Assistant Director of Public Services		0.5	0.5	0.5	1
12051 Public Services Director		0.5	0.5	0.5	0.5
12499 Deputy City Manager		0.5	0.5	0.5	0.5
Total	Full-time	1.5	1.5	1.5	2
	Part-time	-	-	-	-

PROCUREMENT

Mission

To provide the most cost-effective acquisition and delivery of products and services utilized by the various departments of the City.

Goals

To ensure that the purchases for the City consist of high quality products and services at competitive prices while adhering to policies. These policies are reviewed in an effort to improve effectiveness and efficiency.

To provide timely services and assistance through effective communication and training efforts.

Objectives

The objective of the Procurement Department is to provide the expertise required to ensure that all City departmental procurements of goods and services are conducted in the most cost-effective manner possible and to ensure the availability of supplies, equipment, and fleet vehicles required by all City departments so they may operate at optimum efficiency levels.

Major Functions and Activities

Prepares and administer bid proposals, recommends awards, and issues all purchase orders for goods and services required for the efficient operation of the City and charter schools.

Ensures an open and transparent purchasing process that is accountable to the taxpayer, while maintaining a completely fair and competitive environment.

Monitors and coordinates the most cost-effective procurement of required materials.

Provides for the disposition of obsolete or surplus equipment.

Assists departments in securing goods, services, and construction for the City through the utilization of ethically competitive purchasing methods.

Oversees the review and processing of purchase requisitions, determines the most appropriate purchasing methods, solicits quotations, bids, requests for proposals, and letters of interest, and assists in sourcing and the development of competitive specifications.

Interacts with vendors to resolve problems and expedite orders, facilitates pre-bid meetings, bid openings, and evaluation committee meetings, and assists in making recommendations for bid awards.

Supports activities involving managing the entire process from start to finish, including the sourcing of goods, vendor relations, and risk reduction, while being aware of market conditions and innovative and visionary best practices.

Department representatives often act as personal “consultants” by guiding users through the maze of legal and procedural requirements by shepherding the process with all the parties involved from start to finish.

Budget Highlights

The proposed operating budget for the department had a decrease of 20.5% when compared to the FY2019-20 budget. This change is mainly attributable to the inclusion of Professional Services from a firm to conduct a Disparity Study in the 2019-20 FY, which would not need to be budgeted again in the 2020-21FY as the funds will be carried over from the 2019-20FY to the 2020-21FY.

The FY2020-21 budget also includes the next phase of purchasing additional FuelMaster AIM 2.4 Dash Odometer Kits to be installed in vehicles throughout the City, to transition away from the Prokee system that the City currently utilizes, which will bring a more efficient and secure fueling process.

Accomplishments

Implemented Administrative Policy # PRO-20-01 to make a clear and efficient process for approving Change Orders.

PROCUREMENT

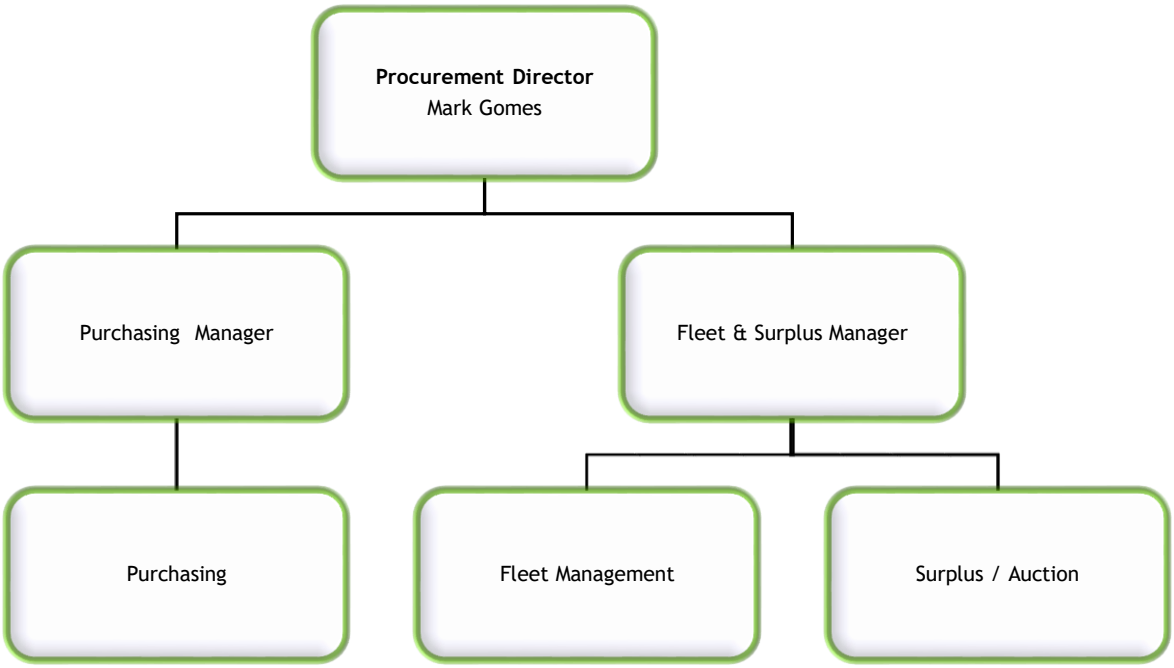
Conducted online auctions, resulting in $174,060 of additional revenue for FY20, which makes up 14.10% of the revenue made in the combined auctions for the last ten years.

PROCUREMENT

Performance Measures	2017-18 Actual	2017-18 Goal	2018-19 Actual	2018-19 Goal	2019-20 Goal	2020-21 Goal
Outputs						
Number of City vehicles ordered	47	55	72	55	30	30
Number of formal bids advertised	64	40	55	40	40	40
Effectiveness						
Number of initial bids that required rebidding	3	0	5	0	0	0
Number of formal protests filed related to the bidding process	1	0	0	0	0	0
Efficiency						
Number of (ten-hour) work-days required to fully execute a standard purchase order	8	4	5	4	4	4

PROCUREMENT

Organizational Chart

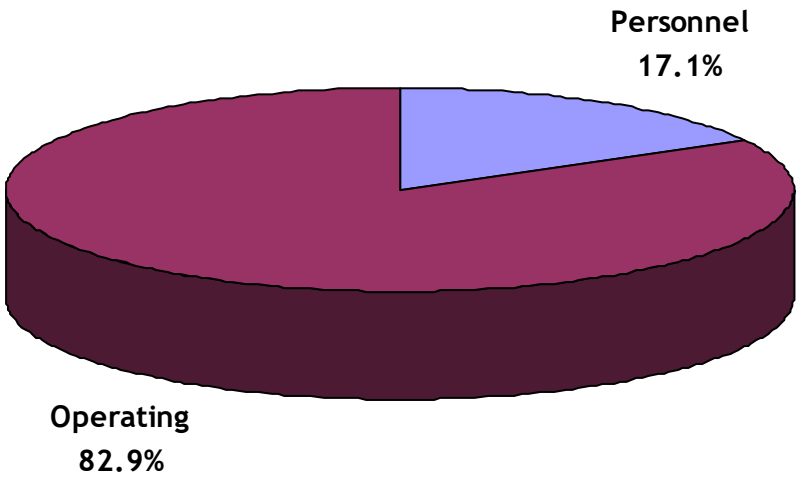


PROCUREMENT

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Expenditure Category				
Personnel				
Salary	110,488	116,132	119,454	127,337
Benefits	52,934	64,805	53,684	57,879
Personnel Total	**163,422**	**180,937**	**173,138**	**185,216**
Operating				
Professional Services	-	-	350,000	-
Other Contractual Services	384,563	480,786	678,032	620,853
Travel Per Diem	-	9	500	500
Communication and Freight Services	864	866	1,000	1,800
Repair and Maintenance Services	156	1,124	12,000	12,000
Other Current Charges and Obligations	880	1,815	3,000	3,000
Office Supplies	1,471	1,895	1,500	1,500
Operating Supplies	15,558	11,177	142,150	256,600
Publications and Memberships	668	738	938	808
Training and Education	898	-	3,000	3,000
Operating Total	**405,058**	**498,409**	**1,192,120**	**900,061**
Expenditure Total $	**568,480**	**679,346**	**1,365,258**	**1,085,277**

PROCUREMENT

Expenditure Category



Position Title		2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
12175 Division Director of Purchasing		1	1	1	-
12483 Procurement Director		-	-	-	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 Howard C. Forman Human Services Campus.

Maintain a low vacancy rate, keep lease rates competitive, and provide adequate facilities to its tenants.

Ensure that all lease agreements with lessees are executed to conform with all applicable requirements of the State of Florida.

Major Functions and Activities

Provide for the planning, design, and construction of new buildings as well as the refurbishment of existing buildings.

Provide maintenance services for all buildings at the site.

Provide landscape maintenance services for the grounds at the site.

Review all lease agreements with current and prospective tenants.

Manage the Veteran's Housing Program Re-energize and Reconnect (R&R) Village to provide housing, case management, employment, education & financial assistance to veterans in need.

Budget Highlights

Renovation of Studio 18 air conditioning due to the closing of the chiller system currently in place.

Design of the paving and resurfacing projects at the complex. Continuation of expansion and improvements of the campus to increase efficiency.

Accomplishments

Demolition of abandoned buildings at the Health Park (Jefferson, Lee and Monroe) was completed. This will be the future site of the storage building which will protect and extend the useful life of City owned generators and heavy equipment.

Chartwells air conditioning system has been replaced for a total amount of $311,167.

HOWARD C. FORMAN HUMAN SERVICES CAMPUS

Performance Measures	2017-18 Actual	2017-18 Goal	2018-19 Actual	2018-19 Goal	2019-20 Goal	2020-21 Goal
Outputs						
Number of executed leases	2	12	1	14	2	1
Total square footage leased	247,237	300,000	334,406	300,000	80,000	12,640
Total square footage available	100,000	100,000	20,000	100,000	0	20,000
Effectiveness						
% of square footage leased	85%	80%	90%	100%	0%	100%
Efficiency						
Personnel hours required to review individual lease agreements	5	3	5	3	3	3

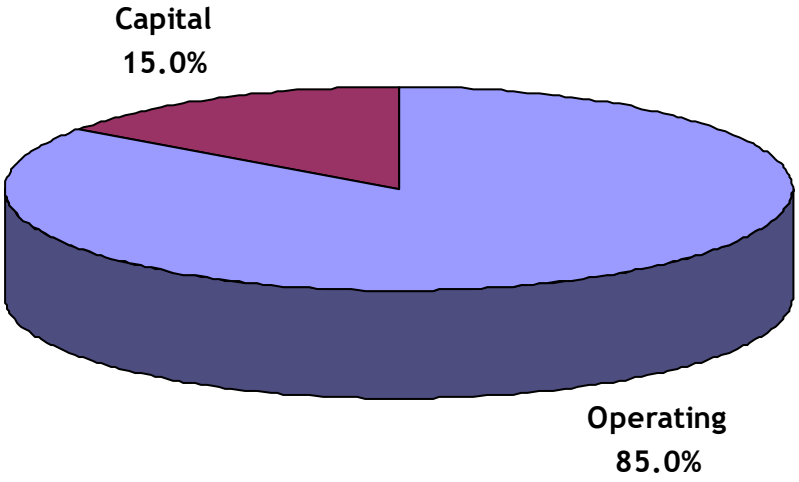
HOWARD C. FORMAN HUMAN SERVICES CAMPUS

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Revenue Category				
General Government Charges	30,815	42,154	82,880	82,241
Rents & Royalties	1,484,250	1,542,592	1,856,860	1,757,754
Private Gifts / Contributions	13	2,500	5,000	2,500
Revenue Total $	**1,515,078**	**1,587,246**	**1,944,740**	**1,842,495**

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Expenditure Category				
Operating				
Professional Services	49,884	89,994	84,700	91,000
Other Contractual Services	268,606	265,181	288,432	290,468
Communication and Freight Services	7,189	7,644	7,200	7,800
Utility Services	157,500	140,162	159,012	149,500
Rentals and Leases	253,721	422,525	603,265	609,544
Insurance	32,303	28,921	79,766	64,738
Repair and Maintenance Services	71,237	81,264	408,101	203,460
Other Current Charges and Obligations	100	100	100	100
Operating Supplies	349	45	1,500	1,500
Operating Total	**840,889**	**1,035,836**	**1,632,076**	**1,418,110**
Capital				
Buildings	-	4,200	-	-
Improvements Other Than Buildings	-	11,000	250,000	250,000
Machinery and Equipment	-	-	311,167	-
Capital Total	**-**	**15,200**	**561,167**	**250,000**
Expenditure Total $	**840,889**	**1,051,036**	**2,193,243**	**1,668,110**

HOWARD C. FORMAN HUMAN SERVICES CAMPUS

Expenditure Category



RECREATION AND CULTURAL ARTS

Mission

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

Goals

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

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

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

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

Objectives

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

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

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

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

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

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

AQUATICS:
Provide quality aquatic facilities to the residents. Provide water safety and swim instruction programs. Continue our relationship with the YMCA for operating the Aquatic Center and our partnership with the South Florida Aquatic Club for the community swim team.

ATHLETICS:
Provide a variety of specialized sports camps through partnerships with our youth organizations.

Continue to train and certify volunteer coaches through National Alliance of Youth Sports (NAYS) in all our youth leagues.

Recruit and train volunteers to coach in our soccer leagues. Solicit additional sponsorship for our city-run soccer programs.

GOLF OPERATIONS:
The Pembroke Lakes Golf Course strives to provide the residents of Pembroke Pines, its annual members, and all golfers with a quality product and superior service.

RECREATION AND CULTURAL ARTS

Provide a challenging and well-maintained golf course that meets the standards recommended by the United States Golf Association.

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

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

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

Increase user participation rates.

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

Promote various marketing programs and activities at the golf course in an effort to increase revenues by attracting not only residents but also golfers from outside the community.

Promote the restaurant at Club 19, located at the Pembroke Lakes Golf Course.

RECREATION FACILITIES & CULTURAL ART CENTERS:
Increase programs/activities for the teenage population.

Increase participation by offering a variety of activities and classes at our recreation facilities.

Continue to seek grant funding for cultural programs from outside sources.

Expand cultural programs for the River of Grass Arts Park, Fletcher Park Art & Culture Center, Studio 18 and the Frank C. Ortis Art Gallery.

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

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

SPECIAL EVENTS:
Providing quality events for residents to enjoy.

Identify and increase sponsorship and partnership opportunities.

SPECIAL POPULATIONS PROGRAM:
Continue our partnership with the YMCA to provide special population programming.

Continue participation in the Challenger Little League and Miracle League Programs.

TENNIS:
Continue to develop and offer programs, clinics, leagues, and United States Tennis Association (USTA) sanctioned tournaments for all ages and skill levels.

Work closely with the USTA to promote tennis in Pembroke Pines.

Provide a golf/tennis summer camp at Pembroke Lakes Country Club.

Major Functions and Activities

The Recreation and Cultural Arts Department is comprised of seven sections that function as an integrated team to provide a wide variety of leisure, cultural, and educational opportunities for our residents. These sections are: Aquatics, Athletics, Recreation Facilities and Cultural Art Centers, Special Events, Special Populations Programs, and Tennis.

~ AQUATICS - Operate four neighborhood pools and one competitive Olympic-size pool (at Academic Village). The purpose of this program is to provide a variety of aquatic programs and facilities that are safe, well maintained, and affordable to the residents of Pembroke Pines. Four of these pools are heated. The Academic Village pool serves as the training base for our competitive swim teams. Programs offered at

RECREATION AND CULTURAL ARTS

these facilities include swimming lessons, water safety instructions, leisure swim time, and other specialized aquatic classes. Spring and summer swimming lessons are available to residents and nonresidents of all age groups and abilities. Swimming lessons are offered at the Charter Central Middle School as a physical education class to students who are non-swimmers.

~ ATHLETICS – Operate a sports facility that includes a gymnasium and six indoor racquetball courts. City-run programs include soccer leagues for youths and racquetball leagues for adults. Drop-in opportunities are available weekly for adult basketball. Annual memberships are available for our racquetball courts and our Towngate Fitness Center. The City offers many youth sports programs by partnering with various not for profit optimist clubs. These sports include baseball, softball, football, cheerleading, track and soccer.

~CULTURAL ART CENTERS - Includes two facilities that offer drama and music classes, Studio 18 in the Pines and the Frank C. Ortis Art Gallery. The community centers offer a variety of classes and activities and serve as meeting places for non-profit civic organizations and homeowners' associations. Cultural Arts facilities programs educate and engage citizens and visitors with a rich and diverse range of cultural expressions through both education and special events. These centers host recreational programs and classes taught by both Recreation and Cultural Arts Department employees and private instructors. Classes offered include art, drama and music, ballet, tap, jazz, gymnastics, yoga, Zumba, baton, and karate. The community centers are available for rent by residents and nonresidents for weddings and parties. Three of the recreation centers are utilized by the YMCA to program summer camps. The Fletcher Park Art & Cultural Center and the River of Grass Arts Park provide classes and workshops in the performing arts, language, and visual arts. In addition Studio 18 in the Pines provides art studio space rentals for local artists. The Frank C. Ortis Art Gallery and Exhibit Hall showcases multi-disciplinary inclusive exhibitions to foster connections, initiate cultural change and promote innovation. The gallery's exhibition and learning space serves as a site of convergence for artists and performers and promotes partnerships for social engagement through leaders and community members. The Frank offers facility rental, guided gallery tours, lectures, workshops, Mommy and Me art through literacy classes and field trips for local schools and organizations.

~BOAT/RV STORAGE FACILITY - The Recreation and Cultural Arts Department also manages the Pembroke Road & Chapel Trail boat/RV storage lots.

~ SPECIAL EVENTS - Provides leisure activities for residents of the City of Pembroke Pines, typically over 35 events are hosted each year. Examples of these events are 4th of July Fireworks, Annual Art Festival, Bow Wow Ween, Kids Konnection, Snow Fest Tree Lighting Ceremony, Mayor's Kids Day, Mayor's Chess Challenge and various holiday theme events. The City's annual birthday celebration, a.k.a. Pines Day, features a festival, concerts, children's activities, and community exhibits as well as a parade every five years.

~ SPECIAL POPULATIONS PROGRAMS - Responsible for the development and implementation of recreational programs and activities for special populations, including people with disabilities. Summer winter and spring break camps, field trips, socials, participation in Special Olympics, and the county-wide Challenger Baseball and the Miracle League programs are among the leisure activities programmed. In addition the City of Pembroke Pines and YMCA of South Florida has collaborated to provide Adaptive Sports and Swim Buddies. The Adaptive Sports Program is a unified program that provides a noncompetitive and competitive atmosphere for participants ages four years and older, with and without a disability. The special population division will continue to provide quality family oriented events in the City.

~ TENNIS - Offer a wide range of programs for all ages and skill levels. Some of these programs consist of leagues, clinics, tournaments, summer tennis camps, junior tennis after-school programs, special needs programming, total fitness conditioning classes, and introductory

RECREATION AND CULTURAL ARTS

clinics for beginners offered in our summer camps. The tennis personnel oversee the daily maintenance and conduct safety checks of fifty lighted tennis courts across the City. The tennis courts consist of forty-five hard courts and five clay courts. Tennis professionals offer private and semi-private lessons and clinics to tennis players who wish to improve their skills and level of play. Annual tennis memberships are available.

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

Budget Highlights

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

Continuation of 35 special events, to include the City's 61st annual birthday celebration, known as Pines Day, celebrated each year in April

Sponsor and organize the Annual Art Festival to be held at the Pembroke Pines City Center in 2021. Continue planning monthly exhibits and lectures featuring well-known artists at Studio 18 and the Frank C. Ortis Art Gallery.

Host the 12th Annual Mayor's Kids Day event in June 2021.

Host the 10th Annual National "Kids to Parks Day" in May of each year.

Continue co-sponsoring the Storybook festival with the Broward County Library at Storywalk in the Pines.

Accomplishments

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 five Jazz Concerts at the Charles F. Dodge City Center.

Provided food and/or holiday gift baskets to 21 families in Pembroke Pines.

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

Continued participation in the Swim Central Program providing water safety education for children in grades pre-K – first grade.

Held the annual Pines Light Up The Night 5K- Benefiting the Pembroke
Pines Charter Schools with 881 participants.

Hosted the annual Mayors Golf Tournament Benefiting the Pembroke Pines Charter Schools with 145 players.

Hosted Can We Make A Deal - Benefiting the American Cancer Society.

Partnered with the YMCA for the second year to provide a Special Population Adaptive Sports Program which includes basketball, challenger baseball, tennis, flag football and swimming.

Held the fifth annual Mayor's Playball event.

Partnered with Broward County Libraries for the third annual Storywalk in the Pines.

Continued replacing/repairing
playgrounds throughout the City.

Rented all Studio 18 studios space to full capacity.

Continued adding/replacing monument signs throughout the City.

RECREATION AND CULTURAL ARTS

Completed bathroom renovations at Rose G. Price Park (exterior restrooms) and Towngate Park (exterior restrooms).

Implementation of wrapping traffic boxes along Pines Boulevard.

Completed batting cage renovations at Silverlakes South Park, Pines Recreation Center and Flamingo Park.

Upgraded Craig Rupp Dog Park to include the installation of two Americans with Disability Act (ADA) compliant gazebos, ten new benches, refurbishing of all shade structures, pressure washing, installation of new dog toys and leash post and refurbishment of turf in large and small dog areas.

Replaced sand at all playgrounds with ADA compliant mulch, with the exception of Pembroke Shores, (scheduled for replacement next year) and Maxwell Park (dependent upon Perry Airport resolution).

Laser graded all baseball fields at Flamingo Park.

Trimmed hardwood trees at Flamingo Park and Ben Fiorendino Park, Pasadena Park, Fletcher Park, Pembroke Falls Park, Pines Recreation Center, Walden Lakes Park, Club 19 and 111th Kiddie Park.

Installed new playgrounds/shade structures installed at Fahey Park, Memorial Park and Cinnamon Park.

Installed park rules and directional signage.

Pressure cleaning was completed at all parks.

Turf renovations were completed at Pines Recreation Center and West Pines.

Irrigation system replacement/upgrades were completed at Ben Fiorendino Park.

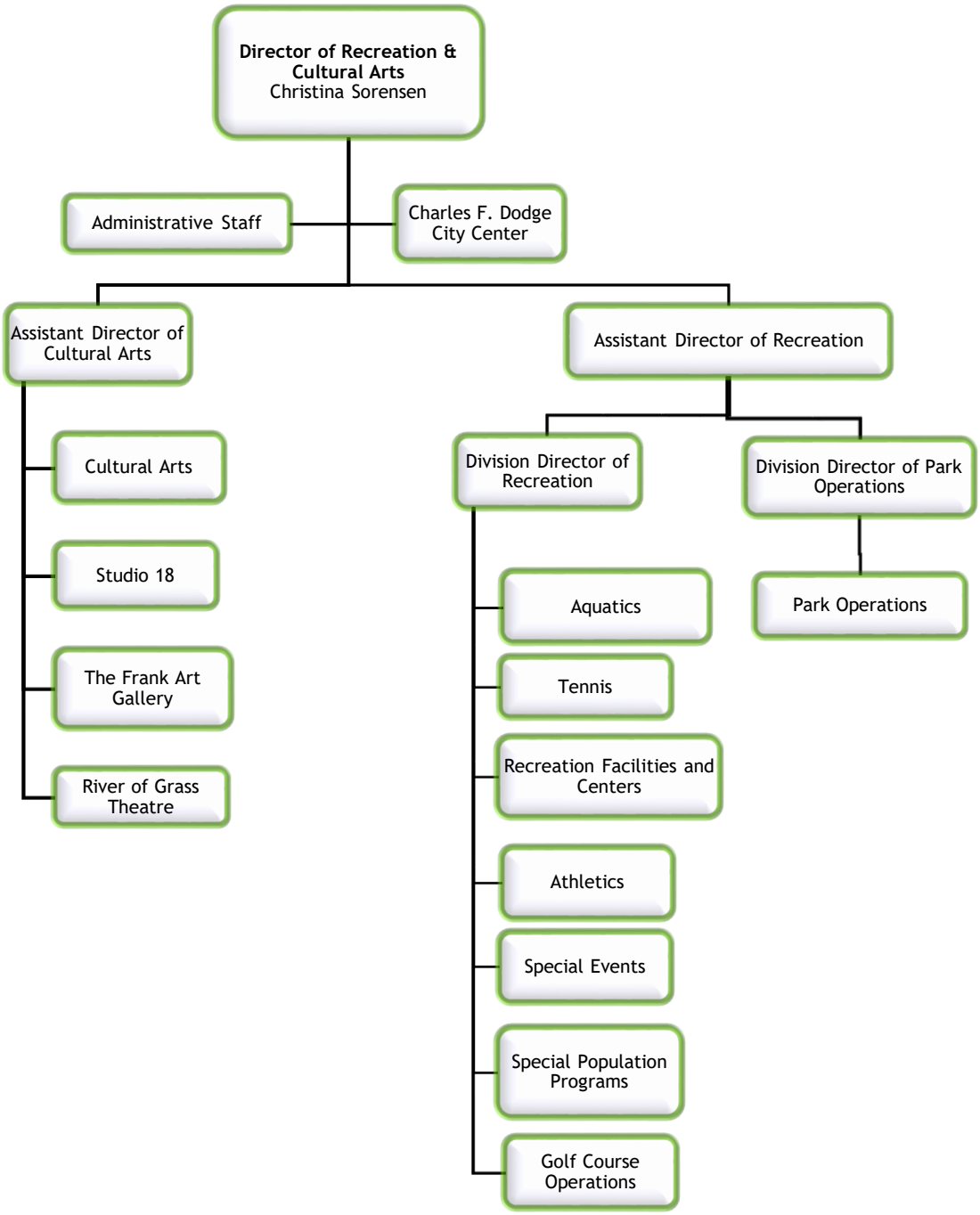
A solar lighting project was installed at Chapel Trail Park playground as a test for future projects.

RECREATION AND CULTURAL ARTS

Performance Measures	2017-18 Actual	2017-18 Goal	2018-19 Actual	2018-19 Goal	2019-20 Goal	2020-21 Goal
Outputs						
Number of sports leagues	47	45	45	50	50	50
Number of participants for athletics	6,062	9,000	7,595	9,000	9,000	9,000
Number of swim team members	300	300	275	300	300	300
Number of children in youth programs	125	60	45	86	130	45
Number of special events	33	36	32	42	42	35
Number of participants (for special events / activities)	56,040	68,000	47,390	74,750	74,750	50,000
Number of tennis memberships	200	116	235	115	200	260
Number of golf rounds	44,675	48,000	43,279	48,000	48,000	44,066
Number of specialized recreation classes	154	250	214	264	250	225
Number of participants for specialized recreation classes	42,861	35,000	34,931	45,000	45,000	40,000
Effectiveness						
% of residents rating facilities as satisfactory	87.5%	100.0%	86.3%	100.0%	100.0%	100.0%
% of residents rating programs as satisfactory	87.5%	100.0%	86.3%	100.0%	100.0%	100.0%
% of residents rating hours of operation as satisfactory	91.6%	100.0%	95.4%	100.0%	100.0%	100.0%
% of residents rating physical attractiveness of facilities as satisfactory	95.8%	100.0%	95.4%	100.0%	100.0%	100.0%
% of residents rating the variety of program activities as satisfactory	89.5%	100.0%	93.1%	100.0%	100.0%	100.0%
% of residents rating helpfulness or attitude of staff as satisfactory	91.6%	100.0%	91.0%	100.0%	100.0%	100.0%
% of residents rating the safety of facilities as satisfactory	97.9%	100.0%	95.4%	100.0%	100.0%	100.0%
% of residents rating cleanliness as satisfactory	95.8%	100.0%	97.7%	100.0%	100.0%	100.0%
Acres of parkland per 1,000 population	6.23	7.00	6.23	7.00	7.00	7.00
Efficiency						
Art and culture supplies cost/participant	$3.40	$3.65	$2.94	$2.00	$3.40	$2.94
Ratio of volunteer hours to total staff hours worked	49%	52%	54%	55%	55%	54%

RECREATION AND CULTURAL ARTS DEPARTMENT

Organizational Chart



RECREATION AND CULTURAL ARTS

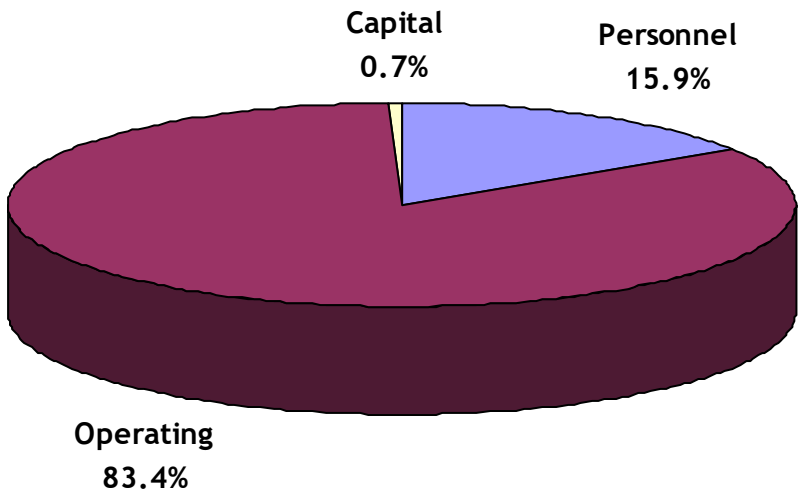
	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Revenue Category				
Federal Grants	-	-	5,000	-
State Grants	258,902	-	45,180	-
Grants from Local Units	112,638	102,343	-	-
General Government Charges	8,345	5,611	10,000	-
Recreation Charges	3,492,331	3,651,364	4,320,340	3,177,928
Rents & Royalties	679,761	693,140	675,326	562,310
Private Gifts / Contributions	15,500	6,700	59,540	52,680
Other Miscellaneous Revenues	2,600	2,430	2,600	2,600
Revenue Total **$**	**4,570,078**	**4,461,588**	**5,117,986**	**3,795,518**

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Expenditure Category				
Personnel				
Salary	2,199,150	2,294,259	2,397,824	1,786,943
Benefits	1,052,082	1,143,738	1,118,854	1,105,586
Personnel Total	**3,251,232**	**3,437,997**	**3,516,678**	**2,892,529**
Operating				
Professional Services	756,850	723,845	1,129,610	832,309
Accounting and Auditing	1,586	1,835	1,922	1,926
Other Contractual Services	8,867,903	9,604,279	10,827,612	9,810,323
Travel Per Diem	1,440	2,574	4,500	-
Communication and Freight Services	105,061	116,309	122,089	125,100
Utility Services	1,193,969	1,220,991	1,222,882	1,100,673
Rentals and Leases	664,990	738,259	1,014,867	607,875
Insurance	1,739	1,739	1,739	1,792
Repair and Maintenance Services	1,533,433	796,190	1,706,541	1,779,253
Printing and Binding	16,173	19,403	19,962	11,700
Promotional Activities	97,493	128,647	105,880	58,000
Other Current Charges and Obligations	343,695	312,672	393,173	365,990

RECREATION AND CULTURAL ARTS

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Expenditure Category				
Operating				
Office Supplies	7,002	4,806	8,715	9,100
Operating Supplies	449,571	499,660	513,070	474,507
Publications and Memberships	1,750	975	3,465	2,400
Training and Education	905	1,568	3,145	2,705
Operating Total	**14,043,560**	**14,173,752**	**17,079,172**	**15,183,653**
Capital				
Buildings	73,894	-	15,600	50,000
Improvements Other Than Buildings	301,516	249,045	3,766,741	49,000
Machinery and Equipment	476,026	1,095,104	410,213	24,000
Capital Total	**851,436**	**1,344,149**	**4,192,554**	**123,000**
Expenditure Total $	**18,146,228**	**18,955,898**	**24,788,404**	**18,199,182**

Expenditure Category



RECREATION AND CULTURAL ARTS

Position Title	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
12181 Division Director of Recreation	1	1	1	1
12215 Senior Lifeguard	2	2	2	3
12409 PS Park Supervisor	2	2	2	2
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	1	1	1	1
12531 Division Director of Park Operations	1	1	1	1
12546 Aquatic Coordinator	1	1	1	1
12547 Aquatic Coordinator Assistant	1	1	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	-
12572 Division Director Cultural Arts	1	1	1	-
12573 Recreation Specialist	1	1	1	1
12587 Assistant Director of Cultural Arts	-	-	-	1
12594 Soccer Coordinator	1	1	1	1
12595 Youth League Supervisor	1	1	1	-
12891 Special Population Prog Coord	1	-	-	-
13405 P/T Art Teacher	3	3	3	3
13450 P/T Cashier	1	1	1	1
13488 P/T Senior Lifeguard	2	2	2	2
13492 P/T Lifeguard	10	10	10	10
13495 P/T Recreation Aide	18	18	18	18
13526 P/T Recreation Therapeutics	1	-	-	-
13531 P/T Assistant Program Coordinator	1	1	1	1
13537 P/T Music Teacher	2	2	2	2
13539 P/T Drama Teacher	1	1	1	1

RECREATION AND CULTURAL ARTS

Position Title		2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
13549 P/T Storage Lot Attendant		1	1	1	1
13562 P/T Curator		1	1	1	1
13563 P/T Recreation Leader		5	5	5	5
13591 P/T Water Safety Instructor		9	9	9	9
13602 P/T Recreation Specialist		1	1	1	1
13680 P/T Clerk Spec I		2	2	2	2
Total	Full-time	21	20	20	19
	Part-time	58	57	57	57

NON-DEPARTMENTAL

Goals

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

Major Functions and Activities

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

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

Budget Highlights

The 2020-21 expenditure budget is $2.9 million or 23.94% lower than 2019-20 working budget due primarily to a $7.3 million transfers to the Debt Service Fund. This decrease was partially offset by increase of $4.5 million in Contingency. Estimated Budget Saving decreased by $0.224 million.

NON-DEPARTMENTAL

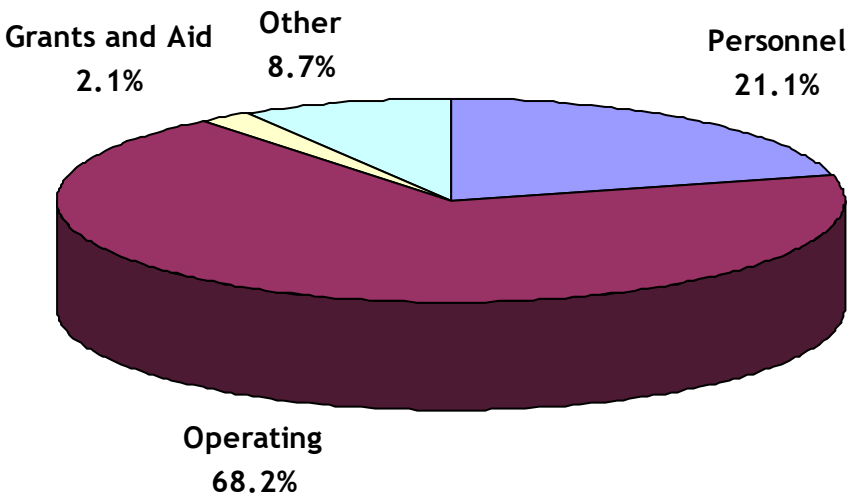
	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Revenue Category				
State Shared	62,987	67,049	57,000	60,200
General Government Charges	14,234,036	15,520,684	16,737,566	17,644,002
Rents & Royalties	49,477	5,509	12,240	15,912
Revenue Total $	**14,346,500**	**15,593,242**	**16,806,806**	**17,720,114**

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Expenditure Category				
Personnel				
Salary	-	-	20,000	20,000
Benefits	3,363,442	5,559,791	1,971,950	1,904,810
Personnel Total	**3,363,442**	**5,559,791**	**1,991,950**	**1,924,810**
Operating				
Contingency	-	-	-1,499,165	2,738,614
Professional Services	870,905	748,810	938,253	1,078,346
Other Contractual Services	84,827	32,649	46,291	32,200
Pension Benefits	60,686	56,069	57,531	59,172
Communication and Freight Services	120,552	114,950	97,500	114,400
Rentals and Leases	1,883	1,390	1,340	1,460
Insurance	1,704,051	1,317,393	1,922,940	2,021,151
Promotional Activities	-	-	49,002	51,000
Other Current Charges and Obligations	37,304	48,247	63,478	45,966
Office Supplies	2,315	3,606	3,000	3,000
Operating Supplies	-	450	500	500
Publications and Memberships	48,017	75,842	63,269	69,270
Operating Total	**2,930,540**	**2,399,406**	**1,743,939**	**6,215,079**
Grants and Aid				
Aids to Government Agencies	101,055	99,878	112,942	106,913
Aids to Private Organizations	41,000	71,000	79,000	82,000
Grants and Aid Total	**142,055**	**170,878**	**191,942**	**188,913**

NON-DEPARTMENTAL

		2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Expenditure Category					
Other					
Transfers		1,582,893	1,304,708	8,060,235	788,800
Other Total		**1,582,893**	**1,304,708**	**8,060,235**	**788,800**
Expenditure Total	**$**	**8,018,929**	**9,434,783**	**11,988,066**	**9,117,602**

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 2020-21 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.

Resurfacing road projects include the following areas:

Pembroke Road resurfacing and manhole project from Douglas to Palm

Washington Street from Flamingo to 114th Ave

SW 4th Street west of SW 178th Ave

Taft from University to NW 76th

Accomplishments

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

Completed resurfacing road projects include the following areas:

Westview neighborhood from Pines to Johnson and University to Douglas

Dykes Road from NW 12th to NW 15th

NW 18th Place from NW 107 Ave to east of NW 104 Ave

NW 97th Ave from Taft to NW 24th Street

STREETS AND SIDEWALKS

Performance Measures	2017-18 Actual	2017-18 Goal	2018-19 Actual	2018-19 Goal	2019-20 Goal	2020-21 Goal
Outputs						
Number of miles of road to maintain	490	490	490	490	490	490
Effectiveness						
% of community projects with paved surfaces that have adhered to all applicable technical and engineering requirements	100%	100%	100%	100%	100%	100%
Efficiency						
Cost to install a square foot of concrete residential sidewalk	$5.73	$23.00	$5.73	$8.00	$5.73	$5.73
Cost to install a linear foot of concrete curb and gutter in a typical residential street	$19.00	$36.00	$19.00	$41.00	$19.00	$19.00

STREETS AND SIDEWALKS

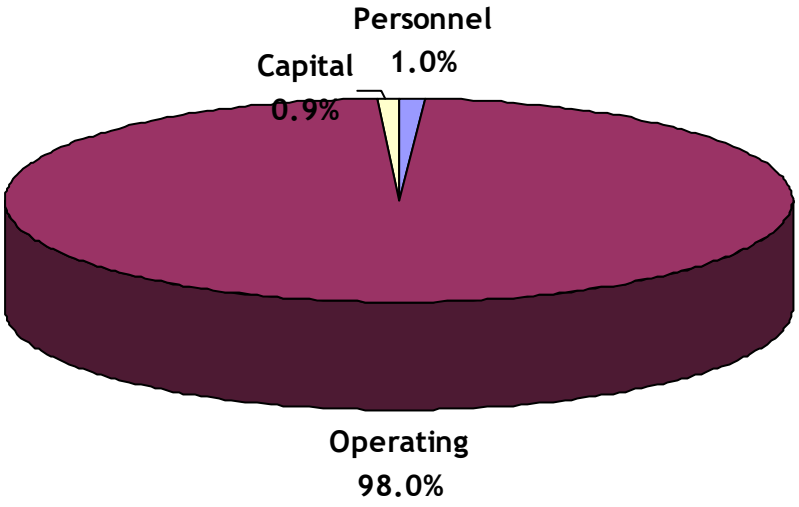
	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Revenue Category				
Local Option Gas Tax	2,956,209	2,984,213	3,059,000	2,586,000
Franchise Fees	1,467,588	1,614,987	1,537,000	1,720,000
State Grants	93,771	823,553	1,188,157	-
State Shared	1,397,141	1,464,844	1,403,900	1,164,000
Investment Income	52,949	148,286	67,000	104,000
Disp of Fix Assets / Sale of Equip/ Scrap	-	-	500	500
Other Miscellaneous Revenues	282,749	233,085	240,081	240,081
Interfund Transfers	802,586	628,434	-	-
Appropriated Fund Balance	-	-	3,081,275	-
Beginning Surplus	-	-	363,291	2,416,392
Revenue Total **$**	**7,052,994**	**7,897,402**	**10,940,204**	**8,230,973**

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Expenditure Category				
Personnel				
Benefits	106,197	241,389	82,417	83,238
Personnel Total	**106,197**	**241,389**	**82,417**	**83,238**
Operating				
Professional Services	41,483	87,171	386,720	150,000
Other Contractual Services	3,014,071	3,267,396	3,427,099	3,414,227
Utility Services	1,301,014	1,268,988	1,458,200	1,304,200
Insurance	227,563	160,243	250,113	241,308
Repair and Maintenance Services	209,154	689,672	2,946,540	2,935,000
Operating Supplies	-	290	10,600	25,000
Road Materials and Supplies	180,000	-	-	-
Operating Total	**4,973,284**	**5,473,761**	**8,479,272**	**8,069,735**
Capital				
Improvements Other Than Buildings	30,600	24,050	800,838	50,000
Machinery and Equipment	-	-	242,000	28,000
Infrastructure	201,004	-	1,335,677	-

STREETS AND SIDEWALKS

		2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Expenditure Category					
Capital					
Capital Total		**231,604**	**24,050**	**2,378,515**	**78,000**
Other					
Transfers		262,403	264,834	-	-
Other Total		**262,403**	**264,834**	**-**	**-**
Expenditure Total	**$**	**5,573,488**	**6,004,034**	**10,940,204**	**8,230,973**

Expenditure Category



FHFC GRANTS SHIP-CRF

Mission

To ensure that eligible residents of the City have access to safe and affordable housing.

Goals

To provide assistance to very low, low, and moderate-income households toward home ownership, necessary repairs, affordable rental, and foreclosure prevention.

Objectives

To provide assistance to qualified applicants for first-time home buyers; financial assistance; necessary repairs; loans for acquisition, rehabilitation, or construction of affordable rental housing; and foreclosure prevention.

Major Functions and Activities

The State Housing Initiative Partnership (SHIP) can be used for the following programs:

1. Owner Occupied Rehabilitation
2. Purchase Assistance with Rehabilitation
3. Acquisition/Rehabilitation
4. Foreclosure
5. Disaster Repair/Mitigation
6. Multifamily Rental Housing
7. Security and/or Utility Deposits

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

Eligibility and Recapture Provision:

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

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

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

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

1. Owner Occupied Rehabilitation: SHIP funds will be awarded to households in need of repairs to correct code violations, health and safety issues, electrical, plumbing, roofing, windows and other structural items. The primary purpose of the program is to provide repairs necessary to provide safe and decent housing, eliminate any instances of substandard housing, and preserve the City's affordable housing stock. The maximum award for very low, low, and moderate income is $90,000. The City's lien for Home Repair lasts 15 years with full repayment and no annual forgiveness during this period. However, if the Home Repair is related to special-needs households, the recapture period is reduced to a 10-year forgivable lien written down 1/10 each year until the loan is 100% forgiven. Also, in the event the homeowner refinances and obtains funds as a result of the refinancing, the City will not require repayment of the entire loan so long as the City's interest is properly acknowledged in any documents related to the refinancing.

2. Purchase Assistance with Rehabilitation: SHIP funds will be awarded to assist eligible first-time homebuyers with a deferred payment loan to be applied towards the costs of purchasing existing or newly constructed (with a Certificate of Occupancy) eligible affordable housing. Eligible costs include the following: down payment, closing costs, mortgage buy down, rehabilitation, and other costs associated with purchasing a home. Eligible housing includes single-family homes, townhomes, condominiums, eligible manufactured homes, PUDs, and villas. Maximum award for very low income is $50,000, low

FHFC GRANTS SHIP-CRF

income is $40,000, and moderate income is $30,000. The City's lien for the First-Time Home Buyer lasts 15 years with full repayment and no annual forgiveness during this period. In the event the homeowner refinances and obtains funds as a result of the refinancing during the first ten years of the agreement, the homeowner shall pay back the full amount of the loan at the time of the refinancing. After the first ten years, if the homeowner refinances the debt obligations with respect to the property, the City will not require repayment of the entire loan so long as the City's interest is properly acknowledged in any documents related to a refinancing.

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

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

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

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

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

FHFC GRANTS SHIP-CRF

Budget Highlights

Regular SHIP funding for FY2020-2021 will no longer be available. Florida Governor DeSantis vetoed the 2020-2021 fiscal year appropriation for the SHIP program on 6/29/2020.
The unspent balance of SHIP funds from previous years will be carried over to 2020-2021 after the budget is adopted.

Accomplishments

As of August 20, 2020, the City has provided services in the amount of $623,886 through the SHIP grant including $480,974 to eight individuals with home repairs and $100,000 to assist three individuals with home purchase assistance.

FHFC GRANTS SHIP-CRF

Performance Measures	2017-18 Actual	2017-18 Goal	2018-19 Actual	2018-19 Goal	2019-20 Goal	2020-21 Goal
Outputs						
Home repairs	14	10	5	10	15	10
First-time home buyer	5	7	0	6	4	4
Effectiveness						
% of funds spent to total funds available	31%	25%	31%	20%	30%	32%
Efficiency						
Average cost per household assisted:						
Home repairs	$33,361	$50,000	$35,102	$50,000	$90,000	$75,556
Purchase assistance	$32,000	$30,000	$43,238	$40,000	$40,000	$40,000

FHFC GRANTS SHIP-CRF

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Revenue Category				
State Grants	729,033	647,900	1,648,017	-
Investment Income	-	-	35,000	13,000
Beginning Surplus	-	-	-35,000	-13,000
Revenue Total **$**	**729,033**	**647,900**	**1,648,017**	**-**

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Expenditure Category				
Operating				
Professional Services	83,984	25,619	31,373	-
Other Contractual Services	467,050	512,706	1,500,742	-
Rentals and Leases	-	-	-	-
Other Current Charges and Obligations	178,000	109,575	115,902	-
Operating Total	**729,033**	**647,900**	**1,648,017**	**-**
Expenditure Total **$**	**729,033**	**647,900**	**1,648,017**	**-**

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-

HUD GRANTS CDBG-HOME

occupied. Verification of ownership, income, homeowner's insurance, payment of property taxes, and any other criteria to determine an applicant's eligibility will be conducted by Community Redevelopment Associates of Florida, Inc. (CRA).

Eligible homeowners are required to sign the City's Home Loan Agreement and Promissory Note, which establishes a lien on the property in favor of the City. On April 6, 2016, the City Commission approved amended provisions for 2016-17, 2017-18, and 2018-19 Local Housing Assistance Plans (LHAP).

The major provisions are:

The existing home's value cannot exceed $329,269. The maximum award for very low, low, and moderate income is $50,000. 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 purchase assistance. The unspent balance of CDBG, HOME and NSP funds from previous project years will be carried over to FY2020-2021.

Accomplishments

As of August 20, 2020, the City has provided services in the amount of $396,855 through the CDBG, including $436 for home repairs (1 home), $151,550 for Public Improvement, and $89,889 in support of the City's Senior Transportation Program.

As of August 31, 2020, the Senior Transportation Program has provided approximately 16,016 trips to eligible clients 62 years old and over

As of August 20, 2020, the City provided services in the amount of $49,828 through the HOME grant to assist one individual with home repairs.

As of August 20, 2020, the City provided services in the amount of $86,139 through the NSP grant.

HUD GRANTS CDBG-HOME

Performance Measures	2017-18 Actual	2017-18 Goal	2018-19 Actual	2018-19 Goal	2019-20 Goal	2020-21 Goal
Outputs						
Home repairs - CDBG	5	10	8	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	33,777	36,000	33,241	36,000	36,000	35,000
Number of unduplicated CDBG clients	752	900	774	900	900	800
Home repairs - NSP	0	1	1	0	0	1
Purchase assistance - NSP	0	0	1	0	0	0
Home repairs - HOME	4	3	3	3	0	4
Purchase Assistance - HOME	0	0	0	0	3	1
Effectiveness						
% of funds spent vs. funds available for home repairs	19%	50%	28%	45%	45%	38%
% 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	$3.38	$3.00	$3.42	$3.00	$3.00	$3.77
Vehicular accidents per 100,000 miles	2.88	0.00	0.00	0.00	0.00	0.00
Road call rate per passenger trip (Calls for assistance due to mechanical problems)	0.00023	0.00000	0.00000	0.00000	0.00000	0.00000
Passengers per mile	0.24	2.00	0.24	2.00	1.00	0.24

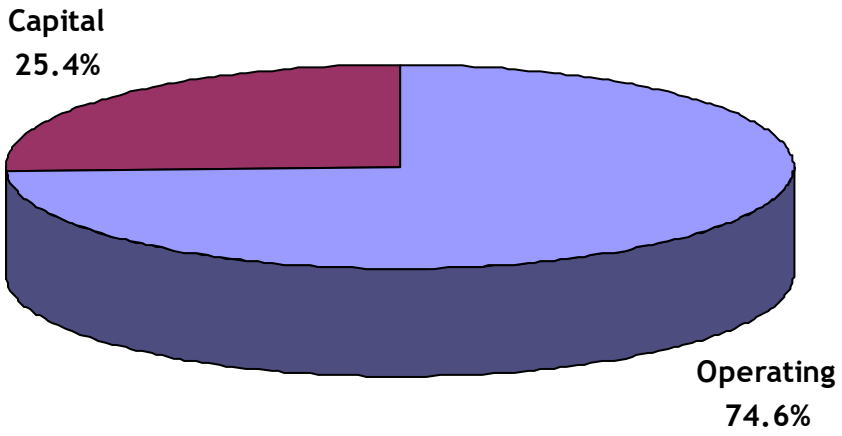
HUD GRANTS CDBG-HOME

		2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Revenue Category					
Federal Grants		1,173,291	1,180,149	3,548,131	1,180,129
Revenue Total	**$**	**1,173,291**	**1,180,149**	**3,548,131**	**1,180,129**

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Expenditure Category				
Operating				
Professional Services	386,228	167,355	357,435	215,746
Other Contractual Services	288,913	754,017	2,177,197	341,309
Repair and Maintenance Services	57,299	52,183	68,767	50,000
Other Current Charges and Obligations	-	-	210,297	223,074
Operating Supplies	56,998	61,545	63,338	50,000
Operating Total	**789,438**	**1,035,099**	**2,877,034**	**880,129**
Capital				
Buildings	-	-	300,000	-
Improvements Other Than Buildings	83,853	22,850	359,827	300,000
Machinery and Equipment	300,000	122,200	11,270	-
Capital Total	**383,853**	**145,050**	**671,097**	**300,000**
Expenditure Total	**$ 1,173,291**	**1,180,149**	**3,548,131**	**1,180,129**

HUD GRANTS CDBG-HOME

Expenditure Category



LAW ENFORCEMENT GRANT

Mission

1 - Victims of Crime Act (VOCA) Grant - To provide assistance to victims of crime, especially to those in under-served populations, such as the elderly and the mentally challenged.

2 - Homeland Security Grant - The U.S. Department of Homeland Security has implemented various financial assistance programs and grants for states to enable the collective geopolitical entities within each state, and regions within each state, to better prepare, protect, respond and recover from both man-made and natural hazard occurrences.

Various segments of these programs contain information that is operationally sensitive; therefore, budget details will lack specific data concerning the mission, accomplishments, objectives, and performance measures normally associated with City's budget preparations.

There are five major grant-assistance categories within the Homeland Security Grant Program (HSGP) that are funded by the U.S. Department of Homeland Security - these are:

- Urban Areas Security Initiative (UASI)
- State Homeland Security Program (SHSP)
- Operation Stonegarden Grant Program (OPSG)
- Metropolitan Medical Response System (MMRS) Program
- Citizen Corps Program (CCP)

The UASI increases prevention, protection, response, and recovery capabilities of all first responder agencies within the collaborative Southeast UASI Region (greater Fort Lauderdale and Miami) for all hazards, including terrorism through training, equipment, and exercises.

Goals

1 - VOCA Grant: Provide services to the underserved victim population groups and to meet the immediate needs of victims of crime.

2 - Homeland Security Grant - UASI: Program objectives are the decision of each UASI member City. The City of Pembroke Pines UASI projects are equipment-related and consist of an amalgam of various projects:

~prepare and protect the City's population and critical infrastructure through public information and facility backup systems,

~respond to all hazardous occurrences through critical facility hardening and sustaining capabilities in order to facilitate the continuity of government,

~recover from all hazardous occurrences through reestablishment of the transportation arteries to hasten social and economic recovery.

Objectives

VOCA Grant: Provide the following services to victims in underserved populations such as the very young and the elderly:

- Referral services to at least 350 victims
- Emergency legal advocacy to 75 victims
- Personal advocacy to 75 victims

UASI Grant: Program objectives are the decision of each UASI member City. Completion of all local equipment related UASI projects including expenditure of funds and reimbursements prior to the established agreement deadline.

Major Functions and Activities

1 - VOCA Grant funds the salary of a part-time Assistant Victim Advocate whose responsibilities are to provide referral services, group treatment, and personal advocacy to victims of crime.

2 - UASI City-Wide Security Grant Activities that enable this Federal and State mandate include:

~ hardening accessed critical infrastructure necessary for continued community viability and the continuity of government operations, and strengthening interoperable communications capabilities.

LAW ENFORCEMENT GRANT

~ strengthening capabilities to prepare, detect, respond, and recover from man-made or naturally occurring chemical, biological, radiological, nuclear, or explosive critical incident occurrences.

Budget Highlights

VOCA Grant - The award for 2021 is anticipated to be $22,167, which will fund the costs of the Part-Time Assistant Victim Advocate grant position. The Assistant Victim Advocate will continue to provide increased services to victims of crime. This grant will end September 2021. The current grant is awarded for $22,167 and ends September 2020.

The upcoming 2019 and 2020 U.A.S.I. grants will focus on procuring additional P-25 compliant radios and thermal imaging cameras for the Fire Department and mobile security tower platforms, remote controlled robot, and tactical rescue vehicle for the Police Department.

Accomplishments

Victims of Crime (VOCA) Grant: The program has maintained its change in how measurements by Types of Services for victims are categorized. These defined areas for victim services are now Information and Referral, Emotional Support and Safety Services, and Criminal/Civil Justice System Assistance & Personal Advocacy/Accompaniment.

2018 UASI Grant – The award is $112,733, which will focus on purchasing additional P-25 compliant radios and a mobile security tower platform for the Police Department. This grant ends June 2020.

U.S. Department of Homeland Security Urban Area Security Initiative (U.A.S.I.) Grant: A spending plan has been prepared and submitted for projects with the upcoming 2020 U.A.S.I. grant. The 2017 U.A.S.I. grant successfully purchased additional Thermal Imaging Cameras for the Fire Department, and a mobile security tower platform for the police department.

LAW ENFORCEMENT GRANT

Performance Measures	2017-18 Actual	2017-18 Goal	2018-19 Actual	2018-19 Goal	2019-20 Goal	2020-21 Goal
Outputs						
VOCA direct expenditures	$10,595	$20,473	$15,397	$18,473	$18,473	$22,167
Information & Referral	246	^310	234	^200	^200	^240
Emotional Support/Safety Services	39	^130	52	^50	^50	^50
Criminal/Civil Justice System Assistance	18	^50	36	^50	^25	^40
Personal Advocacy/Accompaniment	27	^25	19	^50	^25	^20
Homeland Security Urban Area Security Initiative Grant expenditures	$118,177	^$236,353	$154,077	^$230,908	^$225,466	^$244,403
Highway Safety Grant expenditures	$18,768	+	$20,000	^$24,940	^$20,000	^$12,000

+ No grant funding was/is expected.

^ Contingent upon receipt of grant funding.

LAW ENFORCEMENT GRANT

		2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Revenue Category					
Federal Grants		147,540	210,518	206,264	22,167
Revenue Total	**$**	**147,540**	**210,518**	**206,264**	**22,167**

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Expenditure Category				
Personnel				
Salary	25,946	55,347	50,936	20,592
Benefits	549	1,094	1,575	1,575
Personnel Total	**26,495**	**56,441**	**52,511**	**22,167**
Operating				
Professional Services	-	2,349	-	-
Travel Per Diem	1,043	-	-	-
Operating Total	**1,043**	**2,349**	**-**	**-**
Capital				
Machinery and Equipment	120,003	151,728	153,753	-
Capital Total	**120,003**	**151,728**	**153,753**	**-**
Expenditure Total	**147,540**	**210,518**	**206,264**	**22,167**

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 2018 JAG grant was received in the amount of $21,796, to also be spent on License Plate Reader equipment. Anticipated to begin project implementation during FY2020-21. This project ends September 30, 2021.

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

Accomplishments

The 2016 JAG project was completed, the program closed out in September 2019. The 2017 JAG award has been awarded to the City's Police Department in the amount of $20,422, for the purchase of License Plate Reader equipment. Implementation of this project is ongoing and the funds are anticipated to be expended before the grant expires on September 30, 2020.

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 FY2019-20.

POLICE COMMUNITY SERVICES GRANT

Performance Measures	2017-18 Actual	2017-18 Goal	2018-19 Actual	2018-19 Goal	2019-20 Goal	2020-21 Goal
Outputs						
Funds spent on equipment	$15,748	^$18,891	$14,220	^$20,422	^$21,796	^$23,436

* No grant funding was/is expected

^Contingent upon receipt of grant funding.

POLICE COMMUNITY SERVICES GRANT

		2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Revenue Category					
Federal Grants		15,748	18,891	20,423	-
Revenue Total	**$**	**15,748**	**18,891**	**20,423**	**-**

		2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Expenditure Category					
Operating					
Operating Supplies		555	4,671	-	-
Operating Total		**555**	**4,671**	**-**	**-**
Capital					
Machinery and Equipment		15,193	14,220	20,423	-
Capital Total		**15,193**	**14,220**	**20,423**	**-**
Expenditure Total	**$**	**15,748**	**18,891**	**20,423**	**-**

COMMUNITY BUS PROGRAM

Mission

To provide safe and efficient transportation service to the community via a fixed route system, while keeping client expectations and changing needs a high priority.

Goals

To ensure the availability of public transportation services to the general public in western Pembroke Pines that cannot be reached by Broward County Transit (BCT) buses.

To ensure that safe and quality service is offered to the public.

To ensure that the Community Bus Service is delivered in the most effective and efficient manner.

To ensure program accountability.

Objectives

To increase community awareness of the Community Bus Program.

To encourage courteous service and client satisfaction.

To provide a safe and reliable service.

To ensure effective program administration.

To implement appropriate methods and procedures to accomplish cost effective service delivery.

To adhere to State and Federal Statutes, Rules and Regulations for the Transportation Disadvantaged Program.

Major Functions and Activities

~ TRANSPORTATION - Provision of free public transportation service at designated stops along three fixed routes - green, gold, and blue. The City has modified its community bus service routes. These changes will afford service to a larger area of the Pines corridor, provide greater access to the City's many amenities as well as improve on-time performance. The new routes will cover the area between NW 210th Avenue in the west, NW 72nd Avenue in the east, Sheridan Street in the north and Pembroke Road in the south. Stops will be made at additional residential communities, hospitals, schools, libraries, and shopping centers within the corridor. Some of the major stops include the Pill Box, Pembroke Pines Academic Village, Memorial Hospital Miramar, Memorial Hospital Pembroke, Trader Joe's, Shops of Pembroke Gardens, and South Regional/Broward College Library.

The modified Green Route will continue to operate Monday through Saturday. New service hours will range from 7:45 am - 7:55 pm. Service starts at Heritage Lakes and extends east to Westfork Plaza.

The modified Gold Route will continue to operate Monday through Saturday. New service hours will range from 7:00 am - 8:00 pm Service starts at Century Village and extends east to The Carl Shechter SWFP Community Center (SWFP), and west to Academic Village.

The modified Blue West will continue to operate Tuesday, Wednesday and Friday. New service hours will range from 8:00 am to 3:15 pm. Service starts at Park Place and extends east to Bealls Plaza and west to Flamingo Plaza.

The modified Blue East Route will continue to operate Tuesday, Wednesday and Friday. New service hours will range from 9:00 am to 3:25 pm. Service starts at Pines Place and extends north to Memorial Hospital Pembroke, east to Broward College South, and west to SWFP.

Route transfers are available at various locations: between each Pembroke Pines community bus service routes; to BCT routes 2, 5, 7, 12, 16, 23, 28, University Breeze and 95express; the City of Miramar Orange and Red community buses, and West Park community bus. All Community Bus Service buses are wheelchair accessible in compliance with the Americans with Disabilities Act (ADA). The interval between successive buses are as follows:

COMMUNITY BUS PROGRAM

- Gold Route – 43 and 44 minute intervals
- Green Route – 57 minute and 60 minute intervals
- Blue Route East – 65 minute intervals
- Blue Route West –63 minute intervals

Budget Highlights

Florida Department of Transportation (FDOT) Application has been submitted for the purchase of two buses equipped with cameras, GPS, and radios for a total amount of $222,003.

Continuation of services required by the County's ridership threshold in order to guarantee program funding. Maintain County's strict 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

FFY2019-FY44 Florida Department of Transportation (FDOT) Application was awarded. Two buses, equipped with cameras, GPS, and radios will be purchased for a total amount of $186,506 with an estimated City Local Match in the amount to $18,651.

On-going services provided to increase mobility and independence of senior and individuals with disabilities throughout the city.

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

COMMUNITY BUS PROGRAM

Performance Measures	2017-18 Actual	2017-18 Goal	2018-19 Actual	2018-19 Goal	2019-20 Goal	2020-21 Goal
Outputs						
Number of information documents distributed	4,500	12,000	4,500	12,000	4,000	5,000
Road calls required (calls for assistance due to mechanical problems)	45	40	30	30	0	20
Number of one-way client trips	188,475	230,000	194,349	230,000	200,000	200,000
Effectiveness						
Number of grievances filed against system	0	0	0	0	0	0
Efficiency						
Passengers per service hour	8.8	14.0	9.6	14.0	10.0	10.0
Passengers per mile	0.75	2.00	0.86	4.00	1.00	0.00
Vehicular accidents per 100,000 miles	2.1	0.0	2.0	0.0	0.0	0.0
Average cost per one-way client (any age) trip	$1.00	$0.51	$3.69	$2.00	$0.90	$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

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Revenue Category				
Federal Grants	278,577	286,962	169,295	-
Grants from Local Units	304,043	310,070	657,186	766,112
Private Gifts / Contributions	-	5,210	-	-
Interfund Transfers	474,364	518,918	227,351	249,754
Revenue Total $	**1,056,984**	**1,121,159**	**1,053,832**	**1,015,866**

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Expenditure Category				
Operating				
Professional Services	2,860	2,795	4,000	4,500
Other Contractual Services	591,331	609,670	586,618	638,293
Communication and Freight Services	1,208	1,068	1,600	1,600
Repair and Maintenance Services	95,135	115,077	170,708	239,237
Office Supplies	-	1,308	1,700	2,000
Operating Supplies	55,608	73,657	102,700	129,836
Publications and Memberships	-	267	-	400
Operating Total	**746,141**	**803,840**	**867,326**	**1,015,866**
Capital				
Machinery and Equipment	310,843	317,319	186,506	-
Capital Total	**310,843**	**317,319**	**186,506**	**-**
Expenditure Total $	**1,056,984**	**1,121,159**	**1,053,832**	**1,015,866**

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 $77,852 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	2017-18 Actual	2017-18 Goal	2018-19 Actual	2018-19 Goal	2019-20 Goal	2020-21 Goal
Outputs						
Funds spent on equipment and building improvements	$0	$12,509	$0	$16,132	$29,154	$77,852

LAW ENFORCEMENT TRUST FUND TREASURY CONFISCATED

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Revenue Category				
Fines & Forfeitures	19,932	66,809	-	-
Investment Income	7,864	11,253	9,000	8,000
Appropriated Fund Balance	-	-	401,193	-
Beginning Surplus	-	-	20,154	69,852
Revenue Total $	**27,795**	**78,062**	**430,347**	**77,852**

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Expenditure Category				
Operating				
Professional Services	-	-	2,000	-
Repair and Maintenance Services	-	-	25,927	-
Operating Supplies	-	-	2,678	-
Operating Total	**-**	**-**	**30,605**	**-**
Capital				
Buildings	-	-	880	-
Improvements Other Than Buildings	-	-	59,791	-
Machinery and Equipment	-	-	339,071	77,852
Capital Total	**-**	**-**	**399,742**	**77,852**
Expenditure Total $	**-**	**-**	**430,347**	**77,852**

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 $10,387 for equipment purchases that will support the activities that are covered under the Department of Justice guidelines.

Accomplishments

No funds have been expended during the year.

LAW ENFORCEMENT TRUST FUND JUSTICE CONFISCATED

Performance Measures	2017-18 Actual	2017-18 Goal	2018-19 Actual	2018-19 Goal	2019-20 Goal	2020-21 Goal
Outputs						
Funds spent on equipment	$147,256	$107,123	$0	$35,497	$10,500	$10,387

LAW ENFORCEMENT TRUST FUND JUSTICE CONFISCATED

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Revenue Category				
Fines & Forfeitures	582	-	-	-
Investment Income	9,235	10,897	9,000	7,000
Appropriated Fund Balance	-	-	411,958	-
Beginning Surplus	-	-	1,500	3,387
Revenue Total $	**9,816**	**10,897**	**422,458**	**10,387**

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Expenditure Category				
Operating				
Professional Services	-	-	31,200	-
Operating Supplies	-	-	138,002	-
Operating Total	**-**	**-**	**169,202**	**-**
Capital				
Improvements Other Than Buildings	147,256	-	1,920	-
Machinery and Equipment	-	-	251,336	10,387
Capital Total	**147,256**	**-**	**253,256**	**10,387**
Expenditure Total $	**147,256**	**-**	**422,458**	**10,387**

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.

LAW ENFORCEMENT TRUST FUND $2 POLICE EDUCATION

Performance Measures	2017-18 Actual	2017-18 Goal	2018-19 Actual	2018-19 Goal	2019-20 Goal	2020-21 Goal
Outputs						
Number of new recruits sent to the Police Academy	17	4	13	4	4	6
Efficiency						
Average training cost per recruit	$4,450	$4,200	$4,600	$4,450	$4,600	$4,600

LAW ENFORCEMENT TRUST FUND $2 POLICE EDUCATION

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Revenue Category				
Fines & Forfeitures	18,260	24,170	21,480	27,419
Investment Income	2,818	2,363	2,000	1,000
Appropriated Fund Balance	-	-	37,511	-
Beginning Surplus	-	-	-2,000	-
Revenue Total $	**21,078**	**26,533**	**58,991**	**28,419**

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Expenditure Category				
Operating				
Travel Per Diem	14,296	784	26,791	-
Publications and Memberships	92,510	59,800	32,200	28,419
Operating Total	**106,806**	**60,584**	**58,991**	**28,419**
Expenditure Total $	**106,806**	**60,584**	**58,991**	**28,419**

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 $36,760 for equipment purchases that will support activities that are covered under the Florida Department of Law Enforcement guidelines.

Accomplishments

No funds have been expended during the year.

LAW ENFORCEMENT TRUST FUND FDLE CONFISCATED

Performance Measures	2017-18 Actual	2017-18 Goal	2018-19 Actual	2018-19 Goal	2019-20 Goal	2020-21 Goal
Outputs						
Funds spent for drug and crime prevention	$20,693	$23,323	$12,775	$26,732	$17,469	$5,418
Funds spent on equipment and building improvements	$0	$131,014	$0	$135,708	$106,611	$36,760

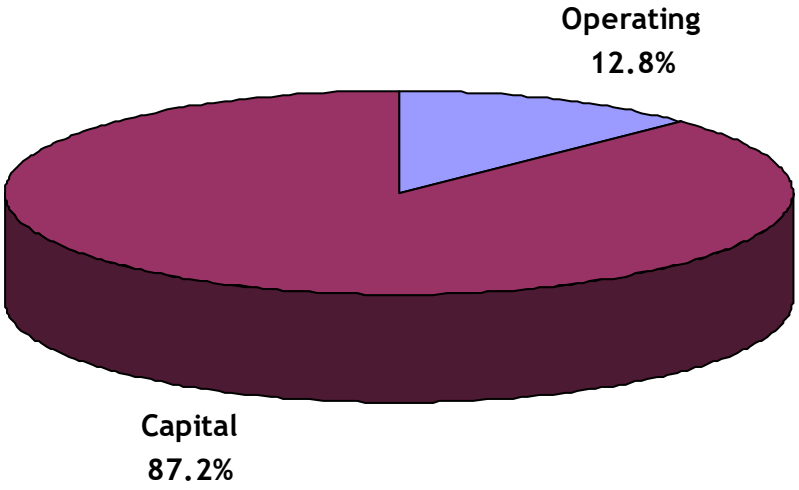
LAW ENFORCEMENT TRUST FUND FDLE CONFISCATED

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Revenue Category				
Fines & Forfeitures	97,276	22,193	-	-
Investment Income	21,591	30,733	26,000	20,000
Appropriated Fund Balance	-	-	961,450	-
Beginning Surplus	-	-	98,080	22,178
Revenue Total $	**118,867**	**52,926**	**1,085,530**	**42,178**

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Expenditure Category				
Operating				
Professional Services	-	-	12,951	-
Other Contractual Services	750	450	39,450	-
Travel Per Diem	-	-	6,176	-
Other Current Charges and Obligations	-	-	5,000	-
Operating Supplies	20,693	12,775	86,562	5,418
Operating Total	**21,443**	**13,225**	**150,139**	**5,418**
Capital				
Buildings	-	-	105,774	-
Machinery and Equipment	-	-	822,532	36,760
Capital Total	**-**	**-**	**928,306**	**36,760**
Grants and Aid				
Aids to Private Organizations	-	-	7,085	-
Grants and Aid Total	**-**	**-**	**7,085**	**-**
Expenditure Total $	**21,443**	**13,225**	**1,085,530**	**42,178**

LAW ENFORCEMENT TRUST FUND FDLE CONFISCATED

Expenditure Category



OLDER AMERICANS ACT (OAA) GRANT

Mission

The Community Services Department is dedicated to providing a multitude of services and programs for our senior population at The Carl Shechter SWFP Community Center (SWFP). In part, funding dollars are provided by the Older Americans Act Grant and the State of Florida Department of Elder Affairs.

Goals

To account for funds received from the OAA Grant and provide a full range of social services to eligible seniors in accordance with the guidelines of the Older Americans Act and the State of Florida Department of Elder Affairs.

Objectives

TITLE IIIB - SUPPORTIVE SERVICES: To facilitate the following social services to those 60 years of age or older residing in southwest Broward County: Information, Referral, Recreation, In-home Services, Health Support, Counseling, Adult Day Care, Alzheimer's Adult Day Care for seniors, and Public Education.

TITLE IIIE - FAMILY CAREGIVERS SERVICES: To provide expanded services to all Adult Day Care Program clients as well a Caregiver Training/Support Group for their caregivers. The expanded hours are Monday thru Friday, 7:00 AM – 6:00 PM. The expanded hours provide benefits to senior clients and caregivers.

LOCAL SERVICE PROGRAM (LSP) TRANSPORTATION: To provide safe, reliable, and efficient transportation services to seniors 60 years of age or older living in southwest Broward County.

Major Functions and Activities

Plan and implement the following senior services:

~ RECREATION - Includes classes such as ceramics, arts and crafts, computers for seniors, bingo, card and board games, special events, and field trips.

~ HEALTH SUPPORT SERVICES - Provides health screening, counseling, assessments, speakers on a variety of health subjects, a walking club program, senior wellness and exercise classes.

~ INFORMATION and REFERRAL - Provides direct access to Community Services programs and special senior programs. This service includes case management and referrals facilitated by the staff social worker.

~ COUNSELING - Services include individual, group, and/or family/caregiver counseling sessions as well as referrals and educational speakers.

~ADULT DAY CARE - Provides a structured program for frail and/or Alzheimer's specific clients. Special activities, classes, and programs are planned to enhance the lives of these seniors in an effort to delay institutionalization and to provide respite care.

~ PERSONAL CARE - Includes assistance with eating, dressing, personal hygiene, and other activities of daily living. This service is provided through coordination with a home health agency.

~ HOMEMAKER - Provides specific home management duties including housekeeping, laundry, cleaning refrigerators, clothing, minor home repairs, meal planning and preparation. This service is provided through coordination with a home health agency.

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

~ TRANSPORTATION - Provision of one-way or round-trip service within a designated area. The service area is bordered on the north by State Road 84, on the east by State Road 1 (U.S. 441), on the south by County Line Road and the west by U.S. 27. Strategically established routes ensure provision of subscription trips via a multi-load system to promote efficiency and

OLDER AMERICANS ACT (OAA) GRANT

consistency of service. Clients receive free, door-to-door, driver-assisted service. Each one-way trip accounts for a unit of service under the provision of each funding source.

~ SCREENING AND ASSESSMENT - Administering an assessment instrument with the purpose of gathering information to determine eligibility for programs and/or services.

Budget Highlights

Continue receiving funds from Florida Department of Elder Affairs passed through the Areawide Council on Aging of Broward County to provide core services required by our community.

Accomplishments

Annual audit by ADRC (Aging Disability Resource Center) was completed and passed with flying colors.

Several new FREE classes have been added for our adults aged 60 and up such as Tech Talk-Assist offered by South Florida Institute on Aging (SoFia). All interested senior must register and attend with their laptop, tablet, SmartPhone and/or iPad/iPhone and volunteer trainers will help the seniors with their device.

OLDER AMERICANS ACT (OAA) GRANT

Performance Measures	2017-18 Actual	2017-18 Goal	2018-19 Actual	2018-19 Goal	2019-20 Goal	2020-21 Goal
Outputs						
Number of clients receiving day care services	43	120	41	80	80	80
Number of senior clients registered at SW Focal Point Center	3,094	2,500	2,500	2,000	3,200	2,700
Units (1 hour) of service:						
Public education	56	48	41	48	40	48
Personal care	4,213	4,454	3,064	4,454	4,454	4,000
Respite	470	460	829	460	470	1,059
Homemaker	3,421	3,127	3,328	3,127	3,127	3,000
Number of one-way client (age 60+) trips per year	33,412	25,514	32,794	24,775	24,776	24,775
Screening & Assessment	112	120	136	120	120	120
Adult day care	46,560	36,036	50,521	49,684	49,622	42,841
Counseling--individual	291	72	309	72	263	300
Counseling--group	70	60	63	90	70	70
Recreation	8,765	6,611	13,129	6,411	6,203	6,053
Caregiver Training & Support - Group	194.0	220.0	184.0	148.0	148.0	148.0
Effectiveness						
% of service units billed	81.52%	100.00%	100.00%	100.00%	100.00%	100.00%
Efficiency						
Annual Area Agency on Aging monitoring report (compliance)	100%	100%	100%	100%	100%	100%
% of people who request and receive service	100%	100%	100%	100%	100%	100%
Passengers per mile	0.24	2.00	0.24	2.50	0.40	0.24
% of survey responses with a positive rating	100%	100%	100%	100%	100%	100%
Vehicular accidents per 100,000 miles	2.88	0.00	0.00	0.00	0.00	0.00
Road calls per passenger trip	0.00023	0.00000	0.00044	0.00000	0.00000	0.0001
Grant reimbursement per trip	$6.92	$9.06	$7.05	$9.33	$9.33	$9.33

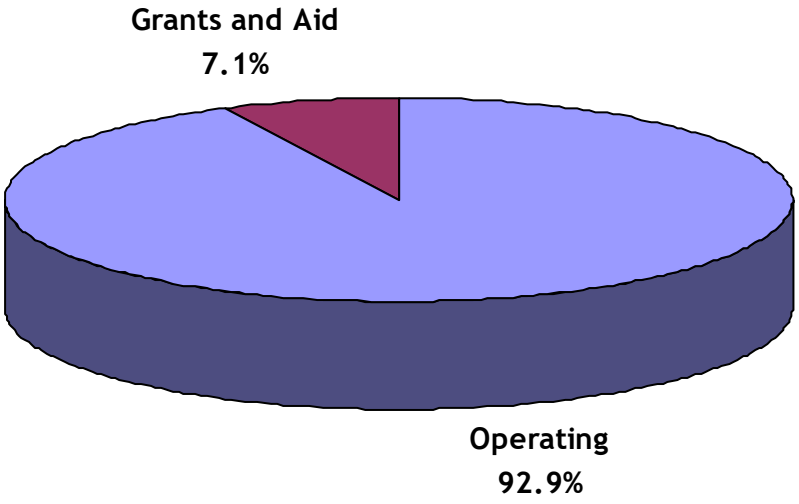
OLDER AMERICANS ACT (OAA) GRANT

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Revenue Category				
Federal Grants	439,650	398,950	418,195	418,192
State Grants	244,956	233,189	231,155	231,155
Grants from Local Units	144,543	148,182	139,151	139,152
Private Gifts / Contributions	5,850	10,885	10,000	10,000
Interfund Transfers	479,797	422,191	532,884	539,046
Revenue Total $	**1,314,796**	**1,213,397**	**1,331,385**	**1,337,545**

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Expenditure Category				
Operating				
Professional Services	917	1,143	1,800	2,100
Other Contractual Services	1,149,383	1,071,174	1,139,701	1,125,361
Repair and Maintenance Services	35,007	4,039	41,000	61,000
Operating Supplies	34,300	32,437	53,600	53,600
Publications and Memberships	-	133	-	200
Operating Total	**1,219,608**	**1,108,926**	**1,236,101**	**1,242,261**
Grants and Aid				
Aids to Government Agencies	95,188	104,470	95,284	95,284
Grants and Aid Total	**95,188**	**104,470**	**95,284**	**95,284**
Expenditure Total $	**1,314,796**	**1,213,397**	**1,331,385**	**1,337,545**

OLDER AMERICANS ACT (OAA) GRANT

Expenditure Category



DEBT SERVICE FUND

Mission

To optimize City resources in obtaining funds for City projects.

Goals

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

Objectives

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

Major Functions and Activities

The following paragraphs describe the bond issues of the City of Pembroke Pines. The balances outstanding shown in these paragraphs are as of April 30, 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

DEBT SERVICE FUND

School Revenue Bonds, Series 2008 (the Series 2008 Bonds) in the principal amount of $63,495,000. This transaction was necessitated by the expiration of the Stand-by Bond Purchase Agreement on March 25, 2011 which was extended to May 24, 2011.

The City, with the advice of the Financial Advisor, was able to remarket the Series 2008 Bonds to Wells Fargo Bank, National Association (the "Bank") and obtain a variable rate of SIFMA rate plus 0.89% for a three year term. The Series 2008 Bonds have four interest rate SWAPs for which the City pays fixed rates to the Counterparties and the Counterparties pay the City the SIFMA rate. During the three year period with the Bank, the effective interest cost to the City will be the fixed rates that the City pays to the Counterparties plus the 0.89% interest spread to the Bank.

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

The Series 2008 Swap Transaction has an initial notional amount equal to the initial aggregate principal amount of the 2008 Bonds and will terminate at various times with the final termination date on the final maturity date of the 2008 Bonds, unless earlier terminated pursuant to the terms of the applicable the 2008 Swap Transaction. The notional amount of the Series 2008 Swap Transaction will 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%

DEBT SERVICE FUND

interest rate which was the SIFMA Rate (0.94%) 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.

~ 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.

DEBT SERVICE FUND

TAXABLE COMMUNICATIONS SERVICES TAX REVENUE BONDS, Series 2014:

On September 10, 2014, the City issued $41,540,000 bonds for the purpose of funding a deposit to the Police Pension Plan under the contributory defined benefit retirement plan known as the City Pension Fund for Firefighters and Police Officers and the General Employees' Pension Plan to maintain the City's annual contribution to such plans at approximately the same level as before the adoption of the 2004 Enhanced Pension Benefits. These bonds have an outstanding balance of $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 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

DEBT SERVICE FUND

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.

~ 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 debt will be issued as the Commission deems appropriate.

Accomplishments

All bond issues' obligations were met and

DEBT SERVICE FUND

covenants complied.

On November 7, 2019, the Charter School Revenue Bonds, Series 2008 (Reissued in May 2014) were refunded and replaced with $58,985,000 Capital Improvement Revenue Bonds, Series 2019A and $3,635,000 Taxable Capital Improvement Revenue Bonds, Series 2019B. The 2019 Bonds have staggered maturities through July 2038 and fixed interest rates ranging between 2.4% and 5.0%.

DEBT SERVICE FUND

Performance Measures	2017-18 Actual	2017-18 Goal	2018-19 Actual	2018-19 Goal	2019-20 Goal	2020-21 Goal
Outputs						
Number of bond issues outstanding	10	11	10	10	10	10
Number of payments	66	68	20	20	20	20
Efficiency						
% of payments made in accordance with bond indenture	100%	100%	100%	100%	100%	100%
% of required funding accomplished	100%	100%	100%	100%	100%	100%

City of Pembroke Pines, Florida

Schedule of Debt Service on Outstanding Bonds as of September 30, 2020

	Capital Improvement Revenue Bonds, Series 2019A and Taxable Capital Improvement Revenue Bonds, Series 2019B	**Refunding** Capital Improv Series 1999	**Refunding** Firefighters Pension Series 2003A	**Refunding** Police Officers & General Employees Pension Series 2004	**Refunding** Senior Housing Tower I & II 2004A & 2004B
Type of Bonds	$62,620,000	$8,545,700	$35,300,000	$41,540,000	$29,040,000
Revenue	Charter School	Capital Improv. Refunding	Taxable Comm. Services Tax Refunding	Taxable Comm. Services Tax Refunding	Public Improv. Refunding
General Obligation					
Fiscal Y/E Sep 30	Series 2019A and Series 2019B	Series 2010	Series 2013	Series 2014	Series 2014
2021	2,693,405	706,141	2,837,531	3,156,675	2,180,706
2022	2,693,405	708,345	2,832,555	3,150,650	2,171,931
2023	4,173,405	708,938	2,830,701	3,148,094	2,182,431
2024	4,249,405	707,946	2,823,222	3,149,365	2,175,306
2025	4,257,905	827,893	2,824,932	3,139,715	2,172,681
2026	4,261,905	827,123	2,820,253	3,139,235	2,171,681
2027	5,636,025	829,084	2,818,689	3,132,980	2,172,056
2028	5,684,400	-	2,815,086	3,131,112	2,184,731
2029	5,679,650	-	2,809,437	3,128,153	2,174,953
2030	5,686,650	-	2,802,421	3,128,602	2,176,625
2031	5,694,400	-	2,799,073	3,117,365	2,165,000
2032	6,302,400	-	2,793,378	3,119,832	2,159,875
2033	6,310,150	-	2,789,904	3,116,182	2,155,375
2034	6,315,650	-	2,788,075	3,106,414	2,165,850
2035	6,298,400	-	-	-	2,154,850
2036	6,273,800	-	-	-	-
2037	6,273,250	-	-	-	-
2038	6,307,600	-	-	-	-
2039	-	-	-	-	-
Total debt service	**$ 94,791,805**	**$ 5,315,470**	**$ 39,385,257**	**$ 43,864,373**	**$ 32,564,053**
Principal outstanding FY 2020	$ 62,620,000	$ 4,586,500	$ 27,535,000	$ 32,905,000	$ 23,975,000

City of Pembroke Pines, Florida

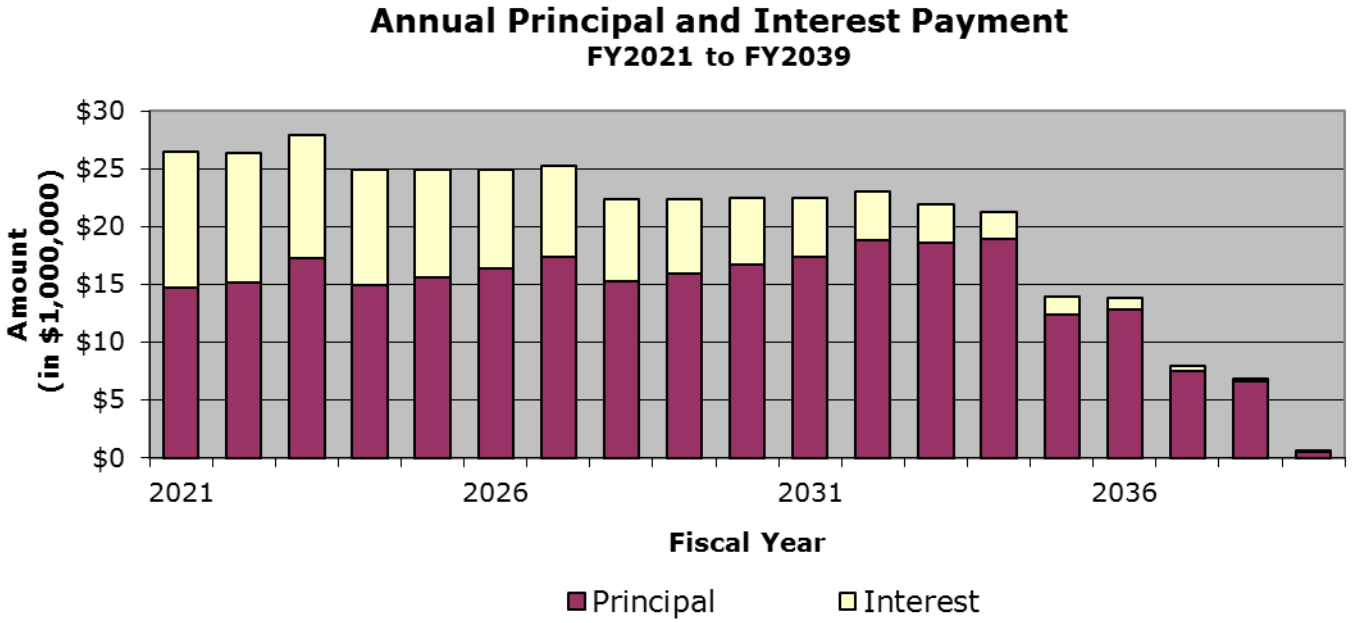
Schedule of Debt Service on Outstanding Bonds as of September 30, 2020

					Business-type Activities	Combined Activities
	Refunding 2005 GO Bonds and Partial 2007 GO Bonds	**Refunding** Susan B. Anthony Center 2005 Bonds	**Refunding** Public Improvement, Series 2006	Various Capital Projects & **Advance Refunding** Cap Improv., Series 2006 & 2007	Consolidated Utility System Project	
Type of Bonds	$76,045,000	$7,636,000	$17,386,400	$45,960,000	$12,300,000	
Revenue		Variable Rate Cap Improv. Refunding	Public Improv. Refunding	Capital Improv. Refunding	Consolidated Utility System	
General Obligation	General Obligation	**				
Fiscal Y/E Sep 30	Series 2015	Series 2016	Series 2016	Series 2017	Series 2010	Total Debt Service/ Principal
2021	5,897,688	345,283	3,021,895	4,565,988	1,055,687	26,460,999
2022	5,897,688	351,365	3,023,956	4,542,963	1,055,153	26,428,011
2023	5,895,688	359,265	3,019,999	4,529,212	1,054,601	27,902,334
2024	5,896,438	366,966	-	4,532,837	1,054,029	24,955,514
2025	5,894,438	375,459	-	4,420,962	1,053,438	24,967,423
2026	5,894,438	384,728	-	4,418,462	1,052,826	24,970,651
2027	5,895,238	393,764	-	4,412,337	-	25,290,174
2028	5,894,738	404,552	-	2,325,588	-	22,440,207
2029	5,894,987	415,074	-	2,320,463	-	22,422,717
2030	5,896,387	426,322	-	2,345,162	-	22,462,169
2031	5,896,187	438,280	-	2,340,988	-	22,451,292
2032	5,894,937	450,930	-	2,338,800	-	23,060,152
2033	5,892,687	464,257	-	1,195,931	-	21,924,486
2034	5,893,937	478,243	-	1,185,375	-	21,933,544
2035	5,892,937	491,881	-	1,189,250	-	16,027,318
2036	5,894,187	507,154	-	1,185,500	-	13,860,641
2037	-	523,037	-	1,189,000	-	7,985,287
2038	-	539,512	-	-	-	6,847,112
2039	-	555,572	-	-	-	555,572
Total debt service	**$ 94,322,600**	**$ 8,271,644**	**$ 9,065,850**	**$ 49,038,818**	**$ 6,325,734**	**$ 382,945,604**
Principal outstanding FY 2020	$ 65,070,000	$ 7,000,000	$ 8,886,200	$ 37,845,000	$ 5,706,524	$ 276,129,224

** Based on the 1.66% seven year term (from September 30, 2016) Direct Purchase fixed rate in effect at the financial statement date (June 30, 2020) per GASB Statement No. 38, paragraph 10.

DISCUSSION ON THE EFFECTS OF EXISTING DEBT LEVELS ON CURRENT AND FUTURE OPERATIONS

Per the assumptions as stated in the "Schedule of Debt Service on Outstanding Bonds as of September 30, 2020" regarding the variable rate bond issue, the total annual debt service will be fairly constant for the next 14 years, 2021-2034, at approximately $20,300,000 to $27,900,000. From the year of 2035 forward and as more bonds mature, the total annual debt service will decline significantly, if no additional bonds are issued.



The total outstanding bond principal balance as of September 30, 2020 is **$276,129,224** representing a decrease of **$13,761,744** from prior year as a result of principal repayment.

Property Taxable Value for Fiscal Year Ending September 30, 2020 (2019 Tax Year)

Property Assessed Value:	
Just Value	$ 21,175,209,482
Less: Property and Personal Exemptions	(3,687,658,319)
Homestead Assessment Differential [1]	(3,711,348,180)
Non-homestead Residential Property Differential [2]	(157,030,250)
Certain Residential and Nonresidential Real Property Differential [2]	(104,458,020)
Agricultural Differential [3]	(8,963,860)
Pollution Control Devices Differential [4]	(428,900)
Value Adjustment Board & Broward County Property Appraiser Adjustments	(75,014,018)
Final Taxable Value	$ 13,430,307,935

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

Legal Debt Limit

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

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

Outstanding Debt:		
City's debt management policy regarding direct unlimited tax general obligation debt limitation (1.5% of the City's taxable assessed valuation)		201,454,619
General Obligation Bonds, Series 2015	65,070,000	
Total General Obligation Bonds subject to debt limitation		65,070,000
Total Outstanding Debt	261,443,219	
Legal debt margin		$ 136,384,619

Bond Covenants

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

Capital Improvement Revenue Refunding Bonds, Series 2010

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

Consolidated Utility System Revenue Bonds, Series 2010

Additional Parity Obligations shall be issued after the amount of the Net Revenues derived for any consecutive twelve (12) months out of the preceding twenty-four (24) months preceding the date of issuance of the proposed Additional Parity Obligations (the "Test Period") adjusted as provided in Resolution No. 3287, is equal to and not less than one hundred twenty percent (120%) of the Maximum Bond Service Requirement becoming due in any Bond Year thereafter on all existing and proposed Additional Parity Obligations.

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

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

Public Improvement Revenue Bonds, Series 2014

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

Public Improvement Revenue Refunding Bonds, Series 2016

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

Variable Rate Capital Improvement Revenue Refunding Bonds, Series 2016

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

Capital Improvement Revenue Refunding Bonds, Series 2017

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

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

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

DEBT SERVICE FUND

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Revenue Category				
Ad Valorem Taxes	5,946,763	5,679,525	5,738,726	5,805,188
Utility Taxes	2,354,247	2,874,017	2,549,618	3,454,070
Communications Service Tax	5,131,400	4,583,688	4,993,000	4,086,000
Franchise Fees	757,326	784,888	762,840	762,433
Investment Income	212,964	291,159	210,500	189,200
Rents & Royalties	11,168,428	10,676,537	11,454,889	11,373,739
Interfund Transfers	88,549	-	7,300,000	-
Debt Proceeds/Installment Purchase	-	-	66,359,809	-
Beginning Surplus	-	-	-312,965	-260,765
Revenue Total **$**	**25,659,676**	**24,889,815**	**99,056,417**	**25,409,865**

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Expenditure Category				
Debt Services				
Principal Payments	12,767,949	12,808,600	13,455,000	13,814,800
Interest Payments	12,662,074	11,762,015	11,925,008	11,590,515
Other Debt Service Costs	3,700	4,100	10,895,600	4,550
Refunded Bond Escrow	-	-	62,195,000	-
Debt Services Total	**25,433,723**	**24,574,715**	**98,470,608**	**25,409,865**
Other				
Bond Issuance	-	-	585,809	-
Other Total	**-**	**-**	**585,809**	**-**
Expenditure Total **$**	**25,433,723**	**24,574,715**	**99,056,417**	**25,409,865**

MUNICIPAL CONSTRUCTION FUND

Mission

To account for the funding of various municipal construction projects with the objective of ensuring that only appropriated funds pertaining to each project are utilized.

Goals

To complete projects on time and within the established project budget.

Objectives

To account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by proprietary and trust funds).

Major Functions and Activities

The construction of many different types of structures and facilities is an intrinsic element of the City's planning. Revenues may be derived from funds dedicated by developers or financed through bank loans or bond issues.

Funding for projects that have been initiated but have not yet been completed during the current fiscal year are carried forward each year until the project has been completed. The carryover of unspent funds is a post-adoption process and as such is not reflected in the adopted budget for October 1st.

Budget Highlights

Per policy, total project cost is appropriated in the year financing is secured. At this point no new municipal construction projects are envisioned for fiscal year 2020-21; therefore, the fund has no expenditure appropriations. However, unspent funds from projects that will be financed by the General Obligation Bonds, Series 2005, 2007, and 2009 as well as Capital Improvement Revenue Refunding Bonds, Series 2019, will become part of the fiscal year 2020-21 appropriation after the budget is adopted and the carryover of funds finalized.

Accomplishments

Intercom, paging & scheduling, emergency alerting, cameras and digital clocks systems including complete data cable rewiring and expansion of physical network for Pembroke Pines' East & Central (this includes both Elementary and Middle School) Charter School Campuses is projected to be completed prior to the start of the upcoming school year.

Completed the installation of two shade canopies along the poolside at the Academic Village 50 meter pool. One shade structure is 112 feet long and the other is 60 feet long. The new shade structures were part of a larger renovation project of the pool. The pool liner and some of the underground piping was removed and replaced. The entire pool was resealed and new deck pavers and swimmer starting blocks were installed.

MUNICIPAL CONSTRUCTION FUND

Performance Measures	2017-18 Actual	2017-18 Goal	2018-19 Actual	2018-19 Goal	2019-20 Goal	2020-21 Goal
Outputs						
Number of projects completed	1	2	3	1	7	7

MUNICIPAL CONSTRUCTION FUND

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Revenue Category				
Investment Income	-28,271	4,957	-	-
Private Gifts / Contributions	626,627	307,000	307,000	184,000
Debt Proceeds/Installment Purchase	-	-	7,305,636	-
Prior Year Bond Proceeds	-	-	7,363,173	-
Beginning Surplus	-	-	-989,274	-184,000
Revenue Total	**598,356**	**311,957**	**13,986,535**	**-**

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Expenditure Category				
Capital				
Capital Contingency	-	-	-	-
Buildings	651,169	358,850	522,043	-
Improvements Other Than Buildings	-149,447	132,121	6,124,518	-
Machinery and Equipment	-	-	730,000	-
Infrastructure	-	-	481,612	-
Intangible Assets	-	1,131,734	6,128,362	-
Capital Total	**501,722**	**1,622,705**	**13,986,535**	**-**
Expenditure Total	**501,722**	**1,622,705**	**13,986,535**	**-**

UTILITIES

Goals

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

Objectives

Our objectives are, to:

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

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

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

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

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

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

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

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

Major Functions and Activities

Our six main functions are:
1. Environmental Services
2. Technical Services
3. Water Treatment
4. Water Distribution
5. Wastewater Collection
6. Wastewater Treatment

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

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

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

~ WATER TREATMENT - The City's Water Treatment Plant is staffed and operated 24 hours a day by a team of certified operators. The plant reliably produces approximately 13.5 million gallons (MG) of potable water daily. Our water

UTILITIES

plant also provides water for firefighting purposes throughout our City at pressures and flow rates that enable the City to maintain the highest fire insurance rating possible (ISO Class One rating). As we transition to more computer based systems, we are able to provide a 24-hour communication link between our staff, customers and emergency repair crews. Our technological improvements also allow for more precise monitoring and implementation of routine preventative maintenance to reduce downtime and improve system reliability and performance.

~ WATER DISTRIBUTION - is responsible for the repair and preventative maintenance of more than 525 miles of water distribution lines, service lines, meters, and associated control valves and appurtenances. Additionally, the water distribution section provides repair and preventative maintenance and testing services to 4,641 fire hydrants.

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

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

Budget Highlights

The City continues to invest in the improvement, upgrading and modernization of the water and wastewater facilities. 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 FY 2020-21 budget.

Sewer Collection system improvements including $396,000 for lift station re-design and replacements, pumps, motors and spare parts. $600,000 for sewage collection system inflow correction and $2,010,840 for system infiltration correction to reduce operating and treatment costs.

Sewer Treatment Plant improvements including $828,000 for refurbishment of bar screens, injection well testing and emergency generator upgrades and surge tank renovations.

Water Treatment Plant improvements including $3,238,521 for a new raw water transmission main and refurbishment of the lime feed system.

Accomplishments

The Utilities Department has worked hard to implement the capital projects budgeted. We are proud of all of our accomplishments of the past year. Below is a sampling of our achievements. At our Water Utility, we have: 1. Completed the installation and implementation of the new chlorine disinfection system at Holly Lake and Academic Village. 2. Procured and commenced construction of two new diesel fuel storage tanks for emergency stand-by power. 3. Completed the installation and commissioning of the new carbonation system to allow for improved control of the treatment process at the WTP. 4. Successfully converted from gas chlorine to liquid chlorine at the WTP to reduce the hazard and risk potential for the City 5. Completed the Pines Village Water Main Improvements – Phase 1 project which has resulted in better service for those residents and new road surface, signs and pavement markings. 6. Started the upgrade of our WTP filter system which includes the addition of air scour technology which will allow for better backwashing of the filters, increase the life of the filter media and reduce wasted water.

UTILITIES

7. Advertised for bids our WTP Facility Improvement 2020 project. This project will see the complete rehabilitation of the 6 MGD Accelator A; Painting of the interior and exterior of Accelators A, B, C and D along with Filters 1, 2 and 3; upgrade of the ion exchange instrumentation. 8. Completed the design and advertised for bids the refurbishment of our Lime Feed System; addition of a new magnetic flowmeter on the 30" treated water effluent main; insertion of new valves and cleanouts on the 30" process water lines to improve operation and maintenance. 9. Completed bid process for the design of a new raw water main from the eastern wellfield to the WTP; review of the 4-log treatment capabilities at the WTP; study of the clearwell piping to improve treatment efficiency. 10. Started the upgrade and improvements to the WTP SCADA system, this will improve operational efficiency, system monitoring and control of all major functions at the WTP. 11. Installed permanent generators and added new grounding and electrical upgrades at the Eastern Wellfield. 12. Completed the design phase of the $3M lime feed system upgrade. This project, when completed, will result in the modernization of the equipment, controls and communication of the complex lime system at the plant. At our Wastewater Utility, we have: 1. Completely upgraded 5 lift stations with new equipment and controls. 2. Completed the relining of 32 lift station wet wells that were contributing to our inflow and infiltration (I & I) issues. 3. Completed the design, installation and commissioning of new air blowers for the west blower building to replace outdated and poorly functioning equipment and added redundancy. 4. Completed the design and procurement of new air blowers for the east blower building to replace outdated and poorly functioning equipment added redundancy. 5. Completed the improvement of the BCR sludge management area, which included the expansion of the trailer parking overhang to reduce rainwater in the units. 6. Completed the design for upgrade and improvement of the WWTP SCADA System to improve operation, system monitoring and control of all major functions at the WWTP and prepared bid documents. 7. Completed phase II of our inflow abatement program to reduce the volume of stormwater entering our wastewater collection system from the ground above. This included the sealing of manholes, smoke testing to identify leaks in the network and manhole lid inserts. 8. Completed design of phase I infiltration abatement program to reduce the volume of stormwater entering our wastewater collection system from the ground below and prepared bid documents. 9. Completed the design of the WWTP effluent electrical renovation project and prepared bid documents.

UTILITIES

Performance Measures	2017-18 Actual	2017-18 Goal	2018-19 Actual	2018-19 Goal	2019-20 Goal	2020-21 Goal
Outputs						
Number of utility customers assisted via Customer Service Call and Walk-In Centers	39,406	40,000	47,767	40,000	40,000	40,000
Number of potable water meters replaced	1,650	4,000	2,775	2,000	2,000	2,000
Linear feet of gravity sewer mains rehabilitated, eliminating inflow and infiltration into the sanitary sewer system	0	10,000	0	4,000	21,485	21,485
Miles of water main maintained	541	525	525	525	541	525
Fire hydrants maintained	6,889	5,160	3,669	5,220	4,650	4,650
Lift stations maintained	198	198	198	198	202	198
Miles of sanitary sewer maintained	418	412	412	412	418	412
Miles of force main maintained	39	36	36	36	39	36
Effectiveness						
PH (County standard 6.5 - 9.1 or higher)	8.81	9.00	9.00	>9.50	<9.50	<9.50
Total Residual Chlorine (County standard 4.0 or lower)	3.64	3.50	2.11	3.50	<4.00	<4.00
Color (County standard 15.0 or lower)	4.00	5.00	3.00	2.00	<15.00	<15.0
Fluoride ASF (County standard 0.8 or lower)	0.62	0.80	0.70	0.80	<2.00	<0.80
Turbidity NTU (County standard 1.0 or lower)	0.15	0.90	0.11	0.90	<1.00	<1.00
Iron Fe- (County standard 0.3 or lower)	0.03	0.03	0.02	0.30	<0.30	<0.30
CBOD5 Effluent (County standard 20 or lower)	4.66	5.00	8.20	6.00	<20.00	<20.0
TSS Effluent (County standard 20 or lower)	9.77	2.50	15.70	13.00	<20.00	<20.0
Efficiency						
Number of hours required to repair a pressure main break	N/A	4	4	4	N/A	5
Number of hours required to respond to after-hours emergency situations	N/A	1	1	1	N/A	1

UTILITIES

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Revenue Category				
Building Permits	246,722	149,105	311,000	68,588
General Government Charges	84,235	76,844	101,540	68,768
Physical Environment Charges	1,060,862	1,074,573	1,096,960	613,440
Water/Sewer Charges	55,227,024	59,562,098	58,881,000	58,485,000
Investment Income	1,064,931	1,625,658	1,056,000	995,000
Miscellaneous Revenues	-43,573	-275,828	9,000	9,000
Private Gifts / Contributions	124,536	47,900	-	-
Other Miscellaneous Revenues	11,708	6,534	8,280	7,000
Water/Sewer Connection	3,677,444	3,274,112	3,723,591	3,673,272
Appropriated Retained Earnings	-	-	19,417,978	-
Capital Funded By Reserve	-	-	3,160,000	3,540,000
Prior Year Bond Proceeds	-	-	2,775,118	-
Beginning Retained Earnings	-	-	-	1,183,756
Capital Contributed from Developer	-	2,421,033	-	-
Revenue Total $	**61,453,888**	**67,962,028**	**90,540,467**	**68,643,824**

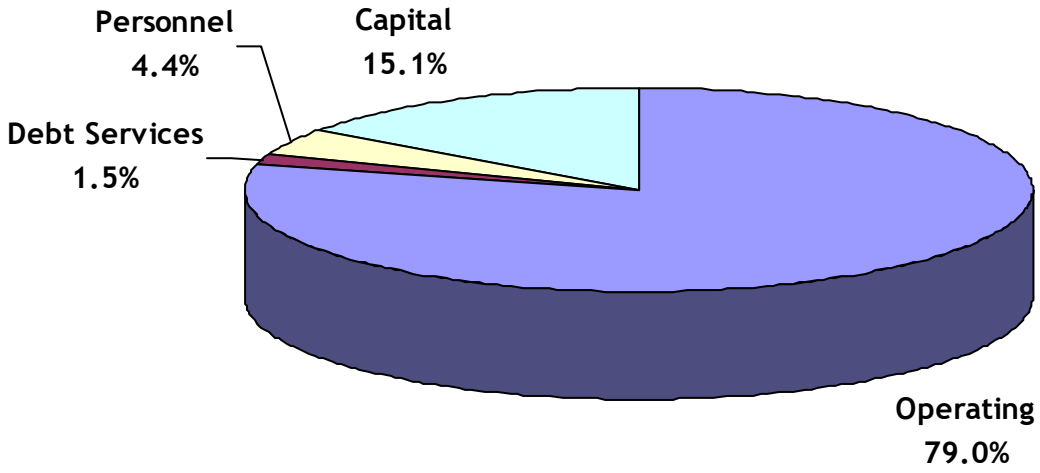
	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Expenditure Category				
Personnel				
Salary	694,185	668,368	938,260	1,074,643
Benefits	3,187,216	1,517,297	1,850,649	1,932,336
Personnel Total	**3,881,400**	**2,185,665**	**2,788,909**	**3,006,979**
Operating				
Professional Services	1,037,712	363,741	1,935,197	1,155,786
Accounting and Auditing	49,415	56,803	57,242	59,532
Other Contractual Services	11,335,322	11,785,280	15,116,169	13,946,949
Travel Per Diem	8,264	4,769	2,510	3,160
Communication and Freight Services	213,047	222,393	217,129	228,924
Utility Services	9,333,737	8,966,128	10,256,704	10,463,052
Rentals and Leases	202,205	274,692	247,879	280,151

UTILITIES

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Expenditure Category				
Operating				
Insurance	1,652,150	1,268,909	1,854,033	1,740,996
Repair and Maintenance Services	1,042,393	911,212	2,197,102	741,132
Printing and Binding	11,886	4,563	3,136	5,500
Depreciation	6,761,690	7,060,598	3,160,000	3,540,000
Other Current Charges and Obligations	15,315,958	16,714,473	17,681,097	18,390,581
Office Supplies	31,565	40,555	32,742	41,000
Operating Supplies	2,816,818	2,635,052	3,418,429	3,575,015
Publications and Memberships	260	2,101	2,000	2,000
Training and Education	-	4,800	1,600	5,000
Operating Total	**49,812,424**	**50,316,068**	**56,182,969**	**54,178,778**
Capital				
Buildings	-	-	2,219,373	-
Improvements Other Than Buildings	-	-	22,488,365	6,306,929
Machinery and Equipment	-	-	5,749,648	4,038,350
Capital Total	**-**	**-**	**30,457,386**	**10,345,279**
Debt Services				
Principal Payments	-	-	841,744	871,205
Other Debt Service Costs	-500	-	-	-
Loan Interest	262,238	233,935	214,459	184,483
Debt Services Total	**261,738**	**233,935**	**1,056,203**	**1,055,688**
Grants and Aid				
Aids to Government Agencies	20,949	34,967	55,000	57,100
Grants and Aid Total	**20,949**	**34,967**	**55,000**	**57,100**
Expenditure Total $	**53,976,511**	**52,770,635**	**90,540,467**	**68,643,824**

UTILITIES

Expenditure Category



Position Title	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
12009 Assistant Director of Public Services	0.5	0.5	0.5	1
12027 Utility Operations Manager	1	-	-	-
12035 Utilities Project Manager	-	0.5	0.5	-
12051 Public Services Director	0.5	0.5	0.5	0.5
12109 Administrative Supervisor	1	1	1	1
12146 Assist.Ut/Compliance Director	-	-	-	1
12147 Assistant Utilities Director	-	-	-	1
12148 Utilities Director	1	1	1	1
12194 Environmental Services Director	-	0.5	0.5	-
12196 Envir Svc/Utilities Director	-	-	-	0.5
12484 Public Services Manager	0.5	0.5	0.5	-
12499 Deputy City Manager	0.5	0.5	0.5	0.5
12500 City Engineer	0.5	0.5	0.5	0.5
12516 Assistant City Manager	0.5	0.5	0.5	0.5
12523 Accountant	0.5	-	-	-
12532 Accountant II	-	0.5	0.5	0.5
12774 Engineer	0.5	0.5	0.5	0.5
Total Full-time	7	7	7	8.5
Part-time	-	-	-	-

PUBLIC INSURANCE FUND

Mission

To effectively administer claims and provide a safe and healthy environment for the City's employees, visitors, and residents.

Goals

The Self Insurance Division is responsible for the implementation and monitoring of the insurance and safety programs of the City. The purpose of the Division is to minimize the City's exposure to financial loss through the effective use of loss prevention and transfer programs, safety programs, and vigilant claims processing.

Objectives

Reduce the severity and frequency of workers' compensation losses by continuous safety training and updating of city-wide Safety Programs.

Reduce the number of automobile accidents through Defensive Driving Training.

Continue to monitor group health and life insurance claims, plan design and fees.

Ensure the City has adequate coverage related to property and casualty insurance to protect its employees and physical assets against loss and liability.

Continue electronic File System Deployment.

Major Functions and Activities

The Risk Management Division is responsible for writing the specifications for insurance programs that will best protect the City's financial interests, its employees, and its physical assets.

Responsible for reporting, negotiating and settling claims against the City in a timely and cost-effective manner.

Responsible for the administration of workers' compensation claims in accordance with Florida Statute 440.

Responsible for providing a safe environment through the use of updated safety programs and training.

Responsible for reviewing all contracts awarded by the Commission to ensure that vendors have adequate insurance coverage when conducting business with the City.

Responsible for coordinating the training of all City employees in areas including, but not limited to, social diversity, sexual harassment, safety, and anger management. Such training is not funded from this Division but is coordinated as necessary.

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

Budget Highlights

The 2020-21 budget reflects a $2.0 million or 7.24% increase over the 2019-20 working budget with increases mainly in health insurance and workers compensation. The budget will provide services and educate employees regarding benefits, monitor procedures to control claim costs, transfer risk as applicable, procure and provide the appropriate cost-effective insurance programs, and investigate and review options to reduce all claim costs including employee benefits.

PUBLIC INSURANCE FUND

Performance Measures	2017-18 Actual	2017-18 Goal	2018-19 Actual	2018-19 Goal	2019-20 Goal	2020-21 Goal
Outputs						
Safety seminars	12	12	12	7	8	7
Effectiveness						
Total claims	120	120	130	140	152	140
Efficiency						
Average workers' compensation insurance cost per FT Employee	$1,497.24	$1,497.00	$1,477.00	$1,488.00	$1,477.00	$1,477.00

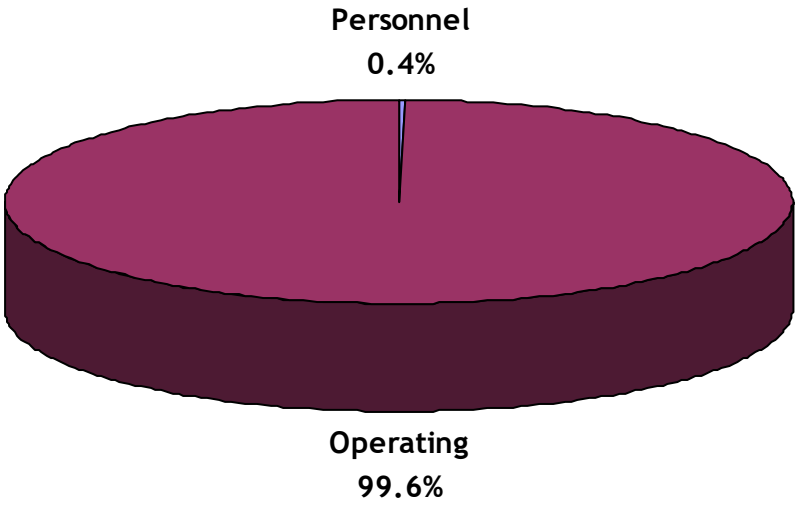
PUBLIC INSURANCE FUND

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Revenue Category				
General Government Charges	16,222,328	16,370,275	26,039,401	27,812,963
Investment Income	159,204	894,341	167,340	384,304
Other Miscellaneous Revenues	4,540,829	5,381,055	1,757,002	1,791,469
Interfund Transfers	-	2,000,000	-	100,000
Beginning Surplus	-	-	-	-100,000
Revenue Total	**$ 20,922,361**	**24,645,671**	**27,963,743**	**29,988,736**

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Expenditure Category				
Personnel				
Salary	76,042	82,637	73,715	78,406
Benefits	178,060	-4,294	37,364	39,481
Personnel Total	**254,101**	**78,343**	**111,079**	**117,887**
Operating				
Other Contractual Services	78,206	80,110	96,000	96,000
Travel Per Diem	-	-	1,500	-
Insurance	20,583,755	22,478,832	27,728,164	29,749,349
Repair and Maintenance Services	-	-	2,000	2,000
Printing and Binding	4,780	5,677	18,000	18,000
Other Current Charges and Obligations	-	-	-	-
Office Supplies	1,519	2,709	4,000	4,000
Operating Supplies	-	-	1,000	750
Training and Education	-	-	2,000	750
Operating Total	**20,668,260**	**22,567,328**	**27,852,664**	**29,870,849**
Expenditure Total	**$ 20,922,361**	**22,645,671**	**27,963,743**	**29,988,736**

PUBLIC INSURANCE FUND

Expenditure Category



Position Title		2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
12017 Risk/Benefits Manager		1	1	1	1
Total	Full-time	1	1	1	1
	Part-time	-	-	-	-

GENERAL EMPLOYEES PENSION

Mission

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

Goals

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

Objectives

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

To keep the GEPP actuarially sound by funding it in accordance with the Actuarially Determined Contribution (ADC), as determined by the Plan's actuary.

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

To ensure that all Employees contribute 7.25% of their gross wages, as required by the Plan.

To correctly pay pension benefits in accordance with stated policy.

Major Functions and Activities

The General Employees Pension Plan was established by referendum in 1973 and restated on October 1, 1989. It has subsequently been amended by the following Ordinances:

ORDINANCE NUMBER DATED
992 April 15, 1992
1058 December 15, 1993
1297 March 17, 1999
1329 February 2, 2000
1413 June 19, 2002
1479 March 17, 2004
1515 May 18, 2005
1520 August 3, 2005
1555 August 16, 2006
1614 September 3, 2008
1668 August 4, 2010
1806 January 7, 2015
1844 April 16, 2016
1865 January 11, 2017
1894 February 7, 2018

The Pension Plan was established to provide retirement benefits to the general employees of the City. The City is required to contribute an actuarially determined amount that, when combined with participants' contributions, will fully provide for all benefits as they become payable. Effective February 1, 2010, all employees are required to contribute 7.25% of regular wages.

As of October 1, 1998, all full-time employees, as defined in the 1973 Referendum, were required to participate in the Pension Plan as a condition of continued employment. Contributions were pre-taxed. Upon normal retirement, a participant would receive a monthly pension amount equal to 2.85% of average yearly earnings for the highest two fiscal years of continuous service multiplied by years of service (not to exceed 28.07 years).

Any employee hired on or after February 1, 2010 is not eligible to participate in the Plan, but will participate in a Defined Contribution Plan. The City will contribute 9% of the employee's base salary for bargaining employees, and 12% of the employee's base salary for exempt employees into the Defined Contribution Plan. Employees will not be required to make a contribution.

Effective July 1, 2010, bargaining unit members are no longer required to contribute to the Plan, and any benefits accrued up to June 30, 2010, are frozen. Bargaining unit members will not accrue any additional benefits. Non-bargaining unit members are still allowed to participate in the Plan and active members are still accruing benefits. Non-bargaining employees hired on or after October 1, 2014 will no longer be eligible to enter this plan. The City is also extending its benefits coverage to all eligible retirees' domestic partners effective October 1, 2014.

GENERAL EMPLOYEES PENSION

Budget Highlights

The City's contribution to the General Employees' Pension for fiscal year 2020-21 is approximately $3.5 million.

The GEPP budget includes an estimated annual rate of return of 6.0%, which approximates $10.0 million in investment income. The actuarial assumption of 6.0% represents the average long-term expected rate of return

Accomplishments

The City's ADC for the fiscal year ended 2018-19 was $2.2 million. This represented a $0.5 million or 18.5% decrease from 2017-18. The City made an additional $7.8 million contribution to the ADC in 2018-19 year, totaling $10.0 million.

The City's ADC for the fiscal year ending 2019-20 is $1.7 million. This represented a $0.5 million or 22.7% decrease from 2018-19. The City will be making an additional $1.8 million contribution to the ADC by the end of the 2019-20 year, totaling $3.5 million.

For the year ended September 30, 2020, the GEPP investments were valued at $207.4 million. The annualized rate of return for this year was 9.22%.

GENERAL EMPLOYEES PENSION

Performance Measures	2017-18 Actual	2017-18 Goal	2018-19 Actual	2018-19 Goal	2019-20 Goal	2020-21 Goal
Outputs						
Retired participants	399	375	408	400	400	420
Benefits (in millions) paid to participants including those in the Deferred Retirement Option Plan (DROP)	$11.1M	$11.0M	$11.4M	$11.0M	$12.0M	$12.0M
Average retirement age	55	55	55	55	55	55
Average salary increase	2.0%	2.0%	2.5%	2.5%	2.5%	2.5%
Effectiveness						
% of transfers completed within a week of due date	100%	100%	100%	100%	100%	100%
Return on investment**	8.20%	7.50%	8.20%	6.75%	6.75%	6.00%
City contribution as a % of covered payroll ^	175.82%	51.70%	412.28%	75.00%	75.00%	75.00%
Efficiency						
% of administrative costs to total assets	0.00%	0.05%	0.01%	0.05%	0.05%	0.05%

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

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

GENERAL EMPLOYEES PENSION

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Revenue Category				
Investment Income	14,441,755	10,371,264	10,000,000	10,000,000
Pension Fund Contributions	5,734,516	10,202,595	3,703,352	3,660,815
Beginning Surplus	-	-	-1,626,352	-1,583,815
Revenue Total	**20,176,270**	**20,573,859**	**12,077,000**	**12,077,000**

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Expenditure Category				
Operating				
Professional Services	52,400	63,847	77,000	77,000
Pension Benefits	11,074,842	11,436,533	12,000,000	12,000,000
Operating Total	**11,127,242**	**11,500,380**	**12,077,000**	**12,077,000**
Expenditure Total	**11,127,242**	**11,500,380**	**12,077,000**	**12,077,000**

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 Actuarially Determined Contribution (ADC), as determined by the Plan's actuary.

To invest the assets of the Plan in accordance with the Investment Policy adopted by the Board.

To ensure that all members of the Plan contribute the required 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
1509 February 17, 2005
1521 August 3, 2005
1572 February 21, 2007
1581 May 16, 2007
1669 August 4, 2010
1670 August 4, 2010
1693 June 15, 2011
1705 October 5, 2011
1709 November 16, 2011
1767 January 15, 2014
1774 April 9, 2014
1819 May 6, 2015
1824 September 16, 2015
1900 March 21, 2018
1915 September 17, 2018
1916 September 17, 2018

The City is required to contribute an actuarially determined amount that, when combined with participants' contributions and contributions from the State of Florida, will fully provide for all benefits as they become payable.

Participants were required to contribute 10.4% of

POLICE AND FIRE PENSION

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.

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

POLICE AND FIRE PENSION

minimum 5% to a maximum 8% per annum.

Budget Highlights

The City's contribution for fiscal year 2020-21 is approximately $28.0 million; this represents a decrease of $0.3 million from 2019-20 working budget.

The Fire and Police Pension budget includes $8.7 million in investment income. The actuarial assumption of 7.75% represents the average long term expected rate of return.

Accomplishments

The City will contribute $30.8 million for the fiscal year ending 2019-20, which is the ADC for the year.

POLICE AND FIRE PENSION

Performance Measures	2017-18 Actual	2017-18 Goal	2018-19 Actual	2018-19 Goal	2019-20 Goal	2020-21 Goal
Outputs						
Retired participants	379	340	394	380	400	419
Benefits (in millions) paid to participants including those in the Deferred Retirement Option Plan (DROP)	$32.5M	$30.0M	$34.1M	$32.0M	$33.0M	$34.0M
Effectiveness						
% of transfers completed within pay period	100%	100%	100%	100%	100%	100%
Return on investment*	10.99%	8.00%	4.01%	7.85%	7.80%	7.75%
City contribution as a % of covered payroll	109.57%	84.10%	104.71%	96.00%	98.00%	98.00%
Efficiency						
% of administrative costs to total fund assets	0.10%	0.20%	0.11%	0.20%	0.20%	0.20%

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

POLICE AND FIRE PENSION

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Revenue Category				
Investment Income	68,299,090	29,407,574	62,500,000	31,000,000
Pension Fund Contributions	31,943,246	32,915,997	33,281,209	33,499,118
Other Miscellaneous Revenues	35,049	-	-	-
Beginning Surplus	-	-	-54,911,209	-22,099,118
Revenue Total	**$ 100,277,385**	**62,323,571**	**40,870,000**	**42,400,000**

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Expenditure Category				
Operating				
Professional Services	4,004,141	4,287,952	4,370,000	4,400,000
Other Current Charges and Obligations	32,981,866	34,185,981	36,500,000	38,000,000
Operating Total	**36,986,007**	**38,473,933**	**40,870,000**	**42,400,000**
Expenditure Total	**$ 36,986,007**	**38,473,933**	**40,870,000**	**42,400,000**

OTHER POSTEMPLOYMENT BENEFITS

Mission

To accumulate sufficient financial resources that will be available to provide Other Post-employment Benefits (OPEB), benefits other than pension, to eligible City retirees and 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 $2.5 million to the actuarially determined annual OPEB cost of $9.2 million to the OPEB Trust Fund, totaling $11.7 million, for fiscal year 2020-21.

Accomplishments

The City will contribute $11.7 million for the fiscal year ending 2019-20, which is an additional $1.6 million to the actuarially determined contribution of $10.1 million.

OTHER POSTEMPLOYMENT BENEFITS

Performance Measures	2017-18 Actual	2017-18 Goal	2018-19 Actual	2018-19 Goal	2019-20 Goal	2020-21 Goal
Outputs						
Retired participants receiving benefits	540	800	559	600	600	600
Retiree health claim benefits paid	$12.1M	$11.0M	$10.9M	$11.5M	$13.5M	$13.0M
Effectiveness						
Return on investments**	11.4%	8.0%	4.8%	7.6%	7.8%	8.0%
City's ADC as a % of City payroll	12.34%	12.00%	14.05%	18.00%	15.00%	9.00%
Efficiency						
City's actual contribution as a % of the ADC	115.5%	100.0%	136.31%	100.0%	100.0%	100.00%
Administrative costs as a % of total fund assets	0.25%	1.25%	0.24%	1.25%	1.25%	1.25%

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

OTHER POSTEMPLOYMENT BENEFITS

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Revenue Category				
Investment Income	8,447,157	4,661,627	4,005,600	4,005,600
Pension Fund Contributions	11,702,240	13,722,749	11,694,000	11,694,000
Other Miscellaneous Revenues	766,768	1,078,469	480,000	565,000
Beginning Surplus	-	-	1,508,401	1,624,400
Revenue Total	**20,916,166**	**19,462,845**	**17,688,001**	**17,889,000**

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Expenditure Category				
Personnel				
Benefits	3,924	4,603	5,000	6,000
Personnel Total	**3,924**	**4,603**	**5,000**	**6,000**
Operating				
Professional Services	388,319	413,223	406,000	454,000
Other Contractual Services	15,607	47,206	50,000	50,000
Insurance	12,366,325	11,145,773	17,227,001	17,379,000
Operating Total	**12,770,251**	**11,606,201**	**17,683,001**	**17,883,000**
Expenditure Total	**12,774,175**	**11,610,804**	**17,688,001**	**17,889,000**

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 FY2020-21.

WETLANDS MITIGATION TRUST FUND

Performance Measures	2017-18 Actual	2017-18 Goal	2018-19 Actual	2018-19 Goal	2019-20 Goal	2020-21 Goal
Outputs						
Funds set aside for wetlands maintenance	$491,159	$550,000	$487,093	$500,000	$480,000	$490,000
Effectiveness						
Investment yield	1.92%	1.00%	2.52%	1.00%	2.50%	2.00%

WETLANDS MITIGATION TRUST FUND

		2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Revenue Category					
Investment Income		9,422	12,394	9,000	9,000
Beginning Surplus		-	-	7,500	7,500
Revenue Total	**$**	**9,422**	**12,394**	**16,500**	**16,500**

		2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Expenditure Category					
Operating					
Professional Services		16,499	16,460	1,500	1,500
Other Contractual Services		-	-	15,000	15,000
Operating Total		**16,499**	**16,460**	**16,500**	**16,500**
Expenditure Total	**$**	**16,499**	**16,460**	**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 fiscal year they are required to formulate their portion of the 5-year CIP out-years. They are obligated not only to include spending plans for the four years subsequent to the ensuing budget year but also to provide a status, known as the Disposition CIP, of the second year of the prior year CIP showing whether items are budgeted, cancelled, or postponed. The four out-years of the CIP do not authorize or fund any projects and are subject to review and amendment during preparation of budgets for subsequent years. The CIP is reviewed by the City Manager, Assistant City Manager, and Finance Director during the preparation process.

The CIP consists of both planned capital outlay and capital projects. “Capital outlay” refers to expenditures for capital items with an initial individual cost of $1,000 or more and an estimated useful life greater than one year. Individual capital outlay items included in the CIP cost $10,000 or greater. On the other hand, “capital projects” refers to capital outlay related to municipal construction. The CIP includes new facilities and improvement to existing facilities as well as the replacement of vehicles and equipment. In short, the CIP includes both recurring and non-recurring capital items. Recurring items are those that are present in almost every budget and have a regular replacement cycle, whereas nonrecurring items are expenses that are of a one-time nature and are unlikely to happen in the near future.

In addition, anticipated purchases of more than one unit for which the individual price is less than $1,000, but for which the aggregate cost exceeds $10,000, are also included in the 5-year Capital Improvement Program; however, these items will be expensed to an operating account instead of a capital account because the unit cost does not meet the capitalization threshold. Further, in accordance with GASB 34, all resurfacing and road repairs are expensed from a repair and maintenance account and not a capital account because these should be treated as repairs.

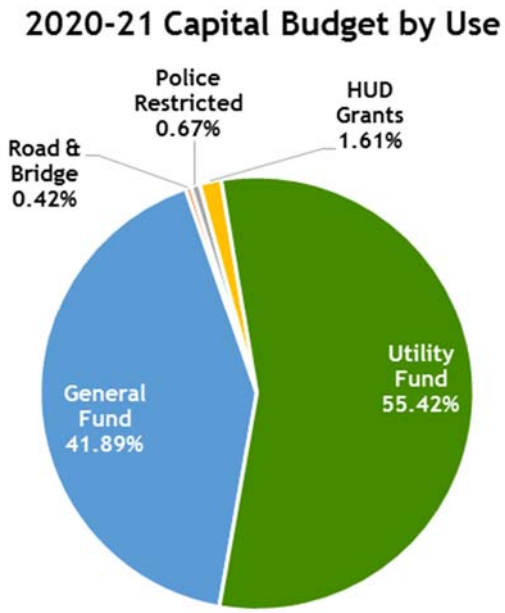
The policies that guide the development of the CIP are as follows:

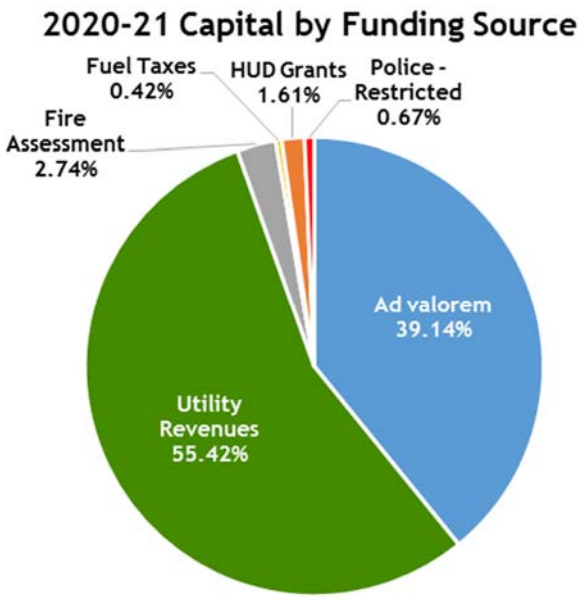
1. The City has developed a multi-year plan for capital improvement that is updated annually with documentation of deviations from the plan.
2. The City will maintain its physical assets at a level adequate to protect the City’s capital investment and minimize future maintenance and replacement costs. The budget will provide for the adequate maintenance and timely replacement of plant and equipment from current revenues whenever possible.
3. The City has provided sufficient funds to replace and upgrade equipment as well as to take advantage of new technology, thereby ensuring that employees have safe and efficient tools to serve the public. It reflects a commitment to further automation and the use of available technology to improve productivity of the City’s work force. The objective for upgrading and replacing equipment includes:
    a. normal replacement as equipment completes its useful life,
    b. upgrades to new technology, and
    c. additional equipment necessary to serve the needs of the City.
4. The City will attempt to ensure, according to its Comprehensive Land Use Plan, that the necessary infrastructure is in place to facilitate the orderly development of vacant land.

5. The City will use the following criteria to evaluate the relative merit of each capital project. Capital expenditures will foster goals of:
    a. economic and neighborhood vitality,
    b. infrastructure and heritage preservation,
    c. capital projects that implement a component of an approved redevelopment plan,
    d. projects specifically included in an approved replacement schedule,
    e. projects that reduce the cost of operations, and projects that increase the cost of operations shall have identified trade-offs or objectives to support those additional costs,
    f. projects that significantly improve safety and reduce risk exposure, and
    g. projects supporting private development must include satisfactory return on investment ratios or a fully documented cost/benefit analysis.

Fiscal Year 2020-21 Capital Budget and Operating Impact

The FY 2020-21 capital budget for all funds is $18.7 million, a decrease of $14.3 million or 43.5% compared to the FY 2019-20 adopted budget. The General Fund and the Utility Fund account for 41.9% and 55.4% of the total appropriations, respectively. The capital budget is funded mainly by utility revenues and ad valorem taxes, as shown in the pie chart below. The public safety capital budget of $4.9 million is 26.1% of the total capital outlay planned for all funds, and the Police Department represents 70.2% of the public safety total. Appropriations for replacement of motor vehicles account for $2.8 million or 58.4% of the public safety capital budget.





Recurring Items: The majority of these items are replacements and, as such, have minimal impact on the operating expenditure budget. For example, the replacement of lift stations are expected to reduce maintenance cost by $50K annually. Notwithstanding, there is a positive non-financial impact as these replacements would maintain or even improve City services.

- $2.1 million – Police vehicles
- $2.0 million – Sanitary sewer pipe rehabilitation
- $0.4 million – Lift station replacement and rehabilitation
- $0.6 million – Ambulance

Nonrecurring Items: The 2020-21 all funds budget has two major (appropriations above $1.0 million) capital projects. Details of these projects are provided in the table below. These capital investments will have a positive non-financial impact through improvements in efficiency and effectiveness.

Project Description	Budget 2020-21	Annual	Operating Impact
Replacement of raw water supply line	**Utility Fund**	**Net**	**Explanation**
Replacement of the raw water supply line between the eastern wellfield and the WTP. Also includes relocation of the 30" force main on the WTP site.	$3.1 Million funded by operating revenues	$0	No operating impact. Project will replace existing supply line.
Advanced Metering Infrastructure (AMI)	**Utility Fund**		
This is Phase I of the AMI - 20-year "equalization" program that aims to maintain 20-year maximum meter age. In this phase all the meters in the City which are 20-years old or older will be replaced with AMR meters that are AMI ready.	$3.7 Million funded by operating revenues	N/A	Cannot be determined at this time. City believes that automation of meter reading will increase efficiency and productivity of personnel in the Utility Department.

CAPITAL IMPROVEMENT PROGRAM

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

	SOURCE OF FUNDING	2020-21	2021-22	2022-23	2023-24	2024-25	Total
GENERAL FUND							
Div. 2001 - Finance							
Computer Programs	Revenues	-	25,000	-	-	-	25,000
Div. 2002 - Technology Services							
Technology Infrastructure	Revenues		-	980,000	250,000	-	1,230,000
Computer Programs/Software & Systems Mod.	Revenues	115,000	370,000	250,000	-	250,000	985,000
Network Servers	Revenues	50,000	50,000	50,000	50,000	50,000	250,000
Vehicles	Revenues	-	-	35,000	35,000	-	70,000
Telephony and Phone Systems	Revenues	100,000	50,000	50,000	50,000	50,000	300,000
Computer Equipment (Not Micro)	Revenues	160,000	200,000	75,000	-	150,000	585,000
Disaster Recovery Software & Hardware	Revenues	-	170,000	120,000	-	120,000	410,000
Improvements - Other	Revenues	427,270	1,090,000	200,000	200,000	200,000	2,117,270
Laptops	Revenues	33,600	30,000	30,000	30,000	30,000	153,600
Other Equipment	Revenues	578,630	545,000	100,000	350,000	100,000	1,673,630
Div. 3001 - Police							
Vehicles	Revenues	2,085,700	2,146,000	1,750,000	1,750,000	2,000,000	9,731,700
Radios	Revenues	133,000	50,000	50,000	50,000	50,000	333,000
Motorcycle	Revenues	25,000	50,000	50,000	50,000	50,000	225,000
Computer System	Revenues	221,900	235,000	200,000	200,000	200,000	1,056,900
Building Improvements	Revenues	110,000	-	-	-	-	110,000
Other Equipment	Revenues	639,466	8,800	-	-	-	648,266
Div. 4003 - Fire Rescue							
(Note: Rev/Fire Asmt = Revenues & Fire Assessment)							
Vehicles	Rev/Fire Asmt	50,000	55,000	55,000	60,000	60,000	280,000
Ladder Truck	Fire Asmt	-	1,300,000	1,200,000	-	-	2,500,000
Fire Engine	Fire Asmt	-	1,040,000	-	1,060,000	600,000	2,700,000
Fire Apparatus Refurbishment	Fire Asmt	50,000	30,000	30,000	30,000	35,000	175,000
Life Pak (12)	Revenues	24,500	-	320,000	-	-	344,500
Ambulances	Revenues	594,000	600,000	300,000	300,000	300,000	2,094,000
Ambulance Refurbishment	Revenues	30,000	20,000	20,000	20,000	25,000	115,000
Command Vehicle	Rev/Fire Asmt	80,000	-	-	75,000	-	155,000
Air System	Fire Asmt	-	-	75,000	-	-	75,000
Rescue Laptops	Revenues	-	60,000	-	-	-	60,000
Radios	Fire Asmt	78,200	35,000	200,000	450,000	300,000	1,063,200
Automated External Defibrillators	Revenues	-	-	25,000	-	-	25,000
SCBA Refurbishment / Replacement	Fire Asmt	-	-	50,000	-	720,000	770,000
Training Facility Refurbishment	Fire Asmt	14,000	-	25,000	25,000	25,000	89,000
Station Refurbishment	Rev/Fire Asmt	100,000	50,000	50,000	100,000	100,000	400,000
Fire Prevention Vehicle	Fire Asmt	18,500	-	37,000	40,000	40,000	135,500
Fire Prevention Computer Equipment (not Micro)	Fire Asmt	-	-	-	10,000	-	10,000
Fire Safety Education Trailer	Fire Asmt	-	-	-	150,000	-	150,000
Computer Programs-RMS	Rev/Fire Asmt	24,000	-	-	-	-	24,000
Body Armor	Revenues	-	-	100,000	-	-	100,000
Automatic CPR Device	Revenues	-	50,000	-	-	-	50,000
Communications upgrade	Rev/Fire Asmt	24,000	-	-	50,000	-	74,000
Computer Equipment (Not Micro)	Rev/Fire Asmt	24,000	-	-	-	-	24,000
Special Equipment - FIRE	Fire Asmt	245,000		-	-	-	245,000
Improvements other than building	Rev/Fire Asmt	79,500		-	-	-	79,500
Other Equipment	Rev/Fire Asmt	16,000		-	-	-	16,000
Extractors (Bunker Gear)	Rev/Fire Asmt		70,000	-	-	-	70,000
Gym Equipment	Rev/Fire Asmt		50,000	-	-	-	50,000
Div. 6001 - General Government Buildings							
Vehicles & Heavy Equipment	Revenues	-	75,000	75,000	75,000	75,000	300,000
Buildings	Revenues	700,000	940,000	800,000	-	-	2,440,000
Other Equipment	Revenues	48,000	275,000	50,000	50,000	50,000	473,000
Building Improvements	Revenues	300,000	150,000	-	-	-	450,000

CAPITAL IMPROVEMENT PROGRAM

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

	SOURCE OF FUNDING	2020-21	2021-22	2022-23	2023-24	2024-25	Total
GENERAL FUND (continued)							
Div. 6004 - Grounds Maintenance							
Vehicles & Heavy Equipment	Revenues	156,000	225,000	225,000	225,000	225,000	1,056,000
Landscaping	* Revenues	200,000	200,000	500,000	500,000	500,000	1,900,000
Div. 6005 - Procurement							
FuelMaster AIM 2.4 Dash Odometer Kits for Vehic	* Revenues	112,000	16,000	16,000	16,000	16,000	176,000
Div. 6006 - Environmental Services							
Vehicles & Heavy Equipment	Revenues	-	30,000	30,000	30,000	30,000	120,000
Div. 6008 - HC Forman Campus							
Vehicles & Heavy Equipment	Revenues	250,000	250,000	250,000	250,000	250,000	1,250,000
Div. 7001 - Recreation & Div. 7006 - Golf							
Vehicles	Revenues	-	60,000	60,000	55,000	60,000	235,000
Heavy Equipment - Parks & Rec & Golf	Revenues	24,000	63,000	25,000	25,000	25,000	162,000
Other Equipment	Revenues	-	512,800	500,000	500,000	500,000	2,012,800
Improvements Other Than Building	Revenues	40,000	500,000	500,000	500,000	500,000	2,040,000
Buildings	Revenues	50,000	425,000	225,000	225,000	225,000	1,150,000
Fencing	Revenues	-	100,000	75,000	75,000	75,000	325,000
Div. 7010- Civic & Cultural Facility							
Building Improvements	Revenues	-	11,500	-	-	-	11,500
Div. 8002 - Housing - Pines Point							
Repair/Replacement of Air-Conditioning Units and Other Appliances: Refrigerators, Washers, Dryers, Ranges, Water Heaters, etc.	* Revenues	80,000	80,000	80,000	80,000	80,000	400,000
Div. 8002 - Housing - Project 603 - Pines Place							
Repair/Replacement of Air-Conditioning Units and Other Appliances: Refrigerators, Washers, Dryers, Ranges, Water Heaters, etc.	* Revenues	75,000	75,000	75,000	75,000	75,000	375,000
Div. 9002 - Planning and Economic Development							
Vehicles	Revenues	24,400	25,000	-	-	-	49,400
TOTAL GENERAL FUND		**8,190,666**	**$ 12,393,100**	**$ 9,913,000**	**$ 8,066,000**	**$ 8,141,000**	**$ 46,703,766**
ROAD & BRIDGE FUND							
Div. 6002 - Maintenance & Div. 6003 - Infrastructure							
Road Resurfacing	* Revenues	2,305,000	1,500,000	1,500,000	1,500,000	1,500,000	8,305,000
Road, Sidewalk, & Drainage Improvements	* Add'l Local Option Gas Tax	475,000	475,000	475,000	475,000	475,000	2,375,000
Guardrails	Revenues	50,000	50,000	50,000	50,000	50,000	250,000
Other Equipment	Revenues	28,000	28,000	28,000	28,000	28,000	140,000
TOTAL ROAD & BRIDGE FUND		**$ 2,858,000**	**$ 2,053,000**	**$ 2,053,000**	**$ 2,053,000**	**$ 2,053,000**	**$ 11,070,000**

CAPITAL IMPROVEMENT PROGRAM

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

	SOURCE OF FUNDING	2020-21	2021-22	2022-23	2023-24	2024-25	Total
UTILITY FUND							
Div. 6010 - Utilities Administrative Services							
Buildings	Revenues	-	1,410,000	1,200,000	-	-	2,610,000
Vehicles & Heavy Equipment	Revenues	-	28,082	-	-	-	28,082
Sub Total for Admin Services		-	1,438,082	1,200,000	-	-	2,638,082
Div. 6021 - Sewer Collection & Div. 6022 - Sewer Treatment							
Lift Station Replacements (9 per year)	Revenues	-	930,000	1,014,000	1,051,000	1,079,000	4,074,000
Lift Station Rehabilitation	Revenues	396,000	1,547,600	933,600	448,000	1,450,000	4,775,200
Gravity Sewer Lines - Repair & Re-Line	Revenues	2,010,840	3,172,000	2,132,000	2,192,000	2,273,000	11,779,840
SCADA Upgrade	Revenues	-	27,000	28,000	29,000	29,000	113,000
Vehicles & Heavy Equipment	Revenues	-	84,082	57,000	59,000	411,000	611,082
Small Equipment - Pumps, Hoses, etc.	Revenues	-	33,000	34,000	36,000	36,000	139,000
Force Main Replacement	Revenues	250,000	1,500,000	1,500,000	-	-	3,250,000
Treatment Units - Rehabilitation	Revenues	-	2,244,000	2,156,000	2,822,000	2,208,000	9,430,000
Buildings - Rehabilitate or Replace	Revenues	-	56,000	57,000	59,000	61,000	233,000
Replace Pumps, Generators, Tanks, etc.	Revenues	388,350	462,000	1,005,000	492,000	506,000	2,853,350
Improvements Other Than Building	Revenues	439,650	3,721,105	565,000	169,000	176,000	5,070,755
Miscellaneous Items	Revenues	-	102,000	53,000	105,000	57,000	317,000
Sub Total for Sewer		3,484,840	13,878,787	9,534,600	7,462,000	8,286,000	42,646,227
Div. 6031 - Water Plant & Div. 6032 - Water Distribution (except AWS)							
Rehab Raw Water Well	Revenues	3,090,439	155,000	165,000	169,000	176,000	3,755,439
Treatment Units - Rehabilitate (A, B, C, D)	Revenues	-	850,000	927,000	400,000	650,000	2,827,000
Replace Back-up Generators & Fuel Tanks	Revenues	-	800,000	-	824,000	-	1,624,000
Miscellaneous Equipment - Replacements	Revenues	-	383,000	405,000	415,000	430,000	1,633,000
Water Mains - Replacements	Revenues	-	7,703,000	7,455,000	5,698,000	5,869,000	26,725,000
Vehicles & Heavy Equipment for Utility	Revenues	-	223,082	-	207,000	-	430,082
Small Equipment - Pumps, Hoses, Hydrants, etc.	Revenues	-	311,000	296,000	305,000	314,000	1,226,000
Advanced Metering Infrastructure (AMI) Program	Revenues	3,650,000	-	-	-	1,356,000	5,006,000
Improvements Other Than Building	Revenues	120,000	1,973,000	1,670,000	863,000	867,000	5,493,000
Miscellaneous Items	Revenues	-	50,000	52,000	53,000	55,000	210,000
Sub Total for Water		6,860,439	12,448,082	10,970,000	8,934,000	9,717,000	48,929,521
TOTAL UTILITY FUND		**$ 10,345,279**	**$ 27,764,951**	**$ 21,704,600**	**$ 16,396,000**	**$ 18,003,000**	**$ 94,213,830**
TOTAL CIP - ALL FUNDS		**$ 21,393,945**	**$ 42,211,051**	**$ 33,670,600**	**$ 26,515,000**	**$ 28,197,000**	**$ 151,987,596**
Less Operating Items *		(3,247,000)	(2,346,000)	(2,646,000)	(2,646,000)	(2,646,000)	(13,531,000)
Plus Non-CIP Funds		424,999	-	-	-	-	424,999
Plus Non-CIP Capital Items:							
Div. 1001 - City Clerk		5,000	-	-	-	-	5,000
Div. 2001 - Finance		-	4,000	-	-	-	4,000
Div. 3001 - Police		75,979	-	-	-	-	75,979
Div. 7001- Recreation		-	8,990	-	-	-	8,990
Div. 7010- Civic & Cultural Activity		9,000	-	-	-	-	9,000
Div. 8002 - Housing Division - Pines Place		5,000	-	-	-	-	5,000
TOTAL CAPITAL - ALL FUNDS		**$ 18,666,923**	**$ 39,878,041**	**$ 31,024,600**	**$ 23,869,000**	**$ 25,551,000**	**$ 138,989,564**

* 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.

DISPOSITION OF PRIOR CIP

	SOURCE OF FUNDING	2020-21 CIP Plan	2020-21 Budget	Postponed	Cancelled#	2019-20 Budget
Fund 1 General Fund						
Div. 2001 - Finance						
Computer Programs	Revenues			25,000	-	-
Div. 2002 - Technology Services						
Technology Infrastructure	Revenues	980,000	-	980,000	-	
Computer Programs/Software & Systems Mod.	Revenues	500,000	115,000	120,000	265,000	
Network Servers	Revenues	44,000	50,000	-	-	-
Telephony and Phone Systems	Revenues	44,000	100,000	-	-	-
Computer Equipment (Not Micro)	Revenues	150,000	160,000	50,000	-	-
Disaster Recovery Software & Hardware	Revenues	35,000		-	35,000	
Improvements - Other	Revenues	200,000	427,270	435,000	-	-
Laptops	Revenues	-	33,600	-	-	-
Other Equipment	Revenues	350,000	578,630	200,000	-	-
Div. 3001 - Police						
Vehicles	Revenues	1,500,000	2,085,700	396,000	38,200	1,110,121
Radios	Revenues	50,000	133,000	-	93,000	43,800
Motorcycle	Revenues	50,000	25,000	-	25,000	85,500
Computer System	Revenues	200,000	221,900	35,000	-	293,761
Building Improvements	Revenues	-	110,000	-	-	-
Other Equipment	Revenues	-	639,466	8,800	-	-
Div. 4003 - Fire Rescue						
(Note: Rev/Fire Asmt = Revenues & Fire Assessment)						
Vehicles	Rev/Fire Asmt	55,000	50,000	-	5,000	-
Ladder Truck	Fire Asmt	1,200,000	-	1,300,000	-	-
Fire Apparatus Refurbishment	Fire Asmt	25,000	50,000	-	-	-
Special equip - rescue	Revenues	-	24,500	320,000	-	-
Ambulances	Revenues	580,000	594,000	-	-	-
Ambulance Refurbishment	Revenues	15,000	30,000	-	-	-
Command Vehicle	Rev/Fire Asmt	150,000	80,000	-	70,000	-
Radios - All	Fire Asmt	35,000	78,200	-	-	-
Automated External Defibrillators	Revenues	25,000	-	-	25,000	-
Training Facility Upgrades/Fire Academy	Rev/Fire Asmt	50,000	14,000	-	36,000	-
Station Refurbishment	Rev/Fire Asmt	50,000	100,000	-	-	-
Fire Prevention Vehicle	Fire Asmt	18,500	18,500	-	-	-
Computer Programs-RMS	Rev/Fire Asmt	-	24,000	-	-	-
Communications Upgrade	Rev/Fire Asmt	-	24,000	-	-	-
Computer Equipment (not micro)	Fire Asmt	-	24,000	-	-	-
Other Equipment - Fire	Fire Asmt	-	245,000	-	-	-
Other Equipment - Split	Rev/Fire Asmt	-	95,500	-	-	-
Div. 6001 - General Government Buildings						
Vehicles & Heavy Equipment	Revenues	75,000	-	-	75,000	-
Buildings	Revenues	940,000	700,000	240,000	-	-
Fencing		-	300,000	-	-	-
Lighting		-	-	150,000	-	-
Other Equipment	Revenues	50,000	48,000	225,000	-	-
Div. 6004 - Grounds Maintenance						
Vehicles & Heavy Equipment	Revenues	225,000	156,000	-	69,000	-
Landscaping	* Revenues	1,000,000	200,000	-	800,000	-
Div. 6005 - Procurement						
FuelMaster AIM 2.4 Dash Odometer Kits for Vehicles	* Revenues	-	112,000	-	-	-

DISPOSITION OF PRIOR CIP

	SOURCE OF FUNDING	2020-21 CIP Plan	2020-21 Budget	Postponed	Cancelled#	2019-20 Budget
Fund 1 General Fund (continued)						
Div. 6006 - Environmental Services						
Vehicles & Heavy Equipment	Revenues	30,000	-	-	30,000	-
Div. 6008 - HC Forman Campus						
Vehicles & Heavy Equipment	Revenues	-	250,000	-	-	-
Div. 7001 - Recreation & Cultural Arts & Div. 7006 - Golf						
Vehicles	Revenues	55,000	-	-	55,000	-
Heavy Equipment - Parks & Rec & Golf	Revenues	25,000	24,000	38,000	-	-
Other Equipment	Revenues	500,000	-	12,800	478,210	-
Improvements Other Than Building	Revenues	500,000	40,000	-	160,000	-
Buildings	Revenues	225,000	50,000	200,000	-	-
Fencing	Revenues	75,000	-	25,000	50,000	-
Div. 7010- Civic & Cultural Facility						
Building Improvements	Revenues	-	-	11,500	-	-
Div. 8002 - Housing - Pines Point						
Repair/Replacement of Air-Conditioning Units & Other Applia *	Revenues	80,000	80,000	-	-	-
Div. 8002 - Housing -Project 603-Pines Place						
				-	-	-
Repair/Replacement of Air-Conditioning Units & Other Applia *	Revenues	75,000	75,000			-
Div. 9002 - Planning and Economic Development						
Vehicles	Revenues	-	24,400	-	-	-
TOTAL GENERAL FUND		**$ 10,161,500**	**$ 8,190,666**	**$ 4,772,100**	**$ 2,309,410**	**$ 1,533,182**
Fund 100 - Road & Bridge Fund						
Div. 6002 - Maintenance & Div. 6003 - Infrastructure						
Road Resurfacing *	Revenues	1,500,000	2,305,000	-	-	-
Guardrails		-	50,000	-	-	-
Other Equipment - Signage		-	28,000	-	-	-
Road, Sidewalk, & Drainage Improvements *	Add'l LocalOption Gas Tax	150,000	475,000	-	-	-
TOTAL ROAD & BRIDGE FUND		**$ 1,650,000**	**$ 2,858,000**	**$ -**	**$ -**	**$ -**
Fund 471 - Utility Fund						
Div. 6010 - Utilities Administrative Services						
Health Park Building 67 (Polk Building) Conversion	Revenues	1,410,000	-	1,410,000	-	-
Vehicles & Heavy Equipment	Revenues	-	-	28,082	-	-
Sub Total for Admin Services		$ 1,410,000	$ -	$ 1,438,082	$ -	$ -

DISPOSITION OF PRIOR CIP

	SOURCE OF FUNDING	2020-21 CIP Plan	2020-21 Budget	Postponed	Cancelled#	2019-20 Budget
Fund 471 - Utility Fund (continued)						
Div. 6021-Sewer Collection & Div. 6022-Sewer Treatment						
Lift Station Replacement (9 per year)	Revenues	958,000	-	958,000	-	-
Lift Station Rehabilitation	Revenues	746,733	396,000	616,000	-	-
Gravity Sewer Lines - Replace	Revenues	1,545,000	2,010,840	-	-	-
SCADA Upgrade (Lift Station Telemetry)	Revenues	258,000	-	258,000	-	-
Vehicles & Heavy Equipment	Revenues	52,000	-	28,082	23,918	-
Small Equipment - Pumps, Hoses, etc.	Revenues	31,000	-	-	31,000	-
Force Main Replacement	Revenues	500,000	250,000	250,000	-	-
Treatment Units - Rehabilitation	Revenues	460,000	-	460,000	-	-
Buildings - rehabilitate or replace	Revenues	52,000	-	-	52,000	-
Replace Pumps, Generators, Tanks, etc.	Revenues	1,239,000	388,350	739,000		-
Improvements other than Building	Revenues	155,000	439,650	596,105	-	-
Miscellaneous Items	Revenues	100,000	-	50,000	50,000	-
Subtotal for Sewer		$ 6,096,733	$ 3,484,840	$ 3,955,187	$ 156,918	$ -
Div. 6031-Water Plant & Div. 6032-Water Distribution (except AWS)						
Replace Raw Water Well	Revenues	155,000	3,090,439	-	-	-
Treatment Units- Rehabilitate (A, B, C)	Revenues	850,000	-	850,000		-
Miscellaneous Equipment - Replacements	Revenues	5,770,000	-	-	5,770,000	-
Water Mains - Replacements	Revenues	3,318,000	-	3,318,000	-	-
Advanced Metering Infrastructure (AMI) Program	Revenues	-	3,650,000	-	-	-
Vehicles & Heavy Equipment for Utility	Revenues	195,000	-	195,000	-	-
Small Equipment - Pumps, Hoses, etc.	Revenues	466,000	-	466,000	-	-
Improvements other than Building	Revenues	1,703,000	120,000	1,583,000	-	-
Miscellaneous Items	Revenues	50,000	-	-	50,000	-
Subtotal for Water		$ 12,507,000	$ 6,860,439	$ 6,412,000	$ 5,820,000	$ -
TOTAL UTILITY FUND		**$ 20,013,733**	**$ 10,345,279**	**$ 11,805,269**	**$ 5,976,918**	**$ -**
TOTAL DISPOSITION- ALL FUNDS		**$ 31,825,233**	**$ 21,393,945**	**$ 16,577,369**	**$ 8,286,328**	**$ 1,533,182**
Less Operating Items *		(2,805,000)	(3,247,000)	-	(800,000)	-
Plus Non-CIP Funds			424,999	-	-	-
Plus Non-CIP Capital Items:						
Div. 1001 - City Clerk			5,000	-	-	-
Div. 2001 - Finance			-	-	-	
Div. 4003 - Fire Rescue			75,979	-	-	-
Div. 7001 - Recreation, Cultural Arts & Golf Course			-	-	-	
Div. 7010- Civic & Cultural Activity			9,000	-	-	-
Div. 8002 - Housing Division - Pines Place			5,000	-	-	-
TOTAL CAPITAL - ALL FUNDS		**$ 29,020,233**	**$ 18,666,923**	**$ 16,577,369**	**$ 7,486,328**	**$ 1,533,182**

***** 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.

Cancelled funds may include projects no longer contemplated, already performed, and/or have been reassigned to another major project.

City of Pembroke Pines, Florida - Revenue Detail

Account -Division -Project	Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Entity 1 General Fund					
Taxes					
Ad Valorem Taxes					
311001	Current real/personal property tax	64,434,368	68,787,774	72,937,350	77,076,815
311002	Delinq real/personal property taxes	150,355	17,330	-	-
	Ad Valorem Taxes	**64,584,724**	**68,805,103**	**72,937,350**	**77,076,815**
Insurance Premium Taxes					
312510-4003	Fire Insurance Premium Tax	1,027,678	1,428,643	1,027,678	1,428,643
312520	Casualty Insurance Premium Tax	1,458,281	1,549,950	1,458,281	1,549,950
	Insurance Premium Taxes	**2,485,959**	**2,978,593**	**2,485,959**	**2,978,593**
Utility Taxes					
314100	Public service taxes- Electric service	9,971,310	10,098,783	10,324,027	10,322,878
314300	Public service taxes- Water	1,609,909	1,178,651	1,590,355	585,052
314400	Public service taxes- Gas	168,236	162,446	174,000	164,000
314800	Public service taxes- Propane	61,980	65,726	71,000	65,000
	Utility Taxes	**11,811,435**	**11,505,606**	**12,159,382**	**11,136,930**
Local Business Tax					
316000	Local business tax - City	3,609,836	3,588,457	3,634,000	3,619,000
	Local Business Tax	**3,609,836**	**3,588,457**	**3,634,000**	**3,619,000**
	Taxes	**82,491,954**	**86,877,760**	**91,216,691**	**94,811,338**
Permits, Fees & Assessments					
Building Permits					
322016-9002	Building permit review	193,623	168,063	120,000	120,000
322037-9002	Special event permit review	1,650	950	1,500	2,000
322040-1001	Garage sales	4,050	4,020	6,500	6,500
322041-1001	POD annual permits	1,000	1,000	500	1,000
322050-9002	Landscaping permit	255,806	92,961	100,000	70,000
322055-6006	Paving/drainage permits	749,281	431,077	350,000	300,000
322075-1001	Sign renewal fee	31,247	31,809	33,509	33,509
	Building Permits	**1,236,657**	**729,880**	**612,009**	**533,009**
Franchise Fees					
323100	Franchise fees- Electricity	7,662,347	7,646,764	8,177,160	8,013,567
323400	Franchise fees- Gas	141,224	132,902	143,000	128,000
323600	Privilege fees- Sewer	3,386,581	3,697,034	3,666,000	3,607,000
323700	Franchise fees-Sanitation-Non-Franchisee	272,627	203,151	232,000	201,000
323720	Franchise fees- Sanitation-Franchisee	2,725,521	2,999,261	2,848,100	3,195,000
323910	Franchise fees- Bus bench/shelter ad	132,000	132,000	132,000	132,000

City of Pembroke Pines, Florida - Revenue Detail

Account -Division -Project	Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Franchise Fees					
323930	Franchise fees- Rsrc Rcvry Host Fee	1,684,987	1,663,077	1,656,000	1,669,800
323940	Franchise fees- Towing service	277,046	205,000	205,000	209,531
	Franchise Fees	**16,282,334**	**16,679,189**	**17,059,260**	**17,155,898**
Special Assessments					
325110-4003	Fire equipment assessment	147,828	115,187	100,000	100,000
325130-3001	Police equipment assessment	117,941	94,988	84,000	84,000
325220-4003	Fire protection special assmt	23,995,306	24,149,918	23,497,744	26,079,510
325221-4003	Interim Fire special assmt	607,344	328,221	270,000	300,000
	Special Assessments	**24,868,419**	**24,688,314**	**23,951,744**	**26,563,510**
Other Licenses, Fees & Permits					
329200-1001	Annual Lobbyist Registration Fee	700	700	800	800
329300-9002	Tree Removal-Relocation Permit	5,000	6,170	3,500	3,500
	Other Licenses, Fees & Permits	**5,700**	**6,870**	**4,300**	**4,300**
	Permits, Fees & Assessments	**42,393,109**	**42,104,252**	**41,627,313**	**44,256,717**
Intergovernmental Revenue					
Federal Grants					
331211-3001	Bulletproof Vest Grant	-	23,908	7,214	-
331223-3001	Hazard Mitigation Grant	-	-	332,887	-
331223-4003	Hazard Mitigation Grant	-	-	1,664,681	-
331223-6001	Hazard Mitigation Grant	-	-	1,558,500	-
331500-8001	Elderly energy assistance	26,722	15,325	20,928	21,955
331510-3050-3377	Federal emergency mgmnt agency	13,071	-	-	-
331510-3050-4337	Federal emergency mgmnt agency	33,606	-	-	-
331601-4003	Federal Pass-through State GT	11,636	-	-	-
331711-7010	Promotion of the Humanities	-	-	5,000	-
331816-4003	Assistance to Firefighters Grant (AFG)	97,615	-	-	-
331940-4003	National Bioterrorism Hospital Prep	-	-	3,000	3,000
	Federal Grants	**182,649**	**39,234**	**3,592,210**	**24,955**
State Grants					
334220-4003	EMS State Grant	6,059	-	-	-
334223-4003	Local G'vt Fire Grant	72,053	527,947	-	-
334740-7010-312	General Program Support Grant	9,402	-	45,180	-
334807-7001-314	Community Development Projects Grant	249,500	-	-	-
334960-3050-3377	FEMA- State Share	2,178	-	-	-
	State Grants	**339,193**	**527,947**	**45,180**	**-**

City of Pembroke Pines, Florida - Revenue Detail

Account -Division -Project	Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
State Shared					
335121	Sales Tax Proceeds	4,386,162	4,615,212	4,788,000	3,675,000
335140-800	Mobile home licenses	1,732	2,314	2,000	2,200
335150-800	Beverage licenses	61,254	64,735	55,000	58,000
335180	Local gov 1/2cent sale tax	11,186,202	11,097,737	11,943,000	9,822,000
335200-4003	Firefighter supplemental comp	91,382	89,090	90,000	92,000
	State Shared	**15,726,733**	**15,869,087**	**16,878,000**	**13,649,200**
Grants from Local Units					
337656-7001-304	CSC Maximizing Out-of-Sch Time	99,967	102,343	-	-
337902-7010-311	Community Foundation for Broward	12,671	-	-	-
	Grants from Local Units	**112,638**	**102,343**	**-**	**-**
Occupational Licenses / County					
338000	Local business tax - County	168,769	169,854	177,000	168,000
	Occupational Licenses / County	**168,769**	**169,854**	**177,000**	**168,000**
	Intergovernmental Revenue	**16,529,982**	**16,708,465**	**20,692,390**	**13,842,155**
Charges for Services					
General Government Charges					
341200-800	Administrative fees	12,294,600	13,595,719	14,859,114	15,696,427
341280-6008-670	Credit enhancement fee	-	24,028	50,000	50,000
341280-800	Credit enhancement fee	50,000	4,167	-	-
341292-6008-60	Housing application fee	110	199	300	300
341292-6008-65	Housing application fee	50	-	-	-
341292-8002	Housing application fee	3,930	5,950	4,500	4,500
341292-8002-603	Housing application fee	18,350	21,925	16,480	16,480
341296-6008-670	Maintenance/administrative fees	30,655	17,927	32,580	31,941
341298-800	Payment in lieu of taxes	1,310,736	1,315,239	1,298,952	1,353,475
341300-3001-9007	Admin Hearing Fee	4,300	4,950	4,800	5,400
341305-3001-9007	Registration of Abandoned Property	30,900	27,150	38,400	25,200
341310-800	Adm. Fee - Building Services	173,809	179,331	179,300	184,600
341311-2002	Admin Fee - Technical Services	876,403	825,686	589,789	899,279
341904-800	Administrative fee-25% surcharge	9,676	8,663	7,200	4,500
341905-9002	Planning & Zoning Board surcharge	1,280	1,597	1,400	1,400
341917-800	Administration fee - Sanitation	275,215	297,565	273,000	285,000
341918-800	Contract Administration - Sanitation	120,000	120,000	120,000	120,000
341921-9002	Local business tax review fee	15,554	16,096	15,000	20,000
341932-1001	Certify copy record search	5,979	6,751	12,500	7,000
341934-6006	Engineering charges to Utility	140,370	136,872	136,254	141,041
341936-6006	Engineering plan review fee	40,224	46,120	28,000	28,000
341940-9002	Land use plan amendments	-	18,581	18,500	10,600

City of Pembroke Pines, Florida - Revenue Detail

Account -Division -Project	Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
General Government Charges					
341941-9002	(DRI) Development of Regional Impact Fee	-	1,008	6,000	6,800
341942-9002	Flexibility Allocation Fees	2,000	-	2,100	4,270
341948-2001	Lien research	230,400	224,950	210,000	215,000
341952-1001	Notary fees	510	440	700	450
341956-1001	Other government filing fees	8,069	1,800	10,000	10,000
341957-1001	Passport Fee	118,714	140,788	155,000	155,000
341960-9002	Plat approval fees	23,656	6,195	14,000	10,000
341968-1001	Sale of code of ordinance	33	-	100	100
341969-9002	BOA Review Fees	6,750	7,250	2,500	4,500
341973-9002	Map reproduction	-	20	60	60
341976-9002	Sign approval fees	5,620	16,438	7,000	7,400
341979-9002	Group Home Research	145	180	160	160
341980-9002	Site review fees	74,153	93,376	52,000	52,000
341981-7010-350	Entrance Fee	8,345	5,611	10,000	-
341982-201 -315	Advertising	9,898	19,088	33,000	33,000
341985-9002	Site or Zoning Inspection	17,514	13,881	7,000	8,000
341986-9002	P & Z Variance Review Fees	20,250	37,875	21,000	17,050
341987-9002	Deed Restriction processing	-	-	160	160
341991-9002	Zoning letters	4,250	7,900	6,200	8,500
341992-9002	Zoning fees (public hearings)	31,000	21,060	20,000	17,000
341994-9002	Miscellaneous Fees	20,700	27,836	20,000	15,000
341995-9002	Alcoholic Beverage License Review	3,100	3,187	4,400	4,400
341996-9002	Special Exception Fees	-	-	2,100	4,270
341997-9002	Deferral Fee	-	1,032	1,060	1,060
341999-9002	Appeal of Decision	-	-	1,600	3,200
	General Government Charges	**15,987,248**	**17,304,428**	**18,272,209**	**19,462,523**
Public Safety Charges					
342100-3001	Police services	104,248	41,609	48,600	44,100
342120-3001-303	School Resource Officers	847,292	1,103,633	1,038,283	1,104,594
342120-3001-313	School Resource Officers	214,266	214,266	214,266	-
342150-3001	Take Home Vehicle Program	30,357	28,840	24,480	30,180
342202-4003-678	Annual Fire Inspection Fee	511,183	671,042	615,500	685,000
342203-4003-678	Life Safety Plan Reviews & Inspections	570,308	348,920	495,000	410,000
342204-3001	False Alarm Fee	165,166	115,650	144,300	132,900
342204-4003-678	False Alarm Fee	55,400	38,000	55,400	38,000
342501-4003-678	Fee - Expediting Overtime	34,220	20,263	19,000	21,000
342502-4003-678	Fee - Fire Watch Overtime	-	-	-	12,000
342600-4003	Rescue transport fees	3,609,095	3,752,096	3,551,000	3,663,000
342601-4003	Medical Transport (PEMT AHCA)	-	-	-	180,612
342602-4003	Medicaid MCO Supplemental	-	-	264,729	264,729
342900-4003	CPR certification	8,579	8,999	10,500	10,000
342901-4003	ILA-Fire Rescue services to Bwrd County	10,000	4,000	12,000	10,000

City of Pembroke Pines, Florida - Revenue Detail

Account -Division -Project	Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Public Safety Charges					
342930-4003	Fire detail	31,866	27,050	27,000	27,000
342940-3001	Police detail	207,735	404,784	216,000	360,000
342960-3001	Police civilian academy	3,685	1,280	2,800	2,800
	Public Safety Charges	**6,403,400**	**6,780,434**	**6,738,858**	**6,995,915**
Transportation Charges					
344910-8001	Transportation Services	-	473	240	280
	Transportation Charges	**-**	**473**	**240**	**280**
Recreation Charges					
347200-7001	Clean up fees	15,792	18,062	17,890	2,770
347210-5002-203	Summer program fees	69,744	67,609	98,793	93,690
347210-5002-205	Summer program fees	146,769	141,825	196,822	202,862
347210-5002-208	Summer program fees	190,314	153,601	213,210	218,600
347210-5002-209	Summer program fees	260,093	244,526	241,980	234,195
347210-7001	Summer program fees	207,251	270,640	210,150	-
347215-5002-203	Summer activity fees	7,565	9,201	6,300	5,800
347215-5002-205	Summer activity fees	13,299	17,253	23,700	24,050
347215-5002-208	Summer activity fees	29,013	21,251	21,600	21,200
347215-5002-209	Summer activity fees	44,161	37,062	45,650	44,550
347220-5002-203	Sch Year Activity Fee	4,913	5,325	5,680	4,700
347220-5002-205	Sch Year Activity Fee	6,723	5,130	7,475	7,975
347220-5002-208	Sch Year Activity Fee	32,444	29,954	38,475	28,575
347220-5002-209	Sch Year Activity Fee	36,772	41,380	48,050	48,005
347225-7001	Youth Athletic Program	110,857	94,815	111,000	50,000
347301-7010-340	Civic Center Operating Revenues	582,485	669,329	671,695	138,050
347302-7006	Golf Restaurant Operating Rev	-	-	549,121	583,335
347400-7003	Special events	36,800	30,152	61,370	41,470
347450-7001	Special Population Programs	10,990	-	-	-
347504-7006	Driving range fees	64,008	58,687	65,000	60,000
347508-7006	Golf bag storage	3,424	3,790	4,000	4,500
347512-7006	Golf cart rental	1,410,842	1,444,005	1,450,000	1,475,000
347516-7006	Golf club rentals	10,045	7,035	9,000	7,500
347520-7006	Golf green fees	411,629	355,312	440,000	400,000
347524-7006	Golf handicaps fees	1,030	1,246	2,000	1,200
347528-7006	Golf locker rental	1,127	1,175	1,500	1,500
347532-7006	Golf memberships	68,165	94,650	95,000	95,000
347536-7001	Gymnasium fees	-	247	-	1,000
347540-7001	Membership fitness center	8,749	9,583	9,000	-
347548-7001	Racquet club fees	809	4,020	1,500	-
347552-7001	Racquet club memberships	1,226	680	800	-
347556-7001	Recreation classes by staff	1,187	980	1,150	-
347556-8001	Recreation classes by staff	85,137	86,359	141,139	129,463

City of Pembroke Pines, Florida - Revenue Detail

Account -Division -Project	Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Recreation Charges					
347564-7001	Swimming fees	6,682	6,650	7,200	4,100
347565-7001	Athletic fees-non resident	80,310	54,835	85,000	30,000
347566-7001	Youth Soccer Fees	187,829	189,895	190,000	95,000
347568-7001	Swimming lessons by staff	64,046	52,082	65,620	17,000
347572-7001	Swimming pool membership	3,265	22,131	18,648	7,434
347573-7001	Community Swim Team Fees	52,577	49,539	52,000	40,000
347576-7001	Tennis court fees	8,800	11,590	9,000	13,000
347580-7001	Tennis lessons	24,414	48,220	60,000	60,000
347584-7001	Tennis membership fees	17,027	25,052	22,552	20,350
347908-7001	Art & Cultural Program Fees	39,623	53,295	48,000	19,685
347909-7001	ArtsPark Program Fees	60,484	73,128	61,260	9,450
347911-7001	Community garden fees	840	540	800	500
347925-7001	Taxable Recreational Fees	20	-	84	84
	Recreation Charges	**4,419,278**	**4,511,840**	**5,409,214**	**4,241,593**
Education Charges					
347951-5002-203	EDC Fees - State VPK	56,412	71,690	65,205	65,205
347951-5002-205	EDC Fees - State VPK	132,941	114,804	130,203	130,203
347951-5002-208	EDC Fees - State VPK	216,903	240,929	223,560	223,560
347951-5002-209	EDC Fees - State VPK	199,931	191,611	204,240	308,358
347955-5002-203	EDC Fees - State Supplement	54,279	96,679	49,418	22,680
347955-5002-205	EDC Fees - State Supplement	29,985	84,976	23,052	23,052
347955-5002-208	EDC Fees - State Supplement	13,457	-	-	-
347955-5002-209	EDC Fees - State Supplement	1,430	26,704	7,182	-
347961-5002-203	Early Development Center Fees	309,192	350,921	456,767	424,835
347961-5002-205	Early Development Center Fees	659,246	601,392	830,004	828,426
347961-5002-208	Early Development Center Fees	1,227,324	1,164,381	1,248,394	1,127,053
347961-5002-209	Early Development Center Fees	1,272,269	1,248,242	1,326,056	1,237,463
347969-5002-203	EDC registration fees	9,797	10,278	8,800	8,040
347969-5002-205	EDC registration fees	12,226	12,134	16,536	16,512
347969-5002-208	EDC registration fees	24,326	20,262	27,120	29,992
347969-5002-209	EDC registration fees	26,558	28,064	32,113	28,928
	Education Charges	**4,246,276**	**4,263,065**	**4,648,650**	**4,474,307**
	Charges for Services	**31,056,202**	**32,860,240**	**35,069,171**	**35,174,618**
Judgments, Fines & Forfeitures					
Fines & Forfeitures					
351010-3001	Parking citations	29,371	17,786	30,000	21,600
351020-3001	Parking fines-$5 surcharge	1,335	785	1,500	900
354000-3001-9007	Violations of local ordinance	232,158	179,336	192,000	180,000
354100-3001-3001	Red Zone Infraction	554,161	924,214	907,000	889,000

City of Pembroke Pines, Florida - Revenue Detail

Account -Division -Project	Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Fines & Forfeitures					
354200-3001-3001	Hearing Fees	4,250	4,550	9,000	9,000
359000-3001	Court fines & forfeiture	440,885	598,364	540,000	576,000
359200-2001	Penalty - returned checks	5,490	4,731	4,900	5,000
	Fines & Forfeitures	**1,267,651**	**1,729,766**	**1,684,400**	**1,681,500**
	Judgments, Fines & Forfeitures	**1,267,651**	**1,729,766**	**1,684,400**	**1,681,500**
Miscellaneous Revenues					
Investment Income					
361030	Interest from SBA	691,527	1,065,304	761,000	738,000
361035-4003	Interest on fire protection assmnt	10,248	18,114	5,000	9,800
361084	Interest on investments	537,499	1,741,580	496,100	808,000
361088	Interest on tax deposits	26,959	50,636	12,000	12,000
361096	Miscellaneous Interest	5,561	11,133	5,000	5,000
	Investment Income	**1,271,793**	**2,886,767**	**1,279,100**	**1,572,800**
Rents & Royalties					
362020-7001	Commission-recreation classes	9,863	7,805	12,287	5,685
362024-800	Commission- Coke machines	-	5,509	12,240	15,912
362025-7006	Commission- Pro Shop	6,927	11,274	7,000	9,500
362030-6001	Rental-city facilities	776,629	603,955	289,331	381,569
362030-7001	Rental-city facilities	128,697	138,951	132,295	67,181
362030-8002	Rental-city facilities	62,370	64,588	64,770	70,505
362031-6001	Rental- cell towers - Exempt	1,770,039	1,844,921	1,689,000	1,629,000
362035-7001	Field Rentals	126,706	130,947	120,000	75,000
362037-6001	Rental - Fire Control	795,391	835,193	845,206	874,167
362038-7001	Rental - Storage Lot	403,124	398,851	399,244	399,244
362041-5005	Rental-wcyrc	1,993	1,300	1,000	1,000
362042-8002	Rental-housing	1,852,553	1,851,990	2,085,804	2,169,780
362042-8002-603	Rental-housing	5,930,022	6,325,104	6,664,504	7,238,272
362043-5005	Rental-exempt organizations	22,780	17,066	20,000	18,000
362045-800	Rental Charter School	49,477	-	-	-
362046-8001	Rental - Community Services	28,385	28,151	17,934	18,552
362051-6008-60	Rental Misc Fees	286	718	-	500
362051-7001	Rental Misc Fees	4,445	5,313	4,500	5,700
362051-8002	Rental Misc Fees	3,328	1,637	1,100	1,100
362051-8002-603	Rental Misc Fees	56,035	63,170	50,000	50,000
362053-6008-65	Rent- Duplex	2,500	3,500	-	-
362054-8001	Rental - Adult Day Care	120,862	125,104	125,104	127,869
362060-6008	Rental to utility fund	153,695	156,923	159,905	163,583
362070-6008	Rental State Hosp Site- Exempt	399,968	474,255	319,114	471,114
362070-6008-60	Rental State Hosp Site- Exempt	81,492	56,584	74,088	81,360

City of Pembroke Pines, Florida - Revenue Detail

Account -Division -Project	Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Rents & Royalties					
362070-6008-670	Rental State Hosp Site- Exempt	-	178,007	382,899	383,537
362071-6008	Rental State Hosp Site- Taxable	846,309	672,605	920,854	657,660
	Rents & Royalties	**13,633,877**	**14,003,420**	**14,398,179**	**14,915,790**
Disp of Fix Assets / Sale of Equip/ Scrap					
364010	Sale of equipment	10	-	-	-
	Disp of Fix Assets / Sale of Equip/ Scrap	**10**	**-**	**-**	**-**
Miscellaneous Revenues					
365000	Scrap or surplus sales	293,452	169,031	52,000	62,000
	Miscellaneous Revenues	**293,452**	**169,031**	**52,000**	**62,000**
Private Gifts / Contributions					
366015	Contributions	8,075	6,065	-	-
366015-3001	Contributions	-	-	1,000	1,000
366015-4003	Contributions	1,508	-	-	-
366015-5002-208	Contributions	3,176	1,500	-	-
366015-5002-209	Contributions	-	16,000	1,000	1,000
366015-6008-60	Contributions	13	2,500	5,000	2,500
366015-7001	Contributions	5,300	6,700	59,540	5,000
366015-7003	Contributions	10,200	-	-	-
366015-7010-350	Contributions	-	-	-	47,680
	Private Gifts / Contributions	**28,272**	**32,765**	**66,540**	**57,180**
Other Miscellaneous Revenues					
369010	Cash - over + short	(1,020)	(168)	100	100
369030	Jury duty & subpoena money	10,783	7,961	10,000	7,500
369040	Other miscellaneous revenue	175,082	27,968	10,000	10,000
369040-7006	Other miscellaneous revenue	2,600	2,430	2,600	2,600
369042-5002-203	ConEd Energy Tax Deduction	5,627	-	-	-
369042-5002-208	ConEd Energy Tax Deduction	12,340	-	-	-
369042-5002-209	ConEd Energy Tax Deduction	12,569	-	-	-
369045-5002-203	Food Sales	9,958	10,575	9,488	9,488
369045-5002-205	Food Sales	21,264	19,354	23,172	23,172
369045-5002-208	Food Sales	38,784	28,937	44,000	44,000
369045-5002-209	Food Sales	46,639	37,451	42,625	42,625
369058	Purchasing discounts earned	2,299	971	1,500	500
	Other Miscellaneous Revenues	**336,924**	**135,479**	**143,485**	**139,985**
	Miscellaneous Revenues	**15,564,328**	**17,227,462**	**15,939,304**	**16,747,755**

City of Pembroke Pines, Florida - Revenue Detail

Account -Division -Project	Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Other Sources					
Appropriated Fund Balance					
389920	Appropriated fund balance	-	-	10,787,460	-
	Appropriated Fund Balance	**-**	**-**	**10,787,460**	**-**
Beginning Surplus					
389940	Beginning surplus	-	-	10,714,849	5,924,000
	Beginning Surplus	**-**	**-**	**10,714,849**	**5,924,000**
	Other Sources	**-**	**-**	**21,502,309**	**5,924,000**
	Entity 1 General Fund	**189,303,227**	**197,507,945**	**227,731,578**	**212,438,083**

City of Pembroke Pines, Florida - Revenue Detail

Account -Division -Project	Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Entity 51 Wetlands Trust Fund					
Miscellaneous Revenues					
Investment Income					
361030	Interest from SBA	9,422	12,394	9,000	9,000
	Investment Income	**9,422**	**12,394**	**9,000**	**9,000**
	Miscellaneous Revenues	**9,422**	**12,394**	**9,000**	**9,000**
Other Sources					
Beginning Surplus					
389940	Beginning surplus	-	-	7,500	7,500
	Beginning Surplus	**-**	**-**	**7,500**	**7,500**
	Other Sources	**-**	**-**	**7,500**	**7,500**
	Entity 51 Wetlands Trust Fund	**9,422**	**12,394**	**16,500**	**16,500**

City of Pembroke Pines, Florida - Revenue Detail

Account -Division -Project	Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Entity 100 Road & Bridge Fund					
Taxes					
Local Option Gas Tax					
312411	Local option gas tax - $.06	1,728,751	1,743,782	1,789,000	1,524,000
312421	Addl local option gas tax $.03	1,049,477	1,060,569	1,085,000	908,000
312422	Addl local option gas tax $.01 (5th cent)	177,982	179,863	185,000	154,000
	Local Option Gas Tax	**2,956,209**	**2,984,213**	**3,059,000**	**2,586,000**
	Taxes	**2,956,209**	**2,984,213**	**3,059,000**	**2,586,000**
Permits, Fees & Assessments					
Franchise Fees					
323720	Franchise fees- Sanitation-Franchisee	1,467,588	1,614,987	1,537,000	1,720,000
	Franchise Fees	**1,467,588**	**1,614,987**	**1,537,000**	**1,720,000**
	Permits, Fees & Assessments	**1,467,588**	**1,614,987**	**1,537,000**	**1,720,000**
Intergovernmental Revenue					
State Grants					
334491-6003	County Incentive Grant Program	93,771	823,553	1,188,157	-
	State Grants	**93,771**	**823,553**	**1,188,157**	**-**
State Shared					
335120	Municipal gas tax 8th cent	1,336,971	1,361,212	1,332,000	1,073,000
335122	Motor fuel tax rebate	55,636	99,464	68,000	87,000
335124	Special/motor fuel tax	4,535	4,168	3,900	4,000
	State Shared	**1,397,141**	**1,464,844**	**1,403,900**	**1,164,000**
	Intergovernmental Revenue	**1,490,912**	**2,288,397**	**2,592,057**	**1,164,000**
Miscellaneous Revenues					
Investment Income					
361030	Interest from SBA	48,388	105,244	49,000	84,000
361084	Interest on investments	4,561	43,042	18,000	20,000
	Investment Income	**52,949**	**148,286**	**67,000**	**104,000**
Disp of Fix Assets / Sale of Equip/ Scrap					
364010	Sale of equipment	-	-	500	500
	Disp of Fix Assets / Sale of Equip/ Scrap	**-**	**-**	**500**	**500**

City of Pembroke Pines, Florida - Revenue Detail

Account -Division -Project	Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Other Miscellaneous Revenues					
369040	Other miscellaneous revenue	282,749	233,085	240,081	240,081
	Other Miscellaneous Revenues	**282,749**	**233,085**	**240,081**	**240,081**
	Miscellaneous Revenues	**335,699**	**381,371**	**307,581**	**344,581**
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	-	-	3,081,275	-
	Appropriated Fund Balance	**-**	**-**	**3,081,275**	**-**
Beginning Surplus					
389940	Beginning surplus	-	-	363,291	2,416,392
	Beginning Surplus	**-**	**-**	**363,291**	**2,416,392**
	Other Sources	**802,586**	**628,434**	**3,444,566**	**2,416,392**
	Entity 100 Road & Bridge Fund	**7,052,994**	**7,897,402**	**10,940,204**	**8,230,973**

City of Pembroke Pines, Florida - Revenue Detail

Account -Division -Project	Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Entity 120 FHFC grants SHIP/CRF					
Intergovernmental Revenue					
State Grants					
334920-600	S.H.I.P.	569,070	408,375	1,589,826	-
334930-600	SHIP Recaptured Income	159,963	239,525	58,191	-
	State Grants	**729,033**	**647,900**	**1,648,017**	**-**
	Intergovernmental Revenue	**729,033**	**647,900**	**1,648,017**	**-**
Miscellaneous Revenues					
Investment Income					
361030	Interest from SBA	-	-	35,000	13,000
	Investment Income	**-**	**-**	**35,000**	**13,000**
	Miscellaneous Revenues	**-**	**-**	**35,000**	**13,000**
Other Sources					
Beginning Surplus					
389940	Beginning surplus	-	-	(35,000)	(13,000)
	Beginning Surplus	**-**	**-**	**(35,000)**	**(13,000)**
	Other Sources	**-**	**-**	**(35,000)**	**(13,000)**
	Entity 120 FHFC grants SHIP/CRF	**729,033**	**647,900**	**1,648,017**	**-**

City of Pembroke Pines, Florida - Revenue Detail

Account -Division -Project	Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Entity 121 HUD Grants CDBG/HOME					
Intergovernmental Revenue					
Federal Grants					
331900-600	Community dev block grant	-	-	545,110	-
331900-600	Community dev block grant	714,815	640,107	1,908,457	787,641
331900-8006	Community dev block grant	114,297	123,338	132,105	138,995
331903-600	Neighborhood Stabilization Program (NSP)	232,635	263,277	161,602	-
331905-600	CDBG Recaptured Income	7,187	-	18,858	-
331908-600	NSP Recaptured Income	-	5,300	-	-
331930-600	HOME Grant	104,357	148,127	781,999	253,493
	Federal Grants	**1,173,291**	**1,180,149**	**3,548,131**	**1,180,129**
	Intergovernmental Revenue	**1,173,291**	**1,180,149**	**3,548,131**	**1,180,129**
	Entity 121 HUD Grants CDBG/HOME	**1,173,291**	**1,180,149**	**3,548,131**	**1,180,129**

City of Pembroke Pines, Florida - Revenue Detail

Account -Division -Project	Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Entity 122 Law Enforcement Grant					
Intergovernmental Revenue					
Federal Grants					
331224-3031	Preparing for Emerging Threats	-	21,044	-	-
331251-3015	Victims of Crime Act	10,595	15,397	22,167	22,167
331252-3019	HIDTA Program	-	-	18,344	-
331254-3026	Highway Planning and Construction	18,768	20,000	12,000	-
331255-3028-COVID	Coronavirus Emg Supplemental	-	-	80,017	-
331810-3030	Urban Area Strategic Initiative (UASI)	118,177	154,077	73,736	-
	Federal Grants	**147,540**	**210,518**	**206,264**	**22,167**
	Intergovernmental Revenue	**147,540**	**210,518**	**206,264**	**22,167**
	Entity 122 Law Enforcement Grant	**147,540**	**210,518**	**206,264**	**22,167**

City of Pembroke Pines, Florida - Revenue Detail

Account -Division -Project	Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Entity 124 Police Community Services Grant					
Intergovernmental Revenue					
Federal Grants					
331263-3018	Byrne Justice Asst Grant	15,748	18,891	20,423	-
	Federal Grants	**15,748**	**18,891**	**20,423**	**-**
	Intergovernmental Revenue	**15,748**	**18,891**	**20,423**	**-**
	Entity 124 Police Community Services Grant	**15,748**	**18,891**	**20,423**	**-**

City of Pembroke Pines, Florida - Revenue Detail

Account -Division -Project	Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Entity 128 Community Bus Program					
Intergovernmental Revenue					
Federal Grants					
331801-8001	Capital Assistance Program/5310	278,577	286,962	169,295	-
	Federal Grants	**278,577**	**286,962**	**169,295**	**-**
Grants from Local Units					
337410-8004	Broward county transit grant	255,545	262,684	607,827	682,930
337410-8004-42	Broward county transit grant	48,498	47,386	49,359	83,182
	Grants from Local Units	**304,043**	**310,070**	**657,186**	**766,112**
	Intergovernmental Revenue	**582,620**	**597,032**	**826,481**	**766,112**
Miscellaneous Revenues					
Private Gifts / Contributions					
366015-8004	Contributions	-	5,210	-	-
	Private Gifts / Contributions	**-**	**5,210**	**-**	**-**
	Miscellaneous Revenues	**-**	**5,210**	**-**	**-**
Other Sources					
Interfund Transfers					
381020-8001	Transfer from General Fund	211,961	254,084	227,351	249,754
381100-8004	Transfer from Road & Bridge Fund	240,744	229,441	-	-
381100-8004-42	Transfer from Road & Bridge Fund	21,659	35,393	-	-
	Interfund Transfers	**474,364**	**518,918**	**227,351**	**249,754**
	Other Sources	**474,364**	**518,918**	**227,351**	**249,754**
	Entity 128 Community Bus Program	**1,056,984**	**1,121,159**	**1,053,832**	**1,015,866**

City of Pembroke Pines, Florida - Revenue Detail

Account -Division -Project	Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Entity 131 Treasury - Confiscated					
Judgments, Fines & Forfeitures					
Fines & Forfeitures					
351040-3011	Confiscated by Dept of Treasury	19,932	66,809	-	-
	Fines & Forfeitures	**19,932**	**66,809**	**-**	**-**
	Judgments, Fines & Forfeitures	**19,932**	**66,809**	**-**	**-**
Miscellaneous Revenues					
Investment Income					
361030	Interest from SBA	7,864	11,253	9,000	8,000
	Investment Income	**7,864**	**11,253**	**9,000**	**8,000**
	Miscellaneous Revenues	**7,864**	**11,253**	**9,000**	**8,000**
Other Sources					
Appropriated Fund Balance					
389920	Appropriated fund balance	-	-	401,193	-
	Appropriated Fund Balance	**-**	**-**	**401,193**	**-**
Beginning Surplus					
389940	Beginning surplus	-	-	20,154	69,852
	Beginning Surplus	**-**	**-**	**20,154**	**69,852**
	Other Sources	**-**	**-**	**421,347**	**69,852**
	Entity 131 Treasury - Confiscated	**27,795**	**78,062**	**430,347**	**77,852**

City of Pembroke Pines, Florida - Revenue Detail

Account -Division -Project	Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Entity 132 Justice - Confiscated					
Judgments, Fines & Forfeitures					
Fines & Forfeitures					
351050-3012	Confiscated by Dept of Justice	582	-	-	-
	Fines & Forfeitures	**582**	**-**	**-**	**-**
	Judgments, Fines & Forfeitures	**582**	**-**	**-**	**-**
Miscellaneous Revenues					
Investment Income					
361030	Interest from SBA	9,235	10,897	9,000	7,000
	Investment Income	**9,235**	**10,897**	**9,000**	**7,000**
	Miscellaneous Revenues	**9,235**	**10,897**	**9,000**	**7,000**
Other Sources					
Appropriated Fund Balance					
389920	Appropriated fund balance	-	-	411,958	-
	Appropriated Fund Balance	**-**	**-**	**411,958**	**-**
Beginning Surplus					
389940	Beginning surplus	-	-	1,500	3,387
	Beginning Surplus	**-**	**-**	**1,500**	**3,387**
	Other Sources	**-**	**-**	**413,458**	**3,387**
	Entity 132 Justice - Confiscated	**9,816**	**10,897**	**422,458**	**10,387**

City of Pembroke Pines, Florida - Revenue Detail

Account -Division -Project	Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Entity 133 $2 Police Education					
Judgments, Fines & Forfeitures					
Fines & Forfeitures					
351030-3013	Police education $2.00	18,260	24,170	21,480	27,419
	Fines & Forfeitures	**18,260**	**24,170**	**21,480**	**27,419**
	Judgments, Fines & Forfeitures	**18,260**	**24,170**	**21,480**	**27,419**
Miscellaneous Revenues					
Investment Income					
361030	Interest from SBA	2,818	2,363	2,000	1,000
	Investment Income	**2,818**	**2,363**	**2,000**	**1,000**
	Miscellaneous Revenues	**2,818**	**2,363**	**2,000**	**1,000**
Other Sources					
Appropriated Fund Balance					
389920	Appropriated fund balance	-	-	37,511	-
	Appropriated Fund Balance	**-**	**-**	**37,511**	**-**
Beginning Surplus					
389940	Beginning surplus	-	-	(2,000)	-
	Beginning Surplus	**-**	**-**	**(2,000)**	**-**
	Other Sources	**-**	**-**	**35,511**	**-**
	Entity 133 $2 Police Education	**21,078**	**26,533**	**58,991**	**28,419**

City of Pembroke Pines, Florida - Revenue Detail

Account -Division -Project	Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Entity 134 FDLE - Confiscated					
Judgments, Fines & Forfeitures					
Fines & Forfeitures					
351000-3004	Confiscated by FDLE	97,276	22,193	-	-
	Fines & Forfeitures	**97,276**	**22,193**	**-**	**-**
	Judgments, Fines & Forfeitures	**97,276**	**22,193**	**-**	**-**
Miscellaneous Revenues					
Investment Income					
361030	Interest from SBA	21,591	30,733	26,000	20,000
	Investment Income	**21,591**	**30,733**	**26,000**	**20,000**
	Miscellaneous Revenues	**21,591**	**30,733**	**26,000**	**20,000**
Other Sources					
Appropriated Fund Balance					
389920	Appropriated fund balance	-	-	961,450	-
	Appropriated Fund Balance	**-**	**-**	**961,450**	**-**
Beginning Surplus					
389940	Beginning surplus	-	-	98,080	22,178
	Beginning Surplus	**-**	**-**	**98,080**	**22,178**
	Other Sources	**-**	**-**	**1,059,530**	**22,178**
	Entity 134 FDLE - Confiscated	**118,867**	**52,926**	**1,085,530**	**42,178**

City of Pembroke Pines, Florida - Revenue Detail

Account -Division -Project	Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Entity 199 Older Americans Act					
Intergovernmental Revenue					
Federal Grants					
331690-8005	Oaa title iii-b&d	346,149	297,762	329,467	329,464
331691-8005	Oaa title iii-e	93,501	101,188	88,728	88,728
	Federal Grants	**439,650**	**398,950**	**418,195**	**418,192**
State Grants					
334692-8005	Local Service Providers (LSP)	244,956	233,189	231,155	231,155
	State Grants	**244,956**	**233,189**	**231,155**	**231,155**
Grants from Local Units					
337630-8005	In kind rev from g.f.	95,188	104,470	95,284	95,285
337660-8005	Oaa cash match	49,354	43,712	43,867	43,867
	Grants from Local Units	**144,543**	**148,182**	**139,151**	**139,152**
	Intergovernmental Revenue	**829,149**	**780,321**	**788,501**	**788,499**
Miscellaneous Revenues					
Private Gifts / Contributions					
366050-8005	Recipient donations	5,850	10,885	10,000	10,000
	Private Gifts / Contributions	**5,850**	**10,885**	**10,000**	**10,000**
	Miscellaneous Revenues	**5,850**	**10,885**	**10,000**	**10,000**
Other Sources					
Interfund Transfers					
381020	Transfer from General Fund	479,797	422,191	532,884	539,046
	Interfund Transfers	**479,797**	**422,191**	**532,884**	**539,046**
	Other Sources	**479,797**	**422,191**	**532,884**	**539,046**
	Entity 199 Older Americans Act	**1,314,796**	**1,213,397**	**1,331,385**	**1,337,545**

City of Pembroke Pines, Florida - Revenue Detail

Account -Division -Project	Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Entity 201 Debt Service					
Taxes					
Ad Valorem Taxes					
311001-900	Current real/personal property tax	5,946,763	5,679,525	5,738,726	5,805,188
	Ad Valorem Taxes	**5,946,763**	**5,679,525**	**5,738,726**	**5,805,188**
Utility Taxes					
314100	Public service taxes- Electric service	1,481,051	1,475,448	1,493,973	1,495,122
314300	Public service taxes- Water	873,196	1,398,570	1,055,645	1,958,948
	Utility Taxes	**2,354,247**	**2,874,017**	**2,549,618**	**3,454,070**
Communications Service Tax					
315000	Communications Services Tax	5,131,400	4,583,688	4,993,000	4,086,000
	Communications Service Tax	**5,131,400**	**4,583,688**	**4,993,000**	**4,086,000**
	Taxes	**13,432,409**	**13,137,231**	**13,281,344**	**13,345,258**
Permits, Fees & Assessments					
Franchise Fees					
323100	Franchise fees- Electricity	757,326	784,888	762,840	762,433
	Franchise Fees	**757,326**	**784,888**	**762,840**	**762,433**
	Permits, Fees & Assessments	**757,326**	**784,888**	**762,840**	**762,433**
Miscellaneous Revenues					
Investment Income					
361030	Interest from SBA	210,464	286,959	208,000	185,000
361088-900	Interest on tax deposits	2,500	4,200	2,500	4,200
	Investment Income	**212,964**	**291,159**	**210,500**	**189,200**
Rents & Royalties					
362042-900	Rental-housing	4,404,490	4,382,773	4,428,147	4,427,855
362044-900	Rental- Early Development Centers	378,364	372,677	381,715	379,832
362045-900	Rental Charter School	5,796,516	5,360,433	6,042,212	5,957,208
362047-900	Rental - WestCare (SBA)	335,388	308,562	347,200	353,366
362049-900	Rental - Howard C. Forman	253,669	252,090	255,615	255,478
	Rents & Royalties	**11,168,428**	**10,676,537**	**11,454,889**	**11,373,739**
	Miscellaneous Revenues	**11,381,392**	**10,967,696**	**11,665,389**	**11,562,939**

City of Pembroke Pines, Florida - Revenue Detail

Account -Division -Project	Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Other Sources					
Interfund Transfers					
381020	Transfer from General Fund	88,549	-	7,300,000	-
	Interfund Transfers	**88,549**	**-**	**7,300,000**	**-**
Debt Proceeds/Installment Purchase					
384000	Debt proceeds	-	-	55,314,365	-
384200	Bond Premium/Discount	-	-	11,045,444	-
	Debt Proceeds/Installment Purchase	**-**	**-**	**66,359,809**	**-**
Beginning Surplus					
389940	Beginning surplus	-	-	(312,965)	(260,765)
	Beginning Surplus	**-**	**-**	**(312,965)**	**(260,765)**
	Other Sources	**88,549**	**-**	**73,346,844**	**(260,765)**
	Entity 201 Debt Service	**25,659,676**	**24,889,815**	**99,056,417**	**25,409,865**

City of Pembroke Pines, Florida - Revenue Detail

Account -Division -Project	Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Entity 320 Municipal Construction					
Miscellaneous Revenues					
Investment Income					
361030	Interest from SBA	(132,161)	(146,054)	-	-
361030-672	Interest from SBA	19,380	27,461	-	-
361030-677A	Interest from SBA	84,509	123,549	-	-
	Investment Income	**(28,271)**	**4,957**	**-**	**-**
Private Gifts / Contributions					
366010	Contribution in aid of construction	596,927	-	-	-
366035	Municipal dedication fees	29,700	307,000	307,000	184,000
	Private Gifts / Contributions	**626,627**	**307,000**	**307,000**	**184,000**
	Miscellaneous Revenues	**598,356**	**311,957**	**307,000**	**184,000**
Other Sources					
Debt Proceeds/Installment Purchase					
384000	Debt proceeds	-	-	7,305,636	-
	Debt Proceeds/Installment Purchase	**-**	**-**	**7,305,636**	**-**
Prior Year Bond Proceeds					
389935	Prior Year Bond Proceeds	-	-	7,363,173	-
	Prior Year Bond Proceeds	**-**	**-**	**7,363,173**	**-**
Beginning Surplus					
389940	Beginning surplus	-	-	(989,274)	(184,000)
	Beginning Surplus	**-**	**-**	**(989,274)**	**(184,000)**
	Other Sources	**-**	**-**	**13,679,535**	**(184,000)**
	Entity 320 Municipal Construction	**598,356**	**311,957**	**13,986,535**	**-**

City of Pembroke Pines, Florida - Revenue Detail

Account -Division -Project	Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Entity 471 Utility Fund					
Permits, Fees & Assessments					
Building Permits					
322085-6010	Utility construction fee	246,722	149,105	311,000	68,588
	Building Permits	**246,722**	**149,105**	**311,000**	**68,588**
	Permits, Fees & Assessments	**246,722**	**149,105**	**311,000**	**68,588**
Charges for Services					
General Government Charges					
341922-6031	Backflow prevention certif fee	39,925	42,975	45,540	57,300
341990-6010	Utility plan review fee	44,310	33,869	56,000	11,468
	General Government Charges	**84,235**	**76,844**	**101,540**	**68,768**
Physical Environment Charges					
343310-6031	Water utility installation fees	119,215	91,690	103,778	22,560
343320-6031	Water utility record/penalty fees	877,786	924,754	910,182	527,000
343600-6010	New account charge	50,860	48,030	64,000	47,880
343910-6010	Lien recording/release	13,000	10,100	19,000	16,000
	Physical Environment Charges	**1,060,862**	**1,074,573**	**1,096,960**	**613,440**
Water/Sewer Charges					
343300-6031	Water charges	26,588,002	28,672,030	28,333,000	28,042,000
343510-6021	Sewer charges	28,639,022	30,890,068	30,548,000	30,443,000
	Water/Sewer Charges	**55,227,024**	**59,562,098**	**58,881,000**	**58,485,000**
	Charges for Services	**56,372,120**	**60,713,515**	**60,079,500**	**59,167,208**
Miscellaneous Revenues					
Investment Income					
361030	Interest from SBA	941,430	1,490,959	924,000	966,000
361030-845	Interest from SBA	123,500	134,699	132,000	29,000
	Investment Income	**1,064,931**	**1,625,658**	**1,056,000**	**995,000**
Miscellaneous Revenues					
365000	Scrap or surplus sales	(43,573)	(275,828)	9,000	9,000
	Miscellaneous Revenues	**(43,573)**	**(275,828)**	**9,000**	**9,000**
Private Gifts / Contributions					
366015-6021	Contributions	124,536	47,900	-	-
	Private Gifts / Contributions	**124,536**	**47,900**	**-**	**-**

City of Pembroke Pines, Florida - Revenue Detail

Account -Division -Project	Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Other Miscellaneous Revenues					
369010	Cash - over + short	(65)	(306)	100	100
369040	Other miscellaneous revenue	4,873	(361)	500	500
369080	Water - other revenues	6,900	7,200	7,680	6,400
	Other Miscellaneous Revenues	**11,708**	**6,534**	**8,280**	**7,000**
	Miscellaneous Revenues	**1,157,601**	**1,404,264**	**1,073,280**	**1,011,000**
Other Sources					
Water/Sewer Connection					
389802-6021	Sewer connection - East	998,832	1,156,017	997,892	443,654
389803-6021	Sewer connection - West	875,731	479,122	901,731	1,498,585
389804-6031	Water connection - East	1,069,088	1,237,360	1,068,110	474,873
389805-6031	Water connection - West	733,792	401,613	755,858	1,256,160
	Water/Sewer Connection	**3,677,444**	**3,274,112**	**3,723,591**	**3,673,272**
Appropriated Retained Earnings					
389910	Appropriated retained earnings	-	-	19,417,978	-
	Appropriated Retained Earnings	**-**	**-**	**19,417,978**	**-**
Capital Funded By Reserve					
389915	Capital Funded by Reserve	-	-	3,160,000	3,540,000
	Capital Funded By Reserve	**-**	**-**	**3,160,000**	**3,540,000**
Prior Year Bond Proceeds					
389935	Prior Year Bond Proceeds	-	-	2,775,118	-
	Prior Year Bond Proceeds	**-**	**-**	**2,775,118**	**-**
Beginning Retained Earnings					
389946	Beginning retained earnings	-	-	-	1,183,756
	Beginning Retained Earnings	**-**	**-**	**-**	**1,183,756**
Capital Contributed from Developer					
389801-6021	Contrib Capital from Developer	-	1,051,607	-	-
389801-6032	Contrib Capital from Developer	-	1,369,426	-	-
	Capital Contributed from Developer	**-**	**2,421,033**	**-**	**-**
	Other Sources	**3,677,444**	**5,695,145**	**29,076,687**	**8,397,028**
	Entity 471 Utility Fund	**61,453,888**	**67,962,028**	**90,540,467**	**68,643,824**

City of Pembroke Pines, Florida - Revenue Detail

Account -Division -Project	Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Entity 504 Public Insurance Fund					
Charges for Services					
General Government Charges					
341212-203 -402	Contribution from Charter School	4,230,928	4,540,128	6,357,032	6,589,952
341212-203 -403	Contribution from Charter School	42,427	79,643	84,462	106,007
341212-203 -404	Contribution from Charter School	(367)	156,223	134,107	164,382
341212-203 -405	Contribution from Charter School	91,528	104,424	150,000	165,000
341235-203 -402	Contribution from general fund	7,956,351	7,709,893	12,104,160	13,003,627
341235-203 -403	Contribution from general fund	104,612	145,910	227,196	281,269
341235-203 -404	Contribution from general fund	(6,202)	704,249	2,659,217	3,184,571
341235-203 -405	Contribution from general fund	1,844,606	1,414,202	2,082,201	2,159,151
341245-203 -402	Contribution from pp utility fund	77,133	79,984	126,840	163,230
341245-203 -403	Contribution from pp utility fund	1,641	2,452	3,799	5,513
341245-203 -404	Contribution from pp utility fund	(42)	4,015	6,241	7,957
341245-203 -405	Contribution from pp utility fund	1,652,150	1,268,909	1,854,033	1,740,996
341270-203 -405	Contribution from road/bridge	227,563	160,243	250,113	241,308
	General Government Charges	**16,222,328**	**16,370,275**	**26,039,401**	**27,812,963**
	Charges for Services	**16,222,328**	**16,370,275**	**26,039,401**	**27,812,963**
Miscellaneous Revenues					
Investment Income					
361030-203 -402	Interest from SBA	76,572	96,727	77,000	52,000
361084-203 -402	Interest on investments	42,968	507,838	60,000	222,000
361084-203 -403	Interest on investments	2,479	31,088	3,083	10,006
361084-203 -404	Interest on investments	6,611	63,809	5,257	20,011
361084-203 -405	Interest on investments	30,574	194,878	22,000	80,287
	Investment Income	**159,204**	**894,341**	**167,340**	**384,304**
Other Miscellaneous Revenues					
369022-203 -402	Specific Stop Loss Recovery	1,852,377	2,326,975	-	-
369052-203 -402	Cobra Premiums	82,377	83,954	3,056	3,108
369053-203 -402	RX Rebates	880,968	1,210,396	30,000	30,000
369055-203 -402	Health insurance coverage	1,538,053	1,555,133	1,606,870	1,635,318
369056-203 -402	Medical contribution	1,312	-	-	-
369057-203 -403	Supplemental life insurance	109,900	115,718	117,076	123,043
369059-203 -402	Medical Claims - Refund/Adj.	75,843	88,879	-	-
	Other Miscellaneous Revenues	**4,540,829**	**5,381,055**	**1,757,002**	**1,791,469**
	Miscellaneous Revenues	**4,700,033**	**6,275,396**	**1,924,342**	**2,175,773**

City of Pembroke Pines, Florida - Revenue Detail

Account -Division -Project	Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Other Sources					
Interfund Transfers					
381020-203 -406	Transfer from General Fund	-	2,000,000	-	100,000
	Interfund Transfers	**-**	**2,000,000**	**-**	**100,000**
Beginning Surplus					
389940-203 -406	Beginning surplus	-	-	-	(100,000)
	Beginning Surplus	**-**	**-**	**-**	**(100,000)**
	Other Sources	**-**	**2,000,000**	**-**	**-**
	Entity 504 Public Insurance Fund	**20,922,361**	**24,645,671**	**27,963,743**	**29,988,736**

City of Pembroke Pines, Florida - Revenue Detail

Account -Division -Project	Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Entity 655 General Pension Trust Fund					
Miscellaneous Revenues					
Investment Income					
361012-204	Investment Income	14,441,755	10,371,264	10,000,000	10,000,000
	Investment Income	**14,441,755**	**10,371,264**	**10,000,000**	**10,000,000**
Pension Fund Contributions					
368010-204	City contribution - general	1,222,903	1,882,555	655,356	692,429
368011-204	City contribution - legacy	4,277,097	8,117,445	2,844,644	2,807,571
368050-204	Employee contribution - general	234,516	202,595	203,352	160,815
	Pension Fund Contributions	**5,734,516**	**10,202,595**	**3,703,352**	**3,660,815**
	Miscellaneous Revenues	**20,176,270**	**20,573,859**	**13,703,352**	**13,660,815**
Other Sources					
Beginning Surplus					
389940	Beginning surplus	-	-	(1,626,352)	(1,583,815)
	Beginning Surplus	**-**	**-**	**(1,626,352)**	**(1,583,815)**
	Other Sources	**-**	**-**	**(1,626,352)**	**(1,583,815)**
	Entity 655 General Pension Trust Fund	**20,176,270**	**20,573,859**	**12,077,000**	**12,077,000**

City of Pembroke Pines, Florida - Revenue Detail

Account -Division -Project	Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Entity 656 Fire & Police Pension Trust Fund					
Miscellaneous Revenues					
Investment Income					
361000-204	Appreciation of investments	60,445,067	20,704,531	55,000,000	22,000,000
361012-204	Investment Income	7,854,023	8,703,043	7,500,000	9,000,000
	Investment Income	**68,299,090**	**29,407,574**	**62,500,000**	**31,000,000**
Pension Fund Contributions					
368000-204	Casualty insurance premium tax	1,458,281	1,549,950	1,458,281	1,549,950
368005-204	City contribution - fire	12,068,773	11,860,699	12,978,837	13,056,003
368020-204	City contribution - police	14,641,272	15,387,966	15,331,120	14,943,403
368040-204	Employee contribution - fire	1,327,544	1,258,095	1,210,816	1,236,506
368045-204	Employee Contribution - ESI	43,130	54,904	-	60,000
368060-204	Employee contribution - police	1,376,568	1,375,740	1,274,477	1,224,613
368090-204	Fire insurance premium tax	1,027,678	1,428,643	1,027,678	1,428,643
	Pension Fund Contributions	**31,943,246**	**32,915,997**	**33,281,209**	**33,499,118**
Other Miscellaneous Revenues					
369040-204	Other miscellaneous revenue	35,049	-	-	-
	Other Miscellaneous Revenues	**35,049**	**-**	**-**	**-**
	Miscellaneous Revenues	**00,277,385**	**62,323,571**	**95,781,209**	**64,499,118**
Other Sources					
Beginning Surplus					
389940	Beginning surplus	-	-	(54,911,209)	(22,099,118)
	Beginning Surplus	**-**	**-**	**(54,911,209)**	**(22,099,118)**
	Other Sources	**-**	**-**	**(54,911,209)**	**(22,099,118)**
	Entity 656 Fire & Police Pension Trust Fund	**100,277,385**	**62,323,571**	**40,870,000**	**42,400,000**

City of Pembroke Pines, Florida - Revenue Detail

Account -Division -Project	Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Entity 657 Other Post Employment Benefits					
Miscellaneous Revenues					
Investment Income					
361084-204	Interest on investments	8,437,950	4,653,056	4,000,000	4,000,000
361085	Interest on Money Market Acct	9,208	8,571	5,600	5,600
	Investment Income	**8,447,157**	**4,661,627**	**4,005,600**	**4,005,600**
Pension Fund Contributions					
368035-204	City contrib-General retiree health	4,503,048	4,251,193	3,559,000	3,853,000
368036-204	City contrib-Police retiree health	3,496,448	4,674,401	3,600,000	3,344,000
368037-204	City contrib-Fire retiree health	3,636,504	4,674,406	4,326,000	4,427,000
368038-204	City contrib-Schools retiree health	66,240	122,749	209,000	70,000
	Pension Fund Contributions	**11,702,240**	**13,722,749**	**11,694,000**	**11,694,000**
Other Miscellaneous Revenues					
369022-204	Specific Stop Loss Recovery	-	336,839	-	-
369053-204	RX Rebates	-	-	-	15,000
369054	Part D Subsidy	185,724	194,877	120,000	200,000
369056-204	Medical contribution	581,044	546,754	360,000	350,000
	Other Miscellaneous Revenues	**766,768**	**1,078,469**	**480,000**	**565,000**
	Miscellaneous Revenues	**20,916,166**	**19,462,845**	**16,179,600**	**16,264,600**
Other Sources					
Beginning Surplus					
389940	Beginning surplus	-	-	1,508,401	1,624,400
	Beginning Surplus	**-**	**-**	**1,508,401**	**1,624,400**
	Other Sources	**-**	**-**	**1,508,401**	**1,624,400**
	Entity 657 Other Post Employment Benefits	**20,916,166**	**19,462,845**	**17,688,001**	**17,889,000**

City of Pembroke Pines, Florida
Revenue Detail
All Funds

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
1 General Fund	189,303,227	197,507,945	227,731,578	212,438,083
51 Wetlands Trust Fund	9,422	12,394	16,500	16,500
100 Road & Bridge Fund	7,052,994	7,897,402	10,940,204	8,230,973
120 FHFC grants SHIP/CRF	729,033	647,900	1,648,017	-
121 HUD Grants CDBG/HOME	1,173,291	1,180,149	3,548,131	1,180,129
122 Law Enforcement Grant	147,540	210,518	206,264	22,167
124 Police Community Services Grant	15,748	18,891	20,423	-
128 Community Bus Program	1,056,984	1,121,159	1,053,832	1,015,866
131 Treasury - Confiscated	27,795	78,062	430,347	77,852
132 Justice - Confiscated	9,816	10,897	422,458	10,387
133 $2 Police Education	21,078	26,533	58,991	28,419
134 FDLE - Confiscated	118,867	52,926	1,085,530	42,178
199 Older Americans Act	1,314,796	1,213,397	1,331,385	1,337,545
201 Debt Service	25,659,676	24,889,815	99,056,417	25,409,865
320 Municipal Construction	598,356	311,957	13,986,535	-
471 Utility Fund	61,453,888	67,962,028	90,540,467	68,643,824
504 Public Insurance Fund	20,922,361	24,645,671	27,963,743	29,988,736
655 General Pension Trust Fund	20,176,270	20,573,859	12,077,000	12,077,000
656 Fire & Police Pension Trust Fund	100,277,385	62,323,571	40,870,000	42,400,000
657 Other Post Employment Benefits	20,916,166	19,462,845	17,688,001	17,889,000
Total All Funds	**450,984,694**	**430,147,919**	**550,675,823**	**420,808,524**

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 511 Legislative

Division 100 City Commission | Project Blank

Object	Object Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel					
11001	Mayor	45,853	46,030	45,854	45,854
11002	Vice - Mayor	24,106	23,476	23,387	23,387
11003	Commissioner	69,530	70,429	70,161	70,161
12884	Executive Assist	62,428	65,664	65,375	71,347
13682	P/T Executive Assistant	34,522	39,014	32,386	40,560
15103	Expense allowance	68,295	68,250	68,250	68,250
15107	Automobile allowance	38,427	38,400	38,400	38,400
21000	Social Security- matching	24,983	25,710	26,311	27,393
22000	Retirement contributions	51,313	65,599	25,156	21,880
22010	Defined contribution - General	2,731	2,817	2,807	5,614
23000	Health Insurance	71,194	68,557	90,600	76,812
23100	Life Insurance	468	616	911	1,127
24000	Workers compensation	-1	203	719	892
26300	General retiree health contrib	109,008	101,248	87,876	95,658
	Personnel	**602,858**	**616,013**	**578,193**	**587,335**
Operating					
34990	Contractual services- other	249,999	211,036	250,000	250,000
40100	Travel/conferences	24,551	17,491	24,000	24,000
44200	Rents- machinery & equipment	2,206	2,206	2,207	2,207
46800	Maintenance contracts	1,089	1,317	1,200	1,300
49104	License fees	-	-	375	375
51100	Office supplies	2,340	1,658	2,400	2,400
52000	Operating supplies	-	1,260	4,000	4,000
52650	Equip < than $1000	749	-	150	175
54100	Memberships/ dues/ subscription	13,875	14,010	13,992	13,992
	Operating	**294,810**	**248,979**	**298,324**	**298,449**
	Project Total	**897,669**	**864,993**	**876,517**	**885,784**
	Division Total	**897,669**	**864,993**	**876,517**	**885,784**

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 512 Executive

Division 201 City Manager | Project Blank

Object	Object Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel					
11005	City Manager	296,020	302,008	304,908	322,056
12516	Assistant City Manager	87,275	90,434	90,002	90,002
12884	Executive Assist	44,175	50,318	46,859	62,917
15001	Special Payment non P & F	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	21,105	21,954	32,278	34,599
22000	Retirement contributions	98,572	167,978	55,341	60,289
22010	Defined contribution - General	5,301	6,038	5,624	7,551
23000	Health Insurance	17,800	28,566	45,300	48,008
23100	Life Insurance	833	1,242	1,962	2,539
24000	Workers compensation	-4	375	1,336	1,683
26300	General retiree health contrib	27,252	42,220	36,615	39,858
	Personnel	**628,229**	**730,033**	**638,677**	**688,329**
Operating					
40100	Travel/conferences	1,628	781	2,645	3,000
44200	Rents- machinery & equipment	1,760	1,760	1,764	1,764
46800	Maintenance contracts	960	712	950	750
51100	Office supplies	1,440	2,199	1,500	2,000
52650	Equip < than $1000	-	158	155	200
54100	Memberships/ dues/ subscription	2,433	1,848	2,500	2,500
	Operating	**8,221**	**7,458**	**9,514**	**10,214**
	Project Total	**636,451**	**737,491**	**648,191**	**698,543**

Entity 1 General Fund | Function 512 Executive

Division 201 City Manager | Project 315 Media Relations

Object	Object Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Operating					
31500	Professional services- other	2,494	2,394	2,600	5,750

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 512 Executive

Division 201 City Manager | Project 315 Media Relations

Object	Object Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Operating					
34989	Contractual service provider	247,772	268,886	295,564	292,723
47140	Printing - flyer/newspaper	118,099	118,862	116,977	110,816
52000	Operating supplies	294	258	500	500
52650	Equip < than $1000	614	393	1,400	1,000
52652	Software < than $1000 &/or licenses	-	1,140	1,400	3,550
	Operating	**369,273**	**391,933**	**418,441**	**414,339**
Capital					
64055	Laptop/Tablet	2,691	-	-	-
64400	Other equipment	4,122	-	-	-
	Capital	**6,813**	**-**	**-**	**-**
	Project Total	**376,086**	**391,933**	**418,441**	**414,339**
	Division Total	**1,012,537**	**1,129,424**	**1,066,632**	**1,112,882**

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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel					
12014	Risk Management/Benefits Supervisor	57,803	65,152	65,923	69,335
12440	Human Resources Director	164,342	170,837	170,020	170,020
12790	Human Resources Manager	97,844	98,899	98,426	98,426
12992	Vacation leave - retire/term	-	8,917	85,000	9,039
12996	Sick leave - retire/term	-	5,318	-	-
15007	Topped Out Incentive	900	1,800	-	1,500
15107	Automobile allowance	7,200	7,200	7,200	7,200
15116	Cell Phone Pay	1,500	2,100	1,980	2,100
21000	Social Security- matching	21,889	24,149	32,185	26,759
22000	Retirement contributions	63,323	98,141	35,423	36,372
23000	Health Insurance	35,599	34,279	54,360	57,609
23100	Life Insurance	732	1,010	1,485	1,806
24000	Workers compensation	-3	286	1,012	1,197
26300	General retiree health contrib	54,504	50,724	43,938	47,829
	Personnel	**505,633**	**568,812**	**596,952**	**529,192**
Operating					
31400	Professional services- medical	15,060	24,984	20,000	30,000
31500	Professional services- other	3,555	4,176	8,000	8,000
34989	Contractual service provider	109,771	85,762	150,704	155,530
40100	Travel/conferences	-	-	2,500	2,500
44200	Rents- machinery & equipment	-	-	1,922	3,000
46800	Maintenance contracts	2,590	8,536	6,078	5,000
47100	Printing	-	110	14,500	14,500
49000	Legal/employment ads	13,936	5,599	17,500	15,000
51100	Office supplies	1,940	2,374	4,000	4,000
52000	Operating supplies	867	2,938	3,000	2,500
52650	Equip < than $1000	-	560	500	500
52652	Software < than $1000 &/or licenses	350	350	-	-
52653	Computer equipment < $1000	788	-	2,000	2,000
55200	College Classes - Education	-	-	1,500	1,000
55229	Training	-	-	7,000	8,000
	Operating	**148,857**	**135,389**	**239,204**	**251,530**

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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
	Project Total	654,490	704,200	836,156	780,722
	Division Total	654,490	704,200	836,156	780,722

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 514 Legal counsel

Division 300 City Attorney | Project Blank

Object	Object Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Operating					
31200	Professional services- retainer fees	249,667	259,654	270,040	280,842
31350	Professional services- on site	492,753	512,462	532,960	554,278
31360	Professional services- legal advisor	145,449	151,267	157,318	163,611
31500	Professional services- other	53,743	55,893	58,129	60,454
51100	Office supplies	25,686	26,354	27,880	28,995
52950	Out of pocket expenses	5,366	5,581	5,804	6,036
	Operating	**972,664**	**1,011,211**	**1,052,131**	**1,094,216**
	Project Total	**972,664**	**1,011,211**	**1,052,131**	**1,094,216**
	Division Total	**972,664**	**1,011,211**	**1,052,131**	**1,094,216**

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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel					
12992	Vacation leave - retire/term	-	-	10,000	10,000
12996	Sick leave - retire/term	-	-	10,000	10,000
21000	Social Security- matching	-	-	1,530	1,530
22001	Retirement contribution - legacy	3,363,471	5,558,436	1,950,420	1,888,280
25000	Unemployment compensation	-29	1,355	20,000	15,000
	Personnel	**3,363,442**	**5,559,791**	**1,991,950**	**1,924,810**
Operating					
30010	Contingency	-	-	1,515,141	5,977,112
30030	Estimated Budget Savings	-	-	-3,014,306	-3,238,498
31300	Professional services-Outside Legal	511,445	438,032	600,000	700,000
31500	Professional services- other	359,460	310,778	338,253	378,346
34989	Contractual service provider	39,577	1,454	1,000	1,000
34990	Contractual services- other	45,250	31,195	45,291	31,200
36100	Excess benefit	60,686	56,069	57,531	59,172
41225	Cable fees	131	-	-	-
41400	Postage	120,421	114,950	97,500	114,400
44200	Rents- machinery & equipment	1,883	1,390	1,340	1,460
45000	Insurance	1,704,051	1,317,393	1,922,940	2,021,151
48250	Employee award program	-	-	49,002	51,000
49150	Auto tags & titles	15,937	12,008	11,480	20,966
49201	Taxes and/or assessments	1,806	780	1,998	-
49356	Special projects	19,561	35,460	25,000	25,000
49965	Police & Fire Pension Misc. Costs	-	-	25,000	-
51100	Office supplies	2,315	3,606	3,000	3,000
52650	Equip < than $1000	-	450	500	500
54100	Memberships/ dues/ subscription	48,017	75,842	63,269	69,270
	Operating	**2,930,540**	**2,399,406**	**1,743,939**	**6,215,079**
Grants and Aid					
81001	Grant - Area Agency On Aging	101,055	99,878	112,942	106,913
82005	Grant - Women In Distress	15,000	15,000	15,000	15,000
82013	Grant - Learning for Success-KAPOW	6,000	6,000	9,000	12,000
82016	Grant - Here's Help	5,000	5,000	5,000	5,000

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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Grants and Aid					
82023	Grant - American Cancer Society	10,000	10,000	10,000	10,000
82024	Grant - Early Learning Coalition	-	35,000	35,000	35,000
82025	Grant - American Diabetes Association	5,000	-	5,000	5,000
	Grants and Aid	**142,055**	**170,878**	**191,942**	**188,913**
Other					
91100	Transfer to Road and Bridge	802,586	628,434	-	-
91128	Transfer to Community Bus Program	211,961	254,084	227,351	249,754
91199	Transfer to OAA	479,797	422,191	532,884	539,046
91200	Transfer To Debt Service	-	-	7,300,000	-
91201	Transfer to Debt Service Fund	88,549	-	-	-
	Other	**1,582,893**	**1,304,708**	**8,060,235**	**788,800**
	Project Total	**8,018,929**	**9,434,783**	**11,988,066**	**9,117,602**
	Division Total	**8,018,929**	**9,434,783**	**11,988,066**	**9,117,602**

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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel					
12047	City Clerk	106,995	109,947	111,492	116,471
12287	Document Management Specialist	47,853	49,530	49,962	50,732
12620	Cashier II	39,255	40,625	41,263	42,898
12684	Clerical Spec II	107,626	114,215	114,475	119,971
12775	Deputy City Clerk	57,922	59,946	60,404	63,625
12782	Deputy City Clerk/Occ Lic Admin	59,598	61,679	61,589	65,124
12992	Vacation leave - retire/term	7,176	11,908	8,000	13,000
12996	Sick leave - retire/term	41	22,397	7,000	22,397
13509	Shared - Secretary	6,002	5,046	13,120	11,700
13525	Senior Board Secretary	8,490	10,152	19,890	19,890
13679	P/T Passport Clerk	16,469	17,416	19,869	19,868
14000	Overtime	612	16	500	300
15007	Topped Out Incentive	-	-	-	750
15107	Automobile allowance	3,600	3,600	3,600	3,600
15116	Cell Phone Pay	900	900	900	900
21000	Social Security- matching	33,525	36,948	39,180	42,176
22000	Retirement contributions	60,518	83,539	31,112	42,010
22010	Defined contribution - General	17,304	18,393	18,516	19,226
23000	Health Insurance	83,064	79,984	144,960	153,624
23100	Life Insurance	987	1,315	1,954	2,455
24000	Workers compensation	-4	420	1,492	1,811
26300	General retiree health contrib	145,344	135,164	117,168	127,544
	Personnel	**803,278**	**863,138**	**866,446**	**940,072**
Operating					
31500	Professional services- other	114,723	10,238	50,000	50,000
34050	Contractual microfilming	36,950	14,103	302,282	134,000
34989	Contractual service provider	119,580	133,985	155,694	155,694
40100	Travel/conferences	1,675	1,344	1,416	3,000
44200	Rents- machinery & equipment	9,944	8,818	10,000	10,000
45440	Insurance- errors & omissions	145	290	600	600
46250	R & M equipment	1,241	1,399	2,000	2,000
46800	Maintenance contracts	2,262	2,359	9,919	37,410

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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Operating					
46801	I.T. Maintenance contracts	61,771	88,671	144,660	117,920
47100	Printing	5,918	4,448	5,484	4,500
47400	Codification of ordinances	5,000	6,539	10,000	10,000
49000	Legal/employment ads	7,704	5,262	19,600	19,600
49100	Recording fees	3,692	2,822	5,600	4,000
51100	Office supplies	12,025	10,151	17,000	17,000
51300	Microfilm supplies	-	-	-	700
52650	Equip < than $1000	51	1,158	7,080	3,000
52652	Software < than $1000 &/or licenses	6,928	6,234	17,800	14,000
52653	Computer equipment < $1000	517	-	2,500	2,500
54100	Memberships/ dues/ subscription	875	755	970	800
55229	Training	-	300	1,830	2,000
	Operating	**391,000**	**298,875**	**764,435**	**588,724**
Capital					
64023	Camera	-	-	1,942	-
64039	Computer equipment not micro	-	1,511	-	5,000
	Capital	**-**	**1,511**	**1,942**	**5,000**
	Project Total	**1,194,278**	**1,163,524**	**1,632,823**	**1,533,796**
	Division Total	**1,194,278**	**1,163,524**	**1,632,823**	**1,533,796**

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 513 Financial and administrative

Division 2001 Finance | Project Blank

Object	Object Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel					
12030	Budget Director	28,930	101,646	103,008	107,676
12031	Payroll Manager	23,292	82,455	83,554	87,357
12032	Accounts Payable Manager	19,458	68,712	69,628	72,795
12086	Finance Director	142,877	147,398	149,369	153,088
12087	Deputy Finance Director	-	-	-	125,008
12428	Payables Supervisor	43,865	-	-	-
12431	Payroll Coordinator	119,978	125,045	125,635	129,203
12433	Payroll Supervisor	53,446	-	-	-
12517	Assistant Finance Director	124,446	119,535	121,133	114,319
12525	Administrative Assistant I	61,531	61,864	61,568	61,568
12556	Budget Manager	62,693	-	-	-
12623	Senior Systems Administrator	-	24,960	99,840	103,022
12641	Chief Accountant	97,169	92,824	92,703	-
12642	Accounting Supervisor	53,729	-	-	-
12651	Programmer Analyst II	185,876	168,170	98,218	98,209
12686	Systems Supervisor	100,248	78,500	-	-
12992	Vacation leave - retire/term	13,438	1,098	-	-
12996	Sick leave - retire/term	12,216	1,220	-	-
14000	Overtime	2,452	1,531	85,000	5,000
15007	Topped Out Incentive	3,600	1,800	-	3,000
15107	Automobile allowance	7,200	7,200	7,202	4,801
15116	Cell Phone Pay	2,100	2,100	2,101	2,101
21000	Social Security- matching	84,074	78,359	83,773	81,289
22000	Retirement contributions	175,980	280,774	79,639	76,104
22010	Defined contribution - General	42,567	46,017	48,798	66,837
23000	Health Insurance	154,262	148,542	199,320	211,233
23100	Life Insurance	2,592	3,655	4,465	5,610
24000	Workers compensation	-9	1,039	3,042	3,720
26300	General retiree health contrib	229,666	219,452	161,011	175,283
	Personnel	**1,847,675**	**1,863,897**	**1,679,007**	**1,687,223**
Operating					
31500	Professional services- other	131,037	15,569	18,082	-

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 513 Financial and administrative

Division 2001 Finance | Project Blank

Object	Object Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Operating					
32100	Accounting and auditing fees	39,346	44,656	45,005	46,600
34989	Contractual service provider	631,223	894,081	1,335,555	1,456,963
40100	Travel/conferences	1,270	1,773	8,190	8,000
41100	Telephone	2,064	2,907	3,108	4,440
44200	Rents- machinery & equipment	4,353	4,353	5,195	7,500
46150	R & M- land- building & improvement	-	2,876	1,918	24,000
46250	R & M equipment	-	36	500	300
46800	Maintenance contracts	2,084	1,956	3,340	3,500
46801	I.T. Maintenance contracts	97,485	99,641	103,123	109,800
51100	Office supplies	12,537	12,199	16,860	13,000
52650	Equip < than $1000	2,226	944	1,146	1,000
52652	Software < than $1000 &/or licenses	2,444	6,885	21,012	50,750
52653	Computer equipment < $1000	1,455	2,145	3,000	2,000
54100	Memberships/ dues/ subscription	2,491	2,506	5,175	5,660
55200	College Classes - Education	2,089	-	1,000	1,000
55229	Training	2,185	1,446	3,300	3,000
	Operating	**934,289**	**1,093,974**	**1,575,509**	**1,737,513**
Capital					
64039	Computer equipment not micro	3,588	4,799	-	-
64051	Computer programs	-	-	50,000	-
64055	Laptop/Tablet	2,651	4,065	4,000	-
	Capital	**6,238**	**8,864**	**54,000**	**-**
	Project Total	**2,788,202**	**2,966,735**	**3,308,516**	**3,424,736**
	Division Total	**2,788,202**	**2,966,735**	**3,308,516**	**3,424,736**

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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel					
12280	Help Desk Technician II	111,546	113,126	60,245	63,613
12303	Network Specialist II	198,824	205,080	206,936	214,633
12525	Administrative Assistant I	56,790	58,767	59,196	61,325
12622	ERP Manager	-	29,458	117,832	122,275
12643	Help Desk Technician I	38,855	39,640	41,135	41,573
12644	Help Analyst/Technician	71,517	74,010	74,235	74,880
12691	Systems Analyst II	-	-	102,039	104,100
12693	Systems Programmer/Analyst II	89,733	92,407	93,817	97,830
12697	Proj Mangr/Systems Prog Analyst II	108,689	109,328	108,805	108,805
12722	Manager of Systems Development	126,006	126,612	126,007	126,007
12723	Systems Administrator	73,301	79,902	145,706	152,483
12903	Technology Services Director	146,702	136,621	136,012	148,788
12904	Asst. Technology Services Director	113,298	72,879	119,018	84,957
12992	Vacation leave - retire/term	-	88,223	11,200	11,200
12996	Sick leave - retire/term	-	42,303	5,600	5,600
14000	Overtime	42,937	57,513	58,400	75,000
15007	Topped Out Incentive	750	750	-	2,250
15100	Holiday pay	-	-	3,600	3,600
15107	Automobile allowance	3,600	3,185	7,200	9,601
15115	Beeper pay	15,211	15,618	16,790	16,790
15116	Cell Phone Pay	5,460	5,085	4,560	5,700
21000	Social Security- matching	87,859	95,122	114,526	116,844
22000	Retirement contributions	134,203	182,296	66,382	88,203
22010	Defined contribution - General	71,247	78,769	101,111	100,995
23000	Health Insurance	177,994	148,542	271,800	288,045
23100	Life Insurance	2,925	3,529	6,151	7,493
24000	Workers compensation	-10	1,003	4,190	4,970
26300	General retiree health contrib	272,520	219,604	219,690	239,145
	Personnel	**1,949,956**	**2,079,372**	**2,282,183**	**2,376,705**
Operating					
34989	Contractual service provider	1,245,318	1,262,089	2,137,976	1,837,333
34990	Contractual services- other	18,198	14,616	46,268	200,000

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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Operating					
34995	I.T. Contractual services	135,818	191,699	485,137	262,460
40100	Travel/conferences	1,848	9	10,000	10,000
41100	Telephone	3,631	3,745	4,382	4,382
41371	Streaming video service fees	1,125	-	4,400	4,400
41380	Data communication	29,400	40,290	37,200	73,800
44200	Rents- machinery & equipment	1,690	1,690	2,378	2,378
46250	R & M equipment	-	12	52,000	24,000
46300	R & M motor vehicles	383	735	2,500	2,500
46800	Maintenance contracts	1,036	3,491	136,836	136,836
46801	I.T. Maintenance contracts	158,026	212,033	490,910	739,700
51100	Office supplies	99	165	8,750	8,750
52000	Operating supplies	7,000	1,658	17,600	17,600
52015	Books	-	843	1,950	1,950
52470	Computer supplies	9	204	3,450	3,450
52540	Fuel	2,599	1,965	3,990	3,990
52650	Equip < than $1000	500	8,112	431,014	345,460
52652	Software < than $1000 &/or licenses	290,096	294,171	588,900	694,500
52653	Computer equipment < $1000	95,556	94,871	394,300	280,550
54100	Memberships/ dues/ subscription	1,507	3,021	16,800	20,400
55229	Training	64,079	26,176	64,800	68,800
	Operating	**2,057,917**	**2,161,592**	**4,941,541**	**4,743,239**
Capital					
63993	Improvements - Other	961,080	2,910,579	1,153,682	220,900
64039	Computer equipment not micro	24,606	21,676	185,000	95,000
64051	Computer programs	47,360	43,306	20,000	50,000
64055	Laptop/Tablet	9,721	10,144	33,600	33,600
64221	Van	22,281	-	65,600	-
64400	Other equipment	6,069	-	852,000	728,630
	Capital	**1,071,117**	**2,985,706**	**2,309,882**	**1,128,130**
	Project Total	**5,078,990**	**7,226,670**	**9,533,606**	**8,248,074**

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 513 Financial and administrative

Division 2002 Technology Services | Project 306 IT Modernization (VOIP/VDI)

Object	Object Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Operating					
34995	I.T. Contractual services	-	7,670	217,856	54,464
46801	I.T. Maintenance contracts	2,334	621	25,251	-
	Operating	**2,334**	**8,291**	**243,107**	**54,464**
Capital					
64039	Computer equipment not micro	106,368	34,323	130,000	65,000
	Capital	**106,368**	**34,323**	**130,000**	**65,000**
	Project Total	**108,702**	**42,614**	**373,107**	**119,464**

Entity 1 General Fund | Function 513 Financial and administrative

Division 2002 Technology Services | Project 307 Other Projects

Object	Object Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Capital					
63993	Improvements - Other	15,580	28,934	-	206,370
64039	Computer equipment not micro	423,732	221,823	242,616	-
64051	Computer programs	-	-	612,000	65,000
	Capital	**439,312**	**250,757**	**854,616**	**271,370**
	Project Total	**439,312**	**250,757**	**854,616**	**271,370**
	Division Total	**5,627,004**	**7,520,042**	**10,761,329**	**8,638,908**

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 521 Law enforcement

Division 3001 Police | Project Blank

Object	Object Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel					
12029	Special Operations Manager	59,201	61,377	62,195	65,031
12042	Projects and Research Manager	53,670	55,815	55,765	59,267
12043	Assistant Records Unit Manager	45,645	33,893	43,119	45,205
12044	Records Unit Manager	-	45,317	51,938	55,078
12045	Police Chief	177,757	181,820	183,237	184,871
12046	Deputy Police Chief	179,998	88,418	-	-
12081	Police Social Media Manager	45,536	47,126	47,216	49,988
12115	Police Captain	710,497	892,540	1,089,878	1,245,550
12119	Finance Assistant	36,949	-	-	-
12131	Professional Standards Supervisor	64,694	65,020	64,709	64,709
12174	Division Major	102,851	203,477	289,959	435,637
12425	Police Officer	10,574,542	10,339,254	10,084,764	9,829,927
12436	Police Officer - Tier 3	-	1,006,734	2,229,296	3,167,752
12451	Emergency Management Director	-	81,276	115,004	115,004
12452	Logistics/Fleet Manager	60,898	61,568	61,568	61,568
12453	Logistics-Fleet Coordinator III	22,557	-	-	-
12454	Logistics Coordinator III	64,701	83,956	84,387	89,107
12467	Property Evidence Technician	74,272	76,813	77,238	81,099
12468	Property Manager	41,340	32,021	52,000	53,165
12492	Finance Coordinator	68,506	71,244	72,136	73,528
12493	Administrative Services Manager	47,175	45,614	45,573	48,199
12497	Community Affairs Coordinator	6,541	45,063	45,199	47,580
12511	Administrative Assistant III	57,705	59,629	61,038	62,957
12525	Administrative Assistant I	44,562	46,331	46,364	49,197
12603	Support Services Coordinator	63,820	64,127	63,820	63,820
12631	Crime Scene Technician	41,359	39,234	43,685	45,083
12632	Crime Scene Unit Manager	59,626	60,251	60,952	63,815
12633	Crime Scene Investigator	182,110	163,096	186,565	192,886
12634	Crime Scene Shift Supervisor	55,599	57,256	58,074	60,716
12635	Forensic Manager	11,444	85,396	87,561	90,982
12636	Field Training Officer - City	1,466,818	1,709,658	1,722,421	1,738,077
12637	Field Training Sergeant - City	289,590	404,618	414,287	416,916

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 521 Law enforcement

Division 3001 Police | Project Blank

Object	Object Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel					
12638	Forensic Examiner I	67,162	56,614	57,932	60,307
12643	Help Desk Technician I	-	4,640	48,256	49,847
12652	Programmer/Analyst I	76,918	77,414	77,044	81,733
12655	Sergeant	2,819,968	2,837,231	2,844,579	2,965,484
12684	Clerical Spec II	332,774	206,732	151,757	117,139
12685	Clerical Aide	37,992	39,229	40,406	41,862
12698	Police Programmer Analyst III	69,995	73,388	74,020	77,167
12723	Systems Administrator	-	6,438	66,956	69,163
12733	Crime Analyst Manager	61,787	64,266	64,335	68,245
12736	Crime Analyst	99,934	103,177	104,293	109,209
12800	Asst. Police Chief	70,858	122,936	173,951	173,951
12881	Police Communications Coord	-	-	46,260	54,740
12882	Economic Crimes Investigator	-	18,270	50,004	52,068
12883	Support Center Manager	-	36,748	60,528	63,528
12885	Victim's Advocate	51,119	52,411	53,111	55,517
12886	Assistant Victim's Advocate	43,338	44,789	45,922	44,579
12901	Staff Inspector	-	-	48,610	49,169
12937	Fingerprint Examiner II	63,742	64,958	64,709	64,709
12938	Police Support Specialist IV	48,582	22,153	46,260	46,792
12939	Forensic Video Examiner	25,688	57,416	57,932	60,790
12978	Police Support Specialist III	40,895	39,148	43,096	44,751
12979	Police Support Specialist II	180,161	160,106	200,757	201,848
12980	Police Support Specialist I	303,869	388,475	507,229	521,541
12985	Police Service Aide I	525,772	589,391	649,970	765,253
12988	Police Payroll Specialist I	83,349	92,655	93,689	98,018
12992	Vacation leave - retire/term	299,992	322,924	158,098	198,940
12996	Sick leave - retire/term	386,209	404,472	229,738	269,649
12997	Sick leave - annual	428,773	494,254	735,648	767,641
13407	P/T Victim's Advocate - CITY	37,107	37,846	37,846	37,846
13412	P/T Police Support Specialist	62,008	74,762	93,435	79,039
13416	P/T Police Support Specialist I	16,603	11,230	23,358	23,358
14000	Overtime	1,224,854	1,597,486	1,500,000	1,750,000

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 521 Law enforcement

Division 3001 Police | Project Blank

Object	Object Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel					
14400	Off-duty detail	16,380	32,640	44,000	44,000
15000	Incentive pay	204,774	208,943	205,284	216,507
15003	New Hire Incentive Pay	95,000	104,000	100,000	80,000
15004	New Hire Relocation Pay	-	8,291	15,000	15,000
15007	Topped Out Incentive	4,200	4,950	-	5,250
15008	Referral Reward	-	9,000	8,000	9,000
15010	Certification pay	100	-	-	-
15050	Stand-by pay	53,888	85,208	60,000	80,000
15100	Holiday pay	380,878	425,133	385,000	425,000
15101	Uniform cleaning allowance	298,493	312,558	310,140	320,520
15104	Assignment pay	114,363	100,413	89,833	81,454
15107	Automobile allowance	23,088	18,000	14,400	28,800
15108	Shift Differential	12,464	13,991	14,560	15,600
15109	Shift Differential- Certified Officer	60,920	61,989	59,280	63,960
15110	Dive team equipment allowance	4,800	2,700	2,700	2,100
15115	Beeper pay	16,850	16,857	17,500	21,000
15116	Cell Phone Pay	16,125	21,175	21,900	21,900
15200	Longevity pay	226,989	222,792	216,626	193,719
21000	Social Security- matching	1,746,638	1,919,468	2,095,776	2,227,562
22000	Retirement contributions	119,817	172,614	55,562	52,479
22010	Defined contribution - General	282,705	312,667	364,576	389,321
22100	Retirement contributions P & F	14,592,738	15,312,194	15,294,004	14,943,403
22110	State contribution P&F retirement	1,458,281	1,549,950	1,458,281	1,549,950
23000	Health Insurance	3,654,819	3,574,525	5,526,600	6,119,346
23100	Life Insurance	47,402	68,412	103,141	131,022
24000	Workers compensation	-2,592	312,286	1,126,289	1,399,227
26300	General retiree health contrib	1,489,776	1,437,281	1,179,003	1,307,326
26305	Police retiree health contrib	3,481,311	4,654,534	3,592,560	3,344,000
	Personnel	**50,569,618**	**55,272,066**	**58,309,692**	**60,708,043**
Operating					
31400	Professional services- medical	16,250	10,640	19,000	19,300
31450	Professional services- veterinarian	9,464	9,926	24,500	20,000

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 521 Law enforcement

Division 3001 Police | Project Blank

Object	Object Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Operating					
31500	Professional services- other	24,582	32,826	87,750	65,250
31760	Off-duty Detail - PBA	5,132	-	-	-
34500	Contract- building maintenance	47,758	50,004	70,000	70,000
34989	Contractual service provider	305,593	400,036	625,248	726,533
34990	Contractual services- other	631,252	685,651	849,795	906,658
36100	Excess benefit	71,626	67,038	69,000	69,000
40100	Travel/conferences	115,572	115,794	219,998	129,045
41100	Telephone	69,242	82,762	105,325	106,300
41380	Data communication	150,854	147,220	181,518	180,543
43100	Electric	104,718	110,303	125,000	125,000
43200	Water & sewer	8,066	9,939	9,000	10,500
44200	Rents- machinery & equipment	50,633	49,182	83,442	83,328
46150	R & M- land- building & improvement	89,383	62,867	105,005	99,805
46250	R & M equipment	48,915	62,415	147,150	115,700
46300	R & M motor vehicles	559,193	560,051	666,825	682,350
46800	Maintenance contracts	20,940	23,256	53,160	94,469
46801	I.T. Maintenance contracts	194,204	240,963	353,605	401,783
47100	Printing	9,068	19,359	62,650	52,600
48250	Employee award program	2,564	1,288	2,000	2,000
49000	Legal/employment ads	860	45	2,400	3,000
49105	License renewals	9,825	10,511	10,000	10,000
49354	Drug investigation	7,500	-	15,000	10,000
49355	Special investigation	337	472	6,200	12,500
49357	False alarm program	36,253	26,087	32,460	30,180
49680	Special events- miscellaneous	32,648	43,550	65,000	70,750
51100	Office supplies	33,050	38,399	40,000	42,000
51400	Photo supplies	-	-	1,000	800
52000	Operating supplies	59,462	87,020	133,690	156,555
52002	Operating supplies- ID unit	16,650	13,461	17,500	17,500
52003	Operating supplies- Training Unit	183,339	97,123	181,643	143,819
52200	Cleaning/janitorial supplies	850	296	1,000	1,700
52540	Fuel	819,787	774,542	811,845	856,563

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 521 Law enforcement

Division 3001 Police | Project Blank

Object	Object Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Operating					
52600	Clothing/uniforms	218,051	213,410	295,094	392,470
52645	S.E.T. Equipment < $1000	33,326	73,010	62,244	12,050
52650	Equip < than $1000	207,750	327,965	348,729	382,473
52652	Software < than $1000 &/or licenses	85,327	155,280	59,134	15,570
52653	Computer equipment < $1000	33,069	61,072	105,508	128,830
52681	Operating supplies for K-9	-	3,310	9,600	9,600
52683	S.E.T. Operating supplies	82,655	93,846	116,700	99,050
54100	Memberships/ dues/ subscription	22,132	13,274	23,600	23,635
55200	College Classes - Education	18,094	39,938	85,000	90,000
55229	Training	114,857	131,397	175,432	204,436
	Operating	**4,550,830**	**4,945,528**	**6,458,750**	**6,673,645**
Capital					
62000	Buildings	79,349	4,616	-	-
62017	Building improvement	3,612	-	105,219	110,000
63166	Shooting range	-	-	781,218	-
64023	Camera	5,837	20,440	2,203	-
64028	Car	151,950	28,933	41,446	35,800
64039	Computer equipment not micro	28,671	-	2,971	-
64048	Boat	-	5,838	-	-
64051	Computer programs	152,269	71,835	82,121	24,500
64053	Micro computer	13,287	14,366	-	-
64055	Laptop/Tablet	127,641	204,741	265,873	202,900
64072	Storage tank	154,892	134,764	-	-
64073	Generator	17,533	-	-	-
64110	K-9 dogs	10,700	-	10,000	10,000
64140	Motorcycle	50,483	75,743	85,500	31,500
64154	Overhead projector	-	-	1,746	-
64176	S.E.T. Equipment	180,320	194,166	4,888	98,950
64181	Radio- portable	2,117,801	59,272	58,915	141,500
64182	Radar gun	-	29,958	9,580	4,550
64213	Trailer	17,846	77,697	4,386	31,000
64214	Truck	1,870,568	997,951	1,263,840	2,061,900

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 521 Law enforcement

Division 3001 Police | Project Blank

Object	Object Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Capital					
64221	Van	30,944	4,695	32,246	-
64400	Other equipment	614,909	845,794	468,430	538,445
	Capital	**5,628,611**	**2,770,808**	**3,220,582**	**3,291,045**
	Project Total	**60,749,059**	**62,988,402**	**67,989,024**	**70,672,733**

Entity 1 General Fund | Function 521 Law enforcement

Division 3001 Police | Project 3001 Red Light Camera Program

Object	Object Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel					
12425	Police Officer	76,586	80,026	38,290	-
12479	RLC Program Coordinator	44,550	45,992	46,941	48,779
12985	Police Service Aide I	38,021	39,524	59,682	80,397
12997	Sick leave - annual	3,535	3,676	-	-
15000	Incentive pay	1,560	1,560	780	-
15100	Holiday pay	2,577	3,829	6,500	2,500
15101	Uniform cleaning allowance	1,815	1,920	1,200	480
15104	Assignment pay	2,471	2,629	1,277	-
21000	Social Security- matching	12,460	13,088	11,836	10,113
22010	Defined contribution - General	7,431	7,696	9,597	11,628
22100	Retirement contributions P & F	48,533	75,772	37,116	-
23000	Health Insurance	35,599	34,279	54,360	57,609
23100	Life Insurance	328	498	642	692
24000	Workers compensation	-15	1,880	5,407	5,309
26300	General retiree health contrib	36,336	33,816	36,615	47,829
26305	Police retiree health contrib	15,137	19,866	7,440	-
	Personnel	**326,923**	**366,051**	**317,683**	**265,336**
Operating					
31305	Prof services-Outside Legal-Red Light	41,128	55,889	127,700	129,700
34980	Contractual services - Redflex	319,381	362,100	362,100	362,100
	Operating	**360,509**	**417,989**	**489,800**	**491,800**
	Project Total	**687,432**	**784,040**	**807,483**	**757,136**

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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel					
12991	Personal Leave Payout	-	-	5,800	18,698
13414	P/T School Resource Officer	837,517	1,014,538	1,344,356	1,050,126
13415	P/T SRO Supervisor	84,762	75,003	109,014	109,014
15000	Incentive pay	24,503	27,086	45,240	35,880
15015	Payment in lieu of benefits	-	28,800	54,000	42,000
15101	Uniform cleaning allowance	8,340	9,798	10,440	8,280
21000	Social Security- matching	70,733	85,270	120,067	95,303
23000	Health Insurance	284,791	319,936	525,480	441,669
23100	Life Insurance	1,236	3,707	6,507	6,212
24000	Workers compensation	-137	18,867	79,575	74,059
	Personnel	**1,311,744**	**1,583,006**	**2,300,479**	**1,881,241**
Operating					
31760	Off-duty Detail - PBA	107,614	19,374	-	-
	Operating	**107,614**	**19,374**	**-**	**-**
	Project Total	**1,419,358**	**1,602,380**	**2,300,479**	**1,881,241**

Entity 1 General Fund | Function 521 Law enforcement

Division 3001 Police | Project 313 Broward College SRO

Object	Object Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel					
12991	Personal Leave Payout	-	-	774	-
13414	P/T School Resource Officer	76,982	51,559	107,227	-
15000	Incentive pay	775	327	3,120	-
15015	Payment in lieu of benefits	-	2,000	4,000	-
15101	Uniform cleaning allowance	660	468	720	-
21000	Social Security- matching	6,005	4,100	8,866	-
23000	Health Insurance	23,733	22,853	36,240	-
23100	Life Insurance	101	281	482	-
24000	Workers compensation	-12	1,440	5,890	-
	Personnel	**108,244**	**83,028**	**167,319**	**-**

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 521 Law enforcement

Division 3001 Police | Project 313 Broward College SRO

Object	Object Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Operating					
31760	Off-duty Detail - PBA	8,032	2,774	-	-
	Operating	**8,032**	**2,774**	**-**	**-**
	Project Total	**116,277**	**85,802**	**167,319**	**-**

Entity 1 General Fund | Function 529 Other public safety

Division 3001 Police | Project 4337 FEMA-4337-DR - Hurricane Irma

Object	Object Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Capital					
62053	West Police Substation	-	-	298,283	-
64073	Generator	-	-	183,545	-
	Capital	**-**	**-**	**481,828**	**-**
	Project Total	**-**	**-**	**481,828**	**-**

Entity 1 General Fund | Function 529 Other public safety

Division 3001 Police | Project 9007 Code Compliance

Object	Object Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel					
12085	Code Compliance Administrator	69,532	72,412	71,864	74,381
12684	Clerical Spec II	42,484	86,900	47,424	47,424
12685	Clerical Aide	-	-	47,632	49,198
12985	Police Service Aide I	100,455	104,640	108,828	113,702
12986	Police Service Aide II	234,740	263,440	326,885	325,849
12987	Police Service Aide III	65,820	82,864	84,391	87,180
12992	Vacation leave - retire/term	450	4,522	-	-
12996	Sick leave - retire/term	-	1,090	-	-
14000	Overtime	2,706	1,451	3,000	3,000
15003	New Hire Incentive Pay	-	4,000	1,500	4,000
15007	Topped Out Incentive	-	-	-	1,500
15010	Certification pay	120	120	120	120
15100	Holiday pay	5,837	3,319	12,000	12,000
15101	Uniform cleaning allowance	2,380	2,780	3,120	3,600

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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel					
15116	Cell Phone Pay	4,715	4,890	5,940	5,940
21000	Social Security- matching	38,864	46,423	54,383	55,409
22000	Retirement contributions	10,909	21,993	7,683	7,434
22010	Defined contribution - General	39,915	46,856	55,370	56,110
23000	Health Insurance	130,529	124,737	217,440	249,639
23100	Life Insurance	1,355	1,969	3,054	3,737
24000	Workers compensation	-73	8,314	30,811	36,615
26300	General retiree health contrib	254,352	252,019	219,690	255,088
	Personnel	**1,005,090**	**1,134,739**	**1,301,135**	**1,391,926**
Operating					
31300	Professional services-Outside Legal	5,062	4,798	7,500	7,500
34989	Contractual service provider	51,212	62,316	45,513	46,868
41100	Telephone	50	89	400	400
41380	Data communication	1,685	1,744	9,160	10,140
44200	Rents- machinery & equipment	957	957	957	957
46250	R & M equipment	-	-	3,000	3,000
46300	R & M motor vehicles	6,608	7,177	15,000	15,000
46800	Maintenance contracts	117	175	180	180
46801	I.T. Maintenance contracts	542	488	780	780
47100	Printing	1,403	413	3,000	3,000
49100	Recording fees	2,864	1,812	7,500	7,500
51100	Office supplies	1,759	2,478	3,600	3,600
52000	Operating supplies	1,104	132	2,300	2,300
52540	Fuel	13,819	10,535	14,836	11,631
52600	Clothing/uniforms	3,566	6,044	22,294	24,322
52650	Equip < than $1000	739	320	1,085	357
52653	Computer equipment < $1000	-	878	-	-
54100	Memberships/ dues/ subscription	316	291	870	800
55229	Training	605	7,160	10,600	11,050
	Operating	**92,407**	**107,805**	**148,575**	**149,385**
Capital					
64055	Laptop/Tablet	-	-	2,754	-

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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Capital					
64181	Radio- portable	-	-	6,100	-
64214	Truck	61,583	-	59,767	-
	Capital	**61,583**	**-**	**68,621**	**-**
	Project Total	**1,159,081**	**1,242,544**	**1,518,331**	**1,541,311**
	Division Total	**64,131,207**	**66,703,169**	**73,264,464**	**74,852,421**

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 3419 FEMA-3419-EM - Hurricane Dorian

Object	Object Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel					
14000	Overtime	-	82,558	-	-
15104	Assignment pay	-	3	-	-
21000	Social Security- matching	-	5,879	-	-
	Personnel	**-**	**88,440**	**-**	**-**
Operating					
34982	Function sourcing- Grounds/Facilities	-	16,900	-	-
34983	Function sourcing- Rights of Way	-	42,550	-	-
34984	Function sourcing-Parks Maintenance	-	16,316	-	-
34989	Contractual service provider	-	9,518	-	-
34990	Contractual services- other	-	4,200	-	-
46150	R & M- land- building & improvement	-	26,147	-	-
52000	Operating supplies	-	5,438	-	-
52701	Food purchases	-	20,750	-	-
	Operating	**-**	**141,819**	**-**	**-**
	Project Total	**-**	**230,259**	**-**	**-**

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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel					
14000	Overtime	6,667	-	-	-
14000	Overtime	3,848	-	-	-
21000	Social Security- matching	510	-	-	-
21000	Social Security- matching	2,237	-	-	-
	Personnel	**13,262**	**-**	**-**	**-**
Operating					
34989	Contractual service provider	180,008	4,829	-	-
34989	Contractual service provider	60,405	70,078	-	-
34990	Contractual services- other	3,302,044	170,992	-	-
34990	Contractual services- other	-147	-	-	-

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 4337 FEMA-4337-DR - Hurricane Irma

Object	Object Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Operating					
44200	Rents- machinery & equipment	6,116	-	-	-
44200	Rents- machinery & equipment	65,755	-	-	-
45710	Ins Claims Pending-Hurricane	641,965	-71,049	-	-
45710	Ins Claims Pending-Hurricane	68,946	-	-	-
46150	R & M- land- building & improvement	2,102	-	-	-
46150	R & M- land- building & improvement	59,772	-	-	-
46250	R & M equipment	3,611	-	-	-
52000	Operating supplies	45	-	-	-
52000	Operating supplies	11,361	-	-	-
52701	Food purchases	-1,937	-	-	-
	Operating	**4,400,047**	**174,850**	**-**	**-**
	Project Total	**4,413,309**	**174,850**	**-**	**-**
	Division Total	**4,413,309**	**405,109**	**-**	**-**

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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel					
12010	Insurance Clerk	4,481	-	-	-
12099	Battalion Chief - PM	708,691	688,547	703,398	703,428
12130	Fire Chief	196,329	188,121	187,221	187,221
12172	Assistant Division Chief	374,345	368,565	386,281	394,378
12282	Micro Computer Specialist I	68,827	70,541	70,637	73,544
12528	Administrative Assistant II	64,709	65,020	64,709	64,709
12575	Lieutenant	2,375,675	2,324,225	2,379,423	2,643,872
12607	Captain - P/M	3,310,568	3,210,061	3,310,486	3,331,244
12651	Programmer Analyst II	95,347	95,806	-	-
12684	Clerical Spec II	77,268	41,673	38,157	39,793
12788	Division Chief	574,970	564,394	591,227	592,722
12802	Office Manager	-	-	46,392	48,220
12835	Driver/Engineer	412,536	393,407	404,844	404,803
12836	Driver Engineer - P/M	2,569,692	2,551,544	2,613,085	2,606,624
12915	Firefighter/EMT	1,127,075	1,107,559	1,270,477	1,368,337
12918	Firefighter/PM	4,639,858	4,539,695	4,868,586	4,863,840
12934	Administrative Battalion Chief	76,715	111,014	118,340	108,301
12992	Vacation leave - retire/term	147,157	230,430	485,962	530,244
12996	Sick leave - retire/term	237,234	335,725	425,358	761,750
12997	Sick leave - annual	417,241	411,425	435,011	703,068
13681	P/T Clerk Spec II	1,046	-	12,480	12,480
14000	Overtime	13,861	16,400	30,000	30,000
14016	Overtime - Non-City details	32,085	16,783	30,000	30,000
14017	Overtime - Staffing	151,692	452,576	322,000	225,000
14400	Off-duty detail	16,140	9,300	16,000	12,000
15000	Incentive pay	216,220	214,605	209,507	220,427
15007	Topped Out Incentive	1,500	1,500	-	750
15040	Inspector certification	201,720	194,160	191,360	201,760
15100	Holiday pay	573,153	581,176	650,000	650,000
15101	Uniform cleaning allowance	12,740	13,440	13,440	13,440
15104	Assignment pay	4,667	10,170	5,000	8,000
15111	Assignment pay - Rescue	41,126	45,474	46,000	50,000

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 529 Other public safety

Division 4003 Fire/Rescue | Project Blank

Object	Object Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel					
15112	Assignment pay - FIRE/EMS	66,019	67,167	74,400	75,000
15116	Cell Phone Pay	6,825	7,200	8,100	7,200
15200	Longevity pay	132,297	121,357	118,985	86,968
21000	Social Security- matching	1,405,275	1,399,176	1,548,177	1,608,508
22000	Retirement contributions	60,571	76,897	21,537	22,787
22001	Retirement contribution - legacy	40,396	74,002	28,127	63,293
22010	Defined contribution - General	27,861	24,573	21,184	21,812
22100	Retirement contributions P & F	11,790,831	11,565,953	12,528,817	12,489,218
22110	State contribution P&F retirement	1,005,438	1,402,576	992,045	1,366,623
23000	Health Insurance	2,385,125	2,273,833	3,624,000	3,936,615
23100	Life Insurance	34,986	45,961	75,520	93,244
24000	Workers compensation	-2,726	302,407	1,199,613	1,441,465
26300	General retiree health contrib	127,176	101,348	73,230	79,715
26310	Fire retiree health contrib	3,495,960	4,493,712	4,138,809	4,239,053
	Personnel	**39,320,704**	**40,809,496**	**44,377,925**	**46,411,456**
Operating					
31300	Professional services-Outside Legal	1,702	1,710	2,500	2,500
31400	Professional services- medical	82,372	81,584	104,000	109,310
31500	Professional services- other	2,250	4,875	4,500	5,125
31508	Professional Services Other - Fire	7,165	34,885	13,375	9,910
31509	Professional Services Other - Rescue	45,079	44,755	49,500	51,720
34300	Contract- laundry & cleaning	27,769	27,973	31,200	32,136
34500	Contract- building maintenance	15,211	16,180	22,120	22,550
34988	Contractual Svcs Provider-Rescue	131,322	159,634	122,959	123,067
34989	Contractual service provider	423,892	429,989	478,249	595,704
36100	Excess benefit	4,137	7,041	20,000	25,000
40100	Travel/conferences	6,847	6,292	5,200	10,000
41100	Telephone	116,925	149,018	136,800	190,800
41380	Data communication	8,410	7,862	12,000	12,000
41400	Postage	1,043	1,000	1,320	1,440
43100	Electric	122,603	125,657	138,600	144,900
43200	Water & sewer	28,786	29,849	30,000	33,600

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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Operating					
43300	Gas	13,518	12,065	20,400	20,400
44200	Rents- machinery & equipment	1,912	13,362	19,420	5,720
44365	Rentals - Fire	738,448	792,376	801,690	830,264
46100	R & M office equipment	843	274	1,400	1,400
46150	R & M- land- building & improvement	153,641	134,204	116,000	149,100
46250	R & M equipment	52,919	72,380	79,854	97,600
46300	R & M motor vehicles	681,503	521,403	538,340	631,800
46800	Maintenance contracts	30,448	30,727	115,246	111,850
46801	I.T. Maintenance contracts	23,584	54,554	94,000	104,000
47100	Printing	4,612	4,860	6,000	6,000
48250	Employee award program	1,200	600	1,200	1,500
48500	Promotional activities	2,216	4,012	2,000	4,200
49104	License fees	-	200	3,800	2,000
49105	License renewals	12,633	26,322	28,355	28,355
49180	Administrative fees - Fire	508,157	546,230	549,962	590,089
49201	Taxes and/or assessments	28,183	28,273	29,187	29,187
49220	Promotional exams	13,631	22,098	30,060	30,060
51100	Office supplies	30,798	14,724	17,400	19,560
51200	Maps	469	116	2,000	2,000
51400	Photo supplies	612	891	1,000	1,000
52000	Operating supplies	1,822	5,520	7,500	7,500
52005	Operating supplies - Fire	20,494	22,469	21,600	25,200
52006	Operating supplies - Rescue	166,802	166,517	172,800	177,600
52015	Books	-	335	2,630	2,630
52020	Books - Rescue	1,887	9,319	10,000	10,000
52160	Pharmaceutical supplies	28,703	34,868	36,000	40,800
52200	Cleaning/janitorial supplies	24,037	19,609	27,600	27,600
52250	Linen/bedding	3,605	4,789	4,820	5,094
52431	Operating chemicals - Fire	8,036	12,975	13,000	15,000
52432	Operating chemicals - Rescue	6,660	6,573	7,000	7,300
52540	Fuel	147,429	153,896	200,000	200,000
52600	Clothing/uniforms	33,257	29,423	35,000	36,600

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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Operating					
52630	Protective clothing	106,817	110,863	113,120	117,000
52650	Equip < than $1000	62,010	225	-	-
52652	Software < than $1000 &/or licenses	1,117	224	4,000	4,000
52653	Computer equipment < $1000	9,745	10,318	10,000	10,500
52654	Nozzles < $1000	-	-	5,000	5,000
52656	Ladders < $1000	-	311	2,500	2,500
52657	Hose < $1000	9,708	16,978	16,880	22,000
52659	Equip less than $1000 - Fire	34,528	37,984	40,000	40,000
52660	Equip less than $1000 - Rescue	45,815	19,334	46,000	46,000
52701	Food purchases	3,725	5,115	5,000	7,000
54100	Memberships/ dues/ subscription	495	300	635	635
55200	College Classes - Education	46,826	69,616	70,000	70,000
55228	Training - Rescue	10,300	10,300	12,000	15,000
	Operating	**4,098,661**	**4,155,834**	**4,492,722**	**4,930,806**
Capital					
62009	Fire Station 79- Alhambra	8,133	7,533	-	50,000
62012	Fire Station 33-72nd Avenue	23,706	-	-	-
62016	Fire Station 69-9500 Pines	-	-	54,564	50,000
62018	Fire Station 89- Century Village	-	-	7,000	-
62026	Fire Station 99- Pembroke Isles	-	-	50,000	-
62038	Fire Training Facility	65,931	916,706	1,680,252	14,000
63000	Improvement other than building	-	22,225	-	79,500
63993	Improvements - Other	126,572	-	-	-
64009	Ambulance refurbishment	-	-	28,310	30,000
64016	Ambulances	525,796	283,102	291,690	594,000
64025	Breathing apparatus	50,964	-	-	-
64028	Car	46,245	46,298	50,000	50,000
64038	Communications systems	258,167	194,068	24,000	24,000
64039	Computer equipment not micro	-	-	20,000	24,000
64051	Computer programs	-	-	-	24,000
64054	Computer programs - Rescue	24,236	3,346	-	-
64057	Laptop Computer - Rescue	-	33,678	-	-

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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Capital					
64067	Ladder truck	-	1,213,698	-	-
64180	Radio	84,191	-	-	37,500
64181	Radio- portable	95,455	2,892	-	40,700
64214	Truck	45,327	-	-	80,000
64351	Special equipment - Fire	-	13,726	-	245,000
64352	Special equipment - Rescue	52,515	209,931	359,912	24,500
64400	Other equipment	20,725	3,199	14,596	16,000
64440	Fire apparatus refurbish	-	-	50,000	50,000
64450	Fire engine	461,393	475,079	500,000	-
	Capital	**1,889,355**	**3,425,480**	**3,130,324**	**1,433,200**
Grants and Aid					
81010	Medicaid MCO Supplemental IGT	-	-	99,459	99,459
	Grants and Aid	**-**	**-**	**99,459**	**99,459**
Other					
91640	Transfer to public insurance trust	-	2,000,000	-	100,000
	Other	**-**	**2,000,000**	**-**	**100,000**
	Project Total	**45,308,719**	**50,390,810**	**52,100,430**	**52,974,921**

Entity 1 General Fund | Function 529 Other public safety

Division 4003 Fire/Rescue | Project 4337 FEMA-4337-DR - Hurricane Irma

Object	Object Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Capital					
62009	Fire Station 79- Alhambra	-	-	329,033	-
62012	Fire Station 33-72nd Avenue	-	-	345,025	-
62016	Fire Station 69-9500 Pines	-	-	219,138	-
62018	Fire Station 89- Century Village	-	-	114,512	-
62026	Fire Station 99- Pembroke Isles	-	-	299,363	-
62031	Fire Station 101- Stirling Rd	-	-	294,989	-
64073	Generator	-	-	789,217	-
	Capital	**-**	**-**	**2,391,277**	**-**
	Project Total	**-**	**-**	**2,391,277**	**-**

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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel					
12172	Assistant Division Chief	136,994	89,080	84,604	107,509
12607	Captain - P/M	183,679	181,288	192,437	189,474
12699	Clerical Coordinator	39,526	41,088	788	-
12788	Division Chief	134,665	142,271	151,282	155,106
12912	Fire Inspector/PM	342,311	368,804	399,784	405,546
12925	Fire Inspector	3,669	-	-	-
12992	Vacation leave - retire/term	20,110	-	15,254	55,554
12996	Sick leave - retire/term	13,866	-	9,193	36,256
12997	Sick leave - annual	23,648	23,069	34,319	28,524
14000	Overtime	5,370	6,128	8,227	8,000
14012	Overtime- Hurricane	-	-	8,500	8,500
14018	Overtime - Expediting Expense	17,905	14,114	19,000	15,000
14401	Overtime - Fire Watch Detail	-	-	-	12,000
15000	Incentive pay	9,360	7,280	7,280	8,840
15040	Inspector certification	16,760	17,360	16,640	17,680
15050	Stand-by pay	16,400	15,753	16,500	16,500
15100	Holiday pay	-	-	33,000	50,000
15101	Uniform cleaning allowance	3,360	2,380	3,360	3,360
15104	Assignment pay	-	-	93	-
15116	Cell Phone Pay	3,600	4,250	6,300	5,340
15200	Longevity pay	15,951	9,843	9,845	6,981
21000	Social Security- matching	70,573	67,425	77,457	86,103
22000	Retirement contributions	4,369	6,287	-	-
22010	Defined contribution - General	3,557	3,698	71	-
22100	Retirement contributions P & F	277,944	294,746	450,020	566,785
22110	State contribution P&F retirement	22,240	26,067	35,633	62,020
23000	Health Insurance	106,797	102,837	163,080	172,827
23100	Life Insurance	1,732	2,264	3,680	4,584
24000	Workers compensation	-131	14,399	59,186	71,812
26300	General retiree health contrib	18,168	16,908	-	-
26310	Fire retiree health contrib	140,544	180,688	187,191	187,947
	Personnel	**1,632,969**	**1,638,027**	**1,992,724**	**2,282,248**

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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Operating					
34500	Contract- building maintenance	-	-	3,000	3,000
34989	Contractual service provider	123,698	165,364	269,737	269,737
40100	Travel/conferences	2,267	3,916	6,000	5,325
41100	Telephone	144	-	1,400	1,400
41380	Data communication	2,236	2,597	3,500	3,000
43100	Electric	3,826	1,440	4,500	4,500
44200	Rents- machinery & equipment	1,553	1,553	1,560	1,560
44365	Rentals - Fire	56,943	42,817	43,516	43,903
46150	R & M- land- building & improvement	-	-	500	500
46250	R & M equipment	124	-	1,400	2,800
46300	R & M motor vehicles	19,460	15,958	25,000	25,000
46800	Maintenance contracts	328	308	350	350
47100	Printing	623	544	800	800
48500	Promotional activities	5,943	6,883	7,000	8,500
49104	License fees	30	15	200	200
49105	License renewals	11,706	11,706	16,300	16,300
49180	Administrative fees - Fire	14,430	43,674	84,189	100,817
51100	Office supplies	1,808	1,649	2,300	2,300
52000	Operating supplies	1,168	-	2,000	2,000
52015	Books	3,240	1,877	3,600	3,600
52200	Cleaning/janitorial supplies	-	-	850	450
52540	Fuel	5,999	4,522	15,500	15,500
52650	Equip < than $1000	138	2,840	4,500	4,500
52652	Software < than $1000 &/or licenses	-	-	500	500
52653	Computer equipment < $1000	1,083	1,435	6,500	6,500
54100	Memberships/ dues/ subscription	495	535	600	1,300
	Operating	**257,241**	**309,635**	**505,302**	**524,342**
Capital					
64028	Car	62,612	17,421	55,500	18,500
	Capital	**62,612**	**17,421**	**55,500**	**18,500**
	Project Total	**1,952,822**	**1,965,083**	**2,553,526**	**2,825,090**

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 529 Other public safety

Division 4003 Fire/Rescue | Project 911 Public Safety Dispatch

Object	Object Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Operating					
34500	Contract- building maintenance	32,404	34,324	49,800	49,800
41100	Telephone	-	-	9,600	9,600
43100	Electric	8,233	8,263	9,600	9,600
43200	Water & sewer	717	836	1,200	1,200
46150	R & M- land- building & improvement	9,896	33,880	10,000	10,000
46250	R & M equipment	700	4,153	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	**51,951**	**81,456**	**96,200**	**96,200**
	Project Total	**51,951**	**81,456**	**96,200**	**96,200**
	Division Total	**47,313,492**	**52,437,350**	**57,141,433**	**55,896,211**

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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Other					
91171	Transfer to Charter Middle School	491,301	636,463	714,248	541,305
	Other	**491,301**	**636,463**	**714,248**	**541,305**
	Project Total	**491,301**	**636,463**	**714,248**	**541,305**

Entity 1 General Fund | Function 569 Other human services

Division 5002 Early Development Centers | Project 203 Charter EDC - Village Center

Object	Object Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel					
12143	EDC Teacher	23,878	23,970	23,879	25,959
12781	Site Supervisor	39,541	39,693	39,541	39,541
12997	Sick leave - annual	-	912	-	-
13551	P/T Teacher Aide	137,798	140,055	171,600	153,560
14000	Overtime	11	-	-	-
21000	Social Security- matching	15,025	15,274	17,980	16,764
22500	ICMA - city portion	3,170	3,171	3,172	3,276
23000	Health Insurance	23,733	22,853	36,240	38,406
23100	Life Insurance	175	193	282	351
24000	Workers compensation	-12	428	1,577	1,725
26300	General retiree health contrib	614	781	2,230	1,000
	Personnel	**243,933**	**247,331**	**296,501**	**280,582**
Operating					
34500	Contract- building maintenance	51,250	41,876	41,876	41,876
34982	Function sourcing- Grounds/Facilities	438	440	500	500
34989	Contractual service provider	244,336	222,692	229,033	203,426
34990	Contractual services- other	7,832	9,359	10,250	10,008
41100	Telephone	1,655	1,768	2,000	2,000
41380	Data communication	1,015	1,078	1,500	1,000
43100	Electric	13,077	12,874	14,000	13,250
43200	Water & sewer	3,667	3,851	4,000	4,000
44200	Rents- machinery & equipment	1,428	1,309	1,500	1,500
44800	Transportation Rentals	795	480	1,000	800

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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Operating					
46150	R & M- land- building & improvement	4,854	23,914	6,000	5,000
46210	Energy Savings Project	13,439	13,741	13,944	14,212
46250	R & M equipment	275	216	500	500
46800	Maintenance contracts	265	277	1,500	1,500
49104	License fees	326	209	911	300
49674	Special event- summer program	3,650	2,463	4,000	3,000
51100	Office supplies	1,467	2,161	1,500	1,500
52000	Operating supplies	11,376	7,557	9,380	9,000
52030	Sch year activities	3,237	2,290	3,200	3,000
52050	Playground/athletic supplies	-	425	500	500
52200	Cleaning/janitorial supplies	105	-	-	-
52650	Equip < than $1000	2,359	667	2,000	1,500
52652	Software < than $1000 &/or licenses	106	75	500	200
52653	Computer equipment < $1000	-	100	100	100
52701	Food purchases	13,868	11,975	12,000	12,000
54100	Memberships/ dues/ subscription	-	325	325	325
55200	College Classes - Education	-	-	620	-
55229	Training	499	-	-	-
	Operating	**381,318**	**362,121**	**362,639**	**330,997**
	Project Total	**625,251**	**609,452**	**659,140**	**611,579**

Entity 1 General Fund | Function 569 Other human services

Division 5002 Early Development Centers | Project 205 WCY EDC

Object	Object Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel					
12143	EDC Teacher	61,583	32,451	22,880	24,960
12780	Teacher Aide	23,171	23,260	23,172	25,252
12781	Site Supervisor	46,675	46,855	46,676	46,676
12992	Vacation leave - retire/term	1,868	1,784	100	100
12996	Sick leave - retire/term	3,210	2,694	100	100
12997	Sick leave - annual	775	529	20	20
13551	P/T Teacher Aide	198,083	192,603	214,480	228,800

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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel					
14000	Overtime	-	47	50	50
15015	Payment in lieu of benefits	2,400	-	2,401	2,401
21000	Social Security- matching	25,339	22,584	23,709	25,132
22500	ICMA - city portion	6,587	5,130	4,637	4,845
23000	Health Insurance	47,465	34,279	54,360	57,609
23100	Life Insurance	350	351	413	519
24000	Workers compensation	-18	632	2,063	2,566
26300	General retiree health contrib	1,560	2,015	4,520	1,500
	Personnel	**419,049**	**365,214**	**399,581**	**420,530**
Operating					
34500	Contract- building maintenance	52,355	44,592	49,560	45,000
34982	Function sourcing- Grounds/Facilities	219	440	500	500
34989	Contractual service provider	405,926	414,577	480,475	468,908
34990	Contractual services- other	757	1,028	3,000	3,000
41100	Telephone	433	433	500	500
44200	Rents- machinery & equipment	20	-	1,000	1,000
44800	Transportation Rentals	5,355	4,665	4,000	4,000
46150	R & M- land- building & improvement	5,299	4,777	7,850	6,000
46250	R & M equipment	-	-	900	1,000
46800	Maintenance contracts	563	564	1,500	1,500
49104	License fees	326	359	850	850
49674	Special event- summer program	10,759	15,284	21,700	17,700
51100	Office supplies	3,062	3,047	2,500	2,500
52000	Operating supplies	30,169	37,044	25,000	25,000
52030	Sch year activities	6,490	6,506	8,800	6,800
52050	Playground/athletic supplies	-	150	300	200
52650	Equip < than $1000	6,232	3,623	6,000	4,000
52652	Software < than $1000 &/or licenses	106	75	300	300
52653	Computer equipment < $1000	-	-	750	600
52701	Food purchases	27,324	26,090	26,000	26,000
55200	College Classes - Education	-	70	450	450
55229	Training	999	499	400	400

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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Operating					
	Operating	**556,393**	**563,824**	**642,335**	**616,208**
	Project Total	**975,442**	**929,037**	**1,041,916**	**1,036,738**

Entity 1 General Fund | Function 569 Other human services

Division 5002 Early Development Centers | Project 208 Charter EDC - West

Object	Object Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel					
12120	Sch Accounting Clerk II	28,992	29,110	28,996	28,996
12143	EDC Teacher	233,604	199,207	185,485	201,865
12780	Teacher Aide	18,722	18,732	18,200	20,020
12781	Site Supervisor	44,970	44,059	44,970	44,970
12972	EDC Clerical Spec I	26,811	6,622	-	-
12992	Vacation leave - retire/term	7,813	577	500	500
12996	Sick leave - retire/term	9,452	642	500	500
12997	Sick leave - annual	520	668	1,300	500
13551	P/T Teacher Aide	356,333	316,897	373,880	388,388
14000	Overtime	23	18	200	200
15015	Payment in lieu of benefits	9,508	8,862	7,203	7,203
15100	Holiday pay	-	-	100	100
21000	Social Security- matching	54,263	46,043	50,612	53,056
22500	ICMA - city portion	17,489	14,807	13,884	14,794
23000	Health Insurance	106,797	114,263	144,960	153,624
23100	Life Insurance	853	1,084	1,238	1,587
24000	Workers compensation	-36	1,385	4,385	5,388
26300	General retiree health contrib	4,680	5,602	13,560	5,500
	Personnel	**920,792**	**808,577**	**889,973**	**927,191**
Operating					
31500	Professional services- other	-	1,873	500	500
34500	Contract- building maintenance	59,708	59,708	59,724	59,724
34982	Function sourcing- Grounds/Facilities	875	879	900	900
34989	Contractual service provider	141,734	164,387	259,839	234,221
34990	Contractual services- other	6,951	6,368	8,032	7,032

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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Operating					
40100	Travel/conferences	-	-	500	-
41100	Telephone	1,585	1,985	1,600	1,600
43100	Electric	11,917	11,893	12,000	12,000
43200	Water & sewer	6,521	6,701	7,000	7,000
44200	Rents- machinery & equipment	1,712	1,712	1,712	1,712
44360	Rentals	185,675	179,995	188,711	187,234
44800	Transportation Rentals	3,540	1,440	7,500	5,000
46150	R & M- land- building & improvement	8,718	12,952	10,000	10,000
46210	Energy Savings Project	29,586	30,251	30,929	31,642
46250	R & M equipment	160	666	500	500
46800	Maintenance contracts	1,663	1,528	1,800	1,800
49104	License fees	326	209	625	625
49674	Special event- summer program	16,826	18,964	22,000	22,000
51100	Office supplies	3,900	3,880	4,500	4,000
52000	Operating supplies	14,901	13,689	15,000	14,000
52030	Sch year activities	11,089	10,161	12,000	12,000
52050	Playground/athletic supplies	422	-	500	500
52650	Equip < than $1000	6,479	1,049	3,000	3,000
52652	Software < than $1000 &/or licenses	106	75	2,625	500
52653	Computer equipment < $1000	-	-	500	500
52701	Food purchases	37,329	31,969	40,000	40,000
55200	College Classes - Education	-	300	300	300
	Operating	**551,725**	**562,635**	**692,297**	**658,290**
	Project Total	**1,472,517**	**1,371,212**	**1,582,270**	**1,585,481**

Entity 1 General Fund | Function 569 Other human services

Division 5002 Early Development Centers | Project 209 Charter EDC - Central

Object	Object Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel					
12120	Sch Accounting Clerk II	26,392	26,033	25,371	25,371
12143	EDC Teacher	138,275	113,876	92,519	100,839
12780	Teacher Aide	106,766	108,351	108,400	116,902

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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel					
12781	Site Supervisor	47,736	47,920	47,736	47,736
12972	EDC Clerical Spec I	24,107	24,200	24,108	24,108
12992	Vacation leave - retire/term	-	649	200	-
12996	Sick leave - retire/term	-	417	200	-
12997	Sick leave - annual	5,496	5,539	5,000	5,500
13507	P/T Summer Program	6,633	5,880	11,157	11,157
13551	P/T Teacher Aide	342,976	333,613	360,100	378,950
14000	Overtime	-	-	200	-
15005	Supplements	-	500	500	-
15015	Payment in lieu of benefits	2,400	2,400	2,401	2,401
21000	Social Security- matching	50,704	48,538	51,875	54,567
22500	ICMA - city portion	16,985	15,277	14,910	15,752
23000	Health Insurance	154,262	148,542	199,320	211,233
23100	Life Insurance	908	1,038	1,328	1,689
24000	Workers compensation	-36	1,345	4,423	5,464
26300	General retiree health contrib	4,680	5,602	14,690	6,000
	Personnel	**928,283**	**889,721**	**964,438**	**1,007,669**
Operating					
34500	Contract- building maintenance	53,636	53,622	53,652	53,652
34982	Function sourcing- Grounds/Facilities	875	879	900	900
34989	Contractual service provider	199,386	224,563	259,691	269,240
34990	Contractual services- other	5,927	4,869	6,761	6,761
41100	Telephone	2,242	2,581	2,500	2,920
43100	Electric	30,284	30,278	28,800	28,800
43200	Water & sewer	6,712	6,519	6,300	6,300
44200	Rents- machinery & equipment	1,809	1,809	1,809	1,809
44360	Rentals	192,690	192,682	193,004	192,598
44800	Transportation Rentals	7,470	7,980	10,000	9,000
46150	R & M- land- building & improvement	6,467	47,417	11,000	11,000
46210	Energy Savings Project	30,187	30,866	31,641	32,392
46250	R & M equipment	-	-	1,200	250
46800	Maintenance contracts	1,277	1,522	1,200	1,200

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 569 Other human services

Division 5002 Early Development Centers | Project 209 Charter EDC - Central

Object	Object Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Operating					
49104	License fees	2,417	2,400	2,700	2,700
49674	Special event- summer program	28,089	24,684	32,000	32,000
51100	Office supplies	1,807	1,573	1,700	1,700
52000	Operating supplies	18,132	15,800	21,000	17,000
52030	Sch year activities	20,481	18,864	26,000	22,000
52050	Playground/athletic supplies	-	-	1,000	1,000
52200	Cleaning/janitorial supplies	-	-	100	100
52650	Equip < than $1000	6,966	4,227	8,000	6,000
52652	Software < than $1000 &/or licenses	106	75	200	200
52653	Computer equipment < $1000	241	-	1,500	1,500
52701	Food purchases	50,424	41,772	51,000	44,000
55229	Training	350	-	1,000	1,000
	Operating	**667,974**	**714,980**	**754,658**	**746,022**
	Project Total	**1,596,257**	**1,604,701**	**1,719,096**	**1,753,691**
	Division Total	**5,160,768**	**5,150,864**	**5,716,670**	**5,528,794**

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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Operating					
32100	Accounting and auditing fees	892	971	1,012	1,100
34500	Contract- building maintenance	51,444	29,099	60,000	16,825
43100	Electric	19,037	31,276	21,988	31,500
43200	Water & sewer	1,376	7,376	2,000	7,000
46150	R & M- land- building & improvement	-	577	26,423	1,000
	Operating	**72,749**	**69,300**	**111,423**	**57,425**
	Project Total	**72,749**	**69,300**	**111,423**	**57,425**
	Division Total	**72,749**	**69,300**	**111,423**	**57,425**

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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel					
12033	Facilities Project Manager	-	48,125	92,685	53,405
12411	Operations & Finance Manager	-	-	10,626	-
12462	Plumber III	58,698	58,980	58,698	58,698
12469	Property Manager	55,553	57,497	58,360	60,601
12484	Public Services Manager	46,460	50,244	20,194	-
12489	Facilities Manager	86,652	55,769	88,503	89,518
12494	Senior Facilities Manager	60,653	-	-	-
12523	Accountant	26,770	21,986	-	-
12532	Accountant II	-	6,285	29,713	31,676
12533	Electrician II	59,557	58,977	58,698	58,698
12609	Carpenter Foreman	64,709	65,020	64,709	64,709
12741	Controller	1,493	-	-	-
14000	Overtime	13,924	13,180	14,000	14,000
15007	Topped Out Incentive	2,400	1,650	-	2,250
15100	Holiday pay	24	-	-	-
15107	Automobile allowance	5,954	1,800	1,800	1,800
15115	Beeper pay	13,280	12,078	13,000	13,000
15116	Cell Phone Pay	3,675	4,050	4,050	4,050
21000	Social Security- matching	37,296	33,951	40,875	34,617
22000	Retirement contributions	80,309	97,852	34,422	21,793
22010	Defined contribution - General	18,876	24,627	30,188	37,345
23000	Health Insurance	83,065	68,558	126,840	124,820
23100	Life Insurance	1,117	1,225	2,228	2,232
24000	Workers compensation	-99	3,476	18,124	18,154
26300	General retiree health contrib	145,344	103,848	102,522	103,630
	Personnel	**865,709**	**789,177**	**870,235**	**794,996**
Operating					
31100	Professional services- engineering	275	21,180	90,291	250,000
31500	Professional services- other	21,534	33,418	15,709	75,000
34300	Contract- laundry & cleaning	1,177	2,797	3,800	4,850
34500	Contract- building maintenance	12,756	36,954	36,955	38,394
34982	Function sourcing- Grounds/Facilities	4,141,210	4,536,363	4,856,430	4,917,101

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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Operating					
34989	Contractual service provider	824,823	1,403,672	1,894,209	2,353,954
34990	Contractual services- other	130,836	119,911	134,074	123,000
40100	Travel/conferences	50	181	1,000	1,000
41100	Telephone	105,617	92,685	108,000	92,000
41225	Cable fees	2,950	3,055	3,000	1,000
41400	Postage	404	100	1,000	1,000
43100	Electric	86,101	41,569	76,600	40,000
43200	Water & sewer	4,247	8,915	5,000	10,000
44200	Rents- machinery & equipment	7,175	18,643	12,300	7,600
46150	R & M- land- building & improvement	399,819	640,102	1,014,042	1,200,000
46190	R & M Fuel Sites	24,347	53,486	58,000	58,000
46220	R & M Generators	8,744	44,361	35,000	45,000
46250	R & M equipment	18,335	13,974	10,000	10,000
46300	R & M motor vehicles	21,682	28,163	50,000	50,000
46800	Maintenance contracts	4,068	4,917	24,742	25,000
47100	Printing	90	465	1,500	1,500
49104	License fees	1,615	2,921	2,500	2,500
51100	Office supplies	6,127	6,200	4,500	5,000
52000	Operating supplies	44,295	35,625	29,900	25,000
52150	First aid, safety equip & supplies	205	1,780	3,000	3,000
52200	Cleaning/janitorial supplies	2,987	3,666	3,500	5,000
52300	Expendable tools	1,749	8,896	7,500	7,500
52540	Fuel	24,576	21,363	35,000	30,000
52600	Clothing/uniforms	-	19	100	500
52650	Equip < than $1000	74,194	81,113	25,000	25,000
52652	Software < than $1000 &/or licenses	-	384	1,500	1,500
52653	Computer equipment < $1000	1,520	4,243	1,000	5,000
55200	College Classes - Education	-	-	-	-
55229	Training	2,768	2,995	3,500	3,500
	Operating	**5,976,275**	**7,274,115**	**8,548,652**	**9,417,899**
Capital					
62000	Buildings	-	17,500	362,000	700,000

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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Capital					
63061	Fencing	-	378,188	395,233	300,000
63121	Lighting	-	22,452	-	-
63161	Parking lot	-	140,951	122,295	-
64072	Storage tank	271,350	38,883	-	-
64073	Generator	11,148	-	-	-
64214	Truck	51,268	27,506	-	-
64221	Van	-	-	149,542	-
64400	Other equipment	70,453	17,447	69,601	48,000
	Capital	**404,219**	**642,927**	**1,098,671**	**1,048,000**
	Project Total	**7,246,203**	**8,706,219**	**10,517,558**	**11,260,895**

Entity 1 General Fund | Function 519 Other general governmental services

Division 6001 General Gvt Buildings | Project 345 City Hall/Chambers

Object	Object Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel					
13410	P/T Police Officer	56,701	62,045	67,018	33,509
14000	Overtime	1,104	4,104	-	5,000
21000	Social Security- matching	4,431	5,066	5,128	2,947
24000	Workers compensation	-4	861	3,656	2,141
	Personnel	**62,233**	**72,077**	**75,802**	**43,597**
Operating					
31340	Management Fee - SMG	44,667	46,006	47,110	47,019
31500	Professional services- other	-	13,982	1,275	-
34987	Contractual Services - SMG	325,975	368,122	394,806	340,812
34990	Contractual services- other	1,960	-	-	10,251
41100	Telephone	17,914	28,698	24,000	35,400
41225	Cable fees	-	-	7,200	-
43100	Electric	142,029	142,919	144,000	148,000
43200	Water & sewer	20,468	31,335	18,000	24,720
46150	R & M- land- building & improvement	29,320	19,650	88,733	51,950
49105	License renewals	370	385	220	435
51100	Office supplies	-	-	750	-

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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Operating					
52000	Operating supplies	2,013	-	-	-
52650	Equip < than $1000	6,956	19,658	4,000	5,000
52652	Software < than $1000 &/or licenses	-	-	765	-
52653	Computer equipment < $1000	-	-	634	-
55229	Training	-	-	125	-
	Operating	**591,673**	**670,755**	**731,618**	**663,587**
Capital					
62000	Buildings	-	-	34,645	-
64055	Laptop/Tablet	-	-	2,225	-
64400	Other equipment	-	2,856	37,000	-
	Capital	**-**	**2,856**	**73,870**	**-**
	Project Total	**653,906**	**745,688**	**881,290**	**707,184**

Entity 1 General Fund | Function 519 Other general governmental services

Division 6001 General Gvt Buildings | Project 4337 FEMA-4337-DR - Hurricane Irma

Object	Object Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Capital					
64073	Generator	-	-	2,202,008	-
	Capital	**-**	**-**	**2,202,008**	**-**
	Project Total	**-**	**-**	**2,202,008**	**-**
	Division Total	**7,900,108**	**9,451,907**	**13,600,856**	**11,968,079**

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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel					
12009	Assistant Director of Public Services	25,470	63,424	84,716	113,499
12051	Public Services Director	-	-	59,877	71,909
12499	Deputy City Manager	94,818	97,969	97,500	97,500
15007	Topped Out Incentive	450	450	-	375
15107	Automobile allowance	1,523	3,600	4,362	3,600
15116	Cell Phone Pay	188	450	825	450
21000	Social Security- matching	7,251	10,428	18,548	21,390
22000	Retirement contributions	24,528	14,021	18,925	25,816
22010	Defined contribution - General	-	-	9,940	6,398
23000	Health Insurance	11,867	17,139	27,180	38,408
23100	Life Insurance	382	622	997	1,513
24000	Workers compensation	-11	1,010	679	1,004
26300	General retiree health contrib	27,252	25,312	21,969	31,888
	Personnel	**193,718**	**234,425**	**345,518**	**413,750**
Operating					
31100	Professional services- engineering	-	950	-	25,000
31500	Professional services- other	19,878	-	15,000	15,000
34300	Contract- laundry & cleaning	189	799	500	800
34500	Contract- building maintenance	3,828	11,017	11,017	11,017
34982	Function sourcing- Grounds/Facilities	1,064,156	1,106,378	1,129,818	1,131,841
34989	Contractual service provider	161,813	329,828	539,835	403,024
34990	Contractual services- other	67,985	180,574	263,833	257,121
40100	Travel/conferences	-	22	-	-
41100	Telephone	60,585	65,921	90,000	90,000
43100	Electric	107,331	112,922	132,000	140,000
43200	Water & sewer	9,481	11,575	21,000	8,000
44200	Rents- machinery & equipment	5,250	2,535	2,300	2,300
46150	R & M- land- building & improvement	697,710	112,008	175,000	75,000
46161	R & M landscaping	-	117,115	473,563	200,000
46170	R & M irrigation	48,492	77,816	150,000	100,000
46250	R & M equipment	18,272	24,430	32,000	20,000
46300	R & M motor vehicles	29,962	13,768	25,000	20,000

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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Operating					
46800	Maintenance contracts	737	690	2,000	2,000
49104	License fees	-	100	1,400	1,400
49600	Trash disposal charges	8,051	7,999	25,000	25,000
51100	Office supplies	289	1,690	2,500	2,500
52000	Operating supplies	3,883	4,972	10,000	10,000
52150	First aid, safety equip & supplies	217	241	5,000	5,000
52200	Cleaning/janitorial supplies	98	701	1,000	1,000
52300	Expendable tools	1,416	1,809	5,000	5,000
52420	Horticultural chemicals	-	1,708	75,000	75,000
52430	Operating chemicals	985	32,133	40,000	40,000
52540	Fuel	8,730	8,711	10,000	10,000
52650	Equip < than $1000	2,755	8,277	13,965	15,000
	Operating	**2,322,093**	**2,236,689**	**3,251,731**	**2,691,003**
Capital					
63061	Fencing	-	-	84,000	-
63115	Landscaping	-	210,000	90,935	-
64012	Backhoe	99,526	-	-	-
64088	Skid Steer Loader	75,135	-	-	-
64089	Excavator	52,280	-	-	-
64214	Truck	105,091	206,782	536,038	116,000
64221	Van	-	59,284	144,514	40,000
64400	Other equipment	135,989	25,883	1,035	-
	Capital	**468,021**	**501,949**	**856,522**	**156,000**
	Project Total	**2,983,832**	**2,973,062**	**4,453,771**	**3,260,753**
	Division Total	**2,983,832**	**2,973,062**	**4,453,771**	**3,260,753**

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 519 Other general governmental services

Division 6005 Procurement | Project Blank

Object	Object Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel					
12175	Division Director of Purchasing	102,803	111,632	50,361	-
12483	Procurement Director	-	-	64,593	122,837
12486	Purchasing Manager	3,185	-	-	-
15107	Automobile allowance	3,600	3,600	3,600	3,600
15116	Cell Phone Pay	900	900	900	900
21000	Social Security- matching	8,236	8,664	9,140	9,743
22000	Retirement contributions	14,473	27,379	10,932	11,898
23000	Health Insurance	11,866	11,426	18,120	19,203
23100	Life Insurance	192	333	503	657
24000	Workers compensation	-1	95	343	435
26300	General retiree health contrib	18,168	16,908	14,646	15,943
	Personnel	**163,422**	**180,937**	**173,138**	**185,216**
Operating					
31500	Professional services- other	-	-	350,000	-
34982	Function sourcing- Grounds/Facilities	52,638	54,829	55,965	-
34989	Contractual service provider	331,925	425,957	622,067	620,853
40100	Travel/conferences	-	9	500	500
41100	Telephone	864	866	1,000	1,800
46300	R & M motor vehicles	156	1,124	12,000	12,000
49000	Legal/employment ads	880	1,815	3,000	3,000
51100	Office supplies	1,471	1,895	1,500	1,500
52000	Operating supplies	-	425	-	-
52540	Fuel	938	-	1,500	1,500
52600	Clothing/uniforms	-	63	50	100
52650	Equip < than $1000	20	277	43,000	117,000
52652	Software < than $1000 &/or licenses	14,600	9,600	97,600	138,000
52653	Computer equipment < $1000	-	813	-	-
54100	Memberships/ dues/ subscription	668	738	938	808
55229	Training	898	-	3,000	3,000
	Operating	**405,058**	**498,409**	**1,192,120**	**900,061**
	Project Total	**568,480**	**679,346**	**1,365,258**	**1,085,277**

City of Pembroke Pines, Florida - Expenditure Detail

Division Total	**568,480**	**679,346**	**1,365,258**	**1,085,277**

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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel					
12035	Utilities Project Manager	-	27,671	43,767	-
12194	Environmental Services Director	-	80,392	35,388	-
12196	Envir Svc/Utilities Director	-	-	51,490	85,353
12500	City Engineer	48,319	80,392	80,008	80,008
12667	Chief Engineering Inspector	86,757	87,174	86,757	86,757
12770	Engineering Inspector	66,705	67,333	67,958	70,270
12774	Engineer	33,465	-	55,000	55,633
14000	Overtime	5,439	5,949	6,000	6,000
15007	Topped Out Incentive	750	2,250	-	1,500
15107	Automobile allowance	4,200	9,300	9,600	9,600
15116	Cell Phone Pay	450	1,125	2,100	900
21000	Social Security- matching	18,755	27,084	33,247	29,765
22000	Retirement contributions	17,144	47,399	14,697	15,032
22010	Defined contribution - General	23,412	36,426	46,244	40,654
23000	Health Insurance	23,733	34,279	72,480	67,212
23100	Life Insurance	355	952	1,885	2,022
24000	Workers compensation	-14	3,942	9,124	10,619
26300	General retiree health contrib	45,420	50,724	58,584	55,802
	Personnel	**374,890**	**562,392**	**674,329**	**617,127**
Operating					
31100	Professional services- engineering	134,089	78,972	161,425	151,500
34300	Contract- laundry & cleaning	288	289	700	270
34989	Contractual service provider	473,570	694,712	808,646	1,078,059
40100	Travel/conferences	-	-	100	50
41100	Telephone	254	1,620	1,900	1,860
44200	Rents- machinery & equipment	2,262	2,262	2,268	2,268
46250	R & M equipment	-	-	400	500
46300	R & M motor vehicles	1,764	3,207	5,800	2,800
46800	Maintenance contracts	1,742	2,087	8,160	6,360
51100	Office supplies	3,140	3,723	5,500	5,500
52000	Operating supplies	1,243	1,187	920	920
52540	Fuel	6,152	4,719	3,000	6,000

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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Operating					
52600	Clothing/uniforms	-	267	230	230
52650	Equip < than $1000	1,360	87	1,500	1,500
52652	Software < than $1000 &/or licenses	-	1,764	-	500
52653	Computer equipment < $1000	846	76	6,273	1,000
54100	Memberships/ dues/ subscription	-	101	150	350
	Operating	**626,708**	**795,072**	**1,006,972**	**1,259,667**
Capital					
64055	Laptop/Tablet	-	1,685	-	-
64214	Truck	23,668	55,012	56,164	-
64400	Other equipment	-	21,516	-	-
	Capital	**23,668**	**78,213**	**56,164**	**-**
	Project Total	**1,025,266**	**1,435,677**	**1,737,465**	**1,876,794**
	Division Total	**1,025,266**	**1,435,677**	**1,737,465**	**1,876,794**

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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Operating					
31100	Professional services- engineering	2,500	45,700	10,000	30,000
31300	Professional services-Outside Legal	45,774	44,294	50,000	50,000
31500	Professional services- other	1,610	-	10,000	10,000
34982	Function sourcing- Grounds/Facilities	92,400	89,162	95,988	96,239
34990	Contractual services- other	176,206	176,020	192,444	194,229
41100	Telephone	7,189	7,644	7,200	7,800
43100	Electric	139,715	136,140	139,012	140,000
43200	Water & sewer	12,283	1,400	12,000	1,500
43300	Gas	2,352	788	2,500	2,500
44200	Rents- machinery & equipment	52	-	250	500
44360	Rentals	253,669	252,090	255,615	255,478
45000	Insurance	25,601	13,496	25,266	10,261
45065	Property insurance-Leasehold improvements	6,703	9,931	32,500	32,500
46150	R & M- land- building & improvement	44,296	57,140	75,001	100,000
46164	R & M resurfacing	-	-	250,000	-
46250	R & M equipment	2,345	-	1,000	1,000
46300	R & M motor vehicles	-	-	2,000	2,000
46800	Maintenance contracts	15,372	-	23,000	23,000
49105	License renewals	100	100	100	100
52000	Operating supplies	148	45	500	500
52650	Equip < than $1000	202	-	500	500
	Operating	**828,515**	**833,949**	**1,184,876**	**958,107**
Capital					
62017	Building improvement	-	4,200	-	-
63000	Improvement other than building	-	-	250,000	250,000
63161	Parking lot	-	11,000	-	-
64015	Air conditioner	-	-	311,167	-
	Capital	**-**	**15,200**	**561,167**	**250,000**
	Project Total	**828,515**	**849,149**	**1,746,043**	**1,208,107**

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 519 Other general governmental services

Division 6008 Howard C. Forman Human Services Campus | Project 60 Homes for Veterans

Object	Object Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Operating					
31300	Professional services-Outside Legal	-	-	14,700	1,000
43100	Electric	-	-	500	500
43200	Water & sewer	3,150	1,834	5,000	5,000
44330	Credit application	-	-	200	200
46150	R & M- land- building & improvement	9,149	24,125	56,300	76,660
46250	R & M equipment	75	-	300	300
46800	Maintenance contracts	-	-	500	500
52650	Equip < than $1000	-	-	500	500
	Operating	**12,374**	**25,958**	**78,000**	**84,660**
	Project Total	**12,374**	**25,958**	**78,000**	**84,660**

Entity 1 General Fund | Function 519 Other general governmental services

Division 6008 Howard C. Forman Human Services Campus | Project 670 WestCare (SBA)

Object	Object Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Operating					
44360	Rentals	-	170,434	347,200	353,366
45065	Property insurance-Leasehold improvements	-	5,494	22,000	21,977
	Operating	**-**	**175,929**	**369,200**	**375,343**
	Project Total	**-**	**175,929**	**369,200**	**375,343**
	Division Total	**840,889**	**1,051,036**	**2,193,243**	**1,668,110**

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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel					
12181	Division Director of Recreation	63,761	81,571	82,290	85,968
12215	Senior Lifeguard	106,330	106,739	116,043	161,596
12409	PS Park Supervisor	126,273	131,120	130,105	133,253
12495	Parks Maintenance Manager	42,813	-	-	-
12508	Rec & Cultural Arts Acct Clerk I	45,296	46,877	47,841	49,495
12509	Rec & Cultural Arts Acct Clerk II	44,590	46,144	47,240	48,727
12519	Recreation & Cultural Arts Director	124,088	131,917	133,900	139,778
12521	Assistant Recreation Director	103,002	109,087	109,285	113,905
12525	Administrative Assistant I	49,321	49,491	49,255	49,255
12531	Division Director of Park Operations	17,093	74,328	75,627	78,481
12546	Aquatic Coordinator	85,420	85,093	85,093	85,093
12547	Aquatic Coordinator Assistant	61,568	61,805	50,912	-
12559	Recreation Supervisor II	-	-	14,274	55,162
12562	Recreation Supervisor I	59,794	60,006	60,973	63,575
12563	Special Events Coordinator	64,468	66,138	65,936	69,193
12564	Special Events- Coordinator Assistant	42,005	44,252	39,258	-
12572	Division Director Cultural Arts	79,168	82,367	-	-
12573	Recreation Specialist	38,063	32,859	31,242	46,925
12587	Assistant Director of Cultural Arts	-	-	93,600	98,571
12594	Soccer Coordinator	53,926	55,540	55,640	58,915
12595	Youth League Supervisor	48,647	50,827	39,024	-
12992	Vacation leave - retire/term	25,265	-	3,392	9,478
12996	Sick leave - retire/term	10,101	-	1,417	9,620
13405	P/T Art Teacher	55,357	40,401	39,030	19,516
13450	P/T Cashier	9,820	9,137	11,881	1,980
13488	P/T Senior Lifeguard	41,283	16,089	45,994	28,747
13492	P/T Lifeguard	68,957	123,048	118,560	76,440
13495	P/T Recreation Aide	142,188	156,084	191,360	69,290
13507	P/T Summer Program	213,537	198,229	234,925	-
13531	P/T Assistant Program Coordinator	16,129	17,739	20,358	15,620
13532	P/T Special Events Staff	13,210	15,893	15,720	3,108
13537	P/T Music Teacher	48,401	48,458	57,246	14,313

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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel					
13539	P/T Drama Teacher	9,858	4,566	10,408	2,602
13549	P/T Storage Lot Attendant	-	-	11,856	2,964
13562	P/T Curator	28,537	29,454	27,244	22,464
13563	P/T Recreation Leader	44,146	53,292	59,280	13,832
13591	P/T Water Safety Instructor	82,744	118,061	120,042	74,532
13602	P/T Recreation Specialist	13,293	15,945	14,976	3,744
13680	P/T Clerk Spec I	16,939	23,933	27,456	17,160
14000	Overtime	26,858	25,704	30,000	30,000
15007	Topped Out Incentive	2,250	4,500	-	4,500
15010	Certification pay	240	240	240	240
15100	Holiday pay	3,123	1,631	3,000	3,000
15107	Automobile allowance	12,969	15,600	15,601	15,601
15108	Shift Differential	720	546	1,000	1,000
15116	Cell Phone Pay	7,625	9,200	9,300	9,300
21000	Social Security- matching	160,149	167,668	183,392	136,311
22000	Retirement contributions	164,148	273,843	93,533	96,439
22010	Defined contribution - General	78,313	84,355	86,209	89,810
23000	Health Insurance	249,192	228,526	362,400	364,857
23100	Life Insurance	3,158	4,012	5,921	7,158
24000	Workers compensation	-240	26,715	94,479	92,151
26300	General retiree health contrib	363,360	354,768	292,920	318,860
	Personnel	**3,167,256**	**3,383,798**	**3,516,678**	**2,892,529**
Operating					
31500	Professional services- other	65,817	14,047	397,843	80,000
34982	Function sourcing- Grounds/Facilities	21,217	26,693	24,000	27,000
34984	Function sourcing-Parks Maintenance	5,822,192	6,519,345	6,787,940	6,740,441
34989	Contractual service provider	426,851	447,615	660,591	552,252
34990	Contractual services- other	233,934	413,280	430,201	240,452
40100	Travel/conferences	1,396	2,274	4,000	-
41100	Telephone	30,578	29,235	31,000	30,500
41380	Data communication	2,807	4,151	5,900	5,000
41400	Postage	184	8	200	200

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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Operating					
43100	Electric	637,002	593,764	672,125	600,000
43200	Water & sewer	194,886	271,128	200,000	150,000
43320	Gas- Pool	35,632	12,692	19,469	15,631
44200	Rents- machinery & equipment	21,135	23,131	22,344	22,344
44700	Rent - Charter School facilities	642,955	713,001	987,660	581,668
46150	R & M- land- building & improvement	1,356,595	609,833	1,451,700	1,544,050
46170	R & M irrigation	3,321	2,524	5,000	5,000
46250	R & M equipment	15,125	10,016	20,000	20,000
46300	R & M motor vehicles	18,112	17,174	26,700	20,000
46600	R & M pool	82,158	58,219	61,537	61,320
46800	Maintenance contracts	5,446	5,825	13,303	9,906
47100	Printing	1,853	2,519	2,200	2,500
48100	Advertising	475	2,000	2,000	1,000
48505	Special Population Program	745	-	-	-
48555	Youth Soccer	70,761	80,315	80,500	40,000
49105	License renewals	13,951	14,771	15,286	16,855
49645	Pines Athletic Club Program	-57	-134	-	-
49649	Special events	-	-	-	150,000
49655	Special events- ArtsPark	6,005	6,327	6,750	4,250
51100	Office supplies	5,952	3,400	6,115	7,000
52000	Operating supplies	31,291	15,836	18,300	25,000
52050	Playground/athletic supplies	6,882	33,661	31,420	31,630
52070	Art & Cultural Supplies	26,908	29,730	30,690	8,700
52071	ArtsPark Supplies	23,951	21,150	14,098	4,075
52150	First aid, safety equip & supplies	1,178	980	4,784	4,484
52200	Cleaning/janitorial supplies	373	1,244	500	2,000
52300	Expendable tools	1,133	698	1,000	1,000
52350	Electrical/mechanical supplies	282	313	300	300
52421	Community garden supplies	1,074	1,330	800	1,400
52460	Sand- seed- soil	4,446	5,882	6,500	7,000
52480	Pool Chemicals & Supplies	30,261	54,885	60,369	55,949
52540	Fuel	23,432	23,417	25,000	24,000

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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Operating					
52600	Clothing/uniforms	6,225	6,577	6,125	7,000
52650	Equip < than $1000	47,507	39,234	42,886	34,629
52652	Software < than $1000 &/or licenses	119	18,869	19,350	19,350
52653	Computer equipment < $1000	599	308	1,000	1,000
54100	Memberships/ dues/ subscription	1,475	500	2,315	1,525
55229	Training	905	1,568	3,145	2,705
	Operating	**9,925,068**	**10,139,338**	**12,202,946**	**11,159,116**
Capital					
62000	Buildings	22,929	-	-	-
62011	Storage building	4,620	-	-	-
62151	Building improv- Academic Village	-	-	15,600	50,000
63000	Improvement other than building	50,565	146,022	3,078,114	40,000
63015	Pines Recreation Center- improvement	1,450	-	395,700	-
63061	Fencing	-	15,928	50,000	-
63082	September 11th Memorial	-	87,095	151,579	-
63115	Landscaping	-	-	91,348	-
64051	Computer programs	29,250	-	-	-
64055	Laptop/Tablet	-	5,895	1,540	-
64214	Truck	60,471	-	89,674	-
64400	Other equipment	313,765	1,042,362	265,695	-
	Capital	**483,051**	**1,297,303**	**4,139,250**	**90,000**
	Project Total	**13,575,375**	**14,820,438**	**19,858,874**	**14,141,645**

Entity 1 General Fund | Function 572 Parks and recreation

Division 7001 Recreation and Cultural Arts | Project 304 Special Population

Object	Object Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel					
13507	P/T Summer Program	49,974	50,348	-	-
21000	Social Security- matching	3,823	3,852	-	-
	Personnel	**53,797**	**54,199**	**-**	**-**

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 572 Parks and recreation

Division 7001 Recreation and Cultural Arts | Project 304 Special Population

Object	Object Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Operating					
34990	Contractual services- other	20,916	20,000	-	-
48505	Special Population Program	15,345	16,475	-	-
	Operating	**36,261**	**36,475**	**-**	**-**
	Project Total	**90,059**	**90,675**	**-**	**-**

Entity 1 General Fund | Function 572 Parks and recreation

Division 7001 Recreation and Cultural Arts | Project 314 Grant-Community Development

Object	Object Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Capital					
63083	Inclusive Playground	249,500	-	-	-
	Capital	**249,500**	**-**	**-**	**-**
	Project Total	**249,500**	**-**	**-**	**-**
	Division Total	**13,914,934**	**14,911,113**	**19,858,874**	**14,141,645**

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 574 Special events

Division 7003 Special Events | Project Blank

Object	Object Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Operating					
49649	Special events	64,203	19,995	31,000	26,000
49651	Special event- teen program	389	-	-	-
49656	Special event- Snowfest	85,679	37,401	41,054	3,000
49657	Event - Holiday in Pines	-	-	-	2,500
49659	Special Event- Kids Konnection	6,896	5,927	7,400	-
49660	Special event- Easter egg hunt	12,310	11,882	14,800	-
49661	Event - Touch-A-Truck	-	-	-	4,000
49662	Special Event- 4th Of July	37,781	41,680	43,300	43,800
49663	Event - Splash in Pines	-	-	-	5,000
49665	Event - MLK	-	-	-	1,000
49666	Special event- Halloween	10,445	13,130	15,500	10,000
49670	Special event- Pines Day	45,258	40,557	57,789	5,000
49683	Special event- Memorial Day	-	1,561	2,070	1,000
49684	Special event- Veteran's Day	-	1,185	1,000	700
49685	Special event- September 11	-	2,203	2,050	2,050
49686	Special event- Relay for Life	-	1,499	2,000	-
49687	Special event- Mayor's Kids Day	-	6,564	5,350	-
49688	Special event- Art Festival	-	29,193	51,860	34,970
49689	Special event- Jazz Concert Series	-	8,950	10,450	3,900
49690	Special event- Kindness Initiative	-	1,867	3,407	-
49691	Special event- Play Ball	-	3,283	2,500	3,500
	Operating	**262,962**	**226,877**	**291,530**	**146,420**
	Project Total	**262,962**	**226,877**	**291,530**	**146,420**
	Division Total	**262,962**	**226,877**	**291,530**	**146,420**

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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Operating					
31340	Management Fee - SMG	-	-	8,333	10,000
31500	Professional services- other	622,620	639,332	651,277	670,293
32100	Accounting and auditing fees	1,586	1,835	1,922	1,926
34340	Operating Expenses - SMG	-	-	551,391	601,342
34500	Contract- building maintenance	240	-	-	-
34900	Contract- cart rental	125,446	124,391	129,290	121,980
34950	Contract- maintenance	683,466	701,708	722,482	744,156
34990	Contractual services- other	4,667	4,079	4,200	4,505
41100	Telephone	4,152	4,468	6,980	7,000
41225	Cable fees	1,388	1,372	1,400	1,400
43100	Electric	84,793	83,792	86,000	85,000
43200	Water & sewer	13,646	13,310	15,000	14,000
43340	Gas- restaurant	7,113	8,092	7,000	8,200
44200	Rents- machinery & equipment	267	267	1,000	1,000
46150	R & M- land- building & improvement	36,993	75,945	109,971	88,000
46170	R & M irrigation	4,207	-	3,625	500
46250	R & M equipment	10,645	13,699	8,000	15,000
46800	Maintenance contracts	68	500	720	500
47100	Printing	186	2,740	335	2,000
48100	Advertising	8,264	17,687	9,780	10,000
49105	License renewals	-	510	1,000	1,000
49201	Taxes and/or assessments	21,116	20,241	24,000	400
49400	Credit Card Fees	36,212	38,051	37,000	38,000
51100	Office supplies	350	562	600	600
52000	Operating supplies	17,552	14,886	20,000	19,000
52200	Cleaning/janitorial supplies	-	-	1,000	-
52300	Expendable tools	2,069	505	2,178	2,200
52350	Electrical/mechanical supplies	471	2,601	1,000	2,500
52420	Horticultural chemicals	173,915	170,169	170,020	170,820
52460	Sand- seed- soil	20,727	26,180	23,400	22,550
52650	Equip < than $1000	8,607	16,703	11,850	14,650
52800	Horticultural supplies	16,460	7,933	14,000	11,000

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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Operating					
54100	Memberships/ dues/ subscription	150	150	150	375
	Operating	**1,907,374**	**1,991,707**	**2,624,904**	**2,669,897**
Capital					
62040	Building improvement- golf course	46,345	-	-	-
64139	Mowers- other	60,580	39,897	21,067	24,000
64400	Other equipment	11,960	6,949	32,237	-
	Capital	**118,885**	**46,846**	**53,304**	**24,000**
	Project Total	**2,026,259**	**2,038,553**	**2,678,208**	**2,693,897**
	Division Total	**2,026,259**	**2,038,553**	**2,678,208**	**2,693,897**

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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Operating					
34990	Contractual services- other	17,260	-	-	-
47100	Printing	346	-	-	-
49649	Special events	885	-	-	-
52000	Operating supplies	187	-	-	-
	Operating	**18,679**	**-**	**-**	**-**
	Project Total	**18,679**	**-**	**-**	**-**

Entity 1 General Fund | Function 572 Parks and recreation

Division 7010 Civic and Cultural Facility | Project 312 State General Program

Object	Object Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Operating					
34990	Contractual services- other	9,402	-	37,253	-
47100	Printing	-	-	4,427	-
48100	Advertising	-	-	3,500	-
	Operating	**9,402**	**-**	**45,180**	**-**
	Project Total	**9,402**	**-**	**45,180**	**-**

Entity 1 General Fund | Function 573 Cultural services

Division 7010 Civic and Cultural Facility | Project 340 Civic Center

Object	Object Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Operating					
31340	Management Fee - SMG	62,194	64,060	65,597	65,469
34340	Operating Expenses - SMG	1,093,842	980,735	1,078,449	596,127
34990	Contractual services- other	-	-	-	14,273
41100	Telephone	21,714	28,463	26,400	30,000
41380	Data communication	29,581	29,400	30,209	29,400
43100	Electric	173,669	174,678	175,000	175,000
43200	Water & sewer	30,837	48,316	25,200	30,000
43300	Gas	3,646	-	-	-
43340	Gas- restaurant	-	2,910	3,300	3,000
44200	Rents- machinery & equipment	633	633	636	636

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 573 Cultural services

Division 7010 Civic and Cultural Facility | Project 340 Civic Center

Object	Object Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Operating					
46150	R & M- land- building & improvement	-	-	-	10,500
46800	Maintenance contracts	126	111	150	150
49105	License renewals	799	789	355	355
	Operating	**1,417,040**	**1,330,096**	**1,405,296**	**954,910**
Capital					
63000	Improvement other than building	-	-	-	9,000
	Capital	**-**	**-**	**-**	**9,000**
	Project Total	**1,417,040**	**1,330,096**	**1,405,296**	**963,910**

Entity 1 General Fund | Function 573 Cultural services

Division 7010 Civic and Cultural Facility | Project 350 Art Gallery

Object	Object Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel					
23000	Health Insurance	11,866	-	-	-
23100	Life Insurance	146	-	-	-
24000	Workers compensation	-1	-	-	-
26300	General retiree health contrib	18,168	-	-	-
	Personnel	**30,179**	**-**	**-**	**-**
Operating					
31340	Management Fee - SMG	6,219	6,406	6,560	6,547
34340	Operating Expenses - SMG	21,464	19,690	27,949	16,559
34989	Contractual service provider	189,961	214,090	251,446	102,608
34990	Contractual services- other	197,045	132,653	122,420	48,628
40100	Travel/conferences	44	300	500	-
41100	Telephone	14,657	19,212	20,000	21,600
43100	Electric	11,177	10,586	18,000	18,000
43200	Water & sewer	1,568	1,721	1,788	1,842
44200	Rents- machinery & equipment	-	1,227	3,227	2,227
45150	Insurance - Fine Arts Policy	1,739	1,739	1,739	1,792
46150	R & M- land- building & improvement	638	1,773	5,200	4,050
46800	Maintenance contracts	-	569	635	277

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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Operating					
47100	Printing	13,789	14,144	13,000	7,200
48100	Advertising	1,904	12,169	10,100	7,000
49105	License renewals	185	110	110	110
49649	Special events	1,638	5,131	17,142	8,600
51100	Office supplies	701	844	2,000	1,500
52000	Operating supplies	2,958	3,921	3,000	1,500
52600	Clothing/uniforms	757	696	1,000	500
52650	Equip < than $1000	417	1,833	2,000	1,800
52652	Software < than $1000 &/or licenses	-211	119	500	470
54100	Memberships/ dues/ subscription	125	325	1,000	500
	Operating	**466,774**	**449,260**	**509,316**	**253,310**
	Project Total	**496,953**	**449,260**	**509,316**	**253,310**
	Division Total	**1,942,074**	**1,779,355**	**1,959,792**	**1,217,220**

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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel					
12084	Community Service Director	71,561	74,348	75,317	76,544
12543	Activities Coordinator	49,583	51,320	51,189	53,134
12992	Vacation leave - retire/term	18,755	-	-	-
12996	Sick leave - retire/term	16,874	-	-	-
14000	Overtime	755	1,498	5,000	5,000
15007	Topped Out Incentive	-	-	-	375
21000	Social Security- matching	9,669	8,543	9,900	10,154
22000	Retirement contributions	17,362	25,857	12,356	12,830
22010	Defined contribution - General	4,462	4,619	4,608	4,783
23000	Health Insurance	17,800	17,139	27,180	28,805
23100	Life Insurance	279	378	563	693
24000	Workers compensation	-6	689	383	460
26300	General retiree health contrib	45,420	25,312	21,969	23,915
	Personnel	**252,515**	**209,703**	**208,465**	**216,693**
Operating					
31100	Professional services- engineering	11,500	2,575	5,000	5,000
31500	Professional services- other	545	1,172	1,560	1,600
34300	Contract- laundry & cleaning	-	79	150	200
34500	Contract- building maintenance	95,965	105,010	116,044	118,350
34982	Function sourcing- Grounds/Facilities	43,545	26,018	3,950	1,900
34989	Contractual service provider	203,331	322,546	508,423	572,781
34990	Contractual services- other	112,219	59,417	8,499	7,500
40100	Travel/conferences	293	250	200	-
41100	Telephone	10,684	13,394	13,000	13,800
41225	Cable fees	1,669	1,392	1,700	1,600
43100	Electric	82,413	83,307	93,700	100,000
43200	Water & sewer	16,836	21,361	13,500	25,000
43300	Gas	354	400	500	500
44200	Rents- machinery & equipment	4,931	5,178	5,036	6,000
46150	R & M- land- building & improvement	60,360	144,691	786,680	100,000
46210	Energy Savings Project	36,806	31,908	40,000	40,000
46250	R & M equipment	1,314	3,085	5,000	5,000

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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Operating					
46300	R & M motor vehicles	10,151	2,256	10,500	10,500
46800	Maintenance contracts	7,163	8,460	8,800	9,000
46801	I.T. Maintenance contracts	4,350	4,350	4,350	4,350
47100	Printing	20,309	13,996	20,000	20,000
49105	License renewals	-	-	150	50
51100	Office supplies	7,851	2,785	7,000	5,000
52000	Operating supplies	12,088	10,824	10,001	11,000
52200	Cleaning/janitorial supplies	2,113	2,161	2,500	2,500
52350	Electrical/mechanical supplies	6,800	2,913	7,000	5,000
52540	Fuel	39,991	45,596	30,000	60,000
52650	Equip < than $1000	6,352	4,807	5,400	14,000
52653	Computer equipment < $1000	609	188	-	1,000
54100	Memberships/ dues/ subscription	634	165	660	175
	Operating	**801,173**	**920,286**	**1,709,303**	**1,141,806**
Capital					
63000	Improvement other than building	-	22,676	-	-
64055	Laptop/Tablet	-	4,813	5,000	-
64204	TV-Closed Circuit/Security Camera	-	-	150,000	-
64400	Other equipment	-	4,993	6,600	-
	Capital	**-**	**32,483**	**161,600**	**-**
Grants and Aid					
82012	Grant- elderly energy assistance	24,347	14,552	20,928	19,948
	Grants and Aid	**24,347**	**14,552**	**20,928**	**19,948**
	Project Total	**1,078,035**	**1,177,022**	**2,100,296**	**1,378,447**
	Division Total	**1,078,035**	**1,177,022**	**2,100,296**	**1,378,447**

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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel					
12084	Community Service Director	35,781	37,174	37,659	38,272
12992	Vacation leave - retire/term	9,378	-	-	-
12996	Sick leave - retire/term	8,437	-	-	-
14000	Overtime	-	-	5,000	5,000
15007	Topped Out Incentive	-	-	-	188
21000	Social Security- matching	2,968	2,302	3,184	3,237
22000	Retirement contributions	5,915	9,057	4,855	5,121
23000	Health Insurance	2,967	2,857	4,530	4,801
23100	Life Insurance	82	112	168	205
24000	Workers compensation	-2	203	114	136
26300	General retiree health contrib	4,542	4,202	3,662	3,986
	Personnel	**70,067**	**55,908**	**59,172**	**60,946**
Operating					
31300	Professional services-Outside Legal	-	-	1,000	1,000
34300	Contract- laundry & cleaning	-	158	300	315
34500	Contract- building maintenance	52,449	46,220	69,000	71,000
34982	Function sourcing- Grounds/Facilities	105,778	62,224	2,650	950
34989	Contractual service provider	102,431	143,624	206,897	227,123
34990	Contractual services- other	1,619	1,112	3,300	3,400
41100	Telephone	5,404	4,138	6,600	6,700
41225	Cable fees	34,732	36,465	42,230	44,360
43100	Electric	33,391	34,715	47,895	49,331
43200	Water & sewer	85,889	94,185	97,000	99,910
44200	Rents- machinery & equipment	1,428	1,428	3,200	3,200
44330	Credit application	2,240	4,189	6,600	6,600
44360	Rentals	710,575	708,069	717,034	719,346
45000	Insurance	34,474	24,707	56,344	41,853
46150	R & M- land- building & improvement	106,876	678,332	255,011	135,795
46210	Energy Savings Project	36,667	31,787	36,070	37,152
46250	R & M equipment	7,369	5,380	6,600	6,600
46300	R & M motor vehicles	-	-	3,500	500
46800	Maintenance contracts	25,023	27,479	99,780	99,780

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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Operating					
46801	I.T. Maintenance contracts	300	300	300	300
48100	Advertising	-	-	7,300	7,300
49175	Administrative fees	111,736	136,252	241,425	177,809
49201	Taxes and/or assessments	6,243	5,172	9,500	9,500
51100	Office supplies	883	1,007	3,600	3,700
52000	Operating supplies	350	1,038	5,300	5,400
52200	Cleaning/janitorial supplies	61	234	5,600	5,700
52540	Fuel	-	-	1,374	1,374
52650	Equip < than $1000	41,174	55,168	63,000	67,980
52652	Software < than $1000 &/or licenses	-	-	600	600
52653	Computer equipment < $1000	-	-	2,300	2,300
	Operating	**1,507,094**	**2,103,379**	**2,001,310**	**1,836,878**
	Project Total	**1,577,161**	**2,159,286**	**2,060,482**	**1,897,824**

Entity 1 General Fund | Function 554 Housing and urban development

Division 8002 Housing Division | Project 603 Rental - Pines Place

Object	Object Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel					
12084	Community Service Director	35,781	37,174	37,659	38,272
12992	Vacation leave - retire/term	9,378	-	-	-
12996	Sick leave - retire/term	8,437	-	-	-
14000	Overtime	-	-	5,000	5,000
15007	Topped Out Incentive	-	-	-	188
21000	Social Security- matching	2,968	2,302	3,184	3,237
22000	Retirement contributions	5,915	9,057	4,855	5,121
23000	Health Insurance	2,967	2,857	4,530	4,801
23100	Life Insurance	82	112	168	205
24000	Workers compensation	-2	203	114	136
26300	General retiree health contrib	4,542	4,202	3,662	3,986
	Personnel	**70,067**	**55,907**	**59,172**	**60,946**
Operating					
31300	Professional services-Outside Legal	13,705	1,874	19,570	19,570

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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Operating					
31500	Professional services- other	49,565	1,551	11,550	-
34300	Contract- laundry & cleaning	-	606	1,200	1,900
34500	Contract- building maintenance	93,798	96,101	111,240	129,240
34982	Function sourcing- Grounds/Facilities	219,759	129,061	2,000	2,060
34989	Contractual service provider	147,487	263,833	499,381	530,705
34990	Contractual services- other	128,898	128,782	140,898	140,898
41100	Telephone	16,708	19,599	19,500	20,085
41225	Cable fees	112,239	117,839	132,710	139,346
43100	Electric	118,377	117,100	211,000	217,330
43200	Water & sewer	379,810	455,933	318,270	455,000
44200	Rents- machinery & equipment	5,804	2,794	10,000	10,000
44330	Credit application	9,370	15,068	18,000	18,000
44360	Rentals	3,693,915	3,674,704	3,711,113	3,708,509
45000	Insurance	80,480	58,606	77,651	85,886
46150	R & M- land- building & improvement	210,213	343,366	511,250	675,834
46210	Energy Savings Project	43,002	37,280	43,000	43,000
46250	R & M equipment	44,714	24,646	52,875	54,075
46800	Maintenance contracts	17,918	18,199	26,200	26,986
46801	I.T. Maintenance contracts	900	900	900	900
48100	Advertising	-	-	5,000	5,000
49104	License fees	990	2,715	2,570	2,648
49175	Administrative fees	260,847	323,188	332,726	403,593
51100	Office supplies	1,940	2,699	4,944	4,944
52000	Operating supplies	2,592	4,512	5,150	5,150
52200	Cleaning/janitorial supplies	14,433	15,549	21,630	21,630
52300	Expendable tools	44	-	226	226
52540	Fuel	-	-	1,450	1,450
52650	Equip < than $1000	5,156	8,870	54,590	57,320
54100	Memberships/ dues/ subscription	-	192	-	-
	Operating	**5,672,664**	**5,865,564**	**6,346,594**	**6,781,285**
Capital					
64000	Machinery & equipment	3,546	2,216	5,000	5,000

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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Capital					
	Capital	3,546	2,216	5,000	5,000
	Project Total	5,746,277	5,923,687	6,410,766	6,847,231
	Division Total	7,323,438	8,082,974	8,471,248	8,745,055

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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel					
12184	Zoning Administrator	81,182	81,573	81,183	81,183
12524	Administrative Coordinator I	55,950	56,131	55,890	55,890
12695	Plan/Econ Development Director	114,816	126,848	128,759	134,397
12696	Planning Administrator	78,746	81,892	82,355	87,077
12996	Sick leave - retire/term	16,828	-	-	-
13426	P/T Planning Administrator	14,217	17,088	45,220	45,220
14000	Overtime	218	161	1,578	1,263
15007	Topped Out Incentive	1,650	1,800	-	1,500
15107	Automobile allowance	6,000	6,831	8,401	8,402
15116	Cell Phone Pay	1,380	1,380	1,380	1,380
21000	Social Security- matching	27,580	27,230	30,967	31,769
22000	Retirement contributions	52,271	77,873	30,783	35,217
22010	Defined contribution - General	5,035	5,052	5,031	5,031
23000	Health Insurance	47,465	45,705	72,480	76,812
23100	Life Insurance	856	1,039	1,548	1,917
24000	Workers compensation	-3	346	1,191	1,432
26300	General retiree health contrib	72,672	67,532	58,584	63,772
	Personnel	**576,865**	**598,481**	**605,350**	**632,262**
Operating					
31500	Professional services- other	-	15,000	15,900	32,000
34989	Contractual service provider	268,978	296,634	418,116	450,681
34990	Contractual services- other	3,750	4,750	7,431	7,431
40100	Travel/conferences	688	826	3,000	3,000
41100	Telephone	1,919	645	2,500	2,500
41380	Data communication	866	866	1,000	2,100
41400	Postage	135	90	2,978	2,400
44200	Rents- machinery & equipment	3,294	3,294	6,280	6,280
45440	Insurance- errors & omissions	-	-	172	185
46250	R & M equipment	-	-	750	750
46300	R & M motor vehicles	2,157	619	5,500	5,500
46800	Maintenance contracts	1,277	1,306	4,600	4,900
46801	I.T. Maintenance contracts	-	-	5,000	5,000

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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Operating					
47100	Printing	986	900	2,000	2,000
48510	Economic Development Activities	46,925	80,770	150,000	120,000
48511	Landscape Activities	1,314	1,784	4,000	5,000
49000	Legal/employment ads	3,456	4,354	5,800	5,500
51100	Office supplies	2,739	3,165	5,000	5,000
52000	Operating supplies	-	1,216	3,500	3,500
52540	Fuel	1,089	1,321	2,500	2,500
52650	Equip < than $1000	-	-	500	500
52652	Software < than $1000 &/or licenses	1,296	1,298	4,000	4,000
52653	Computer equipment < $1000	-	872	2,000	2,000
54100	Memberships/ dues/ subscription	2,355	2,355	3,500	3,500
	Operating	**343,223**	**422,064**	**656,027**	**676,227**
Capital					
64055	Laptop/Tablet	-	-	3,500	-
64214	Truck	-	-	-	24,400
	Capital	**-**	**-**	**3,500**	**24,400**
	Project Total	**920,088**	**1,020,545**	**1,264,877**	**1,332,889**
	Division Total	**920,088**	**1,020,545**	**1,264,877**	**1,332,889**
	1 General Fund	**183,043,662**	**194,388,173**	**227,731,578**	**212,438,083**

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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Operating					
31500	Professional services- other	15,040	15,000	-	-
31750	Custodial fees	1,460	1,460	1,500	1,500
34950	Contract- maintenance	-	-	15,000	15,000
	Operating	**16,499**	**16,460**	**16,500**	**16,500**
	Project Total	**16,499**	**16,460**	**16,500**	**16,500**
	Division Total	**16,499**	**16,460**	**16,500**	**16,500**
	51 Wetlands Trust Fund	**16,499**	**16,460**	**16,500**	**16,500**

City of Pembroke Pines, Florida - Expenditure Detail

Entity 100 Road & Bridge Fund | Function 525 Emergency and Disaster Relief Services

Division 3050 Emergency & Disaster Relief Services | Project 4337 FEMA-4337-DR - Hurricane Irma

Object	Object Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Operating					
34989	Contractual service provider	297,992	-	-	-
	Operating	**297,992**	**-**	**-**	**-**
	Project Total	**297,992**	**-**	**-**	**-**
	Division Total	**297,992**	**-**	**-**	**-**

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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel					
22001	Retirement contribution - legacy	94,999	241,389	82,417	83,238
26300	General retiree health contrib	11,198	-	-	-
	Personnel	**106,197**	**241,389**	**82,417**	**83,238**
Operating					
34983	Function sourcing- Rights of Way	1,195,442	1,336,056	1,345,705	1,345,705
34990	Contractual services- other	1,055,599	1,342,707	1,425,894	1,413,022
34998	Contractual Services - Pressure Washing	459,856	583,453	650,000	650,000
43200	Water & sewer	4,008	4,443	4,200	4,200
43400	Street lighting	1,297,006	1,264,545	1,454,000	1,300,000
45000	Insurance	227,563	160,243	250,113	241,308
46150	R & M- land- building & improvement	15,194	39,734	35,000	155,000
52000	Operating supplies	-	290	10,600	25,000
	Operating	**4,254,668**	**4,731,471**	**5,175,512**	**5,134,235**
	Project Total	**4,360,865**	**4,972,860**	**5,257,929**	**5,217,473**
	Division Total	**4,360,865**	**4,972,860**	**5,257,929**	**5,217,473**

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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Operating					
31100	Professional services- engineering	41,483	87,171	371,070	150,000
31500	Professional services- other	-	-	15,650	-
34990	Contractual services- other	5,181	5,181	5,500	5,500
46164	R & M resurfacing	192,961	649,938	2,836,540	2,305,000
46165	R & M drainage	999	-	75,000	475,000
53999	Transp Proj owned by Other G'vt	180,000	-	-	-
	Operating	**420,624**	**742,290**	**3,303,760**	**2,935,500**
Capital					
63053	Pembroke Rd (Dykes-Silver Shores)	-	-	495,057	-
63070	Guard rails	30,600	24,050	200,950	50,000
63186	Repaving/Road improvement	-	-	104,831	-
64400	Other equipment	-	-	242,000	28,000
67173	IF - Road improvement	150,191	-	321,627	-
67999	IF - Transportation Projects	50,813	-	1,014,050	-
	Capital	**231,604**	**24,050**	**2,378,515**	**78,000**
	Project Total	**652,228**	**766,340**	**5,682,275**	**3,013,500**
	Division Total	**652,228**	**766,340**	**5,682,275**	**3,013,500**

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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Other					
91128	Transfer to Community Bus Program	262,403	264,834	-	-
	Other	**262,403**	**264,834**	**-**	**-**
	Project Total	**262,403**	**264,834**	**-**	**-**
	Division Total	**262,403**	**264,834**	**-**	**-**
	100 Road & Bridge Fund	**5,573,488**	**6,004,034**	**10,940,204**	**8,230,973**

City of Pembroke Pines, Florida - Expenditure Detail

Entity 120 FHFC grants SHIP/CRF | Function 554 Housing and urban development

Division 600 Community Development | Project 2015 2015 Grant Year

Object	Object Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Operating					
34991	Home repair/weatherization	433,827	-53	-	-
49208	Home owner counseling	8,500	-	-	-
	Operating	**442,327**	**-53**	**-**	**-**
	Project Total	**442,327**	**-53**	**-**	**-**

Entity 120 FHFC grants SHIP/CRF | Function 554 Housing and urban development

Division 600 Community Development | Project 2016 2016 Grant Year

Object	Object Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Operating					
31120	Foreclosure Prevention	10,000	-	-	-
31501	Professional services- CRA admin	4,526	-1,298	-	-
34991	Home repair/weatherization	29,439	421,278	182,165	-
49208	Home owner counseling	9,500	13,500	-	-
49216	Home Buyer Assistance	70,000	50,000	-	-
49217	Home foreclosure counseling	-	9,600	-	-
	Operating	**123,465**	**493,080**	**182,165**	**-**
	Project Total	**123,465**	**493,080**	**182,165**	**-**

Entity 120 FHFC grants SHIP/CRF | Function 554 Housing and urban development

Division 600 Community Development | Project 2017 2017 Grant Year

Object	Object Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Operating					
31501	Professional services- CRA admin	63,017	-	307	-
34942	Rental/Utilities Assistance	-	-	70,000	-
34991	Home repair/weatherization	3,784	89,956	518,706	-
34997	Disaster Mitigation/Recovery	-	-	31,163	-
49208	Home owner counseling	-	-	11,000	-
49216	Home Buyer Assistance	90,000	36,475	63,525	-
	Operating	**156,802**	**126,431**	**694,701**	**-**
	Project Total	**156,802**	**126,431**	**694,701**	**-**

City of Pembroke Pines, Florida - Expenditure Detail

Entity 120 FHFC grants SHIP/CRF | Function 554 Housing and urban development

Division 600 Community Development | Project 2018 2018 Grant Year

Object	Object Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Operating					
31501	Professional services- CRA admin	6,440	26,917	4	-
34942	Rental/Utilities Assistance	-	-	155,980	-
34991	Home repair/weatherization	-	1,524	238,762	-
49216	Home Buyer Assistance	-	-	36,475	-
	Operating	**6,440**	**28,441**	**431,221**	**-**
	Project Total	**6,440**	**28,441**	**431,221**	**-**

Entity 120 FHFC grants SHIP/CRF | Function 554 Housing and urban development

Division 600 Community Development | Project 2019 2019 Grant Year

Object	Object Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Operating					
31120	Foreclosure Prevention	-	-	-	-
31501	Professional services- CRA admin	-	-	31,062	-
34942	Rental/Utilities Assistance	-	-	213,463	-
34991	Home repair/weatherization	-	-	90,503	-
34994	Contract service- emergency repair	-	-	-	-
44600	Rental/utility deposit	-	-	-	-
49208	Home owner counseling	-	-	4,902	-
49216	Home Buyer Assistance	-	-	-	-
	Operating	**-**	**-**	**339,930**	**-**
	Project Total	**-**	**-**	**339,930**	**-**
	Division Total	**729,033**	**647,900**	**1,648,017**	**-**
	120 FHFC grants SHIP/CRF	**729,033**	**647,900**	**1,648,017**	**-**

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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Operating					
31501	Professional services- CRA admin	173,899	-	24	-
34940	Acquisition-Rehabilitation or New	-	263,277	34,446	-
	Operating	**173,899**	**263,277**	**34,470**	**-**
	Project Total	**173,899**	**263,277**	**34,470**	**-**

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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Operating					
31501	Professional services- CRA admin	58,736	5,300	-	-
34940	Acquisition-Rehabilitation or New	-	-	79,432	-
34991	Home repair/weatherization	-	-	47,700	-
	Operating	**58,736**	**5,300**	**127,132**	**-**
	Project Total	**58,736**	**5,300**	**127,132**	**-**

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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Operating					
34991	Home repair/weatherization	22,314	-	-	-
	Operating	**22,314**	**-**	**-**	**-**
	Project Total	**22,314**	**-**	**-**	**-**

Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development

Division 600 Community Development | Project 2015 2015 Grant Year

Object	Object Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Operating					
34991	Home repair/weatherization	34,849	74,857	-	-
	Operating	**34,849**	**74,857**	**-**	**-**
	Project Total	**34,849**	**74,857**	**-**	**-**

City of Pembroke Pines, Florida - Expenditure Detail

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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Operating					
31510	Professional service- Direct cost	1,571	2,545	-	-
34991	Home repair/weatherization	74,796	39,704	-	-
	Operating	**76,367**	**42,250**	**-**	**-**
	Project Total	**76,367**	**42,250**	**-**	**-**

Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development

Division 600 Community Development | Project 2016 2016 Grant Year

Object	Object Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Operating					
31500	Professional services- other	2,000	3,302	12,871	-
31501	Professional services- CRA admin	11,302	-	-	-
34991	Home repair/weatherization	155,394	272,966	300,586	-
	Operating	**168,697**	**276,269**	**313,457**	**-**
Capital					
64073	Generator	294,000	-	6,000	-
	Capital	**294,000**	**-**	**6,000**	**-**
	Project Total	**462,697**	**276,269**	**319,457**	**-**

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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Operating					
31510	Professional service- Direct cost	4,327	12,327	7,177	-
34991	Home repair/weatherization	1,350	93,550	79,868	-
	Operating	**5,677**	**105,877**	**87,045**	**-**
	Project Total	**5,677**	**105,877**	**87,045**	**-**

City of Pembroke Pines, Florida - Expenditure Detail

Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development

Division 600 Community Development | Project 2017 2017 Grant Year

Object	Object Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Operating					
31500	Professional services- other	-	-	1	-
31501	Professional services- CRA admin	134,393	-	-	-
34991	Home repair/weatherization	210	20	221,811	-
	Operating	**134,603**	**20**	**221,812**	**-**
Capital					
63994	Improvements - Recreation Facilities	83,853	-	82,677	-
64073	Generator	6,000	122,200	5,270	-
	Capital	**89,853**	**122,200**	**87,947**	**-**
	Project Total	**224,456**	**122,220**	**309,759**	**-**

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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Operating					
31510	Professional service- Direct cost	-	-	21,806	-
34991	Home repair/weatherization	-	-	159,917	-
	Operating	**-**	**-**	**181,723**	**-**
	Project Total	**-**	**-**	**181,723**	**-**

Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development

Division 600 Community Development | Project 2018 2018 Grant Year

Object	Object Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Operating					
31501	Professional services- CRA admin	-	143,880	-	-
34991	Home repair/weatherization	-	31	234,433	-
	Operating	**-**	**143,911**	**234,433**	**-**
Capital					
63161	Parking lot	-	22,850	277,150	-
	Capital	**-**	**22,850**	**277,150**	**-**
	Project Total	**-**	**166,761**	**511,583**	**-**

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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Operating					
31510	Professional service- Direct cost	-	-	32,911	-
34991	Home repair/weatherization	-	-	241,347	-
	Operating	**-**	**-**	**274,258**	**-**
	Project Total	**-**	**-**	**274,258**	**-**

Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development

Division 600 Community Development | Project 2019 2019 Grant Year

Object	Object Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Operating					
31500	Professional services- other	-	-	22,018	-
31501	Professional services- CRA admin	-	-	156,951	-
31501	Professional services- CRA admin	-	-	75,000	-
34943	Micro - enterprise	-	-	489,173	-
34991	Home repair/weatherization	-	-	288,484	-
	Operating	**-**	**-**	**1,031,626**	**-**
Capital					
62022	Building improvement- SW Senior Ctr	-	-	300,000	-
63161	Parking lot	-	-	-	-
63994	Improvements - Recreation Facilities	-	-	-	-
	Capital	**-**	**-**	**300,000**	**-**
	Project Total	**-**	**-**	**1,331,626**	**-**

Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development

Division 600 Community Development | Project 2019HOME 2019 HOME Grant Year

Object	Object Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Operating					
31510	Professional service- Direct cost	-	-	28,676	-
49216	Home Buyer Assistance	-	-	210,297	-
	Operating	**-**	**-**	**238,973**	**-**
	Project Total	**-**	**-**	**238,973**	**-**

City of Pembroke Pines, Florida - Expenditure Detail

Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development

Division 600 Community Development | Project 2020 2020 Grant Year

Object	Object Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Operating					
31500	Professional services- other	-	-	-	23,166
31501	Professional services- CRA admin	-	-	-	162,161
34991	Home repair/weatherization	-	-	-	302,314
	Operating	**-**	**-**	**-**	**487,641**
Capital					
63161	Parking lot	-	-	-	150,000
63994	Improvements - Recreation Facilities	-	-	-	150,000
	Capital	**-**	**-**	**-**	**300,000**
	Project Total	**-**	**-**	**-**	**787,641**

Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development

Division 600 Community Development | Project 2020HOME 2020 HOME Grant Year

Object	Object Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Operating					
31510	Professional service- Direct cost	-	-	-	30,419
49216	Home Buyer Assistance	-	-	-	223,074
	Operating	**-**	**-**	**-**	**253,493**
	Project Total	**-**	**-**	**-**	**253,493**
	Division Total	**1,058,994**	**1,056,811**	**3,416,026**	**1,041,134**

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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Operating					
34990	Contractual services- other	-	9,610	-	38,995
46300	R & M motor vehicles	57,299	52,183	68,767	50,000
52540	Fuel	56,998	61,545	63,338	50,000
	Operating	**114,297**	**123,338**	**132,105**	**138,995**
	Project Total	**114,297**	**123,338**	**132,105**	**138,995**
	Division Total	**114,297**	**123,338**	**132,105**	**138,995**
	121 HUD Grants CDBG/HOME	**1,173,291**	**1,180,149**	**3,548,131**	**1,180,129**

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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel					
13576	P/T Victim's Advocate Grant	7,178	14,303	20,592	20,592
21000	Social Security- matching	549	1,094	1,575	1,575
	Personnel	**7,727**	**15,397**	**22,167**	**22,167**
Operating					
40100	Travel/conferences	1,043	-	-	-
	Operating	**1,043**	**-**	**-**	**-**
Capital					
64055	Laptop/Tablet	1,826	-	-	-
	Capital	**1,826**	**-**	**-**	**-**
	Project Total	**10,595**	**15,397**	**22,167**	**22,167**
	Division Total	**10,595**	**15,397**	**22,167**	**22,167**

City of Pembroke Pines, Florida - Expenditure Detail

Entity 122 Law Enforcement Grant | Function 521 Law enforcement

Division 3019 HIDTA | Project Blank

Object	Object Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel					
14000	Overtime	-	-	18,344	-
	Personnel	**-**	**-**	**18,344**	**-**
	Project Total	**-**	**-**	**18,344**	**-**
	Division Total	**-**	**-**	**18,344**	**-**

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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel					
14000	Overtime	18,768	20,000	12,000	-
	Personnel	**18,768**	**20,000**	**12,000**	**-**
	Project Total	**18,768**	**20,000**	**12,000**	**-**
	Division Total	**18,768**	**20,000**	**12,000**	**-**

City of Pembroke Pines, Florida - Expenditure Detail

Entity 122 Law Enforcement Grant | Function 521 Law enforcement

Division 3028 Coronavirus Emg Supplemental | Project COVID COVID

Object	Object Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Capital					
64400	Other equipment	-	-	80,017	-
	Capital	**-**	**-**	**80,017**	**-**
	Project Total	**-**	**-**	**80,017**	**-**
	Division Total	**-**	**-**	**80,017**	**-**

City of Pembroke Pines, Florida - Expenditure Detail

Entity 122 Law Enforcement Grant | Function 521 Law enforcement
Division 3030 Homeland Security | Project 2016 2016 Grant Year

Object	Object Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Capital					
64181	Radio- portable	47,184	-	-	-
64400	Other equipment	70,993	-	-	-
	Capital	**118,177**	**-**	**-**	**-**
	Project Total	**118,177**	**-**	**-**	**-**

Entity 122 Law Enforcement Grant | Function 521 Law enforcement
Division 3030 Homeland Security | Project 2017 2017 Grant Year

Object	Object Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Operating					
31500	Professional services- other	-	2,349	-	-
	Operating	**-**	**2,349**	**-**	**-**
Capital					
64400	Other equipment	-	112,731	-	-
	Capital	**-**	**112,731**	**-**	**-**
	Project Total	**-**	**115,080**	**-**	**-**

Entity 122 Law Enforcement Grant | Function 521 Law enforcement
Division 3030 Homeland Security | Project 2018 2018 Grant Year

Object	Object Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Capital					
64181	Radio- portable	-	38,997	-	-
64400	Other equipment	-	-	73,736	-
	Capital	**-**	**38,997**	**73,736**	**-**
	Project Total	**-**	**38,997**	**73,736**	**-**
	Division Total	**118,177**	**154,077**	**73,736**	**-**

City of Pembroke Pines, Florida - Expenditure Detail

Entity 122 Law Enforcement Grant | Function 521 Law enforcement

Division 3031 Homeland Security CCTA | Project Blank

Object	Object Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel					
14000	Overtime	-	21,044	-	-
	Personnel	**-**	**21,044**	**-**	**-**
	Project Total	**-**	**21,044**	**-**	**-**
	Division Total	**-**	**21,044**	**-**	**-**
	122 Law Enforcement Grant	**147,540**	**210,518**	**206,264**	**22,167**

City of Pembroke Pines, Florida - Expenditure Detail

Entity 124 Police Community Services Grant | Function 521 Law enforcement
Division 3018 Byrne | Project 2015 2015 Grant Year

Object	Object Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Operating					
52650	Equip < than $1000	555	-	-	-
	Operating	**555**	**-**	**-**	**-**
Capital					
64051	Computer programs	2,160	-	-	-
64055	Laptop/Tablet	8,923	-	-	-
64400	Other equipment	4,110	-	-	-
	Capital	**15,193**	**-**	**-**	**-**
	Project Total	**15,748**	**-**	**-**	**-**

Entity 124 Police Community Services Grant | Function 521 Law enforcement
Division 3018 Byrne | Project 2016 2016 Grant Year

Object	Object Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Operating					
52000	Operating supplies	-	4,671	-	-
	Operating	**-**	**4,671**	**-**	**-**
Capital					
64400	Other equipment	-	14,220	-	-
	Capital	**-**	**14,220**	**-**	**-**
	Project Total	**-**	**18,891**	**-**	**-**

Entity 124 Police Community Services Grant | Function 521 Law enforcement
Division 3018 Byrne | Project 2017 2017 Grant Year

Object	Object Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Capital					
64400	Other equipment	-	-	20,423	-
	Capital	**-**	**-**	**20,423**	**-**
	Project Total	**-**	**-**	**20,423**	**-**
	Division Total	**15,748**	**18,891**	**20,423**	**-**
	124 Police Community Services Grant	**15,748**	**18,891**	**20,423**	**-**

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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Operating					
31400	Professional services- medical	382	607	1,000	1,000
31500	Professional services- other	64	32	200	200
34300	Contract- laundry & cleaning	256	209	500	500
34990	Contractual services- other	157,964	150,587	143,832	152,554
46250	R & M equipment	498	841	1,000	2,000
46300	R & M motor vehicles	8,901	37,927	30,000	60,000
46800	Maintenance contracts	-	-	8,208	8,500
52540	Fuel	2,851	-	20,000	20,000
52650	Equip < than $1000	-	25,089	-	1,000
52652	Software < than $1000 &/or licenses	2,075	2,075	3,800	3,800
54100	Memberships/ dues/ subscription	-	133	-	200
	Operating	**172,990**	**217,500**	**208,540**	**249,754**
	Project Total	**172,990**	**217,500**	**208,540**	**249,754**

Entity 128 Community Bus Program | Function 544 Transit system

Division 8001 Community Services | Project 5310 Section 5310

Object	Object Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Operating					
52650	Equip < than $1000	-	1,527	1,600	-
	Operating	**-**	**1,527**	**1,600**	**-**
Capital					
64221	Van	310,843	317,319	186,506	-
	Capital	**310,843**	**317,319**	**186,506**	**-**
	Project Total	**310,843**	**318,846**	**188,106**	**-**
	Division Total	**483,833**	**536,346**	**396,646**	**249,754**

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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Operating					
31400	Professional services- medical	1,400	1,496	1,500	2,000
31500	Professional services- other	279	140	500	500
34300	Contract- laundry & cleaning	1,558	1,782	1,900	2,000
34500	Contract- building maintenance	-	-	2,000	2,000
34990	Contractual services- other	389,669	411,567	402,602	439,494
41100	Telephone	1,208	1,068	1,500	1,500
46300	R & M motor vehicles	62,366	50,210	110,000	150,000
51100	Office supplies	-	1,149	1,200	1,500
52000	Operating supplies	750	731	3,000	3,000
52540	Fuel	37,159	26,621	50,000	77,536
52650	Equip < than $1000	-	539	1,000	1,000
52652	Software < than $1000 &/or licenses	1,900	1,900	2,000	2,200
54100	Memberships/ dues/ subscription	-	133	-	200
	Operating	**496,289**	**497,335**	**577,202**	**682,930**
	Project Total	**496,289**	**497,335**	**577,202**	**682,930**

Entity 128 Community Bus Program | Function 544 Transit system

Division 8004 Transit System | Project 42 CBS Blue Route

Object	Object Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Operating					
31400	Professional services- medical	695	500	700	700
31500	Professional services- other	40	20	100	100
34300	Contract- laundry & cleaning	296	210	400	600
34990	Contractual services- other	41,587	45,316	35,384	41,145
41100	Telephone	-	-	100	100
46250	R & M equipment	80	145	500	500
46300	R & M motor vehicles	23,290	25,954	21,000	18,237
51100	Office supplies	-	159	500	500
52000	Operating supplies	-	-	300	300
52540	Fuel	10,874	15,175	20,000	20,000
52650	Equip < than $1000	-	-	1,000	1,000

City of Pembroke Pines, Florida - Expenditure Detail

Entity 128 Community Bus Program | Function 544 Transit system

Division 8004 Transit System | Project 42 CBS Blue Route

Object	Object Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Operating					
	Operating	76,862	87,478	79,984	83,182
	Project Total	76,862	87,478	79,984	83,182
	Division Total	573,151	584,814	657,186	766,112
	128 Community Bus Program	1,056,984	1,121,159	1,053,832	1,015,866

City of Pembroke Pines, Florida - Expenditure Detail

Entity 131 Treasury - Confiscated | Function 521 Law enforcement

Division 3011 Treasury Confiscated | Project Blank

Object	Object Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 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	-	-	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	-	-	336,702	77,852
	Capital	**-**	**-**	**399,742**	**77,852**
	Project Total	**-**	**-**	**430,347**	**77,852**
	Division Total	**-**	**-**	**430,347**	**77,852**
	131 Treasury - Confiscated	**-**	**-**	**430,347**	**77,852**

City of Pembroke Pines, Florida - Expenditure Detail

Entity 132 Justice - Confiscated | Function 521 Law enforcement

Division 3012 Justice Confiscated | Project Blank

Object	Object Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 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	-	-	59,701	-
52650	Equip < than $1000	-	-	76,301	-
	Operating	**-**	**-**	**169,202**	**-**
Capital					
63166	Shooting range	147,256	-	1,920	-
64051	Computer programs	-	-	54,197	-
64181	Radio- portable	-	-	43,724	-
64400	Other equipment	-	-	153,415	10,387
	Capital	**147,256**	**-**	**253,256**	**10,387**
	Project Total	**147,256**	**-**	**422,458**	**10,387**
	Division Total	**147,256**	**-**	**422,458**	**10,387**
	132 Justice - Confiscated	**147,256**	**-**	**422,458**	**10,387**

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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Operating					
40100	Travel/conferences	14,296	784	26,791	-
54000	Police Training- Std Bnd $2	92,510	59,800	32,200	28,419
	Operating	**106,806**	**60,584**	**58,991**	**28,419**
	Project Total	**106,806**	**60,584**	**58,991**	**28,419**
	Division Total	**106,806**	**60,584**	**58,991**	**28,419**
	133 $2 Police Education	**106,806**	**60,584**	**58,991**	**28,419**

City of Pembroke Pines, Florida - Expenditure Detail

Entity 134 FDLE - Confiscated | Function 521 Law enforcement

Division 3004 FDLE | Project Blank

Object	Object Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Operating					
31300	Professional services-Outside Legal	-	-	12,951	-
34990	Contractual services- other	750	450	39,450	-
40100	Travel/conferences	-	-	6,176	-
49000	Legal/employment ads	-	-	5,000	-
52000	Operating supplies	-	-	596	-
52600	Clothing/uniforms	-	-	10,101	-
52620	Drug & crime prevention	20,693	12,775	67,788	5,418
52650	Equip < than $1000	-	-	8,077	-
	Operating	**21,443**	**13,225**	**150,139**	**5,418**
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	-	-	752,647	36,760
	Capital	**-**	**-**	**928,306**	**36,760**
Grants and Aid					
82014	Police Explorers	-	-	7,085	-
	Grants and Aid	**-**	**-**	**7,085**	**-**
	Project Total	**21,443**	**13,225**	**1,085,530**	**42,178**
	Division Total	**21,443**	**13,225**	**1,085,530**	**42,178**
	134 FDLE - Confiscated	**21,443**	**13,225**	**1,085,530**	**42,178**

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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Operating					
31400	Professional services- medical	590	995	1,000	1,300
31500	Professional services- other	327	148	800	800
34300	Contract- laundry & cleaning	1,148	895	1,600	1,600
34989	Contractual service provider	364,745	358,538	364,741	369,087
34990	Contractual services- other	783,490	711,742	773,360	754,674
46250	R & M equipment	750	839	1,000	1,000
46300	R & M motor vehicles	34,257	3,200	40,000	60,000
52540	Fuel	31,960	30,097	51,000	51,000
52652	Software < than $1000 &/or licenses	2,340	2,340	2,600	2,600
54100	Memberships/ dues/ subscription	-	133	-	200
	Operating	**1,219,608**	**1,108,926**	**1,236,101**	**1,242,261**
Grants and Aid					
81121	In-kind- salaries	84,403	91,205	83,427	83,427
	Grants and Aid	**84,403**	**91,205**	**83,427**	**83,427**
	Project Total	**1,304,010**	**1,200,131**	**1,319,528**	**1,325,688**

Entity 199 Older Americans Act | Function 569 Other human services

Division 8005 SW Multipurpose Center | Project 45 III E Funds

Object	Object Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Grants and Aid					
81121	In-kind- salaries	10,786	13,265	11,857	11,857
	Grants and Aid	**10,786**	**13,265**	**11,857**	**11,857**
	Project Total	**10,786**	**13,265**	**11,857**	**11,857**
	Division Total	**1,314,796**	**1,213,397**	**1,331,385**	**1,337,545**
	199 Older Americans Act	**1,314,796**	**1,213,397**	**1,331,385**	**1,337,545**

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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Debt Services					
71553	Bond Principal $64,095,000	100,000	100,000	100,000	-
71554	Bond Principal $8,040,000	212,000	-	231,000	231,000
71555	Bond Principal $8,545,700	466,200	483,500	505,100	526,400
71556	Principal- Installment purchase	88,549	-	-	-
71557	Bond Principal $35,300,000	1,295,000	1,330,000	1,375,000	1,425,000
71558	Bond Principal $41,540,000	1,735,000	1,760,000	1,800,000	1,845,000
71559	Bond Principal $29,040,000	1,010,000	1,060,000	1,120,000	1,170,000
71561	Bond Principal $17,386,000	2,766,200	2,845,100	2,888,900	2,922,400
71562	Bond Principal $45,960,000	2,655,000	2,690,000	2,770,000	2,895,000
72553	Bond interest $64,095,000	2,490,676	2,036,942	2,566,461	-
72554	Bond interest $8,040,000	123,388	59,934	116,200	114,283
72555	Bond interest $8,545,700	241,476	221,734	201,183	179,742
72556	Bond interest $35,300,000	1,550,404	1,511,173	1,465,187	1,412,532
72557	Bond Interest $41,540,000	1,432,482	1,400,801	1,360,213	1,311,675
72558	Bond Interest $29,040,000	1,168,356	1,116,606	1,062,107	1,010,707
72561	Bond interest $17,386,000	214,444	176,849	138,431	99,495
72562	Bond interest $45,960,000	1,985,311	1,880,038	1,784,288	1,670,988
72563	Bond Interest $62,620,000	-	-	-	2,693,405
73300	Payment to refunded bond escrow agent	-	-	62,195,000	-
73600	SWAP Termination Cost	-	-	10,879,000	-
73805	Variable Rate Bond Fees - CS	-	-	11,000	-
73850	Fiscal agent fees	3,250	3,650	5,150	4,100
	Debt Services	**19,537,735**	**18,676,327**	**92,574,220**	**19,511,727**
Other					
99540	Bond issue cost	-	-	585,809	-
	Other	**-**	**-**	**585,809**	**-**
	Project Total	**19,537,735**	**18,676,327**	**93,160,029**	**19,511,727**

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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Debt Services					
71560	Bond Principal $76,045,000	2,440,000	2,540,000	2,665,000	2,800,000
72559	Bond Interest $76,045,000	3,455,538	3,357,938	3,230,938	3,097,688
73850	Fiscal agent fees	450	450	450	450
	Debt Services	**5,895,988**	**5,898,388**	**5,896,388**	**5,898,138**
	Project Total	**5,895,988**	**5,898,388**	**5,896,388**	**5,898,138**
	Division Total	**25,433,723**	**24,574,715**	**99,056,417**	**25,409,865**
	201 Debt Service	**25,433,723**	**24,574,715**	**99,056,417**	**25,409,865**

City of Pembroke Pines, Florida - Expenditure Detail

Entity 320 Municipal Construction | Function 513 Financial and administrative

Division 2002 Technology Services | Project 651 CIRR 2019

Object	Object Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Capital					
68010	ERP	-	1,131,734	6,128,362	-
	Capital	**-**	**1,131,734**	**6,128,362**	**-**
	Project Total	**-**	**1,131,734**	**6,128,362**	**-**

Entity 320 Municipal Construction | Function 513 Financial and administrative

Division 2002 Technology Services | Project 672 Cap Improv - 2006

Object	Object Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Capital					
63993	Improvements - Other	-	-	980,000	-
	Capital	**-**	**-**	**980,000**	**-**
	Project Total	**-**	**-**	**980,000**	**-**

Entity 320 Municipal Construction | Function 513 Financial and administrative

Division 2002 Technology Services | Project 677 GO Bonds 2009C

Object	Object Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Capital					
63993	Improvements - Other	-	-	2,700,000	-
	Capital	**-**	**-**	**2,700,000**	**-**
	Project Total	**-**	**-**	**2,700,000**	**-**
	Division Total	**-**	**1,131,734**	**9,808,362**	**-**

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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Capital					
63995	Improvements - Landscaping	-	-	140,422	-
	Capital	**-**	**-**	**140,422**	**-**
	Project Total	**-**	**-**	**140,422**	**-**

Entity 320 Municipal Construction | Function 541 Road and street facilities

Division 6003 Infrastructure | Project 677 GO Bonds 2009C

Object	Object Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Capital					
63995	Improvements - Landscaping	-	16,000	484,096	-
67999	IF - Transportation Projects	-	-	481,612	-
	Capital	**-**	**16,000**	**965,708**	**-**
	Project Total	**-**	**16,000**	**965,708**	**-**
	Division Total	**-**	**16,000**	**1,106,130**	**-**

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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Capital					
62301	Civic Center	312,426	-	-	-
63056	Linear Park	5,900	-	495,000	-
	Capital	**318,326**	**-**	**495,000**	**-**
	Project Total	**318,326**	**-**	**495,000**	**-**

Entity 320 Municipal Construction | Function 572 Parks and recreation

Division 7001 Recreation and Cultural Arts | Project 675 GO Bonds 2005

Object	Object Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Capital					
63998	Improvements - Comm Rec Projects	-	-	1,325,000	-
64400	Other equipment	-	-	730,000	-
	Capital	**-**	**-**	**2,055,000**	**-**
	Project Total	**-**	**-**	**2,055,000**	**-**

Entity 320 Municipal Construction | Function 572 Parks and recreation

Division 7001 Recreation and Cultural Arts | Project 676 GO Bonds 2007B

Object	Object Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Capital					
62300	City Hall/Gallery/Chambers	138,056	-	150,000	-
62999	Buildings - New Comm Facilities	84,667	-	372,043	-
	Capital	**222,724**	**-**	**522,043**	**-**
	Project Total	**222,724**	**-**	**522,043**	**-**

Entity 320 Municipal Construction | Function 572 Parks and recreation

Division 7001 Recreation and Cultural Arts | Project 677 GO Bonds 2009C

Object	Object Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Capital					
60010	Capital contingency	-	-	-	-
62999	Buildings - New Comm Facilities	-	358,850	-	-
	Capital	**-**	**358,850**	**-**	**-**

City of Pembroke Pines, Florida - Expenditure Detail

Entity 320 Municipal Construction | Function 572 Parks and recreation

Division 7001 Recreation and Cultural Arts | Project 677 GO Bonds 2009C

Object	Object Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
	Project Total	**-**	**358,850**	**-**	**-**

Entity 320 Municipal Construction | Function 572 Parks and recreation

Division 7001 Recreation and Cultural Arts | Project 677A GO Bonds 2015

Object	Object Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Capital					
62300	City Hall/Gallery/Chambers	116,020	-	-	-
63161	Parking lot	-155,347	116,121	-	-
	Capital	**-39,327**	**116,121**	**-**	**-**
	Project Total	**-39,327**	**116,121**	**-**	**-**
	Division Total	**501,722**	**474,971**	**3,072,043**	**-**
	320 Municipal Construction	**501,722**	**1,622,705**	**13,986,535**	**-**

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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Debt Services					
71505	Loan Principal $12,300,000	-	-	841,744	871,205
72505	Loan interest $12,300,000	262,238	233,935	214,459	184,483
73850	Fiscal agent fees	-500	-	-	-
	Debt Services	**261,738**	**233,935**	**1,056,203**	**1,055,688**
	Project Total	**261,738**	**233,935**	**1,056,203**	**1,055,688**
	Division Total	**261,738**	**233,935**	**1,056,203**	**1,055,688**

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 3419 FEMA-3419-EM - Hurricane Dorian

Object	Object Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel					
14000	Overtime	-	2,339	-	-
21000	Social Security- matching	-	90	-	-
	Personnel	**-**	**2,429**	**-**	**-**
Operating					
34981	Function sourcing- Utilities	-	14,875	-	-
34989	Contractual service provider	-	1,450	-	-
52000	Operating supplies	-	902	-	-
	Operating	**-**	**17,227**	**-**	**-**
	Project Total	**-**	**19,656**	**-**	**-**

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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel					
14000	Overtime	8,027	-	-	-
14000	Overtime	498	-	-	-
21000	Social Security- matching	614	-	-	-
21000	Social Security- matching	38	-	-	-
	Personnel	**9,177**	**-**	**-**	**-**
Operating					
34981	Function sourcing- Utilities	139,197	-	-	-
34989	Contractual service provider	10,148	-	-	-
34990	Contractual services- other	-139,197	-	-	-
52000	Operating supplies	1,443	-	-	-
	Operating	**11,590**	**-**	**-**	**-**
	Project Total	**20,767**	**-**	**-**	**-**
	Division Total	**20,767**	**19,656**	**-**	**-**

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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel					
12009	Assistant Director of Public Services	25,470	63,424	84,716	113,499
12027	Utility Operations Manager	19,589	17,669	-	-
12035	Utilities Project Manager	-	27,671	21,407	-
12051	Public Services Director	-	-	60,826	71,909
12109	Administrative Supervisor	69,960	76,536	76,170	77,189
12146	Assist.Ut/Compliance Director	-	-	57,545	96,717
12147	Assistant Utilities Director	-	-	68,456	115,032
12148	Utilities Director	129,092	39,821	63,693	116,323
12194	Environmental Services Director	-	80,392	35,388	-
12196	Envir Svc/Utilities Director	-	-	51,490	85,353
12411	Operations & Finance Manager	-	-	10,626	-
12484	Public Services Manager	46,460	50,244	20,194	-
12499	Deputy City Manager	94,818	97,969	97,500	97,500
12500	City Engineer	48,319	80,392	80,008	80,008
12516	Assistant City Manager	87,275	90,434	90,002	90,002
12523	Accountant	26,770	21,986	-	-
12532	Accountant II	-	6,285	29,713	31,676
12741	Controller	1,493	-	-	-
12774	Engineer	33,465	-	55,000	55,633
12795	Utility Maintenance Manager	53,538	-	-	-
12992	Vacation leave - retire/term	-	31,860	-	-
12993	Accrued vacation	16,973	-34,963	-	-
12994	Accrued sick leave	4,277	-18,497	-	-
14000	Overtime	126	23	-	-
15007	Topped Out Incentive	900	2,100	-	2,250
15107	Automobile allowance	21,923	26,608	29,262	34,201
15116	Cell Phone Pay	5,213	6,075	6,264	7,351
21000	Social Security- matching	45,252	49,656	72,818	80,721
22000	Retirement contributions	-	-	45,321	48,282
22010	Defined contribution - General	12,010	25,066	62,186	76,090
22210	Pension Expense - Collective	2,021,688	-458,447	-	-
22230	OPEB Expense - Collective	868,943	1,433,355	-	-

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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel					
23000	Health Insurance	77,133	79,984	126,840	163,230
23100	Life Insurance	1,641	2,452	3,799	5,513
24000	Workers compensation	-42	4,015	6,241	7,957
26300	General retiree health contrib	-	-	756,000	786,000
	Personnel	**3,712,286**	**1,802,110**	**2,011,465**	**2,242,436**
Operating					
31100	Professional services- engineering	72,085	26,120	-	-
31300	Professional services-Outside Legal	21,936	3,493	7,500	7,500
31500	Professional services- other	45,372	43,684	811,366	125,000
32100	Accounting and auditing fees	49,415	56,803	57,242	59,532
34500	Contract- building maintenance	8,927	25,937	24,456	25,956
34981	Function sourcing- Utilities	1,213,658	1,244,450	1,548,445	1,384,271
34989	Contractual service provider	674,462	901,999	1,210,015	1,213,162
34990	Contractual services- other	6,115	5,545	6,600	6,600
40100	Travel/conferences	8,182	4,646	2,400	3,000
41100	Telephone	30,728	33,125	28,500	29,264
41225	Cable fees	2,950	3,055	3,000	3,000
41400	Postage	150,503	151,465	153,000	160,000
44200	Rents- machinery & equipment	5,140	8,877	5,700	8,900
45000	Insurance	1,652,150	1,268,909	1,854,033	1,740,996
46150	R & M- land- building & improvement	24,293	3,266	5,000	5,000
46250	R & M equipment	964	77	1,000	1,000
46300	R & M motor vehicles	5,243	2,395	4,988	5,000
46800	Maintenance contracts	3,729	9,591	25,286	34,466
47100	Printing	11,886	4,563	3,136	5,500
49100	Recording fees	972	893	1,858	1,200
49104	License fees	-	300	792	1,000
51100	Office supplies	30,838	40,299	31,742	40,000
52000	Operating supplies	1,597	4,691	7,312	9,800
52150	First aid, safety equip & supplies	9	463	1,913	1,913
52200	Cleaning/janitorial supplies	-	-	500	-
52300	Expendable tools	85	28	250	250

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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Operating					
52540	Fuel	33,849	31,760	26,500	32,000
52600	Clothing/uniforms	-	159	450	450
52650	Equip < than $1000	5,501	46,432	6,500	5,000
52652	Software < than $1000 &/or licenses	-	-	2,764	5,600
52653	Computer equipment < $1000	1,683	1,388	2,000	8,550
54100	Memberships/ dues/ subscription	260	2,101	2,000	2,000
55200	College Classes - Education	-	-	1,000	-
55229	Training	-	-	600	5,000
	Operating	**4,062,534**	**3,926,515**	**5,837,848**	**4,930,910**
Capital					
62000	Buildings	-	-	196,750	-
63061	Fencing	-	-	14,046	-
63161	Parking lot	-	-	122,295	-
64051	Computer programs	-	-	255,031	-
64400	Other equipment	-	-	49,069	-
	Capital	**-**	**-**	**637,191**	**-**
	Project Total	**7,774,819**	**5,728,624**	**8,486,504**	**7,173,346**

Entity 471 Utility Fund | Function 536 Water-sewer combined service

Division 6010 Utilities Admin Services | Project 510 Security Services

Object	Object Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Operating					
34990	Contractual services- other	83,237	83,910	83,672	90,947
	Operating	**83,237**	**83,910**	**83,672**	**90,947**
	Project Total	**83,237**	**83,910**	**83,672**	**90,947**
	Division Total	**7,858,057**	**5,812,534**	**8,570,176**	**7,264,293**

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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel					
22001	Retirement contribution - legacy	-	-	773,444	762,543
22210	Pension Expense - Collective	156,531	381,127	-	-
25000	Unemployment compensation	3,407	-	4,000	2,000
	Personnel	**159,938**	**381,127**	**777,444**	**764,543**
Operating					
31300	Professional services-Outside Legal	-20	315	50,000	25,000
31301	Professional Srvs-Outside Legal (City Ctr)	5,595	8,628	25,000	25,000
31303	Professional Srvs-Other (City Ctr)	-	20,411	21,400	21,400
44110	Interfund rental	153,695	156,923	159,905	163,583
49175	Administrative fees	10,399,741	11,447,145	12,553,652	13,219,870
49201	Taxes and/or assessments	1,310,736	1,315,239	1,298,952	1,353,475
49207	Engineering Charges From General Fund	140,370	136,872	136,254	141,041
49211	Privilege fees	3,386,581	3,697,034	3,666,000	3,653,000
49990	Interest customer deposit	58,667	95,590	-	-
59000	Depreciation Expense	6,761,690	7,060,598	-	-
59100	Reserve for Capital Replacement	-	-	3,160,000	3,540,000
	Operating	**22,217,055**	**23,938,755**	**21,071,163**	**22,142,369**
Grants and Aid					
81008	Brwd Water Conservation Program	20,949	34,967	55,000	57,100
	Grants and Aid	**20,949**	**34,967**	**55,000**	**57,100**
	Project Total	**22,397,943**	**24,354,849**	**21,903,607**	**22,964,012**
	Division Total	**22,397,943**	**24,354,849**	**21,903,607**	**22,964,012**

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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Operating					
31100	Professional services- engineering	-	12,000	126,730	231,000
34981	Function sourcing- Utilities	1,637,414	1,566,941	1,948,248	1,779,777
34989	Contractual service provider	633,302	654,099	762,719	925,737
40100	Travel/conferences	44	97	50	100
41100	Telephone	27,182	32,906	30,049	34,080
44200	Rents- machinery & equipment	17,995	5,032	15,000	9,408
46150	R & M- land- building & improvement	239,725	129,622	61,000	50,000
46220	R & M Generators	2,258	3,651	6,000	6,000
46250	R & M equipment	168,166	272,772	598,135	149,150
46300	R & M motor vehicles	43,252	17,205	50,000	70,816
49104	License fees	75	75	100	100
51100	Office supplies	10	104	500	500
52000	Operating supplies	5,208	3,439	5,000	3,896
52150	First aid, safety equip & supplies	2,898	7,223	7,500	6,408
52200	Cleaning/janitorial supplies	1,368	4,797	3,882	4,000
52300	Expendable tools	7,454	9,590	8,538	8,000
52540	Fuel	12,472	10,940	11,000	11,000
52650	Equip < than $1000	11,109	11,124	10,000	10,000
55229	Training	-	4,800	-	-
	Operating	**2,809,931**	**2,746,414**	**3,644,451**	**3,299,972**
Capital					
62000	Buildings	-	-	1,034,166	-
63065	Force main	-	-	282,447	250,000
63192	Sewer lines	-	-	1,695,794	2,010,840
64012	Backhoe	-	-	59,973	-
64051	Computer programs	-	-	29,712	-
64073	Generator	-	-	250,000	-
64214	Truck	-	-	112,995	-
64400	Other equipment	-	-	332,452	-
	Capital	**-**	**-**	**3,797,539**	**2,260,840**
	Project Total	**2,809,931**	**2,746,414**	**7,441,990**	**5,560,812**

City of Pembroke Pines, Florida - Expenditure Detail

Entity 471 Utility Fund | Function 535 Sewer/wastewater services

Division 6021 Sewer Collection | Project 812 Lift station upgrade

Object	Object Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Capital					
63122	Lift station	-	-	2,558,213	396,000
	Capital	**-**	**-**	**2,558,213**	**396,000**
	Project Total	**-**	**-**	**2,558,213**	**396,000**

Entity 471 Utility Fund | Function 535 Sewer/wastewater services

Division 6021 Sewer Collection | Project 828 Infiltration & inflow correction

Object	Object Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Operating					
34100	Contract- outside repairs	-	199,591	803,620	600,000
	Operating	**-**	**199,591**	**803,620**	**600,000**
	Project Total	**-**	**199,591**	**803,620**	**600,000**
	Division Total	**2,809,931**	**2,946,005**	**10,803,823**	**6,556,812**

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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Operating					
31100	Professional services- engineering	59,830	18,280	292,485	169,000
31300	Professional services-Outside Legal	506,950	112,828	145,567	145,567
31500	Professional services- other	120,437	47,086	70,299	50,000
34450	Contract- sludge removal	58,089	104,359	100,000	100,000
34451	Contract-Grit/Screenings Removal	103,950	109,200	170,803	170,803
34500	Contract- building maintenance	7,936	22,296	22,296	22,296
34981	Function sourcing- Utilities	1,878,545	1,784,594	2,218,291	1,977,530
34982	Function sourcing- Grounds/Facilities	17,392	1,516	2,455	900
34989	Contractual service provider	35,633	67,555	59,136	113,750
34990	Contractual services- other	160,794	273,346	327,894	185,034
40100	Travel/conferences	38	25	60	60
41100	Telephone	433	375	475	475
41225	Cable fees	54	32	158	158
43100	Electric	868,155	853,109	859,782	859,782
43200	Water & sewer	72,364	227,408	195,000	195,000
43600	Wastewater treatment charges	7,916,553	7,419,238	8,730,780	8,937,770
44200	Rents- machinery & equipment	-	790	3,000	2,000
46150	R & M- land- building & improvement	185,650	97,080	114,950	100,000
46220	R & M Generators	4,494	47,121	15,000	15,000
46250	R & M equipment	49,269	62,069	91,092	70,000
46300	R & M motor vehicles	5,024	14,061	18,000	8,500
49104	License fees	2,720	7,423	12,000	8,500
49105	License renewals	375	-	-	-
51100	Office supplies	717	125	500	500
52000	Operating supplies	6,537	2,878	5,206	3,000
52150	First aid, safety equip & supplies	1,367	1,878	2,400	3,000
52200	Cleaning/janitorial supplies	-	89	700	500
52300	Expendable tools	1,110	1,549	1,700	1,200
52430	Operating chemicals	389,376	316,204	521,543	546,000
52540	Fuel	23,441	3,615	9,000	5,000
52650	Equip < than $1000	5,075	8,894	5,000	9,000
	Operating	**12,482,309**	**11,605,022**	**13,995,572**	**13,700,325**

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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Capital					
62000	Buildings	-	-	321,347	-
63000	Improvement other than building	-	-	282,000	439,650
64055	Laptop/Tablet	-	-	3,794	-
64070	Forklift	-	-	48,000	-
64072	Storage tank	-	-	108,000	-
64073	Generator	-	-	200,000	388,350
64400	Other equipment	-	-	2,049,865	-
	Capital	**-**	**-**	**3,013,006**	**828,000**
	Project Total	**12,482,309**	**11,605,022**	**17,008,578**	**14,528,325**

Entity 471 Utility Fund | Function 535 Sewer/wastewater services

Division 6022 Sewer Treatment Plant | Project 834 Plant Rehabilitation

Object	Object Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Capital					
63183	Sewer treatment rehabilitation	-	-	4,921,687	-
	Capital	**-**	**-**	**4,921,687**	**-**
	Project Total	**-**	**-**	**4,921,687**	**-**
	Division Total	**12,482,309**	**11,605,022**	**21,930,265**	**14,528,325**

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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Operating					
31100	Professional services- engineering	83,630	63,375	253,956	215,504
31500	Professional services- other	111,630	17,787	109,134	110,815
34450	Contract- sludge removal	174,120	197,206	262,650	399,075
34500	Contract- building maintenance	4,566	20,968	30,716	24,468
34981	Function sourcing- Utilities	2,926,533	2,749,497	3,409,655	3,065,172
34982	Function sourcing- Grounds/Facilities	2,575	2,392	2,506	2,000
34989	Contractual service provider	35,633	67,559	59,136	113,750
34990	Contractual services- other	51,270	147,892	207,959	64,820
41380	Data communication	1,198	278	747	747
43100	Electric	476,665	466,373	470,742	470,000
43300	Gas	-	-	400	500
44200	Rents- machinery & equipment	25,375	99,661	64,274	96,260
46150	R & M- land- building & improvement	116,005	142,695	987,276	100,000
46220	R & M Generators	11,926	1,430	8,000	8,000
46250	R & M equipment	159,080	44,895	58,375	35,000
46300	R & M motor vehicles	249	114	10,000	1,000
49104	License fees	15,597	12,995	9,094	10,000
49105	License renewals	125	907	2,395	2,395
51100	Office supplies	-	28	-	-
52000	Operating supplies	848	1,127	2,000	1,000
52150	First aid, safety equip & supplies	-	38	-	-
52300	Expendable tools	28	6	600	250
52430	Operating chemicals	1,457,857	1,426,755	1,661,724	1,662,198
52540	Fuel	3,630	2,421	7,710	4,000
52650	Equip < than $1000	472	2,287	1,103	2,000
	Operating	**5,659,011**	**5,468,684**	**7,620,152**	**6,388,954**
Capital					
62000	Buildings	-	-	127,110	-
63000	Improvement other than building	-	-	5,653,892	120,000
63250	Water well	-	-	150,000	3,090,439
63993	Improvements - Other	-	-	1,617,755	-
64072	Storage tank	-	-	152,000	-

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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Capital					
64073	Generator	-	-	617,875	-
64165	Pump	-	-	100,000	-
64400	Other equipment	-	-	1,249,682	-
	Capital	**-**	**-**	**9,668,314**	**3,210,439**
	Project Total	**5,659,011**	**5,468,684**	**17,288,466**	**9,599,393**
	Division Total	**5,659,011**	**5,468,684**	**17,288,466**	**9,599,393**

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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Operating					
31500	Professional services- other	10,266	-10,266	21,760	30,000
34981	Function sourcing- Utilities	1,566,962	1,489,611	1,854,897	1,680,901
34989	Contractual service provider	44,061	48,494	-	-
41380	Data communication	-	1,158	1,200	1,200
44200	Rents- machinery & equipment	-	3,410	-	-
46150	R & M- land- building & improvement	22,374	53,333	123,000	67,200
46250	R & M equipment	-	9,835	10,000	10,000
46300	R & M motor vehicles	693	-	10,000	5,000
52000	Operating supplies	28	8	-	-
52150	First aid, safety equip & supplies	-	-	500	500
52300	Expendable tools	593	599	500	500
52540	Fuel	-	863	1,000	1,000
52650	Equip < than $1000	840	555	-	5,000
52651	Meters < than $1000	840,940	732,351	1,103,634	1,224,000
	Operating	**2,486,756**	**2,329,950**	**3,126,491**	**3,025,301**
Capital					
62000	Buildings	-	-	540,000	-
63062	Fire hydrants	-	-	25,000	-
63233	Water main	-	-	5,165,236	-
64214	Truck	-	-	52,384	-
64400	Other equipment	-	-	78,816	3,650,000
	Capital	**-**	**-**	**5,861,436**	**3,650,000**
	Project Total	**2,486,756**	**2,329,950**	**8,987,927**	**6,675,301**
	Division Total	**2,486,756**	**2,329,950**	**8,987,927**	**6,675,301**
	471 Utility Fund	**53,976,511**	**52,770,635**	**90,540,467**	**68,643,824**

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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel					
12017	Risk/Benefits Manager	70,481	73,288	73,175	77,806
12993	Accrued vacation	4,895	6,616	-	-
12994	Accrued sick leave	366	2,133	-	-
15116	Cell Phone Pay	300	600	540	600
21000	Social Security- matching	5,173	5,411	5,640	5,999
22000	Retirement contributions	-	-	6,842	7,322
22001	Retirement contribution - legacy	-	-	10,236	10,217
22210	Pension Expense - Collective	48,732	-49,499	-	-
22230	OPEB Expense - Collective	124,155	39,794	-	-
26300	General retiree health contrib	-	-	14,646	15,943
	Personnel	**254,101**	**78,343**	**111,079**	**117,887**
Operating					
34989	Contractual service provider	78,206	80,110	72,000	72,000
34990	Contractual services- other	-	-	24,000	24,000
40100	Travel/conferences	-	-	1,500	-
45050	Insurance- administrative fees	107,742	112,953	171,475	170,000
46800	Maintenance contracts	-	-	2,000	2,000
47100	Printing	4,780	5,677	18,000	18,000
49857	Allocation of Adm Expenses	-446,348	-279,792	-407,054	-409,387
51100	Office supplies	1,519	2,709	4,000	4,000
52650	Equip < than $1000	-	-	1,000	750
55200	College Classes - Education	-	-	2,000	750
	Operating	**-254,101**	**-78,343**	**-111,079**	**-117,887**
	Project Total	**-**	**-**	**-**	**-**

Entity 504 Public Insurance Fund | Function 519 Other general governmental services

Division 203 Self Insurance | Project 402 Health Insurance

Object	Object Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Operating					
45053	Health- Administrative fees	440,966	402,958	660,000	660,000
45085	Dental/Cobra Fees	-	-	2,000	2,000

City of Pembroke Pines, Florida - Expenditure Detail

Entity 504 Public Insurance Fund | Function 519 Other general governmental services

Division 203 Self Insurance | Project 402 Health Insurance

Object	Object Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Operating					
45420	Health- Premium	1,000,407	1,227,744	1,449,000	1,593,900
45808	Health Claims	15,062,188	16,365,485	17,957,237	19,147,370
49857	Allocation of Adm Expenses	311,321	203,720	296,721	295,965
	Operating	**16,814,882**	**18,199,907**	**20,364,958**	**21,699,235**
	Project Total	**16,814,882**	**18,199,907**	**20,364,958**	**21,699,235**

Entity 504 Public Insurance Fund | Function 519 Other general governmental services

Division 203 Self Insurance | Project 403 Life Insurance

Object	Object Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Operating					
45095	Insurance- Life	252,855	370,412	429,281	518,665
49857	Allocation of Adm Expenses	8,204	4,400	6,335	7,173
	Operating	**261,059**	**374,812**	**435,616**	**525,838**
	Project Total	**261,059**	**374,812**	**435,616**	**525,838**

Entity 504 Public Insurance Fund | Function 519 Other general governmental services

Division 203 Self Insurance | Project 404 Workers Compensation

Object	Object Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Operating					
45070	Insurance-excess wrkrs compensation	241,215	258,905	500,000	500,000
45080	State assessment- self ins wrkrs comp	33,496	26,945	60,000	50,000
45742	Workers compensation 1985-86	402	147,664	-	-
45751	Workers compensation 1993-94	4,105	10,428	-	-
45752	Workers compensation 1994-95	-71,858	-73,317	-	-
45753	Workers compensation 1995-96	34	34	-	-
45754	Workers compensation 1996-97	0	0	-	-
45755	Workers compensation 1997-98	-16,662	-	-	-
45756	Workers compensation 1998-99	11,402	-10,938	-	-
45757	Workers compensation 1999-00	4,149	-249,486	-	-
45758	Workers compensation 2000-01	-8,911	-84,918	-	-
45759	Workers compensation 2001-02	0	0	-	-

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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Operating					
45760	Workers compensation 2002-03	-20,276	407,964	-	-
45761	Workers compensation 2003-04	-860,049	100,682	-	-
45762	Workers compensation 2004-05	0	101,175	-	-
45763	Workers compensation 2005-06	-46,723	-25,969	-	-
45764	Workers compensation 2006-07	-2,748	-186	-	-
45765	Workers compensation 2007-08	0	0	-	-
45766	Workers compensation 2008-09	-14,554	-2,352	-	-
45767	Workers compensation 2009-10	1,365	5,093	-	-
45768	Workers compensation 2010-11	5,494	-2,354	-	-
45769	Workers compensation 2011-12	-6,803	-3,339	-	-
45771	Workers compensation 2012-13	2,730	9,775	-	-
45772	Workers compensation 2013-14	-48,339	966	-	-
45773	Workers compensation 2014-15	47,638	199,623	-	-
45774	Workers compensation 2015-16	-92,652	-93,491	-	-
45778	Workers compensation 2016-17	-144,446	-135,852	-	-
45779	Workers compensation 2017-18	931,912	-87,237	-	-
45780	Workers compensation 2018-19	-	400,144	-	-
45781	Workers compensation 2019-20	-	-	2,204,171	26,743
45782	Workers compensation 2020-21	-	-	-	2,754,171
49857	Allocation of Adm Expenses	50,079	28,339	40,651	46,007
	Operating	**-**	**928,296**	**2,804,822**	**3,376,921**
	Project Total	**-**	**928,296**	**2,804,822**	**3,376,921**

Entity 504 Public Insurance Fund | Function 519 Other general governmental services

Division 203 Self Insurance | Project 405 Property & Casualty Insurance

Object	Object Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Operating					
45060	Insurance- excess property	992,991	1,624,340	2,000,000	2,000,000
45200	Insurance- Gallagher package	530,008	558,254	830,000	830,000
45225	Insurance - bus	256,164	272,614	300,000	330,000
45600	Insurance- fidelity bonds	-	-	15,000	16,500
45702	Insurance claims paid 2020-21	-	-	-	1,100,000

City of Pembroke Pines, Florida - Expenditure Detail

Entity 504 Public Insurance Fund | Function 519 Other general governmental services

Division 203 Self Insurance | Project 405 Property & Casualty Insurance

Object	Object Description	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Operating					
45703	Insurance claims paid 2019-20	-	-	1,100,000	-
45704	Insurance claims paid 2018-19	-	710,564	-	-
45706	Insurance claims paid 2017-18	473,914	1,754	-	-
45707	Insurance claims paid 2016-17	389,188	192,875	-	-
45708	Insurance claims paid 2015-16	169,582	-207,642	-	-
45709	Insurance claims paid 2014-15	531,359	53,369	-	-
45711	Insurance claims paid 2013-14	-464	-33,576	-	-
45712	Insurance claims paid 2012-13	3,014	-13,930	-	-
45713	Insurance claims paid 2011-12	420,871	34,490	-	-
45714	Insurance claims paid 2010-11	74,269	-29,133	-	-
45715	Insurance claims paid 2009-10	63	2,059	-	-
45716	Insurance claims paid 2008-09	-7,176	-3,492	-	-
45718	Insurance claims paid 2006-07	35,709	99,984	-	-
45719	Insurance claims paid 2005-06	-6,868	-3,817	-	-
45722	Insurance claims paid 1993-94	-568	-1,429	-	-
45723	Insurance claims paid 1994-95	-34,216	-34,911	-	-
45724	Insurance claims paid 1995-96	48	48	-	-
45727	Insurance claims paid 1998-99	-5,044	-4,681	-	-
45728	Insurance claims paid 1999-00	-9,268	-124,520	-	-
45729	Insurance claims paid 2000-01	-2,518	-2,787	-	-
45732	Insurance claims paid 2002-03	401	-7,051	-	-
45733	Insurance claims paid 2003-04	-41,821	2,612	-	-
45734	Insurance claims paid 2004-05	1	-294	-	-
45736	Insurance claims paid 1985-86	37	13,625	-	-
45770	Claims not part of Gallagher	-	-	50,000	50,000
49857	Allocation of Adm Expenses	76,743	43,333	63,347	60,242
	Operating	**3,846,420**	**3,142,656**	**4,358,347**	**4,386,742**
	Project Total	**3,846,420**	**3,142,656**	**4,358,347**	**4,386,742**
	Division Total	**20,922,361**	**22,645,671**	**27,963,743**	**29,988,736**
	504 Public Insurance Fund	**20,922,361**	**22,645,671**	**27,963,743**	**29,988,736**

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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Operating					
31500	Professional services- other	160	11,240	7,000	7,000
31700	Professional service-investment mgt	52,240	52,607	70,000	70,000
36000	Retirement benefits	11,074,842	11,436,533	12,000,000	12,000,000
	Operating	**11,127,242**	**11,500,380**	**12,077,000**	**12,077,000**
	Project Total	**11,127,242**	**11,500,380**	**12,077,000**	**12,077,000**
	Division Total	**11,127,242**	**11,500,380**	**12,077,000**	**12,077,000**
	655 General Pension Trust Fund	**11,127,242**	**11,500,380**	**12,077,000**	**12,077,000**

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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Operating					
31500	Professional services- other	627,989	749,211	800,000	800,000
31700	Professional service-investment mgt	3,376,152	3,538,741	3,570,000	3,600,000
49910	Retirement benefits	27,200,714	28,663,780	30,000,000	31,500,000
49911	Drop Plan Benefits	5,334,780	5,456,644	6,000,000	6,000,000
49952	Contribution refund	446,372	65,557	500,000	500,000
	Operating	**36,986,007**	**38,473,933**	**40,870,000**	**42,400,000**
	Project Total	**36,986,007**	**38,473,933**	**40,870,000**	**42,400,000**
	Division Total	**36,986,007**	**38,473,933**	**40,870,000**	**42,400,000**
	656 Fire & Police Pension Trust Fund	**36,986,007**	**38,473,933**	**40,870,000**	**42,400,000**

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	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
Personnel					
21000	Social Security- matching	3,924	4,603	5,000	6,000
	Personnel	**3,924**	**4,603**	**5,000**	**6,000**
Operating					
31300	Professional services-Outside Legal	-	3,218	6,000	4,000
31700	Professional service-investment mgt	388,319	410,005	400,000	450,000
34990	Contractual services- other	15,607	47,206	50,000	50,000
45053	Health- Administrative fees	228,172	230,773	325,000	365,000
45095	Insurance- Life	74,677	106,148	108,000	130,000
45420	Health- Premium	508,992	627,547	759,000	850,000
45425	Health insurance subsidy	17,220	18,500	21,000	20,000
45650	Fiduciary bond Insurance	15,195	15,980	20,000	20,000
45808	Health Claims	11,522,069	10,146,825	15,994,001	15,994,000
	Operating	**12,770,251**	**11,606,201**	**17,683,001**	**17,883,000**
	Project Total	**12,774,175**	**11,610,804**	**17,688,001**	**17,889,000**
	Division Total	**12,774,175**	**11,610,804**	**17,688,001**	**17,889,000**
	657 Other Post Employment Benefits	**12,774,175**	**11,610,804**	**17,688,001**	**17,889,000**

City of Pembroke Pines, Florida

Expenditure Detail

All Funds

	2017-18 Actual	2018-19 Actual	2019-20 Budget	2020-21 Budget
1 General Fund	183,043,662	194,388,173	227,731,578	212,438,083
51 Wetlands Trust Fund	16,499	16,460	16,500	16,500
100 Road & Bridge Fund	5,573,488	6,004,034	10,940,204	8,230,973
120 FHFC grants SHIP/CRF	729,033	647,900	1,648,017	-
121 HUD Grants CDBG/HOME	1,173,291	1,180,149	3,548,131	1,180,129
122 Law Enforcement Grant	147,540	210,518	206,264	22,167
124 Police Community Services Grant	15,748	18,891	20,423	-
128 Community Bus Program	1,056,984	1,121,159	1,053,832	1,015,866
131 Treasury - Confiscated	-	-	430,347	77,852
132 Justice - Confiscated	147,256	-	422,458	10,387
133 $2 Police Education	106,806	60,584	58,991	28,419
134 FDLE - Confiscated	21,443	13,225	1,085,530	42,178
199 Older Americans Act	1,314,796	1,213,397	1,331,385	1,337,545
201 Debt Service	25,433,723	24,574,715	99,056,417	25,409,865
320 Municipal Construction	501,722	1,622,705	13,986,535	-
471 Utility Fund	53,976,511	52,770,635	90,540,467	68,643,824
504 Public Insurance Fund	20,922,361	22,645,671	27,963,743	29,988,736
655 General Pension Trust Fund	11,127,242	11,500,380	12,077,000	12,077,000
656 Fire & Police Pension Trust Fund	36,986,007	38,473,933	40,870,000	42,400,000
657 Other Post Employment Benefits	12,774,175	11,610,804	17,688,001	17,889,000
Total All Funds	**355,068,289**	**368,073,333**	**550,675,823**	**420,808,524**

CITY OF PEMBROKE PINES

A Short History

Pembroke Pines is one of the many post-World War II cities that were created primarily to accommodate ex-servicemen who had trained in South Florida and wanted to return after the war.

The open expanses of land west of the older coastal cities, occupied primarily by large dairy farms, offered inexpensive acreage for housing development. In the midst of Henry Perry's dairy was North Perry Field, a WWII satellite of Miami Naval Air Station. Between the eastern border of the airport, SW 72 Avenue, and the first section of the Florida Turnpike, the first two tiny Pembroke Pines #1 and #2 subdivisions were created in 1954.

The "Village of Pembroke Pines" was incorporated in 1959. Some builders contested this, and the village was dissolved on a legal decision that the boundaries were incorrectly stated on the ballot. In January 1960, a second election was held, and the village became the City. The residents then incorporated to protect themselves from annexation and to preserve and enhance their community.

Unlike many of the post-WWII, new Broward County towns, created and run by real estate developers, Pembroke Pines grew from citizen involvement. World travelers Dr. Walter Seth Kipnis and his wife, Estelle, were the leading players in the incorporation and were supported by the town's first organized citizens' group, the Pembroke Pines Civic Association. This group started what was intended to be a youth center on donated property next to the turnpike on 13th Street. When it was partially completed, City government meetings were held there, having moved from the patio of the first mayor, Dr. Kipnis. In 1976, the building was finished with primarily donated materials and labor and was used until City offices were moved to the former showrooms of the Pembroke Lakes subdivision on Taft Street and Palm Avenue. On October 22, 1988, the City completed the three-building governmental center complex at Pines Boulevard and Palm Avenue. The center used to house City offices and the Commission Chambers. The lobby was the home of the "Glass Gallery," where art exhibits were displayed.

The first group of elected officials was called Aldermen. There were seven officials plus the mayor, who was not allowed to vote. Eventually, the officials became councilmen (or women), and the mayor was permitted to vote. From the early years, a City Commission/City Manager form of government was adopted. The voters also approved a City Charter. One attempt was made to change to a strong mayor form of government, but the attempt was defeated.

In 1984, a major change was approved to have four City districts with one commissioner elected from each district. The mayor was now elected by a citywide vote. As the population expanded westward, the districts were redrawn consistent with almost every other Broward County community. Completion of the Century Village condominiums provided the impetus for redistricting. With a projected population in excess of 15,000, they could conceivably have elected all the City Commissioners.

The devastating Hurricane Andrew of 1992 drove hundreds of South Dade County residents north to Broward County, especially Pembroke Pines. This gave a huge boost to the population, as

owners of destroyed homes took their insurance money and used it to buy in the City, far from the coast.

Growing with the City's residential areas and influx of young families was the need for schools. Flanagan High School was overpopulated with an enrollment of 3,241 for the school year 2011-12, making it one of the largest high schools in the state. With the Broward County School Board unable to keep up with the demand, Mayor Alex Fekete and City Manager Charles F. Dodge originated a charter school system. In August 1998, the City began its charter school system to alleviate the classroom shortage. The City now has one of the largest Charter School systems in the nation, with four elementary schools, three middle schools, and one high school, serving approximately 6,000 students in the 2019-20 school year.

A student may progress from kindergarten through community college and take university level courses within City boundaries. In addition to the Charter Schools, the Broward County school system and private schools start the students' early education. Pembroke Pines Charter High School and Flanagan High School offer secondary classes, and Broward College South Campus and Academic Village Campus offer two-year AA degrees.

As the City grew, so did the need for leisure and recreation services. Currently, there are numerous baseball/softball diamonds, football/soccer fields, basketball courts, paddleball courts, indoor racquetball courts and in-line hockey rinks. Tennis programs and lessons are available on the lighted courts throughout the City. The community centers offer a wide variety of classes and activities and serve as a meeting place for over 70 non-profit civic organizations. Two theatres provide plays and entertainment throughout the year. Three full-service Broward County library branches are located within the City.

Recognizing the need to provide services for senior residents, the 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 168,000 (BEBR) residents, this year's City’s budget is approximately $421 million, and the City’s Ad Valorem tax rate remains one of the lowest in the county. Pembroke Pines continues to be a progressive City with the well-being of its residents the City’s primary concern.

PROPOSED ORDINANCE NO. 2020-11 Revision 1

ORDINANCE NO.1947

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 4.96% ABOVE THE ROLLED-BACK RATE OF 5.4056, FOR THE CITY OF PEMBROKE PINES, FLORIDA, PURSUANT TO THE 2020-2021 CITY BUDGET, IN ACCORDANCE WITH CHAPTER 200, FLORIDA STATUTES; AND ESTABLISHING THE DEBT SERVICE MILLAGE RATE OF 0.4273 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 0.4273 towards the payment of principal, interest

PROPOSED ORDINANCE NO. 2020-11 Revision 1

ORDINANCE NO. 1947

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 3rd day of September, 2020, and a second Public Hearing shall be held on the 16th day of September, 2020.

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 0.4273.

PROPOSED ORDINANCE NO. 2020-11 Revision 1

ORDINANCE NO. 1947

Section 6. The City's operating millage shall be set at 5.6736, which is greater than the rolled-back rate of 5.4056 mills by 4.96%.

Section 7. The City's aggregate millage is 6.1009, which consists of an operating millage of 5.6736 and a debt service millage of 0.4273.

Section 8. A certified copy of this ordinance shall be furnished to the Broward County Property Appraiser so that said revenues may be collected and furnished to the City of Pembroke Pines.

Section 9. If any clause, section, or other part or application of this Ordinance shall be held by any court of competent jurisdiction to be unconstitutional or invalid, such unconstitutional or invalid part or application shall be considered as eliminated and so not affecting the validity of the remaining portions or applications remaining in full force or effect.

Section 10. All Ordinances or parts of Ordinances, Resolutions or parts of Resolutions in conflict herewith are hereby repealed to the extent of such conflict.

Section 11. This ordinance shall become effective immediately upon its passage and adoption.

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PROPOSED ORDINANCE NO. 2020-11 Revision 1

ORDINANCE NO. 1947

PASSED AND ADOPTED BY THE CITY COMMISSION OF THE CITY OF PEMBROKE PINES, FLORIDA, ON FIRST READING THIS 3RD **DAY OF SEPTEMBER 2020. TIME PASSED** 7:03 **PM.**

PASSED AND ADOPTED BY THE CITY COMMISSION OF THE CITY OF PEMBROKE PINES, FLORIDA, ON SECOND AND FINAL READING THIS 16TH **DAY OF SEPTEMBER, 2020. TIME ADOPTED** 6:17 **PM.**

CITY OF PEMBROKE PINES, FLORIDA

By: _____
MAYOR FRANK C. ORTIS

ATTEST:

9/17/2020
MARLENE GRAHAM, CITY CLERK

ORTIS	AYE
CASTILLO	AYE
GOOD	AYE
SCHWARTZ	AYE
SIPLE	AYE

APPROVED AS TO FORM:

9.17.2020
OFFICE OF THE CITY ATTORNEY

STATE OF FLORIDA
COUNTY OF BROWARD
I HEREBY CERTIFY that the above foregoing is a true and correct copy of

Ordinance 1947

as recorded in the Office of the City Clerk.
Witness my hand and official seal this
23rd day of September A.D., 2020.
CITY OF PEMBROKE PINES
By: _____
Debra E. Rogers, Deputy City Clerk

PROPOSED ORDINANCE NO. 2020-12

ORDINANCE NO. 1948

AN ORDINANCE OF THE CITY COMMISSION OF THE CITY OF PEMBROKE PINES, FLORIDA, ADOPTING THE BUDGET FOR FISCAL YEAR 2020-2021; 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 2020-2021 budget estimates for the expenditures of the City's departments, divisions, funds and offices have been prepared by the City Manager and submitted to the City Commission, and

WHEREAS, said budget estimates, in conformity with the City Charter requirements, have been filed with the City Clerk and have been open for inspection by the public, and

WHEREAS, a public hearing has been held pursuant to notice published in a newspaper circulated in the City wherein all interested persons were given the opportunity to voice their objections to any item listed in the budget estimates.

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COMMISSION OF THE CITY OF PEMBROKE PINES, FLORIDA, THAT:

Section 1. The foregoing "whereas" clauses are hereby ratified and confirmed as being true and correct, and are hereby incorporated herein and made a part hereof.

PROPOSED ORDINANCE NO. 2020-12

ORDINANCE NO. 1948

Section 2. The budget estimates, which are on file at the City Clerk's office, and incorporated herein by this reference and expressly made a part hereof, are hereby adopted and shall be in full force and effect for the Fiscal Year of the City of Pembroke Pines, Florida, commencing on October 1, 2020 and terminating on September 30, 2021.

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 2020-2021, 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 2020-2021.

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 2020-2021 are incorporated in the budget; while the remaining four years, 2021-2022 to 2024-2025, are subject to review and amendment during the preparation of subsequent years' budgets.

PROPOSED ORDINANCE NO. 2020-12

ORDINANCE NO. 1948

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 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. 2020-12

ORDINANCE NO. 1948

PASSED AND ADOPTED BY THE CITY COMMISSION OF THE CITY OF PEMBROKE PINES, FLORIDA, ON FIRST READING THIS 3RD DAY OF SEPTEMBER, 2020. TIME PASSED 7:05 PM.

PASSED AND ADOPTED BY THE CITY COMMISSION OF THE CITY OF PEMBROKE PINES, FLORIDA, ON SECOND AND FINAL READING THIS 16TH DAY OF SEPTEMBER, 2020. TIME ADOPTED 6:20 PM.

ATTEST:

9/17/20
MARLENE D. GRAHAM, CITY CLERK

APPROVED AS TO FORM:

9.17.2020
OFFICE OF THE CITY ATTORNEY

CITY OF PEMBROKE PINES, FLORIDA

By: _____
FRANK C. ORTIS, MAYOR

ORTIS	AYE
CASTILLO	AYE
GOOD	AYE
SCHWARTZ	AYE
SIPLE	AYE

Exhibit A
Summary of Budget Estimates
Proposed Ordinance NO. 2020-12
Ordinance NO. 1948

Revision 1

Fund #	Fund Description	2020-21 Revenues	Prior Year Bond Proceeds	Reserve for Capital Replacement	Decrease (Increase) in Other Reserves	Total Revenues and Other Sources	Total Expenditure	
1	General Fund	$ 206,514,083			$ 5,924,000	$ 212,438,083	$ 212,438,083	
51	Wetlands Trust Fund	9,000			7,500	16,500	16,500	
100	Road & Bridge Fund	5,814,581			2,416,392	8,230,973	8,230,973	
120	State Housing Initiative Program	13,000			(13,000)	-	-	
121	HUD Grants CDBG/HOME	1,180,129			-	1,180,129	1,180,129	
122	Law Enforcement Grant	22,167			-	22,167	22,167	
128	Community Bus Program @	1,015,866			-	1,015,866	1,015,866	
131	Treasury - Confiscated	8,000			69,852	77,852	77,852	
132	Justice - Confiscated	7,000			3,387	10,387	10,387	
133	$2 Police Education	28,419			-	28,419	28,419	
134	FDLE - Confiscated	20,000			22,178	42,178	42,178	
199	Older Americans Act @	1,337,545			-	1,337,545	1,337,545	
201	Debt Service	25,670,630			(260,765)	25,409,865	25,409,865	
320	Municipal Construction	184,000			(184,000)	-	-	
471	Utility Fund	63,920,068	-	3,540,000	1,183,756	68,643,824	68,643,824	
504	Public Insurance Fund	30,088,736			(100,000)	29,988,736	29,988,736	
655	General Pension Trust Fund	13,660,815			(1,583,815)	12,077,000	12,077,000	
656	Fire & Police Pension Trust Fund	64,499,118			(22,099,118)	42,400,000	42,400,000	*
657	Other Post Employment Benefits	16,264,600			1,624,400	17,889,000	17,889,000	
	Total All Funds	$ 430,257,757	$ -	$ 3,540,000	$ (12,989,233)	$ 420,808,524	$ 420,808,524	

@ Balanced through transfers from a different fund.
* Funding of future benefit payments.

Exhibit B
Proposed Ordinance No. 2020-12 **Revision 1**
Ordinance No. 1948

5-Year Capital Improvement Program
Summary by Fund
In Present Value as Provided by Department Directors

Fund Type	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	Total
GENERAL FUND	$ 8,190,666	$ 12,393,100	$ 9,913,000	$ 8,066,000	$ 8,141,000	$ 46,703,766
ROAD & BRIDGE FUND	2,858,000	2,053,000	2,053,000	2,053,000	2,053,000	11,070,000
UTILITY FUND	10,345,279	27,764,951	21,704,600	16,396,000	18,003,000	94,213,830
TOTAL - ALL FUNDS	$ 21,393,945	$ 42,211,051	$ 33,670,600	$ 26,515,000	$ 28,197,000	$ 151,987,596

Note: Details of the 5-Year Capital Program can be found in the budget book.

GREAT SEAL OF THE CITY OF PEMBROKE PINES FLORIDA
JOIN US – PROGRESS WITH US

STATE OF FLORIDA
COUNTY OF BROWARD
I HEREBY CERTIFY that the above foregoing is a true and correct copy of
Ordinance 1948
as recorded in the Office of the City Clerk.
Witness my hand and official seal this
23rd day of September A.D., 2020.
CITY OF PEMBROKE PINES
By: _____
Debra E. Rogers, Deputy City Clerk

Reset Form | Print Form

CERTIFICATION OF TAXABLE VALUE

DR-420
R. 5/12
Rule 12D-16.002
Florida Administrative Code
Effective 11/12

Year : 2020	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	$ 13,853,611,290			(1)
2.	Current year taxable value of personal property for operating purposes	$ 446,566,467			(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)*	$ 14,300,177,757			(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.)	$ 203,888,870			(5)
6.	Current year adjusted taxable value *(Line 4 minus Line 5)*	$ 14,096,288,887			(6)
7.	Prior year FINAL gross taxable value from prior year applicable Form DR-403 series	$ 13,430,307,935			(7)
8.	Does the taxing authority include tax increment financing areas? If yes, enter number of worksheets (DR-420TIF) attached. If none, enter 0	☐ YES	☑ NO	Number 0	(8)
9.	Does the taxing authority levy a voted debt service millage or a millage voted for 2 years or less under s. 9(b), Article VII, State Constitution? If yes, enter the number of DR-420DEBT, *Certification of Voted Debt Millage* forms attached. If none, enter 0	☑ YES	☐ NO	Number 1	(9)

Property Appraiser Certification — I certify the taxable values above are correct to the best of my knowledge.

SIGN HERE

Signature of Property Appraiser:

Electronically Certified by Property Appraiser

Date : 6/30/2020 1:07 PM

SECTION II : COMPLETED BY TAXING AUTHORITY

If this portion of the form is not completed in FULL your taxing authority will be denied TRIM certification and possibly lose its millage levy privilege for the tax year. If any line is not applicable, enter -0-.

10.	Prior year operating millage levy *(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)*	$ 76,198,195		(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)*	$ 76,198,195		(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)*	$ 14,096,288,887		(15)
16.	Current year rolled-back rate *(Line 13 divided by Line 15, multiplied by 1,000)*	5.4056	per $1000	(16)
17.	Current year proposed operating millage rate	6.1152	per $1000	(17)
18.	Total taxes to be levied at proposed millage rate *(Line 17 multiplied by Line 4, divided by 1,000)*	$ 87,448,447		(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)*	$	76,198,195	(22)
23.	Current year aggregate rolled-back rate *(Line 22 divided by Line 15, multiplied by 1,000)*	5.4056	per $1,000	(23)
24.	Current year aggregate rolled-back taxes *(Line 4 multiplied by Line 23, divided by 1,000)*	$	77,301,041	(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)*	$	87,448,447	(25)
26.	Current year proposed aggregate millage rate *(Line 25 divided by Line 4, multiplied by 1,000)*	6.1152	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)*		13.13 %	(27)

First public budget hearing	Date :	Time :	Place :
	9/3/2020	6:00 PM EST	VIRTUAL: WWW.PPINES.COM

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 : 7/9/2020 5:58 PM
Title : CHARLES F. DODGE, CITY MANAGER	Contact Name and Contact Title : LISA CHONG, FINANCE DIRECTOR
Mailing Address : 601 City Center Way	Physical Address : 601 City Center Way
City, State, Zip : PEMBROKE PINES, FLORIDA 33025	Phone Number : 954/450-1090 / Fax Number : 954/517-8403

Instructions on page 3

CERTIFICATION OF TAXABLE VALUE
INSTRUCTIONS

"Principal Authority" is a county, municipality, or independent special district (including water management districts).

"Taxing Authority" is the entity levying the millage. This includes the principal authority, any special district dependent to the principal authority, any county municipal service taxing unit (MSTU), and water management district basins.

Each taxing authority must submit to their property appraiser a DR-420 and the following forms, as applicable:

- DR-420TIF, Tax Increment Adjustment Worksheet
- DR-420DEBT, Certification of Voted Debt Millage
- DR-420MM-P, Maximum Millage Levy Calculation - Preliminary Disclosure

Section I: Property Appraiser

Use this DR-420 form for all taxing authorities except school districts. Complete Section I, Lines 1 through 9, for each county, municipality, independent special district, dependent special district, MSTU, and multicounty taxing authority. Enter only taxable values that apply to the taxing authority indicated. Use a separate form for the principal authority and each dependent district, MSTU and water management district basin.

Line 8

Complete a DR-420TIF for each taxing authority making payments to a redevelopment trust fund under Section 163.387 (2)(a), Florida Statutes or by an ordinance, resolution or agreement to fund a project or to finance essential infrastructure.

Check "Yes" if the taxing authority makes payments to a redevelopment trust fund. Enter the number of DR-420TIF forms attached for the taxing authority on Line 8. Enter 0 if none.

Line 9

Complete a DR-420DEBT for each taxing authority levying either a voted debt service millage (s.12, Article VII, State Constitution) or a levy voted for two years or less (s. 9(b), Article VII, State Constitution).

Check "Yes" if the taxing authority levies either a voted debt service millage or a levy voted for 2 years or less (s. 9(b), Article VII, State Constitution). These levies do not include levies approved by a voter referendum not required by the State Constitution. Complete and attach DR-420DEBT. Do not complete a separate DR-420 for these levies.

Send a copy to each taxing authority and keep a copy. When the taxing authority returns the DR-420 and the accompanying forms, immediately send the original to:

Florida Department of Revenue
Property Tax Oversight - TRIM Section
P. O. Box 3000
Tallahassee, Florida 32315-3000

Section II: Taxing Authority

Complete Section II. Keep one copy, return the original and one copy to your property appraiser with the applicable DR-420TIF, DR-420DEBT, and DR-420MM-P within 35 days of certification. Send one copy to the tax collector. "Dependent special district" (ss. 200.001(8)(d) and 189.403(2), F.S.) means a special district that meets at least one of the following criteria:

- The membership of its governing body is identical to that of the governing body of a single county or a single municipality.
- All members of its governing body are appointed by the governing body of a single county or a single municipality.
- During their unexpired terms, members of the special district's governing body are subject to removal at will by the governing body of a single county or a single municipality.
- The district has a budget that requires approval through an affirmative vote or can be vetoed by the governing body of a single county or a single municipality.

"Independent special district" (ss. 200.001(8)(e) and 189.403 (3), F.S.) means a special district that is not a dependent special district as defined above. A district that includes more than one county is an independent special district unless the district lies wholly within the boundaries of a single municipality.

"Non-voted millage" is any millage not defined as a "voted millage" in s. 200.001(8)(f), F.S.

Lines 12 and 14

Adjust the calculation of the rolled-back rate for tax increment values and payment amounts. See the instructions for DR-420TIF. On Lines 12 and 14, carry forward values from the DR-420TIF forms.

Line 24

Include only those levies derived from millage rates.

All TRIM forms for taxing authorities are available on our website at
http://dor.myflorida.com/dor/property/trim

Abbreviations & Acronyms

ACLS	Advanced Cardiac Life Support
ADA	Americans with Disabilities Act
ADC	Actuarially Determined Contribution
AED	Automatic External Defibrillator
AFG	Assistance to Firefighters Grant
ALS	Advanced Life Support
AMI	Advanced Metering Infrastructure
AMR	Automated Meter Reading
AV	Academic Village
AWS	Alternative Water Supply
BCPA	Broward County Property Appraiser
BCT	Broward County Transit
BEA	United States of Bureau Economic Analysis
BEBR	Bureau of Economic & Business Research
BLS	Basic Life Support
BLS	United States Bureau of Labor Statistics
BWC	Body Worn Camera
CADD	Computer-Aided Drafting Design
CAFR	Comprehensive Annual Financial Report
CARES	Coronavirus Aid, Relief and Economic Security
CASI	Council on Accreditation and School Improvement
CBO	Congressional Budget Office
CBOD5	Carbonaceous Biochemical Oxygen Demand 5-Day
CDBG	Community Development Block Grant
CERT	Community Emergency Response Team
CFPD	Consumer Financial Protection Bureau
CIP	Capital Improvement Program
COVID-19	Coronavirus Disease of 2019
CPI	Consumer Price Index
CPR	Cardio-Pulmonary Resuscitation
CRA	Community Redevelopment Association
CRF	Coronavirus Relief Fund
DCF	Department of Children & Families
DEO	Department of Economic Opportunity
DRI	Development of Regional Impact
DROP	Deferred Retirement Option Plan
EAB	Environmental Advisory Board
ECM	Enterprise Content Management
EDC	Early Development Center
EDR	Economic and Demographic Research
EDSP	Economic Development Strategic Plan
EMT	Emergency Medical Technician
EOC	Emergency Operations Center
ERP	Enterprise Resource Planning
F	Fahrenheit
F.S.	Florida Statute(s)
F/T	Full Time
FDLE	Florida Department of Law Enforcement
FDOT	Florida Department of Transportation
FEMA	Federal Emergency Management Association
FHFC	Florida Housing Finance Corporation
FLOC	Florida League of Cities
FMIvT	Florida Municipal Investment Trust
FSA	Florida Standards Assessments
FSU	Florida State University
FTE	Full Time Equivalents
FW	Florida Wetlandsbank TM
FY	Fiscal Year (ends Sept. 30)
GAAP	Generally Accepted Accounting Principles
GASB	Government Accounting Standards Board
GDP	Gross Domestic Product
GEC	Geriatric Education Center
GEPP	General Employees Pension Plan
GFLABC	Greater Fort Lauderdale Alliance and Broward County
GFOA	Government Finance Officer's Association
GIS	Geographic Information System
GO or G.O.	General Obligation
GOB	General Obligation Bond
Gvt	Government(al)
HIPAA	Health Insurance Portability Accountability
HOA	Home Owners Association
HOME	HOME Investment Partnerships Program
HSGP	Homeland Security Grant Program
HUD	Housing and Urban Development
ICMA	International City/County Management Association
ICS	Incident Command System
ILA	Interlocal Agreement
IP	Internet Protocol
ISO	Insurance Service Organization
ISP	Internet Service Provider
IT	Information Technology
JAG	Justice Assistance Grant
KAPOW	Kids & the Power of Work
KPI	Key Performance Indicator
LASO	Local Area Security Officer
LBTR	Local Business Tax Receipt
LDR	Loss Disallowance Rule
LEACH	Law Enforcement Against Child Harm
LEED	Leadership in Energy & Environmental Design
LHAP	Local Housing Assistance Plan
LLC	Limited Liability Company
LPR	License Plate Recognition
LSP	Local Service Program or Provider
LTGO	Limited tax general obligation
LUCA	Local Update of Census Addresses
MCI	Mass Casualty Incident
MCRT	Mill Creek Residential Trust
MFI	Median Family Income
MG	Million Gallons
MGD	Million Gallons per Day
MMRS	Metropolitan Medical Response System
MPO	Metropolitan Planning Organization
MVSU	Mobile Video Systems Unit
MXD	Mixed Use Development
N/A	Not (yet) available
NIBRS	National Incident-Based Reporting System
NIMS	National Incident Management System
NPDES	National Pollutant Discharge Elimination System
NSP	Neighborhood Stabilization Program
NTU	Nephelometric Turbidity Unit
OAA	Older American Act
OPEB	Other Post Employment Benefits
P & F	Police & Fire
P/M or PM	Paramedic
P/T	Part Time
PCPI	Per capita personal income
PPCS	Pembroke Pines Charter Schools
PVS	Portable Video Surveillance
R & M	Repair & Maintenance
RDA	Recommended Daily Allowance
RFP	Request for Proposal
ROSC	Return of Spontaneous Circulation
SACS	Southern Association of Colleges and Schools
SBA	State Board of Administration
SBBC	School Board of Broward County
SCADA	Supervisory Control and Data Acquisition
SCBA	Self-Contained Breathing Apparatus
SHIP	State Housing Initiative Partnership
SIP	Session Initiation Protocol
SIS	Student Information System
SIFMA	Securities Industry and Financial Markets Association
Spec	Specialist
SRO	School Resource Officer
SWAT	Special Weapons and Tactics
SWFP	Carl Shechter SWFP Community Center
SWOT	Strengths-Weaknesses-Opportunities-Threats
TIL	Transitional Independent Living
TOD	Transit Oriented Development
TRIM	Truth in Millage
TSS	Total Suspended Solids
UASI	Urban Area Security Initiative
USCB	United States Census Bureau
USTA	United States Tennis Association
UTGO	Unlimited tax general obligation
VDI	Virtual Desktop Infrastructure
V.I.N.	Vice Intelligence Narcotics
VOCA	Victims of Crime Act
VOIP	Voice over Internet Protocol
VPK	Voluntary Pre-Kindergarten
WAP	Wireless Access Point
WCY	Walter C. Young
WTP	Water treatment plant
WWTP	Waste Water Treatment Plant
YMCA	Young Men's Christian Association

GLOSSARY

Account – An accounting concept used to capture the economic essence of an exchange or exchange-like transaction. Accounts are used to classify and group similar transactions. Account types include: revenue, expense/expenditure, asset, liability, and equity.

Accounting System – A total structure of records and procedures which discover, record, classify, summarize, and report information on the financial position and results of operations of a government or any of its funds, account groups, or organizational components.

Accrual Basis of Accounting – A method of accounting that recognizes the financial effect of transactions, events, and inter-fund activities when they occur, regardless of the related cash flows.

Accrued Interest – The dollar amount of interest, based on the stated interest rate, which has accumulated on a bond from (and including) the most recent interest date or other stated date, up to (but not including) the due date of the interest payment.

Actuarially Determined Contribution – The amount actuarially calculated each year that is required to be contributed by an employer to a defined benefit pension plan's pool of assets in order to ensure there will be enough funds to pay promised pension benefits.

Activity – A specific and distinguishable service performed by one or more organizational components of a government to accomplish a function for which the government is responsible.

Ad Valorem Taxes – Commonly referred to as property taxes, are levied on both real and personal property based upon the property's assessed valuation and application of a specific millage rate.

Administrative Fees – The Utility Fund, Charter Schools, Housing Division, and Fire Control are assessed a pro-rated share of the cost of City-wide management and control functions such as accounting, personnel, information technology, and purchasing, all of which are budgeted in the General Fund. These fees appear as expenditures in the first-named funds above and as revenues (cost reimbursement) in the General Fund.

Advance Refunding – A bond refunding in which the proceeds of new debt are placed in an interest-bearing escrow account pending the call dates or maturity dates of the old debt. See also "Defeasance" and "Refunding."

Agency Fund – An agency fund is used to report resources held by the reporting government in a purely custodial capacity (assets equal liabilities). Agency funds typically involve only the receipt, temporary investment and remittance of fiduciary resources to individuals, private organizations, or other governments.

Americans with Disabilities Act (ADA) – A wide-ranging civil rights law that prohibits, under certain circumstances, discrimination based on disability.

Annualize – To adjust or calculate to reflect a rate or cost for a full year.

Appropriation – A legal authorization to incur obligations and to make expenditures for specific purposes.

Assessed Valuation – The valuation set upon real estate and certain personal property by the Property Appraiser as a basis for levying Ad Valorem (property) taxes.

Asset – Tangible or intangible, passive or active resources owned or held by a government which possess service potentials that generally are utilized (consumed) in the delivery of municipal services.

Assigned Fund Balance – Amounts that the City intends to use for a specific purpose; the intent shall be expressed by the City Commission or may be delegated to the City Manager. Assigned fund balance includes all remaining amounts that are reported in governmental funds, other than the general fund, that are not classified as non-spendable and are neither restricted nor committed.

Attrition – A method of achieving a staffing reduction by not refilling the positions vacated through resignation, reassignment, transfer, retirement, termination, or death.

Audit – A formal examination of an organization or individual's accounts or financial situation; a methodical examination and review.

Authorized Positions – Employee positions that are approved and funded in the adopted budget.

Balanced Budget – Per Florida Statute, the amount available from taxation and other sources, including balances brought forward from prior fiscal years, must equal the total appropriations for expenditures and reserves.

Basis of Accounting – The timing of recognition; that is, when the effects of transactions or events should be recognized for financial reporting purposes. For example, the effects of transactions or events can be recognized on an accrual basis (that is, when the transactions or events take place), or on a cash basis (that is, when cash is received or paid). "Basis of accounting" is an essential part of measurement focus because a particular timing of recognition is necessary to accomplish a particular measurement focus.

Beginning Surplus - A positive Beginning Surplus identifies the size of a projected deficit of expenditures exceeding revenues for that fund. The presumption is that a positive beginning surplus represents the amount of deficit that would be funded by use of Fund Balance in that fund. A negative Beginning Surplus in the City's budget can best be understood as a projected excess of revenues over expenditures that, in simplest terms, will produce an increase to the Fund Balance at year-end.

Benchmark – A point of reference anchored either in experiences of peer municipalities (when available) or prior City performance, against which performance results may be measured or judged.

Bond – A long-term debt obligation primarily used to finance capital projects or other long-term obligations. A bond represents a promise to repay a specified sum of money called the

face value or principal amount at a specified maturity date or dates in the future together with periodic interest at a specified rate.

Bond Discount – The amount by which the par value of a bond exceeds the price paid for it.

Bond Issue – A borrowing based upon certificates of debt containing a promise to pay a specified sum of money (face value or principal) at a specified date or dates in the future (maturity date-usually annually) together with periodic interest (usually semi-annually) at a specified rate.

Broward County Transit (**BCT**) **–** Public transportation options for getting around Broward County.

Budget – An operational guide of planned financial activity for a specified period of time (fiscal year or project length) estimating all anticipated revenues and expected expenditures/expenses for the budget period. A policy document that communicates programmatic goals and objectives, and the anticipated means and resources for achieving them.

Budget Calendar – The schedule of target dates that a government follows in the preparation of preliminary budgets and the adoption of the final budget.

Budget Message – An executive-level overview of the proposed and adopted budgets delivered by the City Manager to the Mayor and City Commissioners. It discusses the major City issues and the proposed means of dealing with them, highlights key experiences during the current fiscal year, and indicates how current and proposed budgetary plans will meet the City's objectives. The budget message is normally the first comprehensive public statement of the City's plans for the upcoming fiscal year.

Budgetary Basis of Accounting – This refers to the basis of accounting used to estimate when revenues and expenditures are recognized for budgetary purposes. This generally takes one of three forms: GAAP, cash, or modified accrual.

Budgetary Control – The control or management of a government in accordance with the approved budget for the purpose of keeping expenditures within the limitations of available appropriations and resources. Budgetary control is exercised at the 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, historical treasures, and all other tangible or intangible assets that are used in operations and have initial useful lives extending beyond a single reporting period.

Capital Budget – A plan of proposed capital outlays and the means of financing them for the current fiscal period. It is usually a part of the current comprehensive budget.

Capital Expenditures – See “Capital Outlay.”

Capital Improvements – Expenditures related to the acquisition, expansion, or rehabilitation of an element of the government's physical plant; sometimes referred to as "Infrastructure." See also "Capital Project."

Capital Improvement Program (CIP) – All capital expenditures planned for the next five years. The program specifies both projects and the resources estimated to be available to fund projected expenditures.

Capital Lease – A lease agreement that substantively transfers the benefits and risks of ownership of the property to the lessee and that meets one or more of the criteria set forth in Statement of Financial Accounting Standards No. 13 for lease capitalization.

Capital Outlay – Expenditures that result in the acquisition of or addition to fixed assets that have a value of $1,000 or more (with the exception of computers) and have a useful economic lifetime of more than one year; or, assets of any value if the nature of the item is such that it must be identified and controlled for custody purposes as a fixed asset. Computers retain a lower threshold of at least $750.

Capital Project – Major construction, acquisition, or renovation activities which add value to a government's physical assets or significantly increase their useful life. Also called "Capital Improvements."

Capitalization Threshold – The dollar value at which the City elects to capitalize tangible or intangible assets that are used in operations and that have initial useful lives extending beyond a single reporting period. Currently, this amount is $1,000 or more, with the exception of computers. Computers retain a threshold of at least $750.

Carbonaceous Biochemical Oxygen Demand 5-Day (CBOD5) - five day measure of dissolved oxygen (DO) depletion in effluent or a water body, which is due to the oxidation of carbon containing compounds. The test is used to determine organic pollution in waste water.

Cash Basis of Accounting – A basis of accounting in which transactions or events are recognized when related cash amounts are received or disbursed.

Cash Equivalent – The accounting industry recognizes cash equivalents as those non-cash assets that are readily convertible into cash within three months. These typically include money market holdings, bonds maturing within three months, T-bills, commercial paper, and marketable securities.

Charges for Services – These refer to program revenues, which finance in part or in whole the provision of a particular service. An example is admission fees for the use of the Pembroke Falls Aquatic Center.

Collective Bargaining Agreement – A legal contract between the employer and verified representatives of a recognized bargaining unit for specific terms and conditions of employment (e.g., hours, working conditions, salary, fringe benefits, and matters affecting health and safety of employees).

Committed Fund Balance – Amounts that can be used only for the specific purposes determined by a formal action (resolution) of the City Commission, the City's highest level of decision

making authority. Commitments may only be changed or lifted by the City Commission taking the same formal action (resolution) that imposed the constraint originally.

Commodities – Expendable items that are consumable or have a short life span. Examples include office supplies, gasoline, minor equipment, etc.

Constant Dollars – The presentation of dollar amounts adjusted for inflation to reflect the real purchasing power and recognize the time value of money. Dividing current dollar amounts by a price index derives constant dollars. The result is that a constant dollar series would report transaction(s) for several years on the basis of inflation-adjusted common dollar values.

Consumer Price Index (CPI) – A statistical description of price levels provided by the U.S. Department of Labor's Bureau of Labor Statistics. The monthly index is used as a measure of the increase or decrease in the cost of living (i.e., economic inflation or deflation). The CPI shows the relative cost of purchasing a specified market basket compared to the price of the same basket in a designated base year. CPI measures how fast prices are rising or falling.

Contingency – A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

Contractual Services – Services rendered to a government by private firms, individuals, or other governmental agencies. Examples include utilities, rent, maintenance agreements, and professional consulting services.

Coronavirus Disease of 2019 (COVID-19) - Coronavirus disease of 2019 (COVID-19) is caused by a new coronavirus first identified in Wuhan, China, in December 2019. Because it is a new virus, scientists are learning more each day. Although most people who have COVID-19 have mild symptoms, COVID-19 can also cause severe illness and even death. Some groups, including older adults and people who have certain underlying medical conditions, are at increased risk of severe illness.

Cost Allocation – Method designed to transfer direct or indirect costs from a primary account/function to one or more secondary accounts/functions for administrative support services provided to those activities.

Current Financial Resources Measurement Focus – Measurement focus according to which the aim of a set of financial statements is to report the near-term (current) inflows, outflows, and balances of expendable (spendable) financial resources. The current financial resources measurement focus is unique to accounting and financial reporting for state and local governments, and is used solely for reporting the financial position and results of operations of governmental funds.

Debt – An obligation resulting from the borrowing of money or from the purchase of goods and services on credit. Debt instruments used by the City of Pembroke Pines may include general obligation bonds, revenue bonds, bond anticipation notes, and tax anticipation notes. The City Commission must approve all debt instruments. All General Obligation (G.O.) bonds must be approved by the voters in a referendum.

Debt Limit – The maximum amount of debt that the City is permitted to incur under constitutional, statutory, or charter provisions. Usually expressed as a percentage of assessed valuation.

Debt Service – The cost of paying principal and interest on borrowed money according to a predetermined payment schedule. Includes required monthly contributions to a sinking fund for bond issue repayments.

Debt Service Fund – A governmental fund established to finance and account for the accumulation of resources for, and the payment of, general long-term debt principal and interest. Also known as "Sinking Fund."

Debt Service Requirements – The amounts of revenue that must be provided so that all principal and interest payments can be made in full and on schedule**.** See also "Sinking Fund."

Defeasance – An advance refunding procedure whereby a new debt issue provides funds for an interest-bearing escrow account to repay the old debt issue at its maturity dates, and the new debt replaces the old debt on the City's Statement of Net Assets. See also "Advance Refunding" and "Refunding."

Deferred Retirement Option Program (DROP) - an alternative method for payment of retirement benefits for a specified and limited period for eligible members of the General Employees and the Firefighters and Police Officers Pension Plans. Under the program, members stop earning service credit toward a future benefit and their retirement benefit is calculated at the time DROP participation begins. DROP participants remain active employees during their DROP period.

Deficit – The excess of an entity's liabilities and reserved equity of a fund over its assets (deficit fund balance), or the excess of expenditures or expenses and encumbrances over revenues during an accounting period.

Department – An organizational unit of government, which is functionally unique in its delivery of services.

Depreciation – A method of cost allocation to recognize the decline in service potentials of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy, or obsolescence.

Derivative – A derivative instrument is a contract between two parties the value of which is derived from that of other financial quantities. Traditional derivatives include call and put contracts, commodities futures, and swaps (e.g., interest-rate swaps). Other common bets or hedges the counterparties may place on external quantities through derivatives include equity derivatives, foreign exchange derivatives, and credit derivatives. Under the laws of the U.S. and many other countries, derivatives have special legal exemptions that make them a particularly attractive form through which to extend credit; however, their complexity and lack of transparency can cause capital markets to underprice credit risk.

Development-Related Fees – Those fees and charges generated by building, development and growth in a community. Included are building and street permits, development review fees, and zoning, platting and subdivision fees.

Direct Debt – Debt that has to be repaid by the reporting government itself rather than by an overlapping or underlying government.

Distinguished Budget Presentation Awards Program – A voluntary awards program administered by the Government Finance Officers Association (GFOA) to encourage governments to prepare effective budget documents.

Division – An organizational sub-unit of a department, with responsibility for carrying out a more specific function. An example is the Ambulance/Rescue Division in the Fire Department.

Economic Resource Measurement Focus – Measurement focus under which the aim of a set of financial statements is to report all inflows, outflows, and balances affecting or reflecting an entity's net assets. The economic resources measurement focus is used for proprietary and fiduciary funds, as well as for government-wide financial reporting. It also is used by business enterprises and not-for-profit organizations in the private sector.

Effectiveness Indicator – Effectiveness measures depict the degree to which performance objectives are achieved or otherwise reflect the quality of performance.

Efficiency Indicator – Efficiency measures relate the amount of work performed to the amount of resources consumed in doing it which are typically stated in dollars of labor-hours.

Employee (or Fringe) Benefits – Contributions made by a government to meet commitments or obligations for employee fringe benefits. Included are the government's share of costs for Social Security and Medicare, and the various pension, medical, and life insurance plans.

Encumbrance – The commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for a specified future expenditure.

Enterprise Fund – A proprietary fund used to account for business-like operations of a government to provide goods or services or both to the general public. The intent is that enterprise fund operations should be supported by user fees on a cost recovery basis. The periodic determination of revenues and expenses is appropriate for capital maintenance, management control, or other public policy. An example of an enterprise fund is the Utility Fund (Water and Sewer).

Entitlements – Payments to which eligible local governmental units are entitled, pursuant to an allocation formula determined by the agency providing the monies, usually by an agency of the state or the federal government.

Estimated Budget Savings – Refers to an amount of projected favorable expenditure budget variances expected to be realized during the budget year but that is not identifiable before the start of the year in a way that could be attributed to one or more specific line items. Estimated Budget Savings are shown in the City's budget as a negative expense item.

Euclidean Standard –A system of zoning defined as the separation or division of a municipality into districts, the regulation of buildings and structures in such districts in accordance with their construction and the nature and extent of their use, and the dedication of such districts to particular uses designed to serve the general welfare.

Existing Resources – Includes beginning surplus and appropriated fund balance.

Expenditure – The incurring of a liability, the payment of cash, or the transfer of property for the purpose of acquiring an asset or service, or settling a loss. A decrease in net financial resources under the current financial resources measurement focus not properly classified as "Other Financing Uses."

Expense – Charges incurred (whether paid immediately or unpaid) for operations, maintenance, interest, or other charges. Decreases the net assets of a fund.

Face Value – See "Par Value."

Fiduciary Fund – Funds that are used to account for assets held in trust by the government for the benefit of individuals or other entities. In the City of Pembroke Pines, fiduciary funds include the employee pension and other post-employment benefit funds.

Financial Policy – A government's policies with respect to revenues, spending, and debt management as they relate to government services, programs, and capital investment. Fiscal policy provides an agreed-upon set of principles for the planning and programming of government budgets and their funding.

Fiscal Year – A twelve-month period designated as the operating year for accounting and budgeting purposes in an organization. The City's fiscal year runs from October 1st to September 30th.

Fixed Assets – See "Capital Assets."

Foreclosure – Legal proceeding that bars or extinguishes a mortgagor's right of redeeming a mortgaged estate.

Full Faith and Credit – A pledge of a government's taxing power to repay debt obligations.

Function – A group of related activities aimed at accomplishing a major service or regulatory program for which a government is responsible (e.g., public safety).

Fund – An accounting and reporting entity with a self-balancing set of accounts. Funds are created to establish accountability for revenues and expenses that are segregated for the purpose of carrying out a specific purpose or range of activities.

Fund Balance – The difference between assets and fund liabilities in the governmental funds balance sheet.

Generally Accepted Accounting Principles (GAAP) – The conventions, rules, and procedures that serve as the norm for the fair presentation of financial statements.

General Fund – The chief operating fund used to account for both general government transactions and those financial resources not required to be accounted for in another fund.

General Obligation (G.O.) Bond – This type of bond is backed by the full faith, credit, and taxing power of the government. It is not supported by a specified source of pledged revenue, but is usually payable from ad valorem taxes and other general revenues of the government.

Geographic Information System (GIS) - A system designed to capture, store, manipulate, analyze, manage, and depict spatial or geographic data.

Goal – A statement of broad direction, purpose, or intent based on the needs of the community. An objective to be achieved assuring the fulfillment of program purposes.

Governmental Accounting Standards Board (GASB) – The ultimate authoritative accounting and financial reporting standard-setting body for state and local governments.

Governmental Funds – Governmental funds are those that are not more narrowly defined as being proprietary funds or fiduciary funds, each of which is defined separately in this glossary.

Government Finance Officers Association (GFOA) – An association of public finance professionals. The GFOA has played a major role in the development and promotion of GAAP for state and local governments since its inception, and sponsors the Certificate of Achievement for Excellence in Financial Reporting Program and the Distinguished Budget Presentation Awards Program.

Grants – Contributions or gifts of cash or other assets by a government or other organization to support a specified purpose, activity, or facility. Grants may be classified as either operating, capital, or both depending upon the restrictions placed on use of the grant monies by the grantor.

Homestead Exemption – A state program that permits up to a $50,000 reduction from the assessed value of the primary residential real estate property occupied by a Florida resident in order to determine the net taxable value. Additional exemptions include, but are not limited to, those for qualified seniors, the disabled, the blind, and widows/widowers.

Indirect Cost – A cost necessary for the functioning of the organization as a whole, but which cannot be directly associated with a particular functional category.

Infrastructure – Long lived capital assets that are usually stationary in nature and normally can be preserved for a significantly greater number of years than most capital assets (e.g., streets, water and sewer systems, public buildings, parks, bridges, tunnels, dams, drainage systems, and lighting systems). See also “Capital Improvements.”

Interfund Transfers – Flows of assets (such as cash or goods) between funds of the primary government without equivalent flows of assets in return and without a requirement for repayment.

Intergovernmental Revenue – Funds received from federal, state, and other local government sources in the form of grants, shared revenues, entitlements, or payments in lieu of taxes.

Internal Charges – The charges to user departments for services provided by an internal service fund, such as data processing, health insurance, life insurance, workers’ compensation, or liability insurance.

Internal Service Fund – Proprietary fund type that may be used to report any activity that provides goods or services to other funds, departments, or agencies of the primary government and its component units, or to other governments, on a cost-reimbursement basis**.**

Inventory – A detailed list showing quantities, descriptions, and values of property; also units of measure and unit prices. The term is often confined to consumable supplies, but may also cover fixed assets.

Lease Purchase Obligations – A form of short-term, tax-exempt financing often used to purchase essential equipment.

Leasehold Improvements – The enhancements paid for by a tenant to leased space, such as painting, changing flooring, installing partitions, etc.

Leadership in Energy and Environmental Design (LEED) – A rating system devised by the United States' Green Building Council to evaluate the environmental performance of a building and encourage market transformation towards sustainable design.

Legal Debt Limit – The maximum amount of debt which an issuer of municipal securities is permitted to incur under constitutional, statutory, or charter provisions. The debt limit is usually expressed as a percentage of assessed valuation.

Legal Debt Margin – The excess of the amount of debt legally authorized over the amount of debt outstanding.

Levy – To impose taxes, special assessments, or service charges for the support of governmental activities. Also, the total amount of taxes, special assessments, and service charges imposed by the City.

Line Item Budget – A detailed expense or expenditure budget, generally classified by object-code within each organizational unit.

Long-term Debt – Debt with a maturity of more than one year after the date of issuance; ordinarily used to finance long-lived assets or other long-term obligations.

Major Funds – Major funds are those with "revenues, expenditures/expenses, assets, or liabilities (excluding extraordinary items) that are at least 10% of corresponding totals for all governmental or enterprise funds and at least 5% of the aggregate amount for all government and enterprise funds for the same item." See also "Non-Major Funds," below.

Materials and Supplies – Expendable materials and operating supplies necessary to conduct departmental operations.

Measurement Focus – Nature of the resources, claims against resources, and flows of resources that are measured and reported by a fund or other entity. For example, governmental funds measure and report current financial resources, whereas government-wide financial statements, proprietary and fiduciary funds measure and report economic resources.

Millage Rate – The ad valorem tax rate expressed in terms of mills (levy per thousand dollars of net assessed valuation).

Modified Accrual Basis of Accounting – Basis of accounting according to which (a) revenues are recognized in the accounting period in which they become available and measurable, and (b) expenditures are recognized in the accounting period in which the fund liability is incurred, if measurable, except for unmatured interest on general long-term debt and certain similar accrued obligations, which should be recognized when due.

Nephelometric - Method of measuring turbidity in a water sample by passing light through the sample and measuring the amount of the light that is deflected.

Non-Departmental – A group of accounts which are not directly related to a department's primary service activities, or which are separate from departmental operations for control purposes.

Non-Major Funds – Non-major funds are those that fail the test defining major funds in one or more aspects. Major funds have revenues, expenditures/expenses, assets, or liabilities (excluding extraordinary items) that are at least 10% of corresponding totals for all governmental or enterprise funds and at least 5% of the aggregate amount for all government and enterprise funds for the same item.

Non-Spendable Fund Balance – Amounts that are not in a spendable form (such as inventory, prepaid amounts, and long-term portion of loans receivable), or are legally or contractually required to be maintained intact (e.g., principal of a permanent fund).

Notional Amount – The total amount of a leveraged position's assets.

Object of Expenditure – An expenditure classification, referring to the lowest and most detailed level of classification, such as electricity, office supplies, asphalt, furniture, and personnel or contractual services.

Objective – Something to be accomplished in specific, well-defined, and measurable terms, and that is achievable within a specific time frame.

Obligations – A commitment, encumbrance, or liability that a government may be legally required to meet out of its resources. They include indebtedness of any kind, actual liabilities, and encumbrances not liquidated.

Operating Expenses – The cost for personnel, materials, and equipment required for a department to function. Another example is Proprietary Fund expenses related directly to the primary activities of the fund.

Operating Revenues – Funds that the government receives as income to pay for ongoing operations. It includes such items as taxes, fees from specific services, interest earnings, and grant revenues. Operating revenues are used to pay for day-to-day services. Another example would be Proprietary Fund user fees for goods or services that are directly related to the primary activities of the fund.

Ordinance – A formal legislative enactment by the governing board (council or commission) of a municipality. Revenue-raising measures, such as the impositions of taxes, special assessments, and service charges, require ordinances.

Other Revenues – Includes miscellaneous revenue items and often includes investment income.

Output Indicator – A unit of work accomplished, without reference to the resources required to do the work (e.g., number of permits issued, number of refuse collections made, or number of burglary arrests made). Output indicators do not reflect the effectiveness or efficiency of the work performed.

Par Value – 100% of the face value of the security. In the case of bonds, the amount of principal that must be paid at the maturity date.

Pay-as-you-go Basis – A term used to describe a financial policy by which capital outlays are financed from current revenues rather than through borrowing. Also, for pensions and risk management, another example would include the omission of financing retirement obligations or anticipated losses on a current basis, using an acceptable actuarial funding method.

Payment in Lieu of Taxes – Charges to the Utility Fund, which are intended to replace General Fund ad valorem revenues, which the City would receive if the Utility Fund were a private sector operation. It is based on the value of the real property assets of the fund. It appears as expenditure in the Utility Fund and as revenue in the General Fund. Also includes, any payment made to the City by a property owner not subject to taxation (a tax-exempt entity) to compensate the City for services received by the property owner.

Performance Indicators – Specific quantitative and qualitative measures of work performed and outcomes achieved as an objective of specific departments or programs.

Performance Measure – Data collected to determine how effective or efficient a program is in achieving its objectives.

Personnel Services – Expenditures for salaries, wages, and fringe benefits of a government's employees.

pH – An expression of the intensity of the basic or acidic condition of a liquid; may range from 0 to 14, where 0 is the most acidic and 7 is neutral. Natural waters usually have a pH between 6.5 and 8.5.

Premium – The amount by which the price paid for a bond exceeds the bond’s par value.

Principal – A term used to describe repayments of the face value or par value of debt obligations exclusive of interest.

Prior-Year Encumbrances – Obligations/commitments from the previous fiscal year, which are carried forward to the subsequent fiscal year and become chargeable as an appropriation in that following period.

Program – A group of related activities performed by one or more organizational units for the purpose of achieving specific objectives.

Program Revenue (Income) – Revenues earned by a program, including fees for services, license and permit fees, and fines. Program revenues reduce the net cost of a program or function, and specifically exclude general government revenues, such as taxes.

Proprietary Fund – Proprietary funds are defined as both Internal Service funds, which serve other funds or departments within the government on a cost-reimbursement basis, and Enterprise funds, which track services provided to the public and exist primarily by charging user-fees for those goods and services.

Purpose – A broad statement of goals and objectives, predicated on satisfying public service needs, that a department is organized to meet.

Ratings – Evaluations of the credit quality of the City's notes and bonds usually made by independent rating services. Major rating agencies include: Moody's Investor Service, Standard and Poor's, and Fitch Ratings.

Receipts – Cash received by the City.

Refunding – The issuance of new debt whose proceeds are used to repay previously issued debt. See also "Advance Refunding" and "Defeasance."

Refunding Bond – The refunding (current or advanced) from the proceeds of a new issue, to reduce debt service costs, i.e. interest, realign maturities and/or modify or remove restrictive bond covenants.

Relationship – The way in which two or more concepts, objects, or people are connected, or the state of being connected.

Residual Chlorine – The amount of chlorine that remains in water after a certain period of contact time.

Resolution – A special or temporary order of a legislative body; an order of a legislative body requiring less legal formality than an ordinance or statute.

Resources – Reflects funding that is available for appropriation, such as revenues, debt proceeds, transfers from other funds, and existing resources.

Restricted Fund Balance – Amounts that can be spent only for the specific purposes stipulated by external resource providers (such as grantors), or enabling legislation. Restrictions may be changed or lifted only with the consent of the resource providers.

Retained Earnings – An account that reflects accumulated net earnings (or losses) of an enterprise or internal service fund. As in the case of fund balance, retained earnings may include certain reservations of fund equity.

Revenue – Inflows of resources to finance the operations of government. Increases the net assets of the fund.

Revenue Bond – This type of bond is secured by the pledging of specified sources of revenue stream(s) other than ad valorem taxes, and not the full faith, credit, and taxing power of the government. Generally, voter approval is not required prior to the issuance of such obligations.

Rolled Back Rate – The millage rate which, exclusive of new construction, will provide the same property (ad valorem) tax revenue for each taxing entity as was levied during the prior year. The rolled back rate controls for changes in the market value of property and represents "no tax increase." The only source of additional tax revenue, if the rolled-back rate is levied, is the tax upon new construction.

Self-insurance – Decision of an entity not to purchase insurance, but instead to accept the risk of claims as a part of its risk-management policy.

Service Level – Services or products which comprise actual or expected outputs of a given program. Focus is on results (output), not measures of workload (input).

Shared Revenue – Revenue that is earned by one governmental unit but that is shared, usually on a predetermined basis, with other units or classes of governments.

Sinking Fund – A fund established by the bond contract of an issue into which the City makes periodic deposits (usually monthly) to assure the timely availability of sufficient monies for the payment of debt service requirements. Also known as "Debt Service Fund."

Source of Revenue – Revenues are identified and classified according to their point of origin, for example taxes, inter-governmental, user fees, fines and forfeitures, etc.

Special Revenue Fund – A governmental fund used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes.

Standard Deviation – Measure of variation equal to the square root of the variance.

Standard Score – Number of standard deviations that a given value is above or below the mean; also called "z score."

Status Quo Budget – Cost of continuing the existing levels of service in the current budget year.

Supplemental Appropriation – An additional appropriation made by the governing body after the adoption of the original budget for a particular fiscal period.

Target Budget – Desirable expenditure levels provided to departments in developing the coming year's budget. Based on the prior year's adopted budget, excluding one-time expenditures, projected revenues, and reserve requirements.

Taxes – Charges levied by a government for the purpose of financing services performed for the common benefit of the people. This term does not include specific charges made against particular persons or property for current or permanent benefit, such as special assessments or user fees.

Transfers In/Out – Amounts transferred from one fund to another to assist in financing the services for the recipient fund, or for repayment of funds previously received from the recipient fund.

Trust Funds – Fiduciary funds used to account for assets, which are held by the City in a trustee capacity for individuals, private organizations, other governments, or other funds.

Total Suspended Solids (TSS) - A measure of the suspended solids in wastewater, effluent, or water bodies, determined by tests for "total suspended non-filterable solids."

Turbidity NTU (Nephelometric Turbidity Unit) – used to measure scattered light at 90 degrees from the incident light beam.

Unassigned Fund Balance – The residual classification for the general fund which includes amounts that are not contained in other classifications. Unassigned amounts are the portion of a fund balance which is not obligated or specifically designated, and is available for any purpose.

User Charges – The payment of a fee for direct receipt of a public service by the party who benefits from the service.

Variance - The variance, s2, of a set of *n* sample measurements is equal to the sum of the squares of deviations of the measurements about their mean, divided by (*n*-1).

Z Score – Number of standard deviations that a given value is above or below the mean.