



**CITY OF PEMBROKE PINES, FLORIDA  
ADOPTED BUDGET  
FOR THE FISCAL YEAR 2015-2016**



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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
5. Internal Service

### General Fund Information

6. General Fund Revenues
7. General Government/Finance
8. Public Safety
9. Public Services
10. Recreation
11. Non-Departmental

### Funds Other than General Fund

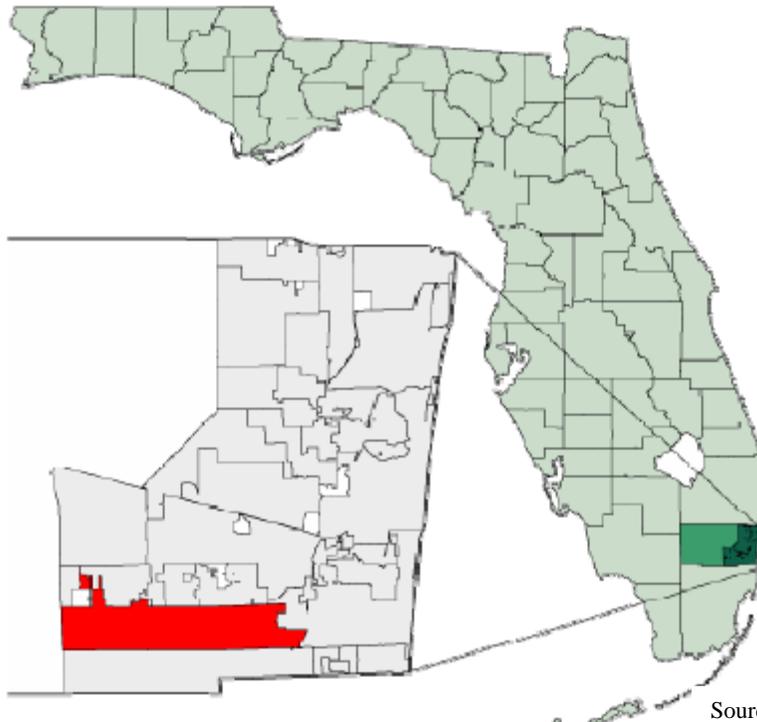
12. Special Revenues
13. Debt Service
14. Capital Projects
15. Enterprise
16. Pension
17. Permanent

### Detailed Information

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

## City Location

The City is situated six miles southwest of Fort Lauderdale/Hollywood International Airport, 16 miles north of Miami, and 35 miles south of Boca Raton. It consists of 35.12 square miles located in southwest Broward County. Adjacent to Pembroke Pines are the cities of Miramar, Hollywood, and Cooper City, and the towns of Davie and Southwest Ranches.



Source: wikipedia.org



# Commission Districts Map

## CITY OF PEMBROKE PINES



City Boundary

Streets



1



2



3

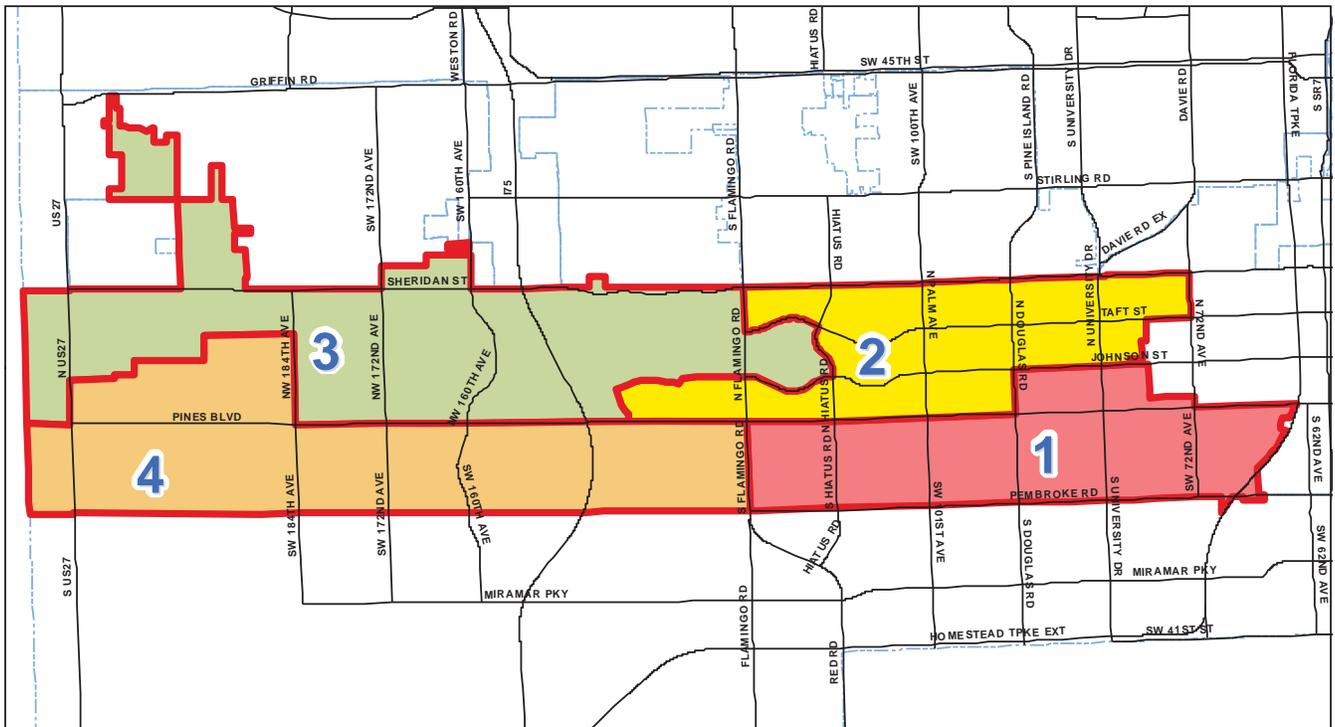


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Map Created by: Planning and Economic Development Division

Path: S:\Planning\PP\_GIS\GIS\_Proj\cts\City Commission District (Budget)3.mxd



**Frank C. Ortis**  
Mayor



**Carl Shechter**  
District 1



**Jay Schwartz**  
District 2



**Iris A. Siple**  
Vice Mayor  
District 3

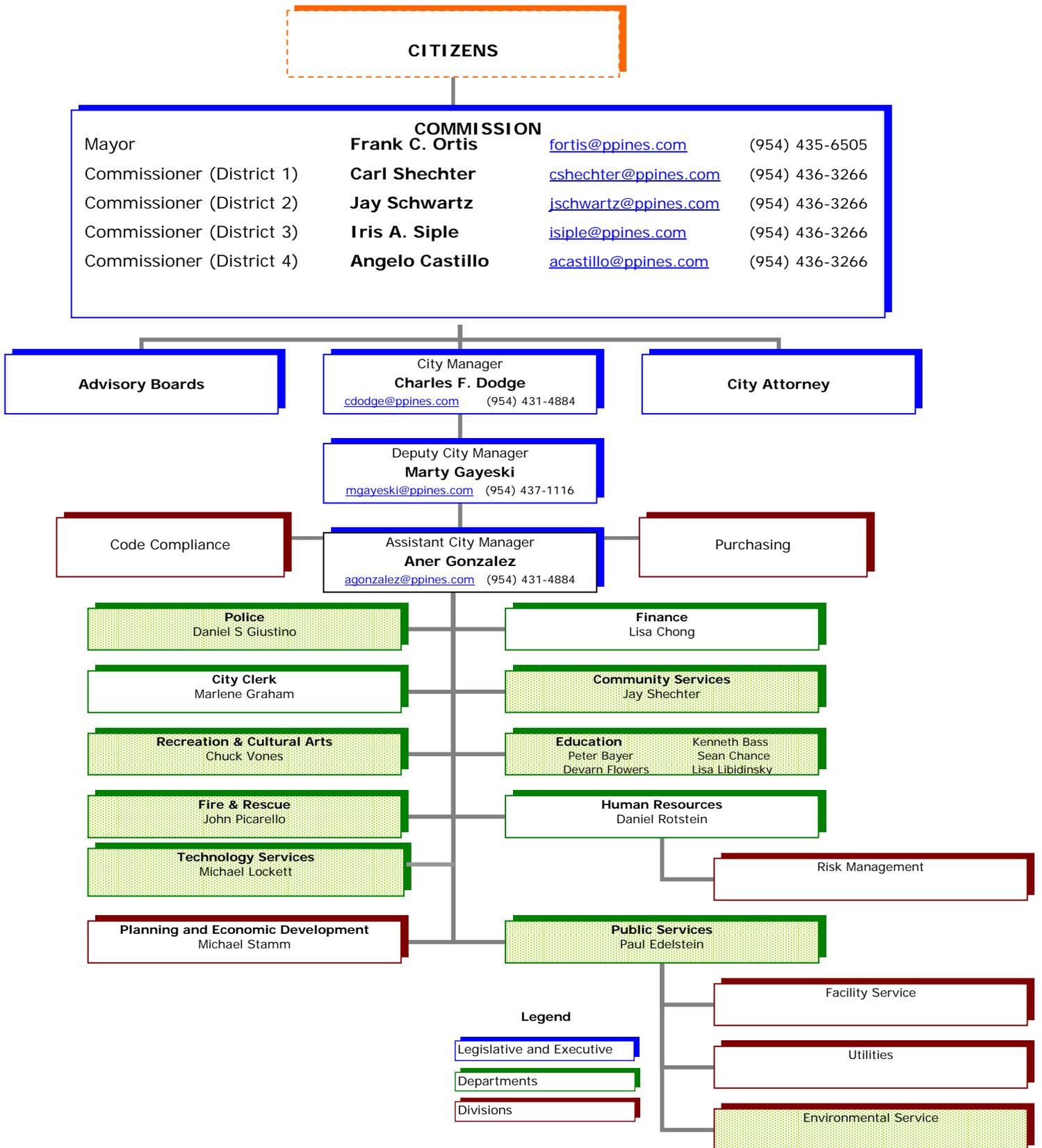


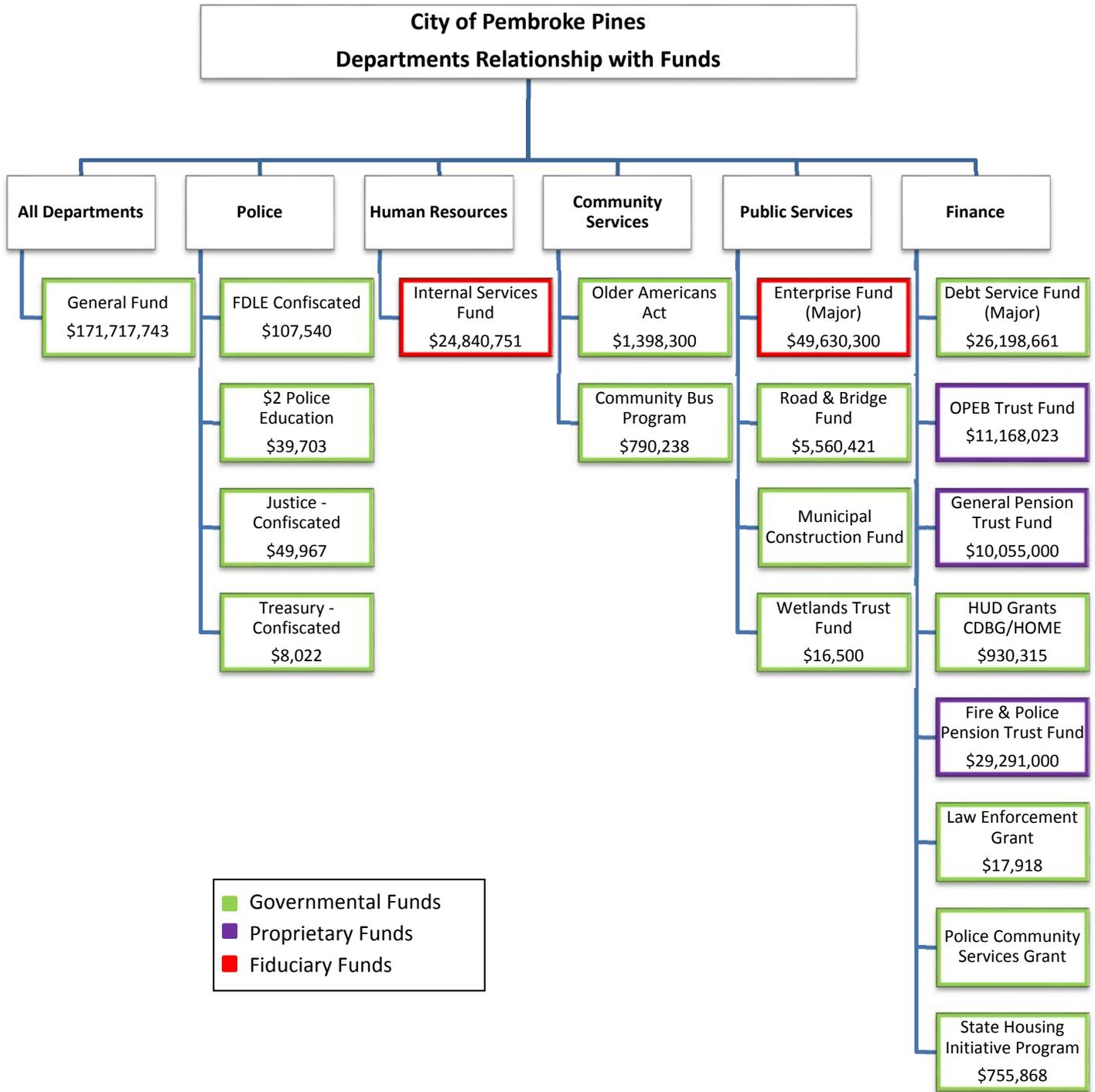
**Angelo Castillo**  
District 4

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

# CITY OF PEMBROKE PINES

## Organizational Chart





**CITY OF PEMBROKE PINES, FLORIDA, 2015-16 BUDGET  
 DIRECTORY OF TABLES/CHARTS/GRAPHS**

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# City of Pembroke Pines



Frank C. Ortis, Mayor  
Iris A. Siple, Vice-Mayor  
Charles F. Dodge, City Manager

Angelo Castillo, Commissioner  
Jay Schwartz, Commissioner  
Carl Shechter, Commissioner

September 30, 2015

Honorable Mayor and Commissioners:

In accordance with our statutory responsibilities, I am pleased to present the 2015-16 Adopted Budget and Five-Year Capital Improvement Plan which are guided by sound financial principles and fiscal sustainability. The City of Pembroke Pines has a renewed vibrancy and an exciting future as we embark on the 2015-16 fiscal year. As a result of the positive impact of our economic development activity, and increases in property values, our City faces brighter days ahead. This budget reflects the priorities which will ensure that we continue to deliver outstanding services to our residents and business community for many years to come.

Over the last few years, the City Commission and Administration have dedicated significant time and effort to economic development and redevelopment throughout the City, with the goal of fostering growth and sustainability. We have been unique in undertaking various real estate projects in an effort to direct the long-term path and vision of the City. In the spring of 2015, we achieved yet another milestone in the development of the City Center Project, and broke ground on our multi-purpose Civic Center complex. This new 175,000 square foot building will include a new City Hall in addition to flexible meeting spaces that will be able to accommodate tradeshow, banquets, and seating for up to 3,500 for performance events. In addition, the complex will feature a 15,000 square foot art gallery as well as a fully programmed outdoor plaza. The City anticipates completion of the Civic Center in the fall of 2016. To date, we have successfully applied for and been awarded \$1.0 million in art and cultural grants for this project. Additional City Center parcels have been fully developed while others are under construction. The Mill Creek residential project of 700 units is already built and occupied, while the 365 units from the Related Group are scheduled to be delivered toward the end of the year. The Terra Group has offered to purchase the remaining +-41 developable acres in two phases. They plan to build over 200,000 square feet of commercial, up to 350 hotel rooms and nearly 1,000 residential units. Construction of the commercial components of the project should begin in early 2016.

The vision of City Center has been one of the catalysts for real estate development activity in the City. Consequently, several other real estate projects are currently underway. In the office sector, the 600,000 square feet Pembroke Point office park is under construction between Southwest 145 Avenue and I-75. Pembroke Centre retail plaza, which will also be located in that corridor, is expected to begin construction by the end of the year. Also under construction is The Villages of Mayfair, a 120,000 square foot office and retail center, which is adjacent to the Raintree project.

The residential market continues to expand in the City. The Raintree residential community by Standard Pacific homes began construction earlier this year and home sites are currently being built and marketed. Raintree is a 498 unit master planned community, featuring both single family and town home units. Altis is developing a 280 unit project, Pembroke Gardens, and expects to break ground towards the end of the year. Infill luxury town home projects by the Label company as well as high end multi-family projects continue to move through the process.

The current City Hall parcel is also slated for re-development. The City entered into a purchase and sale agreement with Mill Creek Residential Trust (MCRT) for the purchase of the southern parcel of City Hall, which is +-6.5 acres. MCRT proposes to build 210 multi-family residential units. The Terra Group plans to develop the northern +-6.5 acres of the City Hall parcel as office and/or hotel use.

The industrial sector is also showing progress. On the City's western border, we recently acquired the former Broward Correctional Institute from the State, and is annexing the 66 acre site. The City has a purchase and sale agreement with Industrial Development International (IDI) for this site. IDI plans to develop a 750,000 square foot industrial park. Additionally, activity is brisk in the 300-acre Bergeron business and industrial park, as a new 100,000 square foot flex space is in the planning phase.

The City's 2015-16 Adopted Expenditure Budget for all funds is \$332,576,270. This is approximately \$10.9 million or 3.4% over the 2014-15 Adopted Budget of \$321,656,436. Overall, the current budget maintains much of the status quo, but also provides increases and service enhancements in the area of technology modernization, road repairs and improvements throughout the City, increases in public safety, and repair and replacement of capital items, including vehicles and buildings. The main increase in the budget is reflected in the General Fund, which shows an increase of \$7.2 million. The General Fund, which is the main operating fund of the City has an Adopted Budget of \$171,717,743. Details of the 2015-16 Adopted Budget can be found in the Budget-In-Brief and remaining portions of the Budget document.

Over the last four (4) years, the City has consistently experienced increases in the property tax values, although they have not been fully restored to the levels prior to the Great Recession. The latest taxable value shows an increase of 7.43%, allowing us to maintain the same operating millage rate as last year of 5.6368. The City's aggregate millage rate, including the voter approved debt millage is 6.2385. At this millage rate, the median residential property of \$107,080 will pay \$668 in City taxes. This amount represents approximately 30% of the total property tax bill. The 2015-16 residential fire assessment rate is \$259.55 per unit, which is \$8.65 or 3.5% above prior year. This increase is directly linked to the rise in assessable fire cost, which is being funded at 100%. Similar to the operating millage rate, the water and sewer rates remain unchanged. The increasing cost of water and sewer services will be funded primarily by the expanding customer base of new residential and commercial developments.

With Public Safety as one of our core missions, the Adopted Budget includes the addition of four (4) police officers and four (4) public service aides, which will increase community safety and deter crime. In 2014-15, the City added eleven (11) police officers to the force. The Adopted Budget also includes an additional School Resource Officer (SRO) Supervisor who will be hired to increase managerial coverage of the SRO Program, which now has a staff compliment of 24 SROs. In June 2015, the City entered into a contract with Broward College to provide two police officers to serve as school resource officers (SROs) at the Broward College's Judson A. Samuels South Campus for a period of five years. New tactical vests will be purchased for the Special Response Team. These vests will enhance officer and community safety as they are technologically advanced in ballistic capabilities, design, and weight. Computers and software will be procured for the newly established Digital Media Forensics Unit to extract evidence from many types of digital media thereby aiding investigations and subsequent prosecutions. The Police Headquarters building on Pines Boulevard will be strategically redesigned to enhance functionality and safety. The redesign will allow for centralization of services for a more practical access to the public and include improved building security. Several vehicles, including patrol cars and a transport ambulance, will be replaced to improve efficiency and reduce maintenance costs.

In keeping with the Commission's vision and our long-term strategic goals, the 2015-16 Adopted Budget will continue to rehabilitate and upgrade our road network and streetscape. In this regard, several road resurfacing projects are planned. The major projects include: Taft Street between Douglas Road and Palm Avenue; 96th Avenue to 93rd Avenue between NW 10 Street and 14 Street; SW 7th Street West of Palm Avenue; and between 92nd Avenue and 89th Terrace and between Taft and Johnson Streets. Funding is provided for one additional street sweeping service per month. The Adopted Budget also includes landscape improvements/renovations at various sites including but not limited to: (a) Hiatus Road (Pembroke to Johnson); (b) Sheridan Street and 24th Court; (c) Pembroke Lakes (Taft Street from Palm to Flamingo and Hiatus Road from Johnson to Sheridan); and (d) Sheridan Street- Flamingo to US 27.

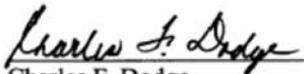
Apart from the upgrades to our road network, improvements at our water and sewer facility are also planned as well-maintained facilities are indispensable to the delivery of excellent services. In this vein, funding is provided for the replacement of: (a) gravity sewer lines between Johnson and Taft and University and Douglas; (b) water mains at various locations including south of Pines Boulevard East of SW 72<sup>nd</sup> Avenue; (c) raw water wells at the Water Plant; (d) equipment including lift stations; and (e) vehicles.

We are in the final phase of our information technology (IT) modernization project, which encompasses consolidation to single phone, computing and network system with disaster recovery capability. The voice over internet phone system and virtual desktop infrastructure will be implemented as both are lower cost long term solutions to analog communications and traditional desktop computing. When the entire project is completed it will enhance communication between the community and City administration as well as provide efficiencies and cost savings to the City.

Consistent with the City's Economic Development Strategic Plan (EDSP) goals of promoting quality of life and promoting the Civic Center as a regional business venue and cultural asset, appropriations for preparing the art gallery for operation is included in this Adopted Budget. It is envisioned that visitors will connect with the inspiring artwork, and the Civic Center will become more than just a venue to transact business.

Overall, the City is in an exciting period of robust real estate development. Administration, under the direction of the City Commission, will continue to guide this development in a prudent manner in order to achieve a diverse and sustainable tax base. Moreover, we will institute programs geared towards attracting and retaining businesses and continue to provide premium services to the members of our community. We will work towards implementing other elements of our Economic Development Strategic Plan and remain committed to managing our resources in a financially sustainable manner. The 2015-16 Adopted Budget presents a plan, as well as our commitment to improving the lives for our residents and the entire community of the City of Pembroke Pines.

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, 2014**

*Jeffrey R. Emmer*

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to City of Pembroke Pines, Florida for its annual budget for the fiscal year beginning October 1, 2014. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

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

## Budget-in-Brief

Similar to the prior year, keeping taxes and fees affordable for residents while covering increasing operating costs as well as bolstering the level of service provided by the City has been a challenge in preparing the 2015-16 budget. Notwithstanding, the growth in the tax base brought about by the recovery of the real estate market facilitated the increase in property tax revenue without a change in the operating millage rate thereby funding the major portion of both the increase in operating cost and service expansion. In addition, like 2014-15 this budget fosters financial stability as it continues to provide funding for reduction of the unfunded liability of post-employment benefits. Below is a synopsis of the 2015-16 budget highlighting changes from the prior year and main components.

### Expenditure Budget - All Funds All Funds - Adopted 2014-15 Compared to Adopted 2015-16 (in \$'000)

	2014-15	2015-16	Change from 2014-15	
	Adopted	Adopted	\$	%
General Fund	\$ 164,485	\$ 171,718	\$ 7,233	4.4%
Road & Bridge Fund	5,409	5,560	151	2.8%
Utility Fund	48,971	49,630	659	1.3%
Debt Service Fund	26,386	26,199	(187)	-0.7%
Public Insurance Fund	24,191	24,841	650	2.7%
General Pension Trust Fund	9,252	10,055	803	8.7%
Fire & Police Pension Trust Fund	28,966	29,291	325	1.1%
Other Post Employment Benefits Fund	10,697	11,168	471	4.4%
All Other Funds	3,300	4,114	814	24.7%
<b>Total Expenditures</b>	<b>\$ 321,657</b>	<b>\$ 332,576</b>	<b>\$ 10,919</b>	<b>3.4%</b>

### General Fund

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

Description	2014-15	2015-16	Change from 2014-15	
	Adopted	Adopted	\$	%
Taxes	\$ 69,046	\$ 72,144	\$ 3,098	4.5%
Permits, Fees & Licenses	37,054	38,473	1,419	3.8%
Intergovernmental Revenue	14,196	14,510	314	2.2%
Charges for Services	30,282	30,211	(71)	-0.2%
Fines & Forfeitures	1,154	1,241	87	7.5%
Miscellaneous Revenues	12,506	12,411	(95)	-0.8%
Other Sources	248	2,727	2,479	100.0%
<b>Total Revenues</b>	<b>\$ 164,486</b>	<b>\$ 171,717</b>	<b>\$ 7,231</b>	<b>4.4%</b>

The General Fund 2015-16 revenue budget (including other sources) of \$171.7 million is \$7.2 million or 4.4% greater than the 2014-15 adopted budget as shown in the table above. The increase is mainly attributable to (a) using an additional \$2.5 million of reserves to fund the final phase of the IT modernization project, (b) the \$0.8 million increase in sales tax, and (c) the \$3.3 million increase in ad valorem tax. These increases were partially offset by a \$0.6 million reduction in communication services tax. The increase in ad valorem tax is based on a 7.43% increase in the tax roll and maintaining the operating millage rate at 5.6368. Despite the flat operating millage most homestead property owners will see a slight increase in their City taxes because of the 0.8% increase in their assessed value due to the "recapture rule" and the 0.0082 increase in the City's debt service millage rate, which is driven mainly by the May 2015 sale of \$10.0 million in general obligation bonds. The City's aggregate millage rate is 6.2385, and the taxes on the median residential property of \$107,080 is \$668. City taxes represent approximately 30.0% of the total property tax bill.

The 2015-16 residential fire assessment rate is \$259.55 per unit, which is \$8.65 or 3.5% above prior year. The industrial square foot rate of 0.1705 reflects an increase of 0.0531. However, both the commercial and institutional rates are below 2014-15. Fire assessment revenue is \$0.7 million above that of the adopted 2014-15 due to the 3.1% increase in assessable fire cost. Additional information regarding major revenue sources and trends is presented in the Budget Overview section of this document.

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

Category	2014-15	2015-16	Change from 2014-15	
	Adopted	Adopted	\$	%
General Government Services	\$ 28,247	\$ 28,582	\$ 335	1.2%
Public Safety	103,454	108,224	4,770	4.6%
Physical Environment	9,798	11,084	1,286	13.1%
Economic Environment	7,616	7,740	124	1.6%
Human Services	7,108	7,332	224	3.2%
Culture-Recreation	8,263	8,755	492	6.0%
<b>Total Expenditures</b>	<b>\$ 164,486</b>	<b>\$ 171,717</b>	<b>\$ 7,231</b>	<b>4.4%</b>

The \$171.7 million 2015-16 General Fund expenditure (including transfers) budget is \$7.2 million or 4.4% above the adopted 2014-15 budget, as shown in the table above. The major increases include \$2.7 million for the information technology modernization project, which covers the final phase of replacement of IT infrastructure for consolidation to single phone, computing, and network, \$0.8 million for city contribution to general employees defined contribution plan, \$0.5 million for salary and benefits associated with the 2% salary increase of sworn officers, and \$0.4 million for repairs and maintenance of vehicles, equipment, irrigation, and buildings.

In addition to the increases previously mentioned, the budget includes appropriations to purchase vehicles, software, and equipment to improve the effectiveness of various departments. Funding is also provided for landscape improvements/renovations at various sites including but not limited to: (a) Hiatus Road (Pembroke to Johnson); (b) Sheridan Street and 24th Court; (c) Pembroke Lakes (Taft Street from Palm to Flamingo and Hiatus Road from Johnson to Sheridan); and (d) Sheridan Street- Flamingo to US 27. The Police Department has nine additional positions; four full-time police officers and four full-time public service aides to boost community safety, as well as one part-time School Resource Officer (SRO) Supervisor to increase managerial coverage of the SRO program, which now has a compliment of twenty-four part-time SROs compared to six when the program started in 2011-12. Consistent with the City's Economic Development Strategic Plan (EDSP) goals of promoting quality of life and promoting the Civic Center as a cultural asset appropriation for the operation of the art gallery is provided.

### Road and Bridge Fund

The Road and Bridge Fund 2015-16 budget is \$5.6 million, which is a \$0.2 million increase over the adopted 2014-15 budget. Like 2014-15 the 2015-16 budget provides funding for road resurfacing projects. The major projects include: Taft Street between Douglas Road and Palm Avenue; 96th Avenue to 93rd Avenue between NW 10 Street and 14 Street; SW 7th Street West of Palm Avenue; and between 92nd Avenue and 89th Terrace and between Taft and Johnson Streets. Funding is also provided for one additional street sweeping per month.

## Utility Fund

The 2015-16 budget for the Utility Fund is \$49.6 million and is \$0.7 million greater than the 2014-15 adopted budget. The increase in expense is covered mainly by a \$0.4 million increase in revenue from charges for services. The increase in revenue is due mainly to the expanding customer base associated with the recent real estate developments. Water and sewer rates will remain flat. The increase in expenditures is attributable to appropriations for capital items, which include the replacement of: (a) gravity sewer lines between Johnson and Taft and University and Douglas; (b) water mains at various locations; (c) raw water wells at the Water Treatment Plant; (d) equipment including lift stations; and (e) vehicles. The following tables show a comparison of the 2015-16 budget to prior year.

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

Category	2014-15	2015-16	Change from 2014-15	
	Adopted	Adopted	\$	%
Permits, Fees & Licenses	\$ 20	\$ 25	\$ 5	25.0%
Charges for Services	44,712	45,146	434	1.0%
Miscellaneous Revenues	129	219	90	69.8%
Other Sources	4,110	4,240	130	3.2%
<b>Total Revenues</b>	<b>\$ 48,971</b>	<b>\$ 49,630</b>	<b>\$ 659</b>	<b>1.3%</b>

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

Category	2014-15	2015-16	Change from 2014-15	
	Adopted	Adopted	\$	%
Personnel	\$ 3,787	\$ 3,150	\$ (637)	-16.8%
Operating	38,298	38,229	(69)	-0.2%
Capital	5,783	7,202	1,419	24.5%
Debt Services	1,050	1,049	(1)	-0.1%
Grants and Aid	53	-	(53)	-100.0%
<b>Total Expenses</b>	<b>\$ 48,971</b>	<b>\$ 49,630</b>	<b>\$ 659</b>	<b>1.3%</b>

## Other Funds

### Public Insurance Fund

The \$24.8 million 2015-16 Public Insurance Fund budget shows an increase of \$0.7 million over the 2014-15 adopted budget. The increase comprises of a \$0.6 million anticipated increase in the cost of health insurance and \$0.2 million for property and liability insurance premiums. These increases were partially offset by a \$0.4 million reduction in appropriations for workers compensation claims.

### Pension and Other Post-Employment Benefit Trust Funds

The funds for retiree pension, health, and life insurance benefits, which includes the General Pension Trust Fund, the Fire and Police Trust Fund and the Other Post-Employment Benefits Fund, have an aggregate 2015-16 budget of \$50.5 million. Compared to 2014-15 adopted budget of \$48.9 million, this is an increase of \$1.6 million. The increase consist mainly of \$0.8 for general employees' retirement benefits reflecting an increase in the number of retirees, \$0.4 million for professional investment management services, and \$0.3 million for rising health insurance cost.

**All Other Funds**

The "All Other Funds" group consists primarily of grant and confiscated funds. The 2015-16 budget for this group stands at \$4.1 million and represents a \$0.8 million or 24.7% increase over the prior year adopted budget. The increase is mainly attributable to the 2015-16 State Housing Initiative Partnership (SHIP) allocation. The 2014-15 SHIP allocation was not appropriated in the prior year adopted budget.

**Expenditure Budget - All Other Funds**  
**Adopted 2014-15 Compared to Adopted 2015-16**  
(in \$'000)

Fund	2014-15	2015-16	Change from 2014-15	
	Adopted	Adopted	\$	%
State Housing Initiative Program	\$ -	\$ 756	\$ 756	100.0%
HUD Grants CDBG/HOME	878	930	52	5.9%
Law Enforcement Grant	18	18	-	0.0%
Community Bus Program	801	790	(11)	-1.4%
Treasury - Confiscated	26	8	(18)	-69.2%
Justice - Confiscated	43	50	7	16.3%
\$2 Police Education	44	40	(4)	-9.1%
FDLE - Confiscated	115	108	(7)	-6.1%
Older Americans Act	1,358	1,398	40	2.9%
Wetlands Trust Fund	17	17	-	0.0%
<b>Total Non-operating Funds</b>	<b>\$ 3,300</b>	<b>\$ 4,115</b>	<b>\$ 815</b>	<b>24.7%</b>

## 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
<p>The City of Pembroke Pines has developed the following goals for programs and services to guide the budget development process:</p> <ol style="list-style-type: none"> <li>1. Promote and preserve the health, safety, and welfare of the community.</li> <li>2. Promote and pursue a positive economic environment.</li> <li>3. Provide and encourage diverse recreational, educational, and cultural opportunities and maintain a full range of municipal services.</li> <li>4. Provide a positive work environment that encourages teamwork, initiative, productivity, and individual development.</li> <li>5. Pursue and demonstrate a commitment to excellence in leadership and management skills to instill confidence in the integrity of City government.</li> <li>6. Preserve and promote the ecological and environmental quality within the City.</li> </ol>

### Building Our Future Program

The Building Our Future Program is being financed with General Obligation (G.O.) Bonds, which was passed by referendum in March, 2005. The City has issued the entire \$100.0 million of G.O. bonds authorized by the referendum. The last issue was in May 2015 for \$10.0 million primarily to fund the civic center project. The G.O. bond projects were appropriated in the 2004-05, 2006-07, and 2014-15 budgets; unspent appropriations will be carried forward to the 2015-16 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
- Economic development

On June 27, 2007 as a result of cost overruns, City Commission reduced the number of projects funded by the G.O. bonds. Many of the projects have been completed and others have commenced. As of June 2015, Commission had approved a total of 155 projects. Of this amount, 111 projects were completed, 4 were in the construction phase, 4 were in the design/planning phase, 1 had not yet begun, 13 were re-allocated, and 22 projects have been eliminated. The total G.O. bonds project budget of \$96.6 million includes \$6.6 million of interest, bond discounts, and miscellaneous receipts. The unspent and unencumbered portion of the budget is \$12.9 million or 13.4%. The \$9.0 million economic development project, which is in the development stage, accounts for 69.7% of the available budget. Details of the status of the G. O. bond projects are provided in the 5-year capital improvement plan section of this document.

Apart from the redevelopment that will be financed with G.O. bond proceeds, the City is using funds from the U.S. Department of Housing and Urban Development (HUD) Neighborhood Stabilization Program (NSP) grant to purchase foreclosed or abandoned homes and will rehabilitate, resell, or redevelop those homes in order to stabilize neighborhoods and stem the potential decline of property values within the City.

### Economic Development Strategic Plan 2014-2019

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

The plan reflects stakeholder interviews and a SWOT (Strengths-Weaknesses-Opportunities-Threats) survey process. Based on these findings six common themes emerged. Each was crafted into a specific goal and milestones (objectives) that gauge the achievement of those goals were established. 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 or its opportunities for future growth. In essence the strategic plan provides the institutional

framework necessary to improve the economy of Pembroke Pines. The City will develop annual work plans to translate strategies to specific tasks to be accomplished by responsible parties, which include City departments and boards as well as some private sector entities. Such work plans will include not only the specific tasks but also the time frame, staff requirements, resource requirements, estimated budget, and sources of funding. The EDSP will be reviewed annually in order to determine the status of the objectives and strategies and updated as appropriate.

Development of City Center is a major component of the EDSP and is pivotal to promoting the business identity of the City. The completion of the mixed-use City Center (146 acres adjoining the current site of City Hall site at 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 unit multi-family that are currently being leased. The Related Group, a national renowned developer, is expected to complete construction of 365 luxury rental units on their +-11 acre City Center parcel by the end of the year. The City received an offer from the Terra Group for the remaining +-41 acres of the City Center property. The proposed development will feature 1,365 residential units, 350 hotel rooms and a mixture of commercial and office uses. The Terra Group plans to purchase and build in three phases. Phase 1 is approximately 28 acres. It will focus on the retail and office market. Phase 2 is approximately 13 acres and will focus on up to 700 residential units. Phase 3 is the northern portion of the current City Hall parcel. Tentative plans for this parcel include office and accessory commercial uses.

Apart from the commercial and residential developments, a multi-purpose civic center will be built at the City Center site. The development of the civic center is a City project, which will be financed by General Obligation Bonds and proceeds from the sale of land. The proposed civic center will consist of three buildings: (a) a commission chamber, (b) an art gallery, and (c) a combined city hall and performing arts complex. The new city hall will house all of the departments currently located at the old city hall as well as the emergency operations center (EOC). The performing arts complex will contain a Performing Arts Great Hall that will accommodate an audience of 3,500 and offer flexible seating and professional staging. The design for the area surrounding the Civic Center site consists of a one acre Central Plaza that will connect the civic center to nearby restaurants/retail, a boardwalk around the adjacent lake and parking area, as well as an 8,000 square foot stand-alone Arts Center. The City believes by placing our arts and design community at the center of planning, we will create an inclusive, accessible and dynamic Civic Center where residents and visitors gather for innovative, interactive arts experiences, resulting in collaborative, meaningful and memorable art that will inspire people to return again and again. In spring 2015 the City broke ground on the civic center building; completion is anticipated during fall of 2016.

Other activities aimed at promoting the business identify of the City include the placement of advertisements in strategic publications during summer 2015 and attending tradeshow to promote various industries. The Recreation and Cultural Arts Department is working with an advertising agent to create an advertising blitz geared specifically towards promoting civic center as a regional business venue and cultural asset. Plans are afoot to create a Citywide Branding and External Communication plan in 2015-2016.

In terms of maintaining a proactive City government, staff from the Planning and Economic Development Department hosted workshops with developers, home-owner associations (HOAs) and management companies to discuss code amendments. These will become regular meetings moving forward.

The Planning and Economic Development Department staff have started creating material to market available spaces in order to recruit new industries. In addition, staff met with Bergeron properties and Duke Realty to discuss the construction of spec buildings with the view of increasing the availability of developed sites for value added businesses. Further, in October 2014 the City created a Planned Development District to encourage development of the US 27 corridor for industrial uses. Regarding the retention of businesses, a meeting with commercial real estate brokers and familiarization tour are scheduled for September 2015.

In relation to the goal of promoting economic redevelopment throughout the City, in September 2014 the City created a Planned Small Lot Development District to promote mixed use redevelopment strategies. This new zoning category allows greater flexibility for the development of single or mixed use projects on smaller lots that have innovative designs which support the creation of high quality employment opportunities, provide for diversity of housing stock, and/or improve the overall economic viability of that area within City.

Concerning redevelopment in the western section of the City, annexation of the recently purchased Broward Correctional Institution Property is expected to be finalized in September 2015. Amendment of the land use, zoning and plat will occur thereafter.

The recently approved landscape projects and those proposed for fiscal year 2015-16 will improve the aesthetic quality of common areas, medians and swales throughout City. The City was awarded Landscape grants for medians along Pines Boulevard between University and the Turnpike.

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

**SWOT Analysis**

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>Quality of Life: Housing, Safety, Municipal Services, Low Crime, Parks &amp; Recreation</li> <li>Location/Road Access</li> <li>Education</li> <li>Diverse demographics- good median income, ethnicity, race, young/old population</li> <li>Pro-business government, good City staff</li> </ul>	<ul style="list-style-type: none"> <li>Traffic and need for mass transit</li> <li>Aging east side housing and retail</li> <li>Need for Economic Development plan and incentives</li> <li>Planning/Zoning issues</li> <li>Lack of non-residential land for development</li> <li>Lack of industrial Land &amp; Business Parks</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>Traffic, Mass transit, Public Transportation</li> <li>Develop an International Trade Program</li> <li>Need Business Recruitment Plan, Incentives Plan, Funding for Economic Development efforts</li> <li>Completion of City Center</li> </ul>	<ul style="list-style-type: none"> <li>Not dealing with traffic and traffic related issues, crowded roads</li> <li>Declining Municipal Services- Police, Fire, Water, Sewer</li> <li>Lack of will and no viable economic development plan, no plan for financing economic development</li> <li>Decreasing housing values and aging housing</li> </ul>

**Economic Development Strategic Plan – Goals, Objectives, and Strategies**

<p><b>GOAL 1: Position City Image, Business Climate, and Brand for Economic Development</b></p>
<p>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.</p> <p><b>Objective 1.1:</b> 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</p> <p><b>Objective 1.2:</b> Maintain proactive City government                  Strategy 1.2.1: Continue to actively promote responsible growth                  Strategy 1.2.2: Approve and fund a 5 year Economic Development Plan and staffing (to include professional development funds)                  Strategy 1.2.3: Adopt Vision of Balanced Growth                  Strategy 1.2.4: Continue to support and fund infrastructure needs for economic growth                  Strategy 1.2.5: Inform development community of regulatory changes, i.e. LDRs, Building Code etc.</p>
<p><b>GOAL 2: Position the City for Economic Growth</b></p>
<p>Create new partnerships to support existing and new businesses and promote available sites/buildings.</p> <p><b>Objective 2.1:</b> 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</p> <p><b>Objective 2.2:</b> Create innovative partnerships to support existing businesses and expansion                  Strategy 2.2.1: Work with businesses to create, attract and retain target industries                  Strategy 2.2.2: Develop a comprehensive existing industry program to include a survey of existing businesses                  Strategy 2.2.3: Explore options for collaborating with the private sector                  Strategy 2.2.4: Increase the awareness of local, State and Regional resources to assist with retention, attraction and growth of value-added businesses                  Strategy 2.2.5: Schedule regular meetings with commercial real estate brokers and conduct FAM tours                  Strategy 2.2.6: Support Broward College Aviation Program for work force development</p>

- Objective 2.3:** Create a regulatory environment that embraces collaboration and cooperation  
 Strategy 2.3.1: Identify and revise regulations that inhibit business growth  
 Strategy 2.3.2: Explore business friendly policies that encourage business attraction and retention  
 Strategy 2.3.3: Continue to work with other City departments to further streamline the development process
- Objective 2.4:** Evaluate current City economic development toolkit  
 Strategy 2.4.1: Develop and adopt guidelines for awarding incentives  
 Strategy 2.4.2: Develop new incentives for existing and new businesses  
 Strategy 2.4.3: Explore using eminent domain for economic development  
 Strategy 2.4.4: Explore creation of a business incubator with an institution of higher education  
 Strategy 2.4.5: Conduct economic and fiscal impact analysis on land use and zoning changes
- Objective 2.5:** Evaluate Economic Development staffing and funding  
 Strategy 2.5.1: Evaluate staffing plans based on the approved EDSP  
 Strategy 2.5.2: Promote professional development to include conferences, training and professional memberships (State and National)

### **Goal 3: Develop Product- Land and Buildings**

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

- Objective 3.1:** Increase available Shovel-Ready sites for Office uses, Manufacturing, Research & Development, Distribution  
 Strategy 3.1.1: Work with landowners to develop sites for office, manufacturing, research and development, distribution
- Objective 3.2:** Identify key parcels that can be readily converted to shovel ready sites  
 Strategy 3.2.1: Compile inventory of land and ownership of properties zoned and ready for detailed master site planning  
 Strategy 3.2.2: Meet with landowners/developers of larger land holdings to determine actions needed to develop shovel ready sites
- Objective 3.3:** Encourage development of Class "A" office and business parks at or near I-75  
 Strategy 3.3.1: Create policies that will expedite infrastructure for Class "A" office and business park investment  
 Strategy 3.3.2: Lead in the creation of public/private partnerships to prepare the City to attract business investment  
 Strategy 3.3.3: Develop ways the City can partner with developers to creatively structure financing for infrastructure needs and reduce impacts of regulatory demands
- Objective 3.4:** Encourage development of the US 27 Corridor for industrial uses  
 Strategy 3.4.1: Explore US 27 corridor for industrial  
 Strategy 3.4.2: Collaborate with Bergeron Park of Commerce to fully develop  
 Strategy 3.4.3: Create a flexible Industrial Planned District

### **GOAL 4: Promote Economic Redevelopment throughout the City**

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

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

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

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

**Objective 4.2:** Promote Redevelopment in the Central Section of the City

Strategy 4.2.1: Continue to support development of City Center

Strategy 4.2.2: Promote City Center as the New Downtown

Strategy 4.2.3: Prepare a Medical District Plan for the area surrounding Memorial Hospital

Strategy 4.2.4: Collaborate with AT&T to move its storage facility away from the Shops at Pembroke Gardens

Strategy 4.2.5: Develop underutilized parcel next to City Center for regional uses

Strategy 4.2.6: Develop a Redevelopment Plan for the older strip retail and commercial corridors

Strategy 4.2.7: Create a small neighborhood grant program to fund small community identified priority projects where residents take responsibility for the ongoing operation and maintenance

Strategy 4.2.8: Improve the aesthetic quality of common areas, medians and swales through improved landscaping and maintenance

**Objective 4.3:** Promote Redevelopment in the Western Section of the City

Strategy 4.3.1: Prepare reuse and annexation plans for the Broward Correctional Institution Property

Strategy 4.3.2: Purchase South Florida Processing and Distribution Center

Strategy 4.3.3: Develop Reuse Plan for South Florida Processing and Distribution Center

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

### **GOAL 5: Develop Infrastructure for Balanced Growth**

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

**Objective 5.1:** Improve infrastructure to encourage business growth and expansion

Strategy 5.1.1: Conduct an inventory of roadway deficiencies at key development sites

Strategy 5.1.2: Develop a Funding Plan to improve roadway deficiencies

**Objective 5.2:** Develop broadband to encourage business growth and expansion to key development sites

Strategy 5.2.1: Inventory current broadband capacity

Strategy 5.2.2: Meet with providers to explore methods of expanding and increasing coverage

**Objective 5.3:** Support and promote a comprehensive transportation plan for the City

Strategy 5.3.1: Continue to collaborate with regional stakeholders to establish a comprehensive regional transit plan

### **GOAL 6: Improve Quality of Life-Community Development**

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

**Objective 6.1:** Develop a list of unmet amenities for the City to pursue

Strategy 6.1.1: Examine gaps in services i.e. theatres, bowling alleys, skating rinks, and other evening activity generating uses

Strategy 6.1.2: Promote Civic Center as a regional business venue and cultural asset

Strategy 6.1.3: Explore opportunities for additional art and cultural venues and events

**Objective 6.2:** Maintain a range of housing product

Strategy 6.2.1: Continue to promote a full range of housing products within the City

Strategy 6.2.2: Encourage housing density within the Central and Eastern sections of the City

Strategy 6.2.3: Encourage redevelopment of older housing inventory

**Objective 6.3:** Explore new municipal services to accommodate youth and the senior population

Strategy 6.3.1: Promote municipal services for the City's aging population

Strategy 6.3.2: Promote after school amenities/services for the City's younger population

## Green Plan

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

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

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

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

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

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

### Green Plan

#### GOAL 1.1: Natural Resource Enhancement

Current Initiatives:

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

#### GOAL 1.2: Protect Air Quality

Current Initiatives:

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

**Goal 1.3: Protecting Ecosystems**

## Current Initiatives:

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

**GOAL 1.4: Water Conservation**

## Current Initiatives:

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

**GOAL 2.1: Energy Efficiency**

## Current Initiatives:

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

**GOAL 2.2: Energy Conservation**

## Current Initiatives:

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

**GOAL 2.3: Renewable Energy**

## Current Initiatives:

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

**GOAL 3.1: Green Development**

## Current Initiatives:

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

**GOAL 3.2: Smart Growth**

## Current Initiatives:

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

**GOAL 3.3: Transit Oriented Development (TOD)**

## Current Initiatives:

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

**GOAL 3.4: Mobility**

## Current Initiatives:

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

**GOAL 3.5: Healthy Communities**

## Current Initiatives:

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

**GOAL 3.6: Historic Sites**

## Current Initiatives:

- Commitment to preserving and protecting the Florida Everglades
- Preserving the original Pembroke Pines City Hall
- Preserving Perry Airport

**GOAL 4.1: Waste Management Plan**

## Current Initiatives:

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

**GOAL 4.2: Partnerships**

## Current Initiatives:

- Partnerships with waste management companies who are dedicated to the protection and preservation of our environment
- Partnership with Reuter recycling plant
- Continue partnership with local waste management provider

**GOAL 5.1: Education**

## Current Initiatives:

- Bi-monthly release of the City Connect
- Recent makeover of the City website [www.ppines.com](http://www.ppines.com)
- Public noticing of City Commission meetings and board meetings
- Voluntary e-mail sign-up of local events and City meetings

**GOAL 5.2: Collaboration and Cooperation within the business community**

## Current Initiatives:

- Retrofits of buildings to ensure they are energy efficient and showcasing them to be environmentally conscious through exceeding City code standards
- The use and purchase of environmental preferable materials and resources.

**GOAL 6.1: Leader**

## Current Initiatives:

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

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

## Current Initiatives:

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

# BUDGET CALENDAR

November-14						
Su	M	T	W	Th	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30						

December-14						
Su	M	T	W	Th	F	S
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14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

January-15						
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25	26	27	28	29	30	31

February-15						
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March-15						
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April-15						
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26	27	28	29	30		

## NOVEMBER / DECEMBER 2014

Monitoring of all Budgets

## JANUARY 2015

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

## FEBRUARY 2015

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

## MARCH 2015

Budget staff reviews and revises narratives as appropriate

## APRIL 2015

## MAY 2015

## JUNE 2015

## JULY 2015

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

## AUGUST 2015

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

## SEPTEMBER 2015

- 3 First Public Budget Hearing
- 11 Fire Assessment Hearing
- 21 Second and Final Budget Hearing—Adopt millage rate and Budget
- Upload Adopted Budget into the accounting system

## OCTOBER 2015

- 1 Adopted Budget for Fiscal Year 2016 goes into effect
- Publish Adopted Budget Book on the City's website  
<http://www.ppines.com/index.aspx?NID=865>

## NOVEMBER 2015

Commission approves Budget Revisions for fiscal year ending 9/30/15

May-15						
Su	M	T	W	Th	F	S
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June-15						
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July-15						
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August-15						
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30	31					

September-15						
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October-15						
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25	26	27	28	29	30	31

## INTRODUCTION TO THE BUDGET PROCESS

### Budget Preparation/Development

1. During January, departments begin planning for the upcoming fiscal year and begin to prepare budgets.
2. During February, enable departmental access to the Budget Module to initiate the capture of data for the ensuing fiscal period. The Budget Module provides the following tools that facilitate the preparation and completion of the budget process:
  - a. Defined object codes required by the State Uniform Accounting System.
  - b. An alphabetical listing of object codes for expenditure accounts.
  - c. A current personnel roster.
  - d. Computer-generated budget worksheets showing actual expenditures for the prior and current years, the current working budget, and a status quo personnel cost projection.
2. Each individual department prepares a proposed budget comprised of the following:
 

<ol style="list-style-type: none"> <li>a. Mission</li> <li>b. Goals</li> <li>c. Objectives</li> <li>d. Major Functions and Activities</li> <li>e. Budget Highlights</li> </ol>	<ol style="list-style-type: none"> <li>f. Current-year Accomplishments</li> <li>g. Performance Measures</li> <li>h. Organizational Chart</li> <li>i. Revenue and/or Expenditure projections by line item</li> </ol>
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3. During February and March, the Finance Department reviews the information for accuracy and proper form, and prepares a budget package for the City Manager.
4. During the months of April and May, the City Manager, the Department Directors, and Finance personnel review the proposed budget and make any necessary revisions.
5. No later than sixty days prior to the close of the current fiscal year, the City Manager submits to the City Commission a budget estimate of the expenditures and revenues of all City departments and divisions for the fiscal year commencing the following October 1<sup>st</sup>.
6. In August, the Commission holds public workshops and special meetings to review the proposed budget.

### Budget Adoption

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

### Budget Amendment

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

### **Budget Monitoring/Control**

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

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

The hierarchy for reporting and budgetary control is as follows:

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

### **Capital Budget Process**

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

## FUND STRUCTURE AND BASIS OF BUDGETING

### Fund Structure

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

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

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

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

The City utilizes governmental, proprietary and fiduciary fund types:

#### Governmental Fund Types

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

The following are the City's governmental fund types:

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

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

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

All of the special revenue funds have appropriated fiscal year 2015-16 budgets except the Police Community Services Grant.

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

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

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

Proprietary Fund Types

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

Enterprise funds are used to account for operations that provide a service to citizens, financed primarily by a user charge, and where the periodic measurement of net income is deemed appropriate for capital maintenance, public policy, management control, accountability, and other purposes. The only Enterprise Fund in the fiscal year 2015-16 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 2015-16 Budget.

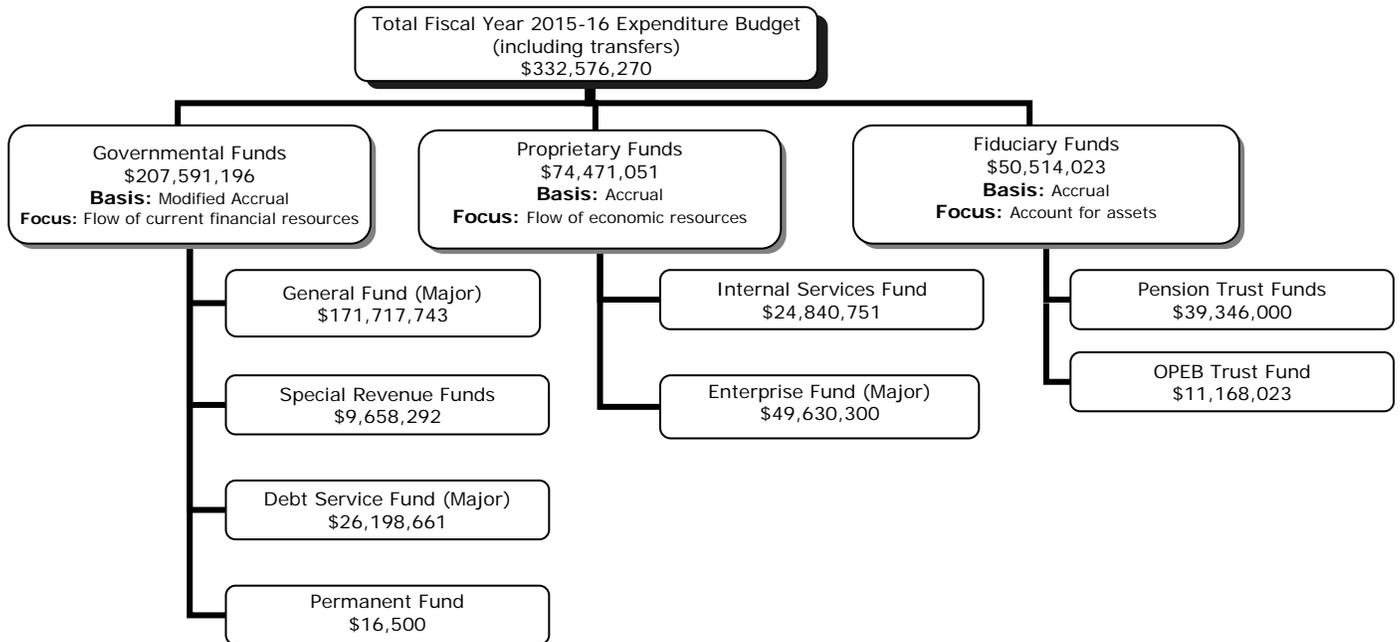
Fiduciary Fund Types

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

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

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

**Fund Structure**  
(showing basis of budgeting along with total appropriations)



### **Funds Excluded from the City's Budget**

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

### **Basis of Budgeting versus Basis of Accounting**

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

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

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

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

## BUDGET DEVELOPMENT GUIDELINES

### Strategies

The long-term municipal goals, as articulated in the Performance Summary Section, determine the departmental goals (refer to crosswalk in the Performance Summary Section) and provide a point of reference for programs and services as they relate to the development of the budget.

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

A cautious approach to personnel growth has been adopted since personnel-related costs account for 66.6% of the General Fund operating expenses. This budget reflects expenditure containment and reflects any concessions made by the three unions of the City to their collective bargaining agreements.

The City's staff complement comprises of employees hired directly by the City (the authorized staff level) and those hired through a private company. The City-wide authorized staff level shows a net decrease of 4 full-time, and a net increase of 4 part-time positions. Overall the changes are the result of aligning resources to meet existing needs and capitalizing on cost savings. Below is a summary of the changes in the full-time staff count. All positions changes are presented by division in tabular form later in this section.

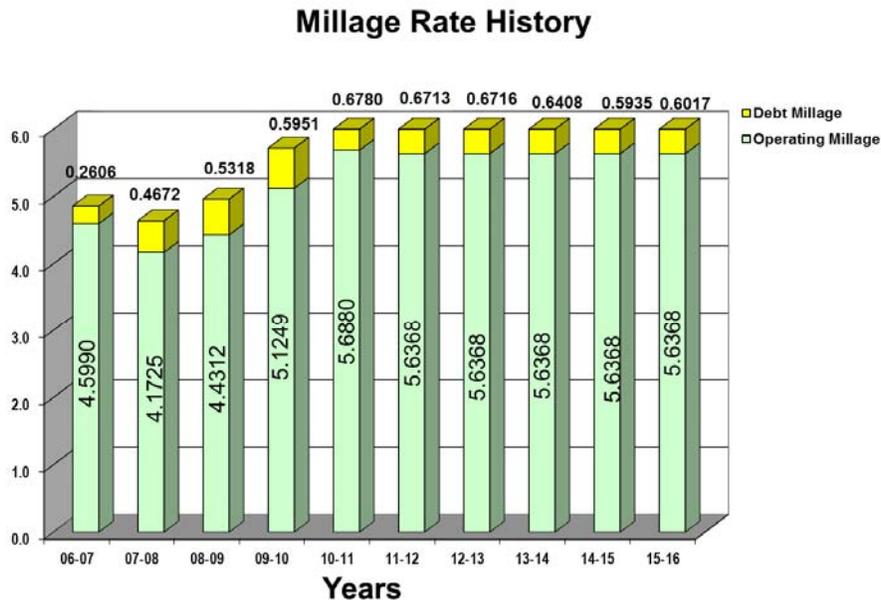
### Summary - Net Changes in Full-Time Positions

<b>Deletions</b>	
Convert Human Resources Department clerical position to contractual for cost savings	(1)
Convert City Clerk Department clerical position to contractual for cost savings	(1)
Convert Finance Department accounting clerk positions to contractual for cost savings	(2)
Convert Police Department police support specialist III position to two PT positions for cost savings	(1)
Reduce administrative battalion chief positions to reflect new Fire Department structure	(2)
Convert Early Development Center site supervisor and two teachers to contractual for cost savings	(3)
Early Development Center teacher and teacher aide no longer needed	(2)
Reconfigure Public Services management structure to reflect recent function sourcing	(4)
Convert recreation supervisor to contractual for cost savings and eliminate another	(2)
<b>Deletions Subtotal</b>	<b>(18)</b>
<b>Additions</b>	
Additional help desk technician to increase coverage in Technical Services Department	1
Police officer positions to facilitate training of replacements for retiring officers	4
Additional sergeant position for the Police Department	1
Additional police service aide positions to improve public safety	4
Reconfigure Public Services management structure to reflect recent function sourcing	3
Add Chief Curator/Head of Cultural Projects for the Recreation and Cultural Arts Department	1
<b>Additions Subtotal</b>	<b>14</b>
<b>All Funds Net Change in Full-time Positions</b>	<b>(4)</b>

## 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 6.2385, which is comprised of an operating millage of 5.6368 (the current millage rate) and a debt service millage of 0.6017.



- Fund Balance Goal:** The City will plan the budget in such a way to retain a General Fund unassigned fund balance of not less than 10% of the total budgeted expenditures.
- User Fees for Services:** Fees for services will be set with the goal to recover 100 percent of costs, except in specific instances in which the City Commission determines that it is in the public interest to offset some of the cost through use of other revenues, such as general tax support. The same logic applies to services that are funded by grants. In relation to the Utility Fund, which is an enterprise fund, the water and sewer fees are updated annually by the change in the Consumer Price Index for the 12 months ending April of the current year. Other rate increases may be implemented, if approved by the City Commission. Revenues are expected to cover the cost of operations.
- Full Range of Municipal Services:** The City provides a full range of municipal services in order to maintain and enhance the quality of life in Pembroke Pines. The City acknowledges that the highest priority service areas relate to those that protect and enhance public safety and health.
- Public Safety Services:** Public safety services are a high priority. The City will ensure that services are provided in an efficient, effective manner, and through thoughtful plans, public safety needs can be met in our growing community. The budget for Police and Fire/Rescue represents 61.9% of the General Fund.
- Employee Safety/Productivity:** The City has made great strides in updating its fleet of vehicles, and in providing equipment and supplies that enhance the safety and productivity of employees. In the budget, Departments are asked to identify and to request funding to continue this policy of providing up-to-date equipment, supplies, and facilities to assure employee safety.

## Financial Policies

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

Most of the policies represent long-standing principles; traditions and practices that have guided the City in the past and have helped maintain financial stability over the last 54 years. The policies are reviewed annually to ensure their continued relevance in an ever-changing environment. Minor changes have been made in wording and organization to clarify the intent of some of the policies.

### Balanced Budget Policy

To the extent that the Appropriated Revenues, Beginning Surplus, and Estimated Budget Savings equal the Appropriated Expenditures, the budget is considered balanced. Should the Appropriated Expenditures be different from the Appropriated Revenues, the difference would be shown in the Fund Summaries Section as Excess (Deficit) Revenues over Expenditures and as Beginning Surplus and/or Estimated Budget Savings in the Revenue Detail Section. The amount of the Beginning Surplus would specify the amount by which the Fund Balance is expected to change. Estimated Budget Savings refers to an amount of projected favorable budget variances expected to be realized during the budget year but that is not identifiable before the start of the year in a way that could be attributed to one or more specific line items.

### Operating Budget Policies

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

### Capitalization Threshold Policy

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

### Capital Budget Policies

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

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

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

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

#### **Revenue Policies**

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

#### **Cash Management/Investment Policies**

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

#### **Debt Management Policies**

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

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

### **Derivative Debt Management Policy**

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

### **Fund Balance Policy**

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

### **Accounting, Auditing and Financial Reporting Policies**

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

### **Procurement Policy**

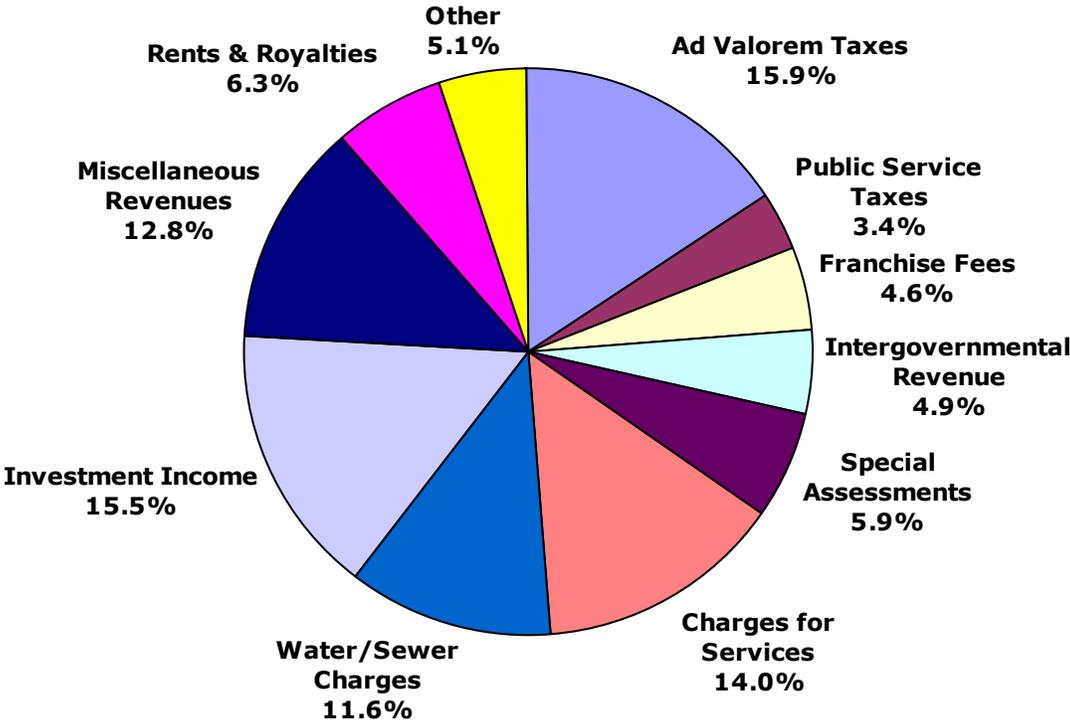
- 1. A purchase of or contract for commodities or services that is estimated by the Chief Procurement Office to cost more than \$25,000 shall be based on competitive bids or competitive proposals as determined by the Chief Procurement Officer except the following exemptions:
  - a. Emergency Purchases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

## BASIS OF REVENUE AND EXPENDITURE ESTIMATES

The preceding guidelines are the foundation upon which (1) the annual 2015-16 budget and (2) the fiscal year 2016-17 to 2020-21 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%.

### 2015-16 All Funds Revenue - By Category

**Total Revenues \$381,013,169**



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

**Basis of Revenue Estimates**

The City has several sources of revenue that support the services provided to residents. Descriptions of the major revenue sources from both governmental and proprietary funds are provided along with the pertinent forecast methodology.

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

**Primary Forecast Drivers**

Projected Rate of Inflation: 0.12%  
 Based on 24-month trend in Consumer Price Index (CPI)  
 (All Urban Consumers - U.S. City Average, Bureau of Labor Statistics)  
 compared the 12-month CPI average through June 2015  
 with 12-month average through June 2014.

Projected Population Change: +1.50%, as of April 2014  
 [Source: Florida Office of Economic & Demographic Research,  
 adjusted for U. S. Census Bureau correction retroactive to 2010 Census.]

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

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

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

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

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

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

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

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

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

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

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

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

## Major Revenue Sources

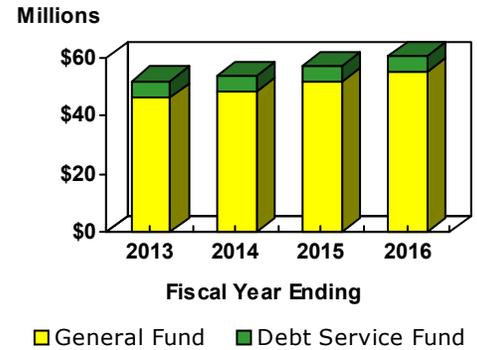
### Ad Valorem Taxes

#### Description

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

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

The 2015-16 Budget is based on an operating millage of 5.6368.



#### Forecast Methodology and Analysis

The combined operating and debt service millage of 6.2385 multiplied by the taxable value, less 5% for possible adjustments to assessed values and/or discounts taken for early payment.

The \$3.3 million (6.5%) increase in operating Ad Valorem taxes in fiscal year 2015-16 reflects a 7.43% growth in taxable value.

Fiscal Year Ending	Operating Millage Rate	General Fund	Debt Millage Rate	Debt Service Fund	Total	% Change
2016	5.6368	\$ 54,652,676	0.6017	\$ 5,833,898	\$ 60,486,574	6.6%
2015	5.6368	51,308,779	0.5935	5,431,979	56,740,758	5.8%
2014	5.6368	48,136,008	0.6408	5,470,524	53,606,532	3.5%
2013	5.6368	46,282,854	0.6716	5,514,105	51,796,958	-

### 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.

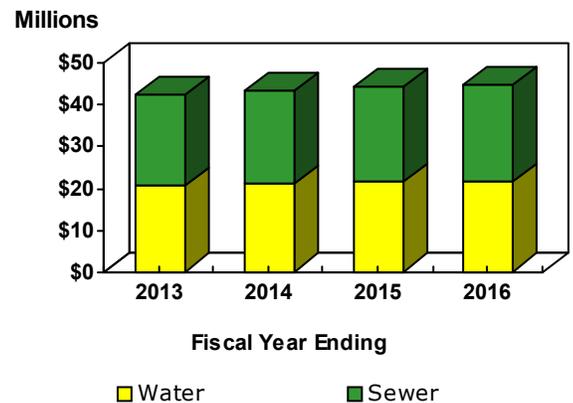
The monthly minimum charge for all residential dwelling units covers 3,000 gallons for both water & sewer charges. However, the minimum charge for commercial units covers a range from 3,000 to 50,000 gallons for water charges, depending on the size of the meter, and 3,000 gallons for sewer charges.

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 (All Urban Consumers - U.S. City Average) 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.

Based on the change in the Consumer Price Index the water and sewer rates were increased during the past 3 years as follows: 2.30% in 2012-13, 1.06% in 2013-14, and 1.95% in 2014-15. In 2015-16, the rates will remain unchanged.



Fiscal Year Ending	Water Charges	Sewer Charges	Total	% Change
2016	\$ 21,537,000	\$ 22,824,000	\$ 44,361,000	1.0%
2015	21,273,000	22,669,000	43,942,000	2.0%
2014	20,874,178	22,211,823	43,086,001	2.0%
2013	20,387,368	21,863,304	42,250,672	-

## Interest and Other Earnings

### Description

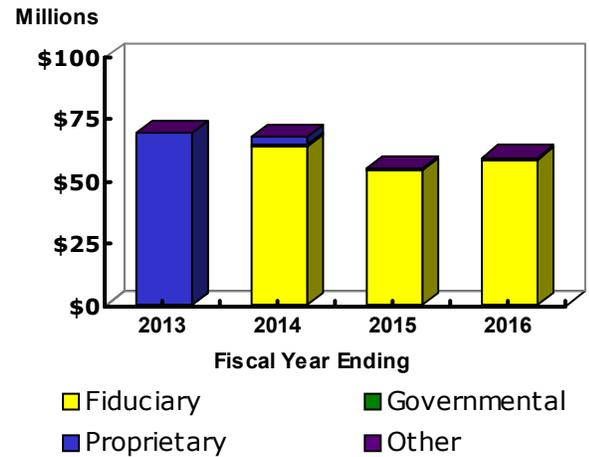
The City pools all cash, cash equivalents and investments, except for accounts that are maintained separately in accordance with legal restrictions. Governmental & business-type investments consist of interest-bearing depository and checking accounts, money market accounts, investment in external investment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

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

### Forecast Methodology and Analysis

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

The year over year changes reflect wide fluctuations in investment return on a market value basis. The 8.3% increase is based on higher ending balances of the Fiduciary Funds compared to 2014-15.

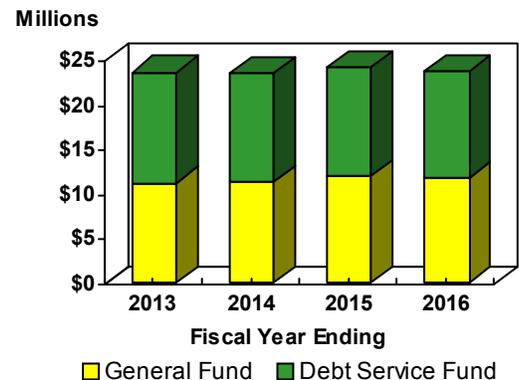


Fiscal Year Ending	Governmental Funds	Proprietary Fund	Fiduciary Funds	Other Funds	Total	% Change
2016	\$ 334,378	\$ 206,000	\$ 58,451,000	\$ 178,956	\$ 59,170,334	8.3%
2015	232,478	116,000	54,222,000	67,821	54,638,299	(19.3%)
2014	637,169	3,098,560	63,807,706	168,781	67,712,216	(1.8%)
2013	-426,387	1,032,773	68,259,636	99,284	68,965,305	-

## Rentals

### Description

The City rents its facilities (Senator Howard C. Forman Human Services Campus, apartment complexes, storage lots, the Walter C. Young Resource Center/Dinner Theatre, 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 rentals that are based on contracts will be in place the following year. Therefore, the revenue forecast is based on the contracts that are currently in effect. The non-contractual rental is estimated based on historical trend.

Fiscal Year Ending	General Fund	Debt Service Fund	Total	% Change
2016	\$ 11,834,027	\$ 11,984,331	\$ 23,818,358	(1.8%)
2015	12,116,495	12,147,584	24,264,079	2.5%
2014	11,307,451	12,359,687	23,667,137	(0.4%)
2013	11,274,058	12,492,011	23,766,069	-

## State Shared Revenues

### Description

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

The City's share is based on the overall economic performance and the City's population. The University of Florida Bureau of Economics and Business Research (BEBR) estimated the City population grew from 155,565 to 157,905 from 2013 to 2014, and from 154,508 to 155,565 from 2012 to 2013.

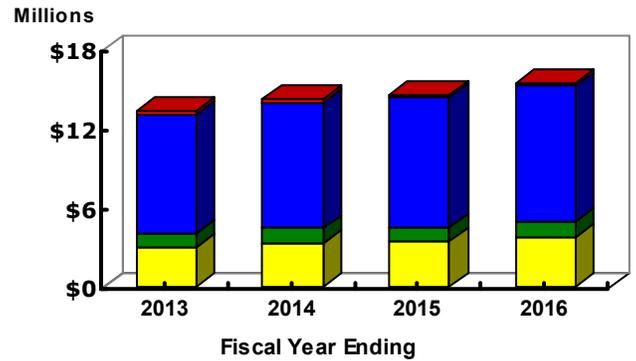
These revenues are accounted for in the General Fund and the Road and Bridge Fund.

### Forecast Methodology and Analysis

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

State and internal projections point to a 5.8% increase for fiscal year 2015-16 based on a positive economic forecast.

Fiscal Year Ending	Sales Tax Proceeds	Municipal Gas Tax 8th Cent	Local Gov 1/2 Cent Sales Tax	Special Motor/Other Tax	Total	% Change
2016	\$ 3,795,250	\$ 1,200,200	\$ 10,324,896	\$ 212,485	\$ 15,532,831	5.8%
2015	3,457,800	1,147,300	9,822,300	251,632	14,679,032	2.8%
2014	3,362,805	1,134,099	9,526,264	260,524	14,283,691	6.8%
2013	3,047,672	1,069,014	8,999,628	259,188	13,375,501	-



■ Sales Tax Proceeds      ■ Municipal Gas Tax 8th Cent  
■ Local Gov 1/2 Cent Sales Tax      ■ Special Motor/Other Tax

## Franchise Fees

### Description

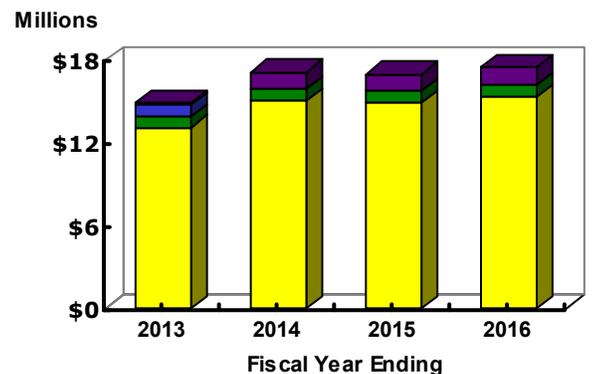
Franchise fees are established by franchise agreements between the City and private service providers of electric, natural gas, sanitation, towing, resource recovery, and recycling. This revenue is generated based on all residential, commercial, and industrial revenues collected by the provider for services 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 2015-16 increase is mainly attributable to Franchise Fees Electric due to increased consumption.



■ General Fund      ■ Debt Service Fund  
■ Municipal Construction Fund      ■ Road & Bridge Fund

Fiscal Year Ending	General Fund	Road and Bridge Fund	Debt Service Fund	Municipal Construction Fund	Total	% Change
2016	\$ 15,315,205	\$ 1,285,000	\$ 824,920	\$ 0	\$ 17,425,125	2.7%
2015	14,907,353	1,241,000	821,031	0	16,969,384	(0.9%)
2014	15,048,914	1,254,233	818,587	0	17,121,734	14.7%
2013	13,090,328	237,725	818,352	783,641	14,930,045	-

**Public Services Taxes**

*Description*

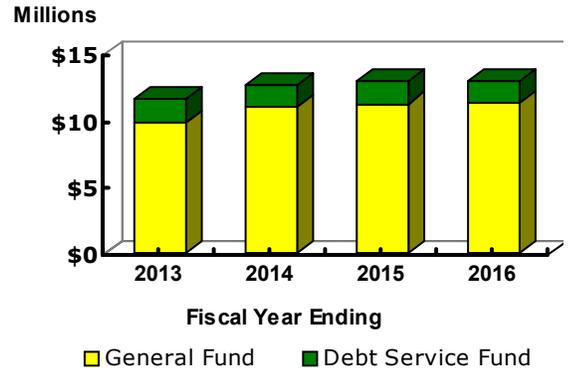
A tax levied on the purchase of electricity, natural gas, propane, and water.

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 2015-16 increase of 0.1% is due mainly to Public Service Tax- Gas.



Fiscal Year Ending	General Fund	Debt Service Fund	Total	% Change
2016	\$ 11,331,613	\$ 1,647,387	\$ 12,979,000	0.3%
2015	11,296,245	1,647,755	12,944,000	2.3%
2014	11,013,538	1,641,489	12,655,027	8.0%
2013	9,924,607	1,792,983	11,717,590	-

**Fire Protection Special Assessment**

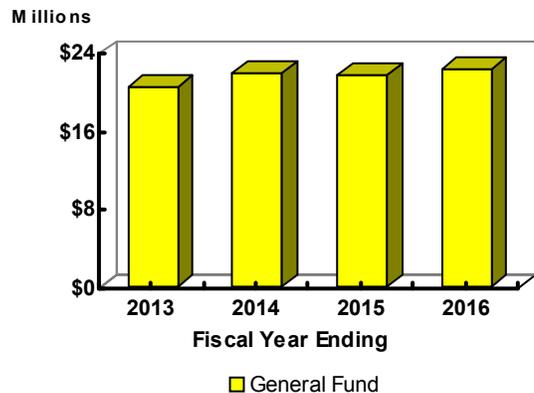
*Description*

Represents a non-ad valorem assessment collected through the county's tax collector. It funds a portion of the costs associated with providing fire services. The fiscal year 2015-16 will fund 100% of the assessable costs.

*Forecast Methodology and Analysis*

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

The 3.1% increase for 2015-16 reflects a \$0.8 million increase in assessable costs at a 100% levy of assessable costs.

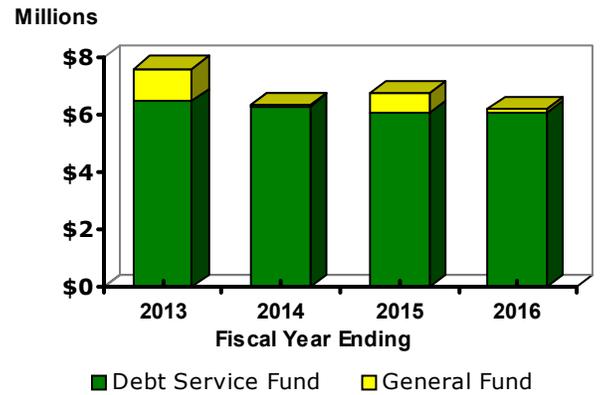


Fiscal Year Ending	General Fund	% Change
2016	\$ 22,359,179	3.1%
2015	21,680,305	(1.3%)
2014	21,963,960	7.0%
2013	20,517,833	-

## Communication Services Tax

### Description

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



### Forecast Methodology

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

The 8.6% decrease from 2014-15 is mainly due to changes in technology. Cable service does add some stability to this revenue source.

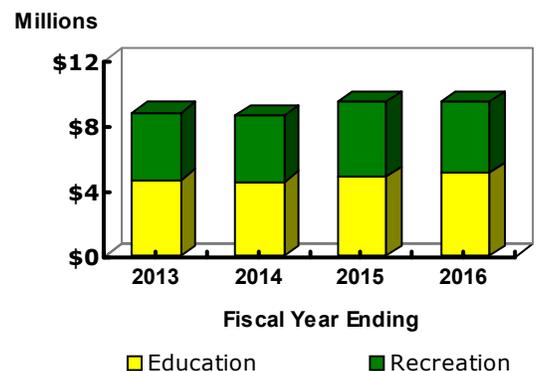
Fiscal Year Ending	General Fund	Debt Service Fund	Total	% Change
2016	\$ 135,194	\$ 6,046,888	\$ 6,182,082	(8.6%)
2015	723,787	6,043,550	6,767,337	6.6%
2014	50,846	6,299,299	6,350,144	(16.4%)
2013	1,135,075	6,463,422	7,598,497	-

## 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, and art & 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.

Fiscal Year Ending	Education Charges	Recreation Charges	Total	% Change
2016	\$ 5,081,452	\$ 4,365,665	\$ 9,447,117	-
2015	4,826,692	4,623,117	9,449,809	9.8%
2014	4,523,118	4,081,334	8,604,451	(1.7%)
2013	4,699,084	4,053,277	8,752,360	-

## Local Option Gas Tax

### Description

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

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

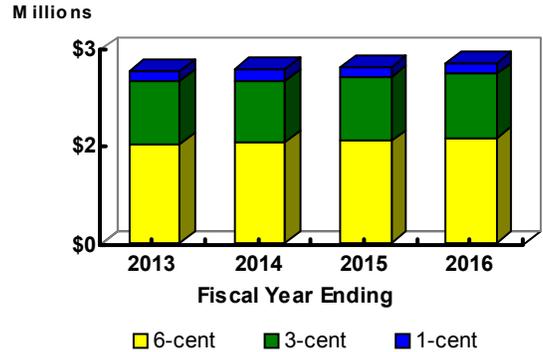
Pursuant to F.S. 336.025(1)(b)(2) the county has exercised its authority in levying a 1-cent tax on every gallon of motor fuel (excluding diesel fuel) sold in the county. The proceeds may be used for transportation expenditures needed to meet the requirements of the capital improvement elements of the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

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

### Forecast Methodology and Analysis

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

The anticipated 2.0% increase in 2015-16 is predicated on increased consumption associated with an improving economy as well as an increase in the city share of the revenue.



Fiscal Year Ending	6-cent	3-cent	1-cent	Total	% Change
2016	\$ 1,621,421	\$ 994,092	\$ 168,472	\$ 2,783,985	2.0%
2015	1,576,443	985,816	166,899	2,729,158	1.8%
2014	1,553,748	964,666	163,598	2,682,012	0.5%
2013	1,540,665	965,311	163,708	2,669,684	-

## Local Business Tax

### Description

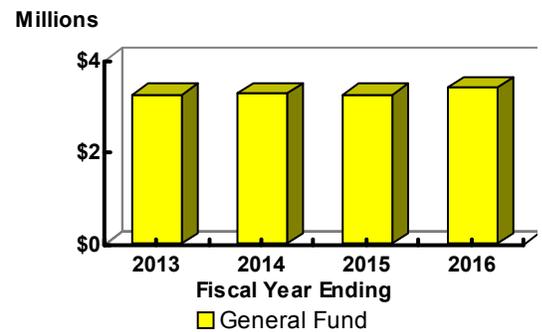
A license issued by the City as a prerequisite to conducting and maintaining a business, service, or profession. Payment is received annually and is due on or before October 1st of each year. The annual fee for the Local Business Tax receipt varies depending on the nature of the business.

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

### Forecast Methodology and Analysis

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

The 4.2% increase in 2015-16 is based on a projected increase in merchandise inventory and the number of businesses.



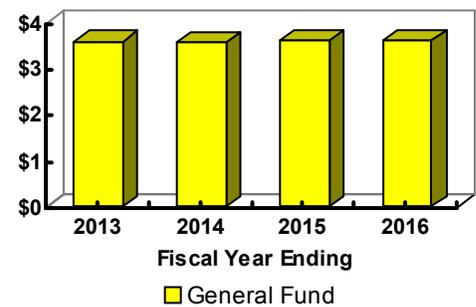
Fiscal Year Ending	General Fund	% Change
2016	\$ 3,395,000	4.2%
2015	3,258,000	(0.4%)
2014	3,272,689	1.2%
2013	3,232,834	-

## Rescue Transport Fees

### Description

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

Millions



### Forecast Methodology and Analysis

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

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

Fiscal Year Ending	General Fund	% Change
2016	\$ 3,600,000	-
2015	3,600,000	0.9%
2014	3,567,960	(0.4%)
2013	3,582,173	-

## Fines & Forfeitures

### Description

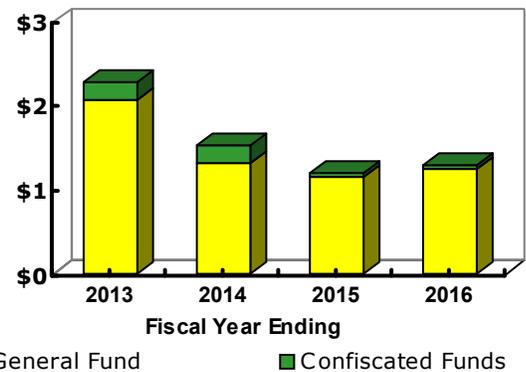
Includes revenues received from traffic citations issued and confiscation of forfeited abandoned property.

### Forecast Methodology and Analysis

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

Red Light Camera Program proceeds are not budgeted due to its uncertain nature. Actual receipts for 2012-13 and 2013-14 were \$0.9 million and \$0.02 million respectively. The decrease is due to the cessation of the program's contract with the vendor as of 6/30/13. Treasury Confiscations cannot be budgeted until received, in accordance with Florida Statutes. These factors explain the wide swings in the year over year changes reflected in the table below.

Millions



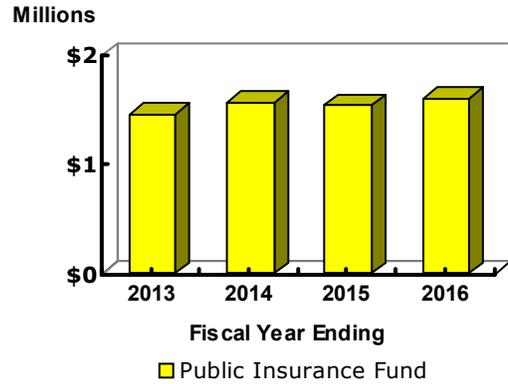
Fiscal Year Ending	General Fund	Confiscated Funds	Total	% Change
2016	\$ 1,241,209	\$ 38,703	\$ 1,279,912	6.8%
2015	1,154,000	44,041	1,198,041	(21.3%)
2014	1,321,407	201,448	1,522,855	(32.8%)
2013	2,059,578	207,905	2,267,483	-

## 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.

This contribution is 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
2016	\$ 1,596,952	4.2%
2015	1,532,769	(1.9%)
2014	1,562,253	7.4%
2013	1,454,294	-

## City Pension Contribution

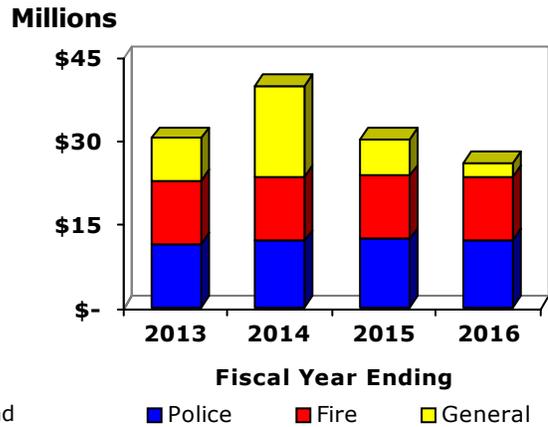
### Description

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

### Forecast Methodology and Analysis

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

The annual changes reflect actuarial gains and losses, as well as a 2013 change in the mortality table utilized by the actuary. The 2013-14 City contribution to the general employee's pension plan exceeded the ARC and increased the funding ratio to 99.4%.



Fiscal Year Ending	Fire	Police	General	Total	% Change
2016	\$ 11,501,733	\$ 12,183,024	\$ 2,500,000	\$ 26,184,757	(13.8%)
2015	11,408,862	12,293,177	6,674,902	30,376,941	(24.2%)
2014	11,647,078	11,938,249	16,474,902	40,060,228	31.0%
2013	11,409,528	11,345,237	7,824,902	30,579,667	-

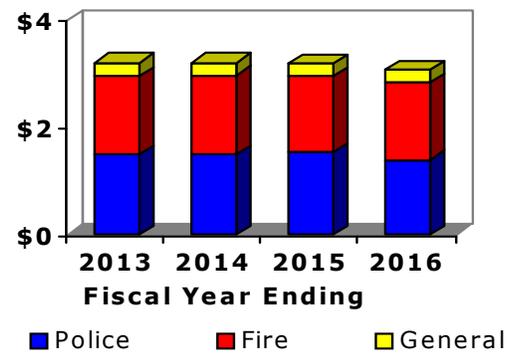
## Employee Pension Contribution

### Description

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

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

Millions



### Forecast Methodology and Analysis

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

The employee contribution rates have remained constant while the covered payroll varies with eligibility. Employees working while in the Deferred Retirement Option Program (DROP) are not required to contribute to the pension. The 2015-16 decrease of 3.2% is attributable mainly to the reduction in employee contribution from 10.4% to 7.0% for PBA employees hired on/or after May 1, 2010.

Fiscal Year Ending	Fire	Police	General	Total	% Change
2016	\$ 1,435,048	\$ 1,389,410	\$ 244,846	\$ 3,069,304	(3.2%)
2015	1,416,772	1,526,628	228,666	3,172,066	(0.9%)
2014	1,472,181	1,491,955	237,040	3,201,175	0.3%
2013	1,473,774	1,478,143	241,209	3,193,127	-

### Major Revenues

#### % of Total 2015-16 Revenue Budget

Description	2015-16 Budget	% of Total
Ad Valorem Taxes	60,486,574	15.9%
Interest & Other Earnings	59,170,334	15.5%
Water & Sewer Charges	44,361,000	11.6%
City Pension Contribution	26,184,757	6.9%
Rentals	23,818,358	6.3%
Fire Protection Special Assessment	22,359,179	5.9%
Franchise Fees	17,425,125	4.6%
State Shared Revenues	15,532,831	4.1%
Public Services Taxes	12,979,000	3.4%
Education & Recreational/Cultural Charges	9,447,117	2.5%
Communication Services Tax	6,182,082	1.6%
Rescue Transport Fees	3,600,000	0.9%
Local Business Tax	3,395,000	0.9%
Employee Pension Contribution	3,069,304	0.8%
Local Option Gas Tax	2,783,985	0.7%
Employee Health Contributions	1,596,952	0.4%
Fines & Forfeitures	1,279,912	0.3%
<b>Total Major Revenues</b>	<b>\$ 313,671,510</b>	<b>82.3%</b>
<b>Total Revenues</b>	<b>\$ 381,013,169</b>	

## Basis of Expenditure Estimates

### Personnel Services

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

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

- ◆ Merit increase of 5% based on approved pay plans for Firefighters and Police Officers. This budget does not reflect any merit increases for general employees.
- ◆ Salary increase of 2% for members of the police pension.
- ◆ Workers' Compensation - The rates for each employment classification times a modification factor to fund the budgeted cost.

### Operating Expenses

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

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

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

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

### Capital Outlay

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

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

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

### Capital Projects

**Description** This category includes expenditures for construction.

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

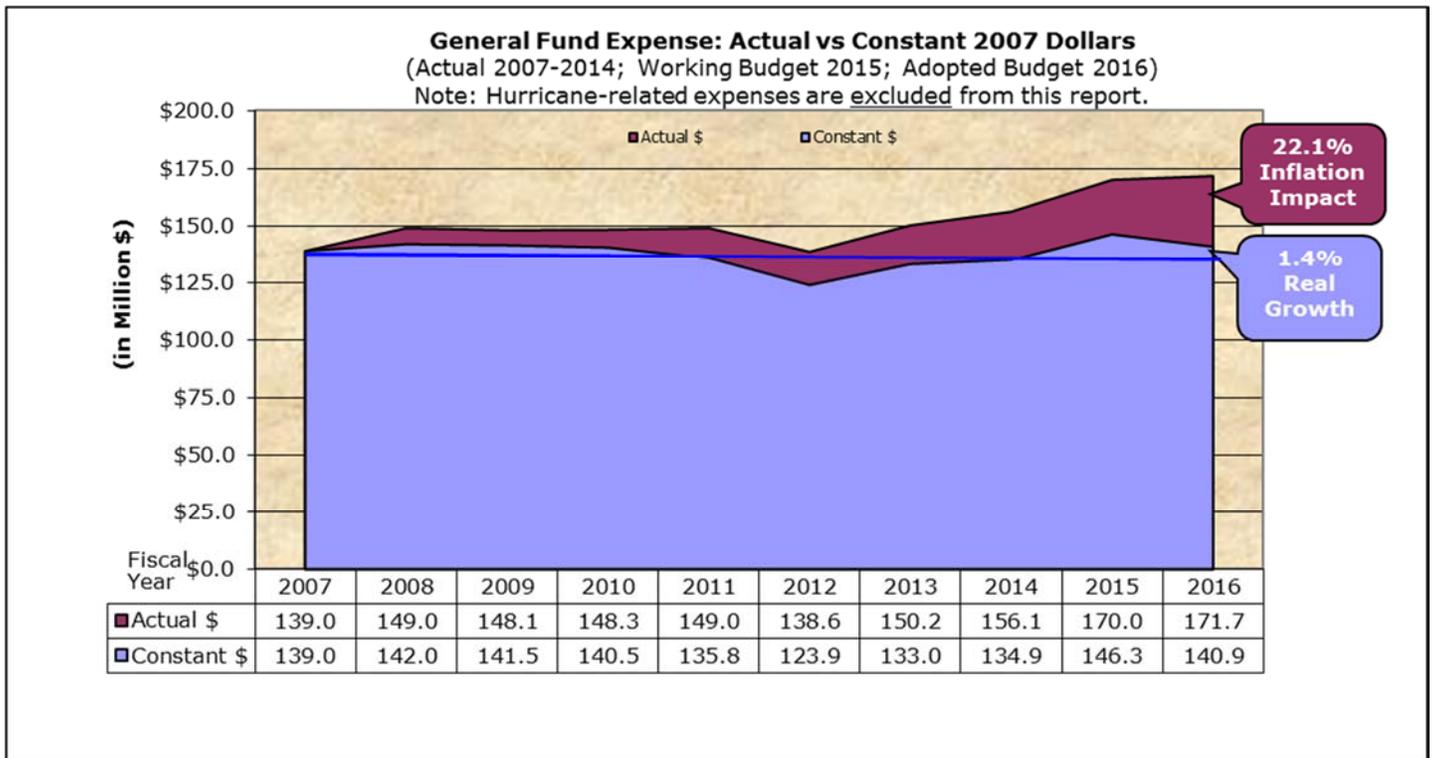
### General Fund 10-Year Expenditure Analysis

**Growth in Constant 2007 Dollars:** Consistent with guidelines, expenditure containment has been the underpinning principle of the budget development process. Over the past ten years the General Fund budget has experienced total growth of \$32.7 million or 23.5%. Using 2007 constant dollars to account for the impact of inflation, the growth was only \$1.9 million or 1.4%, with the remaining \$30.8 million or 22.1% growth due to inflation. The actual \$32.7 million increase is attributable to rising personnel expenditures of \$13.5 million, (+13.2%), operating expenditures of \$12.7 million (+40.6%), \$4.9 million (+111.7%) in capital expenditures and \$1.6 million (+200.5%) in other expenditures.

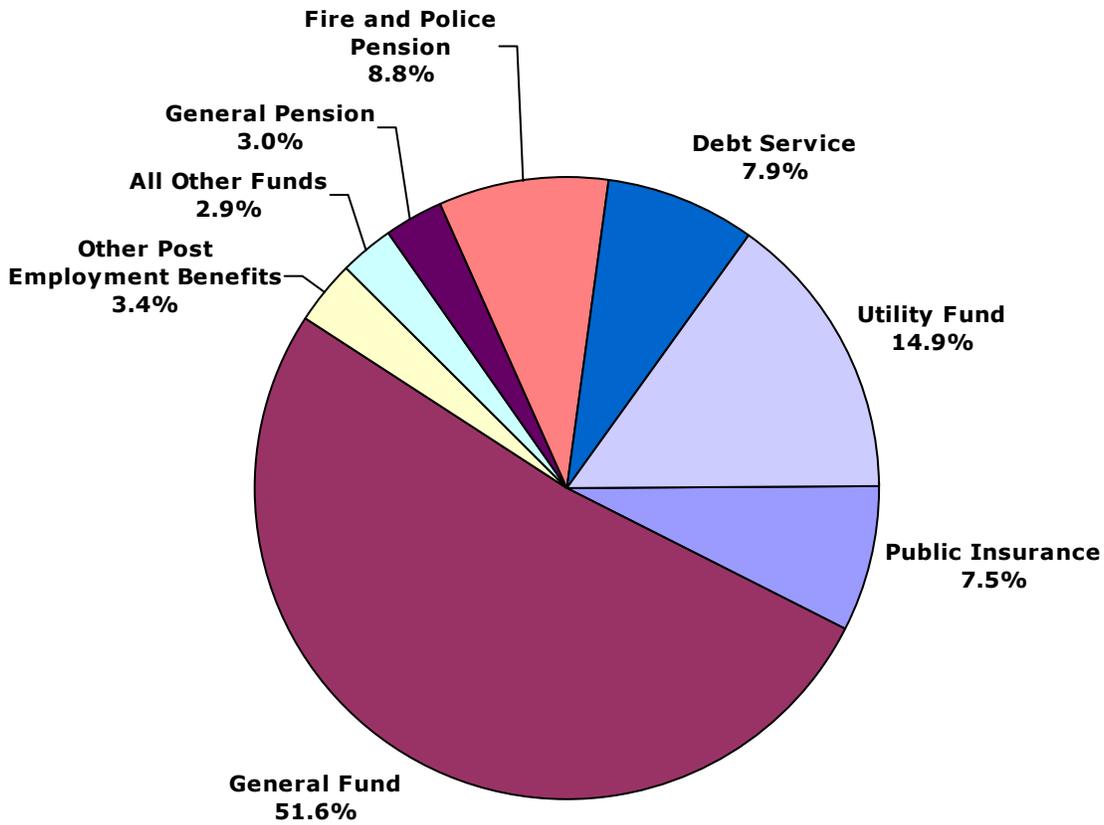
The \$13.5 million growth in personnel cost was primarily due to a \$10.6 million increase in funding of other postemployment benefits (OPEB), which reflects primarily additional contributions from the City to reduce the unfunded liability. The City started funding OPEB in 2006-07 in preparation for the 2007-08 implementation of GASB Statements 43 and 45, which required that the full cost of benefits be spread over the actual working life of employees similar to a pension plan.

The \$12.7 million or 40.6% unadjusted increase in operating expenditure reflects mainly a change in service delivery as many city jobs were transitioned to contractual services in response to the real estate crash of 2008-2009. Other components of the increase include \$2.2 million in debt service related to the construction of the three rental apartment towers, and \$0.2 million in administration fee, an internal charge.

The \$4.9 million or 111.7% increase in capital expenditures is due to the replacement of vehicles in Police, the expenses for the IT modernization project as well as landscaping costs.

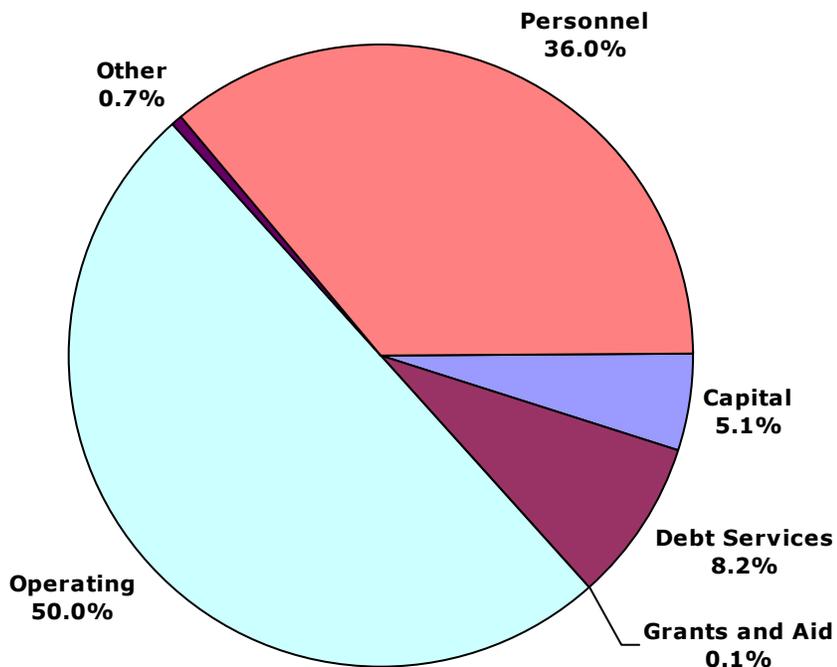


### Expenditures By Fund



Total Expenditures \$332,576,270

### Expenditures By Category



## City of Pembroke Pines, Florida

### Position Changes

2015-16 Budget as Compared to 2014-15 Adopted Budget

	Full Time	Part Time
<b>1 General Fund</b>		
<b>1001 City Clerk</b>		
12525 Administrative Assistant I	-1	-
13681 P/T Clerk Spec II	-	1
<b>1001 City Clerk</b>	-1	1
<b>2001 Finance</b>		
12513 Account Clerk III	-1	-
12515 Accounting Clerk II	-1	-
<b>2001 Finance</b>	-2	-
<b>2002 Technology Services</b>		
12280 Help Desk Technician II	1	-
<b>2002 Technology Services</b>	1	-
<b>202 Human Resources</b>		
12014 Risk Management/Benefits Supervisor	1	-
12557 Risk Management/Benefits Specialist	-1	-
12685 Clerical Aide	-1	-
<b>202 Human Resources</b>	-1	-
<b>3001 Police</b>		
12093 Police Service Aid	-12	-
12115 Police Captain	3	-
12174 Division Major	-3	-
12425 Police Officer	4	-
12491 Program Manager	-1	-
12493 Administrative Services Manager	1	-
12655 Sergeant	1	-
12684 Clerical Spec II	1	-
12685 Clerical Aide	-1	-
12730 Court Liaison Specialist	-1	-
12733 Crime Analyst Supervisor	1	-
12736 Crime Analyst	-1	-
12913 Finger Print Examiner	-1	-
12937 Fingerprint Examiner II	1	-
12978 Police Support Specialist III	-1	-
12981 Police Administrative Specialist I	-1	-

## City of Pembroke Pines, Florida

### Position Changes

2015-16 Budget as Compared to 2014-15 Adopted Budget

	Full Time	Part Time
<b>1 General Fund</b>		
<b>3001 Police</b>		
12984 Police Administrative Specialist II	1	-
12985 Police Service Aide I	12	-
12988 Police Payroll Specialist I	1	-
13412 P/T Police Support Specialist	-	2
<b>3001 Police 303 SRO program</b>		
13413 P/T SRO Coordinator	-	-1
13415 P/T SRO Supervisor	-	2
<b>3001 Police 313 Broward College SRO</b>		
13414 P/T School Resource Officer	-	2
<b>3001 Police 9007 Code Compliance</b>		
12192 Lead Code Officer	-1	-
12715 Code Compliance Officer	-7	-
12985 Police Service Aide I	9	-
12986 Police Service Aide II	1	-
12987 Police Service Aide III	2	-
<b>3001 Police</b>	<b>8</b>	<b>5</b>
<b>4003 Fire/Rescue</b>		
12099 Battalion Chief - PM	-3	-
12607 Captain - P/M	-3	-
12835 Driver/Engineer	-6	-
12836 Driver Engineer - P/M	2	-
12918 Firefighter/PM	10	-
12934 Administrative Battalion Chief	-2	-
<b>4003 Fire/Rescue 678 Fire Prevention</b>		
12912 Fire Inspector/PM	1	-
12936 Fire Prevent Adm Battalion Chief	-1	-
<b>4003 Fire/Rescue</b>	<b>-2</b>	<b>-</b>
<b>5002 Early Development Centers 201 West Pines pre-school</b>		
12143 EDC Teacher	-1	-
12781 Site Supervisor	1	-
13551 P/T Teacher Aide	-	1
<b>5002 Early Development Centers 203 Charter EDC - Village Center</b>		

## City of Pembroke Pines, Florida

### Position Changes

2015-16 Budget as Compared to 2014-15 Adopted Budget

	Full Time	Part Time
<b>1 General Fund</b>		
<b>5002 Early Development Centers 203 Charter EDC - Village Center</b>		
12781 Site Supervisor	-1	-
13551 P/T Teacher Aide	-	2
<b>5002 Early Development Centers 205 WCY EDC</b>		
12143 EDC Teacher	-1	-
13551 P/T Teacher Aide	-	-2
<b>5002 Early Development Centers 208 Charter EDC - West</b>		
12143 EDC Teacher	-2	-
12780 Teacher Aide	-1	-
13551 P/T Teacher Aide	-	-4
<b>5002 Early Development Centers</b>	-5	-3
<b>5005 W.C.Y Administration</b>		
13680 P/T Clerk Spec I	-	-1
<b>5005 W.C.Y Administration</b>	-	-1
<b>6001 General Gvt Buildings</b>		
12469 Property Manager	1	-
12494 Senior Facilities Manager	1	-
<b>6001 General Gvt Buildings 350 Art Gallery</b>		
13680 P/T Clerk Spec I	-	1
<b>6001 General Gvt Buildings</b>	2	1
<b>6004 Grounds Maintenance</b>		
12051 Public Services Director	0.5	-
12496 Grounds Maint/R&B Manager	0.5	-
13001 Public Services Director	-0.5	-
13164 Special Projects Manager	-	0.5
<b>6004 Grounds Maintenance 930 Public Services &amp; Park Maintenance</b>		
12361 PS Maint WRK I	-2	-
12476 PS Administrative Supervisor	-1	-
12477 PS Div Director of Park Operations	-1	-
12495 Parks Maintenance Manager	1	-
<b>6004 Grounds Maintenance</b>	-2.5	0.5

## City of Pembroke Pines, Florida

### Position Changes

2015-16 Budget as Compared to 2014-15 Adopted Budget

	Full Time	Part Time
<b>1 General Fund</b>		
<b>6008 Howard C. Forman Human Services Campus</b>		
12469 Property Manager	-1	-
<hr/>		
<b>6008 Howard C. Forman Human Services Campus</b>	-1	-
<b>7001 Recreation and Cultural Arts</b>		
12230 Chief Curator/Head of Cultural Projects	1	-
12559 Recreation Supervisor II	-2	-
13495 P/T Recreation Aide	-	-2
13562 P/T Curator	-	1
<hr/>		
<b>7001 Recreation and Cultural Arts</b>	-1	-1
<hr/>		
<b>1 General Fund</b>	<b>Total -4.5</b>	<b>2.5</b>

### **100 Road & Bridge Fund**

#### **6002 Maintenance**

12496 Grounds Maint/R&B Manager	0.5	-
<hr/>		
<b>6002 Maintenance</b>	0.5	-
<hr/>		
<b>100 Road &amp; Bridge Fund</b>	<b>Total 0.5</b>	<b>-</b>

### **471 Utility Fund**

#### **6010 Utilities Admin Services**

12051 Public Services Director	0.5	-
12055 Deputy Public Services Director	-1	-
12148 Utilities Director	1	-
13001 Public Services Director	-0.5	-
13164 Special Projects Manager	-	0.5
<hr/>		
<b>6010 Utilities Admin Services</b>	-	0.5
<hr/>		
<b>471 Utility Fund</b>	<b>Total -</b>	<b>0.5</b>

## City of Pembroke Pines, Florida

### Position Changes

2015-16 Budget as Compared to 2014-15 Adopted Budget

	Full Time	Part Time
<b>504 Public Insurance Fund</b>		
<b>203 Self Insurance 401 Administration</b>		
12014 Risk Management/Benefits Supervisor	-1	-
12017 Risk/Benefits Manager	1	-
<b>203 Self Insurance</b>	-	-
<b>504 Public Insurance Fund</b>	<b>Total</b>	
	-	-
<b>Total Change for All Funds      -4                      3</b>		

## City of Pembroke Pines, Florida

### Position History by Department

	2012-13 Actual		2013-14 Actual		2014-15 Adopted Budget		2015-16 Budget	
	FT	PT	FT	PT	FT	PT	FT	PT
100 City Commission	1	6	1	6	1	6	1	6
1001 City Clerk	9	2	9	2	9	2	8	3
2001 Finance	17	1	16	1	16	1	14	1
2002 Technology Services	16	-	18	-	18	-	19	-
201 City Manager	1.5	3	1.5	3	1.5	3	1.5	3
202 Human Resources	5	-	5	-	5	-	4	-
3001 Police	273	1	285	2	298	2	302	4
3001 Police 303 SRO program	23	-	-	23	-	23	-	24
3001 Police 313 Broward College SRO	-	-	-	-	-	-	-	2
3001 Police 9007 Code Compliance	-	-	-	-	11	-	15	-
4003 Fire/Rescue	209	2	208	2	208	2	206	2
4003 Fire/Rescue 678 Fire Prevention	10	1	10	1	10	1	10	1
4003 Fire/Rescue 911 Public Safety Dispatch	37	-	-	-	-	-	-	-
5002 Early Development Centers 201 West Pines pre-school	-	-	2	14	2	11	2	12
5002 Early Development Centers 203 Charter EDC - Village Center	3	10	2	10	2	10	1	12
5002 Early Development Centers 205 WCY EDC	16	21	12	21	8	20	7	18
5002 Early Development Centers 208 Charter EDC - West	21	33	19	33	19	31	16	27
5002 Early Development Centers 209 Charter EDC - Central	16	30	15	32	15	32	15	32
5005 W.C.Y Administration	-	1	-	1	-	1	-	-
6001 General Gvt Buildings	7	1	5.5	1	5.5	1	7.5	1
6001 General Gvt Buildings 350 Art Gallery	-	-	-	-	-	-	-	1
6004 Grounds Maintenance	7	-	2	-	2	-	2.5	0.5
6004 Grounds Maintenance 930 Public Services & Park Maintenance	47	24	46	17	46	17	43	17
6005 Purchasing/Contract Administration	2	-	2	-	2	-	2	-
6006 Environmental Services (Engineering)	2.5	-	2.5	-	2.5	-	2.5	-
6008 Howard C. Forman Human Services Campus	-	-	1	-	1	-	-	-
7001 Recreation and Cultural Arts	22.5	65	23	70	23	70	22	69
7001 Recreation and Cultural Arts 201 West Pines pre-school	2.5	15	-	-	-	-	-	-
7001 Recreation and Cultural Arts 350 Art Gallery	-	-	-	-	-	-	-	-
7005 Walter C Young Dinner Theatre	2	1	-	-	-	-	-	-
8001 Community Services	2.5	-	2.5	-	2.5	-	2.5	-
8002 Housing Division	0.75	-	0.75	-	0.75	-	0.75	-
8002 Housing Division 603 Rental - Pines Place	1.75	-	1.75	-	1.75	-	1.75	-
9002 Planning and Economic Development	4	2	4	2	4	2	4	2
9007 Code Compliance	11	-	11	-	-	-	-	-
<b>1 General Fund</b>	<b>770</b>	<b>219</b>	<b>705.5</b>	<b>241</b>	<b>714.5</b>	<b>235</b>	<b>710</b>	<b>238</b>
6002 Maintenance	3	-	-	-	-	-	0.5	-
<b>100 Road &amp; Bridge Fund</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.5</b>	<b>0</b>
3015 Victims of Crime Act Grant	-	1	-	1	-	1	-	1
<b>122 Law Enforcement Grant</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>
6010 Utilities Admin Services	9	2	8.5	2	9.5	2	9.5	2.5
6021 Sewer Collection	4	-	-	-	-	-	-	-

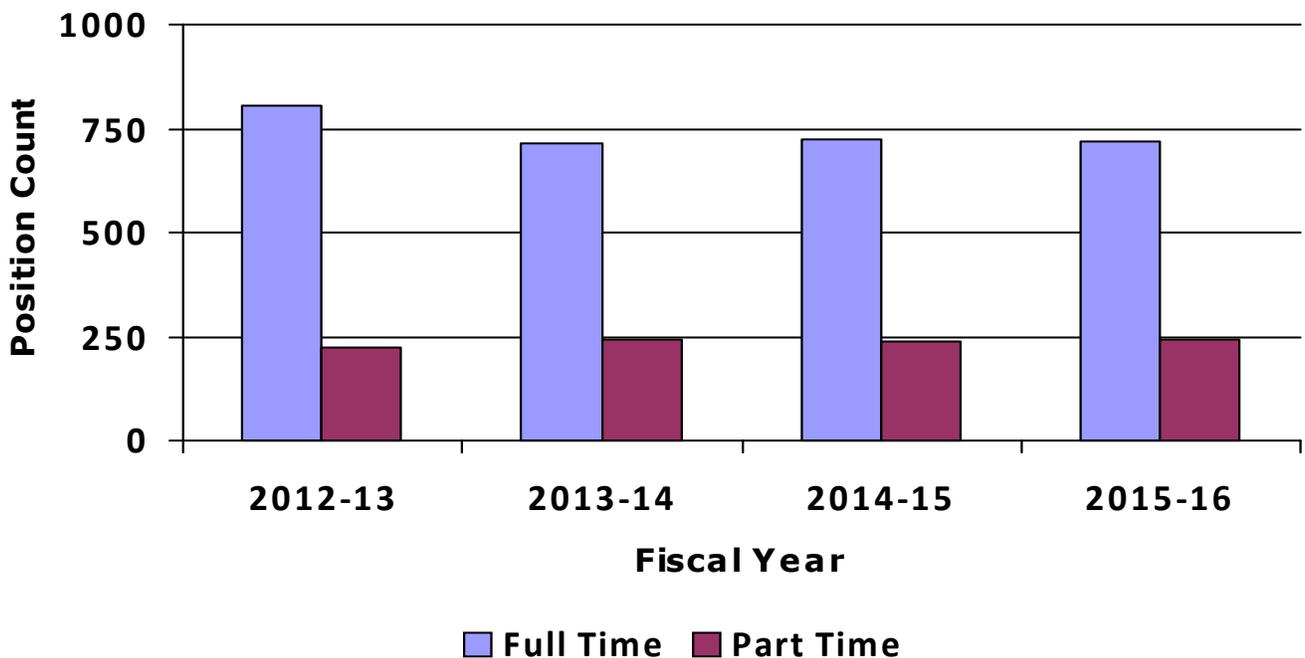
## City of Pembroke Pines, Florida

### Position History by Department

	2012-13 Actual		2013-14 Actual		2014-15 Adopted Budget		2015-16 Budget	
	FT	PT	FT	PT	FT	PT	FT	PT
6022 Sewer Treatment Plant	6	-	-	-	-	-	-	-
6031 Water Plants	8	2	-	-	-	-	-	-
6032 Water Distribution	3	-	-	-	-	-	-	-
<b>471 Utility Fund</b>	<b>30</b>	<b>4</b>	<b>8.5</b>	<b>2</b>	<b>9.5</b>	<b>2</b>	<b>9.5</b>	<b>2.5</b>
203 Self Insurance 401 Administration	1	-	1	-	1	-	1	-
<b>504 Public Insurance Fund</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>
<b>Total All Funds</b>	<b>804</b>	<b>224</b>	<b>715</b>	<b>244</b>	<b>725</b>	<b>238</b>	<b>721</b>	<b>241</b>

	2012-13	2013-14	2014-15	2015-16
<b>Total Full Time Equivalents (FTE):</b>	<b>916</b>	<b>837</b>	<b>844</b>	<b>841.5</b>

## Position Count History



## ECONOMIC ANALYSIS

In August 2015, the Florida Office of Economic and Demographic Research (EDR) revised the forecast for the state's economy and expressed their optimism that the recovery will steadily continue but still have a few years before returning to normal conditions, which are expected by Fiscal Year 2016-17.

### Gross Domestic Product

Florida's Gross Domestic Product (FLGDP), the total dollar value of all goods and services produced in the state, reflected that Florida was one of the nation's faster growing states from 1997 to 2006. With the end of the housing boom and the beginning of the so called "Great Recession", the state slipped into negative growth in 2008 and 2009. Towards the end of the recession the state started to recover slowly, the economy regained a 0.3% growth over the prior year in 2010, -0.6% in 2011, 1.7% in 2012, 2.5% in 2013, just slightly above the national average of 1.9%. In 2014, primarily through real estate and retail trade, Florida's GDP experienced 2.7% real growth, ranking 11<sup>th</sup> in the nation, where the United States real GDP growth was only 2.2%. In 2014, Florida's economic growth was in positive territory for the fifth year in a row after two years of consecutive decline during the "Great Recession".

### Real Estate

As of July 2015, Florida has the highest State Foreclosure Rate for the fifth consecutive month where one in every 408 housing units have a foreclosure filing. There are eight Florida metropolitan areas with a population over 200,000 that are included in the top ten foreclosure rates among metro areas. The EDR states that the foreclosure process in 2007 took 169 days or fewer, but as of 2014's fourth quarter, the foreclosure process took about 946 days (2.6 years) while the national average foreclosure process was roughly 604 days. In Broward County, the number of properties that applied and received a foreclosure filing had decreased by 37% since August 2014.

The median sales price of existing single-family homes for Florida through July 2015 is estimated to be around \$180,000 while the median sales price of existing homes is roughly \$199,900 according to the EDR. Per RealtyTrac, Broward County's median sales price for a non-distressed home was around \$181,000 while the foreclosed home median sales price was \$136,000, or 25% below the non-distressed home price. Broward County's median sales price for single family homes in 2014 increased 3.4% from a year ago to \$245,000 according to The Florida Housing Data Clearing House report. The City of Pembroke Pines was hit hard by the 2008 recession bringing the housing market downward to a low of \$163,000 for median home values in 2011. As of August 2015, Pembroke Pines has a median home value of about \$248,000 while in August of 2014, the median home value was barely below \$230,000, showing that the median home value has increased by nearly 8.0% over the past year. Pembroke Pines has been moving in the right direction in recent years with positive reinforcement in the construction sector in South Florida.

### Unemployment

The unemployment rate is based on all of the labor force that is unemployed but actively seeking employment and willing to work. Florida's unemployment rate has decreased significantly from its all-time high of 11.2% in November 2009 to its current rate of 5.3% in August 2015, which ranks Florida 28<sup>th</sup> nationally. As reported by the Congressional Budget Office (CBO), increases in output have made businesses more willing and comfortable in hiring workers, thus moving the unemployment rate downward. CBO projected that the national unemployment rate would decline from 5.7% at the end of 2014 to 5.3% at the end of 2017. The amount of people unemployed in Florida peaked in January 2010 at roughly 1,020,000, but as of August 2015 there were about 507,000 unemployed people.

The South Florida Metropolitan Statistical Area has seen an improvement in the employment market and more growth is expected to come due to the following sectors: construction, professional and business services, transportation, and utilities. Broward County has an unemployment rate of 5.1% as of August 2015, which is below last year's unemployment rate of 6.2%. Per the University of Central Florida's Institute for Economic Competitiveness, Broward County is out performing the State of Florida when it comes to job growth over the year by 0.5%. Broward County was able to produce an additional 28,000 jobs as well as lead the state in the creation of construction jobs, roughly 5,700. Neighboring county, Miami-Dade, produced an unemployment rate of 6.3% as of August 2015, with a previous year rate of 7.3%. An increase in the overall labor force will cause Broward County and its neighbor's unemployment rate to move upwards. Pembroke Pines has an unemployment rate of 4.7% for July 2015, which is below last year's unemployment rate of 5.80%.

### Consumer Price Index

The Consumer Price Index (CPI) is a measure of the average change in prices over time of goods and services purchased by households (consumer spending). In calculating the index, price changes for various items (food, energy, commodities, and services) that people buy for their day-to-day living are averaged together. The Miami/Fort Lauderdale metropolitan area price index increased by 1.3% over the last 12 months but the index remained flat during June

through August. Annual increases in shelter, medical care, apparel and other goods and services have contributed to the increase in the index.

### Summary

According to the Florida Office of Economic and Demographic Research's (EDR), Florida is moving in the right direction and should return to typical levels of growth by the end of fiscal year 2017. While most areas of commercial and consumer credit are strengthening, residential credit still remains sluggish and difficult for consumers to access, but has shown recent improvement.

The following table shows the ten-year history of building permits, the valuation of construction and the gross assessed value of properties in Pembroke Pines since 2005. The total permits issued has increased by a little over 43% from 2013 to 2014. The distribution of building permits implies that new construction is occurring, which is helpful in developing a stronger economy. In 2014 there were approximately 1,000 apartments delivered, and over 1,600 other living units being developed or planned. As of 2014, construction permit activity has slowed down in residential units, but the total amount of permits being issued has gone up which leads us to believe that there will be more construction in the upcoming years.

### City of Pembroke Pines, Florida

#### Property Value and Construction (1)

#### Last Ten Fiscal Years

Year	Total Permits Issued	<u>Miscellaneous</u>		<u>Residential</u>		<u>Commercial</u>		Total Value of Construction	Gross Assessed Value (3)
		Permits Issued (2)	Valuation	Number of Units	Valuation	Number of Units	Valuation		
2005	10,991	10,761	\$ 73,078,888	214	\$ 17,326,438	16	\$26,553,469	\$ 116,958,795	\$ 11,606,680,186
2006	16,996	16,853	151,071,862	132	12,850,765	11	19,898,203	183,820,830	13,606,059,092
2007	10,837	10,267	161,924,777	554	50,298,274	16	25,169,009	237,392,060	17,145,457,817
2008	7,411	7,365	95,057,849	27	1,939,720	19	42,172,649	139,170,218	19,252,698,267
2009	6,318	6,289	62,524,850	24	2,106,616	5	4,331,001	68,962,467	17,848,661,534
2010	5,274	5,205	64,069,445	66	6,585,866	3	2,409,185	73,064,496	14,727,213,419
2011	6,939	6,662	37,295,528	202	18,600,807	75	265,336,362	321,232,697	12,597,755,293
2012	6,200	5,434	77,506,551	655	226,091,294	111	226,188,208	529,786,054	12,672,170,184
2013	7,357	6,732	273,469,366	579	298,916,697	46	71,849,779	644,235,843	12,559,436,057
2014	10,536	10,123	291,394,500	288	16,034,771	125	12,769,448	320,198,718	13,145,675,871

(1) Source: City of Pembroke Pines Building Department.

(2) Miscellaneous permits include remodeling, partitioning, and interior completions.

(3) Assessed value certified by Broward County Property Appraiser at 100% of estimated market value ("just value") as required by State Statute.

## COMMUNITY PROFILE

### CITY GOVERNMENT

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

### DEMOGRAPHICS

Land Area - Square Miles	35.12
Location	In the Southeast of Florida next to Miramar, Hollywood, Cooper City and The Town of Davie
Elevation	8 feet above sea level

#### Climate in Fahrenheit (November, 1912 - September, 2015)

Source: SE Regional Climate Center (Ft. Lauderdale)

Average minimum temperature (F)	67.40
Average maximum temperature (F)	83.80
Average annual temperature (degrees)	75.60
Average annual precipitation (inches) since 1912	60.82

#### Future Land Use Designation (2014) (%)

Source: City of Pembroke Pines Planning Department

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

#### Elections (November 2012)

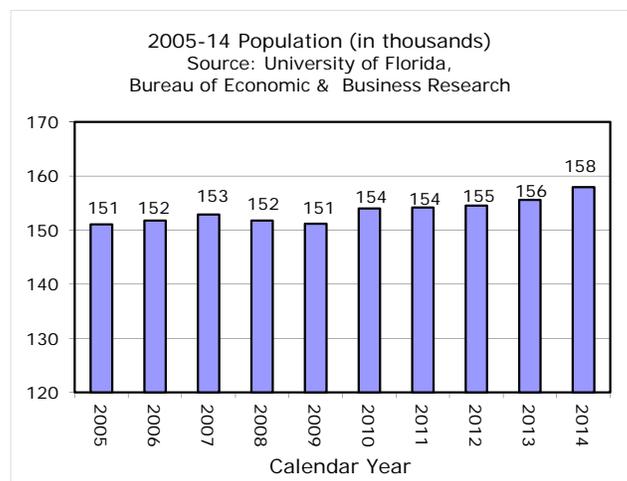
Source: Broward County Supervisor of Elections

Active Voters - Pines Districts 1-4 August 2015]	102,229
Votes Cast Last City Election	57,445
Charter Amendment 2- Annual Review of Officers - Nov 6, 2012	
% Voting Last City Election	56.19%

#### Racial Composition

Source: 2014 American Community Survey and Bureau of Economic & Business Research, University of Florida

Hispanic or Latino	44.41%	70,125
White	26.25%	41,443
Black or African American	23.37%	36,898
Asian	4.49%	7,097
Other	<u>1.48%</u>	<u>2,342</u>
	100.00%	157,905



#### Median Age

Source: 2014 American Community Survey and Bureau of Economic & Business Research, University of Florida

2014	39.8
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#### Age Composition

Source: 2014 American Community Survey and Bureau of Economic & Business Research, University of Florida

Under 5 years	8.10%	12,790
5-14 years	11.60%	18,317
15-19 years	6.00%	9,474
20-24 years	5.60%	8,843
25-34 years	12.30%	19,422
35-44 years	13.50%	21,317
45-54 years	14.40%	22,738
55-64 years	12.30%	19,422
65 + years	<u>16.20%</u>	<u>25,581</u>
	100.00%	157,905

#### Gender Composition

Source: 2014 American Community Survey and Bureau of Economic & Business Research, University of Florida

Male	45.10%	71,215
Female	<u>54.90%</u>	<u>86,690</u>
	100.00%	157,905

#### Housing Tenure [Occupied Housing Units]

Source: 2014 American Community Survey and Bureau of Economic & Business Research, University of Florida

Owner-occupied	75.3%	41,360
Renter-occupied	<u>24.7%</u>	<u>13,567</u>
	100.0%	54,927

#### Average Household (persons)

2.98

Source: 2014 American Community Survey and Bureau of Economic & Business Research, University of Florida

**DEMOGRAPHICS** (continued)

Educational Attainment - Population 25 years and over (%)

Source: 2014 American Community Survey (Census Bureau)

Less than High School Diploma	8,678	8.0%
High School Diploma	30,700	28.3%
Some college, no degree	20,828	19.2%
Associates Degree	15,838	14.6%
Bachelor's Degree	20,394	18.8%
Graduate or Professional Degree	12,041	11.1%
<b>Total Population 25 years &amp; over</b>	<b>108,481</b>	<b>100.0%</b>

Household Income - in 2014 Inflation-adjusted dollars

Source: 2014 American Community Survey (Census Bureau)

Less than \$24,999	21.4%	11,769
\$25,000-\$49,999	20.5%	11,244
\$50,000-\$74,999	16.3%	8,977
\$75,000-\$99,999	15.5%	8,515
\$100,000 +	26.3%	14,422
<b>Total Households</b>	<b>100.0%</b>	<b>54,927</b>
<b>Median Household Income</b>		<b>\$61,495</b>

**ECONOMICS**

Principal Property Owners (2014 Collection Year)

Source: Broward County Property Appraiser's Tax Roll

	Taxable Assessed Value (in 1000's)	% of Total Taxable Assessed Value
Arium Resort LLC	\$ 205,012	2.23%
Pembroke Lakes Mall LTD	132,750	1.44%
JRA HHF Venture LLC	122,931	1.34%
Pines City Center Res I LLC	67,520	0.73%
EQR-SWN Line Financing Limited	56,042	0.61%
Taplin Falls LTD	48,010	0.52%

Unemployment Rate (%)

Source: Florida Dept. of Labor for Pembroke Pines

2013-14	4.9%	2008-09	7.4%
2012-13	5.8%	2007-08	5.2%
2011-12	7.4%	2006-07	3.0%
2010-11	9.1%	2005-06	2.9%
2009-10	9.5%	2004-05	3.3%

Per Capita Income - using inflation-adjusted dollars

Source: 2014 American Community Survey (Census Bureau)

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

Occupation Composition

Source: 2014 American Community Survey (Census Bureau)

Management, professional & related occupations	30,500
Service occupations	12,086
Sales and office occupations	25,905
Natural resources, construction, & maintenance occupations	4,247
Production, Transportation, and Material Moving occupations	4,443
<b>Total</b>	<b>77,181</b>

Building Permits Number Total Value of Construction

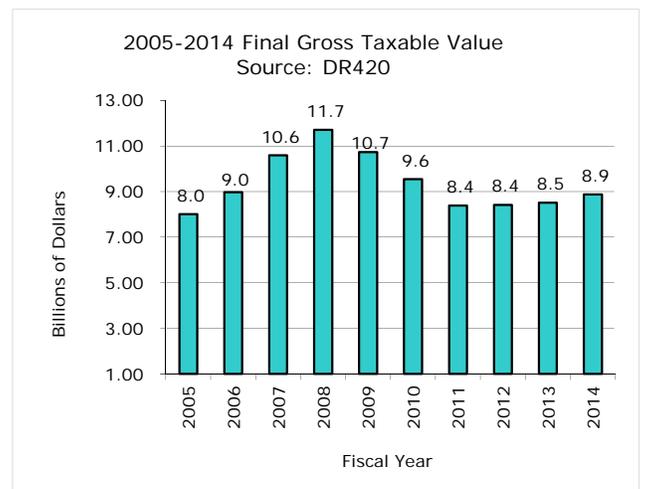
Source: Building Dept 2000-01 through 2007-08; Calvin Giordano & Associates, Inc. starting 2008-09

2013-14	10,536	\$ 320,198,718
2012-13	7,357	644,235,843
2011-12	6,200	529,786,054
2010-11	6,939	321,232,697
2009-10	5,274	73,064,496
2008-09	6,318	68,962,467
2007-08	7,411	139,170,218
2006-07	10,837	237,392,060
2005-06	16,996	183,820,830
2004-05	10,991	116,958,795

Industrial Composition - Civilian employed, 16 years and over

Source: 2014 American Community Survey (Census Bureau)

Agriculture, forestry, fishing/hunting, and mining	206
Construction	3,048
Manufacturing	2,690
Wholesale Trade	2,694
Retail Trade	11,712
Transportation, warehousing and utilities	6,149
Information	2,113
Finance, insurance, real estate/rental and leasing	7,516
Professional, scientific, management, administrative and waste management svcs.	10,927
Educational, health and social services	16,714
Arts, entertainment, recreation, accommodation and food services	5,535
Other services (except public admin.)	3,257
Public Administration	4,620
<b>Total</b>	<b>77,181</b>



**ECONOMICS** (continued)

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

Memorial Healthcare System	3,600
Pembroke Lakes Mall	2,180
City of Pembroke Pines	1,059
Publix	810
Linder Industrial Machinery	475
Claire's Corporation	300
Target	249
Miami Herald	200
Bergeron Land Development	135
Power 1 Financial	118

**SERVICE STATISTICS**

Water (September 30, 2014) Source: Water Department

Water Accounts	43,597
Operating Wells	9
Daily Pumping Wells Capacity (MGD)	20.9
Average Daily Water Pumping (MGD)	13.3
Total Daily Pumping Plant Capacity (MGD)	21.5

Sewer (September 30, 2014) Source: Sewer Department

Miles of Sanitary Sewers	449
Average Daily Treatment (MGD)	6.4
Average Daily Treatment Capacity (MGD)	9.5

Public Works (September 30, 2014) Source: Public Svcs. Dept.

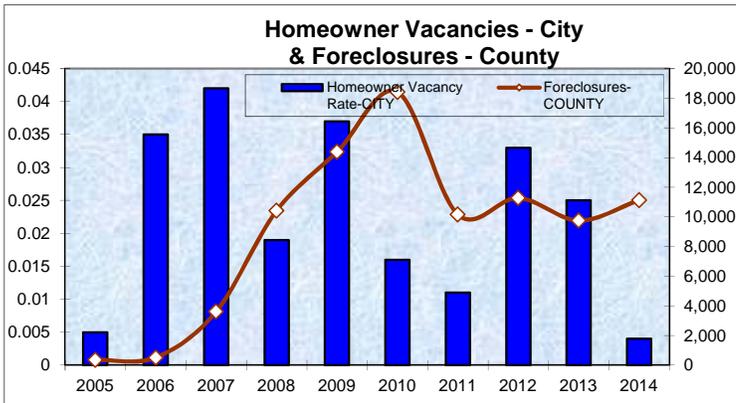
Residential Solid Waste Customers	37,913
Solid Waste Collected (tons)	115,192

Educational System [July 2014] Source: Charter Schools Admin.

	City Charter	Other
Elementary:	4	15
Middle School:	3	6
High School:	1	4
Community College (1) /Universities (3)		4

Center for Arts (2014) Source: Recreation Dept.

Number of Event Days - Walter C. Young	354
Number of Event Days - River of Grass	281
Theaters	2



(Source: American Community Survey & County Appraiser Office)

Fiscal Year 2014-15 Property Taxable and Assessed Valuation

Source: Broward County Property Appraiser [DR403V and DR420]

Total Just Value	\$14,806,865,492
Less: Tax Exempt Property	-1,429,151,457
Differentials (Just Value - Assessed)	-1,878,364,413
Personal Exemptions	-1,931,756,828
Value Adjmt Bd/Appraiser Adjmts	-67,687,878
<b>Operating Taxable Value</b>	<b>\$9,499,904,916</b>

Tax Rates (2015)

Local Retail Sales Tax Rate	6.00%
Property Tax Millage-2015 Assessment	5.6368
Debt Service Millage-2015 Assessment	0.6017

Police Protection (December 31, 2014) Source: Police Dept.

Employees (full-time)	315.0
Sworn	238.5
Non-Sworn	83.5
Grant Positions	0.5
Crime Index (fiscal year)	4,031
Crime Rate (per 1,000 population)	25
Traffic Accidents	5,598
Traffic/Parking Citations	33,691
Total Calls for Police Service	90,217

Fire Protection (December 31, 2014) Source: Fire Dept.

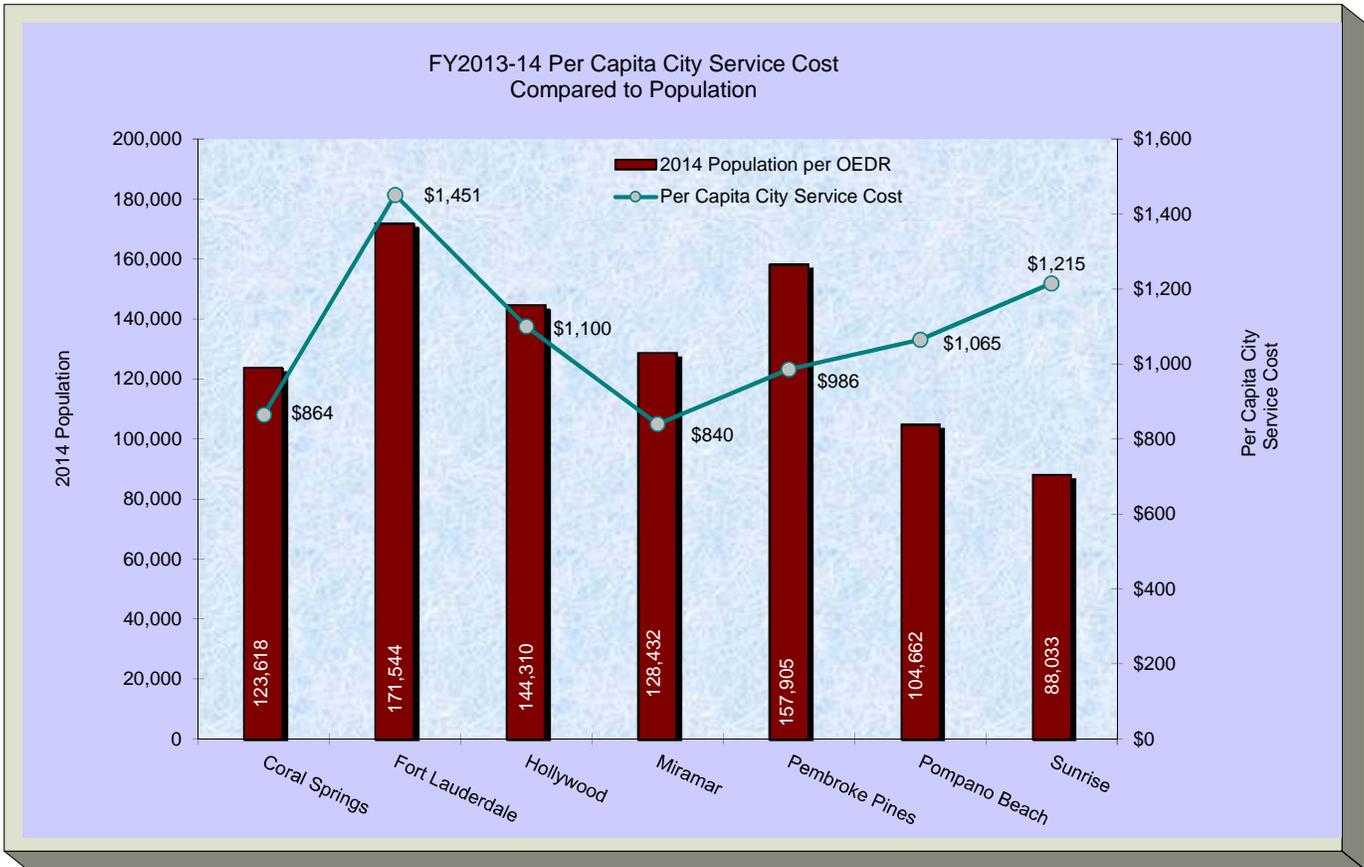
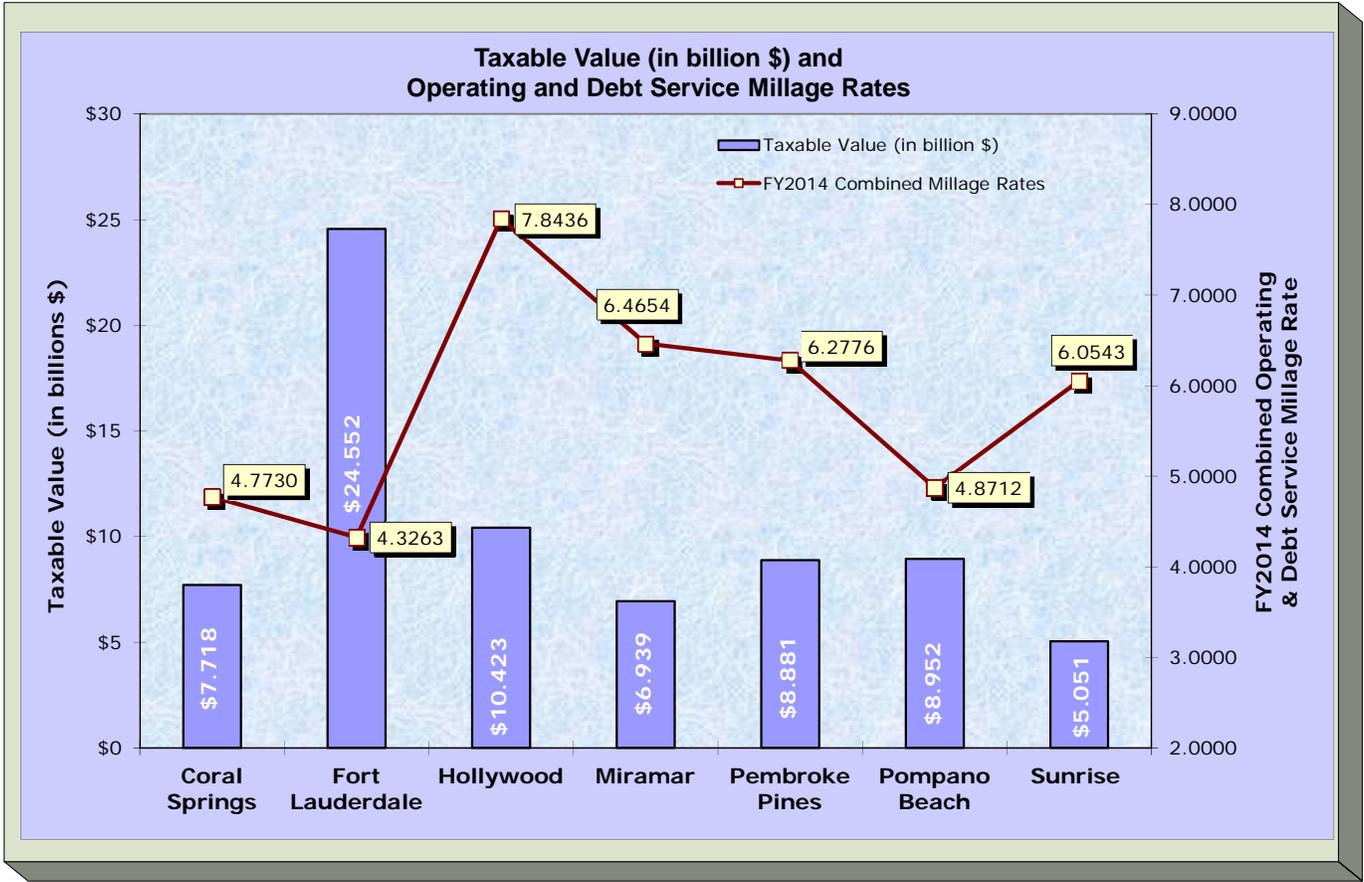
Stations	6
Employees (full-time)	220
Structure Fires	28
Adv Life Support Rescue Responses	12,858
Basic Life Support Rescue Responses	3,241
Other Rescue Calls	2,310
Other Emergencies	3,148
Fire Inspections (various kinds)	11,444
Fire Investigations	8

Municipal Parks (September 30, 2014) Source: Rec. Dept.

Developed Parks	31
Developed Acres	926.69
Undeveloped Acres	15
Swimming Pools	6
Recreation Centers	4
Lighted Ball fields	48
Unlighted Ball fields	2
Lighted Tennis Courts	50
Playgrounds	22
Gymnasium	2
Racquetball Courts/Indoor	6
Volleyball	3
Hockey Rinks	7
Fitness Center	1
Pavilions	35
Gazeboes	3
Paddleball Courts	25
Basketball Courts/Outdoor	21.5
Football/Soccer	21

**COMPARISON TO LOCAL CITIES**

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



# City of Pembroke Pines

## Performance Measures

### Overview

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

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



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

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

# City and Departmental Goals Matrix

City and Departmental Goals	City Manager Police/Code Enforcement	Fire and Rescue	Public Services/ Parks Recreation and Cultural Arts	Technology Services	City Clerk	Community Services	Finance	Human Resources
<b>1. Promote health, safety &amp; welfare of the community.</b>								
To provide customers with the highest quality water services possible while maintaining a competitive rate structure.			X					
To protect and safeguard human life.	X							
To protect life and property, reduce pain and suffering, and to assure properly maintained fire prevention systems on commercial properties		X						
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						X		
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.						X		
To provide a quality multi-function social service delivery system and specifically designed senior programming.						X		
Develop and establish standards and ordinances that ensure positive effects on property value, community appearance, and neighborhood pride.	X							
<b>2. Promote and pursue a positive economic environment.</b>								
To finance projects utilizing the most cost effective methods, while minimizing the restrictions that would hinder the future borrowing capacity of the City.	X						X	
To provide services for the design, construction, maintenance, procurement, beautification, and preservation of all facilities, roadways, properties, materials, and equipment.			X					
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.				X				
<b>3. Provide diverse recreational, educational, and cultural opportunities and maintain a full range of municipal services.</b>								
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.				X				
To provide facilities and staffing for physical fitness activities, child and family enrichment, educational pursuit, entertainment, and the enjoyment of the arts and culture.				X				
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.						X		

## City and Departmental Goals Matrix (continued)

City and Departmental Goals	City Manager	Police/ Code Enforcement	Fire and Rescue	Public Services/Parks Recreation and Cultural Arts	Technology Services	City Clerk	Community Services	Finance	Human Resources
<b>4. Provide a positive work environment that encourages teamwork, initiative, productivity, and individual development.</b>									
Continue to standardize human resources management practices in the areas of hiring, retention, employee development, benefits, testing, and compliance with federal, state, and local regulations.									X
Expand the City's outreach efforts to reach a diverse group of competent workers when recruiting for City vacancies.									X
Institute a city-wide program to enhance employee development through supervisory, technical, professional, and competency training.									X
To maintain a comprehensive, competitive pay and classification system, linking various elements of performance to merit.									X
<b>5. Commitment to excellence in leadership and management skills; instill confidence in integrity of City government.</b>									
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.						X			
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.	X								
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.								X	
<b>6. Preserve and promote the ecological and environmental quality within the City.</b>									
To maintain, protect and preserve the wetlands in perpetuity, developed as a diverse multi-habitat ecosystem.				X					
To provide a well designed and carefully maintained network of parks and other green spaces.				X					

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

## Performance Measures Crosswalk

Department Objective	Performance Measure
<b>CITY GOAL #1: Promote health, safety, &amp; welfare of the community.</b>	
<b>KPI: Crime rate per 100,000 population ranked against the ten largest cities in Broward County</b>	
<b>Police</b>  <b>To deter crime, apprehend criminals, and enhance public safety.</b>	<ul style="list-style-type: none"> <li>• Clearance rate Part I offenses <sup>(1)</sup></li> <li>• Average emergency call response time [min]</li> <li>• Average calls for service per 1,000 resident population</li> <li>• Crime Rate per 100,000 for the following types of offenses (part I offenses) :               <ul style="list-style-type: none"> <li>• Murder</li> <li>• Burglary</li> <li>• Forcible rape</li> <li>• Larceny</li> <li>• Robbery</li> <li>• Motor vehicle theft</li> <li>• Aggravated assault</li> </ul> </li> </ul>
<sup>(1)</sup> Consists of homicides, rapes, robberies, assaults, burglaries, auto thefts, and larcenies.	
<b>KPI: Insurance Service Organization (ISO) evaluation compared to other cities nationally with 24,999 or more population</b>	
<b>Fire</b>  <b>Conduct pre-fire planning for all commercial and multi-family structures.</b>	<ul style="list-style-type: none"> <li>• % of buildings that received annual pre-fire plan surveys</li> <li>• Number of public participants in safety education classes (non-CPR) classes</li> </ul>
<b>To reduce loss to property from fire, flood, domestic terrorism, or natural disaster.</b>	<ul style="list-style-type: none"> <li>• Average response time from receipt of Broward Sheriff's Office call to dispatch of units (in seconds)</li> <li>• % of dispatch processing time less than 1 minute</li> <li>• Average unit response time from en route to arrival (in minutes)</li> <li>• % of unit response time less than 6 minutes</li> </ul>
<b>KPI: Social service client hours per each unduplicated client</b>	
<b>Community Services</b> <b>To plan and implement recreation, health support, transportation, in-home services coordination, counseling, public education, nutrition program, senior housing, and relief/respite services for senior residents.</b>	<ul style="list-style-type: none"> <li>• Units of service (services covered by OAA Title IIIB Grant)</li> <li>• Number of unduplicated clients</li> </ul>
<b>KPI: Potable water quality ranking among Broward cities</b>	
<b>Utilities [Water]</b> <b>Ensure both treatment plants operate at maximum efficiency in order to provide high quality potable water.</b>	<b>Finished Water Quality:</b> <ul style="list-style-type: none"> <li>• pH</li> <li>• Fluoride AS F</li> <li>• Total Residual Chlorine</li> <li>• Turbidity NTU</li> <li>• Color</li> <li>• Iron Fe-</li> </ul>
<b>CITY GOAL #2: Promote and pursue a positive economic environment.</b>	
<b>KPI: Per capita city operating cost compared to prior years</b>	
<b>KPI: Median household income ranked against the ten largest cities in Broward County</b>	
<b>City Manager</b> <b>To maintain a low tax burden.</b>	<ul style="list-style-type: none"> <li>• % Change over operating rolled-back millage rate</li> <li>• Change in Per Capita City Operating Cost compared to Prior Years (in present dollars)</li> </ul>
<b>KPI: % change in taxable value in relation to other Broward County Cities</b>	
<b>Police</b> <b>Maintain 90% compliance on cases prior to hearings.</b>	<ul style="list-style-type: none"> <li>• % of cases closed prior to Code Board and/or Special Master hearing</li> </ul>
<b>KPI: % change in local business tax revenue per capita</b>	
<b>City Clerk</b> <b>Ensure that all businesses have a valid local business tax receipt.</b>	<ul style="list-style-type: none"> <li>• Local business tax revenue per capita</li> </ul>

## Performance Measures Crosswalk (continued)

Department Objective	Performance Measure
<b>CITY GOAL #3: Provide diverse recreational, educational, and cultural opportunities and maintain a full range of municipal services.</b>	
<i>KPI: Charter School FCAT (Florida Comprehensive Assessment Test) Scores ranking among Broward schools</i>	
City Manager <b>Enhance the educational environment at the Charter Schools and Early Development Centers.</b>	<b>Charter School FCAT Scores ranking:</b> <ul style="list-style-type: none"> <li>• Elementary Schools</li> <li>• Middle Schools</li> <li>• High Schools</li> </ul>
<b>CITY GOAL #4: Provide a positive work environment that encourages teamwork, initiative, productivity, and individual development.</b>	
<i>KPI: % change in FT employee retention rate within one year of employment</i>	
Human Resources <b>Implement sound recruitment practices to ensure competent candidates are hired.</b>	<ul style="list-style-type: none"> <li>• FT employee turnover rate within one year of employment</li> </ul>
<b>CITY GOAL #5: Commitment to excellence in leadership and management skills; instill confidence in integrity of City government.</b>	
<i>KPI: City underlying bond rating compared to peer cities in Florida</i>	
City Manager <b>Manage City finances to ensure financial benchmarks are met.</b>	<ul style="list-style-type: none"> <li>• Unassigned Fund Balance as a % of annual General Fund expenditures</li> <li>• Total direct debt as a % of property market value</li> <li>• Debt service as a % of General Fund budget</li> <li>• Direct debt per capita</li> </ul>
Finance <b>Maintain high levels of professional accounting and reporting standards worthy of the Government Finance Officers Association (GFOA) awards.</b>	<ul style="list-style-type: none"> <li>• Receive Award of Certificate of Achievement for Excellence in Financial Reporting from GFOA</li> <li>• Receive Distinguished Budget Presentation Award from GFOA</li> </ul>
<i>KPI: Monitor average number of days to complete routine public requests.</i>	
City Clerk <b>Comply with all applicable Florida Statutes for public record requests.</b>	<ul style="list-style-type: none"> <li>• Average number of days to complete routine public requests.</li> </ul>
<b>CITY GOAL #6: Preserve and promote the ecological and environmental quality within the City.</b>	
<i>KPI: Comparison of licensed wetlands per total acres with other Broward County cities</i>	
Public Services [Environmental] <b>Conserve, protect, maintain, or improve wetlands.</b>	<ul style="list-style-type: none"> <li>• Licensed wetland acres in Pembroke Pines</li> </ul>
<i>KPI: Wastewater quality ranking among Broward cities</i>	
Public Services [Water] <b>Ensure the treatment plant operates at maximum efficiency to facilitate the environmentally sound disposal of wastewater.</b>	<ul style="list-style-type: none"> <li>• Carbonaceous Biochemical Oxygen Demand 5-Day (CBOD5) Effluent</li> <li>• Total Suspended Solids (TSS) Effluent</li> </ul>
<i>KPI: Acres of parkland per 1,000 population</i>	
Public Services [Grounds] <b>Present to the public clean, physically-attractive, and well-maintained facilities to support our youth/adult programs, and for the general public visiting our parks for passive, non-structured leisure activities.</b>	<ul style="list-style-type: none"> <li>• Acres of parkland per 1,000 population</li> </ul>

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

## Balanced Scorecard

Strategic Objectives	Key Performance Indicators (KPIs)	Desired Direction	2014 Benchmark	2014 Actual	Score	Weight	Weighted score	
<b>(1) Promote health, safety &amp; welfare of the community.</b>								
Reduce crime	Crime rate per 100,000 population ranked against the ten largest cities in Broward County	↓	3,747	2,566	82.5%	12.0%	9.9%	
Maintain effective fire control capabilities	Insurance Service Organization (ISO) evaluation compared with national cities with 24,999 or more population	↑ *	67.20 *	90.23 *	98.9%	12.0%	* 11.9%	
Increase social services to seniors (aged 60+)	Social service client-hours per each unduplicated client	↑	77.51	66.86	36.4%	4.0%	1.5%	
Provide high quality potable water	Potable water quality ranking among Broward cities	=	50.4%	73.1%	97.0%	12.0%	11.6%	
<b>(2) Promote and pursue a positive economic environment.</b>								
Exceed County household income	Median household income ranked against the ten largest cities in Broward County	↑	54,820	61,495	70.5%	4.0%	2.8%	
Maintain tax base	% change in taxable value in relation to other Broward County Cities	↑	7.80%	7.43%	41.7%	8.0%	3.3%	
To maintain a low tax burden	Per Capita City Operating <sup>(2)</sup> Cost compared to prior years (in constant dollars)		\$ 904	\$ 986	72.8%	4.0%	2.9%	
Foster business growth	Local Business Tax Revenue per capita	↑	\$ 19.70	\$ 20.73	57.0%	8.0%	4.6%	
<b>(3) Provide diverse recreational, educational, and cultural opportunities and maintain a full range of municipal services.</b>								
Improve academic performance at schools	Charter School FCAT (Florida Comprehensive Assessment Test) Scores ranking among Broward schools	↑	512.9	665.5	95.7%	8.0%	7.7%	
<b>(4) Provide a positive work environment that encourages teamwork, initiative, productivity, and individual development.</b>								
Reduce employee turnover	% of FT employees retained after one year	↑	80.4%	78.3%	39.6%	4.0%	1.6%	
<b>(5) Commitment to excellence in leadership and management skills; instill confidence in integrity of City government.</b>								
Maintain sound financial stability	City underlying bond rating compared to peer cities in Florida	↑	91.4%	92.0%	54.2%	8.0%	4.3%	
<b>(6) Preserve and promote the ecological and environmental quality within the City.</b>								
Preserve wetlands ecosystem & watershed	Comparison of licensed wetlands per total acres with other Broward County cities	=	3.1%	10.7%	91.6%	4.0%	3.7%	
Control the quality of the wastewater	Wastewater quality ranking among Broward cities	↑	50.8%	20.1%	15.5%	8.0%	1.2%	
Maintain at least seven acres of parkland per 1,000 population [excluding golf courses]	Acres of parkland per 1,000 population in relation to ten largest Broward cities	↑	6.02	7.20	78.1%	4.0%	3.1%	
						<b>Overall Operating Performance Score</b>	<b>100.0%</b>	<b>70.1%</b>

\* = The ISO rating of 90.23 was during 2007. While the rating is updated every five years, the benchmark will not be updated from 2005 due to data not being available.  
<sup>(2)</sup> Expenses exclude transfers, hurricane (FEMA-reimbursed) expenses, and a 2004 bond



In 2014 the overall City score increased to 70.1%. The City was able to achieve this score due mainly to the following factors:

- +1.9% - increase in per capita city service cost
- -1.4% - decrease in % change in taxable value compared to other cities

## Key Performance Indicators (KPIs)

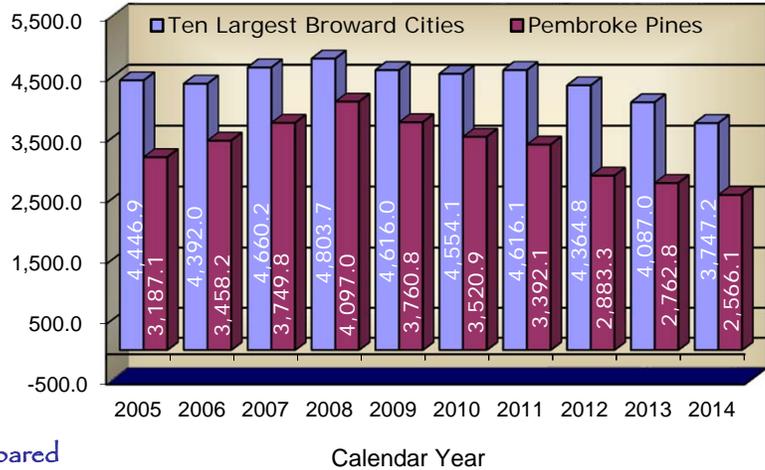
Each KPI score was based on the City's actual performance compared to a benchmark, which was either the average score of peer Cities, when sufficient data are available, or prior City performance. A standardized score, between 0 and 100, was calculated by determining the "z score," which finds the difference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

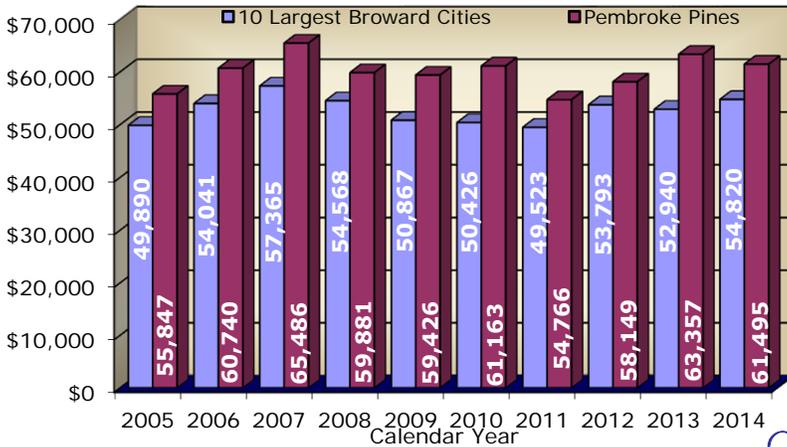
**Benchmark:** 3,747 (average crime rate per 100,000 population for ten largest Broward cities during calendar year 2014).

**Analysis:** The 2014 City's crime rate of 2,566 per 100,000 residents declined by 7.1 percentage points, while the rate decreased for the ten largest cities and the county by 8.3 and 9.6 percentage points, respectively. The City moved from 2<sup>nd</sup> to 3<sup>rd</sup> lowest crime rate among the ten largest Broward County cities, behind Coral Springs (2,171) and Miramar (2,466). Ft. Lauderdale and Hollywood had 2014 crime rates of 5,992 and 4,931, respectively.

Crime Rate per 100,000 Population



Median Household Income Compared to 10 Largest Broward Cities

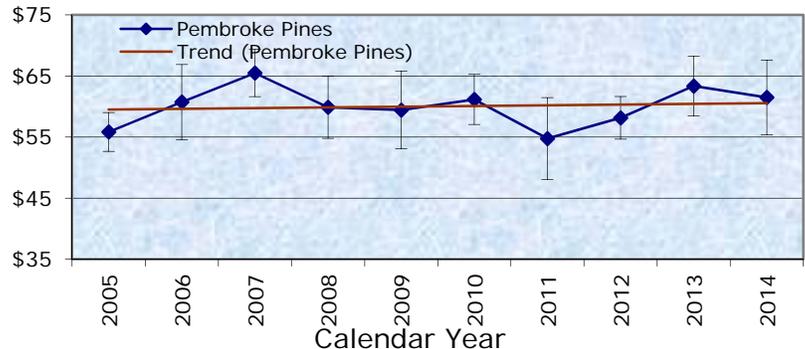


**Benchmark:** \$54,820 (median household income for 10 largest Broward cities in 2014.)

**Analysis:** Since 2002 the median household income (in constant dollars) for Pembroke Pines was on average 14.8% greater than the average of the ten largest cities in Broward County. According to the 2014 survey, the City's median household income decreased by 2.9% while the County grew by 2.3% and the top ten cities grew by 3.5%.

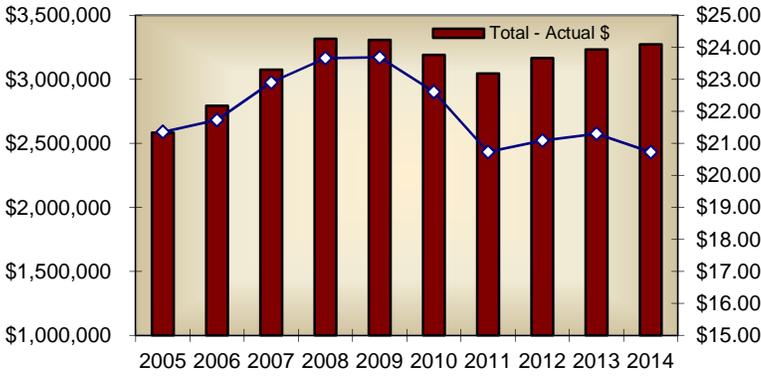
City Median Household Income and Trend

2005 through 2014 (in \$1,000s)



Over the last ten years, the County has experienced an annual compound growth rate of 1.56%. In addition, the City of Pembroke Pines has experienced an annual compound growth rate of 0.97%; compared to the growth rate of the top ten cities of 1.98%. The 2014 Margin of Error was +/- \$4,243.

### Change in Local Business Tax Revenue



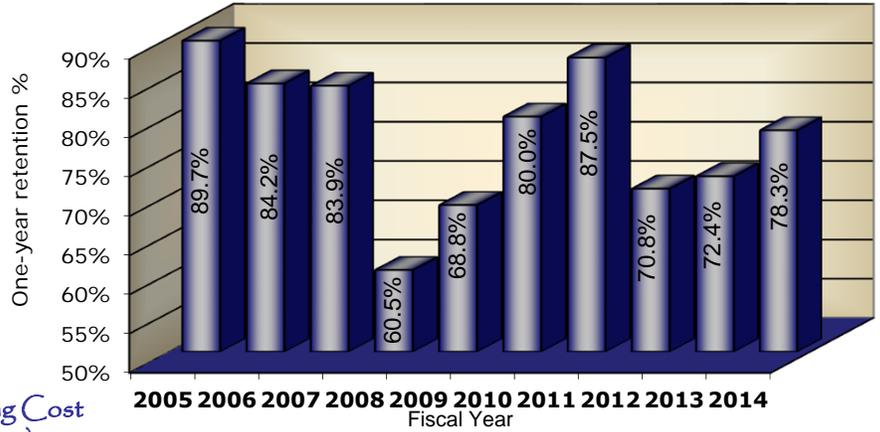
**Benchmark:** \$19.70 (Average per capita revenue since 1982-83 in constant 2014 dollars)

**Analysis:** Given that local business tax rates have not changed since their introduction, this measure is driven by growth in population and business activity. Population growth averaged 0.3% while revenue growth averaged 2.2% since fiscal year 2004-05 in constant 2014 dollars.

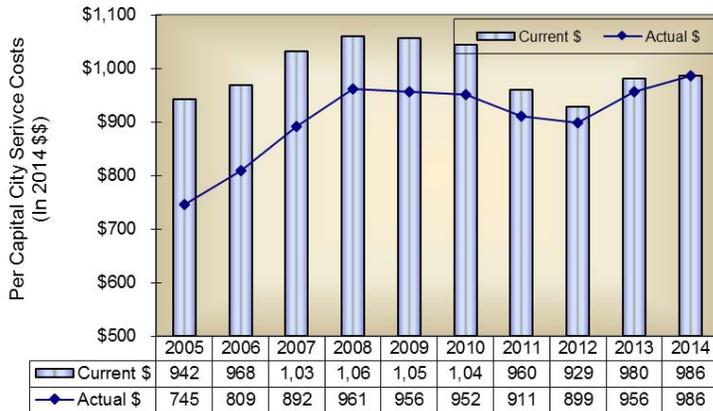
**Benchmark:** 80.4% (Average City retention rate since 1997-1998)

**Analysis:** The retention rate declined from an average of 85.0% from 1997-98 to 73% since 2006-07, largely due to the challenge of screening and retaining Public Safety Dispatchers. Of the ten resignations during 2013-14, eight were Public Safety Dispatchers.

### % of Full-time Employees Retained after One Year



### Per Capita City Operating Cost (in 2014 constant dollars)



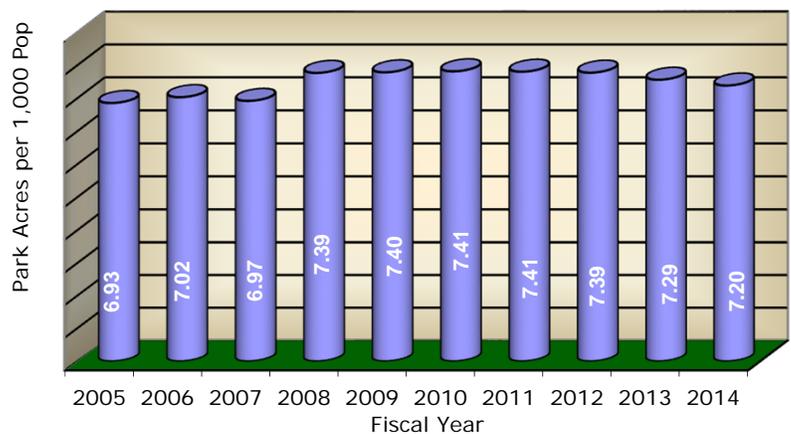
**Benchmark:** Since Fiscal Year 1996 the average per capita cost of City operations has been \$904 in current (2014) dollars.

**Analysis:** Adjusted for inflation, using 2014 dollars, the per capita cost for 2013-14 was \$986, compared to \$942 in 2004-05, a 4.7% increase.

### Acres of Parkland per 1,000 Population

**Benchmark:** 6.02 acres of parkland per 1,000 population for the ten largest Broward cities for fiscal year 2013-14.

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



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

## Department Performance Measures Report

### Police

City Goal: (1) Promote health, safety, & welfare of the community.	2012-13		2013-14		2015	2016
	Actual	Goal	Actual	Goal	Goal	Goal
<b>KPI:</b> Crime rate per 100,000 population ranked against the ten largest cities in Broward County						
<b>Measurement Type: Outputs</b>						
Calls for service per 1,000 residents	↓	604	700	571	600	600
<b>Measurement Type: Effectiveness</b>						
Clearance rate for Part I offenses <sup>(1)</sup>	↑	24%	26%	25%	25%	25%
<b>Crime index for the following types of offenses:</b>						
Murder	↓	-	-	4	-	-
Forcible rape	↓	11	15	24	10	10
Robbery	↓	87	100	97	75	75
Aggravated assault	↓	173	150	152	150	150
Burglary	↓	775	800	569	800	750
Larceny	↓	3,042	3,500	3,023	3,000	3,000
Motor vehicle theft	↓	206	300	183	200	200
Crime index	↓	4,298	5,000	4,052	4,500	4,500
Crime rate (per 100,000 residents)	↓	2,763	3,300	2,566	2,905	2,800

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

City Goal: (2) Promote and pursue a positive economic environment.	2012-13		2013-14		2015	2016
	Actual	Goal	Actual	Goal	Goal	Goal
<b>KPI:</b> % change in taxable value in relation to other Broward County Cities						
<b>Measurement Type: Effectiveness</b>						
% of cases closed prior to Code Board and/or Special Master hearing	↑	97%	95%	N/A	95%	95%

### Fire

City Goal: (1) Promote health, safety, & welfare of the community.	2012-13		2013-14		2015	2016
	Actual	Goal	Actual	Goal	Goal	Goal
<b>KPI:</b> Insurance Service Organization (ISO) evaluation compared with national cities with 24,999 or more population						
<b>Measurement Type: Efficiency</b>						
Average unit response time from en route to arrival (in minutes)	↓	4.50	<3.50	4.23	<3.50	<4.00
% of unit response time less than 6 minutes	↑	80%	>92%	92%	>93%	>90%
<b>Measurement Type: Effectiveness</b>						
Number of public participants in safety education classes (non-CPR) classes	↑	14,578	16,000	15,205	18,000	17,000

### Community Services

City Goal: (1) Promote health, safety, & welfare of the community.	2012-13		2013-14		2015	2016
	Actual	Goal	Actual	Goal	Goal	Goal
<b>KPI:</b> Social service client hours per each unduplicated client						
<b>Measurement Type: Outputs</b>						
Number of unduplicated clients	↑	2,630	2,200	2,841	2,100	3,000
Units of service (services covered by OAA Title IIIB and IIIE Grant)	↑	103,148	81,810	99,210	104,306	90,494

### Finance

City Goal: (5) Commitment to excellence in leadership and management skills; instill confidence in integrity of City government.	2012-13		2013-14		2015	2016
	Actual	Goal	Actual	Goal	Goal	Goal
<b>KPI:</b> City's underlying bond rating compared to peer cities in Florida						
<b>Measurement Type: Effectiveness</b>						
Number of years to receive Award for Certificate of Achievement for Excellence in Financial Reporting from GFOA	↑	29	29	30	30	31
Number of years to receive Distinguished Budget Presentation Award from GFOA	↑	16	16	17	17	18

## Department Performance Measures Report (continued)

### City Manager

	2012-13		2013-14		2015	2016
	Actual	Goal	Actual	Goal	Goal	Goal
<b>City Goal: (2)</b> Promote and pursue a positive economic environment.						
<b>KPI:</b> Median household income ranked against the ten largest cities in Broward County						
Measurement Type: <b>Efficiency</b>						
Change over operating rolled-back millage rate	↓ 1.03%	4.47%	<b>4.33%</b>	1.69%	3.15%	3.20%
Per Capita City Operating Cost compared to prior years (in actual dollars)	\$956	\$1,030	<b>\$ 986</b>	\$1,000	\$1,000	\$1,000

\* New measure - goal unavailable.

	2012-13		2013-14		2015	2016
	Actual	Goal	Actual	Goal	Goal	Goal
<b>City Goal: (3)</b> Provide diverse recreational, educational, and cultural opportunities and maintain a full range of municipal services.						
<b>KPI:</b> Charter School FCAT (Florida Comprehensive Assessment Test) Scores ranking among Broward schools						
Measurement Type: <b>Effectiveness</b>						
<b>Charter School FCAT Scores for:</b>						
Elementary Schools	↑ 583	630	<b>614</b>	630	630	630
Middle Schools	↑ 717	730	<b>744</b>	730	730	730
High Schools	↑ 1,351	600	<b>676</b>	600	600	630
FSU Elementary	↑ 597	630	<b>628</b>	630	630	630

	2012-13		2013-14		2015	2016
	Actual	Goal	Actual	Goal	Goal	Goal
<b>City Goal: (5)</b> Commitment to excellence in leadership and management skills; instill confidence in integrity of City government.						
<b>KPI:</b> City's underlying bond rating compared to peer cities in Florida						
Measurement Type: <b>Effectiveness</b>						
Unassigned Fund Balance as a % of annual General Fund expenditures ^	↑ 28%	21%	<b>13%</b>	25%	26%	26%
Total direct debt as a % of property market value	= 4.1%	4.5%	<b>4.1%</b>	4.1%	3.7%	3.9%
Debt service as a % of General Fund budget	↓ 18%	18%	<b>18%</b>	17%	16%	15%
% of principal retired in 10 years	↑ 33%	36%	<b>36%</b>	38%	38%	41%
Direct debt per capita	↓ \$2,264	\$2,370	<b>\$2,171</b>	\$2,451	\$2,372	\$2,190

^ Policy stipulates a range from 10% to 30%

### City Clerk

	2012-13		2013-14		2015	2016
	Actual	Goal	Actual	Goal	Goal	Goal
<b>City Goal: (2)</b> Promote and pursue a positive economic environment.						
<b>KPI:</b> Local business tax revenue per capita						
Measurement Type: <b>Effectiveness</b>						
Local business tax revenue per capita (in constant dollars)	↑ \$20.78	\$19.00	<b>\$ 20.73</b>	\$21.00	\$21.00	\$21.00

### Human Resources

	2012-13		2013-14		2015	2016
	Actual	Goal	Actual	Goal	Goal	Goal
<b>City Goal: (4)</b> Provide a positive work environment that encourages teamwork, initiative, productivity, and individual development.						
<b>KPI:</b> % change in new FT employee retention rate within one year of employment						
Measurement Type: <b>Effectiveness</b>						
New FT employee turnover rate within one year of employment	↓ 9.6%	4.0%	<b>13.0%</b>	20.0%	20.0%	15.0%

## Department Performance Measures Report (continued)

### Public Services

<b>City Goal: (1)</b> Promote health, safety, & welfare of the community.		<b>2012-13</b>		<b>2013-14</b>		<b>2015</b>	<b>2016</b>
<b>KPI:</b> Potable water quality ranking among Broward cities		<u>Actual</u>	<u>Goal</u>	<u>Actual</u>	<u>Goal</u>	<u>Goal</u>	<u>Goal</u>
Measurement Type: Effectiveness							
<b>Finished Water Quality:</b>							
pH <small>(County standard 6.5 - 9.1 or higher)</small>	↑	9.20	9.20	<b>9.20</b>	9.20	9.20	9.20
Total Residual Chlorine <small>(County standard 4.0 or lower)</small>	↑	3.50	3.50	<b>3.00</b>	3.50	3.50	3.50
Color <small>(County standard 15.0 or lower)</small>	↓	6.00	6.00	<b>6.00</b>	6.00	6.00	6.00
Fluoride ASF <small>(County Standard 0.8 or lower)</small>	↑	0.80	0.80	<b>0.80</b>	0.80	0.80	0.80
Turbidity NTU (Nephelometric Turbidity Unit) <small>(County standard 1.0 or lower)</small>	↓	0.06	0.06	<b>0.80</b>	0.06	0.06	0.90
Iron Fe- <small>(County standard 0.3 or lower)</small>	↓	0.02	0.02	<b>0.20</b>	0.02	0.02	0.20
<b>City Goal: (6)</b> Preserve and promote the ecological and environmental quality within the City.		<b>2012-2013</b>		<b>2013-14</b>		<b>2015</b>	<b>2016</b>
<b>KPI:</b> Wastewater quality ranking among Broward cities		<u>Actual</u>	<u>Goal</u>	<u>Actual</u>	<u>Goal</u>	<u>Goal</u>	<u>Goal</u>
Measurement Type: Effectiveness							
CBOD5 (Carbonaceous Biochemical Oxygen Demand 5-Day) Effluent <small>(County standard 20 or lower)</small>	↓	5.20	5.20	<b>5.20</b>	5.20	5.20	5.20
TSS (Total Suspended Solids) Effluent <small>(County standard 20 or lower)</small>	↓	3.00	3.00	<b>3.00</b>	3.00	3.00	3.00
<b>KPI:</b> Comparison of licensed wetlands per total acres with other Broward County cities							
Measurement Type: Effectiveness							
Licensed wetland acres in Pembroke Pines	=	666.00	666.00	<b>685.00</b>	685.00	685.00	685.00
<b>KPI:</b> Acres of parkland per 1,000 population compared to the ten largest cities in Broward County							
Measurement Type: Effectiveness							
Acres of parkland per 1,000 population ranked against the ten largest cities in Broward County	↑	7.20	10.24	<b>7.20</b>	10.24	7.30	7.30

## Budget Summary for Fiscal Year 2015-16 - All Funds By Category

	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget	% of Total	% Change from 2014-15
<b>BEGINNING BALANCE</b>	\$ 781,850,008	857,669,456	938,356,576	948,468,649		
<b>REVENUES/SOURCES</b>						
Ad Valorem Taxes	51,796,958	53,606,532	56,740,758	60,486,574	15.9%	6.6%
General Sales & Use Taxes	5,128,623	5,311,093	5,188,097	5,413,066	1.4%	4.3%
Public Service Taxes	11,717,590	12,655,027	12,944,000	12,979,000	3.4%	0.3%
Communication Services Tax	7,598,497	6,350,144	6,767,337	6,182,082	1.6%	(8.6%)
Local Business Tax	3,232,834	3,272,689	3,258,000	3,395,000	0.9%	4.2%
Franchise Fees	14,930,045	17,121,734	16,969,384	17,425,125	4.6%	2.7%
Building Permits	426,886	502,655	351,900	575,500	0.2%	63.5%
Intergovernmental Revenue	17,890,826	19,627,061	21,521,406	18,608,290	4.9%	(13.5%)
Special Assessments	20,758,650	22,212,257	21,834,305	22,600,179	5.9%	3.5%
Charges for Services	44,384,648	43,093,103	52,796,239	53,187,592	14.0%	0.7%
General Government Charges	41,710	50,471	25,200	35,200	-	39.7%
Other Licenses, Fees & Permits	19,281	2,176	2,000	7,300	-	265.0%
Physical Environment Charges	862,931	787,794	745,000	750,000	0.2%	0.7%
Water/Sewer Charges	42,250,672	43,086,001	43,942,000	44,361,000	11.6%	1.0%
Judgements, Fines & Forfeitures	2,267,483	1,522,855	1,198,041	1,279,912	0.3%	6.8%
Investment Income	68,965,305	67,712,216	54,638,299	59,170,334	15.5%	8.3%
Miscellaneous Revenues	50,291,911	60,699,813	48,629,229	48,814,807	12.8%	0.4%
Rents & Royalties	23,795,641	23,689,803	24,289,679	23,842,208	6.3%	(1.8%)
Water/Sewer Connection	1,920,491	2,064,436	1,900,000	1,900,000	0.5%	-
Capital Contributed from Developer	185,636	-	-	-	-	-
<b>Total Revenues/Sources</b>	<b>368,466,617</b>	<b>383,367,861</b>	<b>373,740,874</b>	<b>381,013,169</b>	<b>100.0%</b>	<b>1.9%</b>
<b>EXPENDITURES/USES</b>						
General Government Services	80,615,158	87,053,536	103,392,764	104,114,680	31.5%	0.7%
Public Safety	101,304,878	98,070,049	107,811,420	108,447,202	32.8%	0.6%
Physical Environment	8,160,551	10,301,050	10,531,753	11,100,415	3.4%	5.4%
Transportation	6,912,419	8,127,463	8,879,675	6,174,368	1.9%	(30.5%)
Economic Environment	9,280,265	10,595,084	11,710,453	9,312,871	2.8%	(20.5%)
Human Services	6,809,050	6,984,229	7,677,793	7,628,137	2.3%	(0.6%)
Culture-Recreation	13,388,170	11,497,504	29,177,001	8,754,799	2.7%	(70.0%)
Debt Service	26,579,032	28,159,175	25,332,010	26,198,661	7.9%	3.4%
Water Utility Services	5,120,127	5,235,305	9,268,994	9,690,918	2.9%	4.6%
Sewer-Wastewater Services	12,703,656	11,541,769	32,410,647	15,795,157	4.8%	(51.3%)
Utility Administration	23,760,663	24,294,663	16,439,610	23,094,685	7.0%	40.5%
<b>Total Expenditures/Uses</b>	<b>294,633,969</b>	<b>301,859,828</b>	<b>362,632,120</b>	<b>330,311,893</b>	<b>100.0%</b>	<b>(8.9%)</b>
<b>Excess (Deficit)</b>	<b>73,832,647</b>	<b>81,508,033</b>	<b>11,108,754</b>	<b>50,701,276</b>		
Transfers In	913,935	1,197,375	1,083,544	1,161,280		
Sale of Capital Assets	3,100,000	-	-	-		
Transfers Out	(2,027,134)	(2,018,289)	(2,080,225)	(2,264,377)		
<b>ENDING BALANCE</b>	\$ <b>857,669,456</b>	<b>938,356,576</b>	<b>948,468,649</b>	<b>998,066,828</b>		

**Notes:**

Fiscal Year 2013-14 ending fund balance increased by \$80.7 million or 9.4%. This is attributable to surpluses of \$3.7 million in the General Fund, \$19.6 million in the General Pension Fund, \$47.4 million in the Fire & Police Pension Fund, and \$8.7 million in the OPEB Fund.

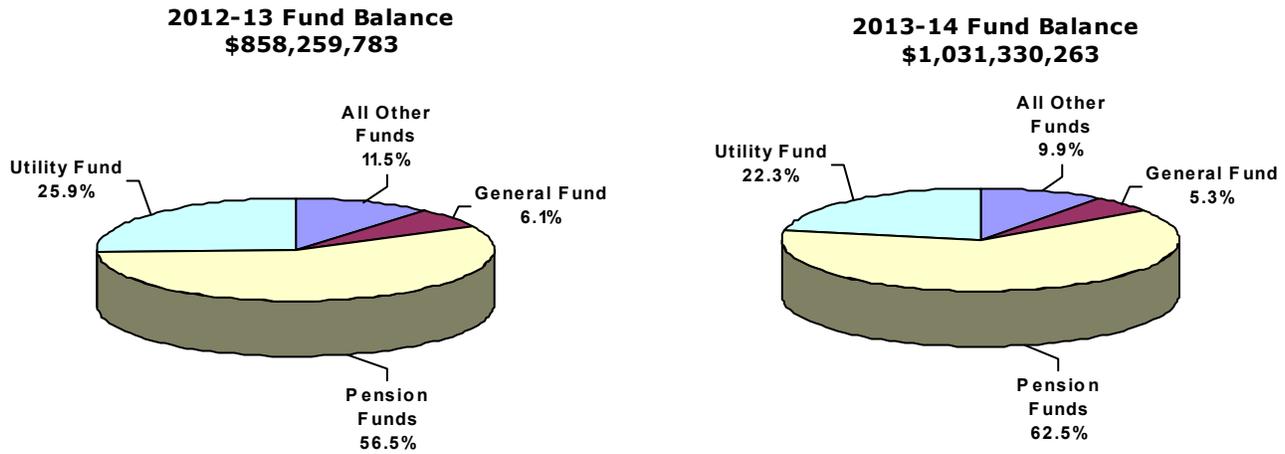
Fiscal Year 2014-15 will have an ending fund balance of \$10.1 million. This is mainly due to a \$51.6 million surplus related to pension and OPEB funds that are partially offset by deficits in the General Fund (\$3.5 million), Municipal Construction (\$22.5 million), the Utility Fund (\$12.4 million), and the other governmental (\$2.9 million). The estimated change in fund balance for 2015-16 is \$49.6 million, largely due to a \$54.3 million surplus related to the pension and OPEB funds that are partially offset by a \$0.8 and \$2.3 million operating deficit in the General and Utility Funds, respectively.

## Budget Summary for Fiscal Year 2015-16 - All Funds By Fund

	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget	% of Total	% Change from 2014-15
<b>BEGINNING BALANCE</b>	\$ 781,850,008	857,669,456	938,356,576	948,468,649		
<b>REVENUES/SOURCES</b>						
General Fund	151,892,769	159,306,946	164,838,326	168,990,943	44.4%	2.5%
Debt Service	27,085,237	26,667,801	26,120,657	26,381,182	6.9%	1.0%
Municipal Construction Fund	1,184,703	891,014	-	284,300	0.1%	-
Utility Fund	46,374,114	49,385,771	46,760,700	47,290,300	12.4%	1.1%
Public Insurance	17,560,626	16,617,585	24,191,262	24,840,751	6.5%	2.7%
General Pension	22,303,886	29,630,901	17,635,568	15,644,846	4.1%	(11.3%)
Fire and Police Pension	77,331,621	75,850,769	67,694,378	70,388,296	18.5%	4.0%
Other Post Employment Benefits	16,069,324	14,522,454	15,184,856	18,734,000	4.9%	23.4%
All Other Funds	8,664,336	10,494,619	11,315,127	8,458,551	2.2%	(25.2%)
<b>Total Revenues/Sources</b>	<b>368,466,617</b>	<b>383,367,861</b>	<b>373,740,874</b>	<b>381,013,169</b>	<b>100.0%</b>	<b>1.9%</b>
<b>EXPENDITURES/USES</b>						
General Fund	149,943,034	155,634,965	168,288,928	169,742,727	51.4%	0.9%
Debt Service	26,579,032	28,159,175	25,332,010	26,198,661	7.9%	3.4%
Municipal Construction Fund	5,867,834	6,022,801	22,540,546	-	-	(100.0%)
Utility Fund	41,980,131	41,477,819	59,169,513	49,630,300	15.0%	(16.1%)
Public Insurance	17,560,626	16,617,585	24,191,262	24,840,751	7.5%	2.7%
General Pension	9,166,856	10,069,446	9,252,000	10,055,000	3.0%	8.7%
Fire and Police Pension	26,307,300	28,467,544	28,966,000	29,291,000	8.9%	1.1%
Other Post Employment Benefits	7,356,475	5,823,329	10,696,981	11,168,023	3.4%	4.4%
All Other Funds	9,872,682	9,587,162	14,194,880	9,385,431	2.8%	(33.9%)
<b>Total Expenditures/Uses</b>	<b>294,633,969</b>	<b>301,859,828</b>	<b>362,632,120</b>	<b>330,311,893</b>	<b>100.0%</b>	<b>(8.9%)</b>
<b>Excess (Deficit)</b>	<b>73,832,647</b>	<b>81,508,033</b>	<b>11,108,754</b>	<b>50,701,276</b>		
Transfers In	913,935	1,197,375	1,083,544	1,161,280		
Sale of Capital Assets	3,100,000	-	-	-		
Transfers Out	(2,027,134)	(2,018,289)	(2,080,225)	(2,264,377)		
<b>ENDING BALANCE</b>	\$ 857,669,456	938,356,576	948,468,649	998,066,828		

**Components of Fund Balance/Retained Earnings/Net Assets -  
All Funds for 2012-13 and 2013-14**

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



<b>All Funds</b>	<u>2012-13</u>	<u>2013-14</u>	<u>Change</u>
Asset	993,644,885	1,087,547,842	93,902,956
Liability	135,385,102	56,217,578	-79,167,524
Fund Balance	858,259,783	1,031,330,263	173,070,480

<b>General Fund</b>	<u>2012-13</u>	<u>2013-14</u>	<u>Change</u>
Cash & Investments	58,458,274	69,484,171	11,025,897
Taxes Receivable	5,276,839	5,468,659	191,820
Accounts Receivable	1,818,223	2,036,077	217,854
Other Assets	1,394,269	4,220,671	2,826,402

	<b>Asset Total</b>	<b>81,209,578</b>	<b>14,261,973</b>
Accounts Payable	9,099,639	21,442,045	12,342,405
Deposits	1,678,676	1,421,153	-257,523
Deferred Revenue	2,337,824	3,147,275	809,451
Other Liabilities	1,276,844	568,505	-708,338
	<b>Liability Total</b>	<b>26,578,978</b>	<b>12,185,996</b>
Real Estate Investment and Other	1,619,035	25,064,411	23,445,376
Unassigned Fund Balance	42,147,304	20,503,089	-21,644,214
Disaster Assistance	2,125,000	2,125,000	0
Subsequent year's budget	6,663,284	6,938,100	274,816
	<b>Fund Balance Total</b>	<b>54,630,600</b>	<b>2,075,977</b>

<b>Utility Fund</b>	<u>2012-13</u>	<u>2013-14</u>	<u>Change</u>
Cash & Investments	68,434,797	79,376,855	10,942,058
Accounts Receivable	5,286,594	4,872,636	-413,958
Restricted Investments	10,517,087	11,238,486	721,400
Land, Buildings, Equipment & Improvements	234,287,214	234,054,195	-233,019
Accumulated Depreciation	-90,845,114	-95,975,352	-5,130,238
Construction in Progress	8,286,536	9,754,459	1,467,923
Other Assets	1,680,874	3,090,293	1,409,419

**Components of Fund Balance/Retained Earnings/Net Assets -  
All Funds for 2012-13 and 2013-14**

<u>Utility Fund</u>	<u>2012-13</u>	<u>2013-14</u>	<u>Change</u>
<b>Asset Total</b>	<b>237,647,987</b>	<b>246,411,572</b>	<b>8,763,585</b>
Accounts Payable	127,896	1,727,498	1,599,602
Deposits	3,389,243	3,642,977	253,735
Other Liabilities	11,721,857	10,724,153	-997,704
<b>Liability Total</b>	<b>15,238,995</b>	<b>16,094,629</b>	<b>855,634</b>
Retained Earnings - Unreserved	221,691,889	229,053,331	7,361,441
Other Equities	717,102	732,650	15,547
<b>Retained Earnings Total</b>	<b>222,408,991</b>	<b>229,785,980</b>	<b>7,376,989</b>
<b>Pension Funds</b>	<u>2012-13</u>	<u>2013-14</u>	<u>Change</u>
Cash & Investments	572,065,646	627,555,901	55,490,255
Accounts Receivable	3,543,169	11,655,077	8,111,909
Land, Buildings, Equipment & Improvements	388,496	381,244	-7,252
Other Assets	1,027,398	5,535,271	4,507,873
<b>Asset Total</b>	<b>577,024,709</b>	<b>645,127,493</b>	<b>68,102,784</b>
Accounts Payable	915,411	451,436	-463,975
<b>Liability Total</b>	<b>915,411</b>	<b>451,436</b>	<b>-463,975</b>
Net Assets - Reserved	484,967,102	551,911,782	66,944,680
<b>Net Assets Held In Trust Total</b>	<b>484,967,102</b>	<b>551,911,782</b>	<b>66,944,680</b>
<b>All Other Funds</b>	<u>2012-13</u>	<u>2013-14</u>	<u>Change</u>
Cash & Investments	110,455,651	111,388,635	932,984
Taxes Receivable	464,337	444,333	-20,004
Accounts Receivable	20,930	13,806	-7,124
Restricted Investments	250,922	1,259,261	1,008,339
Other Assets	832,744	1,693,163	860,419
<b>Asset Total</b>	<b>112,024,585</b>	<b>114,799,198</b>	<b>2,774,614</b>
Accounts Payable	544,808	390,194	-154,614
Due to Other Funds	735,961	1,285,397	549,437
Deposits	19,734	76,216	56,482
Deferred Revenue	534,020	724,186	190,166
Other Liabilities	11,860,994	10,616,541	-1,244,453
<b>Liability Total</b>	<b>13,695,517</b>	<b>13,092,535</b>	<b>-602,982</b>
Fund Balance - Restricted	43,560,289	52,259,414	8,699,125
Retained Earnings - Reserved	6,542,229	6,542,229	0
Real Estate Investment and Other	469,349	469,349	0
Other Equities	47,757,200	42,435,671	-5,321,529
<b>Fund Balance Total</b>	<b>98,329,068</b>	<b>101,706,663</b>	<b>3,377,596</b>

## Expenditure Category Matrix For 2015-16 Budget

Allocation of Expenditures	Personnel Services	Operating Expenditure/ Expenses	Capital Outlay	Debt Service	Grants and Aids	Other Uses	Total
<b>General Fund</b>							
City Commission	510,112	292,964	-	-	-	-	803,076
City Manager	562,903	8,222	-	-	-	-	571,125
Human Resources	521,541	115,969	-	-	-	-	637,510
City Attorney	-	902,047	-	-	-	-	902,047
General Government	1,401,704	3,485,557	-	-	209,719	871,919	5,968,899
City Clerk	767,362	325,723	-	-	-	-	1,093,085
Finance	1,762,815	831,201	2,600	-	-	-	2,596,616
Technology Services	2,258,988	1,268,994	2,469,900	-	-	-	5,997,882
Police	52,383,294	4,885,062	3,307,260	-	-	-	60,575,616
Fire/Rescue	42,935,850	4,054,086	658,500	-	-	-	47,648,436
Early Development Centers	2,924,749	2,251,242	8,100	-	-	1,103,097	6,287,188
W.C.Y Administration	-	87,439	-	-	-	-	87,439
General Gvt Buildings	898,686	5,073,413	261,700	-	-	-	6,233,799
Grounds Maintenance	4,291,746	4,728,969	2,063,200	-	-	-	11,083,915
Purchasing/Contract Administration	243,240	363,388	-	-	-	-	606,628
Environmental Services (Engineering)	332,807	256,721	55,000	-	-	-	644,528
Howard C. Forman Human Services Campus	1	1,778,777	75,000	-	-	-	1,853,778
Recreation and Cultural Arts	3,404,745	2,448,011	195,550	-	-	-	6,048,306
Special Events	-	283,035	-	-	-	-	283,035
Walter C Young Dinner Theatre	-	2,050	-	-	-	-	2,050
Golf Course	-	1,919,407	202,070	-	-	-	2,121,477
Community Services	252,203	607,082	71,000	-	28,022	-	958,307
Housing Division	289,804	7,449,954	-	-	-	-	7,739,758
Planning and Economic Development	531,298	430,845	11,100	-	-	-	973,243
General Fund Total	116,273,848	43,850,158	9,380,980	-	237,741	1,975,016	171,717,743
% of General Fund	67.7%	25.5%	5.5%	-	0.1%	1.2%	100%
<b>Road &amp; Bridge Fund</b>							
Maintenance	108,494	3,347,861	-	-	-	-	3,456,355
Infrastructure	-	1,814,705	-	-	-	-	1,814,705
Transit System	-	-	-	-	-	289,361	289,361
Road & Bridge Fund Total	108,494	5,162,566	-	-	-	289,361	5,560,421
% of Road & Bridge Fund	2.0%	92.8%	-	-	-	5.2%	100%
<b>State Housing Initiative Program</b>							
Community Development	-	755,868	-	-	-	-	755,868
State Housing Initiative Program Total	-	755,868	-	-	-	-	755,868
% of State Housing Initiative Program	-	100.0%	-	-	-	-	100%
<b>HUD Grants CDBG/HOME</b>							
Community Development	-	617,245	200,000	-	-	-	817,245
Transportation	-	113,070	-	-	-	-	113,070
HUD Grants CDBG/HOME Total	-	730,315	200,000	-	-	-	930,315
% of HUD Grants CDBG/HOME	-	78.5%	21.5%	-	-	-	100%
<b>Law Enforcement Grant</b>							
Victims of Crime Act Grant	17,843	75	-	-	-	-	17,918
Law Enforcement Grant Total	17,843	75	-	-	-	-	17,918
% of Law Enforcement Grant	99.6%	0.4%	-	-	-	-	100%

## Expenditure Category Matrix For 2015-16 Budget

Allocation of Expenditures	Personnel Services	Operating Expenditure/ Expenses	Capital Outlay	Debt Service	Grants and Aids	Other Uses	Total
<b>Community Bus Program</b>							
Community Services	-	192,282	-	-	-	-	192,282
Transit System	-	597,956	-	-	-	-	597,956
Community Bus Program Total	-	790,238	-	-	-	-	790,238
% of Community Bus Program	-	100.0%	-	-	-	-	100%
<b>Treasury - Confiscated</b>							
Treasury Confiscated	-	-	8,022	-	-	-	8,022
Treasury - Confiscated Total	-	-	8,022	-	-	-	8,022
% of Treasury - Confiscated	-	-	100.0%	-	-	-	100%
<b>Justice - Confiscated</b>							
Justice Confiscated	-	-	49,967	-	-	-	49,967
Justice - Confiscated Total	-	-	49,967	-	-	-	49,967
% of Justice - Confiscated	-	-	100.0%	-	-	-	100%
<b>\$2 Police Education</b>							
\$2 Police Education	-	39,703	-	-	-	-	39,703
\$2 Police Education Total	-	39,703	-	-	-	-	39,703
% of \$2 Police Education	-	100.0%	-	-	-	-	100%
<b>FDLE - Confiscated</b>							
FDLE	-	37,540	70,000	-	-	-	107,540
FDLE - Confiscated Total	-	37,540	70,000	-	-	-	107,540
% of FDLE - Confiscated	-	34.9%	65.1%	-	-	-	100%
<b>Older Americans Act</b>							
SW Multipurpose Center	-	1,303,016	-	-	95,284	-	1,398,300
Older Americans Act Total	-	1,303,016	-	-	95,284	-	1,398,300
% of Older Americans Act	-	93.2%	-	-	6.8%	-	100%
<b>Debt Service</b>							
General Debt Service	-	-	-	26,198,661	-	-	26,198,661
Debt Service Total	-	-	-	26,198,661	-	-	26,198,661
% of Debt Service	-	-	-	100.0%	-	-	100%
<b>Utility Fund</b>							
General Debt Service	-	-	-	1,049,540	-	-	1,049,540
Utilities Admin Services	2,571,365	3,721,917	-	-	-	-	6,293,282
Non-Departmental Expense	578,644	16,222,759	-	-	-	-	16,801,403
Sewer Collection	-	2,067,809	2,101,608	-	-	-	4,169,417
Sewer Treatment Plant	-	10,925,740	700,000	-	-	-	11,625,740
Water Plants	-	4,010,219	2,825,000	-	-	-	6,835,219
Water Distribution	-	1,280,699	1,575,000	-	-	-	2,855,699
Utility Fund Total	3,150,009	38,229,143	7,201,608	1,049,540	-	-	49,630,300
% of Utility Fund	6.3%	77.0%	14.5%	2.1%	-	-	100%
<b>Public Insurance Fund</b>							
Self Insurance	96,682	24,744,069	-	-	-	-	24,840,751
Public Insurance Fund Total	96,682	24,744,069	-	-	-	-	24,840,751
% of Public Insurance Fund	0.4%	99.6%	-	-	-	-	100%

## Expenditure Category Matrix For 2015-16 Budget

Allocation of Expenditures	Personnel Services	Operating Expenditure/ Expenses	Capital Outlay	Debt Service	Grants and Aids	Other Uses	Total
<b>Wetlands Trust Fund</b>							
Mitigation Trust	-	16,500	-	-	-	-	16,500
Wetlands Trust Fund Total	-	16,500	-	-	-	-	16,500
% of Wetlands Trust Fund	-	100.0%	-	-	-	-	100%
<b>General Pension Trust Fund</b>							
Post Employment Benefits	-	10,055,000	-	-	-	-	10,055,000
General Pension Trust Fund Total	-	10,055,000	-	-	-	-	10,055,000
% of General Pension Trust Fund	-	100.0%	-	-	-	-	100%
<b>Fire &amp; Police Pension Trust Fund</b>							
Post Employment Benefits	-	29,291,000	-	-	-	-	29,291,000
Fire & Police Pension Trust Fund Total	-	29,291,000	-	-	-	-	29,291,000
% of Fire & Police Pension Trust Fund	-	100.0%	-	-	-	-	100%
<b>Other Post Employment Benefits</b>							
Post Employment Benefits	3,000	11,165,023	-	-	-	-	11,168,023
Other Post Employment Benefits Total	3,000	11,165,023	-	-	-	-	11,168,023
% of Other Post Employment Benefits	0.0%	100.0%	-	-	-	-	100%
<b>TOTAL</b>	119,649,876	166,170,214	16,910,577	27,248,201	333,025	2,264,377	332,576,270
% OF BUDGET	36.0%	50.0%	5.1%	8.2%	0.1%	0.7%	100%

**City of Pembroke Pines, Florida**  
**Transfers Matrix 2015-16 Budget**

<b>Fund</b>	<b>Transfer From</b>	<b>Transfer To</b>
General Fund	1,975,016	-
Road & Bridge Fund	289,361	-
Older Americans Act	-	561,569
Debt Service	-	118,068
Community Bus Program	-	481,643
Charter Middle Schools	-	1,103,097
	<b>\$2,264,377</b>	<b>\$2,264,377</b>

### 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.

	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget	% of Total	% Change from 2014-15
<b>Beginning Fund Balance</b>	<b>\$ 51,678,457</b>	<b>52,554,623</b>	<b>54,630,600</b>	<b>49,416,580</b>		
<b>REVENUES/SOURCES</b>						
Ad Valorem Taxes	46,282,854	48,136,008	51,308,779	54,652,676	32.3%	6.5%
General Sales & Use Taxes	2,458,939	2,629,081	2,458,939	2,629,081	1.6%	6.9%
Public Service Taxes	9,924,607	11,013,538	11,296,245	11,331,613	6.7%	0.3%
Communication Services Tax	1,135,075	50,846	723,787	135,194	0.1%	(81.3%)
Local Business Tax	3,232,834	3,272,689	3,258,000	3,395,000	2.0%	4.2%
Franchise Fees	13,090,328	15,048,914	14,907,353	15,315,205	9.1%	2.7%
Building Permits	378,934	482,875	331,900	550,500	0.3%	65.9%
Intergovernmental Revenue	12,590,096	13,428,053	14,515,842	14,510,413	8.6%	-
Special Assessments	20,758,650	22,212,257	21,834,305	22,600,179	13.4%	3.5%
Charges for Services	28,574,068	29,366,919	30,316,954	30,211,376	17.9%	(0.3%)
Other Licenses, Fees & Permits	19,281	2,176	2,000	7,300	-	265.0%
Judgements, Fines & Forfeitures	2,059,578	1,321,407	1,154,000	1,241,209	0.7%	7.6%
Investment Income	(257,366)	397,105	203,720	290,620	0.2%	42.7%
Miscellaneous Revenues	341,262	614,962	384,407	262,700	0.2%	(31.7%)
Rents & Royalties	11,303,630	11,330,116	12,142,095	11,857,877	7.0%	(2.3%)
<b>Total Revenues/Sources</b>	<b>151,892,769</b>	<b>159,306,946</b>	<b>164,838,326</b>	<b>168,990,943</b>	<b>100.0%</b>	<b>2.5%</b>
<b>EXPENDITURES/USES</b>						
General Government Services	19,828,217	25,581,809	29,198,564	27,710,366	16.3%	(5.1%)
Public Safety	100,068,126	97,346,864	106,016,629	108,224,052	63.8%	2.1%
Physical Environment	8,140,631	10,284,640	10,515,253	11,083,915	6.5%	5.4%
Economic Environment	7,257,002	7,571,878	7,654,837	7,739,758	4.6%	1.1%
Human Services	5,441,794	5,712,068	6,319,972	6,229,837	3.7%	(1.4%)
Culture-Recreation	9,207,263	9,137,706	8,583,673	8,754,799	5.2%	2.0%
<b>Total Expenditures/Uses</b>	<b>149,943,034</b>	<b>155,634,965</b>	<b>168,288,928</b>	<b>169,742,727</b>	<b>100.0%</b>	<b>0.9%</b>
<b>Excess (Deficit)</b>	<b>1,949,735</b>	<b>3,671,981</b>	<b>(3,450,602)</b>	<b>(751,784)</b>		
Installment Purchase	590,327	-	-	-		
Transfers Out	(1,663,896)	(1,596,004)	(1,763,418)	(1,975,016)		
<b>Ending Fund Balance</b>	<b>\$ 52,554,623</b>	<b>54,630,600</b>	<b>49,416,580</b>	<b>46,689,780</b>		
Less Nonspendable						
Real Estate Investment and Other	1,621,035	25,064,411	14,389,040	14,389,040		
Less Assigned						
Disaster Assistance	2,125,000	2,125,000	2,125,000	2,125,000		
Subsequent year's budget	6,663,284	6,938,100	4,928,994	2,202,194		
Unassigned Fund Balance	42,145,304	20,503,089	27,973,546	26,008,356		
% of Expenses	28%	13%	17%	15%		

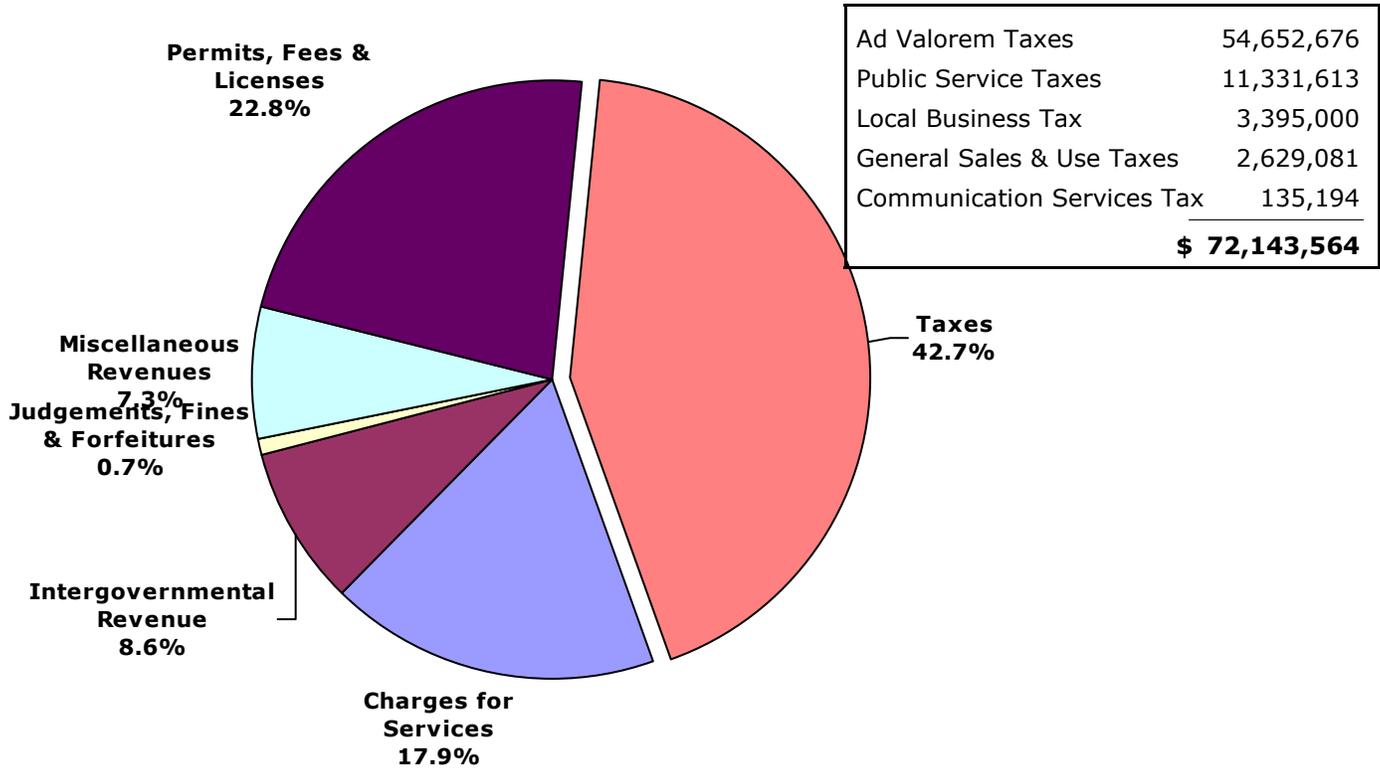
**Note:**

Fiscal Year 2012-13 ended with a surplus of \$0.9 million, after transfers totaling \$1.7 million. The fund balance for Fiscal Year 2013-14 increased by \$2.1 million or 4.0%, after a transfer out of \$1.6 million.

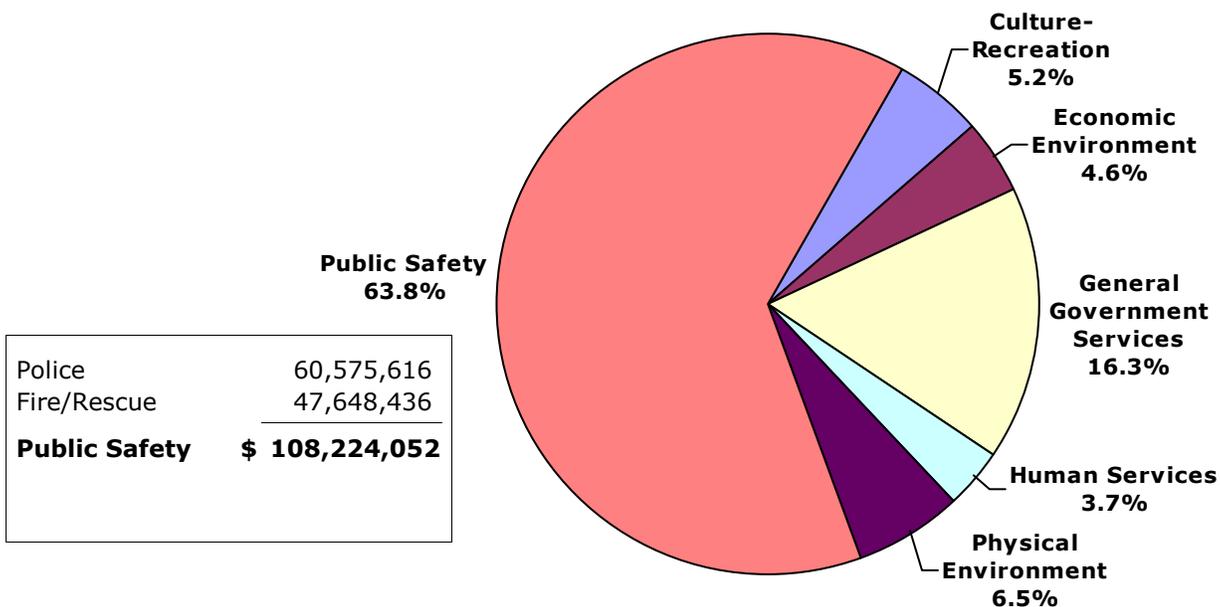
Fiscal Year 2014-15 has an ending fund balance that decrease by \$5.2 million or 9.5%, which included transfers out for \$1.8 million.

The 2015-16 revenues are expected to increase by \$4.2 million or 2.5% mainly as a result of increases in tax revenue. Expenditures are anticipated to grow by \$1.5 million or 0.9%, while public safety expenses are planned to increase by \$2.2 million. The fund balance is expected to decrease by about \$2.7 million due to transfers and a \$0.8 million deficit.

### General Fund Revenues



### General Fund Expenditures



### Projected Changes in Fund Balances - Fund 51 Wetlands Mitigation 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.

	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget	% of Total	% Change from 2014-15
<b>Beginning Balance</b>	\$ 560,539	541,828	526,274	511,474		
<b>REVENUES/SOURCES</b>						
Investment Income	1,210	855	1,700	1,000	100.0%	(41.2%)
<b>Total Revenues/Sources</b>	1,210	855	1,700	1,000	100.0%	(41.2%)
<b>EXPENDITURES/USES</b>						
Physical Environment	19,920	16,410	16,500	16,500	100.0%	-
<b>Total Expenditures/Uses</b>	19,920	16,410	16,500	16,500	100.0%	-
<b>Excess (Deficit)</b>	<b>(18,710)</b>	<b>(15,555)</b>	<b>(14,800)</b>	<b>(15,500)</b>		
Transfers In	-	-	-	-		
Transfers Out	-	-	-	-		
<b>Ending Balance</b>	\$ <b>541,828</b>	<b>526,274</b>	<b>511,474</b>	<b>495,974</b>		
<b>Percent Change</b>	-	<b>(2.9%)</b>	<b>(2.8%)</b>	<b>(3.0%)</b>		

**Note(s):**

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

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

The City now owns various sites totaling approximately 620 acres of wetlands of which 502 are maintained by the Trust Fund.

The City is required to maintain the wetlands by spending only the investment income. Due to the anticipated increase in investment income the deficit for 2014-15 as well as 2015-16 will be below that of 2013-14. The investment Income is expected to decrease for 2015-16 to reflect the amount collected in prior years.

**Projected Changes in Fund Balances - Fund 201 Debt Service Fund**

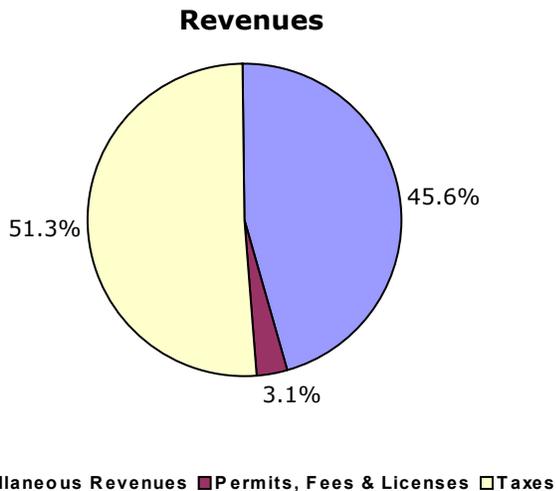
The Debt Service Fund accounts for the revenues and expenditures resulting from the City's outstanding debt obligations.

	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget	% of Total	% Change from 2014-15
<b>Beginning Balance</b> \$	14,252,977	14,788,698	13,233,973	14,873,228		
<b>REVENUES/SOURCES</b>						
Ad Valorem Taxes	5,514,105	5,470,524	5,431,979	5,833,898	22.1%	7.4%
Public Service Taxes	1,792,983	1,641,489	1,647,755	1,647,387	6.2%	-
Communication Services Tax	6,463,422	6,299,299	6,043,550	6,046,888	22.9%	0.1%
Franchise Fees	818,352	818,587	821,031	824,920	3.1%	0.5%
Investment Income	4,365	78,215	28,758	43,758	0.2%	52.2%
Rents & Royalties	12,492,011	12,359,687	12,147,584	11,984,331	45.4%	(1.3%)
<b>Total Revenues/Sources</b>	<b>27,085,237</b>	<b>26,667,801</b>	<b>26,120,657</b>	<b>26,381,182</b>	<b>100.0%</b>	<b>1.0%</b>
<b>EXPENDITURES/USES</b>						
Debt Service	26,579,032	28,159,175	25,332,010	26,198,661	100.0%	3.4%
<b>Total Expenditures/Uses</b>	<b>26,579,032</b>	<b>28,159,175</b>	<b>25,332,010</b>	<b>26,198,661</b>	<b>100.0%</b>	<b>3.4%</b>
<b>Excess (Deficit)</b>	<b>506,205</b>	<b>(1,491,374)</b>	<b>788,647</b>	<b>182,521</b>		
Transfers In	29,516	317,564	118,068	118,068		
Refunding Bonds issued	-	108,896,529	75,963,534	-		
Payment to refunded bond escrow agent	-	(109,277,444)	(75,230,994)	-		
<b>Ending Balance</b> \$	<b>14,788,698</b>	<b>13,233,973</b>	<b>14,873,228</b>	<b>15,173,817</b>		
<b>Percent Change</b>		<b>(10.5%)</b>	<b>12.4%</b>	<b>2.0%</b>		

**Note(s):**

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

The fund balance increased by \$0.9 million during 2014-15 and is expected to increase by another \$0.3 million during the 2015-16 fiscal year. Similar to the 2014-15 fiscal year, 2015-16 should experience a transfer in of \$0.1 million from the General Fund.



Property taxes of \$5.8 million will cover the debt service in 2015-16 on the \$100 million of GO bonds issued. Miscellaneous Revenues include charges to City facilities (such as the charter schools and rental housing units), which are pledged revenues for debt service.

### Projected Changes in Fund Balances - Fund 320 Municipal Construction

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

	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget	% of Total	% Change from 2014-15
<b>Beginning Balance</b> \$	28,256,048	26,672,917	21,539,540	(1,001,006)		
<b>REVENUES/SOURCES</b>						
Franchise Fees	783,641	-	-	-	-	-
Intergovernmental Revenue	186,785	97,224	-	-	-	-
Investment Income	(173,386)	161,849	-	-	-	-
Miscellaneous Revenues	387,663	631,941	-	284,300	100.0%	-
<b>Total Revenues/Sources</b>	1,184,703	891,014	-	284,300	100.0%	-
<b>EXPENDITURES/USES</b>						
General Government Services	-	87,739	37,695	-	-	(100.0%)
Transportation	1,623,648	3,575,264	1,909,523	-	-	(100.0%)
Human Services	63,280	-	-	-	-	-
Culture-Recreation	4,180,907	2,359,798	20,593,328	-	-	(100.0%)
<b>Total Expenditures/Uses</b>	5,867,834	6,022,801	22,540,546	-	100.0%	100.0%
<b>Excess (Deficit)</b>	<b>(4,683,131)</b>	<b>(5,131,787)</b>	<b>(22,540,546)</b>	<b>284,300</b>		
Sale of Capital assets	3,100,000	-	-	-		
Transfers Out	-	(1,590)	-	-		
<b>Ending Balance</b> \$	<b>26,672,917</b>	<b>21,539,540</b>	<b>(1,001,006)</b>	<b>(716,706)</b>		
<b>Percent Change</b>	-	<b>(19.2%)</b>	<b>(104.6%)</b>	<b>(28.4%)</b>		

**Note(s):**

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

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

No expenditures have been budgeted for the beginning of the new fiscal year. Spending plans for 2015-16 will be appropriated after October 1st as revisions to the adopted spending budget and will be funded by unspent balances being carried forward from prior years.

**Projected Changes in Fund Balances Other Governmental Funds**

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

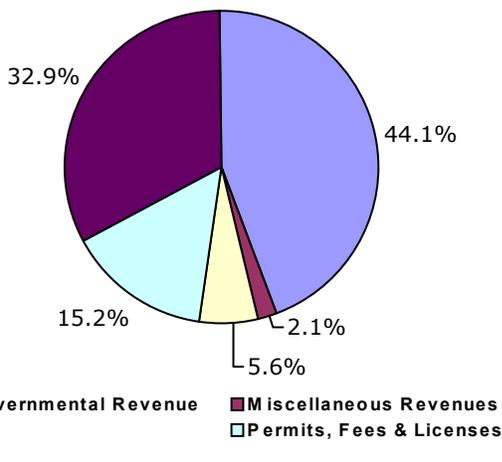
	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget	% of Total	% Change from 2014-15
<b>Beginning Balance</b> \$	6,891,560	6,223,105	7,605,234	5,388,950		
<b>REVENUES/SOURCES</b>						
General Sales & Use Taxes	2,669,684	2,682,012	2,729,158	2,783,985	32.9%	2.0%
Franchise Fees	237,725	1,254,233	1,241,000	1,285,000	15.2%	3.5%
Intergovernmental Revenue	5,113,946	6,101,784	7,005,564	4,097,877	48.5%	(41.5%)
Charges for Services	200,000	16,667	-	-	-	-
Judgements, Fines & Forfeitures	207,905	201,448	44,041	38,703	0.5%	(12.1%)
Investment Income	19,088	41,371	25,000	45,000	0.5%	80.0%
Miscellaneous Revenues	214,779	196,249	268,664	206,986	2.4%	(23.0%)
<b>Total Revenues/Sources</b>	<b>8,663,126</b>	<b>10,493,764</b>	<b>11,313,427</b>	<b>8,457,551</b>	<b>100.0%</b>	<b>(25.2%)</b>
<b>EXPENDITURES/USES</b>						
Public Safety	1,236,752	723,185	1,794,791	223,150	2.4%	(87.6%)
Transportation	5,288,771	4,552,200	6,970,152	6,174,368	65.9%	(11.4%)
Economic Environment	2,023,262	3,023,206	4,055,616	1,573,113	16.8%	(61.2%)
Human Services	1,303,977	1,272,161	1,357,821	1,398,300	14.9%	3.0%
<b>Total Expenditures/Uses</b>	<b>9,852,762</b>	<b>9,570,752</b>	<b>14,178,380</b>	<b>9,368,931</b>	<b>100.0%</b>	<b>(33.9%)</b>
<b>Excess (Deficit)</b>	<b>(1,189,636)</b>	<b>923,012</b>	<b>(2,864,953)</b>	<b>(911,380)</b>		
Transfers In	884,419	879,811	965,476	1,043,212		
Transfers Out	(363,238)	(420,695)	(316,807)	(289,361)		
<b>Ending Balance</b> \$	<b>6,223,105</b>	<b>7,605,234</b>	<b>5,388,950</b>	<b>5,231,421</b>		
<b>Percent Change</b>	-	<b>22.2%</b>	<b>(29.1%)</b>	<b>(2.9%)</b>		

**Note(s):**

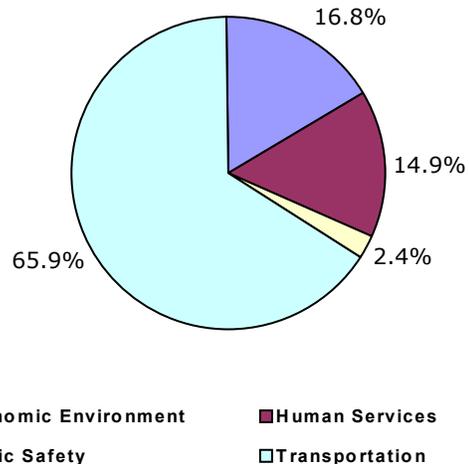
The 2014-15 projected excess (deficit) of revenue over expenditure is (\$2.9) million due mainly to the Community Bus (\$0.5 million before the balancing transfers from the General and Road and Bridge Funds) and the Older America Act (\$0.6 million before a transfer from General Fund) Funds.

In 2015-16 fund balance is expected to decline by \$0.2 million compared to \$2.2 million in 2014-15. This improvement mainly reflects a \$2.9 million reduction in revenues compared to a \$4.8 million reduction in expenditures. The reduction in expenditures is tied to decreases in Economic Environment of \$2.5 million and Public Safety of \$1.6 million.

**Revenues**



**Expenditures**



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

Of the \$6.2 million in Transportation expenditures, the Road and Bridge Fund accounts for \$5.6 million of that total.

**Projected Changes in Fund Balances - Fund 471 Utility Fund**

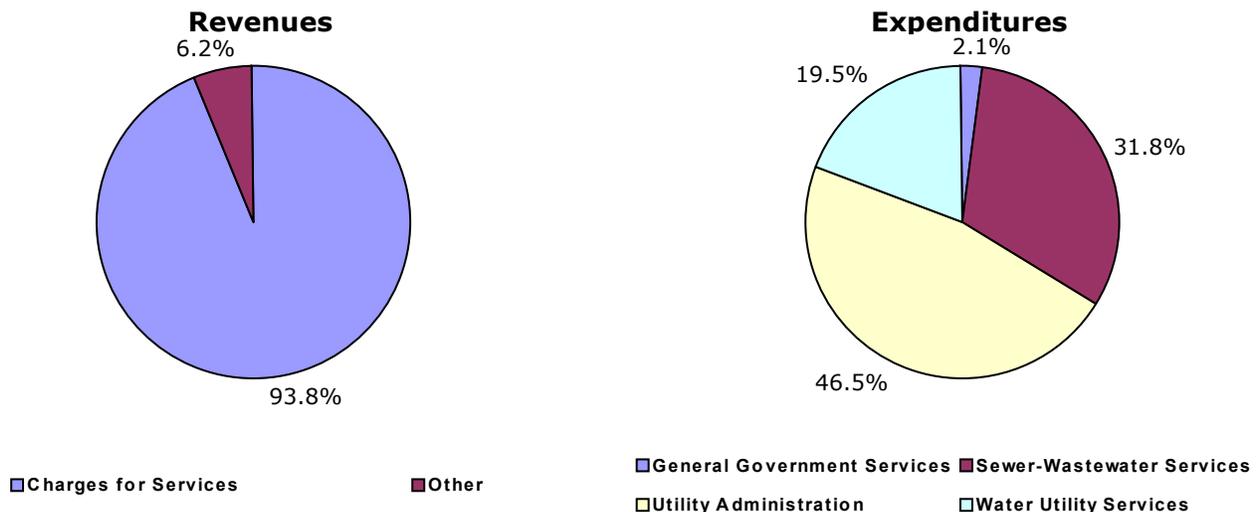
The Utility Fund accounts for all revenues and expenditures related to water and sewer services, including, but not limited to, administrative operations, maintenance, billing, and collection.

	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget	% of Total	% Change from 2014-15
<b>Beginning Balance</b> \$	218,015,008	222,408,991	230,316,943	217,908,130		
<b>REVENUES/SOURCES</b>						
Building Permits	47,952	19,780	20,000	25,000	0.1%	25.0%
General Government Charges	41,710	50,471	25,200	35,200	0.1%	39.7%
Physical Environment Charges	862,931	787,794	745,000	750,000	1.6%	0.7%
Water/Sewer Charges	42,250,672	43,086,001	43,942,000	44,361,000	93.8%	1.0%
Investment Income	1,032,773	3,098,560	116,000	206,000	0.4%	77.6%
Miscellaneous Revenues	31,950	278,728	12,500	13,100	-	4.8%
Water/Sewer Connection	1,920,491	2,064,436	1,900,000	1,900,000	4.0%	-
Capital Contributed from Developer	185,636	-	-	-	-	-
<b>Total Revenues/Sources</b>	46,374,114	49,385,771	46,760,700	47,290,300	100.0%	1.1%
<b>EXPENDITURES/USES</b>						
General Government Services	395,684	406,082	1,050,262	1,049,540	2.1%	(0.1%)
Water Utility Services	5,120,127	5,235,305	9,268,994	9,690,918	19.5%	4.6%
Sewer-Wastewater Services	12,703,656	11,541,769	32,410,647	15,795,157	31.8%	(51.3%)
Utility Administration	23,760,663	24,294,663	16,439,610	23,094,685	46.5%	40.5%
<b>Total Expenditures/Uses</b>	41,980,131	41,477,819	59,169,513	49,630,300	100.0%	(16.1%)
<b>Excess (Deficit)</b>	<b>4,393,983</b>	<b>7,907,952</b>	<b>(12,408,813)</b>	<b>(2,340,000)</b>		
Transfers In	-	-	-	-		
Transfers Out	-	-	-	-		

<b>Ending Balance</b> \$	<b>222,408,991</b>	<b>230,316,943</b>	<b>217,908,130</b>	<b>215,568,130</b>
<b>Percent Change</b>	-	<b>3.6%</b>	<b>(5.4%)</b>	<b>(1.1%)</b>

**Note(s):**

Retained earnings at the end of 2014-15 are projected to be \$217.9 million, a decline of \$12.4 million from the year's beginning balance. Retained earnings are expected to decline another \$2.3 million, the funding for capital replacement in FY 2015-16.



Regular water and sewer charges account for 93.8% of the revenues in the Utility Fund. The remainder consists primarily of connection charges and other user fees.

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

**Projected Changes in Fund Balances - Fund 504 Public Insurance**

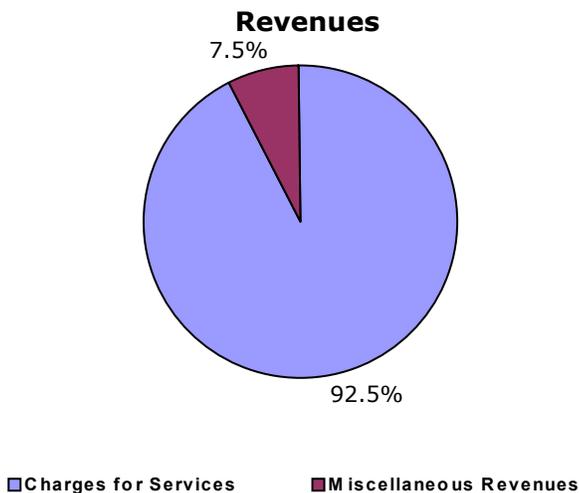
The Public Insurance Fund accounts for the receipt of intra-governmental revenues, premium payments from employees, and the payment of expenditures related to the City's self-insurance program.

	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget	% of Total	% Change from 2014-15
<b>Beginning Balance</b> \$	6,542,229	6,542,229	6,542,229	6,542,229		
<b>REVENUES/SOURCES</b>						
Charges for Services	15,610,580	13,709,516	22,479,285	22,976,216	92.5%	2.2%
Investment Income	78,986	126,555	41,121	132,956	0.5%	223.3%
Miscellaneous Revenues	1,871,060	2,781,515	1,670,856	1,731,579	7.0%	3.6%
<b>Total Revenues/Sources</b>	17,560,626	16,617,585	24,191,262	24,840,751	100.0%	2.7%
<b>EXPENDITURES/USES</b>						
General Government Services	17,560,626	16,617,585	24,191,262	24,840,751	100.0%	2.7%
<b>Total Expenditures/Uses</b>	17,560,626	16,617,585	24,191,262	24,840,751	100.0%	2.7%
<b>Excess (Deficit)</b>	-	-	-	-		
Transfers In	-	-	-	-		
Transfers Out	-	-	-	-		
<b>Ending Balance</b> \$	<b>6,542,229</b>	<b>6,542,229</b>	<b>6,542,229</b>	<b>6,542,229</b>		
<b>Percent Change</b>	-	-	-	-		

**Note(s):**

The Public Insurance Fund consists of health, life, workers' compensation, property, and casualty liability insurances, and the costs of administering those plans. All employees of the City, including Charter Schools, 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. 2011-12 had an ending balance of \$6.5 million due to the possibility of an increase resulting from the Patient Protection and Affordable Care Act and from claims for workers' compensation.



The largest sources of revenue are payments to this fund from the General Fund, the Charter Schools, and the Utility and Road/Bridge funds. Other sources are only about 7.5% of the total and include out-of-pocket premium payments by City employees.

### Projected Changes in Fund Balances - Fund 655 Pension - General Members

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

	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget	% of Total	% Change from 2014-15
<b>Beginning Balance</b>	\$ 128,082,287	141,219,317	160,780,771	169,164,339		
<b>REVENUES/SOURCES</b>						
Investment Income	14,237,774	12,918,959	10,732,000	12,900,000	82.5%	20.2%
Miscellaneous Revenues	8,066,111	16,711,942	6,903,568	2,744,846	17.5%	(60.2%)
<b>Total Revenues/Sources</b>	<b>22,303,886</b>	<b>29,630,901</b>	<b>17,635,568</b>	<b>15,644,846</b>	<b>100.0%</b>	<b>(11.3%)</b>
<b>EXPENDITURES/USES</b>						
General Government Services	9,166,856	10,069,446	9,252,000	10,055,000	100.0%	8.7%
<b>Total Expenditures/Uses</b>	<b>9,166,856</b>	<b>10,069,446</b>	<b>9,252,000</b>	<b>10,055,000</b>	<b>100.0%</b>	<b>8.7%</b>
<b>Excess (Deficit)</b>	<b>13,137,030</b>	<b>19,561,454</b>	<b>8,383,568</b>	<b>5,589,846</b>		
Transfers In	-	-	-	-		
Transfers Out	-	-	-	-		
<b>Ending Balance</b>	<b>\$ 141,219,317</b>	<b>160,780,771</b>	<b>169,164,339</b>	<b>174,754,185</b>		
<b>Percent Change</b>	<b>-</b>	<b>13.9%</b>	<b>5.2%</b>	<b>3.3%</b>		

**Note(s):**

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 401(k) plan.

For 2013-14, investment earnings of \$12.9 million, City contributions of \$16.5 million, and \$0.2 million of employee contributions were partially offset by \$10.0 million of expenses, increasing the fund balance by \$19.6 million. The \$8.7 million y-o-y increase in city contributions is geared towards increasing the funding ratio of the general employees' pension fund.

The projected surplus for 2014-15 is \$8.4 million, due to lower investment returns and city contributions.

The 2015-16 budget for revenues decreased by 11.3% while expenditures increased by 8.7% which produces a surplus of \$5.6 million. Since the plan is frozen the amount of employees enrolled in the plan is decreasing each year therefore City contribution is declining.

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

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

	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget	% of Total	% Change from 2014-15
<b>Beginning Balance</b> \$	292,723,464	343,747,785	483,895,286	522,623,664		
<b>REVENUES/SOURCES</b>						
Investment Income	49,088,949	46,596,721	38,590,000	41,250,000	58.6%	6.9%
Miscellaneous Revenues	28,242,672	29,254,048	29,104,378	29,138,296	41.4%	0.1%
<b>Total Revenues/Sources</b>	77,331,621	75,850,769	67,694,378	70,388,296	100.0%	4.0%
<b>EXPENDITURES/USES</b>						
General Government Services	26,307,300	28,467,544	28,966,000	29,291,000	100.0%	1.1%
<b>Total Expenditures/Uses</b>	26,307,300	28,467,544	28,966,000	29,291,000	100.0%	1.1%
<b>Excess (Deficit)</b>	<b>51,024,321</b>	<b>47,383,225</b>	<b>38,728,378</b>	<b>41,097,296</b>		
Prior Period Adjustment	-	92,764,276	-	-		

<b>Ending Balance</b> \$	<b>343,747,785</b>	<b>483,895,286</b>	<b>522,623,664</b>	<b>563,720,960</b>		
<b>Percent Change</b>	-	<b>40.8%</b>	<b>8.0%</b>	<b>7.9%</b>		

**Note(s):**

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

The 2013-14 fund balance increased by \$140.1 million or 40.8%, due mainly to the prior period adjustment. The prior period adjustment is a result of the adoption of Governmental Accounting Standards Board statement No. 67, Financial Reporting for Pension Plans – an amendment of GASB Statement No. 25.

The 2014-15 fund balance is expected to grow by \$38.7 million, due mainly to the prior period adjustment that occurred in 2013-14 and declining investment income.

In 2015-16 a surplus is expected of \$41.1 million. These surpluses are actuarially planned in order to fund future benefit payments for employees during retirement.

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

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

	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget	% of Total	% Change from 2014-15
<b>Beginning Balance</b>	\$ 34,847,440	43,560,289	52,259,414	56,747,289		
<b>REVENUES/SOURCES</b>						
Investment Income	4,932,913	4,292,026	4,900,000	4,301,000	23.0%	(12.2%)
Miscellaneous Revenues	11,136,412	10,230,428	10,284,856	14,433,000	77.0%	40.3%
<b>Total Revenues/Sources</b>	16,069,324	14,522,454	15,184,856	18,734,000	100.0%	23.4%
<b>EXPENDITURES/USES</b>						
General Government Services	7,356,475	5,823,329	10,696,981	11,168,023	100.0%	4.4%
<b>Total Expenditures/Uses</b>	7,356,475	5,823,329	10,696,981	11,168,023	100.0%	4.4%
<b>Excess (Deficit)</b>	<b>8,712,849</b>	<b>8,699,125</b>	<b>4,487,875</b>	<b>7,565,977</b>		
Transfers In	-	-	-	-		
Transfers Out	-	-	-	-		
<b>Ending Balance</b>	\$ <b>43,560,289</b>	<b>52,259,414</b>	<b>56,747,289</b>	<b>64,313,266</b>		
<b>Percent Change</b>	-	<b>20.0%</b>	<b>8.6%</b>	<b>13.3%</b>		

**Note(s):**

By 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. The OPEB benefit has been discontinued for bargaining members of the General Employees Union who retire after July 1, 2010.

Compared to 2012-13, the 2013-14 revenues and expenses declined due to the discontinuity of the OPEB benefit.

The fund balance in fiscal year 2014-15 grew by \$4.5 million. The decline in surplus compared to the previous year is tied mainly to the \$4.8 million anticipated increase in health insurance cost.

The 2015-16 expected surplus of \$7.6 million is attributable to the \$4.2 million y-o-y increase in City contribution aimed at increasing the funding ratio.

## SOURCE OF REVENUE DOLLARS: GENERAL FUND Adopted Budget 2015-16



(5)	(6)	(8)	(7)	(2)	(1)	(9)	(4)	(3)
Inter- gov'tal \$0.08	Rents & Royalties \$0.07	Other \$0.04	Public Service Taxes \$0.07	Charges for Services \$0.18	Ad Valorem Taxes \$0.32	Investments Local Bus Taxes \$0.02	Franchise Fees \$0.09	Special Assessments \$0.13

## GENERAL FUND REVENUES

Revenue Category	2012-13 Actual	2013-14 Actual	2014-15 Working Budget	2015-16 Adopted Budget
(1) Ad Valorem Taxes	\$ 46,282,854	\$ 48,136,008	\$ 51,308,779	\$ 54,652,676
(2) Charges for Services	28,574,068	29,366,919	30,316,954	30,211,376
(3) Special Assessments	20,758,650	22,212,257	21,834,305	22,600,179
(4) Franchise Fees	13,090,328	15,048,914	14,907,353	15,315,205
(5) Intergovernmental Revenue	12,590,096	13,428,053	14,515,842	14,510,413
(6) Rents & Royalties	11,303,630	11,330,116	12,142,095	11,857,877
(7) Public Services Taxes	9,924,607	11,013,538	11,296,245	11,331,613
(8) General Sales & Use Taxes	2,458,939	2,629,081	2,458,939	2,629,081
(8) Fines & Forfeitures	2,059,578	1,321,407	1,154,000	1,241,209
(8) Communication Services Tax	1,135,075	50,846	723,787	135,194
(8) Building Permits	378,934	482,875	331,900	550,500
(8) Miscellaneous Revenues	950,870	617,138	5,600,427	2,996,800
(9) Investment Income	(257,366)	397,105	203,720	290,620
(9) Local Business Tax	3,232,834	3,272,689	3,258,000	3,395,000
	<b>\$ 152,483,097</b>	<b>\$ 159,306,946</b>	<b>\$ 170,052,346</b>	<b>\$ 171,717,743</b>

## USE OF REVENUE DOLLARS: GENERAL FUND Adopted Budget 2015-16



(1)  
Police  
\$0.35

(2)  
Fire & Rescue  
\$0.28

(3)  
Public  
Services  
\$0.12

(4)  
Rec &  
Arts  
\$0.05

(5)  
Comm.  
Services  
\$0.05

(6)  
Gen  
Gov't  
\$0.04

(7)  
Educa-  
tion  
\$0.04

(8)  
Tech.  
Svcs.  
\$0.03

(9)  
Other  
\$0.04

## GENERAL FUND EXPENDITURES

Expenditure Category	2012-13 Actual	2013-14 Actual	2014-15 Working Budget	2015-16 Adopted Budget
(1) Police	\$ 52,973,217	\$ 52,866,295	\$ 59,020,422	\$ 60,575,616
(2) Fire & Rescue	45,906,438	44,480,568	46,996,207	47,648,436
(3) Public Services	14,961,842	18,473,233	19,082,517	20,422,648
(4) Recreation & Cultural Arts	9,207,263	9,137,706	8,583,673	8,454,868
(5) Community Services	8,077,551	8,534,463	8,515,284	8,698,065
(6) General Government	4,178,637	3,368,997	8,001,799	6,056,338
(7) Education (EDCs)	5,455,223	5,262,886	6,177,054	6,287,188
(8) Technology Services	3,158,013	5,415,280	5,466,327	5,997,882
(9) Planning	735,282	1,156,578	893,432	973,243
(9) Finance	2,916,763	3,705,445	2,746,481	2,596,616
(9) Legislative/Executive/Legal	2,163,269	2,461,915	2,253,880	2,276,248
(9) City Clerk	1,189,795	1,372,643	1,642,603	1,093,085
(9) Human Resources	683,637	994,959	672,667	637,510
	\$ 151,606,930	\$ 157,230,968	\$ 170,052,346	\$ 171,717,743



## 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](http://www.ppines.com).

### Budget Highlights

This is a status quo budget, which is \$36,506 or 4.8% higher than the 2014-15 working budget. The increase is attributable to appropriations for benefit costs.

### Accomplishments

Conducted numerous Public Hearings and Town Hall meetings on topics such as: Pembroke Pines Charter Schools funding, economic development, Civic Center, public safety, approving the purchase and sale of land, and various topics regarding current City programs.

Addressed the fiscal challenges presented in the preparation of the 2015-16 City budget and Charter School budget.

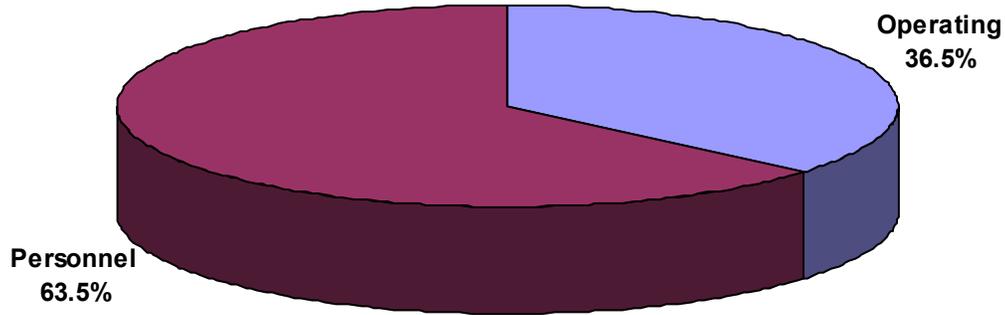
Continued developing plans for City Center to ensure the greatest benefit aesthetically, economically, and financially for the City. On February 4, 2015, Commission approved a contract to sell the remaining 47 acres (+/- 41 acres at city center and +/-6.5 acres at city hall) to Terra World Developers.

Adopted 41 ordinances and 38 resolutions in order to improve the quality of life of the residents.

## City Commission Performance Measures

Indicator	2012-13		2013-14		2014-15	2015-16
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Number of ordinances adopted during the year	26	35	41	35	30	40
Number of resolutions adopted during the year	45	50	38	50	50	38

City Commission - Budget Summary



Expenditure Category	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
Personnel				
Salary	277,491	266,460	293,370	293,370
Benefits	236,202	459,464	183,233	216,742
Personnel Subtotal	513,693	725,924	476,603	510,112
Operating				
Other Contractual Services	252,598	242,853	250,000	250,000
Travel Per Diem	19,120	23,024	23,000	24,000
Rentals and Leases	-	-	368	2,207
Repair and Maintenance Services	-	-	132	790
Other Current Charges and Obligations	-	-	375	375
Office Supplies	980	1,154	2,000	1,500
Operating Supplies	-	155	-	100
Publications and Memberships	13,418	13,557	14,092	13,992
Operating Subtotal	286,116	280,742	289,967	292,964
<b>Total</b>	<b>799,809</b>	<b>1,006,666</b>	<b>766,570</b>	<b>803,076</b>

Position Title	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2015-16 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 to create a true City Center for Pembroke Pines.

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 FY2015-16 budget.

This is a status quo budget, which is \$34,285 or 5.7% below the 2014-15 working budget. The decrease is attributable to appropriations for salaries and benefits.

### Accomplishments

- Negotiated contracts with bargaining units.
- Oversaw the completion of additional projects that were funded by the \$100.0 million G.O. Bonds.
- Continued to seek additional funding for the award-winning Charter School System.
- Developed ideas and proposals to address the City's compliance with the State's Alternative Water Supply mandate.
- Held workshops and retreats that provided additional information to the City Commission on various agenda items and City-related topics such as: purchase and sale of land, the Civic Center Project, and budget visioning.
- Closed on the sale of various properties such as: Weekley 43 Acre Property (NE corner of SW 207 Ter. and SW 54 PL between Griffin Rd and Stirling Rd) to Discovery Schools Inc. in the amount of \$10,135,000 and phase II of the Raintree property for \$7,050,000.
- Negotiated a \$14,250,000 sale contract for the property formerly known as the Broward Correctional Institution.
- Successful in receiving \$1.0 million for the civic center from cultural and arts grants.
- The City's construction and property values increased by 7.4%.

## City Manager Performance Measures

Indicator	2012-13		2013-14		2014-15	2015-16
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Number of resolutions reviewed	82	50	70	45	85	50
Number of ordinances reviewed	55	35	68	30	60	45
<b>Effectiveness</b>						
% of General Fund actual revenues to budgeted revenues	98.2%	100.0%	98.0%	100.0%	100.0%	100.0%
% of General Fund actual expenditures to budgeted expenditures	98.5%	100.0%	99.0%	100.0%	100.0%	100.0%
Total direct debt as a % of property market value	4.1%	4.5%	4.1%	4.1%	0.0%	3.9%
Debt service as a % of General Fund expenditures	18%	18%	18%	17%	16%	15%
Direct debt per capita	\$2,264	\$2,370	\$2,171	\$2,451	\$2,372	\$2,190
% of principal retired in 10 years	33%	36%	36%	38%	38%	41%
Unassigned Fund Balance as a % of annual General Fund expenditures ^	28.1%	21.0%	13.2%#	25.0%	26.0%	25.6%
Charter School FCAT Scores for:						
Elementary School	583	630	614	630	630	630
Middle School	717	730	744	730	730	730
High School	617	600	676	600	600	630
FSU Elementary	597	630	628	630	630	630
<b>Efficiency</b>						
Percent change in adopted millage rate compared to rolled-back operating millage rate	1.03%	4.47%*	4.33%	1.69%*	3.15%*	1.96%*
Per Capita City Service Cost compared to prior years (in current dollars)	\$956	\$1,030	\$986	\$1,000	\$1,000	\$1,000

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

# The decrease is due to the \$24.8 million investment in real estate. This investment is expected to be totally liquidated by 2015-16 and the unassigned fund balance replenished.

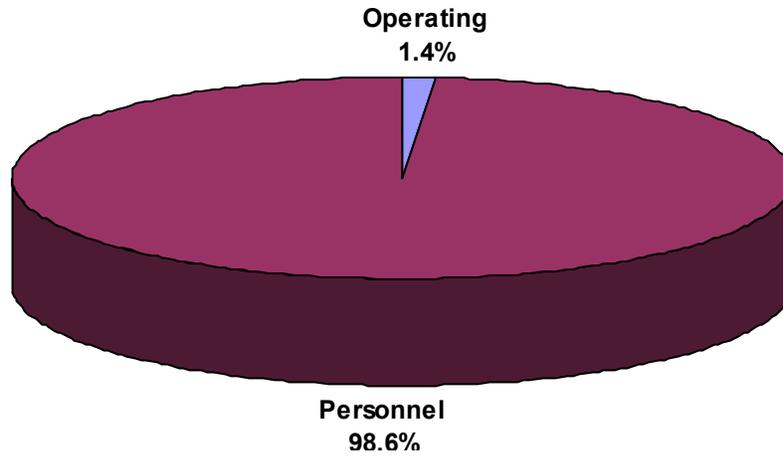
\* Percent annual change in per capita Florida personal income.

# CITY MANAGER

## Organizational Chart



**City Manager - Budget Summary**



<b>Expenditure Category</b>	<b>2012-13 Actual</b>	<b>2013-14 Actual</b>	<b>2014-15 Budget</b>	<b>2015-16 Budget</b>
Personnel				
Salary	336,550	457,981	465,279	462,299
Benefits	79,852	144,569	135,031	100,604
<b>Personnel Subtotal</b>	<b>416,402</b>	<b>602,549</b>	<b>600,310</b>	<b>562,903</b>
Operating				
Other Contractual Services	97,692	-	-	-
Travel Per Diem	-	707	1,062	3,000
Rentals and Leases	-	-	300	1,761
Repair and Maintenance Services	175	144	600	1,161
Office Supplies	1,570	1,793	1,950	1,200
Operating Supplies	350	725	-	-
Publications and Memberships	1,726	1,750	1,188	1,100
<b>Operating Subtotal</b>	<b>101,514</b>	<b>5,119</b>	<b>5,100</b>	<b>8,222</b>
<b>Total</b>	<b>517,916</b>	<b>607,668</b>	<b>605,410</b>	<b>571,125</b>

<b>Position Title</b>	<b>2012-13 Actual</b>	<b>2013-14 Actual</b>	<b>2014-15 Adopted</b>	<b>2015-16 Budget</b>
11005 City Manager	1	1	1	1
12516 Assistant City Manager	0.5	0.5	0.5	0.5
13150 P/T Administrative Coordinator I	-	1	1	1
13682 P/T Executive Assistant	1	1	1	1
13685 P/T Clerical Aide	2	1	1	1
<b>Total</b>				
Full-time	1.5	1.5	1.5	1.5
Part-time	3	3	3	3



## Planning and Economic Development

### Mission

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

### Goals

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

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

### Objectives

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Attract and recruit businesses to diversify the City's economy and promote job growth through partnerships with the Chamber of Commerce and Greater Fort Lauderdale Broward Alliance.

Support businesses throughout the development process.

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



## Planning and Economic Development

### Major Functions and Activities

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

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

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

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

Emphasizes redevelopment activities and associated studies and document preparation.

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

Provides support to the City's business community.

### Budget Highlights

Perform approximately 200 landscape inspections.

Review, issue, and inspect approximately 200 tree removal/relocation permits.

Amend the land use plan with respect to the recently annexed women's prison site.

Eight families are expected to receive assistance with minor home repair via SHIP funds and three with HOME funds (if additional funding is available).

Review and process applications related to the commercial parcels of City Center.

Conduct Homeowner's Association and Commercial Property Management workshops to keep residents and business owners aware of current regulations and

procedures with respect to landscaping, signs, etc.

Implement Phase 2 of Streetscape Plan including wayfaring signs.

Implement components of the City's Economic Development Strategic Plan related to branding and marketing the City.

### Accomplishments

Assumed responsibility for initiating and tracking Local Business Tax Receipts (LBTR's) through Building Permit and inspection process resulting in streamlined and greater control of new businesses opening.

Florida Highway Beautification Grant Recipient of \$81,381 for median beautification along Pines Blvd.

Revision of Landscape Code.

Registered 35 City parks as a National Wildlife Habitat.

Passed resolution adopting the City's Green plan to implement sustainability goals and objectives.

Adopted the update to the Ten Year Water Supply Facilities Work Plan.

Created a new zoning category - Planned Industrial District (PID).

Recommended Project Staples for recruitment as a Florida Qualified Targeted Industry incentive program to create approximately 33 jobs to the area with an average salary of \$43,899 (which is at least 100% of the Broward County average wage).

In coordination with Community Redevelopment Associates, four foreclosed homes were purchased by the City through the NSP program, seven residents were assisted utilizing the HOME funds, thirty owner occupied home repairs were completed utilizing CDBG, HOME or SHIP Funds, and 7,145 senior citizens were served through the City's Senior Transportation Program which provided 43,482 trips throughout the year.

Coordinated with Community Services Department and Broward County Transit to analyze existing City Shuttle routes and propose new routes.

Implemented the City's Green Initiative Plan.

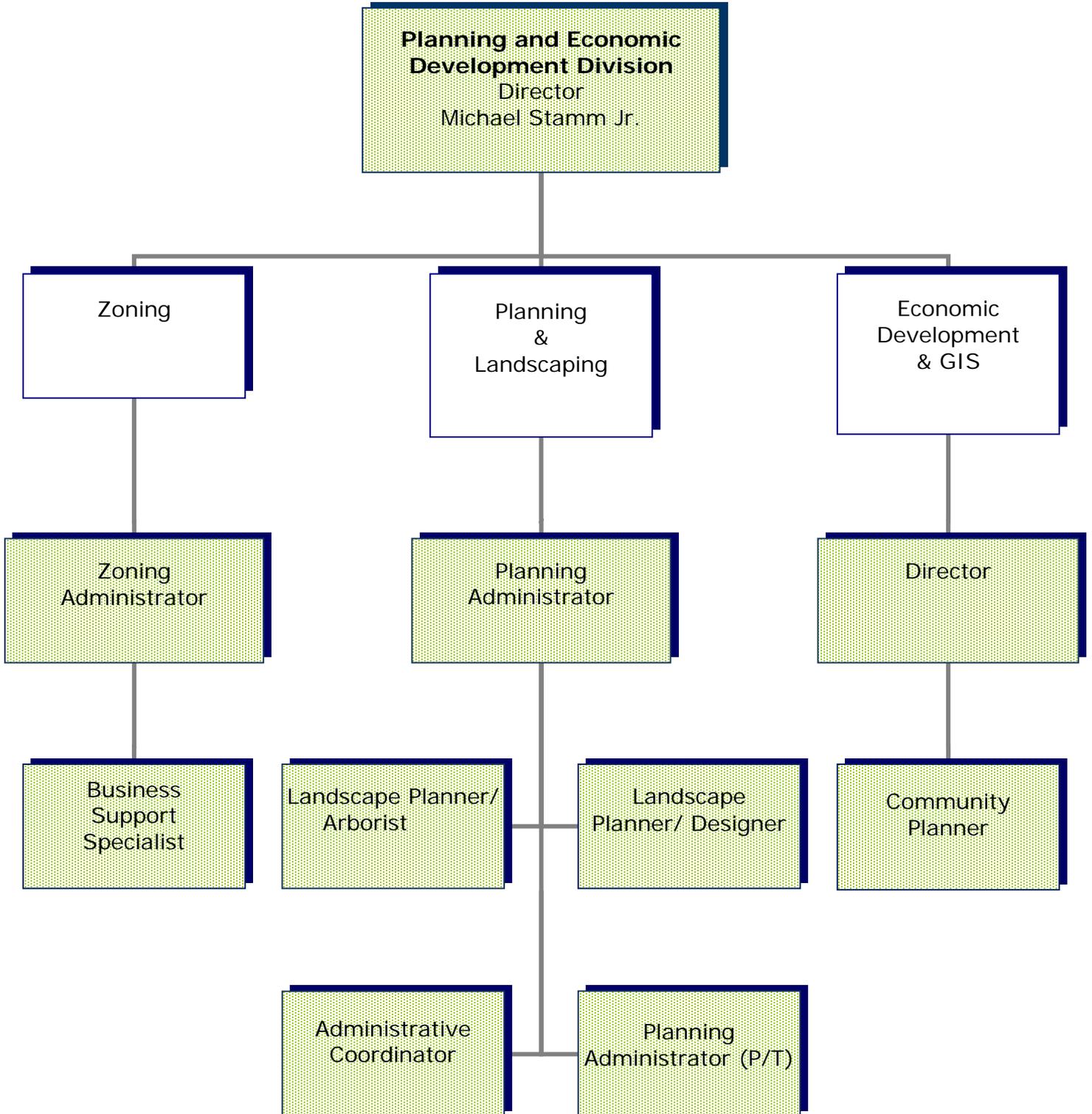
Recertified the City as a Tree City USA.

## Planning and Economic Development Performance Measures

Indicator	2012-13		2013-14		2014-15	2015-16
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Number of Planning and Zoning Board meetings facilitated	20	18	18	20	20	18
Number of Development Review Committee meetings coordinated	33	25	41	24	30	35
Number of Board of Adjustment meetings facilitated	8	11	6	10	8	7
Number of intergovernmental coordination meetings attended	10	15	33	15	15	25
Number of Economic Development Board Meetings facilitated	9	n/a	10	11	9	11
Number of Landscape Advisory Board Meetings facilitated	12	n/a	11	11	12	11
<b>Effectiveness</b>						
% of public information requests answered within three working days	99%	99%	99%	99%	99%	99%
<b>Efficiency</b>						
% of building plans reviewed within ten days for zoning compliance	100%	100%	100%	100%	100%	100%

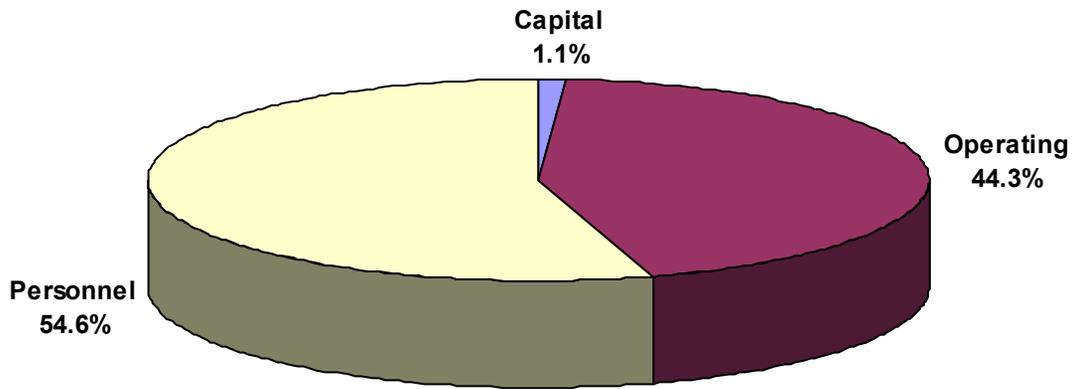
# PLANNING AND ECONOMIC DEVELOPMENT DIVISION

Organizational Chart



 Shading indicates direct public service provider

Planning and Economic Development - Budget Summary



Expenditure Category	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
Personnel				
Salary	362,569	339,737	364,714	362,258
Benefits	266,006	551,138	168,752	169,040
Personnel Subtotal	628,575	890,875	533,466	531,298
Operating				
Professional Services	-	-	-	15,900
Other Contractual Services	83,585	172,599	246,850	289,058
Travel Per Diem	50	1,029	3,450	2,500
Communication and Freight Services	1,666	1,826	7,400	7,500
Rentals and Leases	4,066	1,802	1,802	1,802
Insurance	-	-	226	150
Repair and Maintenance Services	409	1,761	9,094	9,750
Printing and Binding	-383	-79	2,000	2,250
Promotional Activities	11,290	70,984	65,910	78,000
Other Current Charges and Obligations	5,784	6,043	7,724	7,800
Office Supplies	1,372	2,106	5,000	5,000
Operating Supplies	-1,132	-2,716	7,710	8,285
Publications and Memberships	-	2,145	2,800	2,850
Operating Subtotal	106,707	257,499	359,966	430,845
Capital				
Machinery and Equipment	-	8,205	-	11,100
Capital Subtotal	-	8,205	-	11,100
<b>Total</b>	<b>735,282</b>	<b>1,156,578</b>	<b>893,432</b>	<b>973,243</b>

Position Title	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2015-16 Budget
12184 Zoning Administrator	1	1	1	1
12524 Administrative Coordinator I	1	1	1	1
12695 Plan/Econ Development Div Director	1	1	1	1
12696 Planning Administrator	1	1	1	1
13426 P/T Planning Administrator	1	1	1	1
13449 P/T CADD Operator	1	1	1	1

**Planning and Economic Development - Personnel Summary**

<b>Position Title</b>		<b>2012-13 Actual</b>	<b>2013-14 Actual</b>	<b>2014-15 Adopted</b>	<b>2015-16 Budget</b>
Total	Full-time	4	4	4	4
	Part-time	2	2	2	2



## Technology Services

### Mission

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

### Goals

- Continue to improve the quality of service provided by the Technology Services Group to meet defined service levels.
- Increase the City's current backup and recovery capabilities to ensure adequate data protection.
- Expansion of platform and training strategy for migration to Windows development model and application support.
- Provide the highest level of uptime for all technology resources for the City's employees that meet defined service levels.
- Enhanced electronic and verbal communications with residents through new phone system, website, and more effective video offering.
- Continue with the changes requested by the commission auditors.
- Continue Phase II of development of all Technical resources personnel.
- Establish baseline consideration for streamline efficiencies through single sources enterprise management suite.

### Objectives

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

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

Network refresh for all City owned sites.

Deploy Final Phase of Fiber Optic Network to all large city sites.

Business process review and analysis for currently deployed software applications and solutions.

Prepare for migration of data city to new City Hall location in fall of 2016.

Deploy Centralized Data solution with Data Loss Protection suite Phase II.

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

Deploy phase I of virtual desktop infrastructure as desktop replacement model for delivery compute services to internal staff.

Deploy new Agenda and Document Management suites.

Business Process Review of existing software application in consideration for Enterprise Resources Planning application.

Develop and Deploy best practices solution for single ISP provider for City leveraging SIP and MPLS.

### Major Functions and Activities

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

~ PROJECT MANAGEMENT:

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

~ SYSTEM DEVELOPMENT:

All programming and application development.

~ TECHNICAL SERVICES:

The network, system administration, Internet/Intranet development, technical standard development, and other technically-related issues.

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



## Technology Services

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

In order to keep up with the modern technology that is being developed world wide, technology services plans on updating their own technology. The 2016 budget includes the capital purchase of computer equipment for \$2,207,700. This purchase entails the city wide replacement of IT infrastructure with consolidation to single phone, computing, and networking with services mirrored at the charter schools. The objective of this purchase is to address the modernization/migration of legacy systems and provide the city/schools with a sustainable option for business continuity and disaster recovery using the best technology practices.

### Accomplishments

Implemented Technology Service Fund for the Charter School System.

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

Replaced Online Application systems and deployed new Lottery suite.

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

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

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

Completed successful procurement process for replacement agenda and document management software to be deployed in 2015/16.

Completed successful procurement and deployment of nearly 600 new desktop workstations.

Completed successful procurement of Phase I Voice Over IP Telecom System with deployment slated for fall 2015/16.

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

Forensic Telecom Audit using a 3rd party.

Completed development and implementation of the Renter/Owner dual deposit requirement for Utilities.

Assisted in a 128K dollar annual reduction in AT&T telecom cost.

Successfully deployed centralized anti-virus suite (Sophos) through the city network.

Complete full Network Infrastructure replace in the 2015 fiscal year at all city owned building.

Slated to complete deploy centralized network storage solution city\school sites as Phase 1 of disaster recovery and business continuity plan.

Completed success migration from Exchange Mail Server Environment from 2007 to 2013.

Added additional functionality to city Open Government Portal.



## Technology Services

Automated the interface between the utility billing system, cashiering system and the collections system.

Completed 100% deployment of Office 2010 under new Microsoft Enterprise Software agreement as a part of the city plan for migration to Window 7 operating system, deployment of Office 2010, and Exchange server 2013.

Implemented internal software deployment change management system and Helpdesk tracking system.

Implemented Phase I of Copier/Fax/Printer consolidation project to reduced annual cost associated with document creation. The project will conclude with a 1/3 reduction of hardware and the associated energy cost.

Work in conjunction with Fire Services to modernize internally developed Fire Report application into Web deployment format.

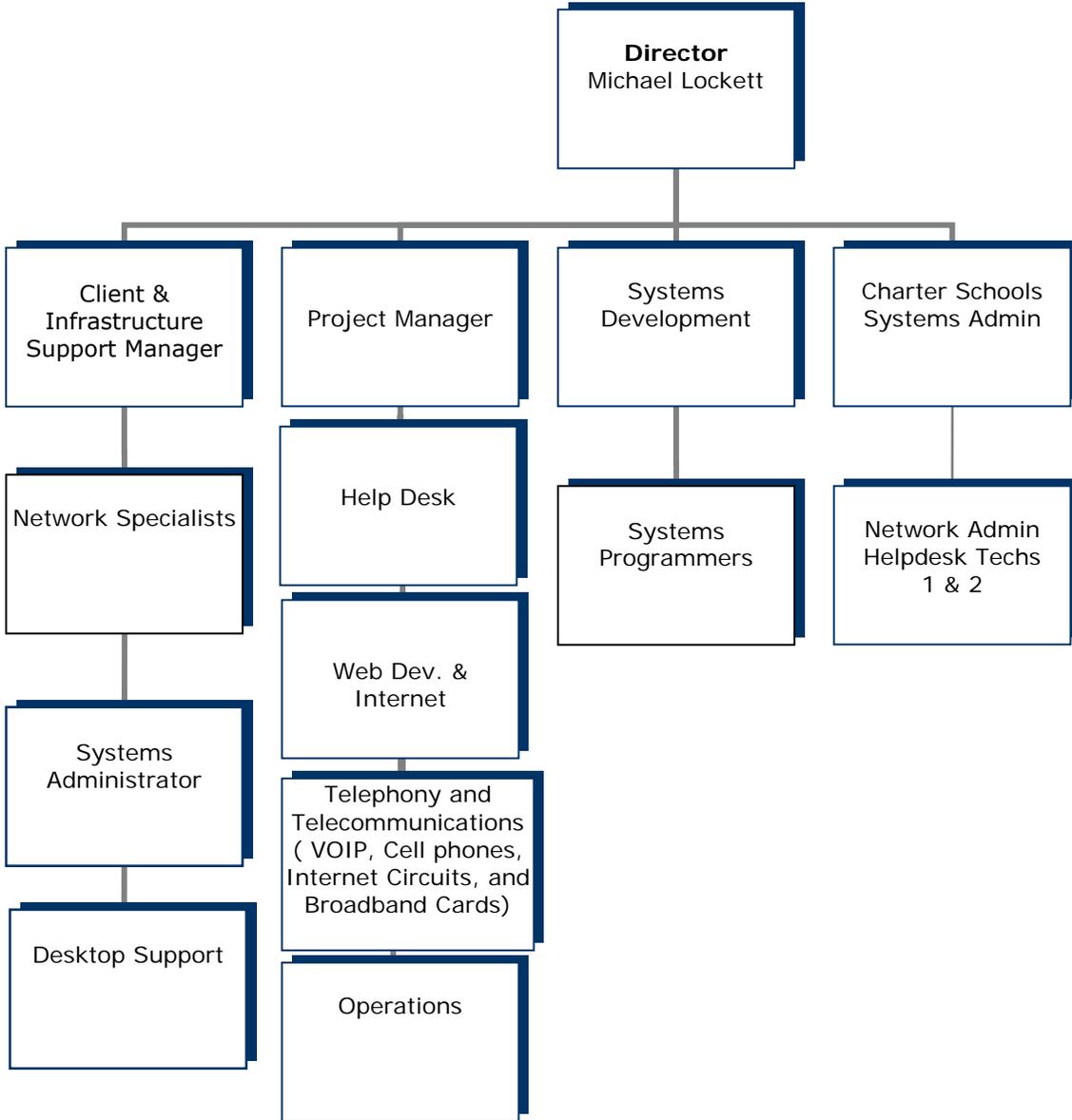
## Technology Services Performance Measures

Indicator	2012-13		2013-14		2014-15	2015-16
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Effectiveness</b>						
Network availability (% uptime)	99.99%	99.99%	99.99%	99.99%	99.99%	99.99%
% of spam messages blocked annually	97.50%	97.50%	99.10%	98.00%	98.00%	98.00%
Storied Data (Total Amount of Disk Space)	N/A	N/A	22 TB	21 TB	20 TB	20 TB
<b>Efficiency</b>						
Network devices per computer technician	370	335	356	300	300	300
Annual maintenance cost per computer	\$625	\$600	\$578	\$540	\$375	\$375
Completed Request for Technical Support	2,841	2,500	3,201	2,100	2,100	2,100
Completed Request for Application Development	226	200	301	200	200	200
Completed Service Request Department Wide	3,067	2,700	3,503	2,500	2,500	2,500

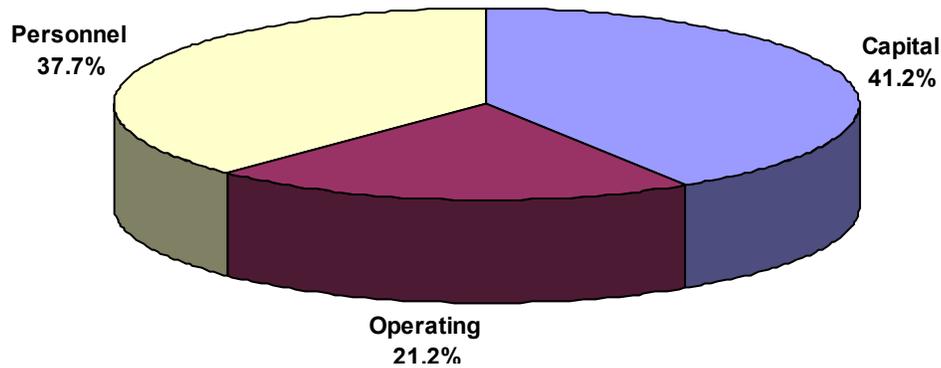
\* N/A entries reflect data not captured in previous years - 2014-15 years reflect IT consolidation

# TECHNOLOGY SERVICES

## Organizational Chart



### Technology Services - Budget Summary



Expenditure Category	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
Personnel				
Salary	1,450,637	1,430,951	1,418,902	1,470,337
Benefits	1,026,825	1,930,724	735,942	788,651
Personnel Subtotal	2,477,463	3,361,675	2,154,844	2,258,988
Operating				
Other Contractual Services	227,928	170,753	410,271	572,585
Travel Per Diem	8,630	-	990	2,600
Communication and Freight Services	26,880	24,646	38,226	40,626
Rentals and Leases	-	-	3,966	3,966
Repair and Maintenance Services	137,663	141,578	164,732	146,612
Office Supplies	65	-	1,500	1,800
Operating Supplies	198,429	608,941	604,825	476,625
Publications and Memberships	-	562	600	1,900
Training and Education	-	-	21,210	22,280
Operating Subtotal	599,595	946,480	1,246,320	1,268,994
Capital				
Improvements Other Than Buildings	-	-	1,748,705	123,000
Machinery and Equipment	80,955	1,107,124	316,458	2,346,900
Capital Subtotal	80,955	1,107,124	2,065,163	2,469,900
<b>Total</b>	<b>3,158,013</b>	<b>5,415,280</b>	<b>5,466,327</b>	<b>5,997,882</b>

### Technology Services - Personnel Summary

Position Title		2012-13 Actual	2013-14 Actual	2014-15 Adopted	2015-16 Budget
12011	Internet Specialist	1	-	-	-
12280	Help Desk Technician II	2	4	5	6
12303	Network Specialist II	2	2	2	2
12525	Administrative Assistant I	1	1	1	1
12643	Help Desk Technician I	-	1	1	1
12644	Help Analyst/Technician	1	1	1	1
12645	Help Desk Analyst	1	1	1	1
12652	Programmer/Analyst I	2	2	1	1
12693	Systems Programmer/Analyst II	1	-	1	1
12697	Proj Mangr/Systems Prog Analyst II	-	1	1	1
12720	Client & Infrastructure Support Mgr.	1	1	1	1
12721	Project Manager	-	1	-	-
12722	Manager of Systems Development	1	1	1	1
12723	Systems Administrator	1	1	1	1
12900	Web Page Developer	1	-	-	-
12903	Technology Services Director	1	1	1	1
Total	Full-time	16	18	18	19
	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

Continue 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.

### Objectives

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

### 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

Continue to provide customer services to City employees and the general public. Ensure that The City of Pembroke Pines is in compliance with local, state, and federal regulations governing Human Resources issues.

The 2015-16 budget is \$37,926 or 5.6% lower than the 2014-15 working budget. A large portion of this comes from the city-wide decreased in retirement contribution.

### Accomplishments

Implementation of a new evaluation system for General Employees.

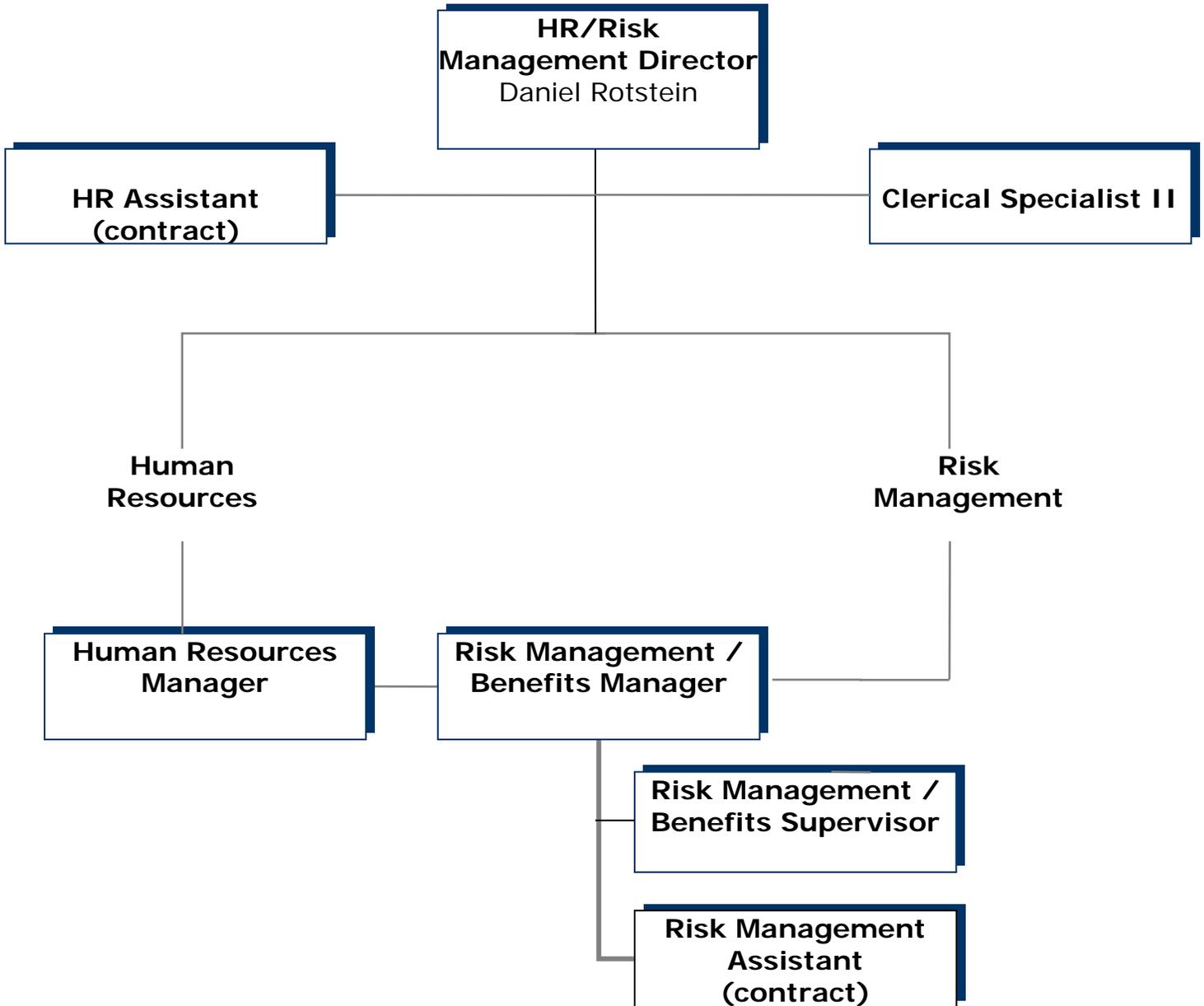
Set up a new 401a Retirement Plan with Principal Financial Group for the General bargaining unit members.

## Human Resources Performance Measures

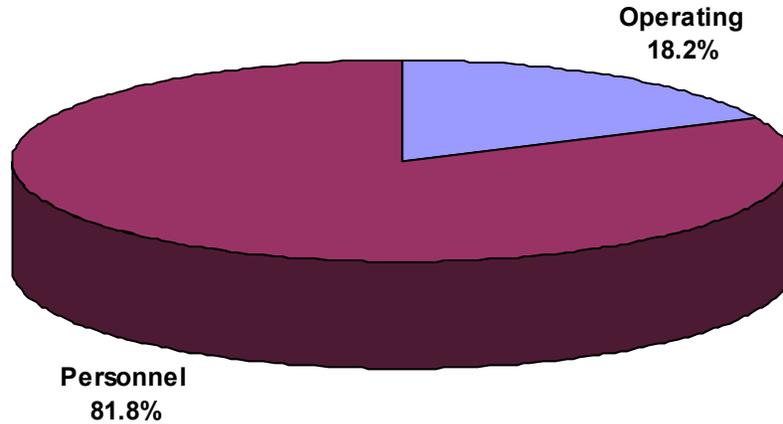
Indicator	2012-13		2013-14		2014-15	2015-16
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Number of positions processed for recruitment or promotion	67	20	90	50	70	60
Number of internal seminars offered	19	15	20	18	20	18
Number of employment applications received and processed (FT/PT City)	1,300	1,000	1,800	1,500	1,300	1,600
Number of applicants hired (FT/PT City and Schools)	147	20	221	200	100	80
<b>Effectiveness</b>						
New FT employee turnover rate within one year of employment	9.59%	4.00%	13.04	20.00%	20.00%	15.00
<b>Efficiency</b>						
Ratio of employees (City and School) to HR staff	257:5	274:1	253:1	267:1	257:1	260.1

# HUMAN RESOURCES/RISK MANAGEMENT

Organizational Chart



Human Resources - Budget Summary



Expenditure Category	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
Personnel				
Salary	382,336	363,729	354,409	339,734
Benefits	265,444	575,192	204,202	181,807
Personnel Subtotal	647,780	938,922	558,611	521,541
Operating				
Professional Services	19,570	24,375	14,000	14,000
Other Contractual Services	8,200	19,258	67,656	66,600
Travel Per Diem	-	202	118	2,500
Rentals and Leases	-	2,669	2,616	2,669
Repair and Maintenance Services	966	1,905	5,400	5,400
Printing and Binding	650	849	5,000	5,000
Other Current Charges and Obligations	3,344	3,052	5,000	5,000
Office Supplies	2,006	2,612	4,000	4,000
Operating Supplies	1,042	1,116	4,882	4,800
Publications and Memberships	80	-	-	-
Training and Education	-	-	-	6,000
Operating Subtotal	35,857	56,037	108,672	115,969
Capital				
Machinery and Equipment	-	-	5,384	-
Capital Subtotal	-	-	5,384	-
<b>Total</b>	<b>683,637</b>	<b>994,959</b>	<b>672,667</b>	<b>637,510</b>

Position Title	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2015-16 Budget
12014 Risk Management/Benefits Supervisor	-	-	-	1
12440 Human Resources Director	1	1	1	1
12557 Risk Management/Benefits Specialist	1	1	1	-
12684 Clerical Spec II	1	1	1	1
12685 Clerical Aide	1	1	1	-
12790 Human Resources Manager	1	1	1	1
Total				
Full-time	5	5	5	4
Part-time	-	-	-	-



## City Attorney

### Mission

To provide timely, efficient, and cost-effective in-house legal services and representation to the governance of the City of Pembroke Pines.

### Goals

To work closely and effectively with the City Commission, City Manager, City Administration, and professional staff to continue to develop a preventative law approach to lessen risk and litigation exposure. We will accomplish this by delivering professional legal services that achieve total client satisfaction.

### Objectives

Advise and assist the Mayor, the City Commission, and all appropriate City personnel on various legal issues in order to best protect the interests of the City, to ensure compliance with City, State and Federal laws and to assist, as needed, in the attainment of the objectives of the City and all departments of the City.

Update and revise the City Code to adapt to the needs of the City and to eliminate outmoded and inconsistent provisions.

Use a preventative approach to departmental legal problems in order to anticipate problem areas that require legal support.

Increase revenues or savings through implementation of aggressive strategies; compliance monitoring; fine and forfeiture procedures; the initiation and prosecution of litigation by the City; and aggressive contract negotiations with City vendors, suppliers, and consultants.

Continue efforts to reduce the City's expenses by implementing aggressive in-house litigation.

### Major Functions and Activities

~ CLIENT FOCUS:

Demonstrate a passion and commitment for client service.

Solicit and listen intently to client requirements and expectations.

Maximize clients' first impressions and "moments of truth."

Continuously collect client feedback and use it to improve quality.

Achieving client satisfaction by assessing the specific needs and expectations of the client.

~ CONTINUOUS QUALITY IMPROVEMENT:

Commit that "every day, in every way, we're getting better and better."

Plan for quality as quality is a never-ending effort and destination and clients define quality.

Quality improvements are driven by client feedback and direction.

Focus on process improvements to improve quality.

Create a culture in which we make every effort to do the right things the first time and every time.

~ LEADERSHIP:

Lead by example by involvement and demonstration of commitment to quality, service and clients.

Create a system of guidelines, not rules.

Practice a "can do" attitude.

Recognize change is a given; government as usual is not.

### Budget Highlights

The expenditure budget for 2015-16 increased by \$20,000 or 2.3% over the 2014-15 working budget due to increases in funding for retainer fees and on-site professional services.

### Accomplishments

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

Represented the City in the purchase of real property from the State of Florida and coordinated the annexation of such land into the City.



## City Attorney

Provided legal advice and related services in conjunction with several real property transactions.

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

Coordinated with the City's Purchasing Department to implement a new electronic bid submittal system.

Assisted the City Commission and City staff in the development of a legislative action plan and the preparation of several legislative proposals in furtherance of the City's objectives.

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

Assisted with the extension of the City's agreement with the Florida Department of Children and Families for the Transitional Independent Living Facility Program. Continued to provide assistance in reviewing lease documents and regulations for potential residents of the City's Transitional Independent Living Facility, and participated in meetings with involved agencies.

Continued coordination with the City's officials and staff regarding the funding disputes with the School Board of Broward County, Florida associated with the City's operation and ownership of the Pembroke Pines Charter Schools. Continued efforts to resolve the matter in the City's best interest in a forum other than the administrative and judicial venues.

Assisted the City Commission and City staff in the development of a strategy to support legislative proposals in furtherance of the City's objectives regarding Charter School funding.

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

Collaborated with the City's consultants on the continued implementation of the Neighborhood Stabilization Program of the U.S. Department of Housing and Urban Development to implement the

City's rehabilitation strategy by facilitating the purchase, rehabilitation and eventual resale of foreclosed homes within the community to private homeowners.

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

Provided the City Commission and City staff with legal advice associated with ethics matters.

Defended or represented the City in all tax deed sales, foreclosure, and bankruptcy proceedings filed by individuals and businesses naming the City as an interested party in such proceedings.

Advised the City in all labor and collective bargaining matters.

Provided counsel and assistance in creating a new 401(a) retirement plan for the City's employees.

Continued to advise and assist the City on matters relating to its red-light camera program, including coordination with the City's red-light camera vendor and responding to public inquiries and questions.

Continued to represent the City in red-light camera prosecutions as well as on-going monitoring of litigation and hearings in other venues and legislative efforts that could affect the City's red-light camera program.

Coordinated with the City's outside counsel regarding the defense of the City against litigation initiated by the Town of Southwest Ranches regarding road closure matters.

Coordinated with outside counsel on litigation initiated by the Corrections Corporation of America and the Town of Southwest Ranches pertaining to their proposed development of lands outside the City's municipal boundaries.

Reviewed leases at the City's residential facilities, art studio (Studio 18), and commercial properties (Silver Emporium). Coordinated with City staff to enforce compliance with lease terms at such facilities, including processing and resolving tenant eviction proceedings as necessary.

Coordinated with the City's defense counsel in litigation related to pension and liability matters.

Provided legal guidance to the City's advisory boards on an on-going or as needed basis as warranted for



## City Attorney

each board. Provided an overview of relevant laws, such as the Sunshine Law, Public Records laws, and ethics laws, as they pertain to advisory board operations.

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

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

Continued coordinated efforts with the Broward County Attorney's Office, personally and in conjunction with the Broward League of Cities, regarding the amendment of the Broward County Code of Ethics and its application to the cities within Broward County. Addressed ethics questions under the ordinance and issued written legal opinions when requested.

Assisted the City's Police Department in the false alarm enforcement program, including assisting in operational issues relating to fines and appeals, as well as public inquiries.

Facilitated the Police Department in coordinating hearings before the City's special magistrate for appeals filed by persons receiving fines for alleged violations of the City's ordinances.

Coordinated with the City's Code Enforcement Division of the City's Police Department to ensure the administrative citation process and imposition of administrative fees for the prosecution of code violations is incorporated within the overall process.

Continued prosecution of Code Enforcement matters before the Special Magistrates upon request.

Provided oversight of and supervised the implementation of the special magistrate process to ensure equity and due process.

Promptly and successfully resolved claims made and litigation filed against the City.

Continued to facilitate the City's Traffic Enforcement & Trespass Agreement program with homeowners'

associations along private roadways. On-going communications and coordination with the City's communities and staff with respect to the implementation of these agreements.

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

Prepared ordinances for land use plan amendments and rezoning projects.

Worked with City staff to amend and update the City's zoning code regarding the siting of school facilities.

Revised the procedures for applicants to appeal decisions of the City's Planning and Zoning Board and the City's Board of Adjustment.

Prepared ordinances to amend the City's Charter providing procedures for redistricting within the City.

Drafted ordinances amending the City's dangerous dog regulations to provide for consistency with changes in state law.

Prepared ordinances establishing domestic partnership benefits for the City's employees and coordinated with the City's Human Resources Department for implementation of such benefits.

Continued an on-going review of all of the City's agreements for form and legal sufficiency, including those pertaining to the City's Charter Schools.

Reviewed all Charter School, preschool and camp related on-site and off-site field trip requests for legal compliance regarding all contracts and transportation issues.

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

Assisted the City's Police Department in forfeiture matters, including review of potential forfeitures to confirm that the item to be seized is "contraband," assisted with settlement negotiations related to



## City Attorney

seized items, and represented the City the prosecution of forfeiture matters.

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

Advised the City Clerk's Office, as well as other departments regarding various public records matters and subpoenas for records and testimony in various litigation matters, including those in which the City is not a party.

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

Prepared and reviewed various license and lease agreements for the use of the City Center property by the Broward County Youth Fair, Hispanic Festival and others.

Coordination with the City's outside legal counsel and consultants on matters related to the City's continued participation in the Large User Wastewater Agreement with the City of Hollywood.

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

Represented the City in hearings, negotiations and arbitrations related to multiple and multi-level labor matters.

Served as Issuer's Counsel and coordinated with all appropriate parties for the City's issuance of its 2015 General Obligation Bonds.

Provided on-going review of contracts for the City's Charter Schools and other City departments.

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

Assisted the City with the continued operations of the Pembroke Pines Community Services Foundation, Inc. as well as the Pembroke Pines Charter School Foundation, Inc.

Reviewed agreements with various colleges and schools to enable their students to ride along with the City's Fire Rescue personnel to further their educational experience.

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, and special laws affecting Broward County, Florida and the City.

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

## City Attorney Performance Measures

Indicator	2012-13		2013-14		2014-15	2015-16
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Number of ordinances prepared for consideration by City Commission	41	40	34	40	40	40
Number of resolutions prepared for consideration by City Commission	35	45	43	45	40	45
Number of contracts reviewed, negotiated and drafted weekly	47	45	48	45	45	45
Number of real estate transactions	10	20	26	20	15	20
Number of bond issues	2	2	0	2	2	2
Number of Commission meetings attended	39	40	36	40	40	40
Number of verbal, written and electronic (E-mail) correspondences processed weekly	821	700	822	725	750	850

### City Attorney - Budget Summary

Expenditure Category	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
Operating				
Professional Services	824,952	826,595	857,190	877,337
Office Supplies	19,716	18,073	19,710	19,710
Operating Supplies	876	2,913	5,000	5,000
Operating Subtotal	845,544	847,581	881,900	902,047
<b>Total</b>	<b>845,544</b>	<b>847,581</b>	<b>881,900</b>	<b>902,047</b>



## City Clerk

### Mission

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

### Goals

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

### Objectives

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

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

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

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

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

Efficiently process local business tax receipts and renewals.

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

### Major Functions and Activities

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

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

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

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

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

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

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

The Micrographics Section of the City Clerk's Department is responsible for preparing, scanning, filming, indexing, storing, and retrieving of municipal records. This function enables the City to house permanent documents for expedient retrieval of information requested by citizens, outside agencies, and departments.

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

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

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



## City Clerk

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

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

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

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

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

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

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

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

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

~ LANDSCAPE/TREE ADVISORY COMMITTEE - Promotes the public health, safety, and general welfare by the maintenance of landscaping areas, including off-street vehicular parking. It also serves

to protect and preserve the character and stability of residential, business, institutional, and industrial areas and to conserve the value of land and buildings on surrounding properties and neighborhoods.

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

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

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

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

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

## Budget Highlights

The City Clerk Department's fiscal year 2015-16 budget is 33% below the current working budget. This decrease is mainly attributable to the completion of the city-wide back-scanning effort in FY2014-15. In addition, the budget reflects expenses of \$32,088 to cover the Municipal General Election that will be held on March 15, 2016.

## Accomplishments

The Clerk's Department is tasked to head up the city-wide back-scanning in an effort to digitize all city records for migration to the repository to coincide with the roll-out and implementation of the Hylands Agenda and Document Management Suite. This engenders the replacement of the high speed scanner in Micrographics; upgrade of the Microfilm Reader, replacement of printer/copier and software to help



## City Clerk

streamline the process of publishing the agenda books for Commission Meetings. Current high speed scanning and digitizing/archiving efforts will enhance efficiency of the City of Pembroke Pines' move to the new City Center Complex from the old facility.

## City Clerk Performance Measures

Indicator	2012-13		2013-14		2014-15	2015-16
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
"Action Only" Commission minutes prepared for next Commission meeting.	0	*	31	22	22	22
Subpoenas for records processed	125	116	158	157	125	125
Commission agenda books prepared	455	440	432	563	220	300
Local business tax receipts monitored for compliance	8,394	8,000	8,416	8,262	8,394	8,395
Local Business Tax Receipts issued	7,290	7,000	7,295	7,150	7,290	7,290
Local Business Tax Office customers served+	1,901	2,000	2,076	2,000	1,900	2,000
Public records requests processed	2,871	5,000	2,400	3,056	3,000	3,000
Passport applications processed	2,504	1,800	2,292	2,300	2,500	2,500
Passport Office customers served+	3,745	3,000	3,144	4,000	3,500	3,500
Documents imaged and microfilmed	246,119	118,000	369,086	150,000	250,000	400,000
Staff training hours	14	20	14	16	14	35
Garage sale permits issued	1,437	1,600	1,403	1,650	1,500	1,500
Cashiering transactions (in millions)	\$29.6M	\$30.0M	\$32.0M	\$30.7M	\$28.0M	\$28.0M
Cashiering transactions (number)	43,679	53,000	41,771	45,155	42,000	40,000
Agenda packets prepared	1,052	745	952	884	1,050	1,000
Board and committee meetings attended	92	94	89	98	90	92
Abandoned properties registered	862	300	684	900	800	684
City Clerk customers served+	1,318	1,800	1,185	2,000	1,200	1,200
Bid openings	56	*	62	*	60	60
Records dispositioned for destruction as per statutes (in tons)	11.28	*	19.37	*	15.00	21.00
Records dispositioned for destruction as per statutes (in cubic feet)	943	*	1,416	*	1,100	2,000
<b>Effectiveness</b>						
% of passport applications processed within 24 hours of appointment	100%	100%	100%	100%	100%	100%
% of documents accurately imaged	98%	100%	100%	98%	100%	100%
Commission meeting minutes made available on City's web site within 2 days after approval	75%	100%	80%	100%	100%	100%
Local business tax receipts available for renewal as required by statute	100%	100%	100%	100%	100%	100%
Cashiering - daily transactions balanced without overage or shortage	99.9%	100%	99.9%	100%	100%	100%
Local business tax revenue per capita (in constant dollars)	\$20.78	\$19.00	\$20.73	\$21.00	\$21.00	\$21.00
Summary of board actions submitted within 24 hours	100%	100%	100%	100%	100%	100%
% of minutes of all board meetings transcribed and ready for approval prior to next meeting	100%	100%	100%	100%	100%	100%
<b>Efficiency</b>						
Commission agendas prepared per year per F/T employee	227.5	238	31	282	225	28
Full-time employees on this task	2	2	2	2	2	2
Average number of pages of Commission minutes transcribed per year per F/T employee	450	400	403	428	350	400
Full-time employees on this task	1	1	1	1	1	1
Public Records requests processed per year per F/T employee	600	1,500	2,400	450@	600	1,600
Full-time employees on this task	5	5	5	5	5	5
Passports processed per day per F/T employee	2.0	2.0	2.0	1.5	2.0	2.0
Full-time employees on this task	6	7	6	7	6	7
Cashiering transactions per year per F/T employee	21,839	35,333	41,771	30,103	20,000	40,000
Full-time employees/contractors on this task	1.5	1.5	1.5	1.5	1.5	1.5

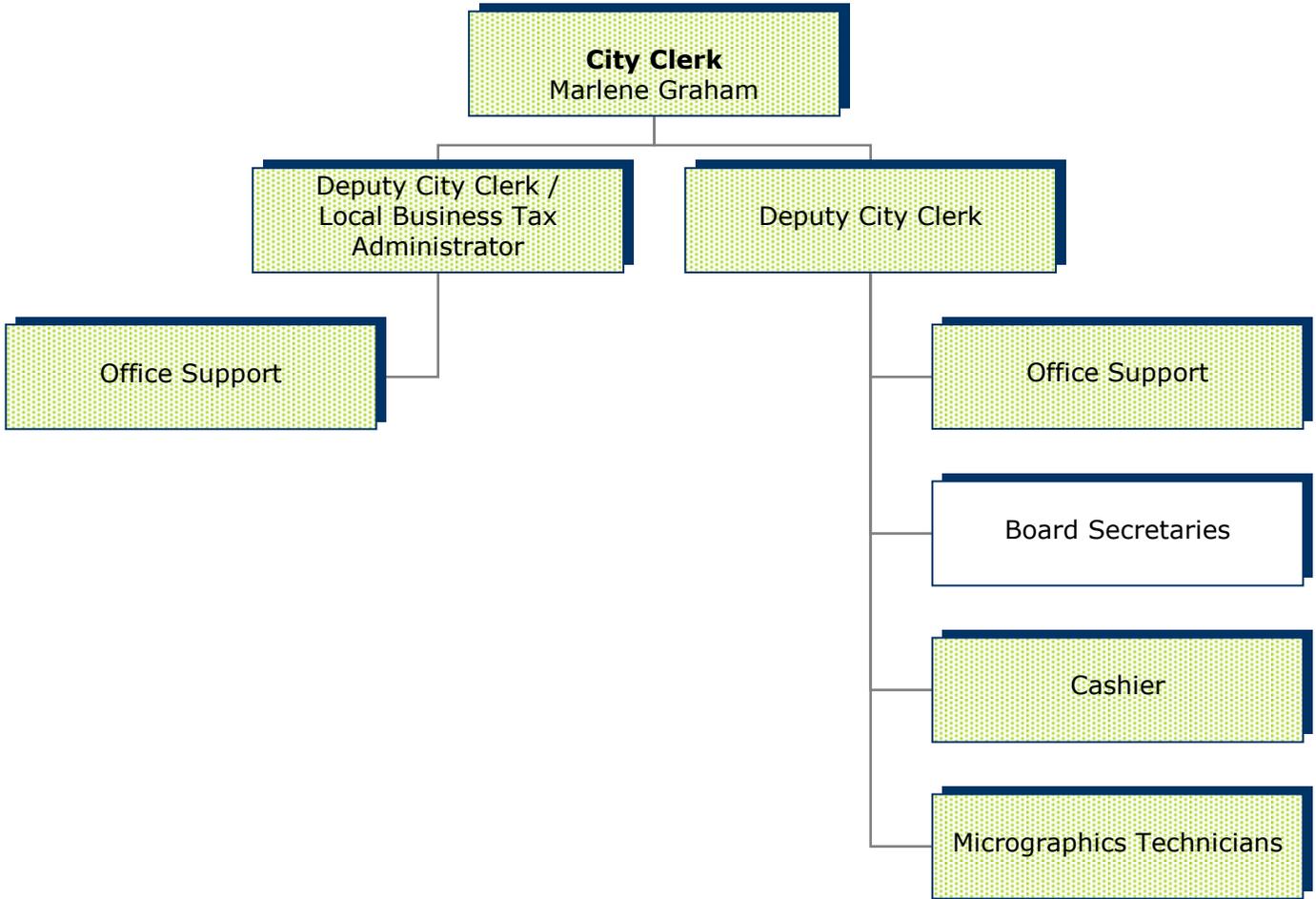
\* New measure - goal and actual unavailable.

+ Starting April 2012, separate customer counts are being recorded for the City Clerk, the Local Business Tax Office, and the Passport Office. Prior to that, the numbers were combined.

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

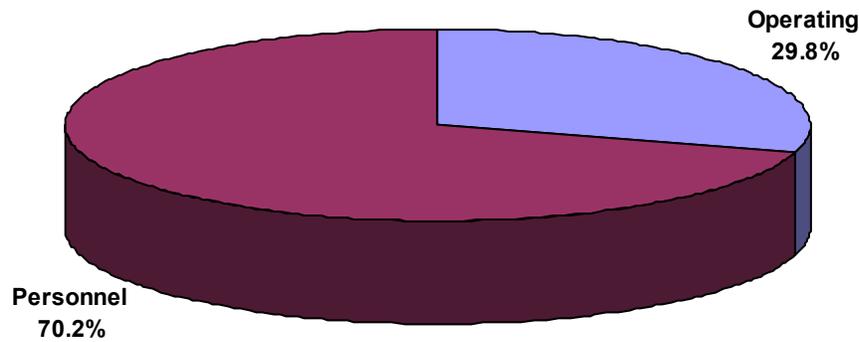
# CITY CLERK

## Organizational Chart



 Shading indicates direct public service provider

## City Clerk - Budget Summary



<b>Expenditure Category</b>	<b>2012-13 Actual</b>	<b>2013-14 Actual</b>	<b>2014-15 Budget</b>	<b>2015-16 Budget</b>
Personnel				
Salary	543,010	573,511	480,769	455,253
Benefits	428,530	615,970	339,346	312,109
<b>Personnel Subtotal</b>	<b>971,540</b>	<b>1,189,481</b>	<b>820,115</b>	<b>767,362</b>
Operating				
Professional Services	41,227	-	43,000	32,088
Other Contractual Services	88,693	102,276	367,045	175,592
Travel Per Diem	-	389	4,000	4,500
Rentals and Leases	21,847	21,893	21,822	24,000
Insurance	-	145	600	400
Repair and Maintenance Services	15,591	17,779	27,143	30,143
Printing and Binding	13,417	11,861	16,800	16,800
Other Current Charges and Obligations	22,953	17,176	23,100	23,100
Office Supplies	9,468	5,709	10,200	11,000
Operating Supplies	4,792	5,099	6,600	7,500
Publications and Memberships	269	835	600	600
<b>Operating Subtotal</b>	<b>218,255</b>	<b>183,162</b>	<b>520,910</b>	<b>325,723</b>
Capital				
Machinery and Equipment	-	-	301,578	-
<b>Capital Subtotal</b>	<b>-</b>	<b>-</b>	<b>301,578</b>	<b>-</b>
<b>Total</b>	<b>1,189,795</b>	<b>1,372,643</b>	<b>1,642,603</b>	<b>1,093,085</b>

### City Clerk - Personnel Summary

Position Title		2012-13 Actual	2013-14 Actual	2014-15 Adopted	2015-16 Budget
12047	City Clerk	1	1	1	1
12285	Micrographic Technician II	1	1	1	1
12525	Administrative Assistant I	1	1	1	-
12620	Cashier II	1	1	1	1
12684	Clerical Spec II	3	3	3	3
12775	Deputy City Clerk	1	1	1	1
12782	Deputy City Clerk/Occ Lic Admin	1	1	1	1
13509	Shared - Secretary	2	2	2	2
13681	P/T Clerk Spec II	-	-	-	1
Total	Full-time	9	9	9	8
	Part-time	2	2	2	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 users.

### Objectives

Facilitate the annual 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 budget documents and publish the adopted budgets on the City's website by October 1st and the Charter Schools' by July 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.

Updating the Budget Procedures and Revenue Manual and the 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 automatically populate revenues associated with interfund 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:

#### ~ ACCOUNTING:

Maintains the general ledger. 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. Additionally, personnel are responsible for balancing utility receivables, providing property control, and producing numerous financial reports as requested.

#### ~ ACCOUNTS RECEIVABLE:

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

#### ~ ACCOUNTS PAYABLE:

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

#### ~ ADMINISTRATIVE SUPPORT:

Provides administrative support not only to the Finance Director but also to the entire department. Additionally, responsible for assisting in editing and producing the Comprehensive Annual Financial Report, entering payroll, ordering supplies, maintaining records retention, and processing over 4,500 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.



## Finance

### ~ 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, 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 a City-wide address database.

### ~ TREASURY:

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

## Budget Highlights

For FY2015-16, budgeted personnel costs show a decrease of \$199,331 or 10.2% below the FY2014-15 working budget. A large portion of this comes from the city-wide decrease in retirement contribution and transition of two city positions to contractual positions. The latter is the main reason for the \$55,266 or 7.1% increase in the FY2015-16 operating budget.

## Accomplishments

Awarded the Distinguished Budget Presentation Award by the Government Finance Officers Association (GFOA) for the 18th consecutive year since October 1, 1997, for the FY2014-15 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, 2014. If awarded, this will be the 30th consecutive year the award will be received.

Successfully completed the 2014 independent audits of the Charter Schools and the City. The City received an unqualified opinion for both audits, and no auditor adjustments were recommended. The external audit firm that conducted these audits was GLSC & Company, PLLC.

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

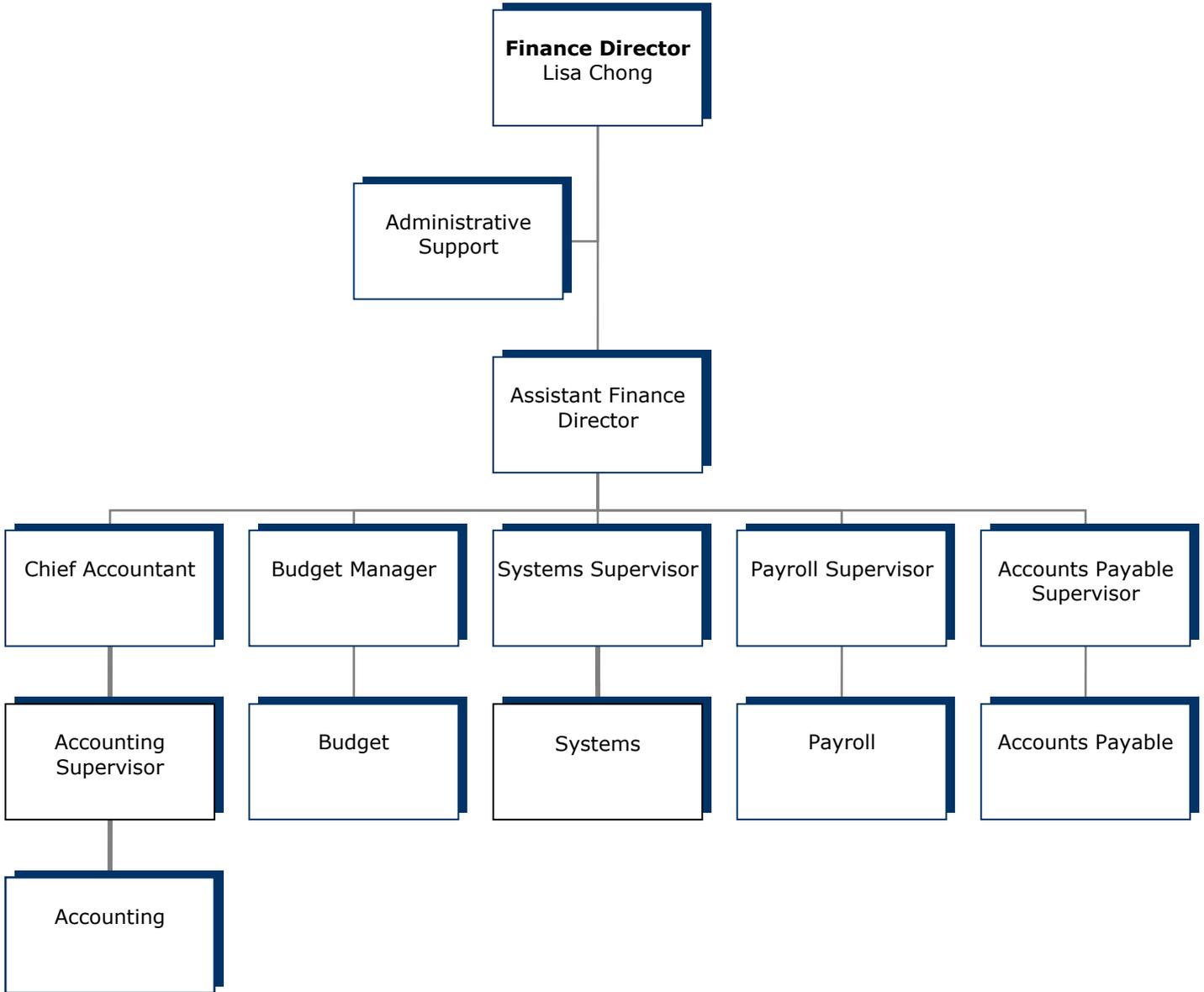
The Finance Director Succession Plan from FY2012 was successfully implemented as of December 2, 2014. The Chief Accountant was promoted to the Finance Director position, and the Accounting Supervisor was promoted to the Chief Accountant position, as approved by the City Commission.

## Finance Performance Measures

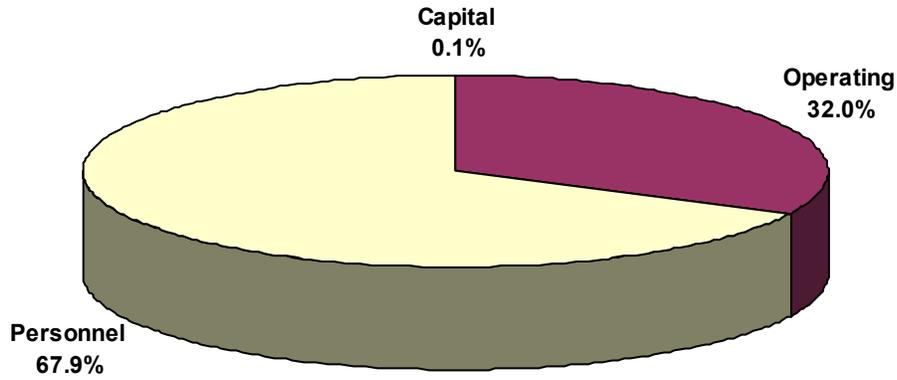
Indicator	2012-13		2013-14		2014-15	2015-16
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Invoices paid	48,697	48,000	51,992	48,000	48,000	50,000
Charter schools' special purpose financial statements	2	2	2	2	2	2
Monthly financial statements	12	12	12	12	12	12
Comprehensive Annual Financial Report	1	1	1	1	1	1
Annual Budget	1	1	1	1	1	1
<b>Effectiveness</b>						
Number of audit adjustments by auditors	0	0	0	0	0	0
Number of 10-hour working days to complete the Comprehensive Annual Financial Report	64	64	64	64	64	64
Average number of 10-hour working days after the month's end to distribute the monthly financial statements (excluding October and September)	4	4	4	4	4	4
Average number of 10-hour working days to close year end	24	20	23	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	98%	100%	96%	100%	100%	100%
Number of annual consecutive awards for Certificate of Achievement for Excellence in Financial Reporting from GFOA.	29	29	30	30	31	32
Number of annual consecutive Distinguished Budget Presentation Awards from GFOA	16	16	17	17	18	19
<b>Efficiency</b>						
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 - Budget Summary



Expenditure Category	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
Personnel				
Salary	1,410,764	1,352,616	1,210,144	1,121,710
Benefits	987,385	1,762,922	752,002	641,105
Personnel Subtotal	2,398,149	3,115,538	1,962,146	1,762,815
Operating				
Accounting and Auditing	43,630	43,998	45,368	39,800
Other Contractual Services	363,595	429,289	604,770	654,576
Travel Per Diem	2,257	725	1,800	1,700
Communication and Freight Services	1,088	772	433	500
Rentals and Leases	-	-	1,000	4,400
Repair and Maintenance Services	92,547	94,329	98,285	100,600
Office Supplies	6,759	11,117	8,000	11,500
Operating Supplies	3,385	2,640	11,324	12,800
Publications and Memberships	2,940	3,092	3,455	3,825
Training and Education	-	1,752	1,500	1,500
Operating Subtotal	516,200	587,714	775,935	831,201
Capital				
Machinery and Equipment	2,415	2,194	8,400	2,600
Capital Subtotal	2,415	2,194	8,400	2,600
<b>Total</b>	<b>2,916,763</b>	<b>3,705,445</b>	<b>2,746,481</b>	<b>2,596,616</b>

## Finance - Personnel Summary

Position Title		2012-13 Actual	2013-14 Actual	2014-15 Adopted	2015-16 Budget
12086	Finance Director	1	1	1	1
12428	Payables Supervisor	1	1	1	1
12431	Payroll Coordinator	2	2	2	2
12433	Payroll Supervisor	1	1	1	1
12513	Account Clerk III	1	1	1	-
12515	Accounting Clerk II	1	1	1	-
12517	Assistant Finance Director	1	1	1	1
12523	Accountant	1	1	1	1
12525	Administrative Assistant I	1	1	1	1
12552	Budget Analyst	1	-	-	-
12556	Budget Manager	1	1	1	1
12641	Chief Accountant	1	1	1	1
12642	Accounting Supervisor	1	1	1	1
12651	Programmer Analyst II	2	2	2	2
12686	Systems Supervisor	1	1	1	1
13680	P/T Clerk Spec I	1	1	1	1
Total	Full-time	17	16	16	14
	Part-time	1	1	1	1



## Early Development Centers

### Mission

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

### Goals

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

### Objectives

- Provide a warm and nurturing environment built on trust and communication.
- Offer a safe place that is drug-free and violence-free.
- Treat staff and students with courtesy and respect.
- Encourage students’ creativity and curiosity.
- Give students time to summarize and reflect.
- Involve students in thinking skills that examine, relate, and evaluate all aspects of a situation or problem.
- Enable students and staff to work in an environment that promotes high academic standards.
- Support teachers and staff in exhibiting a genuine concern for students.
- Promote the idea of students teaching their peers.
- Provide a balanced and flexible curriculum.
- Supply a technologically superior learning environment.

### Major Functions and Activities

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

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

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

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

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

### Budget Highlights

The EDC fiscal year 2015-16 budget includes a 2% tuition increase for Early Development Center fees due to the increase in consumer price index as of April 2014.

### Accomplishments

Bright Beginnings - Completed the eighth year of Florida’s Voluntary Prekindergarten (VPK) Program achieving a readiness rate of 94 out of a possible 100. Our Scholastic Book fair was a great success earning “Scholastic” dollars, supplying dozens of books to our classroom libraries. Staff continued to maintain credentials and in-service hours required for licensing in First Aid and CPR. Improvements such as flooring and painting were made to help update the overall appearance of the school. Security features were also added in the way of additional cameras and key pad entry system.



## Early Development Centers

East Campus - Completed the eighth year of Florida's Voluntary Prekindergarten (VPK) Program achieving a readiness rate of 85 out of a possible 100. Our Scholastic Book fair raised over \$1,000 in "Scholastic" dollars, supplying books to our classroom libraries. Staff continued to maintain credentials and in-service hours required for licensing in First Aid and CPR.

West Campus - Completed our eighth year of Florida's Voluntary Prekindergarten (VPK) program. Continued to improve/maintain Readiness rate. Continued to increase/maintain enrollment and revenue by participating in City-organized special events, displaying banners and signs in our community, and distributing flyers and brochures to local schools and businesses. Staff continued to maintain licensing standards by renewing their early childhood credentials, taking in-service classes in CPR, First Aid, the Creative Curriculum and assessments that align with the curriculum.

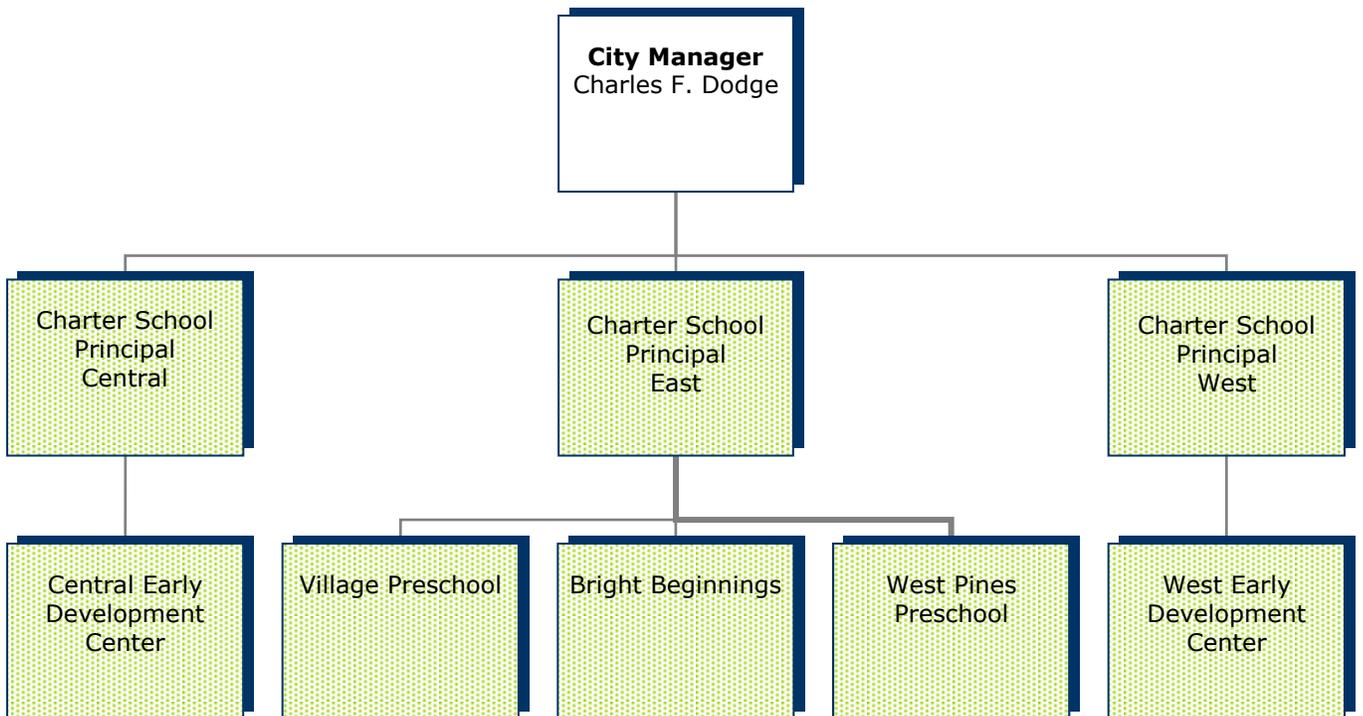
Central Campus - School was at full enrollment capacity for the eighth year in a row. With 100 Voluntary Prekindergarten (VPK) students we maintained a VPK Readiness Rate of 91 out of a possible 100. Maintained AdvancED Southern Association of Colleges and Schools Council on Accreditation and School Improvement (SACS CASI) Accreditation. This Accreditation is only given to schools that offer the highest quality of care and education to young children. All staff completed professional development courses in Pediatric and Adult CPR, the Creative Curriculum and Teaching Strategies Gold Online Assessments.

## Early Development Centers Performance Measures

Indicator	2012-13		2013-14		2014-15	2015-16
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Number of students	700	674	738	718	708	714
<b>Effectiveness</b>						
Met state mandated student to teacher ratio of 21 to 1	Yes	Yes	Yes	Yes	Yes	Yes

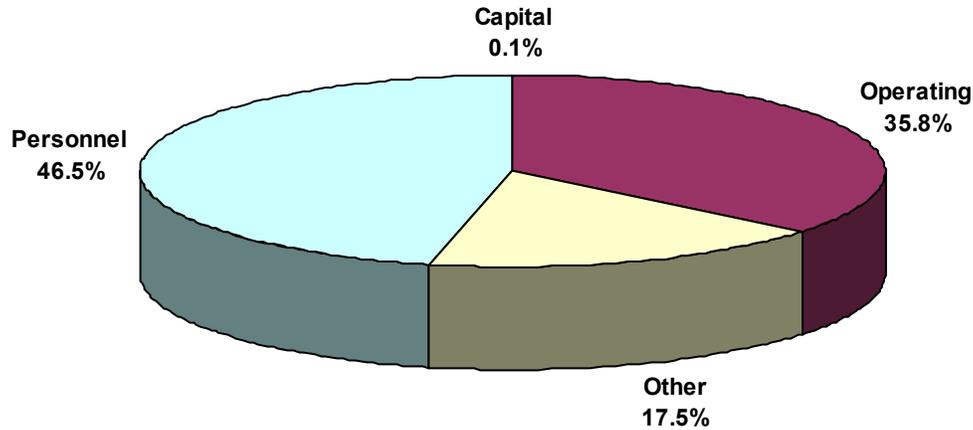
# EARLY DEVELOPMENT CENTERS

## Organizational Chart



 Shading indicates direct public service provider

### Early Development Centers - Budget Summary



Expenditure Category	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
Personnel				
Salary	2,022,891	1,966,431	2,174,285	2,198,538
Benefits	659,166	620,263	756,275	726,211
<b>Personnel Subtotal</b>	<b>2,682,058</b>	<b>2,586,694</b>	<b>2,930,560</b>	<b>2,924,749</b>
Operating				
Professional Services	452	-	950	500
Other Contractual Services	615,490	802,101	1,083,626	1,274,600
Travel Per Diem	179	-	1,400	1,500
Communication and Freight Services	4,576	8,441	8,800	8,750
Utility Services	75,954	90,508	97,683	92,406
Rentals and Leases	399,848	400,313	407,726	403,960
Repair and Maintenance Services	70,056	114,125	117,248	15,210
Other Current Charges and Obligations	104,573	98,510	113,060	103,061
Office Supplies	8,993	10,343	13,700	11,200
Operating Supplies	361,841	312,621	387,002	337,555
Publications and Memberships	425	12,381	1,268	650
Training and Education	-	500	1,850	1,850
<b>Operating Subtotal</b>	<b>1,642,388</b>	<b>1,849,842</b>	<b>2,234,313</b>	<b>2,251,242</b>
Capital				
Machinery and Equipment	17,578	5,436	15,500	8,100
<b>Capital Subtotal</b>	<b>17,578</b>	<b>5,436</b>	<b>15,500</b>	<b>8,100</b>
Other				
Transfers	1,113,199	820,914	996,681	1,103,097
<b>Other Subtotal</b>	<b>1,113,199</b>	<b>820,914</b>	<b>996,681</b>	<b>1,103,097</b>
<b>Total</b>	<b>5,455,223</b>	<b>5,262,886</b>	<b>6,177,054</b>	<b>6,287,188</b>

### Early Development Centers - Personnel Summary

Position Title		2012-13 Actual	2013-14 Actual	2014-15 Adopted	2015-16 Budget
12120	Sch Accounting Clerk II	2	2	2	2
12143	EDC Teacher	31	27	26	22
12780	Teacher Aide	16	14	12	11
12781	Site Supervisor	4	4	4	4
12972	EDC Clerical Spec I	3	3	2	2
13408	P/T EDC Clerical Spec I	2	4	2	2
13551	P/T Teacher Aide	92	106	102	99
Total	Full-time	56	50	46	41
	Part-time	94	110	104	101



## Walter C. Young Resource Center

### Mission

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

### Goals

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

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

### Objectives

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

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

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

### Major Functions and Activities

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

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

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

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

#### ~ DINNER THEATER / CULTURAL ARTS:

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

#### ~ EDUCATION CLASSROOM:

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

#### ~ LEARNING RESOURCE CENTER:

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



## Walter C. Young Resource Center

Broward County library online resources include free digital downloads of eBooks, music, eAudiobooks, and movies.

### ~ RECREATION AND CULTURAL ARTS CENTER:

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

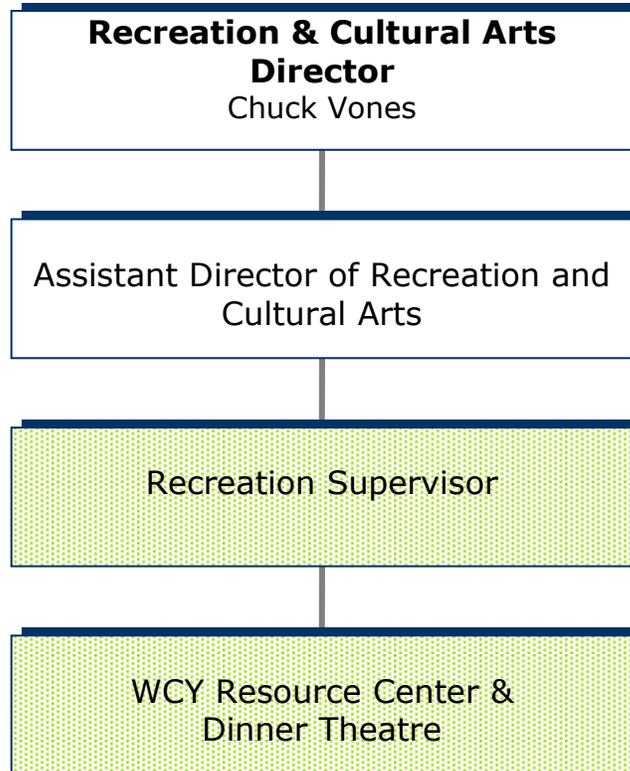
## Walter C. Young Resource Center Performance Measures

Indicator	2012-13		2013-14		2014-15	2015-16
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Number of days per year the center is in use	347	347	347	347	347	347
Number of days per year the theatre is in use	354	354	354	354	354	354
Number of civic, charitable, and religious organizations that use the center	98	39	39	69	98	45
<b>Effectiveness</b>						
% of organizations not accommodated	0%	0%	0%	0%	0%	0%
Actual as a % of budgeted revenue - dinner theatre	154%	100%	143%	100%	100%	#
Actual as a % of budgeted revenue - resource center	90%	100%	89%	100%	100%	100%

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

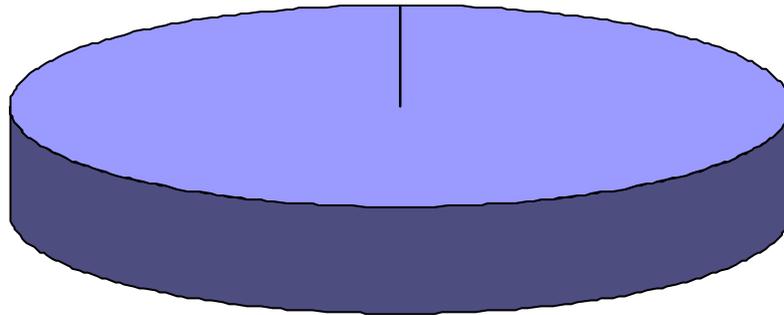
# WALTER C. YOUNG RESOURCE CENTER

## Organizational Chart



 Shading indicates direct public service provider

Walter C. Young Resource Center - Budget Summary



Operating  
100.0%

Expenditure Category	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
Personnel				
Salary	9,813	10,179	12,844	-
Benefits	998	790	1,037	-
Personnel Subtotal	10,811	10,969	13,881	-
Operating				
Accounting and Auditing	947	949	985	900
Other Contractual Services	-	44,705	42,870	51,444
Utility Services	38,425	35,896	41,675	34,675
Repair and Maintenance Services	160	-	200	200
Office Supplies	124	207	220	220
Operating Supplies	623	-	-	-
Operating Subtotal	40,279	81,757	85,950	87,439
<b>Total</b>	<b>51,090</b>	<b>92,726</b>	<b>99,831</b>	<b>87,439</b>

Position Title	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2015-16 Budget
13680 P/T Clerk Spec I	1	1	1	-
Total				
Full-time	-	-	-	-
Part-time	1	1	1	-



## Community Services

### Mission

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

### Goals

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

### Objectives

To plan and implement the following services for our members:

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

### Major Functions and Activities

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

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

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

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

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

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

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

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



## Community Services

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

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

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

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

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

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

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

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

## Budget Highlights

The fiscal year 2015-16 budget includes \$60,000 for the purchase of a new software. The software will enhance the current senior center database.

Support groups; Visually Impaired Persons (VIP), caregivers training/support and Spanish speaking personal enrichment continue to offer the members with validation and opportunity to verbalize issues that arise in their unique living experiences.

Continue the affiliation with Barry University School of Social Work to provide student interns to integrate theory learned in the classroom with practice and to develop abilities and skills at the Community Services Department.

Annual Antique Shows, Arts & Crafts Shows, Flea Markets and Health Fair will be held throughout 2016. Community events like these allow us to showcase our services and the funds collected permit us to expand and enhance our programming.

Upcoming shows are scheduled for November of 2015.

## Accomplishments

On September 17, 2014, a new Bus was received from the Florida Department of Transportation Section 5310 Elderly and Persons with Disabilities Capital Assistance Program. The Original Award Letter for this purchase was received on December 31, 2012, the estimated local match was of 10%. The Community Services Department provided the 10% from the Fund Raising Antique Show Account.

The Thanksgiving food drive program kicked off to start with many canned and boxed donations from various public and charter schools in the area along with many private businesses and personal donations from the City departments and residents. Over 100 families were provided dinners and baskets to help them with the worthy event.



## Community Services

The Antiques and Collectibles show held on October 2014 and April 2015 raised a total amount of \$15,508.00. Over 50 dealers participated in this show and display nostalgic treasures enjoyed by hundred of guests.

Continue to expand and enhance bilingual programs and services to support our culturally diverse population. Recently implemented Creole speaking engagements as part of our Public Education forum to meet the growing number of community members.

A new partnership with AARP Foundation Tax-Aide provides the community assistance with tax preparations and filing for those low to moderate income taxpayers, especially ages 60 and older.

Partnership with Baptist Health South Florida provide additional exercise programming for our members, as well as health screenings, lectures, and serves as a valuable resource for medical and health related issues.

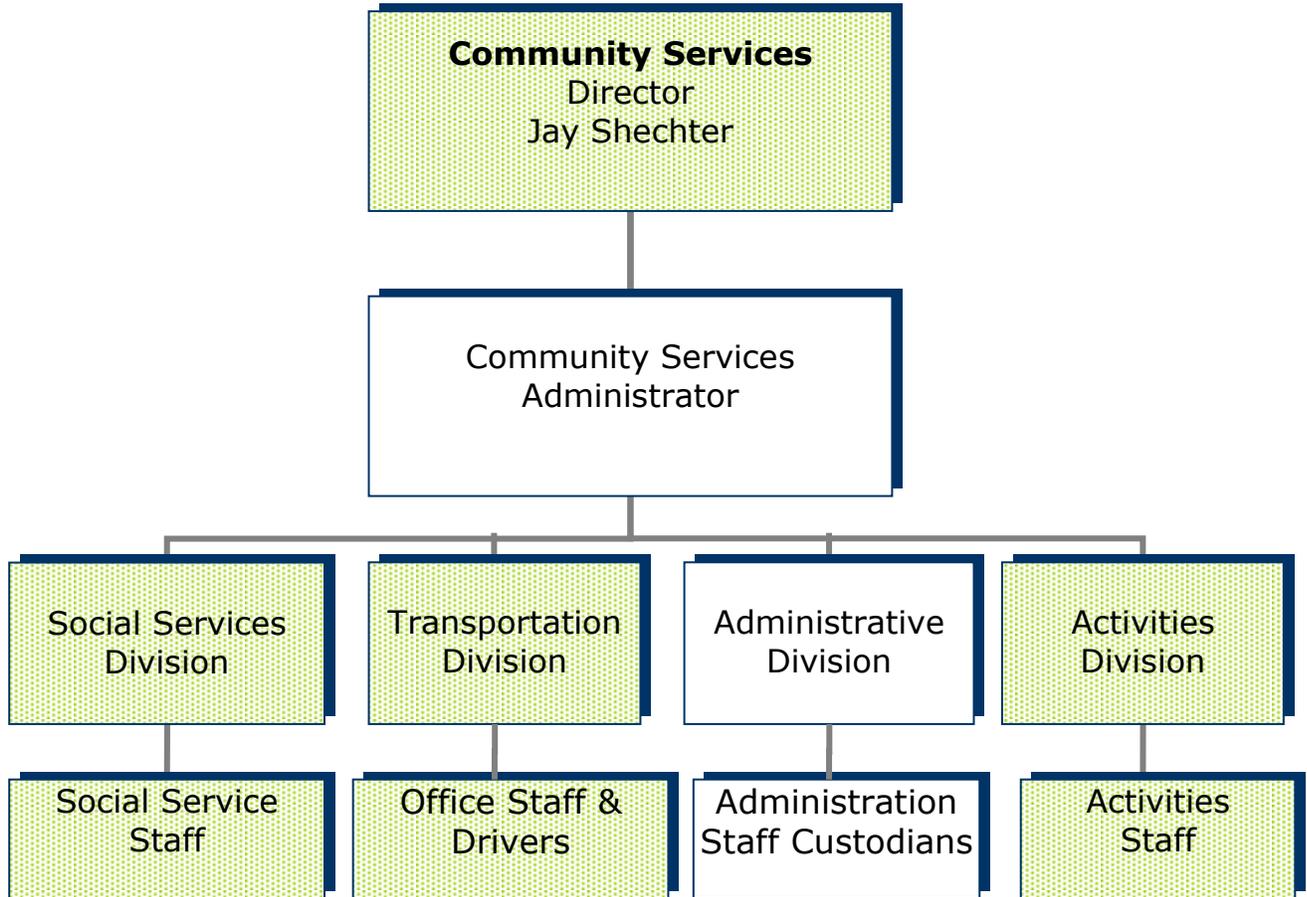
The Flea Market and Bazaar shows held in November 2014 and February 2015 raised a total amount of \$11,307.00. Over 85 vendors participated in each show and displayed their various hidden treasures which were enjoyed by hundreds of guests.

## Community Services Performance Measures

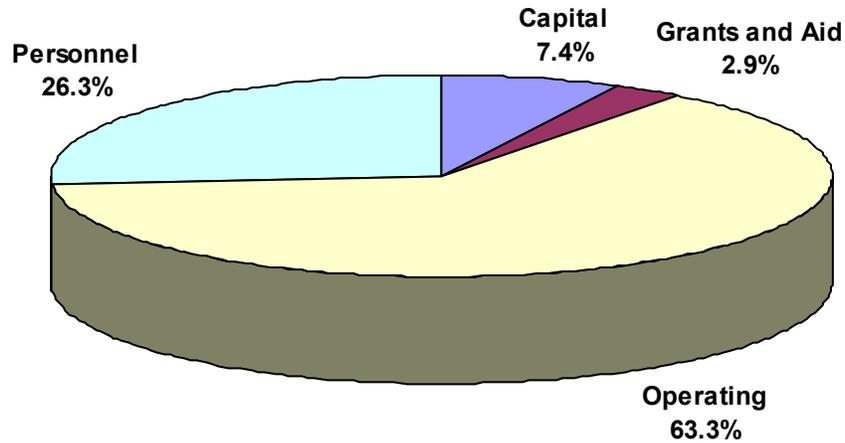
Indicator	2012-13		2013-14		2014-15	2015-16
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Number of unduplicated clients	2,630	2,200	2,841	2,100	3,000	3,200
Units of service (Services covered by OAA Title IIIB and IIIE Grant)	103,148	81,810	99,210	104,306	90,494	90,769
<b>Effectiveness</b>						
% of people who requested and received recreational services	100%	100%	100%	100%	100%	100%
Social service client-hours per each senior (60+) in target area	119	1,254	385	2,337	72	385

# COMMUNITY SERVICES

## Organizational Chart



**Community Services - Budget Summary**



<b>Expenditure Category</b>	<b>2012-13 Actual</b>	<b>2013-14 Actual</b>	<b>2014-15 Budget</b>	<b>2015-16 Budget</b>
Personnel				
Salary	145,564	157,227	150,333	150,333
Benefits	129,088	241,677	98,839	101,870
<b>Personnel Subtotal</b>	<b>274,652</b>	<b>398,904</b>	<b>249,172</b>	<b>252,203</b>
Operating				
Professional Services	2,467	5,006	2,000	1,560
Other Contractual Services	300,424	301,747	340,332	331,796
Travel Per Diem	180	299	254	-
Communication and Freight Services	24,688	19,968	20,240	26,476
Utility Services	101,766	111,753	102,308	112,500
Rentals and Leases	36	425	2,700	600
Repair and Maintenance Services	70,357	58,029	49,300	81,500
Printing and Binding	801	12,591	13,000	13,000
Office Supplies	4,064	4,516	4,500	4,500
Operating Supplies	24,245	29,281	27,746	34,500
Publications and Memberships	673	610	700	650
<b>Operating Subtotal</b>	<b>529,701</b>	<b>544,225</b>	<b>563,080</b>	<b>607,082</b>
Capital				
Machinery and Equipment	-	-	32,792	71,000
<b>Capital Subtotal</b>	<b>-</b>	<b>-</b>	<b>32,792</b>	<b>71,000</b>
Grants and Aid				
Aids to Private Organizations	16,195	19,455	15,403	28,022
<b>Grants and Aid Subtotal</b>	<b>16,195</b>	<b>19,455</b>	<b>15,403</b>	<b>28,022</b>
<b>Total</b>	<b>820,548</b>	<b>962,585</b>	<b>860,447</b>	<b>958,307</b>

<b>Position Title</b>	<b>2012-13 Actual</b>	<b>2013-14 Actual</b>	<b>2014-15 Adopted</b>	<b>2015-16 Budget</b>
12084 Community Service Director	0.5	0.5	0.5	0.5
12543 Activities Coordinator	1	1	1	1
12685 Clerical Aide	1	1	1	1
<b>Total</b>	<b>2.5</b>	<b>2.5</b>	<b>2.5</b>	<b>2.5</b>
Full-time	2.5	2.5	2.5	2.5
Part-time	-	-	-	-



## Housing Division

### Mission

To provide affordable, secure, and enhanced housing.

### Goals

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

### Objectives

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

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

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

Maintain beautiful well-kept grounds for walking and biking.

Provide ample parking.

Coordinate recreation, health support services, transportation, counseling, education, and social services at the Southwest Focal Point Senior Center.

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

#### PINES PLACE:

Maintain gazebo for entertaining.

Maintain playground for children.

#### PINES POINT:

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

### Major Functions and Activities

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

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

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

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

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

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

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

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



## Housing Division

### Budget Highlights

The overall 2015-16 revenue budget reflects a decrease of 1% from 2014-15. This decrease in the budget is due to budgeting the rental revenue for Pines Point in 2015-16 at 95% whereas the revenue was budgeted at 100% in 2014-15.

Entered into a lease agreement in November 2013 with Pines Medical Center to provide medical services for the tenants and the community. This lease generates \$72,000 in revenue annually.

### Accomplishments

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

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

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

Through fundraising efforts, 95 residents attended the Beach Blast Dinner Dance. Residents enjoyed dinner and dancing with live entertainment.

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

As of September 2015, \$18,000 has been raised from four flea market events. These proceeds benefit the residents at Pines Point and Pines Place by funding a variety of social events.

Developed relationships with various entities in Pembroke Pines when we established "Feeding South Florida" where fresh produce is donated and distributed to the residents of Pines Place and Pines Point.

Coordinated with the Prestige Club a "Shoe Drive" where shoes were collected at Pines Place and Pines Point and distributed to children in need.

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

Broward County enjoyed lunch and activities.

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

Replaced and installed new wood benches in various locations on the property at Pines Place for the enjoyment of the residents.

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

Pressure cleaned and painted the 8210 building at Pines Place.

Pressure cleaned and painted the safety strips throughout Pines Place.

Installed new book shelves for the library in the lobby at Pines Place.

Pressure cleaned, painted and remarked the parking bumpers in the parking lot at Pines Point.

Remodeled the lobby bathroom at Pines Point.

Remodeled the first floor corridors with new wood flooring and baseboards at Pines Point.

Enhanced the pool area with new patio furniture and landscaping at Pines Point.

Installed new flooring in all the elevators at Pines Point.

Coordinated a Halloween party and a Tree Trimming party for the residents at Pines Point.

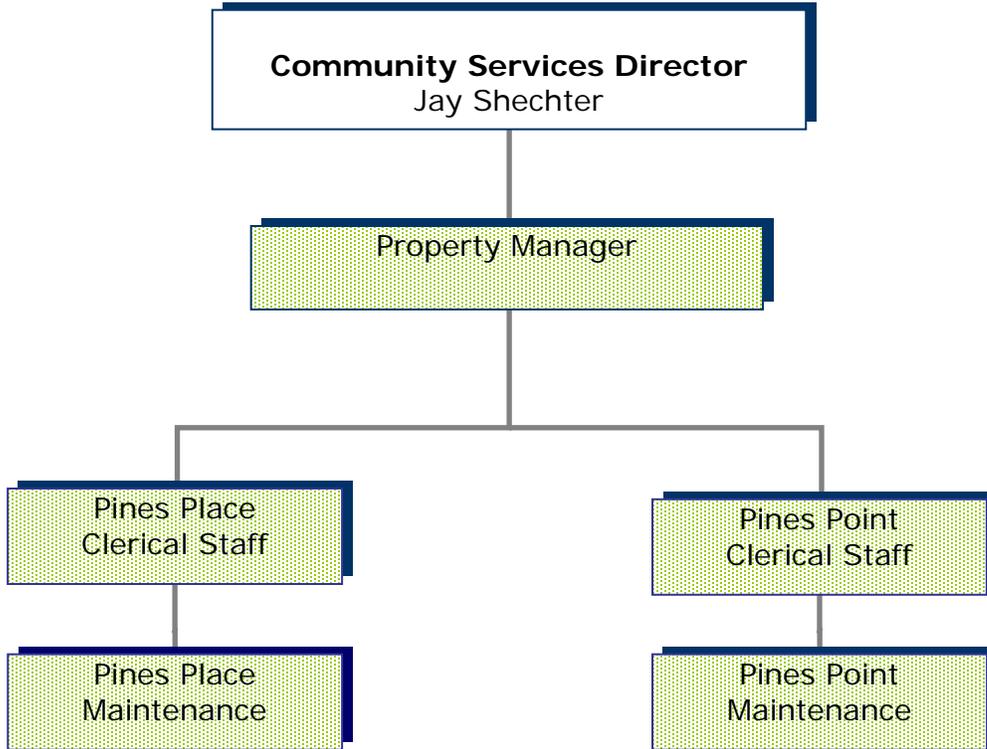
## Housing Division Performance Measures

Indicator	2012-13		2013-14		2014-15	2015-16
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Number of units occupied at Pines Point	180	171^	181	171	171	181
Number of units occupied at Pines Place:						
Tower I (opened April, 2005)	169	188^	173	188	188	188
Tower II (opened July, 2005)	162	168^	166	168	168	168
Tower III (opened January, 2008)	195	198^	192	198	198	198
<b>Effectiveness</b>						
Average occupancy rate at Pines Point	90%	90%^	95%	90%	90%	95%
Average occupancy rate at Pines Place	86%	90%^	87%	90%	90%	90%
Rental rate below market	Yes	Yes	Yes	Yes	Yes	Yes

^ Due to the severe economic downturn and the uncertainty as to the timing of the recovery, the goals for occupied units and occupancy rates were adjusted for fiscal year 2012-13.

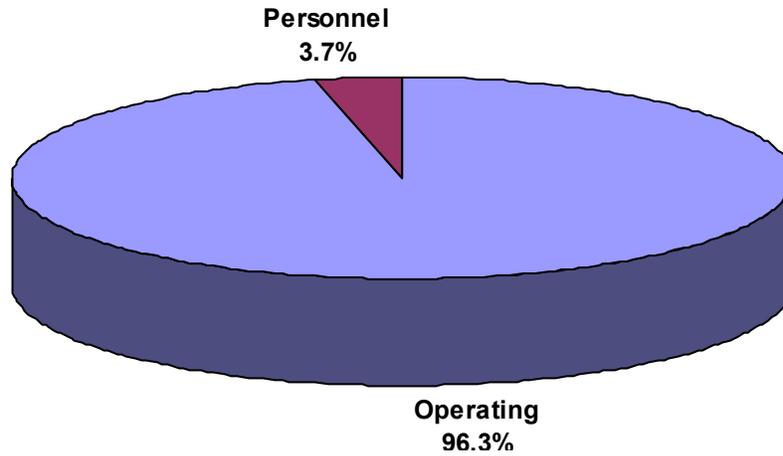
# HOUSING DIVISION

## Organizational Chart



 Color indicates direct public service provider

### Housing Division - Budget Summary



Expenditure Category	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
Personnel				
Salary	166,252	167,110	180,602	180,602
Benefits	131,568	258,612	100,842	109,202
Personnel Subtotal	297,820	425,722	281,444	289,804
Operating				
Professional Services	10,972	36,983	37,000	48,000
Other Contractual Services	646,892	722,743	889,913	858,778
Communication and Freight Services	131,690	137,230	147,253	149,400
Utility Services	479,510	523,898	562,727	566,727
Rentals and Leases	5,047,419	5,025,697	4,731,014	4,736,057
Insurance	62,135	44,542	122,144	130,118
Repair and Maintenance Services	197,110	286,465	391,493	479,696
Promotional Activities	5,535	945	12,300	12,300
Other Current Charges and Obligations	297,529	324,660	376,591	346,526
Office Supplies	4,357	3,711	7,735	7,835
Operating Supplies	74,435	39,174	81,143	114,517
Publications and Memberships	-	109	-	-
Operating Subtotal	6,957,583	7,146,157	7,359,313	7,449,954
Capital				
Machinery and Equipment	1,600	-	14,080	-
Capital Subtotal	1,600	-	14,080	-
<b>Total</b>	<b>7,257,002</b>	<b>7,571,878</b>	<b>7,654,837</b>	<b>7,739,758</b>

Position Title	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2015-16 Budget
12084 Community Service Director	0.5	0.5	0.5	0.5
12101 Residential Rental Coordinator	1	1	1	1
12525 Administrative Assistant I	1	1	1	1
Total				
Full-time	2.5	2.5	2.5	2.5
Part-time	-	-	-	-



## Police

### Mission

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

### Goals

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

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

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

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

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

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

### Objectives

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

#### OPERATIONS:

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

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

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

#### INVESTIGATIONS:

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

Detectives seek to reduce the availability of narcotics and vice-related activities through the seizure of illegal narcotics and the arrest of narcotics offenders. Continue to prevent and deter crimes related to youth gang activity. Identify criminal suspects through the increased utilization of computer-driven data analysis and other electronic investigative tools.

Locate and identify persons utilizing the internet to prey upon and/or exploit children. Review investigations of unresolved homicides that have occurred in previous years. "Cold Case" detectives can reevaluate physical evidence for DNA analysis not available at the time of offense. Process crime scenes and gather all physical evidence to include latent fingerprints. Accurately evaluate the evidence in an effort to identify possible suspects, enhancing case resolution and clearance.



## Police

### ADMINISTRATION:

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

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

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

Prepare and manage the departmental budget.

Work to provide safe school campuses.

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

### Major Functions and Activities

#### OPERATIONS:

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

Patrol personnel are primarily assigned to three shifts:

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

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

### INVESTIGATIONS:

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

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

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

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

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

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

~ GENERAL INVESTIGATIONS UNIT - This unit identifies and locates through investigation, information, interview interrogations, and scientific analysis methods those individuals responsible for criminal activity; recovers stolen property for return to the owners; and assists in the successful prosecution of defendants.

~ MAJOR CRIMES UNIT - This unit investigates deaths, robberies, and assaults and is responsible for cold homicide cases.

~ VICE INTELLIGENCE NARCOTICS (V.I.N) UNIT - This unit obtains information from confidential informants and other means, which identifies locations and persons involved in illegal drug sales. Through surveillance and other covert methods, probable cause is developed, enabling the service of



## Police

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

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

### ADMINISTRATION:

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

### PROFESSIONAL STANDARDS DIVISION:

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

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

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

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

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

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

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

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

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

### SUPPORT SERVICES DIVISION:

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

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

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



## Police

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

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

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

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

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

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

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

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

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

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

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

## Budget Highlights

The Pembroke Pines Police Headquarters building will be strategically redesigned to enhance functionality and safety. The renovation will include greater services to the community and increased building security. The redesign will allow for a centralization of services for a more practical access to the public.

The Pembroke Pines Police Special Response Team will be acquiring 25 new tactical vests which will replace the expired and outdated equipment. The new vests are technologically advanced in ballistic capabilities, design, and weight. The new technology will enhance officer and community safety.

With three current canines due to retire, The Pembroke Pines Police Canine Unit will acquire three new canines. The dogs selected will be Belgian Malinois which have been determined to best serve and protect our community.

With our newly established Digital Media Forensics Unit, new equipment will be acquired to effectively analyze and investigate widely used forms of digital media. The equipment will include computers and software which will back up and extrapolate evidence from many types of digital media necessary for investigations and prosecution.

The Police Code Division will have funding to hire four additional Police Service Aides to fulfill the request of more code enforcement officers.

## Accomplishments

The Pembroke Pines Police Department has purchased and implemented a new report writing and records management system which decreases down time for officers; increases search capabilities, improved record retrieval, improved investigations case management system. The new system replaced



## Police

our dated system which lacked technical support and functionality with newer software systems currently used.

The Wellness Center at Police Headquarters was renovated for the first time in over 24 years. Much of the equipment needed repair, updating, repositioning and maintenance. The redesign offers a more conducive training environment for all department employees. It has been determined that police officers that maintain a high level of physical fitness better serve the community and are less likely to get injured.

The Pembroke Pines Police Department has purchased 25 Chevrolet Tahoe's which were issued for Patrol Operational duties. The new vehicles are significantly safer and are more functional as it relates to police work. The increased storage capacity allows for quicker access to equipment in emergency situations, and the higher perspective in the SUV allows for enhanced driver safety.

The Pembroke Pines Police Department has recently created and filled a Digital Media / Computer Forensics position. The new services include the retrieval and analyzation of all types of digital media evidence. With the proliferation of computer systems used today, this unit is necessary to assist in any investigations where digital media is utilized.

The Pembroke Pines Police Department has purchased jackets which are designed to function in three different ways, thereby replacing three pieces of equipment with one. The jackets are heavy winter, windbreakers, and rain jackets. The jackets also have reflective writing and are bright yellow to enhance officer safety during inclement weather.

## Police Performance Measures

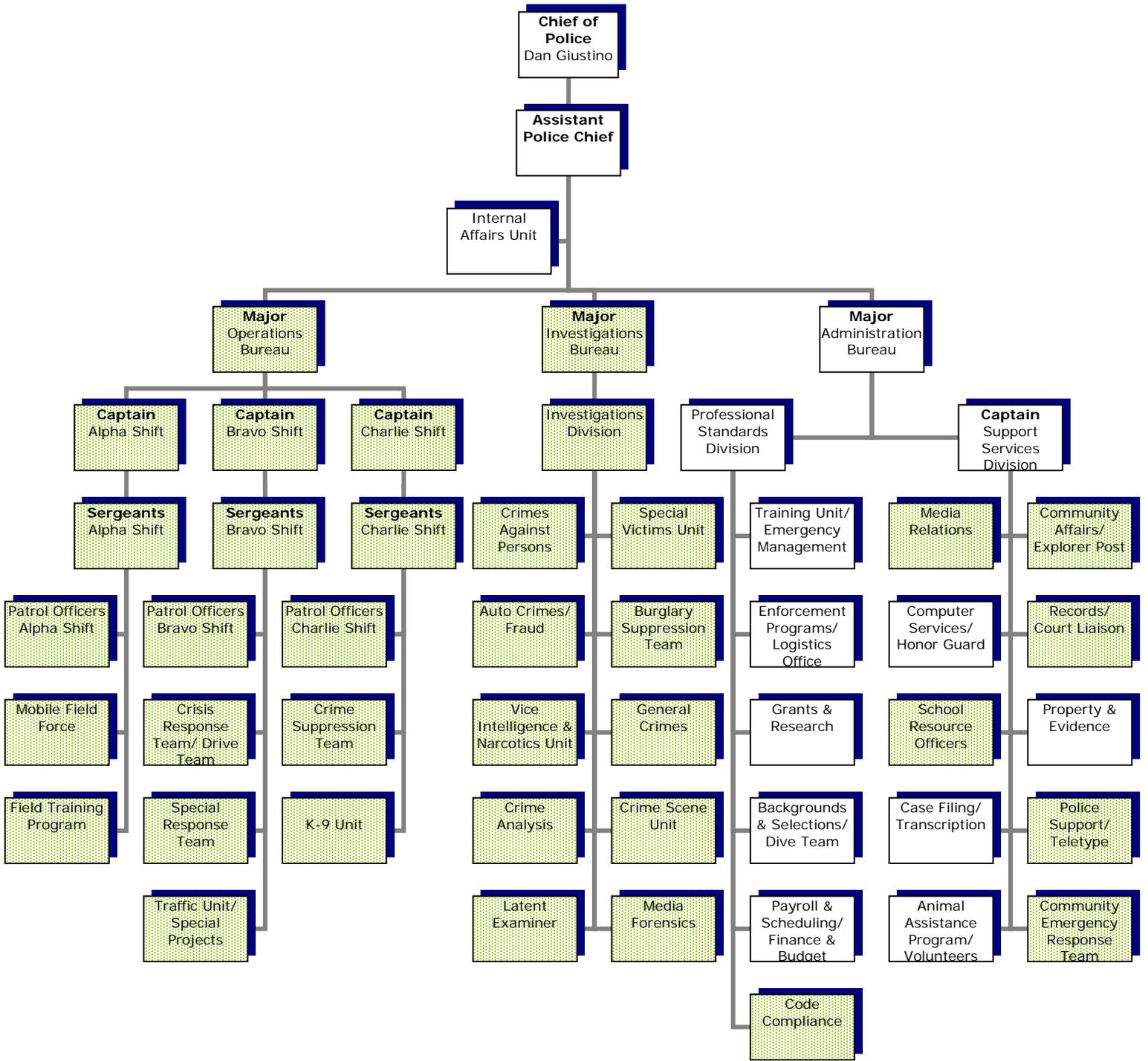
Indicator	2012-13		2013-14		2014-15	2015-16
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Total calls for police service	93,516	105,000	90,217	100,000	100,000	100,000
Calls for service per 1,000 resident population	604	700	571	600	600	600
Number of arrests	3,474	4,000	3,418	3,750	3,750	3,750
Traffic accidents	5,170	5,000	5,598	5,000	5,000	5,000
Traffic/parking citations	35,215	55,000	33,710	50,000	50,000	50,000
Number of patrol zones patrolled 24 hours per day	15	36	15	36	15	15
Number of citations issued	26	125	49	125	40	100
Number of violations issued #	18,856	18,000	7,395	18,000	18,850	8,000
<b>Effectiveness</b>						
% of felony cases filed at the office of the State Attorney within 21 calendar days	99%	98%	99%	98%	98%	98%
Clearance rate for Part I offenses ^	24%	26%	25%	25%	25%	25%
Felony arrests per calls for service	1%	3%	2%	3%	3%	3%
% of arrests at sobriety check points	N/A	2.0%	N/A	2.0%	2.0%	2.0%
Traffic accidents per citation issued	15%	10%	17%	10%	10%	10%
% of cases closed prior to Code Board and/or Special Master hearing	97%	95%	N/A	95%	95%	N/A
Number of occurrences for the following types of offenses during calendar year:						
Murder	0	0	4	0	0	0
Forcible rape	11	15	24	10	10	10
Robbery	87	100	97	75	75	75
Aggravated assault	173	150	152	150	150	150
Burglary	775	800	569	800	750	750
Larceny	3,042	3,500	3,023	3,000	3,000	3,000
Motor vehicle theft	206	300	183	200	200	200
Crime index (summation of occurrences)	4,298	5,000	4,052	4,500	4,500	4,185
Crime rate (per 100,000)	2,763	3,300	2,566	2,905	2,800	2,650
<b>Efficiency</b>						
Expenditures per resident population	\$334	\$325	\$325	\$352	\$364	\$384

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

Goals are based on the norm, whereas the actual reflects unanticipated events such as hurricanes and water restrictions.

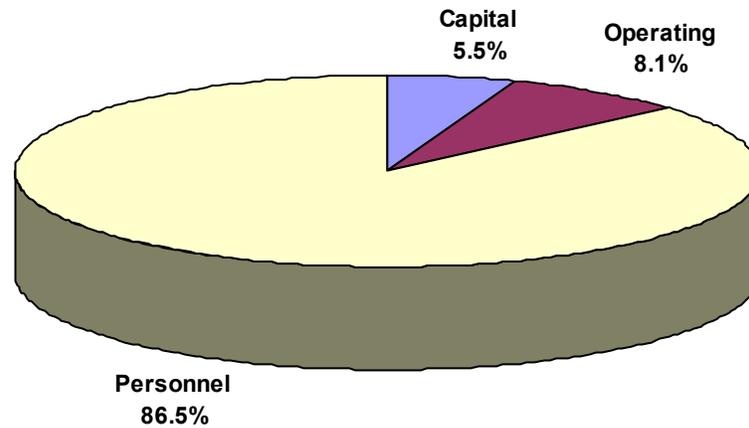
# POLICE

## Organizational Chart



Shading indicates direct public service provider

## Police - Budget Summary



Expenditure Category	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
Personnel				
Salary	21,932,456	21,741,254	23,543,421	24,868,317
Benefits	23,376,393	25,089,069	26,381,621	27,514,977
Personnel Subtotal	45,308,849	46,830,324	49,925,042	52,383,294
Operating				
Professional Services	254,003	166,725	92,357	184,050
Other Contractual Services	1,354,621	534,074	702,205	674,910
Pension Benefits	-	-	48,647	48,600
Travel Per Diem	41,703	12,809	39,354	75,370
Communication and Freight Services	189,855	222,169	299,133	283,035
Utility Services	111,557	118,432	126,500	132,000
Rentals and Leases	75,351	72,825	71,153	70,853
Repair and Maintenance Services	717,646	791,382	1,015,991	1,134,958
Printing and Binding	8,477	5,357	36,400	80,650
Promotional Activities	1,124	1,261	1,200	1,300
Other Current Charges and Obligations	55,372	72,328	92,140	108,760
Office Supplies	32,659	25,119	43,000	40,000
Operating Supplies	1,382,733	1,457,418	1,987,832	1,869,999
Publications and Memberships	9,011	9,280	11,890	13,430
Training and Education	-	51,619	119,626	167,147
Operating Subtotal	4,234,111	3,540,795	4,687,428	4,885,062
Capital				
Buildings	-	17,160	570,840	50,000
Improvements Other Than Buildings	5,876	15,620	34,917	-
Machinery and Equipment	2,234,308	909,107	3,802,195	3,257,260
Capital Subtotal	2,240,184	941,887	4,407,952	3,307,260
<b>Total</b>	<b>51,783,143</b>	<b>51,313,005</b>	<b>59,020,422</b>	<b>60,575,616</b>

## Police - Personnel Summary

Position Title	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2015-16 Budget
12044 Records Unit Manager	-	-	1	1
12045 Police Chief	1	1	1	1
12080 Social Media Manager	-	1	1	1
12085 Code Compliance Administrator	-	-	1	1
12093 Police Service Aid	14	12	12	-
12115 Police Captain	2	2	2	5
12131 Professional Standards Supervisor	1	1	1	1
12174 Division Major	5	5	5	2
12192 Lead Code Officer	-	-	1	-
12424 SRO Coordinator	1	-	-	-
12425 Police Officer	176	176	187	191
12426 School Resource Officer	22	-	-	-
12456 Logistics Coordinator II	1	1	1	1
12458 Enforcement Programs Manager	1	-	-	-
12459 Logistics Coordinator I	1	-	-	-
12467 Property Evidence Technician	2	2	2	2
12468 Property Supervisor	1	1	1	1
12490 Logistics Manager	-	1	1	1
12491 Program Manager	-	1	1	-
12492 Finance Coordinator	-	1	1	1
12493 Administrative Services Manager	-	-	-	1
12525 Administrative Assistant I	-	1	1	1
12528 Administrative Assistant II	1	1	1	1
12552 Budget Analyst	1	-	-	-
12603 Support Services Coordinator	1	1	1	1
12631 Crime Scene Technician	2	1	1	1
12632 Crime Scene Unit Supervisor	-	1	1	1
12633 Crime Scene Investigator	4	3	3	3
12634 Crime Scene Shift Supervisor	-	1	1	1
12639 Forensic Examiner	-	-	1	1
12651 Programmer Analyst II	-	1	1	1
12652 Programmer/Analyst I	2	1	1	1
12655 Sergeant	31	31	31	32
12684 Clerical Spec II	17	14	16	17
12685 Clerical Aide	1	3	3	2
12715 Code Compliance Officer	-	-	7	-
12730 Court Liaison Specialist	1	1	1	-
12733 Crime Analyst Supervisor	-	-	-	1
12736 Crime Analyst	2	2	2	1
12800 Asst. Police Chief	1	1	1	1
12885 Victim's Advocate	1	1	1	1
12886 Assistant Victim's Advocate	1	1	1	1
12913 Finger Print Examiner	1	1	1	-
12937 Fingerprint Examiner II	-	-	-	1

### Police - Personnel Summary

Position Title		2012-13 Actual	2013-14 Actual	2014-15 Adopted	2015-16 Budget
12978	Police Support Specialist III	1	1	1	-
12979	Police Support Specialist II	-	7	4	4
12980	Police Support Specialist I	-	5	8	8
12981	Police Administrative Specialist I	-	1	1	-
12984	Police Administrative Specialist II	-	-	-	1
12985	Police Service Aide I	-	-	-	21
12986	Police Service Aide II	-	-	-	1
12987	Police Service Aide III	-	-	-	2
12988	Police Payroll Specialist I	-	-	-	1
13407	P/T Victim's Advocate - CITY	1	1	1	1
13412	P/T Police Support Specialist	-	1	1	3
13413	P/T SRO Coordinator	-	1	1	-
13414	P/T School Resource Officer	-	22	22	24
13415	P/T SRO Supervisor	-	-	-	2
Total	Full-time	296	285	309	317
	Part-time	1	25	25	30



## Fire Control - Ambulance Rescue

### Mission

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

### Goals

To protect life and property, reduce pain and suffering, and to assure that fire prevention systems on commercial properties are properly maintained.

### Objectives

The Pembroke Pines Fire Control and Ambulance Rescue Department encompasses the following core functions: Fire Control, Emergency Medical Services, and Fire Prevention.

#### FIRE CONTROL:

To save lives.

To reduce loss to property from fire, domestic terrorism, flood, or other natural disaster.

To maintain preparedness in the handling of natural disaster or domestic terrorism within our region.

To maintain emergency response times below five minutes for 95% of emergency calls.

To efficiently operate a Fire Department Vehicle Maintenance Facility to reduce downtime of our emergency equipment.

To continue community outreach through public education programs.

To continue extensive training in fire and domestic preparedness using both academic and practical skills to measure the employee's level of effectiveness. Obtaining these objectives will ensure the Department's state of readiness for any emergency that may present itself.

To maintain our Insurance Service Organization (ISO) Class One rating by evaluating the Fire System annually thereby reinforcing the coveted, nationally recognized rating.

To conduct pre-fire planning for all commercial and multi-family occupancies.

#### EMERGENCY MEDICAL SERVICES:

To save lives. The Rescue Division strives to meet and exceed the national average for pre-hospital return of spontaneous circulation (ROSC) in cardiac arrest victims. We provide a flexible community Cardio-Pulmonary Resuscitation (CPR)/Automatic External Defibrillator (AED) program for residents, police, general City employees and local business professionals. This program places trained individuals into our community that can assist those in need prior to the Fire Department's arrival.

Ensure competency. We continue extensive training in medical techniques for all employees utilizing up-to-date practical and scenario-based methods. This includes meeting and exceeding the prescribed hours of medical training required by the State of Florida to maintain licensure as an Emergency Medical Technician (EMT) or Paramedic.

Maintain member Basic Life Support (BLS) and Advanced Life Support (ALS) skills competency as outlined by the American Heart Association. This ensures personnel are equipped with the skills necessary to stabilize sick or injured persons.

Maintain an active role in regional medical committees and organizations. This will serve as a forum for the exchange of ideas on improving operational efficiency and to monitor trends in medical care/treatment and equipment.

#### FIRE PREVENTION:

Minimize the loss of life and property by ensuring that commercial and residential buildings are built with the required life-safety features.

Conduct annual inspections on all fire safety and fire extinguishing apparatus, multi-family residential buildings, and commercial buildings to assure that the integrity of life safety is maintained.

Provide public education to our citizens to develop their awareness of preventing and reacting to fires.

Conduct fire investigations to determine the cause of fires and to establish public education focus areas.

Provide all personnel with advantageous training and education to optimize service to the community.



## Fire Control - Ambulance Rescue

### Major Functions and Activities

In addition to Fire Control, Emergency Medical Services, and Fire Prevention, a myriad of other services are provided by the Department, with support being supplied by each Division for all operations, special projects, and programs.

~ OPERATIONS DIVISION - Primarily responsible for providing fire extinguishment, mitigating medical emergencies and the threats from hazardous materials and domestic terrorism. All response personnel are under the direction of the Operations Division. In addition to emergency incident response, these personnel are engaged in a wide variety of other essential activities including, but not limited to:

Preventive maintenance programs for equipment and vehicles.

Community training and public education programs, such as:

- Cardio-Pulmonary Resuscitation (CPR) Training
- Summer Safety Program
- Citizens' Fire Academy

Pre-fire planning and sprinkler testing for commercial and multi-residential buildings.

~ RESCUE DIVISION - Manages the delivery of Emergency Medical Services (EMS) provided by our Fire Department through the training, licensure (county and state), and preparation of crew members.

Emergency Medical Services are provided by Firefighters who are also licensed as Emergency Medical Technicians (EMT) and Paramedics. Emergency Medical Services are conducted under the direction of a Medical Director who is a physician trained in Emergency Medicine.

The Department's Return of Spontaneous Circulation (ROSC) in cardiac arrest victims is consistently better than the national average. We also provide nearly 1,000 students with Cardio-Pulmonary Resuscitation (CPR)/ Automatic External Defibrillator (AED) training each year, which places skilled individuals into the community who can assist a medical victim when encountered.

The Fire Department provides Advanced Life Support from each of our first response apparatuses operating from six fire stations. Response to medical emergencies is achieved with three crew members

trained in the most current medical treatment standards. All EMTs and Paramedics individually receive over 20 hours of medical continuing education each year, which satisfies and exceeds State of Florida requirements. All members of the Department are recertified in the American Heart Association BLS or ACLS.

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

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

Due to these efforts and relationships, the Fire Department is proud to provide cutting-edge emergency medical care to our residents and visitors.

~ FIRE PREVENTION DIVISION - Enforces the requirements of the Florida Fire Prevention Code and other related, adopted codes.

This is accomplished by building plan reviews and on-site inspections. On-site inspections are carried out by Fire Inspectors. Other essential services provided by the Prevention Division include Fire and Arson Investigations and Community Public Education programs designed to reduce property loss and prevent fire-related injuries. Public information related to emergency calls, public awareness, self-promotion, and related activities are disseminated from the Fire Prevention Division.

~ LOGISTICS/SUPPORT SERVICES DIVISION - Supplying the Department with needed vehicles, equipment, protective clothing, and a myriad of other material needs is a major responsibility. Directs the research and development necessary for new equipment and apparatus design. Responsible for all Preventative Maintenance Programs for equipment and vehicles. This Division assures that emergency response equipment is always ready when needed. We operate our own Emergency Equipment Repair Facility. Most departmental purchasing is handled by our Logistics unit.



## Fire Control - Ambulance Rescue

~ TRAINING DIVISION - Responsible for the development, scheduling, and implementation of all departmental training. The Training Division manages the performance and educational requirements of all Fire Department employees. The Division works diligently to provide quality, up-to-date training in a variety of subjects throughout the year.

Purchased a new fire engine, the first in seven years since the economic downturn.

Purchased two new rescue ambulances with new state-of-the-art powered stretcher loading, further decreasing back injuries.

Effective training helps to achieve:

- Services that meet the needs of the public
- Efficient and effective performance
- Effective use of modern equipment
- Safe operations
- Quality customer services
- Personal and organizational pride

All facility training is accomplished by the Training Division at our own Fire Training Facility, which includes a five-story smoke tower with two burn rooms for creating realistic, comprehensive training. The facility also features the addition of a state-of-the-art propane field with several gas-fed props, two flammable liquid pits, and a flashover simulator designed to teach fire behavior and how to recognize and control the signs of impending flashover.

The Training Division completed National Incident Management System (NIMS) - Incident Command System (ICS) training for all Fire Department personnel as required by the Federal Government. The Department has maintained its NIMS compliance since 2006. Each year approximately 80,000 hours of in-service monthly training modules are completed.

### Budget Highlights

A new Fire/Rescue transport ambulance to replace a 10 year old vehicle.

Creation of civilian positions in administration; lowering operating costs while maintaining firefighter positions.

### Accomplishments

The Fire department secured over half a million dollars in federal grants for essential lifesaving equipment.

Purchased and installed "Power lift" patient stretchers that will reduce the number of back injuries while lifting and loading patients into the ambulance.

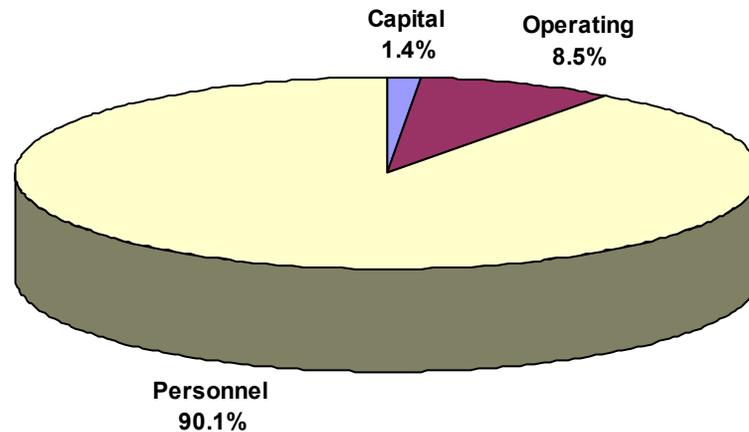
## Fire Control - Ambulance Rescue Performance Measures

Indicator	2012-13		2013-14		2014-15	2015-16
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Fire/rescue responses	22,046	*	22,242	*	22,000	22,000
Calls for service per 1,000 residents	141	*	148	141	141	140
Emergency medical responses	19,679	*	18,651	18,500	18,500	18,500
Motor vehicle accident responses	1,511	*	1,621	1,100	1,600	1,500
Medical transports	10,464	11,300	13,792	11,000	11,000	12,000
Structure fires	63	*	53	48	48	48
Fires investigate	7	*	8	*	10	10
Total inspectable occupancies/buildings	6,086	*	6,257	*	6,200	6,200
Annual inspections completed	11,071	*	11,444	10,500	11,300	11,500
Pre-fire plans completed annually	2,511	*	2,548	2,600	2,600	2,600
Number of plans/documents reviewed	1,850	*	1,700	*	2,000	2,000
Number of public CPR education participants	1,049	1,000	972	1,000	1,100	1,000
<b>Effectiveness</b>						
Number of public participants in safety education (non-CPR) classes	14,578	16,000	15,205	18,000	17,000	16,000
Return of Spontaneous Circulation (ROSC)-reviving a stopped heart	25	*	30	45	28	35
# of unsolicited public appreciation letters	46	*	54	50	50	50
% of property saved vs. risk from structure fires	97.7%	*	99.1%	99.5%	99.9%	99.9%
<b>Efficiency</b>						
Average unit response time from en route to arrival (in minutes)	4.5	<3.5	4.2	<3.5	<4.0	<4.0
% of unit response time less than 6 minutes	80%	>92%	92%	>93%	>90%	>93%

\* New measure - goal and actual unavailable.



**Fire Control - Ambulance Rescue - Budget Summary**



<b>Expenditure Category</b>	<b>2012-13 Actual</b>	<b>2013-14 Actual</b>	<b>2014-15 Budget</b>	<b>2015-16 Budget</b>
Personnel				
Salary	20,835,052	19,372,106	18,812,946	19,047,879
Benefits	21,502,745	21,354,800	21,884,037	23,887,971
<b>Personnel Subtotal</b>	<b>42,337,797</b>	<b>40,726,906</b>	<b>40,696,983</b>	<b>42,935,850</b>
Operating				
Professional Services	147,508	123,411	198,025	170,626
Other Contractual Services	140,179	365,981	483,867	572,796
Pension Benefits	-	-	1,500	1,500
Travel Per Diem	59,206	1,396	4,250	4,250
Communication and Freight Services	225,594	211,879	196,080	153,950
Utility Services	177,766	187,716	204,200	195,700
Rentals and Leases	744,890	741,750	750,352	751,016
Repair and Maintenance Services	740,624	724,270	694,300	735,450
Printing and Binding	4,146	4,682	4,800	5,300
Promotional Activities	5,350	5,014	6,800	8,300
Other Current Charges and Obligations	498,652	-493,169	606,992	588,641
Office Supplies	16,686	16,155	20,300	20,300
Operating Supplies	642,274	608,198	737,105	765,022
Publications and Memberships	1,190	864	1,135	1,235
Training and Education	-	79,245	80,000	80,000
<b>Operating Subtotal</b>	<b>3,404,064</b>	<b>2,577,393</b>	<b>3,989,706</b>	<b>4,054,086</b>
Capital				
Buildings	103,983	97,580	156,734	55,000
Improvements Other Than Buildings	-	-	90,000	-
Machinery and Equipment	60,594	1,078,690	2,062,784	603,500
<b>Capital Subtotal</b>	<b>164,577</b>	<b>1,176,270</b>	<b>2,309,518</b>	<b>658,500</b>
<b>Total</b>	<b>45,906,438</b>	<b>44,480,568</b>	<b>46,996,207</b>	<b>47,648,436</b>

### Fire Control - Ambulance Rescue - Personnel Summary

Position Title	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2015-16 Budget
12010 Insurance Clerk	1	1	1	1
12099 Battalion Chief - PM	9	9	9	6
12109 Administrative Supervisor	1	-	-	-
12172 Assistant Division Chief	4	4	4	4
12216 Asst Public Safety Comm Director	1	-	-	-
12282 Micro Computer Specialist I	1	1	1	1
12528 Administrative Assistant II	1	1	1	1
12575 Lieutenant	27	27	27	27
12607 Captain - P/M	38	38	38	35
12651 Programmer Analyst II	1	1	1	1
12679 Clerical Spec I	1	1	1	1
12684 Clerical Spec II	1	1	1	1
12685 Clerical Aide	1	1	1	1
12694 Chief Director Pub. Safe. Com.	1	-	-	-
12788 Division Chief	5	5	5	5
12814 Dispatch Supervisor	5	-	-	-
12815 Public Safety Dispatcher	29	-	-	-
12816 Public Safety Admin Support Dispatcher	1	-	-	-
12835 Driver/Engineer	13	13	13	7
12836 Driver Engineer - P/M	27	27	27	29
12912 Fire Inspector/PM	3	3	3	4
12915 Firefighter/EMT	19	19	19	19
12918 Firefighter/PM	60	60	60	70
12925 Fire Inspector	1	1	1	1
12934 Administrative Battalion Chief	3	3	3	1
12936 Fire Prevent Adm Battalion Chief	1	1	1	-
13003 Fire Chief	1	1	1	1
13474 P/T Courier/Custodian	1	1	1	1
13681 P/T Clerk Spec II	2	2	2	2
Total	256	218	218	216
Full-time	256	218	218	216
Part-time	3	3	3	3



## Public Services Department

### Mission

To ensure that all municipal infrastructures are designed, constructed, operated, and maintained at the highest possible level of technical standards and fiscal accountability.

### Goals

The Department of Public Services takes health, safety, and environmental responsibilities seriously. We are mindful of these challenges and confident in our ability to succeed through the utilization of extraordinary technical and organizational fundamentals. We are dedicated to providing the most responsive and cost-effective services to the community. These services are the essential functions required to provide for the health and safety of the citizens through an adequate supply of high quality water, and environmentally safe disposal of waste products. At the same time, this Department provides services for the design, construction, maintenance, procurement, beautification, and preservation of all facilities, roadways, properties, materials, and equipment

Our pledge to the citizens of the City of Pembroke Pines is to strive for constant improvement and to always attempt to exceed their expectations in the delivery of these services.

### Major Functions and Activities

The Department is responsible for the design, construction, operation, and maintenance of the civil infrastructure of the City, as well as all municipal buildings. The Department also provides fiscal and support services including customer service, purchasing, budgeting, accounts payable, and receivables.

Departmental functions include utility operations, engineering, drainage control, road and right-of-way maintenance, irrigation, landscaping, building construction and maintenance, contract administration, and Charter School administrative support, fundraising, and budgeting. The Department also provides critical logistical support for all other departments of the City.

### Budget Highlights

Budget funding will provide the fiscal resources necessary to continue to maintain the City's building and infrastructure to conform to standards of the highest quality.

Continue work on the Waste Water Plant expansion upgrade.

Continue the administration of the \$100,000,000 General Obligation Bond referendum initiative (issued \$90,000,000 to date; \$47,000,000 in fiscal year 2005 and \$43,000,000 in fiscal year 2007). Projects scheduled under this initiative include roadway improvements, construction of a community center for seniors and teens, and renovations to the City's parks and recreation facilities.

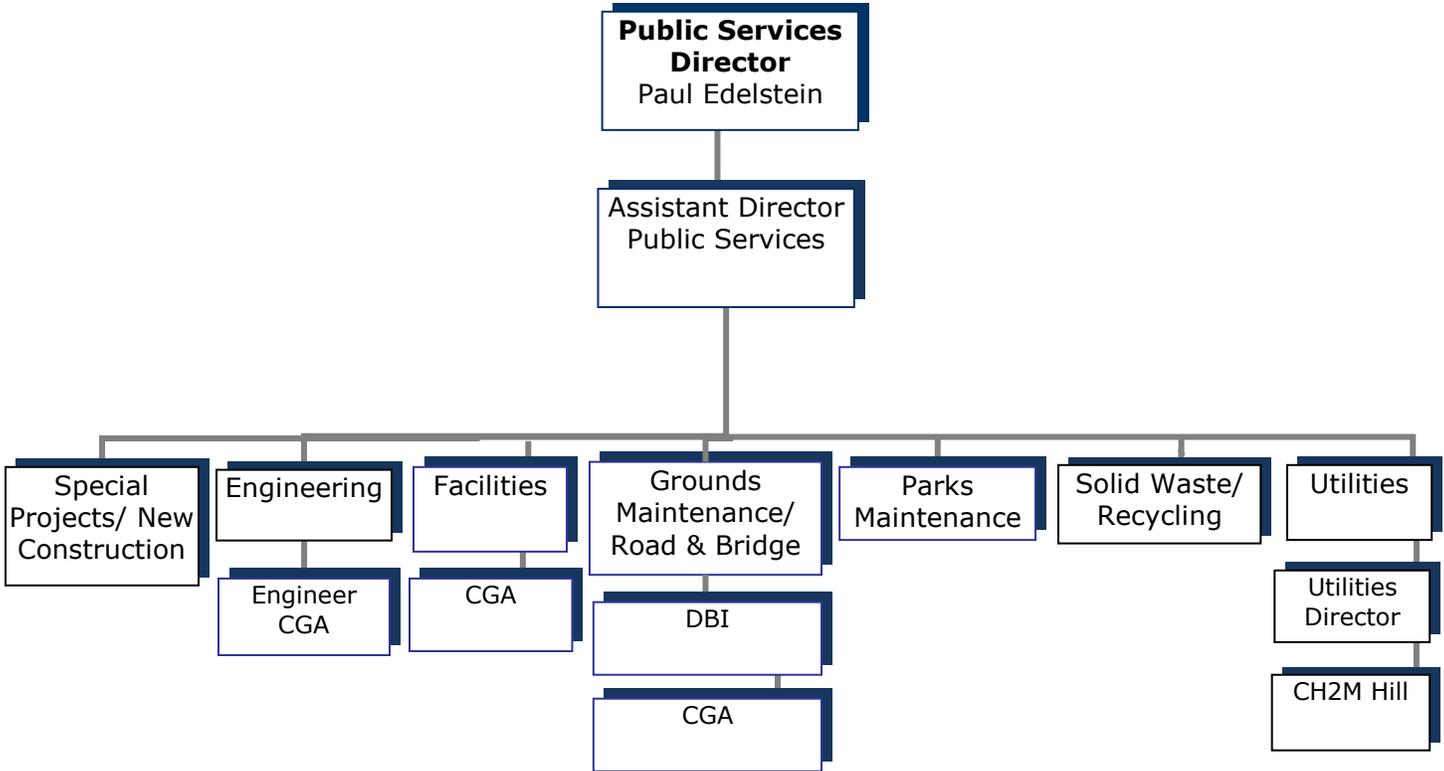
The Public Services Department's level of service requires constant flexibility based on the needs of the City and its citizens. This flexibility requires well-organized supervision of all expenditures affecting the operation of the Department. The Department's already efficient spending practices will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

### Accomplishments

Departmental accomplishments are detailed within each Division's narratives.

# PUBLIC SERVICES

## Organizational Chart





## Environmental Services (Engineering)

### Goals

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

### Objectives

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

Continue the computerized mapping of all private sewer-pumping stations throughout the City.

Continue to clean the drainage system as needed for all projects older than 15 years.

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

### Major Functions and Activities

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

All design and construction plans for regulated engineering projects are submitted to the Division by developers or builders seeking plan approval and permitting. Once such plans are approved, construction permits are processed.

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

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

for all municipal projects funded by the City including water and sewer infrastructure, roads, drainage systems, sidewalks, and landscaping.

Investigation and resolution of concerns received from residents related to utilities, drainage problems, sidewalks, roads and traffic engineering, and landscaping, etc.

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

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

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

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

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

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

### Budget Highlights

The 2015-16 expenditure budget includes \$75,000 for the digitizing of engineering plans.

Coordinate overpass and privacy wall for I-75 and Pembroke Rd. Coordinate/design privacy walls on SW 196 Ave. and Pembroke Road. Coordinate /design Pines Blvd. beautification from University to Turnpike. Design and bid resurfacing of City roadways such as Taft from University to Douglas.

### Accomplishments

Supervised the repair of sidewalks, construction of new sidewalks and pedestrian ramps at various locations throughout the City, and conducted inspections of commercial parking lots.

Coordinated and inspected road construction on SW 207th Ave. from Griffin Rd to SW 54th Place, and SW 54th Place from 207th Ave. to 205th Ave.



## **Environmental Services (Engineering)**

Completed new roadway on SW 196th Ave. from Pines Blvd to Pembroke Rd and the construction of Pembroke Road from 184th Ave. to 196th Ave.  
Resurfaced Pasadena Blvd. and surrounding area.  
Oversaw City of Pembroke Pines Gateway Signs placement and permitting with the Florida Department of Transportation where required.  
Resurfaced Holly Lakes NW 215 Ave.  
Oversaw permitting for the installation of IT fiber optic cabling.

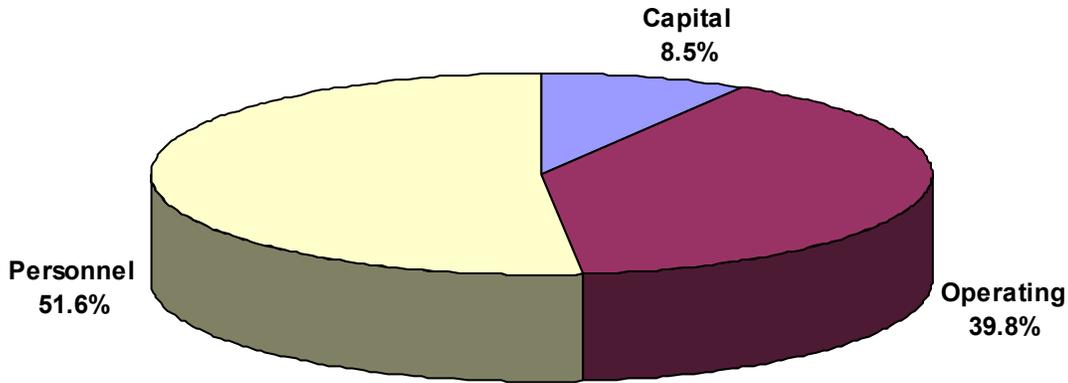
## Environmental Services (Engineering) Performance Measures

Indicator	2012-13		2013-14		2014-15	2015-16
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Permits issued	167	120	158	120	200	250
Monitored and inspected linear feet of traffic guardrail installed	*	*	7,008	*	*	3,650
Monitored and inspected linear feet of sidewalk replaced	*	*	2,199	*	*	25,000
Monitored and inspected linear feet of curbing installed +	*	*	891	*	*	500
Inspections conducted	1,825	2,000	603	1,500	2,000	2,000
Utility location tickets processed	4,450	4,000	4,890	4,000	4,000	4,000
Building department plan review	1,128	*	1,061	1,100	1,150	1,200
<b>Effectiveness</b>						
% of projects designed, bid, and constructed on time and on budget	100%	100%	100%	100%	100%	100%
% completion of the computerized base map for the drainage system in the eastern portion of the City	70%	70%	70%	70%	70%	80%
<b>Efficiency</b>						
Inspections conducted per Engineer Inspector	896	700	832	600	1,000	1,200

\* Indicates new measure. Some goals and actual unavailable.

+ Output reflects new curbing installed, which is not needed as much as replacement of damaged sidewalks.

**Environmental Services (Engineering) - Budget Summary**



<b>Expenditure Category</b>	<b>2012-13 Actual</b>	<b>2013-14 Actual</b>	<b>2014-15 Budget</b>	<b>2015-16 Budget</b>
Personnel				
Salary	166,860	158,324	160,477	207,262
Benefits	142,027	263,138	115,655	125,545
<b>Personnel Subtotal</b>	<b>308,887</b>	<b>421,462</b>	<b>276,132</b>	<b>332,807</b>
Operating				
Professional Services	-	150,000	150,000	-
Other Contractual Services	64,873	38,287	110,936	219,051
Communication and Freight Services	374	31	500	-
Rentals and Leases	-	-	200	2,300
Repair and Maintenance Services	7,019	9,893	11,800	13,220
Office Supplies	562	3,418	6,000	5,000
Operating Supplies	19,264	8,155	17,500	17,000
Publications and Memberships	96	-	150	150
<b>Operating Subtotal</b>	<b>92,189</b>	<b>209,785</b>	<b>297,086</b>	<b>256,721</b>
Capital				
Machinery and Equipment	-	-	30,000	55,000
<b>Capital Subtotal</b>	<b>-</b>	<b>-</b>	<b>30,000</b>	<b>55,000</b>
<b>Total</b>	<b>401,076</b>	<b>631,247</b>	<b>603,218</b>	<b>644,528</b>

<b>Position Title</b>	<b>2012-13 Actual</b>	<b>2013-14 Actual</b>	<b>2014-15 Adopted</b>	<b>2015-16 Budget</b>
12667 Chief Engineering Inspector	1	1	1	1
12770 Engineer Inspector	1	1	1	1
12774 Engineer	0.5	0.5	0.5	0.5
Total	2.5	2.5	2.5	2.5
Full-time	2.5	2.5	2.5	2.5
Part-time	-	-	-	-



## General Government Buildings

### Mission

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

### Goals

To provide continuous construction management support for new Capital Improvement Projects within the City.

To repair and maintain existing City properties and facilities. To provide skilled trade personnel for emergency repairs to City structures and support systems with expeditious response time. Routine maintenance service ensures operational viability of all City facilities.

### Objectives

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

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

Budget highlight: The 2015-16 expenditure budget shows an increase of 13.6% over the 2014-15 expenditure working budget. The increase is attributable to an estimated CPI increase for the Calvin Giordano contract as well as additional projects not included in the original scope of the work.

Coordinate the construction of the new Civic Center/City Hall.

Complete the redesign of Central Park, adjacent to City Center, to include the new community garden.

### Accomplishments

Completed the full renovation of Building 66 in the Health Park for the new offices of Public Services, Customer Service, Engineering, Controller, and Purchasing departments.

Completed the remodel of the second floor at Fire Station #101 911 Dispatch Call Center to be assimilated into the Broward County Emergency Response System.

Remodeled of Building U at Academic Village for the new Middle School.

Installed of new fencing and security gates at the Charter Schools.

Repainted the exterior of the buildings at West Campus Charter School.

Created a computer lab at West Campus Charter School.

Built new covered walkways at Academic Village and FSU Charter Schools.

Painted the exterior of Tower 2 at Pines Place.

Remodeled the gym and expanded the front parking lot at Police Department headquarters.

Built new kennels for Pooches-in-Pines at Police Department headquarters.

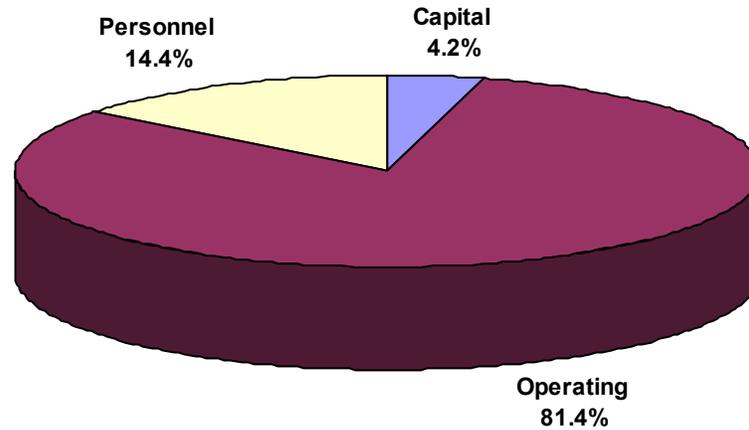
Replaced all air conditioner systems at Fire Station 69.

Built new roof for Fire Station 89.

## General Government Buildings Performance Measures

Indicator	2012-13		2013-14		2014-15	2015-16
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Number of requests for routine maintenance services	18,000	14,000	19,000	14,500	20,000	21,000
Number of requests for emergency repairs during business hours	3,200	3,100	3,300	3,200	3,200	3,200
Number of requests for emergency repairs after business hours	725	740	730	750	725	700
Total work orders executed	18,000	17,840	19,000	18,000	20,000	21,000
<b>Effectiveness</b>						
% of projects that are designed, bid, and constructed in compliance with all federal, state, and local regulatory requirements	100%	100%	100%	100%	100%	100%
<b>Efficiency</b>						
Minutes required to respond to emergency calls related to municipal buildings	25	30	25	25	25	25

## General Government Buildings - Budget Summary



Expenditure Category	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
Personnel				
Salary	404,923	354,060	366,795	562,951
Benefits	372,439	601,790	248,610	335,735
<b>Personnel Subtotal</b>	<b>777,362</b>	<b>955,849</b>	<b>615,405</b>	<b>898,686</b>
Operating				
Professional Services	414	593	2,500	2,500
Other Contractual Services	2,704,380	3,902,859	4,181,555	4,561,811
Travel Per Diem	301	69	200	200
Communication and Freight Services	83,760	75,210	94,760	102,700
Utility Services	125,250	139,555	130,620	156,500
Rentals and Leases	2,581	-	1,400	7,100
Repair and Maintenance Services	491,277	85,892	132,824	143,932
Printing and Binding	46	-	600	6,900
Promotional Activities	-	-	-	5,500
Other Current Charges and Obligations	4,145	15,350	18,230	22,030
Office Supplies	6,177	1,434	9,500	8,700
Operating Supplies	164,836	25,827	77,400	53,540
Publications and Memberships	17	-	-	-
Training and Education	-	-	-	2,000
<b>Operating Subtotal</b>	<b>3,583,184</b>	<b>4,246,790</b>	<b>4,649,589</b>	<b>5,073,413</b>
Capital				
Improvements Other Than Buildings	-	-	-	34,000
Machinery and Equipment	33,655	60,971	223,578	227,700
<b>Capital Subtotal</b>	<b>33,655</b>	<b>60,971</b>	<b>223,578</b>	<b>261,700</b>
<b>Total</b>	<b>4,394,201</b>	<b>5,263,610</b>	<b>5,488,572</b>	<b>6,233,799</b>

### General Government Buildings - Personnel Summary

Position Title		2012-13 Actual	2013-14 Actual	2014-15 Adopted	2015-16 Budget
12246	Public Service Maintenance Worker I	3	-	-	-
12462	Plumber III	1	1	1	1
12469	Property Manager	-	-	-	1
12489	Facilities Manager	-	2	2	2
12494	Senior Facilities Manager	-	-	-	1
12533	Electrician II	1	1	1	1
12609	Carpenter Foreman	1	1	1	1
12650	Communication Technician	1	-	-	-
12741	Controller	-	0.5	0.5	0.5
13484	P/T Building Inspector	1	1	1	1
13680	P/T Clerk Spec I	-	-	-	1
Total	Full-time	7	5.5	5.5	7.5
	Part-time	1	1	1	2



## Grounds Maintenance

### Mission

To provide the expertise required for continual monitoring of irrigation and regularly scheduled grounds maintenance operations, including park facilities.

### Goals

Preservation and enhancement of current community landscaping.

Provide a well-designed and carefully maintained network of parks and other green spaces.

### Objectives

Continually surveying all municipal landscape areas to ensure that irrigation, fertilization, and plant maintenance requirements are being properly addressed.

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

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

Provide safe athletic turf for our sports leagues by the continuation of our proactive turf maintenance program. A year-round schedule of fertilization, aerification, weed control, and soil analysis is followed to provide healthy, safe turf grass.

### Major Functions and Activities

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

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

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

Oversee landscape fertilization programs.

Maintain all the wetlands and preserve areas within the City.

Maintain various canals throughout the City.

Maintain the City's parks facilities to provide opportunities for recreation experiences. The quality of the parks and athletic facilities in Pembroke Pines is among the finest in Broward County. Currently, the park system includes 50 baseball/softball diamonds, which host many regional tournaments. In addition, the park system has 19 football/soccer fields, 35 paddleball/racquetball courts at 6 locations, 26 outdoor basketball courts, 8 picnic shelters, 26 batting cages, 21 children's playgrounds, and 11 in-line hockey rinks.

### Budget Highlights

The 2015-16 budget for capital items is \$2,063,200, which is \$362,133 below the 2014-15 working budget. The budget mainly provides funding for landscaping and irrigation improvements to various medians and hedges city wide. It also includes funding for ten replacement pickup trucks, a 60 foot bucket truck, and a backhoe.

### Accomplishments

Provided irrigation and landscape medians at Holly Lakes.

Installed dive stands at Academic Village pool.

Installed new score boards at Pasadena and Flamingo Parks.

Enhanced median on Pines Boulevard from Flamingo Road to US 27.

Restored the Taft Street Canal Bank.

Replace the hedges on Sheridan Street from Flamingo Road to Hiatus Road as well as the hedges on Pines Boulevard from Turnpike Highway to University Road.

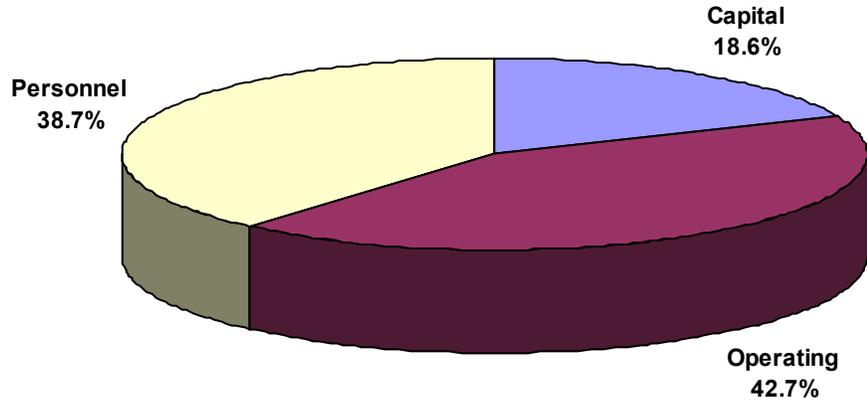
Redesigned and installed median landscaping on Dykes Road from Sheridan Street to Pines Boulevard.

Pressure washed curbs and medians of the main corridors throughout the City.

## Grounds Maintenance Performance Measures

Indicator	2012-13		2013-14		2014-15	2015-16
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Acres of maintained landscaping around public buildings	825	825	835	835	865	870
Miles of maintained rights-of-way	475	475	480	480	485	485
Miles of landscaping and irrigation	163	162	163	163	166	170
Acres of parks maintained	421	421	425	425	425	425
<b>Effectiveness</b>						
% of projects completed	100%	100%	100%	100%	100%	100%
Licensed wetland acres in Pembroke Pines	666	666	685	685	685	685
% of fields maintained on schedule	100%	100%	100%	100%	100%	100%
Acres of parkland per 1,000 population	10.23	10.23	14.23	14.23	14.23	14.23
<b>Efficiency</b>						
Personnel hours required to inspect a typical municipal irrigation system	4.0	4.0	4.0	4.0	4.0	3.5
Personnel hours required to repair malfunctioning municipal irrigation system	4.0	4.0	4.0	4.0	4.0	3.5
Cost per acre of athletic fields maintained	\$3,469	\$3,469	\$3,500	\$3,500	\$3,500	\$3,400

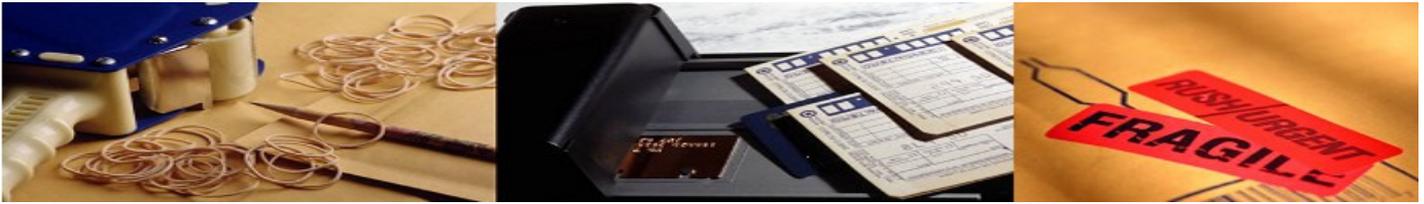
**Grounds Maintenance - Budget Summary**



<b>Expenditure Category</b>	<b>2012-13 Actual</b>	<b>2013-14 Actual</b>	<b>2014-15 Budget</b>	<b>2015-16 Budget</b>
Personnel				
Salary	2,460,438	2,484,256	2,336,647	2,360,922
Benefits	2,179,644	3,843,234	1,837,880	1,930,824
<b>Personnel Subtotal</b>	<b>4,640,082</b>	<b>6,327,490</b>	<b>4,174,527</b>	<b>4,291,746</b>
Operating				
Professional Services	-	11,085	-	-
Other Contractual Services	1,814,679	2,250,282	2,283,442	2,511,056
Travel Per Diem	45	254	-	250
Communication and Freight Services	58,313	53,471	57,420	72,389
Utility Services	105,013	107,603	115,635	118,500
Rentals and Leases	10,274	14,220	47,500	18,320
Repair and Maintenance Services	781,492	709,436	752,776	1,143,406
Promotional Activities	685	-	-	-
Other Current Charges and Obligations	15,338	9,133	13,450	7,600
Office Supplies	9,770	4,473	3,050	9,500
Operating Supplies	588,960	600,154	641,620	847,448
Publications and Memberships	40	-	500	500
<b>Operating Subtotal</b>	<b>3,384,609</b>	<b>3,760,110</b>	<b>3,915,393</b>	<b>4,728,969</b>
Capital				
Improvements Other Than Buildings	4,400	184,955	1,515,538	1,377,500
Machinery and Equipment	111,540	12,085	909,795	685,700
<b>Capital Subtotal</b>	<b>115,940</b>	<b>197,040</b>	<b>2,425,333</b>	<b>2,063,200</b>
<b>Total</b>	<b>8,140,631</b>	<b>10,284,640</b>	<b>10,515,253</b>	<b>11,083,915</b>

### Grounds Maintenance - Personnel Summary

Position Title	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2015-16 Budget
12051 Public Services Director	-	-	-	0.5
12055 Deputy Public Services Director	1	1	1	1
12246 Public Service Maintenance Worker I	3	-	-	-
12250 Maintenance Worker II	2	-	-	-
12360 PS Maint WRK/HEO	2	2	2	2
12361 PS Maint WRK I	23	22	22	20
12362 PS MAINT WRK II	5	7	7	7
12363 PS MAINT WRK III	4	4	4	4
12364 PS Irrigation Maintenance Worker	2	2	2	2
12365 PS Irrigation Mechanic	1	1	1	1
12366 PS Landscape Maintenance Worker	1	1	1	1
12367 PS Maint Worker III/Playgrnd Safety	1	1	1	1
12368 PS Spray Fertilizer Technician	1	1	1	1
12408 PS Maintenance Crew Leader	2	1	1	1
12409 PS Park Supervisor	2	2	2	2
12476 PS Administrative Supervisor	1	1	1	-
12477 PS Div Director of Park Operations	1	1	1	-
12478 PS Custodian	1	-	-	-
12495 Parks Maintenance Manager	-	-	-	1
12496 Grounds Maint/R&B Manager	-	-	-	0.5
12499 Deputy City Manager	0.5	0.5	0.5	0.5
13001 Public Services Director	0.5	0.5	0.5	-
13164 Special Projects Manager	-	-	-	0.5
13406 P/T PS Custodian	9	7	7	7
13521 P/T PS Maintenance Worker I	15	10	10	10
Total				
Full-time	54	48	48	45.5
Part-time	24	17	17	17.5



## Purchasing

### Mission

To provide the most cost-effective acquisition and delivery of products and services utilized by the various departments of the City.

### Goals

To purchase high quality products and services at competitive prices while adhering to policies; and constantly reviewing those policies in an effort to improve effectiveness and efficiency.

To provide timely services and assistance through effective communication and training efforts.

### Objectives

Provide the expertise required to ensure that all City contracts for the procurement of goods and services are negotiated and executed in the most cost-effective manner possible.

Ensure the availability of supplies, equipment, and fleet vehicles required by all City departments in order that they may operate at optimum efficiency levels.

### Major Functions and Activities

To provide a central warehouse for supplies and equipment to ensure availability to all City departments, enabling them to effectively provide services required by the community.

To monitor and coordinate the most cost-effective procurement of required materials.

To prepare and administer bid proposals, recommend awards, and issue and monitor all contracts for goods and services required for the efficient operation of the City of Pembroke Pines and its municipally-run Charter School System.

To provide for the disposition of obsolete and surplus equipment.

### Budget Highlights

For fiscal year 2015-16, the Purchasing Division will budget so that staff members can participate in training seminars offered by the National Institute of Governmental Purchasing (NIGP) and other similar organizations.

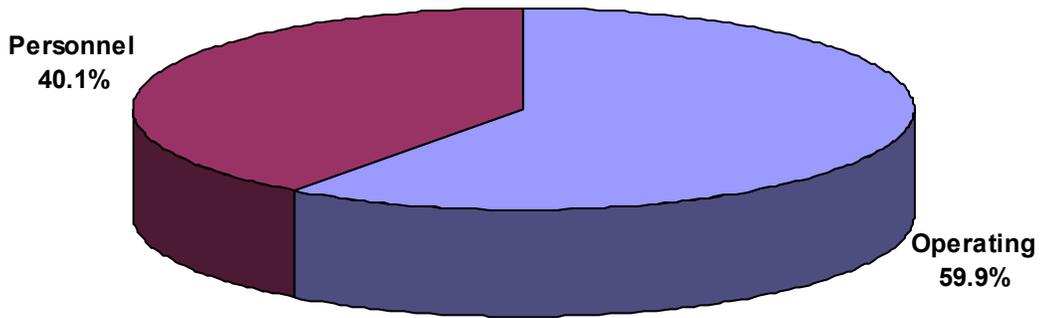
### Accomplishments

Updated the City's Procurement Code to incorporate "Non-Discrimination" and "City Contractors Providing Equal Benefits to Domestic Partners".

## Purchasing Performance Measures

Indicator	2012-13		2013-14		2014-15	2015-16
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Number of City vehicles ordered	72	75	67	75	75	55
Number of bids advertised	52	60	57	60	50	50
<b>Effectiveness</b>						
% of purchasing contracts in compliance with all applicable regulatory statutes	100%	100%	100%	100%	100%	100%
Number of initial bids that required rebidding	1	0	1	0	0	0
Number of formal protests filed related to the bidding process	0	0	0	0	0	0
<b>Efficiency</b>						
Number of (ten-hour) work-days required to fully execute a standard purchase order	6	4	5	4	4	4

Purchasing - Budget Summary



Expenditure Category	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
Personnel				
Salary	159,676	160,973	153,932	161,945
Benefits	117,779	250,729	81,831	81,295
Personnel Subtotal	277,455	411,702	235,763	243,240
Operating				
Other Contractual Services	172,538	214,812	299,582	311,758
Travel Per Diem	-	-	300	500
Communication and Freight Services	3,612	3,578	3,600	3,600
Utility Services	8,852	10,619	11,460	9,860
Repair and Maintenance Services	2,723	2,101	2,900	2,000
Other Current Charges and Obligations	4,314	4,516	3,500	4,500
Office Supplies	843	411	1,000	1,000
Operating Supplies	25,466	27,702	26,410	28,410
Publications and Memberships	255	804	360	260
Training and Education	-	-	1,000	1,500
Operating Subtotal	218,602	264,543	350,112	363,388
Capital				
Machinery and Equipment	-	2,740	-	-
Capital Subtotal	-	2,740	-	-
<b>Total</b>	<b>496,056</b>	<b>678,986</b>	<b>585,875</b>	<b>606,628</b>

Position Title	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2015-16 Budget
12486 Purchasing Manager	1	1	1	1
12487 Purchasing Agent/Contract Analyst	1	-	-	-
12488 Assistant Purchasing Manager	-	1	1	1
Total				
Full-time	2	2	2	2
Part-time	-	-	-	-



## Howard C. Forman Human Services Campus

### Goals

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

### Objectives

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

Develop an effective site-management plan designed to retain existing health care providers and encourage new health care, community service, and educational providers to relocate to the Senator Howard C. Forman Human Services Campus.

Maintain a low vacancy rate, keep lease rates competitive, and provide adequate facilities to its tenants.

Ensure that all lease agreements with lessees are executed to conform with all applicable requirements of the State of Florida.

### Major Functions and Activities

Provide for the planning, design, and construction of new buildings as well as the refurbishment of existing buildings.

Provide maintenance services for all buildings at the site.

Provide landscape maintenance services for the grounds at the site.

Review all lease agreements with current and prospective tenants.

### Budget Highlights

The Budget provides funding for the continued operation of the Senator Howard C. Forman Services Campus. Net revenues from this operation will be used to further improve and expand the campus and to increase efficiency.

Due to the energy efficient improvements throughout the campus we continue to reduce electricity expense.

The budget for this division shows a \$569,000 increase over 2014-15. The increase is due mainly to a \$406,000 increase in repairs and maintenance.

### Accomplishments

**Environmental Issues:**  
Continued environmental abatement throughout the campus.

**Utility Costs:**  
Continued changing 25% of the interior fluorescent lights to LED bulbs to reduce utility and maintenance costs.

Continued changing 25% of exterior security lights to LED bulbs resulting in a major reduction in utility and maintenance costs.

**Rental Space:**  
Aggressively marketing the vacated buildings to expand and encourage growth of rental space.

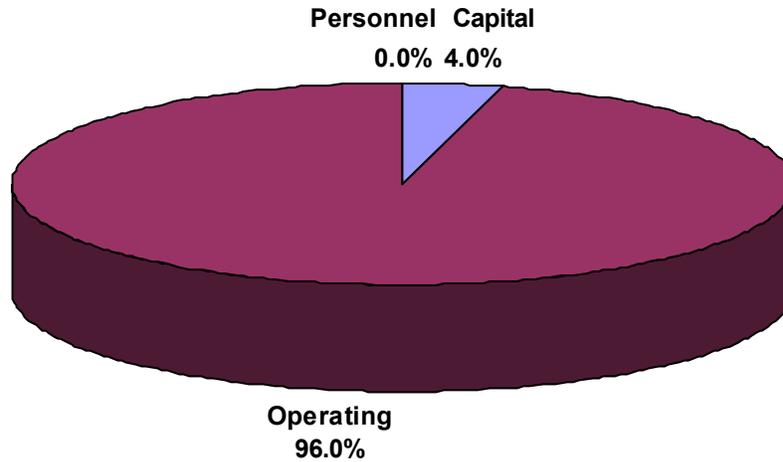
The antiquated electrical infrastructure was renovated by Florida Power & Light to provide more electricity output to the surrounding facilities.

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

## Howard C. Forman Human Services Campus Performance Measures

Indicator	2012-13		2013-14		2014-15	2015-16
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Number of executed leases	10	12	10	16	16	11
Total square footage leased	188,000	200,000	188,000	220,000	220,000	206,757
Total square footage available	302,077	302,077	302,077	302,077	302,077	302,077
<b>Effectiveness</b>						
% of square footage leased	62%	66%	62%	73%	73%	68%
<b>Efficiency</b>						
Personnel hours required to review individual lease agreements	5	5	5	5	5	5

Howard C. Forman Human Services Campus - Budget Summary



Expenditure Category	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
Personnel				
Salary	-	16,350	43,223	-
Benefits	-	1,176	18,112	1
Personnel Subtotal	-	17,526	61,335	1
Operating				
Professional Services	11,563	5,421	33,345	62,000
Other Contractual Services	680,905	1,031,293	1,040,875	960,103
Travel Per Diem	1,165	-	500	-
Communication and Freight Services	5,873	5,221	8,250	6,000
Utility Services	242,009	229,106	193,988	221,500
Rentals and Leases	280,503	275,126	280,021	277,417
Insurance	42,331	32,061	58,345	64,757
Repair and Maintenance Services	214,521	-28,332	82,189	187,000
Other Current Charges and Obligations	450	200	20,683	-
Office Supplies	416	877	821	-
Operating Supplies	18,071	9,606	20,903	-
Publications and Memberships	-	-	50	-
Operating Subtotal	1,497,807	1,560,580	1,739,970	1,778,777
Capital				
Improvements Other Than Buildings	-	13,575	74,760	75,000
Machinery and Equipment	7,720	-	2,000	-
Capital Subtotal	7,720	13,575	76,760	75,000
Grants and Aid				
Aids to Government Agencies	24,350	23,069	11,534	-
Grants and Aid Subtotal	24,350	23,069	11,534	-
<b>Total</b>	<b>1,529,878</b>	<b>1,614,750</b>	<b>1,889,599</b>	<b>1,853,778</b>

Position Title	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2015-16 Budget
12469 Property Manager	-	1	1	-
Total				
Full-time	-	1	1	-
Part-time	-	-	-	-



## Recreation and Cultural Arts

### Mission

Dedicated to providing a comprehensive program that includes all phases of leisure and recreation services. 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.

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

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

### Objectives

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

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

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

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

Facilitate recreational and cultural opportunities for our residents by partnering with other public and private organizations. Co-sponsor and coordinate

programs and special events with other organizations and voluntary agencies. Develop partnerships with the private sector to expand existing activities and programs.

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

#### AQUATICS:

Continue participation in the Swim Central Program.

Continue life guard classes for Charter High School students.

Increase participation in water aerobics classes. The contracted community swim team will grow with the addition of new coaching staff and recognition at local and national swim meets.

#### ATHLETICS:

Recruit and train volunteers to coach in our soccer leagues.

Expand participation in the adult soccer league program.

Solicit additional sponsorship for our city-run soccer programs.

Provide a variety of specialized sports camps through partnerships with our youth organizations.

Continue to train and certify volunteer coaches through National Alliance of Youth Sports (NAYS) in all our youth leagues.

#### GOLF OPERATIONS:

The Pembroke Lakes Golf Course strives to provide the residents of Pembroke Pines, its annual members, and all golfers with a quality product and superior service. Provide a challenging and well-maintained golf course that meets the standards recommended by the United States Golf Association. Continue to implement preventative maintenance projects against weeds, disease and contamination of the turf grass, along with projects designed to enhance the quality and playability of the golf course. Increase the membership base with promotions and advertising targeting Pembroke Pines residents. Present a knowledgeable and highly-trained professional staff to greet the public and solve problems. Increase user participation rates. Conduct year-round clinics for juniors with the purpose of exposing young people to golf. Increase the amount of golf tournaments held



## Recreation and Cultural Arts

by local churches, businesses, and community organizations. Promote various marketing programs and activities at the golf course in an effort to increase revenues by attracting not only residents but also golfers from outside the community. Promote the restaurant at Club 19, located at the Pembroke Lakes Golf Course.

**RECREATION FACILITIES & CULTURAL ART CENTERS:**  
Increase programs/activities for the teenage population.

Increase participation by offering a variety of activities and classes at our recreation facilities.

Continue to seek grant funding for cultural programs from outside sources.

Expand cultural programs for the River of Grass Arts Park, Fletcher Park Art & Culture Center, and Studio 18.

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

### **SPECIAL EVENTS:**

Continue to expand relationships with various community and nonprofit organizations to assist with their events, using departmental resources and business contacts.

Identify and increase sponsorship and partnership opportunities.

### **SPECIAL POPULATIONS PROGRAM:**

Increase participation in Special Olympics events such as soccer, basketball, bowling, and swimming.

Schedule more social events, activities, and field trips.

Continue participation in the Challenger Little League and Miracle League Programs.

Improve marketing and increase revenues for all programs and activities.

### **TENNIS:**

Continue to develop and offer programs, clinics, leagues, and United States Tennis Association (USTA) sanctioned tournaments for all ages and skill levels.

Work closely with the USTA to promote tennis in Pembroke Pines.

Provide a golf/tennis summer camp at Pembroke Lakes Country Club.

**PINES ATHLETIC CLUB (PAC):** Continue to offer memberships to the youth of our community ages six to seventeen in order to expose them to a wide range of fitness, sports activities and special events. Enhance the quality of life and promote the physical, mental, and social well-being of P.A.C. members by offering programs such as boxing, basketball, Tae-Kwon-Do, youth leadership, and after school care.

## Major Functions and Activities

The Recreation and Cultural Arts Department is comprised of seven sections that function as an integrated team to provide a wide variety of leisure, cultural, and educational opportunities for our residents. These sections are: Aquatics, Athletics, Pines Athletic Club (PAC), Recreation Facilities and Cultural Art Centers, Special Events, Special Populations Programs, and Tennis.

~ **AQUATICS** - Operate four neighborhood pools and one competitive Olympic-size pool (at Academic Village). The purpose of this program is to provide a variety of aquatic programs and facilities that are safe, well maintained, and affordable to the residents of Pembroke Pines. Four of these pools are heated. The Academic Village pool serves as the training base for our competitive swim teams (with over 330 members). Programs offered at these facilities include swimming lessons, water safety instructions, leisure swim time, and other specialized aquatic classes. Spring and summer swimming lessons (7,500 last year) are available to residents and nonresidents of all age groups and abilities. Swimming lessons are offered at the Charter Central Middle School as a physical education class to students who are non-swimmers.

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

~ **PINES ATHLETIC CLUB (PAC)** - Under the direction of the Recreation and Cultural Arts Department, PAC offers memberships to the youth of our community, ages six (6) to seventeen (17). A PAC member is



## Recreation and Cultural Arts

exposed to a wide range of fitness, sports activities, programs and special events. The PAC strives to provide its membership with a variety of programs, activities and events that enhance the quality of life and promote their physical, mental, and social well-being. The PAC offers programs such as Boxing, Basketball, Tae-Kwon-Do (TKD), Youth Leadership, and After School Care. The Boxing Program offers our members the chance to get fit or if they are dedicated the chance to participate in amateur bouts through USA Boxing. The Basketball Program focuses on enhancing the individual member's skills, working on fundamentals and proper technique. The TKD program teaches self-discipline and confidence all the while allowing the member to get in shape. The Youth Leadership Program targets high school age members and introduces them to civic responsibility and community involvement. The After School Program provides a safe environment for after school activities and homework help.

~CULTURAL ART CENTERS - Includes three community centers, an art and cultural center and the Studio 18 Artist Village. The community centers offer a variety of classes and activities and serve as meeting places for non-profit civic organizations and over forty homeowners' associations. Cultural Arts facilities programs educate and engage citizens and visitors with a rich and diverse range of cultural expressions through both education and special events. These centers host recreational programs and classes taught by both Recreation and Cultural Arts Department employees and private instructors. Classes offered include art and music, ballet, tap, jazz, gymnastics, yoga, Zumba, baton, and karate. The community centers are available for rent by residents and nonresidents for weddings and parties. Three of the recreation centers are utilized by the YMCA to program summer camps. The Fletcher Park Art & Cultural Center and the River of Grass Arts Park provide classes and workshops in the performing arts, language, and visual arts. In addition Studio 18 in the Pines provides art studio space rentals for local artists. The Recreation and Cultural Arts Department is excited about the anticipated October 2016 opening of the Mayor Frank C. Ortis Art Gallery and Exhibit Hall. We are heavily involved in the planning and implementation process of this grand opening.

~BOAT/RV STORAGE FACILITY - The Recreation and Cultural Arts Department also manages the Pembroke Road & Chapel Trail boat/RV storage lots.

~ SPECIAL EVENTS - Typically program 32 events annually. Some examples of these events are 4th of

July Fireworks, Annual Art Festival, Bow Wow Ween, Kids Konnection, Snow Fest Lighting Ceremony, Sundaes with Santa, and Sundaes with the Bunny and various holiday theme events. The City's annual birthday celebration, a.k.a. Pines Day, features a festival, concerts, children's activities, and community exhibits as well as a parade. The special events section also provides assistance to community organizations and schools to support special events within our City.

~ SPECIAL POPULATIONS PROGRAMS - Responsible for the development and implementation of recreational programs and activities for special populations, including people with disabilities. Summer winter and spring break camps, field trips, socials, participation in Special Olympics, and the county-wide Challenger Baseball and the Miracle League programs are among the leisure activities programmed.

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

### Budget Highlights

Continuation of special events, including the City's 56th annual birthday celebration, known as Pines Day.

Continue providing support and well-maintained facilities for our youth organizations with approximately 10,000 children participating in recreational and travel leagues for football, soccer, basketball, softball, baseball, roller hockey, volleyball, as well as track and field.

Sponsor and organize the Annual Art Festival to be held at Pembroke Gardens.

Host the 14th annual Florida Gold Coast Open Swimming Invitational in 2016.

Continue planning monthly exhibits and lectures featuring well-known artists at Studio 18 and the



## Recreation and Cultural Arts

Glass Gallery.

Host a Junior Sectional Tennis tournament where the top junior players in the state will compete.

Host the 7th Annual Mayor's Kids Day event in June 2016.

Host the 5th Annual National "Kids to Parks Day".

Co-host with the Charter High School Booster Club a Challenger 3 Versus 3 Soccer Tournament in June of 2016.

Teach over 3,000 children water safety lessons in 2015-16.

The fiscal year 2015-16 budget includes expenditures of \$327,795 for the new Art Gallery. These expenditures are for staffing, equipment, and supplies in preparation for the opening of the Art Gallery (with events, activities, and programs sometime after October 1, 2016).

### Accomplishments

The Police Athletic League (PAL) was transitioned into the Pines Athletic Club (PAC) under the direction of the Recreation and Cultural Arts Department with successful results.

Produced the 55th Annual Pembroke Pines Birthday Celebration.

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

Worked closely with the Arts and Culture Advisory Board to produce the 17th Annual Art Festival in the Pines.

Hosted nine major swim meets at the Academic Village pool.

Hosted nine Jazz Concerts at William B. Armstrong Dream Park.

Received "The Most" grant for the third consecutive year. The grant funds the Special Population Summer Camp, which caters to participants up to age 22.

Hosted three Teen Dances at the Walter C. Young Resource Center.

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

Provided food and/or holiday gift baskets to over 65 families in Pembroke Pines.

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

Continued our Summer Tennis/Golf Camp Program with successful results.

Resurfaced nine hard tennis courts at Pembroke Lakes Tennis Center.

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

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

Successfully managed the internship of many FIU students during the summer program.

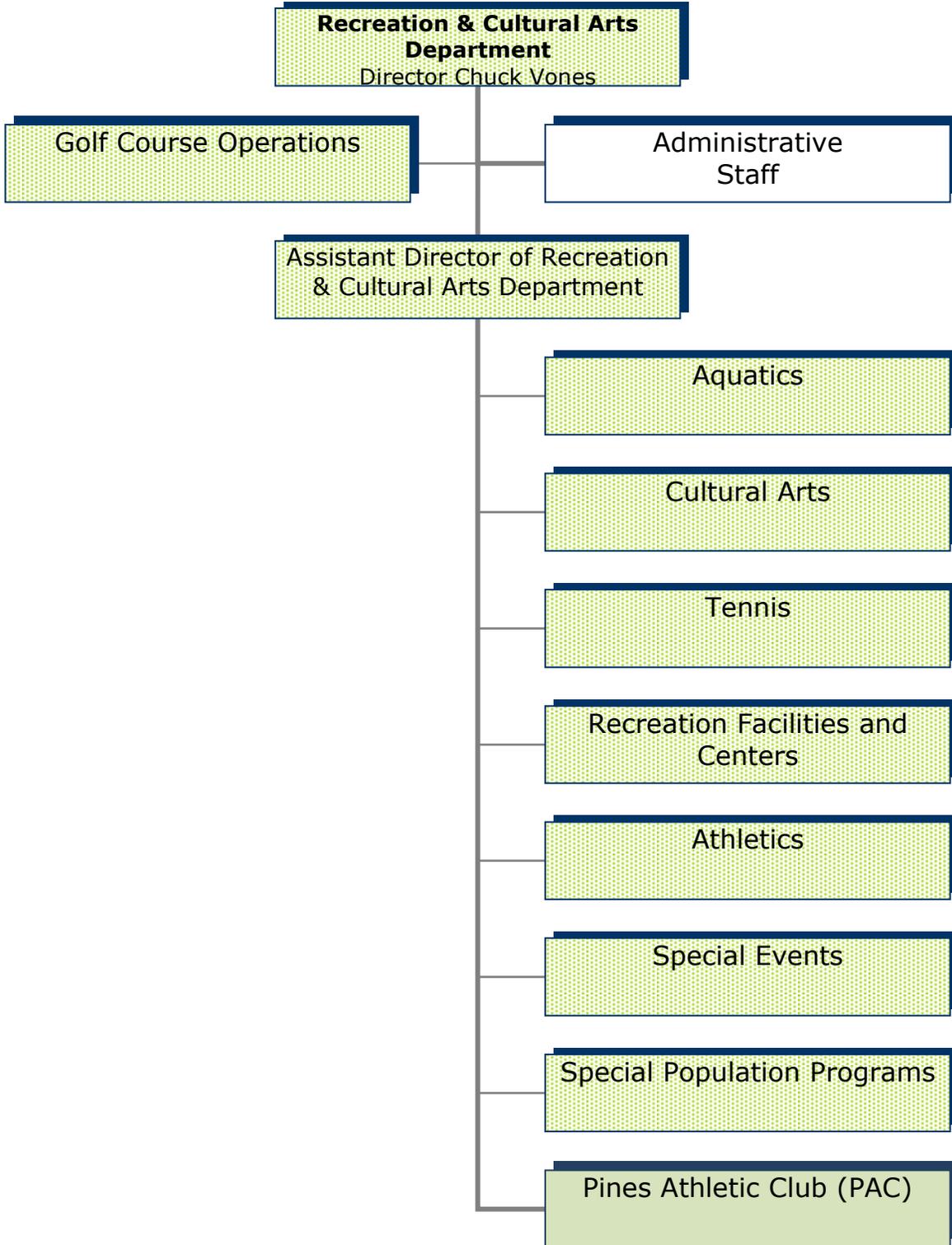
Hosted the Inside Out Project and Who's Fooling Who.

## Recreation and Cultural Arts Performance Measures

Indicator	2012-13		2013-14		2014-15	2015-16
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Number of sports leagues	41	44	43	44	44	44
Number of participants for athletics	8,168	10,500	8,250	10,500	10,500	9,000
Number of swim team members	330	340	335	340	340	340
Number of children in youth programs	161	178	155	195	195	170
Number of special events	28	26	49	31	32	50
Number of participants (for special events / activities)	64,825	61,200	86,745	68,000	68,000	90,000
Number of tennis memberships	166	193	168	193	178	180
Number of golf rounds	46,962	50,000	45,496	50,000	50,000	50,000
Number of specialized recreation classes	135	115	251	115	142	265
Number of participants for specialized recreation classes	44,218	25,000	54,300	42,275	46,428	60,000
<b>Effectiveness</b>						
% of residents rating facilities as satisfactory	95.5%	100.0%	90.0%	100.0%	100.0%	100.0%
% of residents rating programs as satisfactory	88.1%	100.0%	91.3%	100.0%	100.0%	100.0%
% of residents rating physical attractiveness of facilities as satisfactory	87.5%	100.0%	87.1%	100.0%	100.0%	100.0%
% of residents rating hours of operation as satisfactory	88.6%	100.0%	88.8%	100.0%	100.0%	100.0%
% of residents rating the variety of program activities as satisfactory	97.5%	100.0%	88.7%	100.0%	100.0%	100.0%
% of residents rating helpfulness or attitude of staff as satisfactory	96.6%	100.0%	95.7%	100.0%	100.0%	100.0%
% of residents rating cleanliness as satisfactory	93.2%	100.0%	94.4%	100.0%	95.5%	100.0%
% of residents rating the safety of facilities as satisfactory	95.5%	100.0%	94.4%	100.0%	100.0%	100.0%
<b>Efficiency</b>						
Operating cost per participant for soccer program	\$43	\$50	\$43	\$45	\$43	\$42
Art and culture supplies cost/participant	\$1.93	\$3.15	\$1.90	\$2.64	\$2.03	\$2.28
Ratio of volunteer hours to total staff hours worked	45%	50%	45%	50%	50%	50%
Average cost per soccer league game	\$69	\$113	\$72	\$74	\$74	\$74

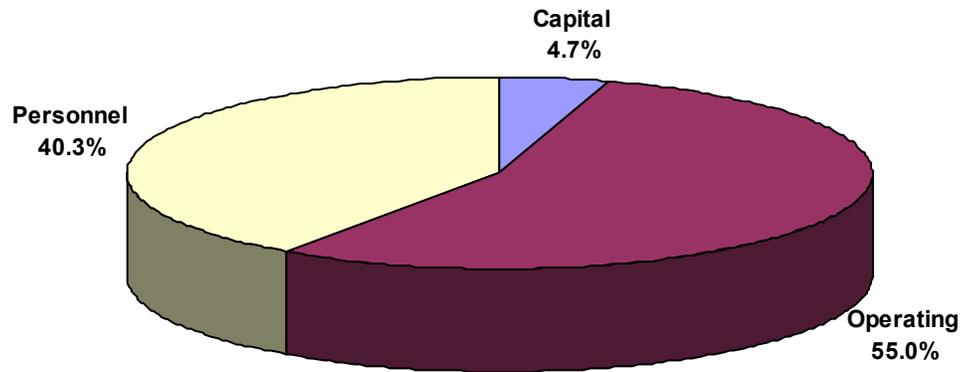
# RECREATION AND CULTURAL ARTS DEPARTMENT

## Organizational Chart



 Shading indicates direct public service provider

## Recreation and Cultural Arts - Budget Summary



Expenditure Category	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
Personnel				
Salary	2,985,024	2,458,686	2,412,391	2,358,112
Benefits	1,989,258	2,348,994	1,108,608	1,046,633
Personnel Subtotal	4,974,281	4,807,680	3,520,999	3,404,745
Operating				
Professional Services	595,851	574,701	606,262	608,562
Accounting and Auditing	1,744	1,747	1,813	1,600
Other Contractual Services	1,105,329	1,046,384	1,236,908	1,140,943
Travel Per Diem	3,636	9	2,600	400
Communication and Freight Services	33,313	38,416	41,170	41,780
Utility Services	856,970	939,658	981,195	1,002,700
Rentals and Leases	503,688	513,164	530,834	532,529
Repair and Maintenance Services	186,511	332,788	278,023	277,900
Printing and Binding	2,810	2,661	3,675	3,200
Promotional Activities	118,878	113,806	134,346	109,400
Other Current Charges and Obligations	261,467	272,206	373,472	428,935
Office Supplies	5,622	6,078	7,350	5,600
Operating Supplies	458,406	421,814	513,381	493,779
Publications and Memberships	1,116	1,228	1,375	1,375
Training and Education	-	1,666	3,500	3,800
Operating Subtotal	4,135,341	4,266,326	4,715,904	4,652,503
Capital				
Improvements Other Than Buildings	-	-	188,570	264,370
Machinery and Equipment	97,641	63,700	158,200	133,250
Capital Subtotal	97,641	63,700	346,770	397,620
<b>Total</b>	<b>9,207,263</b>	<b>9,137,706</b>	<b>8,583,673</b>	<b>8,454,868</b>

## Recreation and Cultural Arts - Personnel Summary

Position Title	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2015-16 Budget
12006 Assistant Athletic Coordinator	1	1	1	1
12151 City Teacher	2	-	-	-
12181 Division Director of Recreation	1	-	-	-
12215 Senior Lifeguard	2	2	2	2
12230 Chief Curator/Head of Cultural Projects	-	-	-	1
12508 Rec & Cultural Arts Acct Clerk I	2	2	2	2
12519 Recreation & Cultural Arts Director	1	1	1	1
12521 Asst. Rec & Cultural Arts Director	-	1	1	1
12525 Administrative Assistant I	1	2	2	2
12546 Aquatic Coordinator	1	1	1	1
12547 Aquatic Coordinator Assistant	1	1	1	1
12559 Recreation Supervisor II	3	3	3	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 Cultural Arts Coordinator	1	1	1	1
12573 Recreation Specialist	3	2	2	2
12581 Recreation Specialist II	3	2	2	2
12669 Stage Manager/Custodian	2	-	-	-
12891 Special Population Prog Coord	1	1	1	1
13405 P/T Art Teacher	5	5	5	5
13409 P/T Day Care Clerical Spec	2	-	-	-
13450 P/T Cashier	1	1	1	1
13454 P/T Administrative Assistant	1	1	1	1
13488 P/T Senior Lifeguard	2	2	2	2
13492 P/T Lifeguard	10	10	10	10
13495 P/T Recreation Aide	22	22	22	20
13526 P/T Recreation Therapeutics	1	1	1	1
13527 P/T Self Defense Instructor	-	3	3	3
13528 P/T Assistant PAC Program Director	-	1	1	1
13537 P/T Music Teacher	2	2	2	2
13539 P/T Drama Teacher	1	1	1	1
13549 P/T Storage Lot Attendant	1	1	1	1
13552 P/T Teacher - Recreation	4	-	-	-
13562 P/T Curator	1	1	1	2
13563 P/T Recreation Leader	5	6	6	6
13567 P/T Recreation Teacher Aide	8	-	-	-
13591 P/T Water Safety Instructor	9	9	9	9
13602 P/T Recreation Specialist	2	2	2	2
13680 P/T Clerk Spec I	2	2	2	2
13738 P/T Custodian	1	-	-	-
13739 P/T Facilities Custodian	1	-	-	-

**Recreation and Cultural Arts - Personnel Summary**

<b>Position Title</b>		<b>2012-13 Actual</b>	<b>2013-14 Actual</b>	<b>2014-15 Adopted</b>	<b>2015-16 Budget</b>
Total	Full-time	27	23	23	22
	Part-time	81	70	70	69



## Non-Departmental

### Goals

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

### Major Functions and Activities

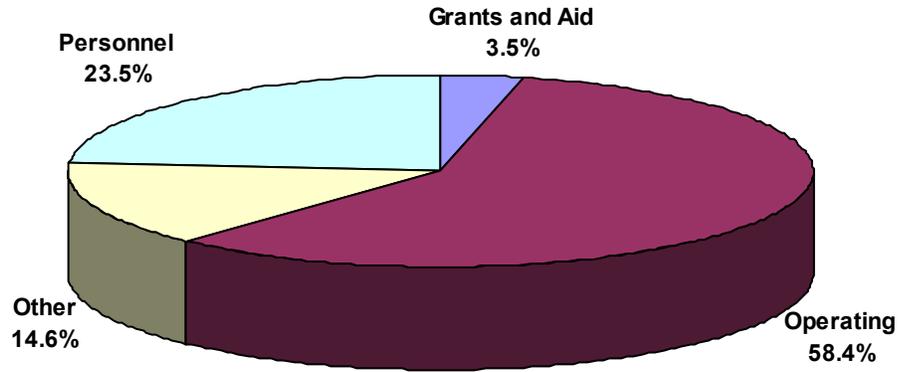
All other departments of the General Fund benefit from this Department. Legal fees, employee leave, settlements, and liability insurance are examples of costs paid from Non-Departmental line items that benefit all General Fund Departments. Transfers to other funds (for example, the Older Americans Act Fund in FY2014-15) and other expenses including City grants (Area Agency on Aging, Women in Distress, Here's Help, Family Central, and Learning for Success – KAPOW) are all paid from this department.

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

### Budget Highlights

The 24.5% decrease in the FY2016 expenditure budget compared to the FY2015 expenditure working budget is primarily due to the decrease in the City's contribution to general employees' pension.

### Non-Departmental - Budget Summary



Expenditure Category	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
Personnel				
Salary	38,580	-	-	20,000
Benefits	21,219	32,189	3,357,050	1,381,704
<b>Personnel Subtotal</b>	<b>59,798</b>	<b>32,189</b>	<b>3,357,050</b>	<b>1,401,704</b>
Operating				
Contingency	-	-	169,503	-30,066
Professional Services	768,637	1,092,695	980,200	1,031,818
Other Contractual Services	168,438	177,722	172,812	281,046
Pension Benefits	65,080	44,204	42,283	43,552
Communication and Freight Services	98,483	100,961	90,627	100,761
Insurance	858,209	587,949	1,540,515	1,686,839
Printing and Binding	93,124	94,003	88,368	98,368
Promotional Activities	-	-	-	1,000
Other Current Charges and Obligations	84,121	17,712	475,704	213,380
Office Supplies	3,771	3,187	2,700	3,500
Operating Supplies	2,480	182	500	-
Publications and Memberships	39,283	54,570	55,370	55,359
<b>Operating Subtotal</b>	<b>2,181,625</b>	<b>2,173,185</b>	<b>3,618,582</b>	<b>3,485,557</b>
Grants and Aid				
Aids to Government Agencies	93,984	91,891	89,693	108,635
Aids to Private Organizations	20,000	20,000	30,000	33,000
Other Grants and Aids	32,971	33,917	34,906	68,084
<b>Grants and Aid Subtotal</b>	<b>146,955</b>	<b>145,808</b>	<b>154,599</b>	<b>209,719</b>
Other				
Transfers	550,697	775,090	766,737	871,919
Other Uses	-	150,000	5,000	-
<b>Other Subtotal</b>	<b>550,697</b>	<b>925,090</b>	<b>771,737</b>	<b>871,919</b>
<b>Total</b>	<b>2,939,076</b>	<b>3,276,271</b>	<b>7,901,968</b>	<b>5,968,899</b>



## 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 2015-16 budget is 10.95% below the 2014-15 working budget. This decrease is mainly due to a \$912,122 reduction in appropriations for repairs and maintenance resurfacing.

### Accomplishments

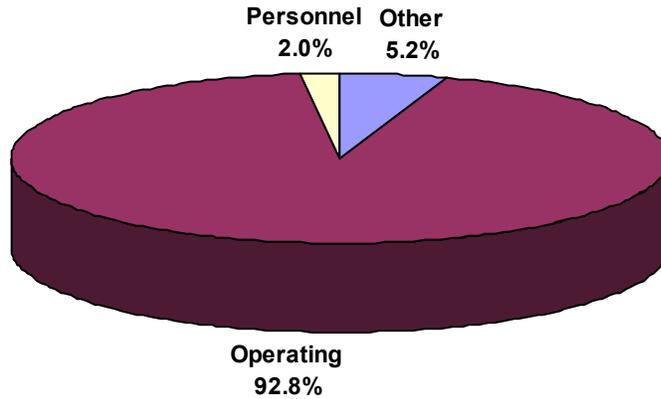
Repaired City sidewalks, constructed new sidewalks and provided pedestrian ramps at various locations throughout the City as well as repaired City-owned roads.

## Streets and Sidewalks Performance Measures

Indicator	2012-13		2013-14		2014-15	2015-16
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Number of miles of road to maintain	465	465	465	465	470	485
<b>Effectiveness</b>						
% of community projects with paved surfaces that have adhered to all applicable technical and engineering requirements	100%	100%	100%	100%	100%	100%
Number of safety violations related to the condition of all City streets and sidewalks	0	0	0	0	0	0
<b>Efficiency</b>						
Cost to install a square foot of concrete residential sidewalk	\$20.00	\$12.00	\$22.00	\$20.00	\$22.00	\$22.00
Cost to install a linear foot of concrete curb and gutter in a typical residential street	\$30.00	\$30.00	\$32.00	\$32.00	\$35.00	\$35.00

**Streets and Sidewalks - Budget Summary**

<b>Revenue Category</b>	<b>2012-13 Actual</b>	<b>2013-14 Actual</b>	<b>2014-15 Budget</b>	<b>2015-16 Budget</b>
General Sales & Use Taxes	2,669,684	2,682,012	2,729,158	2,783,985
Franchise Fees	237,725	1,254,233	1,241,000	1,285,000
State Grants	-	-	25,000	-
State Shared	1,166,340	1,230,132	1,243,800	1,273,450
General Government Charges	200,000	16,667	-	-
Investment Income	17,611	31,289	18,000	36,000
Disp of Fix Assets / Sale of Equip/ Scrap	-	-	500	500
Other Miscellaneous Revenues	166,102	171,079	176,204	181,486
Appropriated Fund Balance	-	-	705,327	-
<b>Total</b>	<b>4,457,462</b>	<b>5,385,412</b>	<b>6,138,989</b>	<b>5,560,421</b>



## Streets and Sidewalks - Budget Summary

<b>Expenditure Category</b>	<b>2012-13 Actual</b>	<b>2013-14 Actual</b>	<b>2014-15 Budget</b>	<b>2015-16 Budget</b>
Personnel				
Salary	243,993	10,439	-	34,750
Benefits	229,589	254,550	144,886	73,744
<b>Personnel Subtotal</b>	<b>473,582</b>	<b>264,989</b>	<b>144,886</b>	<b>108,494</b>
Operating				
Professional Services	-	295	55,000	10,000
Other Contractual Services	1,318,858	1,477,478	1,505,928	1,755,166
Communication and Freight Services	3,071	968	-	-
Utility Services	1,139,017	1,228,690	1,185,566	1,320,448
Rentals and Leases	6,654	-	-	-
Insurance	126,502	77,681	242,475	277,747
Repair and Maintenance Services	491,862	222,611	1,217,957	1,619,205
Office Supplies	1,076	100	-	-
Operating Supplies	83,604	9,645	-	-
Road Materials and Supplies	106,560	190,859	180,000	180,000
<b>Operating Subtotal</b>	<b>3,277,202</b>	<b>3,208,327</b>	<b>4,386,926</b>	<b>5,162,566</b>
Capital				
Improvements Other Than Buildings	-	3,240	1,290,370	-
Machinery and Equipment	324,952	14,837	-	-
<b>Capital Subtotal</b>	<b>324,952</b>	<b>18,077</b>	<b>1,290,370</b>	<b>-</b>
Other				
Transfers	363,238	420,695	316,807	289,361
<b>Other Subtotal</b>	<b>363,238</b>	<b>420,695</b>	<b>316,807</b>	<b>289,361</b>
<b>Total</b>	<b>4,438,974</b>	<b>3,912,088</b>	<b>6,138,989</b>	<b>5,560,421</b>

**Streets and Sidewalks - Personnel Summary**

<b>Position Title</b>		<b>2012-13 Actual</b>	<b>2013-14 Actual</b>	<b>2014-15 Adopted</b>	<b>2015-16 Budget</b>
12015 Irrigation Maintenance Worker		1	-	-	-
12091 Pub Works & Facility Supervisor		1	-	-	-
12250 Maintenance Worker II		1	-	-	-
12496 Grounds Maint/R&B Manager		-	-	-	0.5
Total	Full-time	3	-	-	0.5
	Part-time	-	-	-	-



## State Housing Initiative Partnership (SHIP) Grant

### Mission

To ensure that eligible residents of the City have access to safe and affordable housing.

### Goals

To provide assistance to very low, low, and moderate-income households toward home ownership, necessary repairs, affordable rental, and foreclosure prevention.

### Objectives

To provide assistance to qualified applicants for first-time home buyers; financial assistance; necessary repairs; loans for acquisition, rehabilitation, or construction of affordable rental housing; and foreclosure prevention.

### Major Functions and Activities

The State Housing Initiative Partnership (SHIP) can be used for the following programs:

1. Minor Home Repair/Weatherization
2. Foreclosure Prevention
3. First-Time Home Buyer Assistance
4. Home Ownership Counseling
5. Public Facility (Children's Harbor)
6. Acquisition-Rehabilitation or New Construction
7. Multifamily Rental Housing
8. Rental Deposit-Eviction Protection

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

#### Eligibility and Recapture Provision:

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

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

criteria to determine an applicant's eligibility will be conducted by CRA.

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

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

1. **Minor Home Repair:** the maximum award for very low, low, and moderate income is \$50,000. The City's lien for Home Repair lasts 15 years with full repayment and no annual forgiveness during this period. However, if the Home Repair is related to special-needs households, the recapture period is reduced to a 10-year forgivable lien written down 1/10 each year until the loan is 100% forgiven. Also, in the event the homeowner refinances and obtains funds as a result of the refinancing, the City will not require repayment of the entire loan so long as the City's interest is properly acknowledged in any

2. **First-Time Home Buyer Assistance:** Maximum award for very low income is \$50,000, low income is \$40,000, and moderate income is \$30,000. The City's lien for the First-Time Home Buyer lasts 15 years with full repayment and no annual forgiveness during this period. In addition, in the event the homeowner refinances and obtains funds as a result of the refinancing during the first ten years of the agreement, the homeowner shall pay back the full amount of the loan at the time of the refinancing. After the first ten years, in the event the homeowner refinances the debt obligations with respect to the property, the City will not require repayment of the entire loan so long as the City's interest is properly acknowledged in any documents related to a refinancing.

3. **Acquisition-Rehabilitation or New Construction Development:** This construction program is designed to promote the acquisition or construction of affordable housing for home ownership opportunities. Funds will be provided as deferred or low-interest loans to support the acquisition and rehabilitation of, or the new construction of, multifamily or single-family housing or the housing portion of a mixed-use facility. The program is also designed to promote infill housing and mixed-income projects/neighborhoods for home-ownership opportunities. For-profit and not-for-profit developers will be requested to submit proposals to provide housing that conforms to the City's RFP,



## State Housing Initiative Partnership (SHIP) Grant

neighborhood redevelopment plans, and comprehensive plan.

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

5. Rental Deposit-Eviction Protection Program: The program provides upfront financial assistance for households to obtain quality, safe, decent, and affordable rental housing. The families must have the income to afford the monthly rental payments. Guidelines similar to debt-to-income or affordability ratios will be utilized to determine the affordability of the payments. The program may pay for items, such as the first month's rent, security deposit, and utility connection/start-ups, up to a maximum of \$3,000. Funds may also be provided to those tenants in danger of being evicted from their currently occupied rental unit.

### Budget Highlights

The unspent balance of SHIP funds from previous years will be carried over to 2015-16 after the budget is adopted.

Based on the 2015-16 budget, the City anticipates assisting nine individuals with minor home repairs and five first time home buyers with down payments and closing costs.

### Accomplishments

As of August 31, 2015, the City has provided services in the amount of \$430,043 through the SHIP grant to assist nine individuals with home repairs.

## State Housing Initiative Partnership (SHIP) Grant Performance Measures

Indicator	2012-13		2013-14		2014-15	2015-16
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Home repairs	6	#	6	#	5	9
First-time home buyer	0	#	0	#	#	5
Foreclosure prevention	0	#	0	#	#	#
Rental deposit / eviction protection	0	#	0	#	#	#
Acquisition-rehabilitation or new construction	0	#	0	#	#	#
<b>Effectiveness</b>						
% of funds spent to total funds available	30%	#	22%	#	30%	25%
<b>Efficiency</b>						
Average cost per household assisted:						
Home repairs	\$33,135	#	\$40,188	#	#	#
Purchase assistance	0	#	0	#	#	#
Foreclosure prevention	0	#	0	#	#	#
Rental deposit / eviction protection	0	#	0	#	#	#
Acquisition-rehabilitation or new construction	0	#	0	#	#	#

# The awards for fiscal years 2012-13 through 2014-15 were appropriated in the working budget for those years. There aren't any adopted budgets or goals for those years. Starting from fiscal year 2015-16 the adopted budget reflects such awards.

### State Housing Initiative Partnership (SHIP) Grant - Budget Summary

Revenue Category	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
State Grants	216,282	281,667	1,858,807	755,868
Investment Income	-	-	1,000	2,000
Beginning Surplus	-	-	-1,000	-2,000
<b>Total</b>	<b>216,282</b>	<b>281,667</b>	<b>1,858,807</b>	<b>755,868</b>

Expenditure Category	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
Operating				
Professional Services	17,470	38,447	134,465	75,586
Other Contractual Services	153,518	243,220	1,269,342	455,282
Other Current Charges and Obligations	45,294	-	455,000	225,000
Operating Subtotal	216,282	281,667	1,858,807	755,868
<b>Total</b>	<b>216,282</b>	<b>281,667</b>	<b>1,858,807</b>	<b>755,868</b>



## HUD Grants CDBG-HOME

### Mission

To utilize funds received from the U.S. Department of Housing and Urban Development (HUD) to assist the City in meeting its development needs through the provision of transportation services and home repairs for its residents.

### Goals

To improve the quality of life for low and moderate income residents of the City of Pembroke Pines in terms of housing, commercial rehabilitation, and transportation.

To ensure the availability of services to transportation-disadvantaged persons who live in South Broward County, Florida.

### Objectives

There are five HUD Grants consisting of the following:

1 - Community Development Block Grant (CDBG): To provide housing assistance such as first-time home buyer purchase, home repairs, public improvement, new construction and removal of architectural barriers and to provide safe, reliable, and efficient transportation services to the community via a subscription and advanced reservation system, while keeping client expectation and changing needs as a high priority.

2 - HOME Investment Partnerships Program (HOME): To provide housing assistance such as home repairs and new construction.

3 - Neighborhood Stabilization Program (NSP): To provide emergency assistance to acquire and redevelop foreclosed properties that might otherwise become sources of abandonment and blight without purchase assistance and home repairs. NSP is a component of the long-standing CDBG.

4 - CDBG Disaster Recovery Initiative (DRI): To address outstanding disaster-related repairs from the 2005 storm season for owner-occupied properties that meet Federal Income Guidelines.

5 - Community Development Block Grant Recovery (CDBG-R) Program: To stimulate the economy through measures that modernize infrastructure, improve energy efficiency, and expand educational opportunities and access to health care.

### Major Functions and Activities

1 - CDBG has ten programs:

- ~ Program Administration
- ~ Removal of Architectural Barriers
- ~ Home Repair/Weatherization
- ~ Commercial Rehabilitation
- ~ Public Facility (Children's Harbor)
- ~ Public Service (Senior Transportation)
- ~ Acquisition-Rehabilitation or New Construction
- ~ Relocation Assistance
- ~ 1st Time Home Buyer Assistance
- ~ Public Improvement (Tanglewood Park)

The Senior Transportation Program offers one-way and round-trip service within a designated area. The service area is bordered on the north by State Road 84, on the east by State Road 7 (U.S. 441), on the south by Countyline Road, and on the west by U.S. 27. Strategically established routes ensure provision of subscription trips via a multi-load (shared ride) system to promote efficiency and consistency of service. Clients will receive free door-to-door, driver-assisted service. Each one-way trip counts as a unit of service under the provisions of the Grant.

2 - HOME has two programs:

- ~ Home Repair/Weatherization
- ~ Acquisition-Rehabilitation or New Construction

3 - NSP has two programs:

- ~ Purchase assistance
- ~ Home Repair

4 - DRI has one program:

- ~ Disaster Mitigation/Recovery

5 - CDBG-R has one program:

- ~ Thermal Storage System-Senior Center.

Eligibility and recapture provisions for CDBG, Home and NSP grants:

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



## HUD Grants CDBG-HOME

The maximum allowable income is based on household size and 80% of annual Median Family Income (MFI) for Broward County, provided by the Department of Housing and Urban Development (HUD). Except for the Purchase Assistance Program, all properties must be owner-occupied. Verification of ownership, income, homeowner's insurance, payment of property taxes, and any other criteria to determine an applicant's eligibility will be conducted by Community Redevelopment Associates of Florida, Inc. (CRA).

Eligible homeowners are required to sign the City's Home Loan Agreement and Promissory Note, which establishes a lien on the property in favor of the City. On April 17, 2013, the City Commission approved amended provisions for 2013-14, 2014-15, and 2015-16 Local Housing Assistance Plans (LHAP).

The major provisions are:

The existing home's value cannot exceed \$386,202. The maximum award for very low, low, and moderate income is \$50,000. The City's lien for Home Repairs is 15 years with full repayment and no annual forgiveness during this period. However, if the Home Repair is related to special needs households, the recapture period is reduced to a 10-year forgivable lien written down 1/10 each year until the loan is 100% forgiven.

Also, in the event that the homeowner refinances and obtains funds as a result of the refinancing, the City will not require repayment of the entire loan as long as the City's interest is properly acknowledged in any documents related to the refinancing.

Homeowners who have received comprehensive repair assistance from the City cannot re-apply for five years except for cases where emergency repairs are needed as determined by the City's Building Official, his designee, or in cases where no waiting list exists and funds are available.

### Budget Highlights

The CDBG will continue to provide the same programs, such as minor home repairs, public improvement, and senior transportation, as in previous years. Senior transportation program uses allocated funds for Fuel and Repair & Maintenance of Vehicles to provide core services to members 62 years of age and older. The HOME Program will only provide minor home repair. The unspent balance of the CDBG, HOME, and NSP funds from previous

project years will be carried over to fiscal year 2015-2016.

### Accomplishments

As of August 31, 2015, the City has provided services in the amount of \$390,365 through the CDBG, including \$272,445 for home repairs (8 homes) and \$57,824 in support of the City's Senior Transportation Program.

As of August 31, 2015, the Senior Transportation Program has provided approximately 38,535 trips to eligible clients 62 years old and over.

As of August 31, 2015, the City provided services in the amount of \$123,731 through the HOME grant to assist three individuals with home repairs.

As of August 31, 2015, the City provided services in the amount of \$361,088 through the NSP grant, including \$304,880 to assist two individuals to purchase foreclosed properties, and \$56,180 to assist one individual to repair their property.

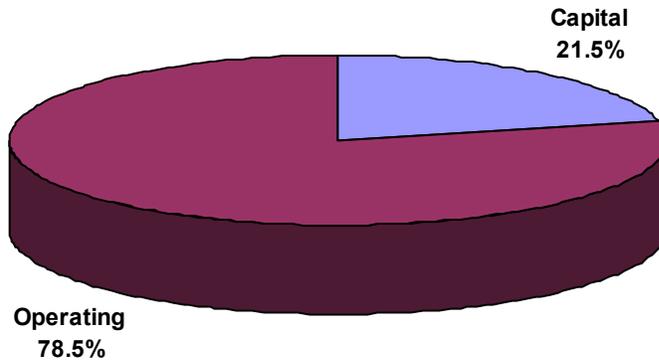
## HUD Grants CDBG-HOME Performance Measures

Indicator	2012-13		2013-14		2014-15	2015-16
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Home repairs - CDBG	14	15	23	20	15	18
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:						
o ADA – Paratransit Program	4,538	23,000	0	*	*	*
o Older Americans Act (OAA) Grant	30,221	29,260	35,585	29,260	35,000	26,267
Number of unduplicated CDBG clients	184	170	109	160	200	120
Home repairs - NSP	6	0	8	10	6	1
Purchase assistance - NSP	6	0	9	3	6	1
Home repairs - HOME	8	5	20	4	7	10
<b>Effectiveness</b>						
% of funds spent vs. funds available for home repairs	36%	30%	71%	43%	40%	50%
% of seniors who request transportation and receive it	100%	100%	100%	100%	100%	100%
Number of grievances filed against the system	2	0	0	0	0	0
<b>Efficiency</b>						
Average cost (fuel and R&M only) per one-way client (age 62+) trip	\$3.29	\$2.05	\$3.44	\$2.00	\$3.04	\$2.50
Vehicular accidents per 100,000 miles	3.000	0.008	1.400	0.000	0.000	0.000
Road call rate per passenger trip (Calls for assistance due to mechanical problems)	0.00	0.10	0.02	0.00	0.00	0.00
Passengers per mile	0.33	0.80	0.26	1.00	1.00	1.00

\* Effective October 1, 2012, the ADA - Paratransit Program was discontinued. Therefore no goals or actual statistics will be reported from 2013-14 onward.

### HUD Grants CDBG-HOME - Budget Summary

Revenue Category	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
Federal Grants	1,906,257	2,848,013	2,306,035	930,315
<b>Total</b>	<b>1,906,257</b>	<b>2,848,013</b>	<b>2,306,035</b>	<b>930,315</b>



Expenditure Category	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
Operating				
Professional Services	185,272	181,796	234,973	171,962
Other Contractual Services	1,055,588	2,254,743	1,661,836	445,283
Repair and Maintenance Services	-	19,578	51,402	49,070
Other Current Charges and Obligations	245,000	305,000	100,000	-
Operating Supplies	99,277	86,896	57,824	64,000
Operating Subtotal	1,585,137	2,848,013	2,106,035	730,315
Capital				
Improvements Other Than Buildings	321,120	-	200,000	200,000
Capital Subtotal	321,120	-	200,000	200,000
<b>Total</b>	<b>1,906,257</b>	<b>2,848,013</b>	<b>2,306,035</b>	<b>930,315</b>



## Law Enforcement Grant

### Mission

1 - Victims of Crime Act (VOCA) Grant - To provide assistance to victims of crime, especially to those in under-served populations, such as the elderly and the mentally challenged.

2 - Homeland Security Grant - The U.S. Department of Homeland Security has implemented various financial assistance programs and grants for states to enable the collective geopolitical entities within each state, and regions within each state, to better prepare, protect, respond and recover from both man-made and natural hazard occurrences.

Various segments of these programs contain information that is operationally sensitive; therefore, budget details will lack specific data concerning the mission, accomplishments, objectives, and performance measures normally associated with City's budget preparations.

There are five major grant-assistance categories within the Homeland Security Grant Program (HSGP) that are funded by the U.S. Department of Homeland Security - these are:

- Urban Areas Security Initiative (UASI)
- State Homeland Security Program (SHSP)
- Operation Stonegarden Grant Program (OPSG)
- Metropolitan Medical Response System (MMRS) Program
- Citizen Corps Program (CCP)

The UASI increases prevention, protection, response, and recovery capabilities of all first responder agencies within the collaborative Southeast UASI Region (greater Fort Lauderdale and Miami) for all hazards, including terrorism through training, equipment, and exercises.

### Goals

1 - VOCA Grant: Provide services to the underserved victim population groups and to meet the immediate needs of victims of crime.

2 - Homeland Security Grant - UASI: Program objectives are the decision of each UASI member City. The City of Pembroke Pines UASI projects are equipment-related and consist of an amalgam of various projects:

~prepare and protect the City's population and critical infrastructure through public information and

facility backup systems,

~respond to all hazardous occurrences through critical facility hardening and sustaining capabilities in order to facilitate the continuity of government,

~recover from all hazardous occurrences through reestablishment of the transportation arteries to hasten social and economic recovery.

### Objectives

VOCA Grant: Provide the following services to victims in underserved populations such as the very young and the elderly:

- Referral services to at least 350 victims
- Emergency legal advocacy to 75 victims
- Personal advocacy to 75 victims.

UASI Grant: Program objectives are the decision of each UASI member City. Completion of all local equipment related UASI projects including expenditure of funds and reimbursements prior to the established agreement deadline.

### Major Functions and Activities

1 - VOCA Grant funds the salary of a part-time Assistant Victim Advocate whose responsibilities are to provide referral services, group treatment, and personal advocacy to victims of crime.

2 - UASI City-Wide Security Grant Activities that enable this Federal and State mandate include:

~ hardening accessed critical infrastructure necessary for continued community viability and the continuity of government operations, and strengthening interoperable communications capabilities.

~ strengthening capabilities to prepare, detect, respond, and recover from man-made or naturally occurring chemical, biological, radiological, nuclear, or explosive critical incident occurrences.

### Budget Highlights

VOCA Grant - The award for 2015-16 is \$17,918, the same amount as 2014-15. A Part-Time Assistant Victim Advocate will continue to provide increased services to victims of crime to meet increases in service demands.



## Law Enforcement Grant

### Accomplishments

Victims of Crime (VOCA) Grant: The program continued to substantially exceed its targeted goals, demand for services increased as funding has remained relatively static since 2009. Special focus was placed on Personal Advocate and Crisis Counseling, while continued progress was being made on various interventions and other services, such as Legal Advocacy referrals.

U.S. Department of Homeland Security Urban Area Security Initiative (UASI) Grant: Spending plans have been prepared and submitted for projects with the upcoming 2014 UASI and 2015 UASI grants. The 2014 UASI grant will focus on procuring additional P-25 compliant inter-operable portable radios for the Police Department and the Fire Department. The 2015 UASI grant will focus on procuring additional P-25 compliant inter-operable portable radios for the Fire Department as well as communications and optics equipment for the Police Department.

## Law Enforcement Grant Performance Measures

Indicator	2012-13		2013-14		2014-15	2015-16
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
VOCA direct expenditures	\$17,613	^ \$17,918	\$17,730	^ \$17,918	^\$17,918	^ \$17,918
VOCA victim referrals	351	^ 350	475	^ 350	^350	^350
VOCA crisis intervention counseling	209	^ 200	158	^ 200	^200	^200
VOCA legal advocacy referrals	68	^ 75	46	^ 75	^75	^75
VOCA personal advocacy	213	^ 75	182	^ 75	^75	^75
Homeland Security Urban Area Security Initiative Grant expenditures	\$308,250	^ \$612,650	\$367,852	^ \$463,181	^\$242,282	+
Highway Safety Grant expenditures	\$0	+	\$0	+	+	+

+ No grant funding was/is expected.

^ Contingent upon receipt of grant funding.

### Law Enforcement Grant - Budget Summary

Revenue Category	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
Federal Grants	308,250	385,572	213,448	17,918
<b>Total</b>	<b>308,250</b>	<b>385,572</b>	<b>213,448</b>	<b>17,918</b>

Expenditure Category	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
Personnel				
Salary	19,494	16,470	92,405	16,575
Benefits	1,252	1,260	1,268	1,268
Personnel Subtotal	20,746	17,730	93,673	17,843
Operating				
Office Supplies	-	-	75	75
Operating Subtotal	-	-	75	75
Capital				
Buildings	71,549	-	-	-
Improvements Other Than Buildings	84,710	-	-	-
Machinery and Equipment	131,246	367,842	119,700	-
Capital Subtotal	287,504	367,842	119,700	-
<b>Total</b>	<b>308,250</b>	<b>385,572</b>	<b>213,448</b>	<b>17,918</b>

Position Title	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2015-16 Budget
13576 P/T Victim's Advocate Grant	1	1	1	1
Total				
Full-time	-	-	-	-
Part-time	1	1	1	1



## Police Community Services Grant

### Mission

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

### Goals

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

### Objectives

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

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

### Major Functions and Activities

Grant funds are used primarily for the following purposes:

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

### Budget Highlights

The Justice Assistance Grant (JAG) funds will be utilized to purchase equipment that will better prepare the department to respond and recover from all hazardous incidents, including criminal activity. Any unspent funds in the current year will be carried forward and utilized during FY2015-16.

### Accomplishments

The 2012-13 JAG has been awarded to the City's Police Department in the amount of \$20,416, for the purchase of specialized police training equipment. The City has expended all funds and the grant was closed out. The ending date was September 30th, 2015.

The 2013-14 JAG has been awarded to the City's Police Department in the amount of \$18,619, for the purchase of specialized police equipment for use in enhanced efficacy and sustainability in the delivery of law enforcement services during anti-crime and/or unusual incidents. As of October 2014, the City has expended all grant funds toward this project. The 2013-14 grant has an end date of September 30th, 2016.

The 2014-15 JAG has been awarded to the City's Police Department in the amount of \$19,345, for the purchase of forensics equipment to benefit investigative efforts within the department. The 2014-15 grant has an end date of September 30th, 2017.

## Police Community Services Grant Performance Measures

Indicator	2012-13		2013-14		2014-15	2015-16
	Actual	Goal	Actual	Goal	Goal	Goal

### Outputs

Funds spent on equipment	\$32,176	*	\$34,920	*	*	*
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\* No grant funding was/is expected

### Police Community Services Grant - Budget Summary

Revenue Category	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
Federal Grants	32,177	34,888	19,345	-
Investment Income	-	33	-	-
<b>Total</b>	<b>32,177</b>	<b>34,920</b>	<b>19,345</b>	<b>-</b>

Expenditure Category	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
Personnel				
Salary	65	-	-	-
Personnel Subtotal	65	-	-	-
Operating				
Operating Supplies	4,233	2,096	-	-
Operating Subtotal	4,233	2,096	-	-
Capital				
Machinery and Equipment	27,878	32,824	19,345	-
Capital Subtotal	27,878	32,824	19,345	-
<b>Total</b>	<b>32,177</b>	<b>34,920</b>	<b>19,345</b>	<b>-</b>



## 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. Service hours on the Green and Gold Routes range from 7:00 AM to 7:37 PM, Monday through Saturday, and the Blue Route, 8:00 AM through 3:25 PM, Tuesday, Wednesday, and Friday. Service extends west on the Gold and Green Routes from the Southwest Focal Point Senior Center (SWFP) to US 27 (Holly Lake Clubhouse) and east on the Blue Route from SWFP to University Drive and Pines Blvd (USPS). The service is structured to allow for connections to BCT routes 2,

5, 7, 16 and 23. Connections can also be made with the City of Miramar Community Bus Service at Memorial Hospital West and the Pembroke Lakes Mall. Service is not available on observed holidays. All Community Bus Service buses are wheelchair accessible in compliance with the Americans with Disabilities Act (ADA). The interval between successive buses are as follows:

- Gold Route – between 30 and 60 minutes depending on the hour of day
- Green Route – 60 minutes
- Blue Route East – 90 minutes
- Blue Route West – 70 minutes

### Budget Highlights

The 2015-16 expenditure budget reflects a decrease of \$248,506 from the 2014-15 budget. This 24% decrease is mainly due to \$212,000 budgeted in 2014-15 for the purchase of two vans.

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

Expand the Community Bus Service throughout the City to include a greater portion of the eastern corridor. Reduction of wait-time between stops will be the major focus.

### Accomplishments

On September 17, 2014 a new bus (#8820) was received from the Florida Department of Transportation (FDOT) Section 5310 Elderly and Persons with Disabilities Capital Assistance Program. The Original Award Letter for this purchase was received on December 31, 2012 and the estimated local match was 10%.

On June 20, 2014 and November 3, 2014, respectively, the Community Services Department received a Notice of Grant Award Letter from the FDOT for the purchase of a cutaway bus and equipment for a total amount of \$107,634 each with an estimated local match of 10%.

On January 13, 2015 a Grant Application was submitted to the FDOT for the purchase of two cutaway buses to Enhanced Mobility of Senior and Individuals with Disabilities. The total amount of this application is \$210,000 with a 10% estimated local match.

## Community Bus Program Performance Measures

Indicator	2012-13		2013-14		2014-15	2015-16
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Number of information documents distributed	8,150	11,000	6,425	12,000	12,000	12,000
Road calls required (calls for assistance due to mechanical problems)	58	5	49	40*	40*	40*
Number of one-way client trips	218,497	215,000	210,699	220,000	230,000	230,000
<b>Effectiveness</b>						
Number of grievances filed against system	15	0	5	0	0	0
<b>Efficiency</b>						
Passengers per service hour	11.3	12.0	12.7	12.0	13.0	13.0
Passengers per mile	0.09	2.00	0.87	2.00	2.00	2.00
Vehicular accidents per 100,000 miles	4	0	3	0	0	0
Average cost per one-way client (any age) trip	\$2.29	\$2.57	\$2.78	\$2.50	\$2.00	\$2.00

\* More road calls have been required in recent years due to the combination of the aging bus fleet and the number of annual miles required. In light of this and until more vehicles can be upgraded, the goal for road calls required is 40.

### Community Bus Program - Budget Summary

Revenue Category	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
Federal Grants	323,040	192,554	215,762	-
Grants from Local Units	307,816	307,435	308,596	308,595
Interfund Transfers	482,902	454,344	514,386	481,643
<b>Total</b>	<b>1,113,758</b>	<b>954,333</b>	<b>1,038,744</b>	<b>790,238</b>

Expenditure Category	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
Operating				
Professional Services	1,454	485	2,300	2,300
Other Contractual Services	560,597	530,969	557,429	535,015
Communication and Freight Services	2,193	2,724	1,300	2,600
Repair and Maintenance Services	131,473	113,807	132,798	133,900
Office Supplies	999	709	1,250	1,250
Operating Supplies	96,423	106,041	132,113	115,173
Operating Subtotal	793,139	754,735	827,190	790,238
Capital				
Machinery and Equipment	320,620	199,598	211,554	-
Capital Subtotal	320,620	199,598	211,554	-
<b>Total</b>	<b>1,113,758</b>	<b>954,333</b>	<b>1,038,744</b>	<b>790,238</b>



## 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 \$8,022 for equipment purchases that will support the activities covered under the Department of Treasury guidelines.

### Accomplishments

An animal facility was approved by the City to temporarily house rescued animals that are picked up within our city by our officers. In July, 2014, a 10ft X 20ft shed was purchased and installed in the west parking lot at the Police headquarters. The remaining materials and equipment have been purchased using

Law Enforcement Trust Funds, specifically Confiscated Treasury, to finish the new animal facility before the end of this fiscal year.

Law Enforcement Trust Fund Treasury Confiscated Performance Measures

Indicator	2012-13		2013-14		2014-15	2015-16
	Actual	Goal	Actual	Goal	Goal	Goal

**Outputs**

Funds spent on equipment and building improvements	\$67,728	\$126,760	\$34,676	\$21,753	\$25,643	\$8,022
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### Law Enforcement Trust Fund Treasury Confiscated - Budget Summary

Revenue Category	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
Fines & Forfeitures	19,388	7,549	-	-
Investment Income	244	1,853	1,000	1,000
Appropriated Fund Balance	-	-	284,810	-
Beginning Surplus	-	-	24,643	7,022
<b>Total</b>	<b>19,632</b>	<b>9,402</b>	<b>310,453</b>	<b>8,022</b>

Expenditure Category	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
Operating				
Professional Services	-	-	2,000	-
Repair and Maintenance Services	-	-	25,927	-
Operating Supplies	-	10,522	2,678	-
Operating Subtotal	-	10,522	30,605	-
Capital				
Buildings	-	9,021	6,379	-
Improvements Other Than Buildings	-	12,584	59,791	-
Machinery and Equipment	67,728	2,549	213,678	8,022
Capital Subtotal	67,728	24,154	279,848	8,022
<b>Total</b>	<b>67,728</b>	<b>34,676</b>	<b>310,453</b>	<b>8,022</b>



## 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 \$49,967 for equipment purchases that will support the activities that are covered under the Department of Justice guidelines.

### Accomplishments

Initiated the construction of the new Simunition Shoot House that will be located at the Police Training Facility. The initial estimated cost of constructing this Shoot House is \$270,000.00.

Law Enforcement Trust Fund Justice Confiscated Performance Measures

Indicator	2012-13		2013-14		2014-15	2015-16
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Funds spent on equipment	\$36,094	\$78,371	\$0	\$165,815	\$43,465	\$49,967

### Law Enforcement Trust Fund Justice Confiscated - Budget Summary

Revenue Category	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
Fines & Forfeitures	28,470	59,871	-	-
Investment Income	376	3,206	2,000	3,000
Appropriated Fund Balance	-	-	540,283	-
Beginning Surplus	-	-	41,465	46,967
<b>Total</b>	<b>28,846</b>	<b>63,077</b>	<b>583,748</b>	<b>49,967</b>

Expenditure Category	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
Operating				
Professional Services	3,900	-	31,200	-
Operating Supplies	39,770	825	139,101	-
Operating Subtotal	43,670	825	170,301	-
Capital				
Improvements Other Than Buildings	-	-	270,000	-
Machinery and Equipment	-	-	143,447	49,967
Capital Subtotal	-	-	413,447	49,967
<b>Total</b>	<b>43,670</b>	<b>825</b>	<b>583,748</b>	<b>49,967</b>



## 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

Five supervisors attended the "Leadership in Police Organization" presented by the International Association of Chiefs of Police. This three-week course focused on the systematic development of leaders at all levels of the organization.

Funds expended for the conference registration fees and related travel expenses of two command staff members to attend "FBINAA Annual Conference"

presented by FBI National Academy Associates. This four-day conference focused on professional law enforcement training and included law enforcement exhibits.

Funds expended for the conference registration fees and related travel expenses of the new Crime Analyst to attend "Criminal Intelligence and Analysis Training" presented by The Alpha Group. This five-day course focused on the many operational issues and statistical processes involved in designing and maintaining a dynamic crime intelligence and analysis program that assists with criminal investigations.

Funds expended for the conference registration fees and related travel expenses of the new Victims Advocate to attend "Victims Services Practitioner Designation" presented by Florida Office of the Attorney General. This five-day course focused on providing training and skill development in victim advocacy and services.

Law Enforcement Trust Fund \$2 Police Education Performance Measures

Indicator	2012-13		2013-14		2014-15	2015-16
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Number of new recruits sent to the Police Academy	4	7	2	5	5	4
<b>Efficiency</b>						
Average training cost per recruit	\$3,495	\$3,420	\$3,620	\$3,495	\$3,620	\$3,620

**Law Enforcement Trust Fund \$2 Police Education - Budget Summary**

<b>Revenue Category</b>	<b>2012-13 Actual</b>	<b>2013-14 Actual</b>	<b>2014-15 Budget</b>	<b>2015-16 Budget</b>
Fines & Forfeitures	47,398	37,076	44,041	38,703
Investment Income	188	1,698	1,000	1,000
Appropriated Fund Balance	-	-	243,616	-
Beginning Surplus	-	-	-1,000	-
<b>Total</b>	<b>47,586</b>	<b>38,773</b>	<b>287,657</b>	<b>39,703</b>

<b>Expenditure Category</b>	<b>2012-13 Actual</b>	<b>2013-14 Actual</b>	<b>2014-15 Budget</b>	<b>2015-16 Budget</b>
Operating				
Travel Per Diem	5,975	10,255	128,730	19,703
Publications and Memberships	18,050	14,835	158,927	20,000
Operating Subtotal	24,025	25,090	287,657	39,703
<b>Total</b>	<b>24,025</b>	<b>25,090</b>	<b>287,657</b>	<b>39,703</b>



## 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 \$70,000 for equipment purchases that will support activities that are covered under the Florida Department of Law Enforcement guidelines.

### Accomplishments

Funds were used for the purchase of Gang Resistance Education and Training (G.R.E.A.T.) tee-shirts that are issued upon completion of the program. The G.R.E.A.T. Program is taught to all 7th grade students as a preventative program against gang involvement, alcohol and drug abuse, cigarette smoking, bullying and establishing self-esteem.

Funds were expended to distribute Residential Burglary Prevention Brochures to educate the residents on burglary prevention and safety tips.

Donated \$2,500 to "Broward County Crime Stoppers" program.

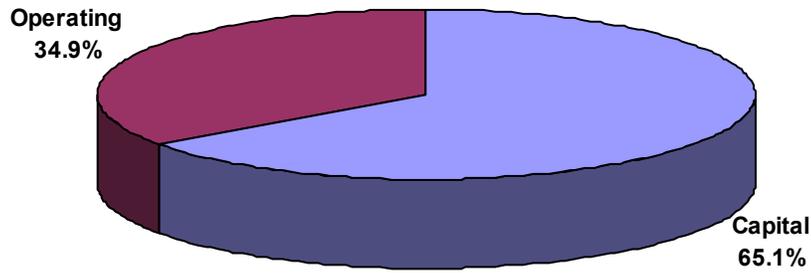
Donated \$2,000 to "A Child is Missing" program.

## Law Enforcement Trust Fund FDLE Confiscated Performance Measures

Indicator	2012-13		2013-14		2014-15	2015-16
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Funds spent for drug and crime prevention	\$12,100	\$11,553	\$3,963	\$6,438	\$17,294	\$16,090
Funds spent on equipment and building improvements	\$729,807	\$231,507	\$232,589	\$17,521	\$93,002	\$70,000

### Law Enforcement Trust Fund FDLE Confiscated - Budget Summary

Revenue Category	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
Fines & Forfeitures	112,649	96,953	-	-
Investment Income	668	3,293	2,000	2,000
Appropriated Fund Balance	-	-	264,844	-
Beginning Surplus	-	-	113,296	105,540
<b>Total</b>	<b>113,317</b>	<b>100,245</b>	<b>380,140</b>	<b>107,540</b>



Expenditure Category	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
Operating				
Professional Services	-	-	12,951	-
Other Contractual Services	-	5,550	21,450	21,450
Travel Per Diem	-	-	6,176	-
Other Current Charges and Obligations	-	-	5,000	-
Operating Supplies	25,671	4,673	41,138	16,090
Operating Subtotal	25,671	10,223	86,715	37,540
Capital				
Buildings	640,729	142,912	105,774	-
Machinery and Equipment	89,078	88,967	180,566	70,000
Capital Subtotal	729,807	231,879	286,340	70,000
Grants and Aid				
Aids to Private Organizations	5,424	-	7,085	-
Grants and Aid Subtotal	5,424	-	7,085	-
<b>Total</b>	<b>760,903</b>	<b>242,103</b>	<b>380,140</b>	<b>107,540</b>



## Older Americans Act (OAA) Grant

### Mission

The Community Services Department is dedicated to providing a multitude of services and programs for our senior population at the Southwest (SW) Focal Point Senior Center. In part, funding dollars are provided by the Older Americans Act Grant and the State of Florida Department of Elder Affairs.

### Goals

**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 III E - 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.

### Objectives

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.

### Major Functions and Activities

Plan and implement the following senior services:

~ **RECREATION** - Includes classes such as ceramics, arts and crafts, computers for seniors, bingo, card and board games, special events, and field trips.

~ **HEALTH SUPPORT SERVICES** - Provides health screening, counseling, assessments, speakers on a variety of health subjects, a walking club program, senior wellness and exercise classes.

~ **INFORMATION and REFERRAL** - Provides direct access to Community Services programs and special

senior programs. This service includes case management and referrals facilitated by the staff social worker.

~ **COUNSELING** - Services include individual, group, and/or family/caregiver counseling sessions as well as referrals and educational speakers.

~ **ADULT DAY CARE** - Provides a structured program for frail and/or Alzheimer's specific clients. Special activities, classes, and programs are planned to enhance the lives of these seniors in an effort to delay institutionalization and to provide respite care.

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

~ **HOMEMAKER** - Provides specific home management duties including housekeeping, laundry, cleaning refrigerators, clothing, minor home repairs, meal planning and preparation. This service is provided through coordination with a home health agency.

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

~ **TRANSPORTATION** - Provision of one-way or round-trip service within a designated area. The service area is bordered on the north by State Road 84, on the east by State Road 1 (U.S. 441), on the south by County Line Road and the west by U.S. 27. Strategically established routes ensure provision of subscription trips via a multi-load system to promote efficiency and consistency of service. Clients receive free, door-to-door, driver-assisted service. Each one-way trip accounts for a unit of service under the provision of each funding source.

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



## Older Americans Act (OAA) Grant

### Budget Highlights

Continue to receive allocated funds under the Older Americans Act Grant to provide services to the community as Adult Day Care, Education/Training, Counseling, In-Home Services, Health Support and Recreation.

Continue the public education engagements in topics to interest members that range from financial protection for an older adult as well as how to prevent osteoporosis.

Continue to host the two-day Broward Aging Network Conference (BANC). Participants had the opportunity to meet with various vendors and take part in sessions about many older adult topics (care planning, nutrition, identity theft etc.).

Evening registrations continue every six weeks as to ensure members from the community whom work can register. Recently the evening registrations have reflected an increase in younger older adults' registrations that are working and seeking recreational activities.

The year-over-year increase in the budget is 2.1% or \$29,000, which reflects mainly the increased cost of contractual services. On the revenue side, the General Fund subsidy to this operation shows an increase of \$99,000 to cover the \$70,000 reduction in donations.

### Accomplishments

New partnership with Baptist Health South Florida has been providing our seniors with additional exercise programs at no cost to them. They provide a vast array of medical screenings and presentations to further promote health and wellness to our members.

## Older Americans Act (OAA) Grant Performance Measures

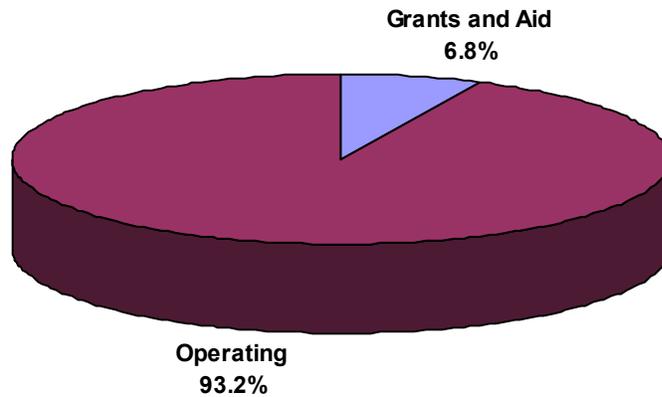
Indicator	2012-13		2013-14		2014-15	2015-16
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Number of clients receiving day care services	94	120	77	90	100	104
Number of senior clients registered at SW Focal Point Center	2,630	2,600	2,841	3,200	3,000	3,200
Units (1 hour) of service:						
Information	6,727	5,995	1,593	5,995	#	#
Referral	546	600	546	507	#	#
Public education	62	60	61	60	60	48
Personal care	4,577	4,576	4,690	4,576	4,576	4,576
Respite	367	390	393	390	390	390
Homemaker	3,176	3,176	3,225	3,176	3,176	3,176
Number of one-way client (age 60+) trips per year	30,221	29,260	35,585	28,398	27,036	26,267
Screening & Assessment	757	*	160	700	700	100
Health support-group	1,681	960	417	914	768	768
Adult day care	36,013	60,223	50,695	36,000	36,392	50,176
Counseling--individual	119	72	74	72	72	72
Counseling--group	110	84	89	84	58	58
Recreation	6,407	5,596	3,676	5,326	3,346	4,990
Caregiver Training & Support - Grp.	136	*	148	155	148	148
<b>Effectiveness</b>						
% of service units billed	100%	100%	100%	100%	100%	100%
<b>Efficiency</b>						
Annual Area Agency on Aging monitoring report (compliance)	100%	100%	100%	100%	100%	100%
% of people who request and receive service	100%	100%	100%	100%	100%	100%
% of survey responses with a positive rating	100%	100%	100%	100%	100%	100%
Passengers per mile	0.33	3.40	0.26	3.40	0.50	3.00
Vehicular accidents per 100,000 miles	3.000	0.005	2.930	0.000	0.000	0.000
Road calls per passenger trip	3.750	0.040	0.002	0.000	0.000	0.000
Grant reimbursement per trip	\$8.14	\$7.90	\$8.55	\$8.14	\$8.55	\$8.80

\* A new measure -- goals and actuals unavailable prior to 2013-14.

# Service terminated by OAA.

### Older Americans Act (OAA) Grant - Budget Summary

Revenue Category	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
Federal Grants	406,894	432,976	421,232	418,192
Grants from Local Units	174,590	143,181	139,151	139,151
State Grants	272,299	245,368	254,388	254,388
Private Gifts / Contributions	48,677	25,170	91,960	25,000
Interfund Transfers	401,516	425,467	451,090	561,569
<b>Total</b>	<b>1,303,977</b>	<b>1,272,161</b>	<b>1,357,821</b>	<b>1,398,300</b>



Expenditure Category	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
Operating				
Professional Services	671	135	1,400	1,400
Other Contractual Services	1,026,063	1,058,765	1,082,903	1,122,582
Repair and Maintenance Services	101,058	61,296	105,000	105,800
Operating Supplies	49,182	50,942	73,234	73,234
Operating Subtotal	1,176,975	1,171,139	1,262,537	1,303,016
Grants and Aid				
Aids to Government Agencies	127,002	101,023	95,284	95,284
Grants and Aid Subtotal	127,002	101,023	95,284	95,284
<b>Total</b>	<b>1,303,977</b>	<b>1,272,161</b>	<b>1,357,821</b>	<b>1,398,300</b>



## Debt Service Fund

### Mission

To optimize City resources in obtaining funds for City projects.

### Goals

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

### Objectives

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

### Major Functions and Activities

The following paragraphs describe the bond issues of the City of Pembroke Pines. The outstanding balances shown in these paragraphs will be those of September 30, 2015. All capitalized terms are as defined in each bond issue's official documents.

#### ~ GENERAL OBLIGATION BONDS, SERIES 2005:

On September 30, 2005, the City issued its first General Obligation Bonds in the amount of \$47,000,000 for the purpose of funding multiple projects including, but not limited to, various roadwork projects, recreational and cultural amenities, economic development and neighborhood revitalization. On December 1, 2005, \$5,456,448 of the General Obligation Bonds, Series 2005 was used to refund the Capital Improvement Revenue Bonds, Series 1993, which had a principal outstanding balance of \$5,985,000. These Series 2005 bonds have an outstanding balance of \$36,690,000 due in varying installments through September 1, 2035. The outstanding bonds bear interest at rates from 3.40% to 4.55%, with interest payable semi-annually on March 1st and September 1st. The Series 2005 Bonds are general obligations of the City and are payable from unlimited ad valorem taxes on all taxable real and tangible personal property within the City (except exemptions provided by applicable law). There is no limitation as to the rate or amount of ad valorem taxes that can be levied for the purpose of paying the Series 2005 Bonds. The bonds maturing on or after September 1, 2016, are subject to redemption at the option of the City, on or after September 1, 2015, in such order of maturity as the

City selects, plus accrued interest to the redemption date.

#### ~ PUBLIC IMPROVEMENT REVENUE REFUNDING BONDS, SERIES 2006:

On December 1, 2006, the City issued \$29,720,000 bonds for the purpose of advance refunding of all of the Public Improvement Revenue Bonds, Series 1998 maturing on or after October 1, 2009, totaling \$18,935,000 and all of the Public Improvement Revenue Bonds, Series 2001, maturing on or after October 1, 2014, totaling \$10,985,000. This advance refunding generates a net present value benefit of \$1,268,541. These refunding bonds have an outstanding balance of \$22,055,000 due in varying installments through October 1, 2022. The outstanding bonds bear interest at rates from 4.00% to 5.00%, with interest payable semi-annually on April 1st and October 1st. The principal and interest on these bonds are payable from a pledge of and lien upon the City's electric public service tax revenues on a parity with the Public Improvement Revenue Bonds, Series 2001, 2004A, 2004B, 2014 and any Additional Parity Bonds. The bonds maturing on or after October 1, 2017, are subject to redemption at the option of the City, on or after October 1, 2016, in such order of maturity as the City selects, plus accrued interest to the redemption date.

#### ~ CAPITAL IMPROVEMENT REVENUE REFUNDING BONDS, SERIES 2006:

On December 1, 2006, the City issued \$45,050,000 bonds for the purpose of (1) advance refunding \$28,100,000 outstanding Capital Improvement Revenue Bonds, Series 1999, maturing on and after December 1, 2009 that were not used to refund the Refunded 1995 Bonds and (2) funding various City capital projects. The advance refunding generates a net present value benefit of \$1,778,037. These refunding bonds have an outstanding balance of \$34,350,000 due in varying installments through December 1, 2031. They bear interest at rates which range from 3.85 % to 5.00%, with interest payable semi-annually on June 1st and December 1st. The principal and interest on these bonds are payable from a pledge of and lien upon the City's electric franchise revenues on a parity with any Additional Parity Bonds and Additional Parity Franchise Revenue Bonds. The bonds maturing on or after December 1, 2017, are subject to redemption at the option of the City, on or after December 1, 2016, in such order of maturity as the City selects, plus accrued interest to the redemption date.



## Debt Service Fund

### ~ CAPITAL IMPROVEMENT REVENUE BONDS (PHASE II OF FORMAN SENIOR HOUSING PROJECT), SERIES 2007:

On January 24, 2007, the City issued \$26,805,000 bonds for the purpose of funding (1) the design, construction, and equipping of approximately 220 residential units to become part of the City's senior housing facilities to be owned and operated by the City, to be located on the Senator Howard C. Forman Human Services Campus and related subordinate facilities, and (2) renovations to existing senior housing facilities owned and operated by the City. These bonds have an outstanding balance of \$23,385,000 due in varying installments through December 1, 2036. The outstanding bonds bear interest at rates from 3.75% to 5.00%, with interest payable semi-annually on June 1st and December 1st. The principal and interest on these bonds are payable from a pledge of and lien upon the City's electric franchise revenues on a parity with the Capital Improvement Revenue Refunding Bonds, Series 2006, and any Additional Parity Franchise Revenue Bonds. The bonds maturing on or after December 1, 2017, are subject to redemption at the option of the City, on or after December 1, 2016, in such order of maturity as the City selects, plus accrued interest to the redemption date.

### ~ GENERAL OBLIGATION BONDS, SERIES 2007:

On July 25, 2007, the City issued its Phase II General Obligation Bonds in the amount of \$43,000,000 for the purpose of funding the costs of design, construction and repair of certain improvements within the City. These Series 2007 Bonds have an outstanding balance of \$36,450,000 due in varying installments through September 1, 2036. The outstanding bonds bear interest at rates from 4.00% to 4.75%, with interest payable semi-annually on March 1st and September 1st. The Series 2007 Bonds are general obligations of the City and are payable from unlimited ad valorem taxes on all taxable real and tangible personal property within the City (except exemptions provided by applicable law). There is no limitation as to the rate or amount of ad valorem taxes that can be levied for the purpose of paying the Series 2007 Bonds. The bonds maturing on or after September 1, 2018, are subject to redemption at the option of the City, on or after September 1, 2017, in such order of maturity as the City selects, plus accrued interest to the redemption date.

### ~ 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: (1) finance the acquisition, construction and equipping of certain additions to existing charter school educational facilities located within the City and (2) 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 \$62,595,000 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 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



## Debt Service Fund

of Canada providing liquidity support for the 2008 Bonds.

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

On May 17, 2011, the City reissued the Charter School Revenue Bonds, Series 2008 (the Series 2008 Bonds) in the principal amount of \$63,495,000. This transaction was necessitated by the expiration of the Stand-by Bond Purchase Agreement on March 25, 2011, which was extended to May 24, 2011.

The City, with the advice of its Financial Advisor, was able to remarket the Series 2008 Bonds to Wells Fargo Bank, National Association (the "Wells Fargo") and obtain a variable rate of SIFMA rate plus 0.89% for a three year term ending May 28, 2014. 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 Wells Fargo, 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 Wells Fargo.

On May 29, 2014, the City, with the advice of its Financial Advisor, was able to remarket the Series 2008 Bonds to PNC Financial Service Group (the "Bank") and obtain a variable rate of SIFMA rate plus 0.59% for a four 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 0.59% 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 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 and 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, 2015, is not available, the debt service shown in the following "Schedule of Debt Service on Outstanding Bonds as of September 30, 2014" is based on the 0.64% interest rate, which was the SIFMA Rate (0.05%) in effect at the prior year's financial statement of September 30, 2014 (per GASB Statement No. 38, paragraph 10) plus the 0.59% interest spread to the Bank.

~ VARIABLE RATE CAPITAL IMPROVEMENT REVENUE REFUNDING BONDS (Susan B. Anthony Center), SERIES 2008 (Reissued in September 2011):



## Debt Service Fund

On July 25, 2008, the City issued \$8,040,000 bonds under an Indenture of Trust between the Issuer and U.S. National Bank Association, as trustee, for the purpose of current refunding the Variable Rate Capital Improvement Revenue Bonds, Series 2005 (Susan B. Anthony Center) in order to realize a net interest cost savings. The Series 2008 Bonds initially will bear interest at the Weekly Rate, determined by the Remarketing Agent each Wednesday and payable on the first Wednesday of each month. Interest on the Series 2008 Bonds will be paid at the lesser of the maximum rate permitted by law and 12% per annum. The Issuer may change the interest rate determination method from time to time. A change in the method, other than a change between the Daily Rate and the Weekly Rate, will result in the Series 2008 Bonds becoming subject to mandatory tender for purchase on the effective date of such change. As a condition to the issuance of the Series 2008 Bonds, the City delivered an irrevocable direct-pay Letter of Credit expiring on July 15, 2011. This entitles the Trustee to draw an amount sufficient to pay (i) the principal of the Series 2008 Bonds or the portion of the Purchase Price corresponding to the principal of the Series 2008 Bonds (at maturity or upon acceleration or redemption prior to maturity) and (ii) 40-days' accrued interest on such Series 2008 Bonds or that portion of the Purchase Price corresponding to the interest accrued thereon.

These 2008 Bonds have an outstanding balance of \$8,040,000. They will mature on October 1, 2038, subject to optional redemption, purchase and tender. During any Daily Period or Weekly Period, the Series 2008 Bonds are subject to redemption by the Issuer, at the option of the Issuer, in whole at any time or in part on any Interest Payment Date, less than all of such Series 2008 Bonds to be selected by lot or in such other manner as the Trustee shall determine, at a redemption price of 100% of the outstanding principal amount thereof plus accrued interest. The Series 2008 Bonds shall be subject to mandatory tender by the Registered Owners for purchase. The principal of, premium (if any), and interest on the Series 2008 Bonds are payable from and secured by a pledge of and an irrevocable lien upon the City's Electric Franchise Revenues on a parity with the Capital Improvement Revenue Refunding Bonds, Series 2006, the Capital Improvement Revenue Bonds (Phase II of Forman Senior Housing Project), Series 2007, and any Additional Parity Franchise Revenue Bonds.

The Credit Provider extended the Letter of Credit until September 15, 2011, and prior to its expiration, the

City reissued the Series 2008 Bonds under an Amended and Restated Indenture of Trust with U.S. National Bank in the amount of \$8,040,000 in the same terms and conditions as the Original Indenture of Trust except for the requirement of the Letter of Credit Facility and the additional Interest Period with a banking institution.

The debt service shown in the following "Schedule of Debt Service on Outstanding Bonds as of September 30, 2014" is based on the 2.0079% five year term (from September 7, 2011) Direct Purchase fixed rate in effect at the financial statement date of September 30, 2014 (per GASB Statement No. 38, paragraph 10).

### ~ CAPITAL IMPROVEMENT REVENUE REFUNDING BONDS, SERIES 2010:

On June 22, 2010, the City issued the Capital Improvement Revenue Refunding Bonds, Series 2010 in the amount of \$8,545,700 for the purpose of refunding the outstanding \$8,690,000 Capital Improvement Revenue Bonds, Series 1999 in order to realize a net interest cost savings. These Series 2010 Bonds have an outstanding balance of \$6,909,800 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 \$9,640,059, due in



## Debt Service Fund

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 and 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 refund the Taxable Communications Services Tax Revenue Bonds, Series 2003A. These bonds are used 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 \$34,060,000 due in varying installments through October 1, 2033. The outstanding bonds bear an interest rate from 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 parity with the Series 2014 Bonds and any Additional Parity Bonds hereafter issued. The lien on and pledge of the Water Public Service Tax Revenues to the payment of the bonds shall be released upon the City demonstrating that, based on the City's annual audited financial statements for the two fiscal years immediately preceding such release, the Communications Services Tax Revenues recognized for each of such fiscal year, without taking into consideration any Water Public Service Tax Revenues, were not less than 1.30 times the Maximum Bond Service Requirement on all parity bonds then outstanding. This lien has not yet been released.

### ~ TAXABLE COMMUNICATIONS SERVICES TAX REVENUE BONDS, SERIES 2014:

On September 10, 2014, the City issued \$41,540,000 bonds for the purpose of funding a deposit to the Police Pension Plan under the contributory defined benefit retirement plan known as the City Pension Fund for Firefighters and Police Officers and the General Employees' Pension Plan to maintain the City's annual contribution to such plans at approximately the same level as before the adoption of the 2004 Enhanced Pension Benefits. These bonds have an outstanding balance of \$41,540,000 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 \$29,040,000 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,



## Debt Service Fund

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.

### Budget Highlights

Future debts will be issued as the Commission deems appropriate.

Except the last two bond issues which were sold at the negotiated private placements to banks and the Reissued Variable Rate Capital Improvement Revenue Refunding Bonds (Susan B. Anthony Center), Series 2008, which were remarketed to a bank in May 2014, all of the outstanding bonds are insured and had, in the past, the highest bond rating until the downgrade of the bond insurers by the Rating Agencies, and consequently the insured rating on these bonds were downgraded.

Such ratings reflect only the respective views of such Rating Agencies. Generally, Rating Agencies base their ratings on such information and materials and on investigations, studies and assumptions made by the Rating Agencies. There is no assurance that such ratings will be maintained for any given period of time or that they may not be lowered, suspended or withdrawn entirely by the Rating Agencies, or any of them, if in their or its judgment, circumstances warrant.

### Accomplishments

All bond issues' obligations were met and covenants complied.

In September 2011, prior to the expiration of the Letter of Credit, the City re-marketed the Variable Rate Capital Improvement Revenue Refunding Bonds (Susan B. Anthony Center), Series 2008 to a bank for a five-year term at the relatively low fixed interest rate of 2.0079%. The debt service of these bonds is paid by the Susan B. Anthony Center (SBA) as rent to the City. To ensure fund availability for debt service payments, the SBA has started in FY 2012 funding the reserve to the Escrow Account.

By issuing the Variable Rate Capital Improvement Revenue Bonds (Susan B. Anthony Center), Series 2005 (the 2005 Bonds), the City has contributed in financing the construction of the recovery center

which provides treatment to mothers who suffer substance addiction. From the inception of the 2005 Bonds to September 30, 2014, the City would generate \$515,184 in revenue. Barring unforeseen circumstances, this flow of revenue to the City will continue through October 2038.

As required by the City's Derivative Debt Management Policy, the City continues submitting to the City Commission the Derivative Debt Annual Reports on the four Qualified Fixed Payor Swap (pay-fixed, receive-variable interest rate swap) transactions on the Charter School Revenue Bonds, Series 2008.

Swap is a type of derivative instrument in which there is an agreement to exchange future cash flows. These cash flows may be either fixed or variable and may be either received or paid. Variable cash flows depend on a reference rate. Please refer to the narrative of the Charter School Revenue Bonds, Series 2008 for details.

On October 15, 2013, the City had refunded Taxable Communications Services Tax Revenue Bonds, Series 2003A, with Taxable Communications Services Tax Revenue Bonds, Series 2013 (the "Series 2013 Bonds"). The refunding has a net present value savings of \$2,400,000.

On September 10 2014, the City refunded Taxable Public Improvement Revenue Bonds, Series 2004A and 2004B, with Taxable Public Improvement Revenue Bonds, Series 2014 (the "Series 2014 Bonds").

On September 10, 2014, the City refunded Taxable Communications Services Tax Revenue Bonds, Series 2004, with Taxable Communications Services Tax Revenue Bonds, Series 2014 (the "Series 2014 Bonds").

## Debt Service Fund Performance Measures

Indicator	2012-13		2013-14		2014-15	2015-16
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Number of bond issues outstanding	14	14	15	14	12	12
Number of payments	70	98*	85	86	69^	82
<b>Efficiency</b>						
% of payments made in accordance with bond indenture	100%	100%	100%	100%	100%	100%
% of required funding accomplished	100%	100%	100%	100%	100%	100%

^ The 2014-15 goal is 83.

**City of Pembroke Pines, Florida**  
**Schedule of Debt Service on Outstanding Bonds as of September 30, 2015**

Type of Bonds	Various Capital Projects & Refunding Cap Imprv Series 1993	Advance Refunding Public Imprv Series 1998 & Series 2001	Various Capital Projects & Advance Refunding Cap Imprv, Series 1999	Senior Housing Project Tower 3	Various Capital Projects	Refunding Charter Sch Bonds & New Charter School Projects	Refunding Susan B. Anthony Center 2005 Bonds
	<u>\$47,000,000</u>	<u>\$29,720,000</u>	<u>\$45,050,000</u>	<u>\$26,805,000</u>	<u>\$43,000,000</u>	<u>\$64,095,000</u>	<u>\$8,040,000</u>
Revenue		Public Improv. Refunding	Capital Improv. Refunding	Capital Improv.		Charter School	Variable Rate Cap Improv. Refunding
General Obligation	General Obligation				General Obligation	*	**
Fiscal Y/E	Series 2005	Series 2006	Series 2006	Series 2007	Series 2007	Series 2008	Series 2008
Sep 30	Series 2005	Series 2006	Series 2006	Series 2007	Series 2007	Series 2008	Series 2008
2016	813,914	3,296,675	3,361,088	1,716,562	2,679,675	494,244	325,311
2017	-	3,293,050	3,369,962	1,714,013	2,678,425	493,617	331,898
2018	-	3,288,550	3,366,713	1,716,250	2,679,225	496,256	338,283
2019	-	3,282,925	3,371,350	1,712,319	-	491,260	344,468
2020	-	3,285,675	3,363,487	1,716,300	-	489,547	345,453
2021	-	3,276,550	3,372,113	1,714,900	-	491,094	361,336
2022	-	3,290,800	3,364,237	1,712,300	-	490,464	371,819
2023	-	3,284,400	3,363,763	1,713,400	-	1,623,685	377,000
2024	-	-	3,366,363	1,713,100	-	1,902,632	386,980
2025	-	-	3,250,153	1,716,300	-	1,780,042	396,659
2026	-	-	3,249,963	1,717,287	-	1,821,156	401,037
2027	-	-	3,245,028	1,716,038	-	3,341,362	420,214
2028	-	-	1,148,687	1,713,375	-	4,471,462	433,889
2029	-	-	1,142,569	1,713,750	-	4,617,486	442,163
2030	-	-	1,144,750	1,716,250	-	4,751,789	460,135
2031	-	-	1,140,125	1,715,750	-	4,883,582	472,605
2032	-	-	1,138,694	1,717,125	-	4,729,675	484,674
2033	-	-	-	1,715,250	-	4,871,709	501,341
2034	-	-	-	1,715,000	-	5,032,196	517,507
2035	-	-	-	1,716,125	-	5,217,078	538,170
2036	-	-	-	1,713,500	-	5,398,185	558,231
2037	-	-	-	1,716,875	-	5,585,039	572,689
2038	-	-	-	-	-	5,785,216	591,646
<b>Total debt service</b>	<u>\$ 813,914</u>	<u>\$ 26,298,625</u>	<u>\$ 45,759,045</u>	<u>\$ 37,731,769</u>	<u>\$ 8,037,325</u>	<u>\$ 69,258,773</u>	<u>\$ 9,973,506</u>
Principal outstanding FY 2015	<u>\$ 36,690,000</u>	<u>\$ 22,055,000</u>	<u>\$ 34,350,000</u>	<u>\$ 23,360,000</u>	<u>\$ 36,450,000</u>	<u>\$ 62,595,000</u>	<u>\$ 7,735,000</u>

**City of Pembroke Pines, Florida**  
**Schedule of Debt Service on Outstanding Bonds as of September 30, 2015**

Type of Bonds	Refunding					Business-type	Combined	
	Capital Improv Series 1999	Firefighters Pension Series 2003A	Officers & General Employees Pension Series 2004	Police Housing Tower I & II 2004A & 2004B	Senior Housing Tower I & II 2004A & 2004B	GO Bond 2005 & Partial 2007	Consolidated Utility System Project	Activities
	\$8,545,700	\$35,300,000	\$41,540,000	\$29,040,000	\$76,045,000	\$12,300,000		
Revenue	Capital Improv. Refunding	Taxable Comm. Services Tax Refunding	Taxable Comm. Services Tax Refunding	Public Improvement		Consolidated Utility System		
General Obligation					General Obligation			
Fiscal Y/E	Series 2010	Series 2013	Series 2014	Series 2014	Series 2015	Series 2010	Debt Service/	
Sep 30							Principal	
2016	703,538	2,857,591	3,087,204	2,122,056	3,392,473	1,058,096	25,908,427	
2017	703,784	2,851,210	3,174,313	2,193,381	4,791,713	1,057,647	26,653,012	
2018	707,676	2,845,404	3,167,482	2,178,356	4,786,638	1,057,182	26,628,015	
2019	705,234	2,841,173	3,160,801	2,176,606	5,846,738	1,056,701	24,989,575	
2020	706,283	2,840,187	3,160,213	2,182,106	5,834,438	1,056,203	24,979,891	
2021	706,141	2,837,531	3,156,675	2,180,706	5,829,313	1,055,687	24,982,046	
2022	708,345	2,832,555	3,150,650	2,171,931	5,827,688	1,055,153	24,975,941	
2023	708,938	2,830,701	3,148,094	2,182,431	5,824,188	1,054,601	26,111,200	
2024	707,946	2,823,222	3,149,365	2,175,306	5,818,563	1,054,029	23,097,505	
2025	827,893	2,824,932	3,139,715	2,172,681	5,815,438	1,053,438	22,977,251	
2026	827,123	2,820,253	3,139,235	2,171,681	5,809,438	1,052,826	23,009,998	
2027	829,084	2,818,689	3,132,980	2,172,056	5,824,838	-	23,500,289	
2028	-	2,815,086	3,131,112	2,184,731	5,802,488	-	21,700,829	
2029	-	2,809,437	3,128,153	2,174,953	5,797,363	-	21,825,873	
2030	-	2,802,421	3,128,602	2,176,625	5,813,188	-	21,993,760	
2031	-	2,799,073	3,117,365	2,165,000	5,811,288	-	22,104,788	
2032	-	2,793,378	3,119,832	2,159,875	5,785,563	-	21,928,816	
2033	-	2,789,904	3,116,182	2,155,375	5,778,813	-	20,928,573	
2034	-	2,788,075	3,106,414	2,165,850	5,770,813	-	21,095,854	
2035	-	-	-	2,154,850	5,765,938	-	15,392,160	
2036	-	-	-	-	5,758,563	-	13,428,478	
2037	-	-	-	-	5,769,594	-	13,644,197	
2038	-	-	-	-	-	-	6,376,862	
<b>Total debt service</b>	<b>\$ 8,841,985</b>	<b>\$ 53,620,822</b>	<b>\$ 59,614,385</b>	<b>\$ 43,416,560</b>	<b>\$ 123,255,067</b>	<b>\$ 11,611,563</b>	<b>\$ 498,233,340</b>	
Principal outstanding FY 2015	\$ 6,909,800	\$ 35,176,000	\$ 39,920,000	\$ 28,150,000	\$ 76,045,000	\$ 9,640,059	\$ 419,075,859	

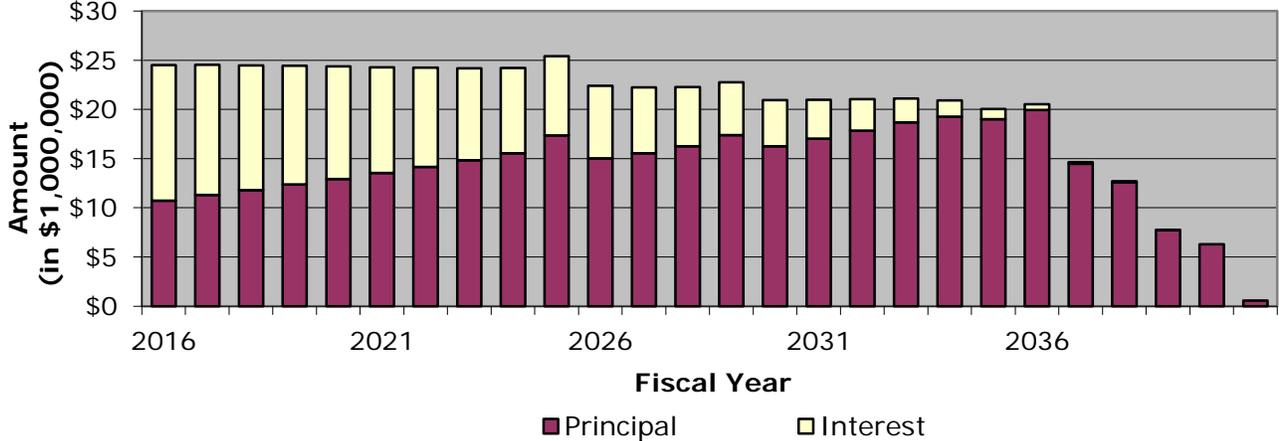
\* Based on the **0.64%** interest rate which was the Securities Industry and Financial Markets Association Municipal Swap Index (SIFMA) Rate as of August 13, 2014 per GASB Statement No. 38, paragraph 10, which was **0.05%** + the 0.59% Direct Purchase spread to the bondholder for a four year term from May 29, 2014.

\*\* Based on the 2.0079% five year term (from September 7, 2011) Direct Purchase fixed rate in effect at the financial statement date (September 30, 2011) per GASB Statement No. 38, paragraph 10.

**DISCUSSION ON THE EFFECTS OF EXISTING DEBT LEVELS ON  
CURRENT AND FUTURE OPERATIONS**

Per the assumptions as stated in the "Schedule of Debt Service on Outstanding Bonds as of September 30, 2015" regarding the two variable rate bond issues, the total annual debt service will be fairly constant for the next 18 years, 2016 – 2034, at approximately \$21,500,000 to \$26,700,000. From the year of 2035 forward and as more bonds mature, the total annual debt service will decline significantly, if no additional bonds are issued.

**Annual Principal and Interest Payment  
FY2016 to FY2041**



The debt service and related fees of the Variable Rate Capital Improvement Revenue Refunding Bonds (Susan B. Anthony Center), Series 2008 of \$8,040,000 continues to be paid by the Susan B. Anthony Center (Center) as rent payments to the City. The Susan B. Anthony Center was built by the City and funded by the City's refunded Variable Rate Capital Improvement Revenue Bonds, Series 2005 (Susan B. Anthony Center).

The total outstanding bond principal balance as of September 30, 2015 is \$ 337,319,859 representing a decrease of \$ 21,030,025 from prior year as a result of principal repayment.

**Property Taxable Value for fiscal Year Ending Sept. 30, 2015 (2014 Tax Year)**

Just Value	\$14,806,865,492
Less: Property and Personal Exemptions	(3,360,908,285)
Homestead Assessment Differential <sup>(1)</sup>	(1,639,950,210)
Nonhomestead Residential Property Differential <sup>(2)</sup>	(186,468,260)
Certain Residential and Nonresidential Real Property Differential <sup>(2)</sup>	(29,442,670)
Agricultural Differential <sup>(3)</sup>	(22,465,100)
Pollution Control Devices Differential <sup>(4)</sup>	(38,173)
Value Adjustment Board & Broward County Property Appraiser	(686,343,778)
<b>Final Taxable Value</b>	<b><u>\$8,881,249,016</u></b>

(1) Just value of agricultural land classified net of use value, governmental and institutional (charitable, religious, scientific, and educational).  
 (2) Widows/widowers, disability/blind, \$25,000 homestead, additional \$25,000 homestead, additional \$25,000 homestead age 65 and older, homestead assessment reduction for parents or grandparents, disabled veterans' homestead discount and deployed service member's homestead exemption.  
 (3) Per Florida Statute 193.155, the reassessed value of homestead property shall not exceed the lower of a) 3% of the assessed value of the property for the prior year; or b) the percentage change in the Consumer Price Index. Per Florida Statutes 193.1554 & 193.1555, the reassessed value may not exceed 10% of the assessed value of the property for the prior year. Per Florida Statute 193.461, no lands shall be classified as agricultural lands unless a return is filed on or before March 1 of each year. Per Florida Statute 193.621, the reassessed value may not be greater than its market value as salvage.  
 (4) Final adjustments to assessed value made by the Value Adjustment Board (VAB) of Broward County per Florida Statute 194.011 & BCPA.

## **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.

<b>City's debt management policy regarding direct unlimited tax general obligation debt limitation (1.5% of the City's taxable assessed valuation)</b>	<b>\$133,218,735</b>
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### **General Obligation Bonds:**

General Obligation Bonds, Series 2005	37,820,000	
General Obligation Bonds, Series 2007	37,375,000	
<b>Total General Obligation Bonds subject to debt limitation</b>	<u>75,195,000</u>	
Total outstanding debt	\$346,265,745	
<b>Legal debt margin</b>		<b><u><u>\$ 58,023,735</u></u></b>

## **Bond Covenants**

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

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

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

### ***Public Improvement Revenue Bonds, Series 2014***

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

### ***Public Improvement Revenue Refunding Bonds, Series 2006***

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

***Capital Improvement Revenue Refunding Bonds, Series 2006***

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

***Capital Improvement Revenue Bonds (Phase II of Forman Senior Housing Project), Series 2007***

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

***Charter School Revenue Bonds, Series 2008 (Reissued in May 2011)***

Additional Parity Bonds payable on a parity with the 2008 Bonds may be issued for acquisition or construction of additional educational facilities and related facilities for Charter Schools or Charter Lab School or for refunding of Bonds, and only if the pledged revenues for the most recent full fiscal year equal at least 120% of the maximum bond debt service requirement on all existing and proposed parity bonds.

***Variable Rate Capital Improvement Revenue Refunding Bonds, Series 2008 (Reissued in September 2011)***

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

***Capital Improvement Revenue Refunding Bonds, Series 2010***

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

***Consolidated Utility System Revenue Bonds, Series 2010***

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

## Debt Service Fund - Budget Summary

Revenue Category	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
Ad Valorem Taxes	5,514,105	5,470,524	5,431,979	5,833,898
Public Service Taxes	1,792,983	1,641,489	1,647,755	1,647,387
Communications Service Tax	6,463,422	6,299,299	6,043,550	6,046,888
Franchise Fees	818,352	818,587	821,031	824,920
Investment Income	4,365	78,215	28,758	43,758
Rents & Royalties	12,492,011	12,359,687	12,147,584	11,984,331
Interfund Transfers	29,516	317,564	118,068	118,068
Debt Proceeds/Installment Purchase	-	108,896,529	75,963,534	-
Beginning Surplus	-	-	-1,639,255	-300,589
<b>Total</b>	<b>27,114,754</b>	<b>135,881,893</b>	<b>100,563,004</b>	<b>26,198,661</b>

Expenditure Category	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
Debt Services				
Principal Payments	9,661,916	10,305,165	11,784,368	11,683,168
Interest Payments	16,911,616	16,231,252	12,797,502	14,497,493
Other Debt Service Costs	5,500	3,200	17,600	18,000
OneTimers	-	109,277,444	75,230,994	-
Debt Services Subtotal	26,579,032	135,817,061	99,830,464	26,198,661
Other				
Bond Issuance	-	1,619,557	732,540	-
Other Subtotal	-	1,619,557	732,540	-
<b>Total</b>	<b>26,579,032</b>	<b>137,436,619</b>	<b>100,563,004</b>	<b>26,198,661</b>



## Municipal Construction Fund

### Mission

To account for the funding of various municipal construction projects with the objective of ensuring that only appropriated funds pertaining to each project are utilized.

### Goals

To complete projects on time and within the established project budget.

### Objectives

To account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by proprietary and trust funds).

### Major Functions and Activities

The construction of many different types of structures and facilities is an intrinsic element of the City's planning. Revenues may be derived from funds dedicated by developers or financed through bank loans or bond issues.

Funding for projects that have been initiated but have not yet been completed during the current fiscal year are carried forward each year until the project has been completed. The carryover of unspent funds is a post-adoption process and as such is not reflected in the adopted budget for October 1st.

### Budget Highlights

As per policy, total project cost is appropriated in the year financing is secured. At this point no new municipal construction projects are envisioned for fiscal year 2015-16; therefore, the fund has no expenditure appropriations. However, unspent funds from projects that will be financed by the General Obligation Bonds, which were appropriated in the fiscal years 2004-05 and 2006-07, will become part of the fiscal year 2015-16 appropriation after the budget is adopted and the carryover of funds finalized.

The operating impact of the remaining incomplete General Obligation Bond projects is indeterminable at this time since the two largest projects, economic development and the city hall/civic center, are in the development stages.

### Accomplishments

Ongoing projects that are part of the General Obligation Bond Initiative include:

- Planting of trees Citywide.
- Renovation of football/soccer field at the Pines Recreation Center.
- Design Criteria for Civic Center/City Hall.
- Replacement of the ficus hedge on Sheridan and Taft Street.
- Citywide streetscape enhancements Phase II.
- Parking Lot under the FPL Easement adjacent to the City Center Complex.

Completed projects that were part of the General Obligation Bond Initiative include:

- Mitigation requirement purchase for Civic Center Parking lot.
- Construction and design of the road improvement for Pembroke Road from 184th to 196th as well as 196th and Pembroke Road to Pines.

### Municipal Construction Fund Performance Measures

Indicator	2012-13		2013-14		2014-15	2015-16
	Actual	Goal	Actual	Goal	Goal	Goal

**Outputs**

Number of projects completed	9	8	6	9	9	5
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\* This is a new measure to be tracked in future years.

### Municipal Construction Fund - Budget Summary

Revenue Category	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
Franchise Fees	783,641	-	-	-
Grants from Local Units	186,785	97,224	-	-
Investment Income	-173,386	161,849	-	-
Private Gifts / Contributions	387,663	631,941	-	284,300
Sale of Capital Assets	3,100,000	-	-	-
Debt Proceeds/Installment Purchase	-	-	9,911,504	-
Appropriated Fund Balance	-	-	12,629,042	-
Beginning Surplus	-	-	-	-284,300
<b>Total</b>	<b>4,284,703</b>	<b>891,014</b>	<b>22,540,546</b>	<b>-</b>

Expenditure Category	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
Operating				
Road Materials and Supplies	-	218,326	-	-
Operating Subtotal	-	218,326	-	-
Capital				
Capital Contingency	-	-	2,079,509	-
Land	73,244	-	377,000	-
Buildings	2,597,328	1,870,865	18,040,570	-
Improvements Other Than Buildings	1,853,465	587,923	1,030,913	-
Machinery and Equipment	77,455	-	9,587	-
Infrastructure	1,266,343	3,345,687	1,002,967	-
Capital Subtotal	5,867,834	5,804,475	22,540,546	-
Other				
Transfers	-	1,590	-	-
Other Subtotal	-	1,590	-	-
<b>Total</b>	<b>5,867,834</b>	<b>6,024,391</b>	<b>22,540,546</b>	<b>-</b>



## Utilities

### Goals

To provide customers with the highest possible quality of water and wastewater services while maintaining a competitive rate structure. The Utility Fund ensures that all regulatory agency requirements associated with the construction, operation, and maintenance of the utility system are met or exceeded.

### Objectives

Ensure both treatment plants operate at maximum efficiency in order to provide high quality potable water, along with the environmentally sound disposal of wastewater, for the customers of Pembroke Pines 24 hours a day, 365 days a year, while maintaining one of the lowest utility rates in southeast Florida.

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

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

Continue to replace potable water meters annually on an as-needed basis.

Inspect and maintain lift stations throughout the City and upgrade or replace outdated parts, pumps, and stations as needed.

Continue to locate, clean, and pad strategic force main and water main valves throughout the City.

### Major Functions and Activities

The six functions are:  
 Environmental Services  
 Technical Services  
 Water Treatment  
 Water Distribution  
 Wastewater Collection  
 Wastewater Treatment

These functions work as an integrated team in a joint effort to provide the wide variety of services and support that are essential for the implementation of all operations. This includes pumping water from the ground, treating it, delivering it to our residents, and collecting and treating wastewater, as well as collecting revenues for these services.

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

~ TECHNICAL SERVICES - The technical and regulatory requirements of the Water Treatment Plant and the Wastewater Treatment Plant are addressed by the Technical Services section. The fully certified laboratory continually monitors the water and wastewater systems, ensuring that all federal, state, and local standards for water quality are strictly met. Additionally, the computerized control systems associated with the operation of both treatment plants, along with the computerized lift station telemetry Supervisory Control and Data Acquisition (SCADA) system, are maintained and upgraded by the Technical Services section.

~ WATER TREATMENT - The City's Water Treatment Plant is staffed and operated 24 hours a day and provides our customers with approximately 13.5 million gallons (MG) of safe and reliable potable water daily. The water plant also provides water for firefighting purposes at pressures and flow rates that enable the City to maintain the highest fire insurance rating possible. Staff also provides a 24-hour communication link between customers and emergency repair crews. During plant operations, frequent inspections are performed, thereby ensuring all routine preventative maintenance is accomplished to prevent degenerative performance.

~ WATER DISTRIBUTION - This section is responsible for the repair and preventative maintenance of more than 525 miles of water distribution lines, service lines, meters, and associated control valves and appurtenances. Additionally, the water distribution section provides repair and preventative maintenance and testing services to 4,641 fire hydrants.

~ WASTEWATER COLLECTION - This section is responsible for the operation, repair, and preventative maintenance of more than 36 miles of force mains and 412 miles of gravity sewer mains, as well as 7,567 associated manholes and 190 lift stations. In addition, the maintenance of over 226 miles of storm drains is provided via the Wastewater Collection section.

~ WASTEWATER TREATMENT - The City's Wastewater Treatment Plant is staffed and operated 24 hours a day, ensuring that approximately 7.5 million gallons/day of sanitary waste is treated and disposed of in an environmentally safe manner and in



## Utilities

conformance with all applicable federal, state, and local laws. The plant provides treatment capacity for those customers located west of Flamingo Road. The result of the treatment process is disposed of via deep well injection, while solids are land applied to serve the agricultural community. During plant operations, frequent inspections are performed, thereby ensuring all routine and preventative maintenance is accomplished in a timely manner to preclude any degenerative performance.

### Budget Highlights

The City's outstanding water and wastewater infrastructure is a direct result of major capital investments by the customers of the City's Utility System.

In order to maintain the operational and structural integrity of this water and wastewater system, the following capital improvements are appropriated in FY2015-16:

- \$500,000 for the replacement of gravity sewer lines
- \$200,000 for the purchase of a fuel truck for lift station generators
- \$140,000 to purchase heavy equipment for the maintenance crew
- \$1,230,000 to replace ten lift stations
- \$250,000 to replace the cover of the effluent tank at the Wastewater Treatment Plant
- \$425,000 to rehabilitate treatment unit #2 at the Wastewater Treatment Plant
- \$1,000,000 to replace raw water wells at the Water Treatment Plant
- \$1,800,000 for various equipment upgrades at the Water Treatment Plant
- \$1,400,000 to replace water lines throughout the City
- \$150,000 to purchase water sampling stations

### Accomplishments

Organizational:  
Implemented Water Conservation Program with Broward County using toilet rebates

Successful implementation of a new contractor for the operations and maintenance of the utility system to include the water treatment plant, wastewater treatment plant, water distribution, wastewater collection, and the laboratory and customer service functions

Continued the in-depth legal review of the existing

Large User Agreement with the City of Hollywood for wastewater treatment service east of Flamingo Rd.

Water Treatment Plant / Booster Stations:  
Rehabilitated and painted the storage tanks at Holly Lake Booster Station

Rebuilt the check valves at the Holly Lake Booster Station

Replaced the water pump on wells 1, 9, & 11 at the well fields on Johnson Street

Replaced 1,406 water meters

Wastewater Treatment Plant:  
Completed the rehabilitation of treatment unit 2.

Completed the odor control project

Replaced the roof at Headworks, and the East and West generator buildings

Completed the biosolids processing/treatment system

Completed the installation of two new centrifuges for processing sludge

Replaced the west generator and rebuilt the east generator

Lift Stations:  
Replaced lift stations 6, 24, 28, 52, 59, 65, 105, 93, 133, & 137

Installed a bar screen at Lift station 162 at the Health Park

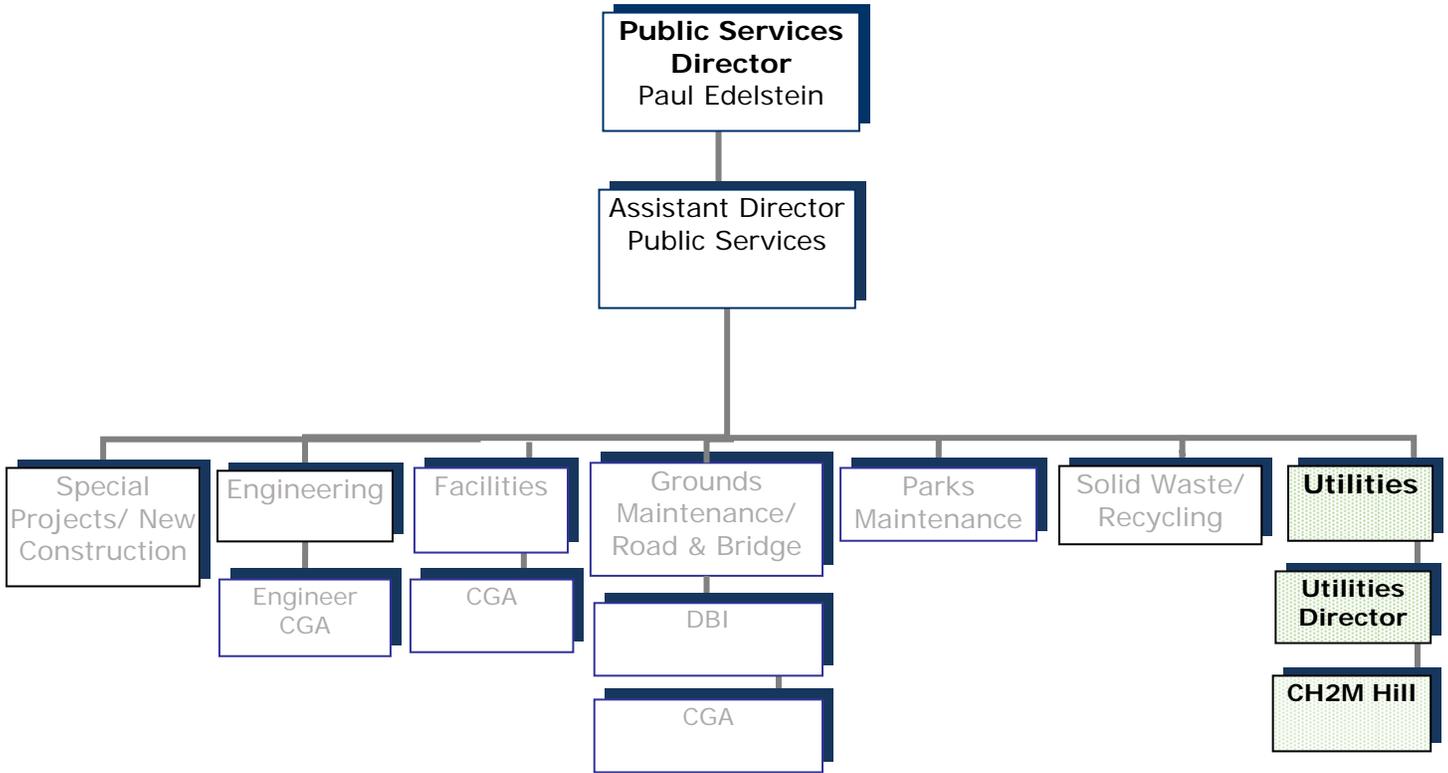
## Utilities Performance Measures

Indicator	2012-13		2013-14		2014-15	2015-16
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Number of potable water meters replaced	2,000	2,500	1,919	2,000	2,000	2,000
Linear feet of gravity sewer mains rehabilitated, eliminating inflow and infiltration into the sanitary sewer system	0	5,000	0	2,500	0	2,000
Miles of water main maintained	525	521	100	521	525	1,000
Fire hydrants maintained	4,641	4,600	4,700	4,560	4,650	4,700
Lift stations maintained	190	190	100	190	190	197
Miles of sanitary sewer maintained	412	412	412	412	412	412
Miles of force main maintained	36	36	36	36	36	36
Number of utility customers assisted	82,977	70,000	40,000	100,000	90,000	90,000
<b>Effectiveness</b>						
PH (County standard 6.5 - 9.1 or higher)	9.2	9.2	9.2	9.2	9.2	9.2
Total Residual Chlorine (County standard 4.0 or lower)	3.5	3.5	3.0	3.5	3.5	3.5
Color (County standard 15.0 or lower)	6.0	6.0	6.0	6.0	6.0	6.0
Flouride ASF (County standard 0.8 or lower)	0.8	0.8	0.8	0.8	0.8	0.8
Turbidity NTU (County standard 1.0 or lower)	0.06	0.06	0.80	0.06	0.06	0.90
Iron Fe- (County standard 0.3 or lower)	0.02	0.02	0.20	0.02	0.02	0.20
CBOD5 Effluent (County standard 20 or lower)	5.20	5.20	5.20	5.20	5.20	5.20
TSS Effluent (County standard 20 or lower)	3.0	3.0	3.0	3.0	3.0	3.0
<b>Efficiency</b>						
Number of hours required to repair a pressure main break	4	4	12	4	4	4
Number of hours required to respond to after-hours emergency situations	1	1	3	1	1	1

\* Funds unspent in FY2010-11 were carried forward and used to help fund rehabilitation of 10,000 linear feet during FY2011-12.

# UTILITIES

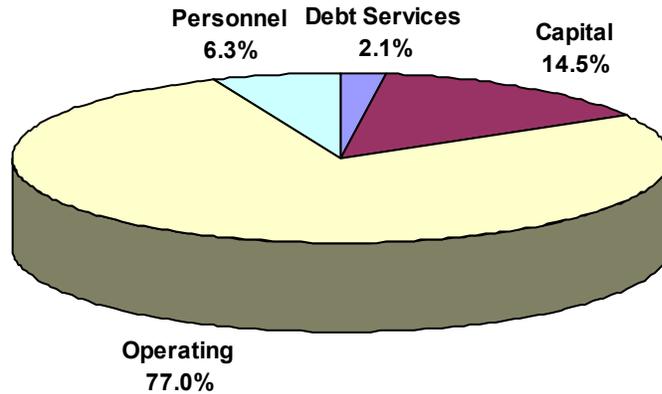
## Organizational Chart



■ Shading indicates direct public service provider

**Utilities - Budget Summary**

<b>Revenue Category</b>	<b>2012-13 Actual</b>	<b>2013-14 Actual</b>	<b>2014-15 Budget</b>	<b>2015-16 Budget</b>
Building Permits	47,952	19,780	20,000	25,000
General Government Charges	41,710	50,471	25,200	35,200
Physical Environment Charges	862,931	787,794	745,000	750,000
Water/Sewer Charges	42,250,672	43,086,001	43,942,000	44,361,000
Investment Income	1,032,773	3,098,560	116,000	206,000
Disp of Fix Assets / Sale of Equip/ Scrap	15,498	268,300	5,000	5,000
Miscellaneous Revenues	12,784	8,389	3,000	4,000
Other Miscellaneous Revenues	3,669	2,038	4,500	4,100
Appropriated Retained Earnings	-	-	9,395,940	-
Prior Year Bond Proceeds	-	-	410,001	-
Water/Sewer Connection	1,920,491	2,064,436	1,900,000	1,900,000
Capital Contributed from Developer	185,636	-	-	-
Capital Funded By Reserve	-	-	2,210,000	2,340,000
Beginning Retained Earnings	-	-	392,872	-
<b>Total</b>	<b>46,374,114</b>	<b>49,385,771</b>	<b>59,169,513</b>	<b>49,630,300</b>



## Utilities - Budget Summary

<b>Expenditure Category</b>	<b>2012-13 Actual</b>	<b>2013-14 Actual</b>	<b>2014-15 Budget</b>	<b>2015-16 Budget</b>
Personnel				
Salary	2,189,356	896,996	959,538	1,049,417
Benefits	2,201,143	1,269,283	2,682,789	2,100,592
<b>Personnel Subtotal</b>	<b>4,390,500</b>	<b>2,166,279</b>	<b>3,642,327</b>	<b>3,150,009</b>
Operating				
Professional Services	150,157	239,122	803,042	204,500
Accounting and Auditing	55,480	55,928	57,693	50,700
Other Contractual Services	3,907,495	8,968,833	9,521,252	8,755,286
Travel Per Diem	16	-	100	200
Communication and Freight Services	249,598	238,001	237,755	279,536
Utility Services	9,351,058	7,573,970	8,814,876	9,046,031
Rentals and Leases	129,901	228,872	192,333	160,446
Insurance	996,035	646,492	1,881,308	1,912,637
Repair and Maintenance Services	1,162,689	423,500	709,480	566,980
Printing and Binding	11,205	4,082	1,200	1,500
Depreciation	5,303,866	5,717,709	2,210,000	2,340,000
Other Current Charges and Obligations	14,010,343	14,548,565	14,033,820	13,719,073
Office Supplies	15,312	3,936	2,500	4,500
Operating Supplies	1,789,851	228,379	605,444	1,184,754
Road Materials and Supplies	29,404	973	-	-
Publications and Memberships	150	-	745	1,000
Training and Education	-	-	-	2,000
<b>Operating Subtotal</b>	<b>37,162,561</b>	<b>38,878,361</b>	<b>39,071,548</b>	<b>38,229,143</b>
Capital				
Buildings	-	-	3,760,439	-
Improvements Other Than Buildings	-	-	13,448,493	4,558,751
Machinery and Equipment	-	-	5,644,780	2,642,857
Construction in Progress - Deferred	-	-	-7,501,427	-
<b>Capital Subtotal</b>	<b>-</b>	<b>-</b>	<b>15,352,285</b>	<b>7,201,608</b>
Debt Services				
Principal Payments	-	-	708,726	733,532
Interest Payments	390,033	366,201	341,536	316,008
<b>Debt Services Subtotal</b>	<b>390,033</b>	<b>366,201</b>	<b>1,050,262</b>	<b>1,049,540</b>
Grants and Aid				
Aids to Government Agencies	31,386	27,097	53,091	-
<b>Grants and Aid Subtotal</b>	<b>31,386</b>	<b>27,097</b>	<b>53,091</b>	<b>-</b>
Other				
Other Uses	5,651	39,881	-	-
<b>Other Subtotal</b>	<b>5,651</b>	<b>39,881</b>	<b>-</b>	<b>-</b>
<b>Total</b>	<b>41,980,131</b>	<b>41,477,819</b>	<b>59,169,513</b>	<b>49,630,300</b>

## Utilities - Personnel Summary

Position Title		2012-13 Actual	2013-14 Actual	2014-15 Adopted	2015-16 Budget
12027	Utility Operations Manager	1	1	1	1
12051	Public Services Director	-	-	-	0.5
12055	Deputy Public Services Director	1	1	2	1
12109	Administrative Supervisor	3	3	3	3
12148	Utilities Director	-	-	-	1
12499	Deputy City Manager	0.5	0.5	0.5	0.5
12516	Assistant City Manager	0.5	0.5	0.5	0.5
12673	Chief Water Operations	1	-	-	-
12741	Controller	-	0.5	0.5	0.5
12753	Utility Service Worker II/Camera Operator	1	-	-	-
12774	Engineer	0.5	0.5	0.5	0.5
12779	W-Utility Ser Worker II	4	-	-	-
12785	S-Utility Service Worker I	2	-	-	-
12786	S-Utility Service Worker II	2	-	-	-
12795	Utility Maintenance Manager	-	1	1	1
12831	CADD Operator	1	-	-	-
12926	Water Plant Operator I	3	-	-	-
12928	Water Plant Operator III	3	-	-	-
12946	S-Treatment Plant Operator I	1	-	-	-
12947	S-Treatment Plant Operator II	2	-	-	-
12948	S-Treatment Plant Operator III	3	-	-	-
13001	Public Services Director	0.5	0.5	0.5	-
13163	Division Director of Utilities	1	1	1	1
13164	Special Projects Manager	-	-	-	0.5
13674	P/T Chief Chemist	1	-	-	-
13681	P/T Clerk Spec II	1	1	1	1
13926	P/T Water Plant Operator I	1	-	-	-
Total	Full-time	30	8.5	9.5	9.5
	Part-time	4	2	2	2.5



## Public Insurance Fund

### Mission

To effectively administer claims and provide a safe and healthy environment for the City's employees, visitors, and residents.

### Goals

The Self Insurance Division is responsible for the implementation and monitoring of the insurance and safety programs of the City. The purpose of the Division is to minimize the City's exposure to financial loss through the effective use of loss prevention and transfer programs, safety programs, and vigilant claims processing.

### Objectives

Reduce the severity and frequency of workers' compensation losses by continuous safety training and updating of city-wide Safety Programs.

Reduce the number of automobile accidents through Defensive Driving Training.

Continue to monitor group health and life insurance claims, plan design and fees.

Ensure the City has adequate coverage related to property and casualty insurance to protect its employees and physical assets against loss and liability.

### Major Functions and Activities

The Risk Management Division is responsible for writing the specifications for insurance programs that will best protect the City's financial interests, its employees, and its physical assets.

Responsible for reporting, negotiating and settling claims against the City in a timely and cost-effective manner.

Responsible for the administration of workers' compensation claims in accordance with Florida Statute 440.

Responsible for providing a safe environment through the use of updated safety programs and training.

Responsible for reviewing all contracts awarded by the Commission to ensure that vendors have adequate insurance coverage when conducting business with the City.

Responsible for coordinating the training of all City employees in areas including, but not limited to, social diversity, sexual harassment, safety, and anger management. Such training is not funded from this Division but is coordinated as necessary.

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

### Budget Highlights

Continue to provide services and educate employees regarding benefits, monitor procedures to control claims cost, transfer risk as applicable, procure and provide the appropriate cost-effective insurance programs, and investigate and review options to reduce all claims costs including employees benefits.

The fiscal year 2015-16 budget reflects an increase of \$0.6 million or 2.7% over the current working budget. The largest portion of the increase is attributable to the rising cost of health insurance.

### Accomplishments

Developed a new injury reporting system with our Police Department to improve accuracy.

Public Insurance Fund Performance Measures

Indicator	2012-13		2013-14		2014-15	2015-16
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Safety seminars	17	10	15	20	20	18
<b>Effectiveness</b>						
Total claims	187	100	75	150	100	90
<b>Efficiency</b>						
Average workers' compensation insurance cost per FT Employee	\$1,596	\$1,000	\$1,596	\$1,000	\$1,000	\$1,000

## Public Insurance Fund - Budget Summary

Revenue Category	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
General Government Charges	15,610,580	13,709,516	22,479,285	22,976,216
Investment Income	78,986	126,555	41,121	132,956
Other Miscellaneous Revenues	1,871,060	2,781,515	1,670,856	1,731,579
<b>Total</b>	<b>17,560,626</b>	<b>16,617,585</b>	<b>24,191,262</b>	<b>24,840,751</b>

Expenditure Category	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
Personnel				
Salary	64,909	65,478	61,140	66,300
Benefits	43,530	49,938	42,301	30,382
Personnel Subtotal	108,439	115,416	103,441	96,682
Operating				
Other Contractual Services	54,616	50,226	91,500	105,576
Insurance	17,387,648	16,435,582	23,981,821	24,634,030
Repair and Maintenance Services	-	-	2,000	2,000
Printing and Binding	4,918	12,360	7,000	7,000
Other Current Charges and Obligations	-	-	-	-10,037
Office Supplies	4,295	4,001	4,500	4,500
Operating Supplies	710	-	1,000	1,000
Operating Subtotal	17,452,187	16,502,169	24,087,821	24,744,069
<b>Total</b>	<b>17,560,626</b>	<b>16,617,585</b>	<b>24,191,262</b>	<b>24,840,751</b>

Position Title	2012-13 Actual	2013-14 Actual	2014-15 Adopted	2015-16 Budget
12014 Risk Management/Benefits Supervisor	1	1	1	-
12017 Risk/Benefits Manager	-	-	-	1
Total				
Full-time	1	1	1	1
Part-time	-	-	-	-



## General Employees Pension

### Mission

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

### Goals

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

### Objectives

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

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

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

To ensure that all eligible General 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 and has subsequently been amended by Ordinances adopted by Commission. 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.

Until February 1, 2010, participants were required to contribute 8.5% of their regular wages. Effective February 1, 2010, participating employees contribute 7.25% of regular wages. The City's contribution is

based on the actuarial valuation using the Entry Age Actuarial Method.

As of October 1, 1998, all full-time City employees, as defined in the 1973 Referendum, were required to participate in the Pension Plan as a condition of continued employment. Contributions were pre-tax. Upon normal retirement, a participant would receive a monthly pension amount equal to 2.85% of average yearly earnings for the highest two fiscal years of continuous service multiplied by years of service (not to exceed 28.07 years). Effective June 30, 2010, participation in the Plan became limited. No further contributions can be made by bargaining unit members, and no additional benefits can accrue to those members.

Any bargaining unit employee hired by the City on or after February 1, 2010, is not eligible to participate in the Plan.

Effective October 1, 2014, the City has expanded coverage to domestic partners of city employees.

Employees hired on or after October 1, 2014 will no longer be able to participate in the plan.

### Budget Highlights

The City's contribution to the General Employees Pension for fiscal year 2015-16 is approximately \$2.5 million, a \$4.2 million or 62.5% decrease from fiscal year 2014-15.

The GEPP budget includes an estimated annual rate of return of 7.75%, which approximates \$12.9 million in investment income. The actuarial assumption of 7.75% represents the average long-term expected rate of return.

### Accomplishments

The City's ARC for the fiscal year ending 2014-15 is \$2.7 million. This represented a \$1.1 million or 29.3% decrease from the prior year, 2013-14. The City will be making an additional \$4.0 million contribution to the ARC by the end of the 2014-15 year, totaling \$6.7 million.

For the period ending August 31, 2015, the GEPP investments were valued at \$158.3 million. The annualized net rate of return for the GEPP was -0.99% for the eleven months ending August 31, 2015.

The ROR for the twelve months ending August 31, 2015 was -0.99%.

## General Employees Pension Performance Measures

Indicator	2012-13		2013-14		2014-15	2015-16
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Retired participants	312	364	375	375	375	375
Benefits (in millions) paid to participants including those in the Deferred Retirement Option Plan (DROP)	\$9.1M	\$9.0M	\$10.0M	\$9.0M	\$9.2M	\$10.0M
Average retirement age	55	55	55	55	55	55
Average salary increase	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
<b>Effectiveness</b>						
% of transfers completed within a week of due date	96%	100%	100%	100%	100%	100%
Return on investment**	12.14%	7.75%	14.04%	7.75%	7.75%	7.75%
City contribution as a % of covered payroll ^	41.88%	45.52%	520.72%#	51.70%	51.70%	51.70%
<b>Efficiency</b>						
% of administrative costs to total assets	0.03%	0.05%	0.02%	0.05%	0.05%	0.05%

The \$12.6 million additional contribution that was made towards increasing the funding level of the plan accounts for 399.7%.

\*\* Goals for return on investment are based on the actuarial assumption of 7.75%, which represents the average long-term expected rate of return.

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

### General Employees Pension - Budget Summary

Revenue Category	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
Investment Income	14,237,774	12,918,959	10,732,000	12,900,000
Pension Fund Contributions	8,066,111	16,711,942	6,903,568	2,744,846
Beginning Surplus	-	-	-8,383,568	-5,589,846
<b>Total</b>	<b>22,303,886</b>	<b>29,630,901</b>	<b>9,252,000</b>	<b>10,055,000</b>

Expenditure Category	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
Operating				
Professional Services	43,477	47,501	52,000	55,000
Pension Benefits	9,139,997	10,027,752	9,200,000	10,000,000
Other Current Charges and Obligations	-16,618	-5,806	-	-
Operating Subtotal	9,166,856	10,069,446	9,252,000	10,055,000
<b>Total</b>	<b>9,166,856</b>	<b>10,069,446</b>	<b>9,252,000</b>	<b>10,055,000</b>



## 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; 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's activities, as administered by the Pension Board of Trustees (the Board).

To maintain the actuarial soundness of the Plan by funding the full amount of the Annual Required Contribution as determined by the Plan's actuary.

To invest the assets of the Plan in accordance with the Investment Policy adopted by the Board.

To ensure that all members of the Plan contribute the required 10.4% of regular wages.

To accurately pay pension benefits to retired members and their beneficiaries on a timely basis and in accordance with stated policy.

### Major Functions and Activities

The Plan, which is a single employer, defined-benefit plan, was established to provide retirement benefits to firefighters and police officers employed by the City. A more detailed description of the Plan and its provisions--constituting the plan and the summary plan description--appears in the City's Code of Ordinances.

The City of Pembroke Pines Firefighters and Police Officers Pension Fund was established by referendum in 1973 and has subsequently been amended by ordinances adopted by Commission.

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 are required to contribute 10.4% of their regular wages, the State contributes approximately 7.0%, and the City's contribution is based on the actuarial valuation using the frozen-initial-liability method and the level-percent closed-amortization method. Unfunded liabilities are amortized over 30 years, consistent with Chapter 112, Part VII, Florida Statutes.

#### Eligibility:

All full-time employees, as defined in the Ordinance, are required to participate in the Pension Plan as a condition of continued employment, provided that at the time of hiring the employee is at least eighteen years of age and has satisfactorily completed all required medical examinations. The City is also extending its benefits coverage to all eligible retirees' domestic partners effective October 1, 2014.

#### Service Retirement Benefits:

For Police Officer and Firefighter members of the Plan, normal retirement is the earliest of (1) the attainment of age 50 and the completion of 10 years of continuous service, or (2) the completion of 20 years of service regardless of age.

Police officers hired before May 1, 2010, shall receive a monthly pension amount equal to 4% per year of continuous service prior to May 1, 2010 plus 3.5% per year of continuous service after April 30, 2010, 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 monthly 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.



## Police and Fire Pension

Firefighter members hired after June 18, 2003, but before May 1, 2010, shall receive a monthly 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 Deferred Retirement Option Plan (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 monthly 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.

Effective October 1, 2009, and October 1 of each year thereafter, police retirees who retired or entered the DROP on or after October 1, 2006, or their beneficiaries, will receive a 3.0% increase to their retirement benefit. Effective May 1, 2010, police officers who were hired prior to May 1, 2010 and retire or enter the DROP after April 30, 2010 and their beneficiaries, shall receive a 2% increase to their retirement benefit on October 1st each year following retirement. Police officers 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.

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, and entering the DROP after April 30, 2010, DROP interest credits will be based upon Plan gross return, subject to a minimum 5% to a maximum 8% per annum.

### Budget Highlights

The City's contribution for fiscal year 2015-16 is approximately \$23.7 million, which is \$0.02 million below the 2014-15 working budget.

The Fire and Police Pension budget includes an estimated annual rate of return of 8.0% which approximates to \$10.8 million in investment income. The actuarial assumption of 8.0% represents the average long term expected rate of return.

### Accomplishments

The City's ARC for the fiscal year ending 2014-15 is \$23.6 million. This represents a \$0.3 million or 1.1% decrease from last year. The City will be making the full contribution by the end of the year.

For the period ending June 30, 2015, the Fire and Police Pension investments were valued at \$513.6 million. The net rate of return for the Plan was 20.9% for the twelve months ending June 30, 2015.

## Police and Fire Pension Performance Measures

Indicator	2012-13		2013-14		2014-15	2015-16
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Retired participants	300	320	308	340	360	340
Benefits (in millions) paid to participants including those in the Deferred Retirement Option Plan (DROP)	\$23.5M	\$24.7M	\$25.4M	\$25.5M	\$26.5M	\$27.5M
<b>Effectiveness</b>						
% of transfers completed within pay period	100%	100%	100%	100%	100%	100%
Return on investment*	14.8%	8.0% *	10.7%	8.0% *	8.0%	8.0%
City contribution as a % of covered payroll	80.17%	84.10%	80.14%	84.10%	84.10%	84.10%
<b>Efficiency</b>						
% of administrative costs to total fund assets	0.12%	0.20%	0.13%	0.20%	0.20%	0.20%

\* Goals are based on the actuarial assumption of 8.0%, which represents the average long-term expected rate of return.

### Police and Fire Pension - Budget Summary

Revenue Category	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
Investment Income	49,088,949	46,596,721	38,590,000	41,250,000
Other Miscellaneous Revenues	67,442	44,649	-	-
Pension Fund Contributions	28,175,230	29,209,399	29,104,378	29,138,296
Beginning Surplus	-	-	-38,728,378	-41,097,296
<b>Total</b>	<b>77,331,621</b>	<b>75,850,769</b>	<b>28,966,000</b>	<b>29,291,000</b>

Expenditure Category	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
Operating				
Professional Services	2,680,018	3,076,218	2,900,000	3,225,000
Other Current Charges and Obligations	23,627,282	25,391,326	26,066,000	26,066,000
Operating Subtotal	26,307,300	28,467,544	28,966,000	29,291,000
<b>Total</b>	<b>26,307,300</b>	<b>28,467,544</b>	<b>28,966,000</b>	<b>29,291,000</b>



## Other Postemployment Benefits

### Mission

To accumulate sufficient financial resources that will be available to provide Other Postemployment Benefits (OPEB), benefits other than pension, to eligible City retirees and eligible dependents.

### Goals

To accurately account for all the financial resources of the Retiree Health/Life Insurance Plan (hereinafter referred to as the Plan), whether earned through investments or contributed by the City and its retirees, so as to ensure that funds will be available for the payment of benefits as they become due and to maintain the actuarial soundness of the Plan.

### Objectives

To provide accurate, timely, and efficient accounting of the activities related to the Plan.

To invest the assets of the Plan in accordance with the Investment Policy as adopted by the Board of Trustees.

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 Governmental Accounting Standards Board (GASB) Statements number 43 and 45, issued in 2004. These standards call for governments to account for other postemployment benefits in a similar manner to 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, charter school, Early Development Center and utility employees of the City and to its 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 for the employees (retirees) only.

City 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

participate in a City pension plan, that employee upon termination must have completed 10 years of continuous service and upon attaining age 55 would be eligible for coverage.

The retiree life insurance benefit is equal to 100% of the employee's final salary at retirement up to a maximum of \$100,000. This benefit amount is reduced by 50% at age 65.

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, who are bargaining unit eligible, will pay the full blended insured equivalent rate if they choose to continue the City's insurance at retirement.

Effective October 1, 2014, the City is extending its benefits coverage to all eligible retirees' domestic partners.

### Budget Highlights

The City will contribute an additional \$8.3 million to the actuarially determined annual OPEB cost of \$5.9 million to the OPEB Trust Fund, totaling \$14.2 million, for fiscal year 2015-16. This represents a \$4.2 million or 29.4% increase from the prior year, 2014-15.

The FY2015-16 OPEB expenditure budget increased by \$0.5 million, mainly as a result of an anticipated increase in health claims for retirees.

### Accomplishments

For the period ending August 31, 2015, the OPEB Trust Fund was valued at \$55.8 million.

The ROR for the twelve months ending August 31, 2015, was 0.31%

## Other Postemployment Benefits Performance Measures

Indicator	2012-13		2013-14		2014-15	2015-16
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Retired participants receiving benefits	618	423	772	450	620	800
Retiree health claim benefits paid	\$7.3M	\$7.7M	\$5.4M	\$8.0M	\$8.1M	\$8.1M
<b>Effectiveness</b>						
Return on investments**	12.2%	8.0%	8.6%	8.0%	8.0%	8.0%
City's ARC as a % of City payroll	13.8%	9.5%	10.7%	9.5%	11.4%	12.0%
<b>Efficiency</b>						
City's actual contribution as a % of the ARC	100.0%	100.0%	115.4%	100.0%	100.0%	100.0%
Administrative costs as a % of total fund assets	0.49%	1.00%	0.38%	1.25%	1.25%	1.25%

\*\* The goal for Return on Investments is based on the actuarial assumption of 8%, which represents the average long-term expected rate of return.

### Other Postemployment Benefits - Budget Summary

Revenue Category	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
Investment Income	4,932,913	4,292,026	4,900,000	4,301,000
Other Miscellaneous Revenues	1,780,205	878,428	268,523	240,000
Pension Fund Contributions	9,356,207	9,352,000	10,016,333	14,193,000
Beginning Surplus	-	-	-4,487,875	-7,565,977
<b>Total</b>	<b>16,069,324</b>	<b>14,522,454</b>	<b>10,696,981</b>	<b>11,168,023</b>

Expenditure Category	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
Personnel				
Benefits	2,357	2,424	2,354	3,000
Personnel Subtotal	2,357	2,424	2,354	3,000
Operating				
Professional Services	5,152	180,373	139,000	250,000
Other Contractual Services	18,500	15,500	15,000	15,000
Insurance	7,330,466	5,625,033	10,540,627	10,900,023
Operating Subtotal	7,354,118	5,820,906	10,694,627	11,165,023
<b>Total</b>	<b>7,356,475</b>	<b>5,823,329</b>	<b>10,696,981</b>	<b>11,168,023</b>



## **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 in order to sustain the wetlands in perpetuity.

### **Major Functions and Activities**

On October 21, 1992, the City entered into an agreement with the Florida Wetlandsbank™ (FW), a Florida Joint Venture, wherein the City granted FW a license to develop a Wetlands Mitigation Bank at a site containing approximately 450 acres located in the Chapel Trail Preserve.

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

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

to cover expenses, payments from the principal of the Trust can be utilized with the written consent of the Trust's beneficiaries.

### **Budget Highlights**

Expenditures for maintaining the wetlands have remained constant, with no changes anticipated in FY2016-17.

### **Accomplishments**

In spite of the extremely low interest rate environment, the City continues to utilize only the accumulated interest earnings to cover the expense of maintaining the wetlands.

## Wetlands Mitigation Trust Fund Performance Measures

Indicator	2012-13		2013-14		2014-15	2015-16
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Funds set aside for wetlands maintenance	\$544,225	\$611,475	\$539,487	\$600,000	\$600,000	\$600,000
<b>Effectiveness</b>						
Investment yield	0.18%	2.00%	0.16%	1.00%	1.00%	1.00%

## Wetlands Mitigation Trust Fund - Budget Summary

<b>Revenue Category</b>	<b>2012-13 Actual</b>	<b>2013-14 Actual</b>	<b>2014-15 Budget</b>	<b>2015-16 Budget</b>
Investment Income	1,210	855	1,700	1,000
Beginning Surplus	-	-	14,800	15,500
<b>Total</b>	<b>1,210</b>	<b>855</b>	<b>16,500</b>	<b>16,500</b>

<b>Expenditure Category</b>	<b>2012-13 Actual</b>	<b>2013-14 Actual</b>	<b>2014-15 Budget</b>	<b>2015-16 Budget</b>
Operating				
Professional Services	1,460	14,647	16,500	16,500
Other Contractual Services	14,333	1,286	-	-
Repair and Maintenance Services	4,127	478	-	-
Operating Subtotal	19,920	16,410	16,500	16,500
<b>Total</b>	<b>19,920</b>	<b>16,410</b>	<b>16,500</b>	<b>16,500</b>



## Capital Improvement Program (CIP)

### CIP Development Process

Section 5.08 of the City Charter requires that each year the City Manager prepare and submit to the City Commission, as part of the budget package, a Capital Improvement Program (CIP) for the 5-year period following the new budget year. Based on the budget calendar the 5-year CIP is prepared in July of each year. After departments prepare their capital budget for the new year they are required to formulate their portion of the 5-year CIP. They are obligated not only to include spending plans for the five years subsequent to the ensuing budget year but also to provide a status, known as the Disposition CIP, of the first year of the prior year CIP showing whether items are budgeted, cancelled, or postponed. The CIP is a planning document and does not authorize or fund any projects. All projects are reviewed, however, by the City Manager, Assistant City Manager, and Finance Director during the CIP 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. In addition, in accordance with GASB 34, all resurfacing and road repairs are expensed from a repair and maintenance account and not a capital account because these should be treated as repairs.

The policies that guide the development of the CIP are as follows:

1. The City has developed a multi-year plan for capital improvement that is updated annually with documentation of deviations from the plan.
2. The City will maintain its physical assets at a level adequate to protect the City's capital investment and minimize future maintenance and replacement costs. The budget will provide for the adequate maintenance and timely replacement of the plant and equipment from current revenues whenever possible.
3. The City has provided sufficient funds to replace and upgrade equipment as well as to take advantage of new technology, thereby ensuring that employees have safe and efficient tools to serve the public. It reflects a commitment to further automation and the use of available technology to improve productivity of the City's work force. The objective for upgrading and replacing equipment includes:
  - a. normal replacement as equipment completes its useful life,
  - b. upgrades to new technology, and
  - c. additional equipment necessary to serve the needs of the City.
4. The City will attempt to ensure, according to its Comprehensive Land Use Plan, that the necessary infrastructure is in place to facilitate the orderly development of vacant land.
5. The City will use the following criteria to evaluate the relative merit of each capital project. Capital expenditures will foster goals of:
  - a. economic and neighborhood vitality;
  - b. infrastructure and heritage preservation;
  - c. capital projects that implement a component of an approved redevelopment plan;
  - d. projects specifically included in an approved replacement schedule;
  - e. projects that reduce the cost of operations, and projects that increase the cost of operations shall have identified trade-offs or objectives to support those additional costs;
  - f. projects that significantly improve safety and reduce risk exposure; and
  - g. projects supporting private development must include satisfactory return on investment ratios or a fully documented cost/benefit analysis.

## 5-Year CIP (FY 2016-17 through FY 2020-21)

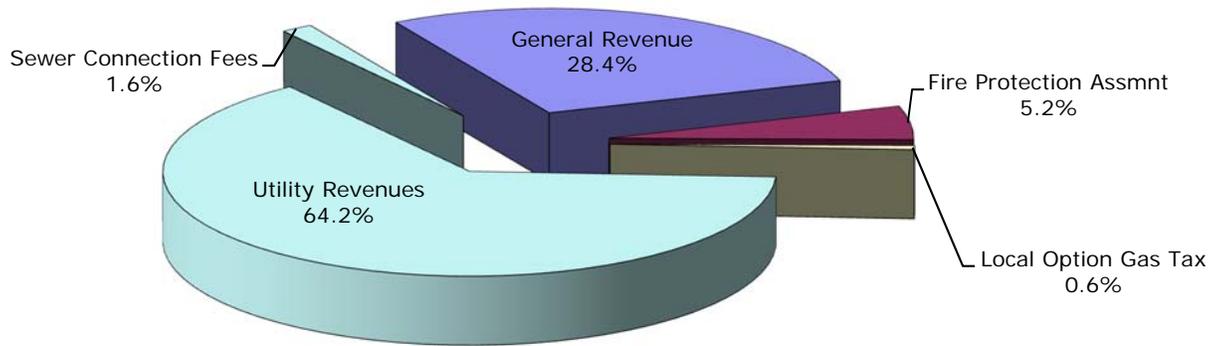
### Overview of the 5-Year CIP

The 5-year CIP for FY 2016-17 through FY 2020-21 reflects the combined capital programs for the General Fund, the Road and Bridge Fund, and the Utility Fund. The aggregate expenditure planned over the 5-year period from FY 2016-17 to FY 2020-21 is \$121.6 million, with the Utility Fund comprising \$80 million (65.8%). The other sizeable segment of the CIP is the General Fund, accounting for \$32.8 million (27.0%) and comprise in large part of vehicle purchases (\$12.5 million, 38.1%) that are mainly replacements. The 5-year CIP will be funded from future operating revenues.

### CIP Funding Sources

The CIP for the 5-year period ending FY 2020-21 totals \$121.6 million. Of that amount, \$34.5 million (28.4%) will be funded from general operating revenues; \$6.3 million (5.2%) from fire protection special assessments; \$0.8 million (0.6%) from the Local Option Gas Tax; \$2.0 million (1.6%) from sewer connection fees; and \$78.0 million (64.2%) from utility revenues. See the table following for annual details.

**CAPITAL IMPROVEMENT PROGRAM**  
Capital Costs by Funding Source FY 2016-17 to FY 2020-21



Capital Costs by Funding Source FY 2016-17 to FY 2020-21

Funding Source	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	Five-Year Total	%
General Revenue	8,216,897	7,008,549	6,511,380	6,148,627	6,605,689	34,491,142	28.4%
Fire Protection Assmnt	2,343,913	901,261	1,119,430	1,146,183	817,021	6,327,808	5.2%
Local Option Gas Tax	150,000	150,000	150,000	150,000	150,000	750,000	0.6%
Utility Revenues	14,285,500	18,255,500	14,137,050	15,146,550	16,216,205	78,040,805	64.2%
Sewer Connection Fees	1,000,000	1,000,000	-	-	-	2,000,000	1.6%
<b>Totals</b>	<b>\$ 25,996,310</b>	<b>\$ 27,315,310</b>	<b>\$ 21,917,860</b>	<b>\$ 22,591,360</b>	<b>\$ 23,788,915</b>	<b>\$ 121,609,755</b>	<b>100.0%</b>

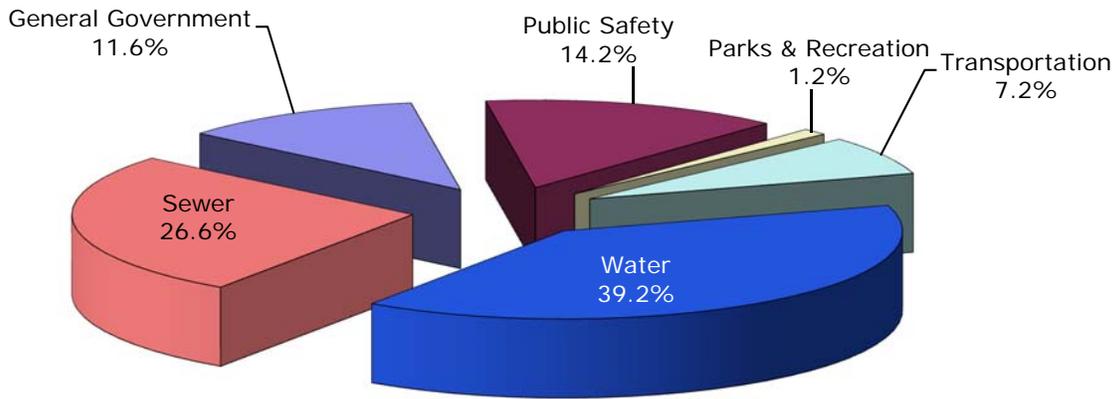
**CIP Capital Costs**

The projects within the CIP consist mainly of water and sewer projects, which account for \$80 million (65.8%) of the total. That utility component includes \$24.0 million for replacements of water mains, and \$7.2 million for forcemain replacements. The largest component of the \$17.3 million expenditure planned for public safety is vehicles. Of the \$14.1 million planned for General Government, \$7.0 million is related to grounds maintenance; the majority being landscaping.

**CAPITAL IMPROVEMENT PROGRAM**

Capital Costs by Project Category FY 2016-17 to FY 2020-21

Project Category	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	Five-Year Total	%
General Government	2,872,810	2,937,810	2,910,810	2,736,810	2,602,710	14,060,950	11.6%
Public Safety	5,586,000	3,015,000	2,925,000	2,758,000	3,015,000	17,299,000	14.2%
Parks & Recreation	502,000	357,000	195,000	200,000	205,000	1,459,000	1.2%
Transportation	1,750,000	1,750,000	1,750,000	1,750,000	1,750,000	8,750,000	7.2%
Water	9,165,000	11,460,000	8,995,500	11,011,550	7,053,205	47,685,255	39.2%
Sewer	6,120,500	7,795,500	5,141,550	4,135,000	9,163,000	32,355,550	26.6%
<b>Totals</b>	<b>\$ 25,996,310</b>	<b>\$ 27,315,310</b>	<b>\$ 21,917,860</b>	<b>\$ 22,591,360</b>	<b>\$ 23,788,915</b>	<b>\$ 121,609,755</b>	<b>100.0%</b>



**CIP Impact on the Operating Budget**

The \$121.6 million expenditure plan consists of projects to be financed internally, and is mainly comprised of rehabilitation of the water and sewer facilities, road resurfacing, and replacements items such as motor vehicles. Replacement items will improve but not expand the level of service the City provides and the associated operating impact is variable. Replacement of vehicles accounts for \$9.1 million or 7.5% of the total plan. The Police Department is expected to replace 210 vehicles over the next five years. The replacement of these vehicles is expected to have a total savings of \$290,000. The city anticipates \$250,000 savings in operating expenditures due to lower repair and maintenance costs in regards to the replacement of 50 life stations. Throughout the five year project for the forcemain replacement, the City expects a total of \$1.42 million savings in operating costs again due to lower repair and maintenance costs. Although the rehabilitation of

water filters will result in savings in repair and maintenance; these savings will cover the cost of additional expenses. Overall, rehabilitation of parts of the City's infrastructure and replacement of equipment will improve service delivery to the community as a whole.

**Analysis of the Disposition of CIP**

As a part of the budget preparation process, departments are expected to analyze the first year of the prior year's CIP to determine whether the items planned last year for FY 2015-16 are still needed or affordable in the new year. Based on need, items are then submitted for inclusion in the FY 2015-16 budget, and the status of each previously planned item is recorded in a Disposition CIP. Note that CIP-qualified operating expenses are included in the 5-year CIP that are not reflected in the Capital Budget, and that the Capital Budget incorporates grant-funded activity that is not part of the 5-year CIP.

In last year's CIP, the FY 2015-16 planned expenditures for all funds were \$25.1 million. The General, Road and Bridge, and Utility funds accounted for 23.8%, 6.9%, and 69.3% of that amount, respectively. The aggregate amount included approximately \$2.5 million for qualified operating expenditures and \$22.6 million for capital expenditures. Of the \$2.5 million planned operating expenditure, \$2.3 million is included in the FY 2015-16 budget and \$0.2 million is postponed or cancelled.

Regarding the \$22.6 million planned for capital expenditure, \$10.1 million is budgeted in FY 2015-16, and \$12.5 million was postponed and/or cancelled. A breakout of the latter by fund is provided in the following table. The FY 2015-16 capital budget for all funds, which includes other capital spending that does not qualify for CIP inclusion under CIP definitions, totals \$16.9 million, a reduction of \$8.2 million (33%) from last year's CIP plan (capital component) for FY 2015-16. This is due to deferred and cancelled capital spending.

**Cancelled and Postponed Capital in the FY 2015-16 CIP**

<b>CIP Items (Capital ONLY)</b>	<b>Cancelled</b>	<b>Postponed</b>	<b>Total</b>
General Fund	\$ 974,000	\$ 655,710	\$ 1,629,710
Road & Bridge Fund	100,000	-	100,000
Municipal Construction Fund	-	-	-
Utility Fund	-	10,775,000	10,775,000
<b>Total Cancelled, Postponed, Reclassified</b>	<b>\$ 1,074,000</b>	<b>\$ 11,430,710</b>	<b>\$ 12,504,710</b>

**General Fund:** The \$6.0 million General Fund FY 2015-16 CIP plan included \$0.9 million and \$5.1 million for operating and capital expenditures, respectively. Of the amount originally planned for operating expenditures in the FY 2015-16 CIP, \$0.7 million is budgeted in FY 2015-16; the remainder was postponed and/or cancelled. The capital budget for FY 2015-16 includes \$3.5 million of the \$5.1 million originally planned. The \$1.6 million that is not budgeted consists of \$0.7 million of postponed items) and \$0.9 million of cancellations (mainly the Fire engine at \$0.5 million). The capital budget for FY 2015-16 includes \$5.9 million that was not part of last year's CIP plan.

A table showing the detailed disposition of items in the FY 2014-15 CIP has been included on separate pages following the next section.

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

General Fund CIP for FY 2015-16	\$ 60,000
Less: Qualified Operating Expense items in FY 2015-16 CIP	(875,800)
Cancelled and Postponed FY 2015-16 CIP Capital items	(1,629,710)
Add: Non-CIP Capital Expenditures that are in the Adopted Capital Budget	11,826,490
<b>Fiscal Year 2015-16 General Fund Capital Budget</b>	<b>\$ 9,380,980</b>

**Utility Fund:** Last year’s Utility Fund CIP plan for FY 2015-16 was \$17.4 million. Of that amount \$6.6 million is appropriated in the budget for FY 2015-16. The remainder of \$10.8 million has been postponed to one or more future years or cancelled. Appropriated capital expenditures that were not in last year’s CIP plan for FY 2015-16 total \$0.6 million.

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

Utility Fund CIP for FY 2015-16	\$ 17,380,000
Less: Cancelled and Postponed FY 2015-16 CIP Capital items	(10,775,000)
Add: Non-CIP Capital Expenditures that are in the Proposed Capital Budget	<u>596,608</u>
<b>Fiscal Year 2015-16 Utility Fund Capital Budget</b>	<b><u>\$ 7,201,608</u></b>

**Fiscal Year 2015-16 Capital Budget and Operating Impact**

The City’s capital budget is dominated by routine capital expenditures for repair and replacements. The FY 2015-16 capital budget for all funds is \$16.9 million, an increase of \$3.5 million or 25.8% above the FY 2014-15 adopted budget. The General Fund and the Utility Fund account for 55.5% and 42.6% of the total appropriations, respectively. The public safety capital budget of \$4.0 million is 23.5% of the total capital outlay planned, and the Police Department represents 83.4% of the public safety total. The principal components of the FY 2015-16 capital budget are shown below.

**Recurring Items:** The majority of the items is replacements and, as such, has a minimal impact on the operating expenditure budget. For example, in terms of police vehicles, the replacement of 41 vehicles as well as the addition of 11 new vehicles is expected to result in an estimated net budget savings of \$51,000. In addition, the replacement of the ten Smith Loveless lift stations is expected to yield cost savings of \$50,000. Overall there is a positive non-financial impact as these replacements would maintain or even improve City services.

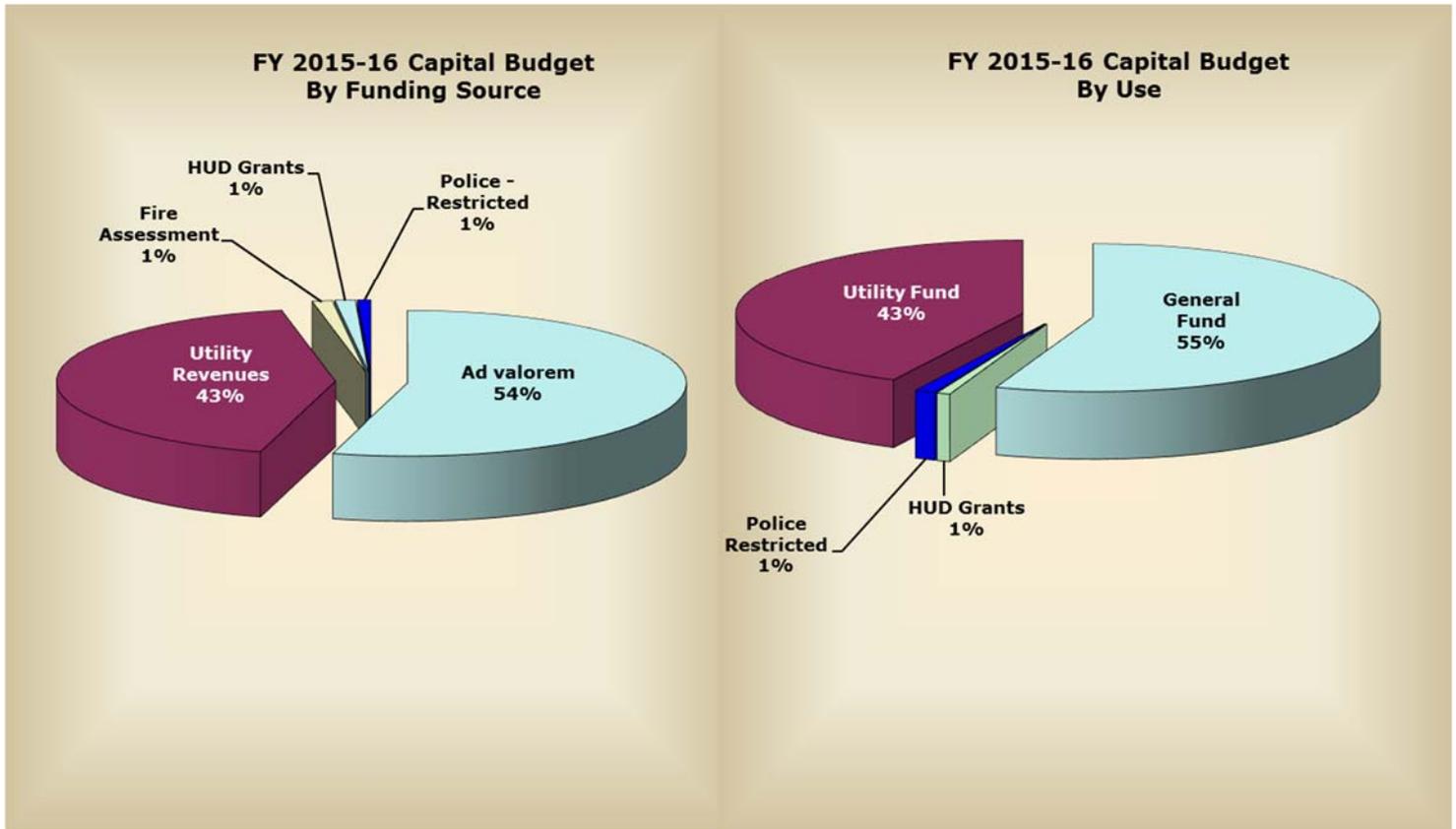
- \$2.5 million – police vehicles
- \$0.3 million – fire ambulance
- \$1.3 million – landscaping improvements
- \$1.2 million – replacement of ten Smith Loveless above ground sanitary sewer lift stations
- \$1.4 million – replacement of water lines throughout the City

**Nonrecurring Items:** These items, except for the City-wide IT modernization project, are not considered significant since they are being funded with operating revenues on a pay-as-you-go basis, do not necessitate an increase in water and sewer rates, and do not result in spending cuts elsewhere nor require additional staff. Notwithstanding, these capital investments will have a positive non-financial impact on the operation of the utility plant as the possibility of system failures is minimized thereby engendering a higher degree of service reliability and in so doing foster compliance with permit requirements.

The IT modernization project, which is funded by General Fund reserve, has three main components: (a) Voice Over Internet Protocol (VOIP), (b) Virtual Desktop Interface (VDI), and (c) Data Center Modernization. The VOIP component is anticipated to have a projected net budget savings of \$65,000 annually after it is fully implemented.

- \$1.0 million – Replacement of the redundant raw water well located at the 7960 Johnson Street Water Plant ensures sufficient water is produced to meet permit requirements in the event that one of the wells in the well field breaks.
- \$1.8 million – The upgrading of outdated equipment at the Water Treatment Plant reduces potential downtime as spare parts are not readily available.
- \$0.4 million – Rehabilitation of Sewer Treatment Unit #2 reduces the risk of breakage and the inability of treating permitted flow.
- \$2.2 million – The City-wide IT modernization project will unify City communication resulting in greater efficiency as well as facilitate disaster recovery and business continuity.

## Fiscal Year 2015-16 Capital Budget



By Funding Source	FY 16 Amount	% of Total	By Fund	FY 16 Amount	% of Total
Ad valorem	\$ 9,185,123	54.32%	General Fund	\$ 9,380,980	55.47%
Utility Revenues	7,201,608	42.59%	Police Restricted	127,989	0.76%
Fire Assessment	195,857	1.16%	HUD Grants	200,000	1.18%
HUD Grants	200,000	1.18%	Utility Fund	7,201,608	42.59%
Police - Restricted	127,989	0.76%			
<b>Total</b>	<b>\$ 16,910,577</b>	<b>100.00%</b>	<b>Total</b>	<b>\$ 16,910,577</b>	<b>100.00%</b>

### General Obligation (G.O.) Bond Projects

The Building Our Future Program is being financed with General Obligation (G.O.) Bonds, which was passed by referendum in March, 2005. The City has issued the entire \$100.0 million of G.O. bonds authorized by the referendum. The last issue was in May 2015 for \$10.0 million primarily to fund the civic center project. The G.O. bond projects were appropriated in the Municipal Construction Fund's 2004-05, 2006-07, and 2014-15 budgets; unspent appropriations will be carried forward to the 2015-16 working budget.

The projects include various roadwork projects, recreational and cultural amenities, economic development, and neighborhood revitalization. Some of these projects are direct responses to requests made by the citizenry; others reflect the vision of the City Commission.

A financial status report that includes a detailed list of all bond projects, is presented herein on later pages. In addition, a location map of bond projects costing in excess of \$1.0 million is included in that report.

## CAPITAL IMPROVEMENT PROGRAM

Capital Costs by Project Category  
In Present Value as Provided by Dept. Directors

SOURCE OF FUNDING		FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	Total
<b>GENERAL FUND</b>							
<b>Div. 3001 - Police</b>							
Vehicles	Revenues	1,000,000	1,000,000	1,000,000	1,000,000	1,250,000	5,250,000
Radios	Revenues	25,000	25,000	25,000	25,000	25,000	125,000
Motorcycle	Revenues	35,000	35,000	35,000	35,000	40,000	180,000
Computer System	Revenues	105,000	105,000	105,000	105,000	105,000	525,000
<b>Div. 4003 - Fire Rescue</b>							
(Note: Rev/Fire Asmt = Revenues & Fire Assessment)							
Vehicles	Rev/Fire Asmt	50,000	50,000	50,000	50,000	50,000	250,000
Ladder Truck	Fire Asmt	-	-	1,000,000	-	-	1,000,000
Fire Engine	Fire Asmt	500,000	500,000	-	1,000,000	500,000	2,500,000
Life Pak 12	Revenues	300,000	300,000	-	-	-	600,000
Ambulances	Revenues	520,000	260,000	520,000	260,000	520,000	2,080,000
Command Vehicle	Rev/Fire Asmt	-	-	-	75,000	-	75,000
Air System	Fire Asmt	50,000	-	-	-	-	50,000
Rescue Laptops	Revenues	-	-	60,000	-	-	60,000
File Servers-combined with CAD servers	Rev/Fire Asmt	50,000	50,000	-	-	50,000	150,000
Radios	Fire Asmt	35,000	300,000	35,000	35,000	35,000	440,000
Automated External Defibrillators	Revenues	-	25,000	-	25,000	-	50,000
SCBA Refurbishment	Fire Asmt	-	50,000	-	-	100,000	150,000
Training Facility Upgrades /Fire Academy	Fire Asmt	1,500,000	-	-	-	50,000	1,550,000
Training Facility Refurbishment	Fire Asmt	-	-	10,000	-	-	10,000
Station Refurbishment	Rev/Fire Asmt	30,000	30,000	30,000	30,000	45,000	165,000
Fire Prevention vehicle	Fire Asmt	36,000	30,000	30,000	18,000	15,000	129,000
Fire Safety Education Trailer	Fire Asmt	-	-	-	-	-	-
Computer Programs-RMS	Rev/Fire Asmt	1,250,000	25,000	25,000	25,000	25,000	1,350,000
Stretchers	Revenues	-	100,000	-	-	-	100,000
Turnout Gear	* Fire Asmt	-	-	-	-	-	-
Fire Prevention laptops	Fire Asmt	-	30,000	-	-	30,000	60,000
Communications upgrade	Rev/Fire Asmt	100,000	100,000	-	-	100,000	300,000
Automatic CPR Device	Revenues	-	-	-	75,000	75,000	150,000
<b>Div. 6001 - General Government Bldgs.</b>							
Vehicles & Heavy Equipment	Revenues	75,000	75,000	75,000	75,000	75,000	375,000
<b>Div. 6004 - Grounds Maintenance</b>							
Vehicles & Heavy Equipment	Revenues	110,000	225,000	225,000	225,000	225,000	1,010,000
Playground Equipment	Revenues	100,000	100,000	100,000	100,000	100,000	500,000
Landscaping	Revenues	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Improvements other than bldg.	Revenues	100,000	100,000	100,000	100,000	100,000	500,000
<b>Div. 6005 - Purchasing</b>							
Vehicles & Heavy Equipment	Revenues	-	30,000	-	30,000	-	60,000
<b>Div. 6006 - Environmental Svcs</b>							
Vehicles & Heavy Equipment	Revenues	60,000	60,000	60,000	60,000	30,000	270,000

**CAPITAL IMPROVEMENT PROGRAM**

Capital Costs by Project Category  
In Present Value as Provided by Dept. Directors

SOURCE OF FUNDING		FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	Total
<b>GENERAL FUND (continued)</b>							
<b>Div. 6008 - HC Forman Campus</b>							
Vehicles & Heavy Equipment	Revenues	60,000	60,000	60,000	60,000	60,000	300,000
<b>Div. 7001 - Recreation &amp; Div. 7006 - Golf</b>							
Vehicles	Revenues	55,000	55,000	55,000	55,000	55,000	275,000
Heavy Equipment-Park & Rec & Golf	Revenues	40,000	45,000	50,000	50,000	50,000	235,000
Other Equipment	Revenues	200,000	50,000	50,000	50,000	50,000	400,000
Improvements Other than Building	Revenues	207,000	207,000	40,000	45,000	50,000	549,000
<b>Div. 8001 - Community Services</b>							
(3) Van Replacements	Revenues	181,890	181,890	181,890	181,890	181,890	909,450
Tile	Revenues	30,000	30,000	30,000	30,000	30,000	150,000
<b>Div. 8002 - Housing - Pines Point</b>							
Repair/replacement of Air-Conditioning Units and other appliances: Refrigerators, washers, dryers, ranges, water heaters	* Revenues	128,000	128,000	128,000	128,000	128,000	640,000
<b>Div. 8002 - Housing -Proj. 603-Pines Place</b>							
Repair/replacement of Air-Conditioning Units and other appliances: Refrigerators, washers, dryers, ranges, water heaters	* Revenues	317,000	237,000	240,000	110,000	232,000	1,136,000
<b>Div. 9007 - Code Compliance</b>							
Vehicle Replacements	Revenues						
Office Equipment	Revenues						
Other Equipment	Revenues						
Copy Machines	Revenues						
Computer Equipment	Revenues						
							Div 9007 is now Proj 9007 in Div 3001
<b>TOTAL GENERAL FUND</b>		<b>\$ 8,960,810</b>	<b>\$ 6,309,810</b>	<b>\$ 6,030,810</b>	<b>\$ 5,694,810</b>	<b>\$ 5,822,710</b>	<b>\$ 32,818,950</b>

**ROAD & BRIDGE FUND**

<b>Div. 6002 - Maintenance &amp; Div. 6003 - Infrastructure</b>							
Vehicles & Heavy Equipment	Revenues	100,000	100,000	100,000	100,000	100,000	500,000
Road Resurfacing	* Revenues	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	7,500,000
Road, Sidewalk & Drainage Improvements	Add'l Local Option Gas Tax	150,000	150,000	150,000	150,000	150,000	750,000
<b>TOTAL ROAD &amp; BRIDGE FUND</b>		<b>\$ 1,750,000</b>	<b>\$ 8,750,000</b>				

**CAPITAL IMPROVEMENT PROGRAM**

Capital Costs by Project Category  
In Present Value as Provided by Dept. Directors

	SOURCE OF FUNDING	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	Total
<b>UTILITY FUND</b>							
<b>Div. 6021-Sewer Collection &amp; Div. 6022-Sewer Treatment</b>							
Lift Station Replacements (10 per year)	Revenues	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Lift Station Rehabs	Revenues	375,000	-	-	-	-	375,000
Gravity Sewer Lines - replace	Revenues	500,000	2,500,000	2,500,000	-	2,500,000	8,000,000
Gravity Sewer Lines - repair, re-line	Revenues	-	525,000	550,000	575,000	525,000	2,175,000
SCADA Upgrade	Revenues	100,000	100,000	100,000	100,000	100,000	500,000
Heavy Equipment/Vehicles	Revenues	110,000	110,000	120,000	130,000	150,000	620,000
Small Equipment - pumps, hoses, etc.	Revenues	60,500	60,500	66,550	80,000	88,000	355,550
Forcemain Replacement	Revenues	1,800,000	900,000	200,000	800,000	3,500,000	7,200,000
Wastewater Treatment Plant Odor Control	Sewer Connect	1,000,000	1,000,000	-	-	-	2,000,000
Deep Well Integrity Test	Revenues	-	-	100,000	-	-	100,000
Treatment Units - rehab	Revenues	425,000	-	-	1,000,000	1,300,000	2,725,000
Surge Tanks - rehab East and West	Revenues	-	850,000	-	-	-	850,000
Replace Chlorination System	Revenues	750,000	-	-	-	-	750,000
Buildings - rehab or replace	Revenues	-	-	-	250,000	-	250,000
Replace pumps, generators, tanks, etc.	Revenues	-	750,000	-	-	-	750,000
Install Cover on Effluent Tank	Revenues	-	-	-	-	-	-
Rehab Monitoring Wells	Revenues	-	-	325,000	-	-	325,000
Replace East Blower Building	Revenues	-	-	-	200,000	-	200,000
Paving: Resurface the entire sewer treatment plant	Revenues	-	-	180,000	-	-	180,000
<b>Sub Total for Sewer</b>		<b>6,120,500</b>	<b>7,795,500</b>	<b>5,141,550</b>	<b>4,135,000</b>	<b>9,163,000</b>	<b>32,355,550</b>
<b>Div. 6031-Water Plant &amp; Div. 6032-Water Distribution (except AWS)</b>							
Replace Media in Ion Exchange	Revenues	-	1,000,000	-	-	1,000,000	2,000,000
Replace Ion Exchange Valves	Revenues	-	50,000	-	-	-	50,000
Replace Raw Water Well	Revenues	-	100,000	100,000	-	500,000	700,000
Rehab Lime Slaker	Revenues	-	-	150,000	-	150,000	300,000
Water Filters - rehab 8	Revenues	2,000,000	2,000,000	2,000,000	-	-	6,000,000
Replace Maintenance Shop	Revenues	-	200,000	-	-	-	200,000
Decant System - upgrade	Revenues	-	1,500,000	-	-	-	1,500,000
Variable Frequency Drive Replacements	Revenues	-	-	-	-	-	-
Booster Pump Stations - rehabs and rebuilds	Revenues	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Treatment Units - rehab (A, B, C)	Revenues	1,000,000	1,000,000	-	-	1,000,000	3,000,000
Raw Waterline - replace	Revenues	-	-	-	1,500,000	-	1,500,000
Tank and Tanker for moving brine to plant	Water Connect	-	-	-	-	-	-
Replace Back-up Generators & fuel tanks	Revenues	-	-	750,000	750,000	-	1,500,000
Clean and Inspect all Water Treatment Units	Revenues	-	-	-	-	500,000	500,000
Miscellaneous Equipment - replacements	Revenues	-	130,000	-	-	130,000	260,000
Water Mains - replacements	Revenues	5,000,000	4,250,000	4,750,000	7,500,000	2,500,000	24,000,000
Heavy Equipment/Vehicles - water distrib.	Revenues	165,000	175,000	185,000	195,000	200,000	920,000
Small Equipment - pumps, hoses, etc.	Revenues	-	55,000	60,500	66,550	73,205	255,255
<b>Sub Total for Water</b>		<b>9,165,000</b>	<b>11,460,000</b>	<b>8,995,500</b>	<b>11,011,550</b>	<b>7,053,205</b>	<b>47,685,255</b>
<b>Sub Total for Water and Sewer</b>		<b>15,285,500</b>	<b>19,255,500</b>	<b>14,137,050</b>	<b>15,146,550</b>	<b>16,216,205</b>	<b>80,040,805</b>
<b>TOTAL UTILITY FUND</b>		<b>\$ 15,285,500</b>	<b>\$ 19,255,500</b>	<b>\$ 14,137,050</b>	<b>\$ 15,146,550</b>	<b>\$ 16,216,205</b>	<b>\$ 80,040,805</b>
<b>TOTAL - ALL FUNDS</b>		<b>\$ 25,996,310</b>	<b>\$ 27,315,310</b>	<b>\$ 21,917,860</b>	<b>\$ 22,591,360</b>	<b>\$ 23,788,915</b>	<b>\$ 121,609,755</b>

\* Note: These items will be expensed to an operating account instead of a capital account because the unit cost does not meet the capitalization threshold. Any type of equipment or construction costing \$10,000 or more should be included in the Five-year CIP.

**ESTIMATED OPERATING IMPACT**

**CAPITAL IMPROVEMENT PROGRAM (5 YRS.)**

**GENERAL FUND**

IN PRESENT VALUE AS REVISED BY DEPT DIRECTORS  
 FY 2016-17 FY 2017-18 FY 2018-19 FY 2019-20 FY 2020-21

							Total
<b>Div. 3001 - Police</b>							
Vehicles	Operating	(55,000)	(55,000)	(55,000)	(55,000)	(69,000)	(289,000)
<b>TOTAL GENERAL FUND</b>		<b>(55,000)</b>	<b>(55,000)</b>	<b>(55,000)</b>	<b>(55,000)</b>	<b>(69,000)</b>	<b>(289,000)</b>

**UTILITY FUND**

IN PRESENT VALUE AS REVISED BY DEPT DIRECTORS  
 FY 2016-17 FY 2017-18 FY 2018-19 FY 2019-20 FY 2020-21

							Total
<b>Sewer Treatment</b>							
Lift Station Replacement	Operating	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(250,000)
Forcemain Replacement	Operating	(340,000)	(180,000)	(40,000)	(160,000)	(700,000)	(1,420,000)
Sub Total for Sewer Treatment		<b>(390,000)</b>	<b>(230,000)</b>	<b>(90,000)</b>	<b>(210,000)</b>	<b>(750,000)</b>	<b>(1,670,000)</b>
<b>Water Plant</b>							
Water Mains-Replacements	Personnel	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(100,000)
	Operating	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(50,000)
Sub Total for Water Plant		<b>(30,000)</b>	<b>(30,000)</b>	<b>(30,000)</b>	<b>(30,000)</b>	<b>(30,000)</b>	<b>(150,000)</b>
<b>TOTAL UTILITY FUND</b>		<b>\$ (420,000)</b>	<b>\$ (260,000)</b>	<b>\$ (120,000)</b>	<b>\$ (240,000)</b>	<b>\$ (780,000)</b>	<b>\$ (1,820,000)</b>

DISPOSITION OF PRIOR CIP

	SOURCE OF FUNDING	FY 2015-16 CIP Plan	Actual Disposition of Items in the Budget for FY 2015-16
<b>General Fund</b>			
<b>Div. 8002 - Housing - Pines Point</b>			
Repair/replacement of Air-Conditioning Units and other appliances: Refrigerators, washers, dryers, ranges, water heaters	* Revenues	\$ 128,000	\$68,000 in #52650
<b>Div. 8002 - Housing -Proj. 603-Pines Place</b>			
Repair/replacement of Air-Conditioning Units and other appliances: Refrigerators, washers, dryers, ranges, water heaters	* Revenues	\$ 284,000	\$260,000 in Acct 46150 & \$24,000 in acct 46250
<b>Div. 8001 - Community Services</b>			
(3) Van Replacements	Revenues	181,890	Postponed for FY16-17.
<b>Div. 9007 - Code Compliance</b>			
Vehicle Replacements	Revenues	42,000	
Office Equipment	Revenues	5,000	\$0.00 budgeted in Div 9007, it is now Proj 9007 in Div 3001
Other Equipment	Revenues	-	
Copy Machines	Revenues	-	
Computer Equipment	Revenues	10,000	
<b>Div. 3001 - Police</b>			
Vehicles	Revenues	1,000,000	\$205,900 in #64028; \$1,856,100 in #64214, \$77,000 in #64221; \$281,000 in Proj 9007 #64214
Radios	Revenues	25,000	\$60,000 in Proj 9007 #64181
Motorcycle	Revenues	35,000	\$48,000 in #64140
Weapons	Revenues		
Computer System	Revenues	105,000	\$1,252 in #64053; \$186,178 in #64055
<b>Div. 4003 - Fire Rescue</b>			
(Note: Rev/Fire Asmt = Revenues & Fire Assessment)			
Vehicles	Rev/Fire Asmt	54,000	\$48,000 planned in #64028
Fire engine	Fire Asmt	450,000	\$450,000 cancelled
Ambulances	Revenues	480,000	\$250,000 planned in #64450, \$230,000 cancelled
Station Refurbishment	Rev/Fire Asmt	30,000	\$55,000 planned #62018
Fire Prevention vehicle	Fire Asmt	18,000	\$17,500 planned #64028
Turnout Gear	* Fire Asmt	100,000	\$105,000 planned
Fire Prevention Laptops	Fire Asmt	20,000	\$28,700 planned #64055
Rescue Laptops	Revenues	60,000	\$30,000 planned #64057
Radios	Fire Asmt	35,000	\$34,800 planned #64181
Automated External Defibrillators	Revenues	25,000	\$25,000 cancelled
Fire Safety Education Trailer	Fire Asmt	100,000	\$100,000 cancelled
Computer Programs	Rev/Fire Asmt	25,000	\$25,000 cancelled
Stretchers	Revenues	60,000	\$110,000 spent in FY 2015
Automatic CPR Device	Revenues	110,000	\$112,000 planned #64352
<b>Div. 7001 - Recreation and Cultural Arts &amp; Div. 7006 - Golf</b>			
Vehicles	Revenues	50,000	\$53,000 increase of \$3,000 see 7001-64214 Truck
Heavy Equipment-Park & Rec & Golf	Revenues	30,000	Postponed
Other Equipment	Revenues	50,000	\$145,000 increase of \$95,000 see 7001- 64400-Other equipment
Improvements other than bldg.	Revenues	207,000	\$264,370 increase of \$57,370 see 7001#63000& 7006#63000&63067
<b>Div. 2002 - Technology Services</b>			
Micro-computers/Upgrades	* Revenues	240,000	\$247,500 in proj 306 #52653
Computer Software	Revenues	110,000	Postponed
Replace Mainframe	Revenues	22,000	Cancelled
Network Servers	Revenues	35,000	\$35,000 in proj 306 #64039
Vehicles	Revenues	7,120	Postponed
Data Storage	Revenues	52,000	\$52,000 in proj 306 #64039
Printers	* Revenues	123,800	Purchase Postponed
Switches and Hubs	Revenues	45,000	\$45,000 in proj 306 #64039
Disaster Recovery Software and Hardware	Revenues	76,000	\$76,000 in proj 306 #64039

DISPOSITION OF PRIOR CIP

	SOURCE OF FUNDING	FY 2015-16 CIP Plan	Actual Disposition of Items in the Budget for FY 2015-16
<b>General Fund (Continued)</b>			
<b>Div. 6001 - General Government Buildings</b>			
Vehicles & Heavy Equipment	Revenues	75,000	\$25,000 planned in Acct.# 63115; \$50,000 planned in Acct.# 64072.
<b>Div. 6004 - Grounds Maintenance</b>			
Vehicles & Heavy Equipment	Revenues	110,000	\$75,000 planned in Acct.# 930-64012; \$122,500 planned in Acct.# 930-64139; \$150,000 planned in Acct.# 930-64210; \$103,500 planned in Acct.# 930-64214; \$234,700 planned in Acct.# 930-64400.
Playground Equipment	Revenues	100,000	Purchase Postponed.
Landscaping	Revenues	1,000,000	\$1,290,000 planned in Acct.# 63115.
Improvements other than bldg.	Revenues	100,000	Purchase Postponed.
<b>Div. 6005 - Purchasing</b>			
Vehicles & Heavy Equipment	Revenues	30,000	Postponed
<b>Div. 6006 - Environmental Services</b>			
Vehicles & Heavy Equipment	Revenues	60,000	\$30,000 planned in Acct.# 64210; \$25,000 planned in Acct.# 64400; \$5,000 balance cancelled.
<b>Div. 6008 - HC Forman Campus</b>			
Vehicles & Heavy Equipment	Revenues	60,000	Purchase postponed FY16-17.
<b>TOTAL GENERAL FUND</b>	<b>23.87%</b>	<b>\$ 5,965,810</b>	<b>-</b>

<b>Fund 100 - Road &amp; Bridge Fund</b>			
<b>Div. 6002 - Maintenance &amp; Div. 6003 - Infrastructure</b>			
Vehicles & Heavy Equipment	Revenues	100,000	Cancelled.
Road Resurfacing	* Revenues	1,500,000	\$1,419,205 planned in Acct.# 46164; \$80,795 balance postponed.
Road, Sidewalk & Drainage Improvements	* Add'l Local Option Gas Tax	150,000	\$200,000 planned in Acct.# 46165.
<b>TOTAL ROAD &amp; BRIDGE FUND</b>	<b>6.97%</b>	<b>\$ 1,750,000</b>	

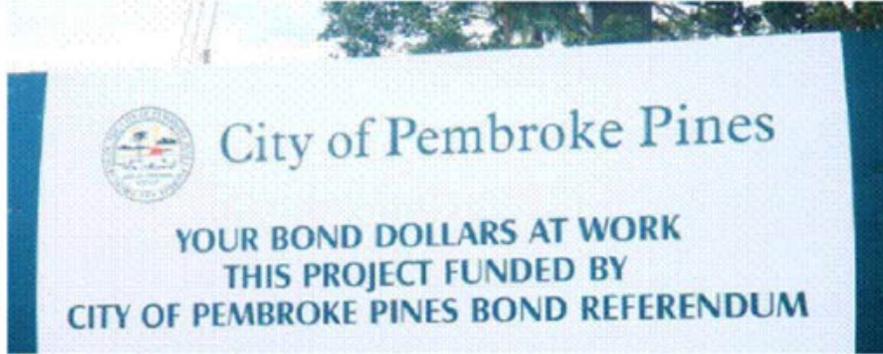
<b>Fund 471 - Utility Fund</b>			
<b>Div. 6021-Sewer Collection &amp; Div. 6022-Sewer Treatment</b>			
Lift Station Replacement (10 per year)	Revenues	1,000,000	\$1,233,751 planned in Acct.# 812-63122.
Lift Station Rehabs	Revenues	375,000	Project postponed.
Gravity Sewer Lines - Replace	Revenues	500,000	Project postponed.
Gravity Sewer Lines - repair, re-line	Revenues	500,000	\$500,000 planned in Acct.# 63192.
SCADA Upgrade (Lift Station telemetry)	Revenues	100,000	Project postponed.
Heavy Equipment/Vehicles	Revenues	100,000	\$200,000 planned in Acct.# 64214; \$50,000 planned in Acct.# 64210.
Small Equipment - pumps, hoses, etc.	Revenues	55,000	\$142,857 planned in Acct.# 64400.
Forcemain Replacement	Revenues	1,700,000	Project postponed.
Wastewater Treatment Plant Odor Control	Sewer Connect	2,000,000	Project postponed.
Treatment Units - rehab	Revenues	850,000	\$425,000 planned in Acct.# 834-63183; balanced postponed.
Replace Chlorination System	Revenues	750,000	Project postponed.
Install Cover on Effluent Tank	Revenues	250,000	\$250,000 planned in Acct.# 64400.
Sub Total for Wastewater		\$ 8,180,000	

<b>Div. 6031-Water Plant &amp; Div. 6032-Water Distribution</b>			
Replace Media in Ion Exchange	Revenues	1,000,000	\$1,000,000 planned in Acct.# 64400.
Replace Ion Exchange Valves	Revenues	50,000	\$50,000 planned in Acct.# 64400.
Replace Raw Water Well	Revenues	1,000,000	\$1,000,000 planned in Acct.# 63250.
Rehab Lime Slaker	Revenues	150,000	\$150,000 planned in Acct.# 64400.

**DISPOSITION OF PRIOR CIP**

	SOURCE OF FUNDING	FY 2015-16		Actual Disposition of Items in the Budget for FY 2015-16
		CIP Plan		
<b>Fund 471 - Utility Fund (Continued)</b>				
<b>Div. 6031-Water Plant &amp; Div. 6032-Water Distribution</b>				
Water Filters - rehab 8	Revenues	2,000,000		\$200,000 planned in Acct.# 64400, balanced postponed.
Variable Frequency Drive Replacements	Revenues	100,000		\$100,000 planned in Acct.# 64400.
Booster Pump Stations - rehabs and rebuilds	Revenues	1,000,000		Project postponed.
Treatment Units- rehab (A, B, C)	Revenues	1,000,000		Project postponed.
Tank and Tanker for moving brine to plant	Water Connect	250,000		\$250,000 planned in Acct.# 64400.
Miscellaneous Equipment - replacements	Revenues	50,000		\$50,000 planned in Acct.# 64400.
Water Mains - Replacements	Revenues	2,400,000		\$1,400,000 planned in Acct.# 63233, balanced postponed.
Heavy Equipment/Vehicles - water distrib.	Revenues	150,000		\$25,000 planned in Acct.# 64210.
Small Equipment - pumps, hoses, etc.	Revenues	50,000		\$150,000 planned in Acct.# 64400.
<b>Sub Total for Water</b>			<u>\$ 9,200,000</u>	
<b>TOTAL UTILITY FUND</b>	69.25%		<u>\$ 17,380,000</u>	
<b>TOTAL - ALL FUNDS</b>	100.0%		<u>\$ 25,095,810</u>	

\* Note: These items will be expensed to an operating account instead of a capital account because the unit cost does not meet the capitalization threshold. Any type of equipment or construction costing \$10,000 or more should be included in the Five-year Capital Improvement Program (CIP). Anticipated purchases of more than one (1) unit for which the individual price is less than \$10,000, but for which the aggregate cost exceeds \$10,000 should also be included in the Five-Year CIP.



Currently Commission has approved a total of 155 projects. Of these projects, 111 have been completed, 4 projects are in the construction phase, 4 projects are in the planning/design phase, 13 projects have been re-allocated, and 22 projects have been eliminated, and 1 project has not yet begun. As of the last quarter, one project has been completed. For details on these phases, please refer to the corresponding section for each project category. The current budget is \$96,636,593 the difference between the current budget and the \$90,000,000 borrowed is due to interest earned, bond discounts, and miscellaneous receipts. Of the \$96,636,593, 86.64% or \$83,726,296 has been spent or allocated.

CITY OF PEMBROKE PINES  
GENERAL OBLIGATION BONDS  
As of 6-30-2015

Description	Original Projects	Changes to Budget	Total Budget	Total Expenditures & Encumb. to Date	Available Budget			Total
					A (2005)	B (2007)	C (2009)	
					Project 675	Project 676	Project 677	
Community Recreation Projects	\$ 620,000	\$ 2,018,097	\$ 2,638,097	\$ (2,638,098)	\$ -	\$ (1)	\$ -	\$ (1)
<b>New Community Facilities</b>	25,817,386	(14,858,011)	10,959,375	(10,329,315)	-	500,000	130,060	630,060
Park Sports Lighting Renovations	397,000	(397,000)	-	-	-	-	-	-
<b>Recreation Facility Improvements</b>	9,265,000	(819,923)	8,445,077	(8,383,019)	43,702	18,355	-	62,058
Recreation/Playground Equipment	575,000	43,159	618,159	(608,574)	9,585	-	-	9,585
Landscaping	2,000,000	-	2,000,000	(1,350,146)	1,764	147,993	500,096	649,854
Purchase/Development of Open Space	13,000,000	2,473,160	15,473,160	(15,475,540)	-	-	(2,380)	(2,380)
<b>Transportation Projects</b>	31,000,000	17,887,770	48,887,770	(48,406,157)	-	-	481,612	481,613
Other	22,246,850	(6,604,663)	15,642,187	(6,642,187)	1,485,114	-	7,514,886	9,000,000
Contingency Fund	11,078,764	(8,999,255)	2,079,509	-	54,736	-	1,676,773	2,079,509
<b>TOTAL PROJECTS COST</b>	<b>116,000,000</b>	<b>(9,256,667)</b>	<b>106,743,333</b>	<b>(93,833,036)</b>	<b>1,594,901</b>	<b>666,347</b>	<b>10,301,048</b>	<b>12,910,297</b>
Reimbursements for Transportation	(16,000,000)	5,214,304	(10,785,696)	10,785,696	-	-	-	-
Discount on Series A \$47,000,000 bonds	-	358,853	358,853	(358,853)	-	-	-	-
Discount on Series B \$43,000,000 bonds	-	320,103	320,103	(320,103)	-	-	-	-
<b>TOTAL GENERAL OBLIGATION DEBT</b>	<b>\$ 100,000,000</b>	<b>\$ (3,363,407)</b>	<b>\$ 96,636,593</b>	<b>\$ (83,726,296)</b>	<b>\$ 1,594,901</b>	<b>\$ 666,347</b>	<b>\$ 10,301,048</b>	<b>\$ 12,910,297</b>

Note:  
\* The difference between the \$90,000,000 borrowed and the \$96,636,593 budgeted is due to interest earned, bond discounts and miscellaneous receipts.

SUMMARY OF CHANGES WITHIN THIS QUARTERLY REPORT

<b>2.30 Civic Center</b>	GB Project #2.30 - - Design Criteria Professional for the Civic Center. Changed finish date to 8/18/15	The project is 99% done
<b>4.29 Pines Recreation Center - Renovation of Field #3</b>	GB Project #4.29 - Pines Rec.	The project is 98% done
<b>6.1 Landscaping - Citywide</b>	GB Project #6.1 - Citywide Planting of Trees. Changed finish date to 9/30/15	
<b>6.3 Streetscape</b>	GB Project #6.3 - Citywide Lighting, Benches & Streetscape. Changed finish date to 9/30/15	The project is 60% complete
<b>6.6 Streetscape</b>	GB Project #6.6 - Ficus Hedge Replacement. Changed finish date to 9/30/15	
<b>8.6A Transportation Projects</b>	GB Project #8.6A - Pembroke Rd. 184th to 196th/196th & Pembroke Rd to Pines. Changed from Construction phase to Complete	The project is now 100% complete

**CITY OF PEMBROKE PINES  
GENERAL OBLIGATION BONDS**

	Location / Description	Project Timetable		% Complete	Current Project Phase	Total Budget	Total Expenditures & Encumb. to Date	Available Budget Total
		Start	Finish					
<b>1</b>	<b>Community Recreation Projects:</b>							
1.1	Flamingo Park Renovation of ball fields # 1 & 5	06/01/05	11/04/05	100%	Complete	\$ 95,935	\$ (95,935)	-
1.2	Maxwell Park Bermuda grass installation field # 2 & 3	06/01/11	12/31/11	100%	Complete	22,135	(22,135)	-
1.3	Pasadena Park Resod school athletic field	06/01/06	10/31/06	100%	Complete	23,250	(23,250)	-
1.4	Pasadena Park Field & sports lighting renovations	06/01/06	07/25/08	100%	Complete	176,180	(176,180)	-
1.5	Silver Lakes North Park Athletic field & common area improvements	03/01/07	07/08/08	100%	Complete	114,680	(114,680)	-
1.6	Silver Lakes South Park Bermuda grass installation on ball fields	11/01/06	12/15/06	100%	Complete	120,000	(120,000)	-
1.7	Towngate Field renovation with drainage	05/02/05	09/02/05	100%	Complete	50,000	(50,000)	-
1.8	West Pines Soccer Park Additional Practice Fields	07/01/12	12/31/13	100%	Complete	1,503,168	(1,503,169)	(1)
1.9	Chapel Trail Renovation of Football/ Soccer Fields	12/01/12	02/26/13	100%	Complete	146,085	(146,085)	-
1.1	Charter East Elementary Installation of Synthetic Turf	11/19/13	01/31/14	100%	Complete	208,296	(208,296)	-
1.11	Charter Central Campus Installation of Synthetic Turf	12/04/13	07/09/14	100%	Complete	178,368	(178,368)	-
	<b>Subtotal</b>					<b>\$ 2,638,097</b>	<b>\$ (2,638,098)</b>	<b>\$ (1)</b>

## Highlights & Updates Community Recreation Projects

### 1.1 **Flamingo Park - Renovation of ball fields # 1 & 5**

The renovations of ball fields 1 and 5 at Flamingo Park are 100% complete as of 11/4/05.

### 1.2 **Maxwell Park - Bermuda grass installation field # 2 & 3**

The Bermuda grass installation at fields #2 & 3 are 100% complete as of 12/31/11. On 5/23/12, Commission approved to transfer the remaining balance of \$2,865 from this project to Contingency for the allocation of future projects.

### 1.3 **Pasadena Park - Resod school athletic field**

The resodding of the school's athletic field at Pasadena Park is 100% complete as of 10/31/06.

### 1.4 **Pasadena Park - Field & sports lighting renovations**

The field and sports lighting renovations at Pasadena Park are 100% complete as of 7/25/08. Funding for the lighting portion of this project has been received by FEMA. Close-out on this project by FEMA is pending.

### 1.5 **Silver Lakes North Park - Athletic field & common area improvements**

The improvements of the athletic field and common area at Silver Lakes North Park are 100% complete as of 07/08/08. On 5/23/12, Commission approved to transfer the remaining balance of \$35,320 from this project to Contingency for the allocation of future projects.

### 1.6 **Silver Lakes South Park - Bermuda grass installation on ball fields**

The Bermuda grass installation on the ball fields at Silver Lakes South Park is 100% complete as of 12/15/06.

### 1.7 **Towngate - Field renovation with drainage**

The field renovation with drainage for Towngate Park is 100% complete as of 9/2/05.

### 1.8 **West Pines Soccer Park - Additional Practice Fields**

The additional practice fields for West Pines Soccer Park is 100% complete as of 12/31/2013. \$184 was reallocated from contingency to fund the negative balance of project #1.8.

### 1.9 **Chapel Trail Renovation of Football/ Soccer Fields**

On 5/23/12, Commission approved to transfer \$146,085 from Contingency for the renovation of football and soccer fields at Chapel Trail. This project is 100% complete as of 2/26/2013.

**1.10 Charter East Elementary School - Installation of Synthetic Turf**

On 11/19/13, Commission approved and awarded Sports Turf One, Inc. in the amount of \$208,296 for the installation of synthetic turf at the Charter East Elementary School. This project is 100% complete as of 1/31/14.

**1.11 Charter Central Campus - Installation of Synthetic Turf**

On 12/04/13, Commission approved and awarded Sports Turf One, Inc. in the amount of \$178,368 for the installation of synthetic turf at the Charter Central Campus. This project is 100% complete as of 7/09/14.

CITY OF PEMBROKE PINES  
GENERAL OBLIGATION BONDS

Location / Description	Project Timetable		% Complete	Current Project Phase	Total Budget	Total Expenditures & Encumb. to Date	Available Budget Total
	Start	Finish					
<b>2 New community facilities:</b>							
2.1 208 Ave (24 acre) Property 25,000 SF community rec, teen & sr facility	Closed	Closed	0%	Re-Allocated to 2.22	\$ -	\$ -	\$ -
2.2 Chapel Trail Park Construct 1,300 SF storage/clubhouse building	12/01/06	04/04/08	100%	Complete	194,949	(194,949)	-
2.3 Citywide Flanagan HS restroom/concession building	Closed	Closed	0%	Eliminated	-	-	-
2.4 Citywide Flanagan HS (softball/baseball) field lighting	11/03/06	01/19/07	100%	Complete	152,824	(152,824)	-
2.5 Citywide City Center Passive Park development	TBD	TBD	0%	Planning/Design	500,000	-	500,000
2.6 Citywide Construct 4,000 SF art gallery at City Center	Closed	Closed	0%	Eliminated	-	-	-
2.7 Citywide Lighting/Bermuda sod - Silver Trail MS PE field	11/01/06	01/16/09	100%	Complete	347,386	(347,386)	-
2.8 Pembroke Falls Aquatic Ctr Construct 11,000 SF special events/storage bldg.	Closed	Closed	0%	Eliminated	-	-	-
2.9 Pembroke Lakes Tennis Ctr New tennis building	01/01/07	03/01/08	100%	Complete	639,826	(639,826)	-
2.10 Pembroke Shores Construct 2 lighted ball fields (on adjacent school)	Closed	Closed	0%	Re-Allocated to 4.60	-	-	-
2.11 Rose Price Park New health trail	Closed	Closed	0%	Eliminated	-	-	-
2.12 Silver Lakes South Park Construction of clubhouse building	11/19/07	04/04/08	100%	Complete	178,622	(178,622)	-
2.13 Spring Valley 10,000 SF community recreation/teen facility	Closed	Closed	0%	Re-Allocated to 2.22	-	-	-
2.14 Howard C. Forman Human Services Campus Construction of 7,500 SF artist colony	01/02/07	03/31/11	100%	Complete	953,968	(953,968)	-
2.15 Spring Valley Construction of skate park	Closed	Closed	0%	Eliminated	-	-	-
2.16 City Center Civic center at City Center	Closed	Closed	0%	Eliminated	-	-	-
2.17 Citywide Construct a dog park on west side	Closed	Closed	0%	Eliminated	-	-	-
2.18 Citywide Lighting/Bermuda sod - Silver Palms Elem PE field	Closed	Closed	0%	Eliminated	-	-	-
2.19 Pembroke Falls Aquatic Ctr Construct 3,500 SF special populations building	Closed	Closed	0%	Eliminated	-	-	-
2.20 Walter C. Young Restrooms & storage bldg w/sidewalk from pkg lot	Closed	Closed	0%	Eliminated	-	-	-
2.21 Winn Dixie site Development of Winn Dixie site	Closed	Closed	0%	Re-Allocated to 7.5	-	-	-
2.22 184 Ave & Pines (5 Acre) Property 12,500 SF community rec, teen & sr facility	Closed	Closed	0%	Re-Allocated to 4.69, 8.17, 8.6A	33,702	(33,702)	-
2.23 Citywide Flanagan HS (Practice Field) Sports Lighting	01/01/10	06/01/10	100%	Complete	70,522	(70,522)	-
2.24 Citywide Flanagan HS Locker Room (Remodel Storage Bldg.)	07/01/09	08/01/11	100%	Complete	30,578	(30,578)	-
2.25 Citywide Flanagan HS Portable Concession Stand & Equip.	07/01/09	08/01/10	100%	Complete	18,337	(18,337)	-
2.26 Walter C. Young Portable Concession Stand & Equip.	07/01/09	12/09/09	100%	Complete	3,606	(3,606)	-
2.27 Pembroke Shores YMCA Expansion/Aquatic Center Renovation 17,000 SF addition to the Pemb Shores Gymnasium facility & parking	05/01/10	07/14/11	100%	Complete	4,219,296	(4,219,296)	-
2.28 9/11-Memorial & Vet Monument Project to House 9/11 Memorial Sculpture & Construction of Vet Monument	07/02/11	09/01/11	100%	Complete	149,673	(149,673)	-
2.29 Charter High School Design/Build Services for Charter High School Football Stadium	7/19/2012	12/31/13	100%	Complete	2,497,610	(2,480,156)	17,454
2.30 Civic Center Design Criteria Professional for the Civic Center	10/17/12	08/18/15	99%	Planning/Design	432,800	(431,000)	1,800
2.31 Parking Lot under the FPL Easement adjacent to the City Center Complex	02/24/14	TBD	20%	Planning/Design	535,676	(424,870)	110,806
<b>Subtotal</b>					<b>\$ 10,959,375</b>	<b>\$ (10,329,315)</b>	<b>\$ 630,060</b>

## Highlights & Updates New community facilities

- 2.1 208 Ave (24 acre) Property - 25,000 SF community rec., teen & sr. facility**  
On 5/2/2007, Commission approved reallocating funds totaling \$5,000,000 from this project to new project 2.22: a 12,500 sq. ft. community recreation, teen & senior facility on the 5 acre property at Pines Boulevard and 184th Avenue.
- 2.2 Chapel Trail Park - Construct 1,300 SF storage/clubhouse building**  
The new storage/clubhouse building at Chapel Trail Park is 100% complete as of 4/4/08. On 5/23/12, Commission approved to transfer the remaining balance of \$8,977 from this project to Contingency for the allocation of future projects.
- 2.3 Citywide - Flanagan HS restroom/concession building**  
On 6/27/07, Commission approved to eliminate this project and its budget of \$200,000 from the GO Bond project list.
- 2.4 Citywide - Flanagan HS (softball/baseball) field lighting**  
The softball/baseball field lighting renovation is 100% complete as of 1/19/07.
- 2.5 Citywide - City Center Passive Park development**  
On 6/27/07, Commission reduced the budget for this project by \$860,148 in lieu of eliminating projects 2.2 Chapel Trail Park - Construct 1,300 SF storage/clubhouse building and 4.28 Pines Rec Center - Expansion of existing teen center. The cost to complete these two projects is \$860,148. Both of these projects were proposed to be eliminated to balance the GO Bond budget. On 5/23/12, Commission approved to transfer the remaining balance not anticipated to be used of \$1,643,486 from this project to Contingency for the allocation of future projects.
- 2.6 Citywide - Construct 4,000 SF art gallery at City Center**  
This project was eliminated and will be incorporated into the new Civic Center/City Hall project. On 5/23/12, Commission approved to transfer the remaining balance of \$855,386 from this project to Contingency for the allocation of future projects.
- 2.7 Citywide - Lighting/Bermuda sod - Silver Trail MS PE field**  
The lighting and Bermuda sod installation at Silver Trail Middle School are 100% complete as of 1/16/09. On 5/23/12, Commission approved to transfer the remaining balance of \$2,614 from this project to Contingency for the allocation of future projects.
- 2.8 Pembroke Falls Aquatic Ctr - Construct 11,000 SF special events/storage bldg.**  
On 6/27/07, Commission approved to eliminate this project and its budget of \$2,500,000 from the GO Bond project list.
- 2.9 Pembroke Lakes Tennis Ctr - New tennis building**  
The new building at the Pembroke Lakes Tennis center is 100% complete as of 3/01/08. On 5/23/12, Commission approved to transfer the remaining balance of \$2,878 from this project to Contingency for the allocation of future projects.

**2.10 Pembroke Shores - Construct 2 lighted ball fields (on adjacent school)**

Funds totaling \$190,000 for this project have been re-allocated to project 4.60 Miracle League Baseball Field per Commission direction on 11/1/2006.

**2.11 Rose Price Park - New health trail**

On 6/27/07, Commission approved to eliminate this project and its budget of \$12,000 from the GO Bond project list.

**2.12 Silver Lakes South Park - Construction of clubhouse building**

The new storage/clubhouse building at Silver Lakes South Park is 100% complete as of 4/4/08. On 5/23/12, Commission approved to transfer the remaining balance of \$25,318 from this project to Contingency for the allocation of future projects.

**2.13 Spring Valley - 10,000 SF community recreation/teen facility**

Funds totaling \$2,000,000 for this project have been re-allocated to the new project 2.22 community recreation, teen & senior facility at the 5 acre property at Pines Boulevard and 184th Avenue.

**2.14 Howard C. Forman Campus - Construction of 7,500 SF artist colony**

On 5/21/08, Commission approved to change the location of the proposed artists studio facility from Spring Valley Park to the Howard C. Forman Human Services Campus. \$34,600 had previously been spent on this project. The revised cost is between \$800,000 - \$1,000,000 which is less than the original \$1,500,000 allocated. Per commission direction, an available balance as of 9/30/10 of \$532,418 was re-allocated to 2.28 for the Project to House the 9-11 Memorial Sculpture and Veterans Monument. The artist colony is 100% complete as of 3/32/11. On 5/23/12, Commission approved to transfer the remaining balance of \$13,614 from this project to Contingency for the allocation of future projects.

**2.15 Spring Valley - Construction of skate park**

On 6/27/07, Commission approved to eliminate this project and its budget of \$100,000 from the GO Bond project list.

**2.16 City Center - Civic center at City Center**

On 6/27/07, Commission approved to eliminate this project and its budget of \$8,000,000 from the GO Bond project list.

**2.17 Citywide - Construct a dog park on west side**

On 6/27/07, Commission approved to eliminate this project and its budget of \$80,000 from the GO Bond project list.

**2.18 Citywide - Lighting/Bermuda sod - Silver Palms Elem PE field**

On 6/27/07, Commission approved to eliminate this project and its budget of \$250,000 from the GO Bond project list.

**2.19 Pembroke Falls Aquatic Ctr - Construct 3,500 SF special populations bldg.**

On 6/27/07, Commission approved to eliminate this project and its budget of \$750,000 from the GO Bond project list.

**2.20 Walter C. Young - Restrooms & storage bldg w/sidewalk from pkg lot**

On 6/27/07, Commission approved to eliminate this project and its budget of \$200,000 from the GO Bond project list.

**2.21 Winn Dixie site - Development of Winn Dixie site**

On 3/15/2006, Commission approved the concept of purchasing the Winn-Dixie property and allocating \$600,000 from contingency for the development of the property. On 2/4/09, Commission approved the re-allocation of the funds for this project in the amount of \$650,000 to project 7.5 Raintree - purchase of 112 Acres.

**2.22 184 Ave & Pines (5 Acre) Property - 12,500 SF community rec, teen & sr facility**

On 9/16/09, Commission approved entering into a lease agreement with the YMCA of Broward County. The agreement included language requiring the City to build a 17,000 sq.ft addition to the Pembroke Shores gymnasium facility, construct a 200 vehicle parking facility, and provide cosmetic improvements to the Pembroke Falls Aquatic Center. As a result of this partnership, this project is no longer planned. On May 2, 2007, Commission approved the re-allocation of \$5,000,000 to Project 2.27 to fund the cost of the Pembroke Shores expansion. On 12/7/11, Commission approved the re-allocation of the available balance of \$1,966,298 to partially fund project 4.69, 8.6A and 8.17.

**2.23 Citywide - Flanagan HS (Practice Field) Sports Lighting**

On 2/4/09, Commission approved to transfer \$186,442 from project 4.61 to new projects benefiting the Pasadena Lakes Optimist Athletic Programs. The new projects are project 2.23, 2.24, 2.25, 2.26, 4.66 & 4.67. Project is 100% complete as of 6/1/10.

On 5/23/12, Commission approved to add \$2,022 to this project to eliminate the budget overrun balance of (\$2,022).

**2.24 Citywide - Flanagan HS Locker Room (Remodel Storage Bldg.)**

On 2/4/09, Commission approved to transfer \$186,442 from project 4.61 to new projects benefiting the Pasadena Lakes Optimist Athletic Programs. The new projects are project 2.23, 2.24, 2.25, 2.26, 4.66 & 4.67. This project is 100% complete as of 8/1/11. On 5/23/12, Commission approved to transfer the remaining balance of \$30,422 from this project to Contingency for the allocation of future projects.

**2.25 Citywide - Flanagan HS Portable Concession Stand & Equip.**

On 2/4/09, Commission approved to transfer \$186,442 from project 4.61 to new projects benefiting the Pasadena Lakes Optimist Athletic Programs. The new projects are project 2.23, 2.24, 2.25, 2.26, 4.66 & 4.67. Project is 100% complete as of 8/1/10.

On 5/23/12, Commission approved to add \$1,337 to this project to eliminate the budget overrun balance of (\$1,337).

### **2.26 Walter C. Young - Portable Concession Stand & Equip.**

On 2/4/09, Commission approved to transfer \$186,442 from project 4.61 to new projects benefiting the Pasadena Lakes Optimist Athletic Programs. The new projects are project 2.23, 2.24, 2.25, 2.26, 4.66 & 4.67. Project is 100% complete as of 12/9/09. On 5/23/12, Commission approved to transfer the remaining balance of \$13,394 from this project to Contingency for the allocation of future projects.

### **2.27 Pembroke Shores YMCA Expansion**

On 9/16/09, Commission approved entering into a lease agreement with the YMCA of Broward County. The agreement included language requiring the City to build a 17,000 sq. ft. addition to the Pembroke Shores gymnasium facility, construct a 200 vehicle parking facility, and provide cosmetic improvements to the Pembroke Falls Aquatic Center. Cost of this project was estimated at \$5,000,000. Funding for this expansion was transferred from Project 2.22 which was reallocated per Commission direction. On 1/6/10, commission awarded the bid to Kaufmann Lynn. The project is 100% complete as of 7/14/11. On 5/23/12, Commission approved to transfer the remaining balance of \$780,704 from this project to Contingency for the allocation of future projects.

### **2.28 Project to House September 11 Memorial Sculpture & Construction of a Veterans Monument**

On 12/15/2010, Commission approved and awarded MBR Construction to construct the housing for the 9-11 Memorial Sculpture and the construction of a Veterans Monument. Per Commission direction on 9/21/2010, \$532,418 was transferred from the remaining G.O. Bond funds from project 2.14 Artist Colony as of 9/30/10 and the difference of \$149,582 was transferred from G.O. Bond contingency. On 2/2/11, Commission reversed the awarding of this contract. During the same meeting, City Commission approved moving the 9-11 Memorial to the City Center site. Commission directed Administration to obtain formal quotes for the projects and bring back to Commission for consideration. Based on City Procurement Code 35.189(C)(5), the Procurement division researched existing bids with other agencies. Two contracts were found: one titled ICON Shelter Systems, Inc. from Bliss Products and Services in Clay County; the second titled Poligon from REP Services in Palm Beach County. On May 4, 2011, Bliss Products and Services were contracted to construct the 9/11 shelter for \$122,165. Additional costs related to the 9-11 project included \$25,000 for moving the sculptures, \$8,000 to reinforce the slab to hold the sculptures, and \$12,000 for miscellaneous amenities, for a total estimated cost of \$167,165. The total amount in encumbrances and expenditures for the Veterans Monument was \$46,539.58. The Project to House the 9-11 Memorial Sculpture and Construction of a Veterans Monument is 100% as of 9/1/11. On 11/21/11, a check in the amount of \$45,000 was reimbursed to the City from the 9-11 Memorial Foundation. On 5/23/12, Commission approved to transfer the remaining balance of \$532,327 from this project to Contingency for the allocation of future projects.

### **2.29 Charter High School Football Stadium**

On 08/15/2012, Commission approved and awarded Recreation Design and Construction Inc. to design and build the Charter High School Football Stadium. The agreement included language to build a stadium with a 1,620 sq. ft. restroom/concession building, bleachers with a seating capacity of 2,262, and four sports lighting poles. The total cost of this project is \$2,466,325. On 6/5/2013, Commission approved \$31,285 in change orders increasing the total cost of the project to \$2,398,210. The Charter High School Football Stadium is 100% complete as of 12/31/2013.

### **2.30 Civic Center - Design Criteria Professional**

On October 17, 2012, the City Commission approved the execution of a contract with Manny Synalovski Associates, Inc. in the amount of \$408,000, for the creation of a Design Criteria Package for a Civic/Commerce Center. Commission also approved the recommendation to select an independent contractor as a consultant. The city manager has engaged with Realmark Research as a subcontractor for a \$24,800. The total cost of this project is \$432,800. This project is 99% done and is expected to be completed by August 2015.

### **2.31 Parking Lot under FPL Easement adjacent to the City Center Complex**

Beginning 2/24/14, City of Pembroke Pines began the process of obtaining the use of mitigation credits from the FPL mitigation bank to fulfill the mitigation requirements for the construction of a parking lot adjacent to the City Center Complex. Additional funds are being expensed for engineering costs to sustain the permit on the design of the parking lot. \$50,826 was reallocated from contingency to fund project #2.31. On 5/20/15 Commission approved to transfer \$348,000 from contingency to fund project #2.31 to cover the cost of relocating FP&L guy wires within the City Center FP&L Easement

**CITY OF PEMBROKE PINES  
GENERAL OBLIGATION BONDS**

<u>Location / Description</u>	<u>Project Timetable</u>		<u>% Complete</u>	<u>Current Project Phase</u>	<u>Total Budget</u>	<u>Total Expenditures &amp; Encumb. to Date</u>	<u>Available Budget Total</u>
	<u>Start</u>	<u>Finish</u>					
<b>3 Park sports lighting renovations:</b>							
3.1* Flamingo Park Relighting of ball fields # 6 & 7	10/03/05	03/31/06	100%	Complete	\$ -	\$ -	\$ -
3.2* Pembroke Lakes Tennis Center Relighting of courts	01/02/06	04/14/06	100%	Complete	-	-	-
3.3 Rose Price Park Move light pole/add light pole (for 100 yd field)	Closed	Closed	0%	Re-Allocated to 8.6A	-	-	-
3.4* Silver Lakes North Park Renovation of sports lighting	10/03/05	04/14/06	100%	Complete	-	-	-
<b>Subtotal</b>					<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

Note:

3\* Expenses for projects 3.1, 3.2, and 3.4 were recorded in account # 1-525-3050-1609-46150-G.  
Funding has been received by FEMA for sports lighting damage caused by Hurricane Wilma. Final project worksheet close-outs are still pending.

**Highlights & Updates**  
**Park sports lighting renovations**

**3.1 Flamingo Park - Relighting of ball fields # 6 & 7**

The relighting of both ball fields 6 and 7 at Flamingo Park are 100% complete as of 3/31/06. Funding has been received by FEMA. Close-out on this project by FEMA is pending. On 2/4/09, Commission approved the re-allocation of the funds for this project in the amount of \$100,000 to project 7.5 Raintree - purchase of 112 Acres.

**3.2 Pembroke Lakes Tennis Center - Relighting of courts**

The relighting of the tennis courts at the Pembroke Lakes Tennis Center is 100% complete as of 4/14/06. Funding has been received by FEMA. Close-out on this project by FEMA is pending. On 2/4/09, Commission approved the re-allocation of the funds for this project in the amount of \$202,000 to project 7.5 Raintree - purchase of 112 Acres.

**3.3 Rose Price Park - Move light pole/add light pole (for 100 yd field)**

This project is no longer scheduled. Project 4.60, Miracle League Baseball Field, replaced the need for project 3.3. On 12/7/2011, Commission approved to re-allocate \$15,000 of the remaining available balance from this project to fund project 8.6A.

**3.4 Silver Lakes North Park - Renovation of sports lighting**

The renovation of the sports lighting at Silver Lakes North Park are 100% complete as of 4/14/06. Funding has been received by FEMA. Close-out on this project by FEMA is pending. On 2/4/09, Commission approved the re-allocation of the funds for this project in the amount of \$80,000 to project 7.5 Raintree - purchase of 112 Acres.

CITY OF PEMBROKE PINES  
GENERAL OBLIGATION BONDS

Location / Description	Project Timetable		% Complete	Current Project Phase	Total Budget	Total Expenditures & Encumb. to Date	Available Budget Total
	Start	Finish					
<b>4 Recreation facility improvements:</b>							
4.1 Academic Village Rubberize track surface	01/01/07	09/30/09	100%	Complete	\$ 16,300	\$ (16,300)	-
4.2 Academic Village Resurface tennis courts	01/02/07	02/23/07	100%	Complete	11,840	(11,840)	-
4.3 Academic Village Add light fixtures - tennis	04/02/07	06/01/10	100%	Complete	16,350	(16,350)	-
4.4 Academic Village Resurface & restripe basketball courts	01/01/07	02/01/10	100%	Complete	11,222	(11,222)	-
4.5 Citywide Bleacher shade structures	11/01/06	07/25/08	100%	Complete	203,081	(203,081)	-
4.6 Citywide Lighting of Pembroke Road Storage Facility	Closed	Closed	0%	Eliminated	-	-	-
4.7 Citywide Golf course renovation Phase I	04/01/07	12/15/07	100%	Complete	3,505,977	(3,505,977)	-
4.8 Citywide Golf course renovation Phase II	04/01/07	12/15/07	100%	Complete	3,218,115	(3,218,115)	-
4.9 Citywide Resurface Flanagan HS (rubberized) track	05/02/05	04/28/06	100%	Complete	40,000	(40,000)	-
4.10 Citywide Lighting of Chapel Trail Storage Facility	Closed	Closed	0%	Re-Allocated	-	-	-
4.11 Citywide Clay bins at various parks	07/01/05	12/16/05	100%	Complete	66,148	(66,148)	-
4.12 Flamingo Park Installation of 2nd playground	09/02/06	03/16/07	100%	Complete	27,000	(27,000)	-
4.13 Flamingo Park Installation of additional netting for field # 1	Closed	Closed	0%	Eliminated	-	-	-
4.14 Fletcher Restroom renovation	07/01/05	12/28/06	100%	Complete	10,830	(10,830)	-
4.15* Fletcher Increase pkg lot lighting for softball complex	11/01/06	03/31/11	100%	Complete	-	-	-
4.16 Linear Park (Taft-Johnson) Asphalt overlay & landscape-jogging path/ball ct	07/01/05	06/23/05	100%	Complete	23,697	(23,697)	-
4.17 Maxwell Park Increase pkg lot lighting	11/01/06	03/31/11	100%	Complete	7,083	(7,083)	-
4.18 Maxwell Park Renovation of batting cages	02/04/13	04/10/14	100%	Complete	17,000	(18,695)	(1,695)
4.19 Maxwell Park Optimist building restroom renovation	07/01/05	01/12/06	100%	Complete	11,120	(11,121)	-
4.20 Maxwell Park Convert irrigation system to electric	08/01/06	02/01/07	100%	Complete	23,598	(23,598)	-
4.21 Maxwell Park Replace tennis perimeter fencing	Closed	Closed	0%	Eliminated	-	-	-
4.22 Maxwell Park Tennis building restroom renovation	07/01/05	12/09/05	100%	Complete	9,110	(9,111)	-
4.23 Pasadena Park Renovate restrooms	07/01/05	12/16/05	100%	Complete	8,916	(8,916)	-
4.24 Pasadena Park Irrigate/landscape north parking lot	12/01/06	05/01/10	100%	Complete	4,422	(4,422)	-
4.25 Pembroke Lakes Tennis Ctr Renovation of walkways & landscaping	01/15/07	12/30/07	100%	Complete	29,584	(29,584)	-
4.26 Pembroke Lakes Tennis Ctr Replacement of perimeter fencing	03/02/07	08/10/06	100%	Complete	60,995	(60,995)	-
4.27 Pembroke Shores Renovate batting cages	12/02/06	01/11/08	100%	Complete	3,911	(3,911)	-
4.28 Pines Recreation Center Expansion of existing teen center	Closed	Closed	0%	Re-Allocated to 8.6A	-	-	-
4.29 Pines Recreation Center Renovation of field # 3	11/11/14	07/31/15	98%	Construction	70,000	(24,600)	45,400
4.30 Pines Recreation Center Optimist building restroom renovation	07/01/05	05/12/06	100%	Complete	4,806	(4,806)	-
4.31 Pines Recreation Center Rec Center restroom renovation	07/01/05	11/04/05	100%	Complete	1,989	(1,989)	-
4.32 Pines Recreation Center Resurface paddle ball & basketball courts	10/02/06	12/14/06	100%	Complete	6,549	(6,549)	-
4.33 Pines Recreation Center South concession restroom renovation	07/01/05	01/20/06	100%	Complete	16,942	(16,942)	-
4.34 Pines Recreation Center Replacement of accordion doors in Rec room	07/01/05	10/06/05	100%	Complete	12,865	(12,865)	-
4.35 Rose Price Park 1" overlay on walkway	11/01/06	04/06/07	100%	Complete	47,866	(47,866)	-

Note:

4.15\* Expenses for this project were expensed to a CDGB Grant, per Parks & Recreation. Therefore, available funds in this project can be reallocated.

CITY OF PEMBROKE PINES  
GENERAL OBLIGATION BONDS

Location / Description	Project Timetable		% Complete	Current Project Phase	Total Budget	Total Expenditures & Encumb. to Date	Available Budget Total
	Start	Finish					
<b>4 Recreation facility improvements:</b>							
4.36* Rose Price Park New slab dugouts/fencing	11/02/06	03/23/07	100%	Complete	-	-	-
4.37 Rose Price Park Replace accordion doors	07/01/05	10/10/05	100%	Complete	7,707	(7,707)	-
4.38* Rose Price Park Upgrade walkway (18 poles) lighting	11/01/06	03/31/11	100%	Complete	-	-	-
4.39 Silver Lakes North Park Asphalt overlay walkway	02/07/07	07/20/07	100%	Complete	17,538	(17,538)	-
4.40 Silver Lakes North Park West perimeter (6' vinyl) fencing	01/02/07	03/23/07	100%	Complete	10,080	(10,080)	-
4.41 Silver Lakes North Park Restroom renovation	07/01/05	11/23/05	100%	Complete	11,429	(11,429)	-
4.42* Silver Lakes South Park Replace backstop netting & fencing	03/12/06	04/12/06	100%	Complete	-	-	-
4.43 Silver Lakes South Park Restroom renovation	07/01/05	12/16/05	100%	Complete	14,272	(14,272)	-
4.44 Silver Lakes South Park Add parking in front of tennis building	11/01/06	03/23/07	100%	Complete	13,150	(13,150)	-
4.45 Walden Lakes Security lighting for pool	05/12/10	05/17/10	100%	Complete	992	(992)	-
4.46 Walden Lakes Parking lot lighting	11/01/06	04/06/07	100%	Complete	8,504	(8,504)	-
4.47 Walter C. Young Separate pump station/panel for irrigation system	11/03/06	03/31/08	100%	Complete	15,098	(15,098)	-
4.48 Walter C. Young Resurface tennis courts	10/01/06	12/14/06	100%	Complete	10,853	(10,853)	-
4.49 Citywide Sealcoat & restripe various parking lots	Closed	Closed	0%	Eliminated	8,788	(8,788)	-
4.50 Citywide Resurfacing of basketball/racquetball courts	Closed	Closed	0%	Eliminated	3,924	(3,923)	-
4.51 Citywide Various fence projects	01/01/07	02/28/11	100%	Complete	149,995	(149,995)	-
4.52 Citywide Concrete monument signage (\$6,000 x 6)	Closed	Closed	0%	Eliminated	-	-	-
4.53 Citywide Sod installation at various sites	01/01/07	06/30/11	100%	Complete	27,508	(27,508)	-
4.54* Citywide Miscellaneous projects & capital expenditures	Closed	Closed	0%	Re-Allocated to 8.6A	-	-	-
4.55 Pasadena Park Completion of parking lot expansion	Closed	Closed	0%	Re-Allocated to 8.6A	7,460	(7,460)	-
4.56 Pembroke Lakes Tennis Ctr Resurfacing tennis courts	04/01/07	01/11/08	100%	Complete	32,800	(32,800)	-
4.57 Pines Recreation Center Swale parking - basketball courts 35 spaces	Closed	Closed	0%	Eliminated	-	-	-
4.58 Rainbow Irrigation improvements/landscaping/beautification	Closed	Closed	0%	Eliminated	-	-	-
4.59* Tanglewood Renovation of fields & irrigation system	01/01/08	09/01/10	100%	Complete	-	-	-
4.60 Rose Price Park-Miracle League Miracle League Baseball Field	11/04/06	03/23/07	100%	Complete	372,479	(372,480)	-
4.61 Pasadena Park Press Box /Storage Building & parking lot lighting	Closed	Closed	0%	Re-Allocated to Various Projects	13,558	(13,558)	-
4.62 Ben Fiorendino Park Gazebo	Closed	Closed	0%	Eliminated	-	-	-
4.63 Pasadena Park Sealcoat & restripe North & South Parking Lots	01/01/08	02/01/08	100%	Complete	7,480	(7,480)	-
4.64 Ben Fiorendino Park Parking lot renovation	01/01/08	02/01/08	100%	Complete	10,540	(10,540)	-
4.65 Ben Fiorendino Park Fitness Trail	05/01/08	07/18/08	100%	Complete	16,166	(16,166)	-
4.66 Pasadena Park Ball field Fencing	03/01/09	03/31/09	100%	Complete	16,683	(16,683)	-
4.67 Pasadena Park Concession Building Remodeling	02/05/09	02/16/09	100%	Complete	1,269	(1,269)	-
4.68 Citywide Renovate/retrofit various Concession Buildings	04/01/10	01/05/13	100%	Complete	145,000	(126,645)	18,355
4.69 Rainbow Lakes Park Construct Children's Playground with shade screen	02/01/12	06/30/12	100%	Complete	34,490	(34,490)	-
<b>Subtotal</b>					<b>\$ 8,445,077</b>	<b>\$ (8,383,019)</b>	<b>\$ 62,058</b>

Note:  
 4.36\* The expenses for this project were recorded in project 4.60.  
 4.38\* In-House materials and labor were used to complete this project. GO Bond funds were not utilized.  
 4.42\* This project was expensed to FEMA for damages caused by Hurricane Wilma.  
 4.59\* The renovation of fields and irrigation at Tangle wood was fully funded by the City's Community Development Block Grant (CDGB).

## Highlights & Updates Recreation facility improvements

### 4.1 Academic Village - Rubberize track surface

On 6/27/07, Commission approved to reduce the budget for this project by \$100,000. The project was originally budgeted at \$120,000 leaving a balance of \$20,000 to complete this project. This project has been completed as of 9/30/09. On 5/23/12, Commission approved to transfer the remaining balance of \$3,700 from this project to Contingency for the allocation of future projects.

### 4.2 Academic Village - Resurface tennis courts

The resurfacing of the tennis courts at Academic Village is 100% complete as of 2/23/07.

### 4.3 Academic Village - Add light fixtures - tennis

This project is 100% complete as of 6/1/10. On 5/23/12, Commission approved to transfer the remaining balance of \$18,650 from this project to Contingency for the allocation of future projects.

### 4.4 Academic Village - Resurface & restripe basketball courts

The resurfacing and restriping of the basketball courts at Academic Village is 100% complete as of 2/1/10. On 5/23/12, Commission approved to transfer the remaining balance of \$8,778 from this project to Contingency for the allocation of future projects.

### 4.5 Citywide - Bleacher shade structures

The installation of citywide, bleacher shade structures is 100% complete as of 7/25/08. Sites include Chapel Trail Park, Fletcher Park, Maxwell Park, Pasadena Park, Pines Recreation Center & the SW Pines Nature & Recreation Soccer Park. On 5/23/12, Commission approved to add \$200 to this project to eliminate the budget overrun balance of (\$200).

### 4.6 Citywide - Lighting of Pembroke Road Storage Facility

On 6/27/07, Commission approved to eliminate this project and its budget of \$200,000 from the GO Bond project list.

### 4.7 Citywide - Golf course renovation Phase I

The renovation of the Golf course is 100% complete as of 12/15/07. (Note: On 12/20/06 Commission approved the re-allocation of \$987,724.59 from the GO Bond Contingency to fund both Phase I and II of the Golf course renovation.) On 5/23/12, Commission approved to transfer the remaining balance of \$13,180 from this project to Contingency for the allocation of future projects.

### 4.8 Citywide - Golf course renovation Phase II

The renovation of the Golf course is 100% complete as of 12/15/07. (Note: On 12/20/06 Commission approved the re-allocation of \$987,724.59 from the GO Bond Contingency to fund both Phase I and II of the Golf course renovation.) On 10/21/2009, Commission

approved the re-allocation of \$145,000 to project 4.68. On 5/23/12, Commission approved to transfer the remaining balance of \$105,453 from this project to Contingency for the allocation of future projects.

**4.9 Citywide - Resurface Flanagan HS (rubberized) track**

The resurfacing of the rubberized track at Flanagan High school is 100% complete as of 4/28/06.

**4.10 Citywide - Lighting of Chapel Trail Storage Facility**

On 6/27/07, Commission approved to re-allocate funds totaling \$25,000 to other projects to balance the GO Bond budget.

**4.11 Citywide - Clay bins at various parks**

The installation of clay bins at various sites including Flamingo Park, Fletcher Park and Pines Recreation Center were 100% complete as of 12/16/05.

**4.12 Flamingo Park - Installation of 2nd playground**

The installation of the second playground at Flamingo Park is 100% complete as of 3/16/07.

**4.13 Flamingo Park - Installation of additional netting for field # 1**

On 6/27/07, Commission approved to eliminate this project and its budget of \$10,000 from the GO Bond project list.

**4.14 Fletcher - Restroom renovation**

The restroom renovation at Fletcher Park is 100% complete as of 12/28/06.

**4.15 Fletcher - Increase parking lot lighting for softball complex**

Expenses for this project were expensed to a CDGB Grant, per Parks & Recreation. Therefore, available funds in this project can be reallocated. This project is 100% complete as of 3/31/11. On 5/23/2012, Commission approved to transfer the remaining balance of \$50,000 from this project to Contingency for the allocation of future projects.

**4.16 Linear Park - Asphalt overlay & landscape - jogging path/basketball court**

On 11/1/06, Commission approved re-allocating a portion of this budget, \$22,740 to project 4.60. The asphalt overlay & landscape renovation for both the jogging path and basketball court at Linear Park is 100% complete as of 6/23/05. On 5/23/12, Commission approved to transfer the remaining balance of \$13,563 from this project to Contingency for the allocation of future projects.

**4.17 Maxwell Park - Increase parking lot lighting**

The increase of parking lot lighting at Maxwell Park is 100% complete as of 3/31/11. On 5/23/12, Commission approved to transfer the remaining balance of \$12,917 from this project to Contingency for the allocation of future projects.

**4.18 Maxwell Park - Renovation of batting cages**

The project was completed on 4/10/14.

**4.19 Maxwell Park - Optimist building restroom renovation**

The restroom renovations for the Optimist building at Maxwell Park are 100% complete as of 1/12/06.

**4.20 Maxwell Park - Convert irrigation system to electric**

The conversion of Maxwell Park's irrigation system to an electric system is 100% complete as of 2/1/07.

**4.21 Maxwell Park - Replace tennis perimeter fencing**

On 6/27/07, Commission approved to eliminate this project and its budget of \$75,000 from the GO Bond project list.

**4.22 Maxwell Park - Tennis building restroom renovation**

The restroom renovations for the Tennis building at Maxwell Park are 100% complete as of 12/9/05.

**4.23 Pasadena Park - Renovate restrooms**

The restroom renovations at Pasadena Park are 100% complete as of 12/16/05.

**4.24 Pasadena Park - Irrigate/landscape north parking lot**

The project to irrigate/landscape the north parking lot at Pasadena Park is 100% complete as of 5/1/10. On 5/23/12, Commission approved to transfer the remaining balance of \$10,579 from this project to Contingency for the allocation of future projects.

**4.25 Pembroke Lakes Tennis Center - Renovation of walkways & landscaping**

The walkway & landscaping renovations at the Pembroke Lakes Tennis Center are 100% complete as of 12/30/07. On 5/23/12, Commission approved to transfer the remaining balance of \$416 from this project to Contingency for the allocation of future projects.

**4.26 Pembroke Lakes Tennis Ctr - Replacement of perimeter fencing**

The replacement of the perimeter fencing at Pembroke Lakes Tennis Center is 100% complete as of 8/10/06. On 5/23/12, Commission approved to transfer the remaining balance of \$5 from this project to Contingency for the allocation of future projects.

**4.27 Pembroke Shores - Renovate batting cages**

The batting cage renovations at Pembroke Shores are 100% complete as of 1/11/08. On 5/23/12, Commission approved to transfer the remaining balance of \$31,989 from this project to Contingency for the allocation of future projects.

**4.28 Pines Recreation Center - Expansion of existing teen center**

On 12/7/2011, Commission approved to re-allocate \$500,000 of the remaining available balance from this project to fund project 8.6A.

**4.29 Pines Recreation Center - Renovation of field # 3**

The renovation of field #3 began in November 2014 and is now 98% complete in its Construction phase. The project is expected to be completed by July 2015.

**4.30 Pines Recreation Center - Optimist building restroom renovation**

The restroom renovation for the Optimist building at the Pines Recreation Center is 100% complete as of 5/12/06.

**4.31 Pines Recreation Center - Rec Center restroom renovation**

The restroom renovation for the Rec Center at the Pines Recreation Center is 100% complete as of 11/4/05.

**4.32 Pines Recreation Center - Resurface paddle ball & basketball courts**

The resurfacing of the paddle ball and basketball courts at Pines Recreation Center is 100% complete as of 12/14/06.

**4.33 Pines Recreation Center - South concession restroom renovation**

The restroom renovation for the South concession at the Pines Recreation Center is 100% complete as of 1/20/06.

**4.34 Pines Recreation Center - Replacement of accordion doors in Rec. room**

The replacement of the accordion doors in the Rec Room at the Pines Recreation Center is 100% complete as of 10/6/05.

**4.35 Rose Price Park - 1" overlay on walkway**

The 1" overlay on the walkway at Rose Price Park is 100% complete as of 4/6/07.

**4.36 Rose Price Park - New slab dugouts/fencing**

The construction of the new slab dugouts/fencing at the Rose Price Park Miracle League is 100% complete as of 3/23/07. (Note: The expenses for this project were recorded in project 4.60.)

**4.37 Rose Price Park - Replace accordion doors**

The replacement of the accordion doors at Rose Price Park is 100% complete as of 10/10/05.

**4.38 Rose Price Park - Upgrade walkway (18 poles) lighting**

The lighting for the walkway at Rose Price Park is 100% complete as of 3/31/11. In-House materials and labor were used to complete this project. Cost was minimal and therefore GO Bond funds were not utilized. On 5/23/2012, Commission approved to transfer the remaining balance of \$25,000 from this project to Contingency for the allocation of future projects.

**4.39 Silver Lakes North Park - Asphalt overlay walkway**

The asphalt overlay of the walkway at Silver Lakes North Park is 100% complete as of 7/20/07.

On 5/23/2012, Commission approved to transfer the remaining balance of \$2,463 from this project to Contingency for the allocation of future projects.

**4.40 Silver Lakes North Park - West perimeter (6' vinyl) fencing**

The construction of the west perimeter, 6' vinyl fencing at Silver Lakes North Park is 100% complete as of 3/23/07.

**4.41 Silver Lakes North Park - Restroom renovation**

The restroom renovations at Silver Lakes North Park is 100% complete as of 11/23/05.

**4.42 Silver Lakes South Park - Replace backstop netting & fencing**

The replacement of the backstop netting & fencing at Silver Lakes South Park is 100% complete as of 4/12/06. Funding has been received by FEMA. Close-out on this project by FEMA is pending.

**4.43 Silver Lakes South Park - Restroom renovation**

The restroom renovations at Silver Lakes South Park are 100% complete as of 12/16/05.

**4.44 Silver Lakes South Park - Add parking in front of tennis building**

The addition of parking spaces at Silver Lakes South Park is 100% complete as of 3/23/07.

**4.45 Walden Lakes - Security lighting for pool**

Security lighting for the pool at Walden Lakes is 100% complete as of 05/17/10. On 5/23/2012, Commission approved to transfer the remaining balance of \$4,008 from this project to Contingency for the allocation of future projects.

**4.46 Walden Lakes - Parking lot lighting**

The new parking lot lighting at Walden Lakes is 100% complete as of 4/06/07.

**4.47 Walter C. Young - Separate pump station/panel for irrigation system**

This project at Walter C. Young is 100% complete as of 3/31/08. On 5/23/12, Commission approved to transfer the remaining balance of \$6,902 from this project to Contingency for the allocation future projects.

**4.48 Walter C. Young - Resurface tennis courts**

The resurfacing of the tennis courts at Walter C. Young is 100% complete as of 12/14/06.

**4.49 Citywide - Sealcoat & restripe various parking lots**

On 6/27/07, Commission approved to eliminate this project and its budget of \$127,212 from the GO Bond project list. The remaining budget of \$8,788 was left for expenses that had already been paid against the project.

**4.50 Citywide - Resurfacing of basketball/racquetball courts**

On 6/27/07, Commission approved to eliminate this project and its budget of \$100,000 from the GO Bond project list. The remaining budget of \$3,923 was left for expenses that had already been paid against the project.

**4.51 Citywide - Various fence projects**

Fencing projects are 100% complete as of 2/28/11. Completed projects include Silver Lakes South east perimeter fencing, Pasadena Park backstops, Pembroke Shores miscellaneous Fence Repairs and Flamingo Park playground area, clay/sand area and Batting cage #1. On 5/23/12, Commission approved to transfer the remaining balance of \$6 from this project to Contingency for the allocation of future projects.

**4.52 Citywide - Concrete monument signage (\$6,000 x 6)**

On 6/27/07, Commission approved to eliminate this project and its budget of \$36,000 from the GO Bond project list.

**4.53 Citywide - Sod installation at various sites**

Sod installation is 100% complete as of 6/30/2011. Locations include Pembroke Shores Baseball field #5, Walter C. Young Baseball field, and two south Football fields at Pines Recreation Center. On 5/23/12, Commission approved to transfer the remaining balance of \$2,492 from this project to Contingency for the allocation of future projects.

**4.54 Citywide - Miscellaneous projects & capital expenditures**

Funds for this project were used for miscellaneous projects, overruns and expenditures. On 12/7/11, Commission approved to re-allocate \$17,864 of the remaining available balance from this project to fund project 8.6A.

**4.55 Pasadena Park - Completion of parking lot expansion**

On 3/07/07, Commission approved the re-allocation of this project's funds, totaling \$200,000, to project 4.61. However, on 8/06/08 Commission approved to enter into an interlocal agreement with the School Board of Broward County for a projected cost of \$1,050,000, to be evenly split between the two parties. The project is on hold pending School Board approval of the interlocal agreement. The \$525,000 needed for this project was taken from contingency. On 12/7/11, Commission approved to re-allocate \$517,540 of the available balance from this project to fund project 8.6A.

**4.56 Pembroke Lakes Tennis Center - Resurfacing tennis courts**

The resurfacing of the tennis courts at the Pembroke Lakes Tennis Center is 100% complete as of 1/11/08. On 2/18/09, Commission approved to transfer the remaining \$57,200 from this project to project 5.1, Playground Shade Structures.

**4.57 Pines Recreation Center - Swale parking - basketball courts 35 spaces**

On 6/27/07, Commission approved to eliminate this project and its budget of \$25,000 from the GO Bond project list.

- 4.58 Rainbow - Irrigation improvements/landscaping/beautification**  
On 6/27/07, Commission approved to eliminate this project and its budget of \$25,000 from the GO Bond project list.
- 4.59 Tanglewood - Renovation of fields & irrigation system**  
The renovation of fields and irrigation at Tanglewood are complete as of 9/1/10. On 5/23/12, Commission approved to transfer the remaining balance of \$84,000 from this project to Contingency for the allocation of future projects.
- 4.60 Rose Price Park - Miracle League Baseball Field**  
The construction of Miracle League Baseball Field at Rose Price Park is 100% complete as of 3/23/07. On 5/23/12, Commission approved to transfer the remaining balance of \$91,261 from this project to Contingency for the allocation of future projects.
- 4.61 Pasadena Park - Press Box /Storage Building & parking lot lighting**  
On 2/4/09, Commission approved to re-allocate funds totaling \$186,442 from this project to new projects benefiting the Pasadena Lakes Optimist Athletic Programs. The new projects include project 2.23, 2.24, 2.25, 2.26, 4.66 & 4.67. The remaining budget of \$13,558 was left for expenses that had already been paid against the project.
- 4.62 Ben Fiorendino Park - Gazebo**  
This project was eliminated from the GO Bond project list on 7/18/07.
- 4.63 Pasadena Park - Sealcoat & restripe North & South Parking Lots**  
The parking lot renovation at Pasadena Park is 100% complete as of 2/01/08.
- 4.64 Ben Fiorendino Park - Parking lot renovation**  
The parking lot renovation at Ben Fiorendino Park is 100% complete as of 2/01/08.
- 4.65 Ben Fiorendino Park - Fitness Trail**  
The installation of fitness trail at Ben Fiorendino Park is 100% complete as of 7/18/08. On 5/23/12, Commission approved to transfer the remaining balance of \$1,834 from this project to Contingency for the allocation of future projects.
- 4.66 Pasadena Park - Ball Field Fencing**  
The ball field fencing at Pasadena Park is 100% complete as of 3/31/09. On 5/23/12, Commission approved to transfer the remaining balance of \$3,759 from this project to Contingency for the allocation of future projects.
- 4.67 Pasadena Park - Concession Building Remodeling**  
The Concession Building Remodeling at Pasadena Park is 100% complete as of 2/16/09. On 5/23/12, Commission approved to transfer the remaining balance of \$3,731 from this project to Contingency for the allocation of future projects.
- 4.68 Citywide-Renovate/Retrofit Various Concession Buildings**  
On 10/21/09, Commission approved to transfer \$145,000 from the remaining funds of

Project# 4.8 (Golf Course Renovation) to renovate/retrofit various concession buildings throughout the city. This project is 100% complete as of 1/05/13.

**4.69 Rainbow Lakes Park - Construct Children's Playground with Shade Screen**

On 12/7/2011, the City Commission approved to construct a playground with a shade screen at Rainbow Park. This project is 100% complete as of 6/30/12.

**CITY OF PEMBROKE PINES  
GENERAL OBLIGATION BONDS**

Location / Description	Project Timetable		% Complete	Current Project Phase	Total Budget	Total Expenditures & Encumb. to Date	Available Budget Total
	Start	Finish					
<b>5 Recreation/Playground Equip:</b>							
5.1 Citywide Playground shade structures (\$15,000 x 15)	11/15/06	01/30/13	100%	Complete	\$ 282,200	\$ (272,615)	\$ 9,585
5.2 Citywide Playground equipment replacement (8)	08/01/06	06/22/07	100%	Complete	288,997	(288,997)	-
5.3 Citywide Generator Pemb Shores Gym (emergency generator)	N/A	N/A	0%	Re-Allocated to 8.6A	-	-	-
5.4 Citywide Fitness equipment	08/01/05	05/26/06	100%	Complete	46,962	(46,962)	-
<b>Subtotal</b>					<b>\$ 618,159</b>	<b>\$ (608,574)</b>	<b>\$ 9,585</b>

**Highlights & Updates**  
**Recreation/Playground Equip**

**5.1 Citywide - Playground shade structures (\$15,000 x 15)**

Various shade structures have been installed for playgrounds at different sites throughout the City. Sites include Alhambra, Ashley Hale Park, Chapel Trail Park, Maxwell Park, Pasadena Park, Rose Price Park, and small passive parks located at 108 & 111 Avenue in Pembroke Lakes. This project is 100% complete as of 1/30/13.

**5.2 Citywide - Playground equipment replacement (8)**

The installation of the new playground equipment is 100% complete as of 6/22/07. The replacement playground equipment for West Pines Pre-School, Chapel Trail Park, Village Community Center, Fletcher Park, Pines Recreation Center, Fahey Park, Pasadena Park, Ashley Hale Park, Silver Lakes Park and the Kiddie Parks at NW 111th Avenue and NW 108th Avenue were included in this project. On 5/23/12, Commission approved to transfer the remaining balance of \$4,229 from this project to Contingency for the allocation of future projects.

**5.3 Citywide - Generator Pembroke Shores Gym (emergency generator)**

On 12/7/2011, Commission approved to re-allocate \$20,000 of the remaining available balance from this project to fund project 8.6A.

**5.4 Citywide - Fitness equipment**

The installation of fitness equipment to the Parks is 100% complete as of 5/26/06.

**CITY OF PEMBROKE PINES  
GENERAL OBLIGATION BONDS**

Location / Description	Project Timetable		% Complete	Current Project Phase	Total Budget	Total Expenditures & Encumb. to Date	Available Budget Total
	Start	Finish					
<b>6 Landscaping:</b>							
6.1 Citywide Citywide planting of trees	01/01/06	09/30/15	99%	Construction	\$ 400,000	\$ (398,236)	\$ 1,764
6.2 Streetscape Citywide lighting, benches & streetscape Phase I	05/01/11	07/30/12	100%	Complete	147,600	(147,600)	-
6.3 Streetscape Citywide lighting, benches & streetscape Phase II	05/21/14	09/30/15	60%	Construction	431,400	(283,407)	147,993
6.4 Citywide Citywide planting of trees	12/01/06	12/31/12	100%	Complete	100,000	(99,904)	96
6.5 Streetscape Citywide lighting, benches & streetscape Phase III	TBD	TBD	5%	Planning/Design	500,000	-	500,000
6.6 Streetscape Ficus Hedge Replacement	01/09/13	09/30/15	97%	Construction	421,000	(421,000)	-
<b>Subtotal</b>					<b>\$ 2,000,000</b>	<b>\$ (1,350,146)</b>	<b>\$ 649,854</b>

## Highlights & Updates Landscaping

### 6.1 Citywide - Citywide planting of trees

Various trees have been planted throughout the City. Trees include Royal Palms, Live Oaks, Crepe Myrtles and Green Buttonwood Trees. Additional sites for trees are still being considered and deliberated. Project is scheduled to be completed by September 2015.

### 6.2 Streetscape - Citywide lighting, benches & streetscape Phase I

On April 18, 2012, the City Commission approved the Citywide Streetscape Guidelines prepared by Miller Legg at a price of \$147,600. Administration used these guidelines to draft an RFQ for the construction of streetscape gateways (pavers, signage, landscape). The Commission has awarded this project to Recreation Design & Construction at a cost of \$1,165,615. This project is 100% complete as of July 30, 2012. On November 7, 2012, Commission approved the re-allocation of the funds for this project in the amount of \$87,400, to partially fund project 6.6-Ficus Hedge Replacement.

### 6.3 Streetscape - Citywide lighting, benches & streetscape Phase II

On November 7, 2012, Commission approved the re-allocation of the funds for this project in the amount of \$333,600, to partially fund project 6.6-Ficus Hedge Replacement. On 5/21/2014, Commission approved for design-build services for Citywide Gateway Signage in the amount of \$250,342.87. The project is now 60% complete and is scheduled to be completed by September 2015

### 6.4 Citywide - Citywide planting of trees

Live Oak trees have been planted at various parks throughout the City. Parks include Walnut Creek, Fletcher, Pasadena, Towngate, Silver Lakes North, Chapel Trail and Pinus Elliotti/Slash Pines have been planted at various parks throughout the city. Project is 100% completed as of December 31, 2012.

### 6.5 Streetscape - Citywide lighting, benches & streetscape Phase III

This project is currently in the conceptual stage where general activities and ideas are being considered and deliberated.

### 6.6 Streetscape - Ficus Hedge Replacement

On November 7, 2012, Commission awarded to G.I.G Landscape, Inc. the project to replace the Ficus Hedge on Sheridan Street and Taft Street for a total of \$421,000. Commission also directed the funding for this project be transferred from projects 6.2 and 6.3. The Sheridan Street portion of this project is complete. The Taft Street portion has been suspended as a result of the canal bank restoration project. The project is now 97% complete and it is scheduled to be completed in September 2015.

**CITY OF PEMBROKE PINES  
GENERAL OBLIGATION BONDS**

Location / Description	Project Timetable		% Complete	Current Project Phase	Total Budget	Total Expenditures & Encumb. to Date		Available Budget Total
	Start	Finish						
<b>7 Purchase/development of open space:</b>								
7.1 Citywide SW Pines Nature & Recreational Park (196 Ave) Phase I	06/01/05	03/31/08	100%	Complete	\$ 1,449,286	\$ (1,449,286)	\$	-
7.2 Citywide SW Pines Nature & Recreational Park (196 Ave) Phase II	01/01/07	03/31/08	100%	Complete	1,467,295	(1,467,295)		-
7.3 Citywide Purchase & development of open space Phase I	06/01/05	04/30/09	100%	Complete	4,681,377	(4,681,378)	\$	-
7.4 Citywide Purchase & development of open space Phase II	Closed	Closed	0%	Re-Allocated to 7.5	-	-		-
7.5 Citywide Raintree - purchase of 112 Acres	02/04/09	04/20/09	100%	Complete	7,424,958	(7,424,958)	\$	-
7.6 Citywide Purchase & development of land- Construction of SW 196 Avenue & Pembroke Road	02/12/12	01/31/13	100%	Complete	73,244	(73,244)		-
7.7 Citywide Mitigation Requirement Purchase for Civic Center Parking Lot	11/19/14	12/18/14	100%	Complete	377,000	(379,380)	\$	(2,380)
<b>Subtotal</b>					<b>\$ 15,473,160</b>	<b>\$ (15,475,540)</b>	<b>\$</b>	<b>(2,380)</b>

**Highlights & Updates**  
**Purchase/development of open space**

**7.1 Citywide - SW Pines Nature & Recreational Park (196 Ave) Phase I**

The development of the SW Pines Nature & Recreational Park is 100% complete as of 3/31/08. On 5/23/12, Commission approved to transfer the remaining balance of \$50,714 from this project to Contingency for the allocation of future projects.

**7.2 Citywide - SW Pines Nature & Recreational Park (196 Ave) Phase II**

The development of the SW Pines Nature & Recreational Park is 100% complete as of 3/31/08. On 5/23/12, Commission approved to transfer the remaining balance of \$32,705 from this project to Contingency for the allocation of future projects.

**7.3 Citywide - Purchase & development of open space Phase I**

Nine acres of open land was purchased for \$1,329,154, from Sheridan Street Commerce Center, and converted into wetlands. An additional \$3,343,383 has been spent on the purchase of five acres from Pembroke Pines 5 Acres, Ltd. to build a 12,500 sq. ft. recreation, teen & senior facility. On 2/4/09 Commission approved the re-allocation of the remaining \$1,309,622 to project 7.5 Raintree - purchase of 112 Acres. This project is 100% complete as of 4/30/09. On 5/23/12, Commission approved to transfer the remaining balance of \$9,001 from this project to Contingency for the allocation of future projects.

**7.4 Citywide - Purchase & development of open space Phase II**

On 6/27/07, Commission approved to eliminate \$2,000,000 from this project's budget, leaving a balance of \$2,000,000. On 2/4/09 Commission approved the re-allocation of the remaining \$2,000,000 to project 7.5 Raintree - purchase of 112 Acres.

**7.5 Citywide - Raintree - purchase of 112 Acres**

On 2/4/09, Commission approved the purchase of Raintree property, the purchase of this 112 acre property is 100% complete as of 4/20/09. The total cost of the purchase was \$9,114,436 with \$7,424,958 coming from GO Bond projects and the remaining \$1,689,478 coming from Capital Improvement Bond funds. Of the \$7,424,958, \$650,000 came from project 2.21, \$100,000 from project 3.1, \$202,000 from project 3.2, \$80,000 from project 3.4, \$1,309,622 from 7.3, \$2,000,000 from 7.4, \$477,800 from contingency and \$2,605,456 from unbudgeted cash as a result of interest earnings and miscellaneous receivables. On 1/10/12, the City Commission approved the sale of 32.9 acres of the Raintree Property to Hoyer Homes, LLC at a price of \$3.1 million dollars. On January 24, 2013, the city closed on this project and the profits generated from the sale will be placed in the G.O. Bond Contingency for the allocation of future projects.

**7.6 Citywide - Purchase & development of land- Construction of SW 196 Ave and Pembroke Road**

On 2/12/12, Commission approved design building services with Weekly Asphalt Paving, Inc. for the construction of SW 196th Avenue and Pembroke Road. A single property owned by Igelesia Alianza Cristianan Y Misionera De Pembroke Pines, Inc. was obtained in order to construct SW 196 Ave east of the canal which serves as the middle of the SW 196 Ave right-of-way. This purchase was directly related to the advancement of Go Bond Project # 8.6A. Commission approved a total budget of \$71,000 for the purchase of the property. This project is a 100% complete as of January 2013.

**7.7 Citywide - Mitigation Requirement Purchase for Civic Center Parking Lot**

On 11/19/14, Commission approved the purchase of 12.5 acres of real property located North of the Florida turnpike and East of Douglas Road in the City of Miramar from CC Foxcroft, LLC. To serve as the mitigation area required as part of the construction of the proposed City Center parking lot located within the FPL easement. This purchase was completed on 12/18/14.

CITY OF PEMBROKE PINES  
GENERAL OBLIGATION BONDS

Location / Description	Project Timetable		% Complete	Current Project Phase	Total Budget	Total Expenditures & Encumb. to Date	Available Budget Total
	Start	Finish					
<b>8 Transportation Projects:</b>							
8.1 Pines Blvd. Improvements 136th Ave to 118th Ave	03/01/05	02/17/06	100%	Complete	\$ 7,507,967	\$ (7,507,966)	-
8.4 Pines Blvd. Improvements 118th to Hiatus Rd to Palm Ave	03/01/05	03/21/08	100%	Complete	11,875,258	(11,875,258)	-
8.13 Pines from Palm to Douglas	12/01/07	09/30/09	100%	Complete	2,885,890	(2,885,890)	-
8.15 Pines Blvd. & Hiatus Rd. Traffic Improvements	10/10/08	12/01/10	100%	Complete	280,680	(280,680)	-
8.18 Fenced Landscape Buffer- Flamingo Road Adjacent to Flamingo Villas	12/04/13	07/01/14	100%	Complete	218,326	(218,326)	-
<b>Subtotal</b>					<b>22,768,121</b>	<b>(22,768,120)</b>	<b>-</b>
8.6 Pembroke Road 184th to 196th/196th & Pembroke Rd to Pines	Closed	Closed	0%	Eliminated	692,513	(692,513)	-
8.6A * Pembroke Road 184th to 196th/196th & Pembroke Rd to Pines	07/01/13	05/18/15	100%	Complete	5,261,986	(4,768,194)	493,792
8.7 184th Ave widening (Pembroke Rd to Shrdn St)	06/01/05	06/30/09	100%	Complete	9,158,375	(9,158,375)	-
8.8 172nd Ave 4 lane from Shrdn St to Pmbrk Rd	07/01/05	11/15/07	100%	Complete	7,658,089	(7,658,089)	-
8.10 Sheridan St from SW 196th Ave to SW 172nd Ave	01/01/07	03/30/09	100%	Complete	2,867,829	(2,867,829)	-
8.11 Sheridan St Consulting & Inspection Fees	11/01/06	03/30/09	100%	Complete	172,784	(172,784)	-
8.17 Noise Wall at Douglas Road and Taft Street	10/01/12	02/15/13	100%	Complete	308,073	(320,253)	(12,180)
<b>Subtotal</b>					<b>26,119,649</b>	<b>(25,638,037)</b>	<b>481,613</b>
<b>Total Project Cost</b>					<b>48,887,770</b>	<b>(48,406,157)</b>	<b>481,613</b>
<b>Reimbursements:</b>							
8.2 FDOT LAP Agreement	07/03/06	07/31/06	100%	Complete	(5,000,000)	5,000,000	-
8.3 Mall Agreement	01/01/07	01/31/07	100%	Complete	(1,000,000)	1,000,000	-
8.5 FDOT LAP Agreement Phase II	Closed	Closed	0%	Eliminated	-	-	-
8.9 184th Ave widening (Pmbrk Rd to Shrdn St)	Closed	Closed	0%	Eliminated	-	-	-
8.12 Reimbursement from City Center for Pines Exp	09/30/12	10/01/12	100%	Complete	(1,000,000)	1,000,000	-
8.14* FDOT JPA Agreement	06/17/10	07/31/10	100%	Complete	(3,698,696)	3,698,696	-
8.16 FDOT JPA Agreement Pines & Hiatus	09/30/10	09/30/10	100%	Complete	(87,000)	87,000	-
<b>Total Reimbursements</b>					<b>(10,785,696)</b>	<b>10,785,696</b>	<b>-</b>
<b>Net Project Cost</b>					<b>\$ 38,102,074</b>	<b>\$ (37,620,461)</b>	<b>\$ 481,613</b>

8.14\* Reimbursement for the JPA Agreement # AOB-69 was increased by \$524,420. Total reimbursement of \$3,698,696 was received in August of 2010.  
8.6A Weekly Asphalt Paving PO#20120349 increased, per Department approval, by \$153,959.10 effective 4/22/14.

## Highlights & Updates Transportation Projects

### 8.1 Pines 136th Ave to 118th

This project is 100% complete as of 2/17/06.

### 8.2 FDOT LAP Agreement

The full reimbursement of \$5,000,000 has been received.

### 8.3 Mall Agreement

The full reimbursement of \$1,000,000 has been received.

### 8.4 118th to Hiatus to Palm

This project is 100% complete as of 3/21/08.

### 8.5 FDOT LAP Agreement Phase II

This reimbursement is no longer scheduled to be received. Adjustments to the budget have been made to account for this change.

### 8.6 Pembroke Road 184th to 196th/196th & Pembroke Road to Pines

On 6/27/07, Commission approved to eliminate this project and its budget from the GO Bond project list. On 12/7/11, Commission approved the re-allocation of the available balance of \$483,362 to fund project 8.6A.

### 8.6A Pembroke Road 184th to 196th/196th & Pembroke Road to Pines

On 2/1/12, Commission approved the project between the City of Pembroke Pines and Weekly Asphalt Paving, Inc. for the construction of the SW 196th Avenue/ Pembroke Rd roadway improvement in the amount of \$5,254,586. This project is subject to the City obtaining all necessary right-of-way and easements in order to complete the construction of the proposed road. Of the \$5,254,586, \$1,627,984 came from 2.22, \$15,000 came from 3.3, \$500,000 came from 4.28, \$17,864 came from 4.54, \$517,540 came from 4.55, \$20,000 came from 5.3, and \$2,078,236 came from contingency. On 5/23/2012, Commission approved to add \$2,000 to this project to eliminate the budget overrun of (\$2,000). Project scope reassessed on 8/7/2013; the original estimated cost of the project was decreased by \$592,403 effective 9/30/13 per commission approval. On 4/9/2014, Commission approved to provide a perimeter buffer wall on additional portions of SW 196th Avenue and for the removal and replacement of concrete sidewalk. The project is now 100% complete as of 5/18/15.

### 8.7 184th Avenue widening (Pembroke Road to Sheridan Street)

This project is 100% complete as of 6/30/09. On 5/23/12, Commission approved to transfer the remaining balance of \$765,561 from this project to Contingency for the allocation of future projects.

**8.8 172nd Avenue 4 lanes from Sheridan Street to Pembroke Road**

This project is 100% complete as of 11/15/2007. On 5/23/12, Commission approved to transfer the remaining balance of \$658,128 from this project to Contingency for the allocation of future projects.

**8.9 184th Ave widening (Pembroke Road to Sheridan Street)**

This reimbursement is no longer scheduled to be received. Adjustments to the budget have been made to account for this change.

**8.10 Sheridan Street from SW 196th Avenue to SW 172nd Avenue**

This project is 100% complete as of 3/30/09. On 5/23/12, Commission approved to transfer the remaining balance of \$36,440 from this project to Contingency for the allocation of future projects.

**8.11 Sheridan Street Consulting & Inspection Fees**

Consulting and inspection for this project is completed as of 3/30/09. On 5/23/12, Commission approved to transfer the remaining balance of \$27,216 from this project to Contingency for the allocation of future projects.

**8.12 Reimbursement from City Center for Pines Expansion**

Total reimbursement of \$1,000,000 was received in September of 2012. Project is 100% complete as of 10/01/2012.

**8.13 Pines from Palm to Douglas**

This project is 100% complete as of 9/30/09. On 5/23/12, Commission approved to transfer the remaining balance of \$336,559 from this project to Contingency for the allocation of future projects.

**8.14 FDOT JPA Agreement**

Reimbursement for the JPA Agreement # AOB-69 was originally \$3,174,276, Amendment No. 1 increased reimbursement by \$524,420. Total reimbursement of \$3,698,696 was received in August of 2010. Project is 100% complete as of 7/31/10.

**8.15 Pines Boulevard & Hiatus Road Traffic Improvements**

On 9/17/08, Commission approved to add a northbound left turn lane on Hiatus Road at Pines Boulevard, replace the signal mast arm for northbound traffic on Hiatus Road and install the final lift of asphalt and traffic markings on Hiatus Road between Pines Boulevard and Johnson Street. Project is 100% complete as of 12/1/10. On 5/23/12, Commission approved to transfer the remaining balance of \$22,524 from this project to Contingency for the allocation of future projects.

**8.16 FDOT JPA Agreement Pines & Hiatus Traffic Improvements**

On 5/21/08, Commission approved JPA # AP-583. As part of this Joint Participation Agreement FDOT agreed to pay up to \$100,000 for a traffic mast arm on Pines Boulevard and Hiatus Road. Actual expenses for the traffic mast arm was \$87,000. Reimbursement was received on 9/30/10.

**8.17 Noise Wall at Douglas Road & Taft Street**

On 2/1/2012, Commission approved the motion to construct a noise wall on Taft Street and Douglas Road in the amount of \$303,495. This project is subject to the City obtaining all necessary easements in order to complete the proposed noise wall. Funding for this project was re-allocated from project 2.22. On 5/23/2012, Commission approved to add \$4,578 to this project to eliminate the budget overrun balance of (\$4,578).

On 2/25/13, this project cost increased by \$9,600 for the beautification of the wall. This project is 100% complete as of 2/15/2013.

**8.18 Fenced Landscape Buffer- Flamingo Road**

On 12/04/13, Commission approved and awarded Everglades Environmental Care in the amount of \$218,326 for the Fenced Landscape Buffer on Flamingo Road adjacent to Flamingo Villas. This project is complete as of 7/1/14.

**CITY OF PEMBROKE PINES  
GENERAL OBLIGATION BONDS**

<u>Description</u>	<u>Project Timetable</u>		<u>% Complete</u>	<u>Current Project Phase</u>	<u>Total Budget</u>	<u>Total Expenditures &amp; Encumb. to Date</u>	<u>Available Budget Total</u>
	<u>Start</u>	<u>Finish</u>					
<b>9 Other:</b>							
9.1 Refinancing Senior Center Bonds	12/01/05	12/31/05	100%	Complete	\$ 5,456,448	\$ (5,456,448)	\$ -
9.2 Bond Cost of Issuance	12/01/05	01/31/07	100%	Complete	1,184,710	(1,184,710)	-
9.3 Economic Development	TBD	TBD	0%	N/A	9,000,000	-	9,000,000
9.4 Signs for GO Bonds	N/A	N/A	100%	Complete	1,030	(1,030)	-
<b>Subtotal</b>					<b>\$ 15,642,187</b>	<b>\$ (6,642,187)</b>	<b>\$ 9,000,000</b>

**Highlights & Updates**  
**Other**

**9.1 Refinancing Senior Center Bonds**

This project is 100% complete.

**9.2 Bond Cost of Issuance**

Expenses incurred represent the total Bond costs for the issuance of \$90,000,000.

**9.3 Economic Development**

This project is still in the development stage.

**9.4 Signs for GO Bonds**

This project is 100% complete.

CITY OF PEMBROKE PINES  
GENERAL OBLIGATION BONDS

Description	Original Projects	Changes to Budget	Total Budget	Available Budget			Total
				A (2005)	B (2007)	C (2009)	
<b>10 Contingency Fund:</b>							
Original	\$ 11,078,764	-	\$ 11,078,764	\$ -	\$ -	\$ 11,078,764	
Increase to 8.1 Transportation	-	\$ (3,280,114)	(3,280,114)	-	-	(3,280,114)	
Decrease to 9.1 Other	-	350	350	-	-	350	
Decrease due to change to \$80,000,000	-	(6,285,114)	(6,285,114)	-	-	(6,285,114)	
Transfer - due to \$7M increase	-	-	-	1,537,386	-	(1,537,386)	
Budget overruns - recreation	-	(12,194)	(12,194)	(153,763)	-	141,569	
Increase in bond closing costs	-	129,944	129,944	129,944	-	-	
Commission Changes Series 2007	-	3,580,892	3,580,892	-	-	3,580,892	
<b>Signs for GO Bonds # 9.4</b>		(1,030)	(1,030)	-	-	(1,030)	
<b>Rose Price Park Walkway Overlay # 4.35</b>		-	-	(20,000)	-	20,000	
<b>Golf Course</b>		(987,725)	(987,725)	(519,157)	-	(468,568)	
<b>Miracle baseball field</b>		-	-	(238,000)	-	238,000	
<b>Development of Winn Dixie site</b>		(650,000)	(650,000)	(650,000)	-	-	
<b>Closing Costs - Series 2007</b>		(110,350)	(110,350)	-	-	(110,350)	
<b>Legal fees &amp; Appraisals</b>		(17,391)	(17,391)	(17,391)	-	-	
<b>Pasadena Park Field &amp; sports lighting # 1.4</b>		-	-	(13,850)	-	13,850	
<b>Pasadena Park Parking Lot # 4.55</b>		(525,000)	(525,000)	-	-	(525,000)	
<b>Flanagan HS Field lighting # 2.4</b>		27,176	27,176	27,176	-	-	
<b>Project # 7.5 purchase of Raintree</b>		(477,880)	(477,880)	-	-	(477,880)	
<b>Playground Shade Structures # 5.1</b>		-	-	(57,200)	-	57,200	
<sup>1</sup> <b>Project # 2.28 to House 9/11 Memorial Sculpture &amp; construction of Vet. Monument</b>		(149,582)	(149,582)	-	-	(149,582)	
<sup>2</sup> <b>Pembroke Road 184th to 196th/196th &amp; Pembroke Rd to Pines # 8.6A</b>		(2,078,236)	(2,078,236)	-	-	(2,078,236)	
<sup>3</sup> <b>Transfer of Remaining Available G.O. Bond Fund not Anticipated to be used</b>		7,859,272	7,859,272	1,748,870	-	6,110,402	
<sup>4</sup> <b>Additional Practice Fields at West Pines Soccer Park Project # 1.8</b>		(1,451,632)	(1,451,632)	(1,451,632)	-	-	
<sup>5</sup> <b>Renovation of Football/Soccer Fields at Chapel Trail Project # 1.9</b>		(146,085)	(146,085)	(146,085)	-	-	
<sup>6</sup> <b>Charter High School Football Stadium Project # 2.29 Purchase &amp; development of SW 196 Ave &amp; Pmbrk Rd</b>		(73,244)	(73,244)	-	-	(73,244)	
<sup>7</sup> <b>Project # 7.6</b>							
<sup>8</sup> <b>Design Criteria Professional for the Civic Center Project # 2.30</b>		(432,800)	(432,800)	-	-	(432,800)	
<sup>9</sup> <b>Additional Practice Fields at West Pines Soccer Park Project # 1.8 PO Increase</b>		(51,352)	(51,352)	(51,352)	-	-	
<sup>10</sup> <b>Stewardship Grant Soccer Park Project # 1.8</b>		148,300	148,300	148,300	-	-	
<sup>11</sup> <b>Charter High School Football Stadium Project # 2.29 PO Increase</b>		(31,285)	(31,285)	-	-	(31,285)	
<sup>12</sup> <b>Charter East Elementary School Installation of Synthetic Turf Project # 1.10</b>		(208,296)	(208,296)	-	-	(208,296)	
<sup>13</sup> <b>Charter Central Campus Installation of Synthetic Turf Project # 1.11</b>		(178,368)	(178,368)	-	-	(178,368)	
<sup>14</sup> <b>Flamingo Road Adjacent to Flamingo Villas Fenced Landscape Buffer Project #8.18 Parking Lot under the FPL Easement adjacent to the City Center Complex</b>		(218,326)	(218,326)	(218,326)	-	-	
<sup>15</sup> <b>Parking Lot Permit Project #2.31 Mitigation Requirement Purchase for Civic Center Parking Lot</b>		(136,850)	(136,850)	-	-	(136,850)	
<sup>16</sup> <b>Purchase/development of open space Parking Lot under the FPL Easement adjacent to the City Center Complex</b>		(377,000)	(377,000)	-	-	(377,000)	
<sup>17</sup> <b>Parking Lot Permit Project #2.31</b>		(50,826)	(50,826)	-	-	(50,826)	
<sup>18</sup> <b>West Pines Soccer Park-Additional Practice Fields #1.8 - Budget Overrun</b>		(184)	(184)	(184)	-	-	
<sup>19</sup> <b>FPL relocation of guy wire Parking Lot Project #2.31</b>		(348,000)	(348,000)			(348,000)	
<b>Subtotal</b>	<b>\$ 11,078,764</b>	<b>\$ (8,999,255)</b>	<b>\$ 2,079,509</b>	<b>\$ 54,736</b>	<b>\$ -</b>	<b>\$ 2,024,773</b>	<b>\$ 2,079,509</b>

\* See Contingency fund notes on page 8-2

### CONTINGENCY FUND NOTES

- <sup>1</sup> \$149,582 was re-allocated from the Contingency Fund - C(2009) to Project #2.28 per Commission direction on 9/21/2010.
- <sup>2</sup> 2,078,236 was re-allocated from the Contingency Fund -C(2009) to Project #8.6A per Commission direction on 12/7/2011.
- <sup>3</sup> Per Commission on 5/23/2012, \$6,374,928 was transferred to Contingency from remaining available General Obligation Bond Fund not anticipated to be used. At this same meeting, Unbudgeted Interest Earnings of \$1,484,344 was also allocated to Contingency.
- <sup>4</sup> \$1,451,632 was re-allocated from the Contingency Fund(2005) to Project #1.8 per Commission direction on 5/23/2012. \$10,812 was reallocated from the Contingency Fund(2005) to Project #1.8.
- <sup>5</sup> \$146,085 was re-allocated from the Contingency Fund(2005) to Project #1.9 per Commission direction on 5/23/2012.
- <sup>6</sup> \$2,466,325 was re-allocated from the Contingency Fund(2009) to Project #2.29 per Commission direction on 8/15/2012.
- <sup>7</sup> \$73,244 was reallocated from the Contingency fund(2009) to Project #7.6. Per Commission original cost of \$71,000.
- <sup>8</sup> \$432,800 was reallocated from the Contingency fund(2009) to Project #2.30 per commission direction on 10/17/2012.
- <sup>9</sup> \$51,352 was reallocated from the Contingency fund(2005) to Project #1.8 commission direction on 4/03/2013.
- <sup>10</sup> \$148,300 will be reimbursed to the Contingency fund(2005) as a result of the Broward County Land Stewardship Grant to offset cost associated with Project #1.8.
- <sup>11</sup> \$31,285 was reallocated from the Contingency Fund(2009) to Project #2.29 per commission direction on 6/05/2013.
- <sup>12</sup> \$218,326 was reallocated from Contingency Fund(2005) to Project #8.18 per commission direction on 12/04/2013.
- <sup>13</sup> \$178,368 was reallocated from the Contingency Fund(2009) to Project #1.11 per commission direction on 12/04/2013
- <sup>14</sup> \$208,296 was reallocated from the Contingency Fund(2009) to Project #1.10 per commission direction on 11/19/2013
- <sup>15</sup> \$136,850 was reallocated from the Contingency Fund(2009) to Project #2.31
- <sup>16</sup> \$377,000 was reallocated from the Contingency Fund(2009) to Project #7.7
- <sup>17</sup> \$50,826 was reallocated from the Contingency Fund(2009) to Project #2.31
- <sup>18</sup> \$184 was reallocated from the Contingency Fund(2005) to cover the negative balance on Project #1.8
- <sup>19</sup> \$348,000 was re-allocated from the Contingency Fund(2009) to Project #2.31 per Commission direction on 5/20/15

## City of Pembroke Pines, Florida - Revenue Detail

Account	-Division	-Project	Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Entity 1 General Fund</b>							
<b>Taxes</b>							
<b>Ad Valorem Taxes</b>							
311001			Current real/personal property tax	46,244,787	48,229,073	51,238,779	54,582,676
311002			Delinq real/personal property taxes	38,067	(93,065)	70,000	70,000
<b>Ad Valorem Taxes</b>				46,282,854	48,136,008	51,308,779	54,652,676
<b>General Sales &amp; Use Taxes</b>							
312510-4003			Fire Insurance Premium Tax	1,354,558	1,414,138	1,354,558	1,414,138
312520			Casualty Insurance Premium Tax	1,104,381	1,214,943	1,104,381	1,214,943
<b>General Sales &amp; Use Taxes</b>				2,458,939	2,629,081	2,458,939	2,629,081
<b>Public Service Taxes</b>							
314100			Public service taxes- Electric service	7,794,384	8,819,837	9,065,245	9,053,613
314300			Public service taxes- Water	1,918,924	1,961,101	2,020,000	2,020,000
314400			Public service taxes- Gas	153,949	172,659	159,000	200,000
314800			Public service taxes- Propane	57,350	59,941	52,000	58,000
<b>Public Service Taxes</b>				9,924,607	11,013,538	11,296,245	11,331,613
<b>Communications Service Tax</b>							
315000			Communications Services Tax	1,135,075	50,846	723,787	135,194
<b>Communications Service Tax</b>				1,135,075	50,846	723,787	135,194
<b>Local Business Tax</b>							
316000			Local business tax - City	3,232,834	3,272,689	3,258,000	3,395,000
<b>Local Business Tax</b>				3,232,834	3,272,689	3,258,000	3,395,000
<b>Taxes</b>				63,034,308	65,102,162	69,045,750	72,143,564
<b>Permits, Fees &amp; Licenses</b>							
<b>Franchise Fees</b>							
323100			Franchise fees- Electricity	7,033,842	7,711,104	7,510,453	7,877,080
323400			Franchise fees- Gas	140,852	139,679	138,000	138,000
323600			Privilege fees- Sewer	1,839,956	2,665,419	2,720,000	2,739,000
323700			Franchise fees-Sanitation-Non-Franchisee	380,892	339,767	345,000	279,000
323720			Franchise fees- Sanitation-Franchisee	1,828,078	2,329,289	2,305,000	2,386,725
323910			Franchise fees- Bus bench/shelter ad	132,000	132,000	132,000	132,000
323930			Franchise fees- Rsrc Rcvry Host Fee	1,495,800	1,533,278	1,513,900	1,520,400
323940			Franchise fees- Towing service	238,908	198,379	243,000	243,000
<b>Franchise Fees</b>				13,090,328	15,048,914	14,907,353	15,315,205
<b>Building Permits</b>							
322016-9002			Building permit review	101,378	113,111	90,000	90,000
322037-9002			Special event permit review	3,050	2,650	4,500	4,500

## City of Pembroke Pines, Florida - Revenue Detail

Account	-Division	-Project	Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Building Permits</b>							
322040-1001			Garage sales	7,185	7,010	6,500	6,500
322041-1001			POD annual permits	500	1,000	500	500
322050-6006			Landscaping permit	29,282	5,559	-	-
322050-9002			Landscaping permit	-	48,046	50,000	55,000
322053-6006			Landscape replacement contribution	910	4,275	2,000	4,000
322055-6006			Paving/drainage permits	209,217	272,701	150,000	360,000
322075-1001			Sign renewal fee	27,412	28,523	28,400	30,000
<b>Building Permits</b>				378,934	482,875	331,900	550,500
<b>Special Assessments</b>							
325110-4003			Fire equipment assessment	36,820	37,347	18,000	36,000
325130-3001			Police equipment assessment	35,149	36,565	36,000	30,000
325220-4003			Fire protection special assmt	20,517,833	21,963,960	21,680,305	22,359,179
325221-4003			Interim Fire special assmt	168,847	174,385	100,000	175,000
<b>Special Assessments</b>				20,758,650	22,212,257	21,834,305	22,600,179
<b>Other Licenses, Fees &amp; Permits</b>							
329101-7001			Background Ck/Contractor	18,081	1,326	1,100	1,300
329200-1001			Annual Lobbyist Registration Fee	1,200	850	900	1,000
329300-9002			Tree Removal-Relocation Permit	-	-	-	5,000
<b>Other Licenses, Fees &amp; Permits</b>				19,281	2,176	2,000	7,300
<b>Permits, Fees &amp; Licenses</b>				34,247,193	37,746,222	37,075,558	38,473,184
<b>Intergovernmental Revenue</b>							
<b>Federal Grants</b>							
331500-8001			Elderly energy assistance	19,452	21,321	19,405	28,032
331694-6008-55			DCF-Transitional Housing Federal	94,838	92,274	69,205	-
331710-7001-310			Promotion of the Arts Grant	-	-	50,000	-
331816-4003			Assistance to Firefighters Grant (AFG)	-	-	510,840	-
<b>Federal Grants</b>				114,289	113,595	649,450	28,032
<b>Grants from Local Units</b>							
337631-6008-55			In kind revenue	24,350	23,069	11,534	-
337656-7001-304			CSC Maximizing Out-of-Sch Time	82,960	79,255	104,850	-
337902-8001			Community Foundation for Broward	1,813	4,236	3,063	-
<b>Grants from Local Units</b>				109,123	106,561	119,447	-
<b>Occupational Licenses / County</b>							
338000			Local business tax - County	157,523	154,337	153,000	223,000
<b>Occupational Licenses / County</b>				157,523	154,337	153,000	223,000
<b>State Grants</b>							
334220-4003			EMS State Grant	-	-	91,600	-

## City of Pembroke Pines, Florida - Revenue Detail

Account	Division	Project	Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>State Grants</b>							
334395-6004			Highway beautification grant	-	-	67,113	-
<b>State Grants</b>				-	-	158,713	-
<b>State Shared</b>							
335121			Sales Tax Proceeds	3,047,672	3,362,805	3,457,800	3,795,250
335140-800			Mobile home licenses	2,433	2,282	1,900	2,000
335150-800			Beverage licenses	45,728	47,904	45,000	46,000
335180			Local gov 1/2cent sale tax	8,999,628	9,526,264	9,822,300	10,324,896
335200-4003			Firefighter supplemental comp	89,991	91,235	90,930	91,235
335901-6008-55			DCF - Transitional Housing Match	23,709	23,069	17,302	-
<b>State Shared</b>				12,209,161	13,053,559	13,435,232	14,259,381
<b>Intergovernmental Revenue</b>				12,590,096	13,428,053	14,515,842	14,510,413

**Charges for Services****Culture/Recreation - Education Charges**

347951-5002-201			EDC Fees - State VPK	-	-	92,530	150,627
347951-5002-203			EDC Fees - State VPK	119,942	112,169	134,310	134,310
347951-5002-205			EDC Fees - State VPK	145,906	161,021	148,352	140,415
347951-5002-208			EDC Fees - State VPK	253,612	231,357	292,248	303,048
347951-5002-209			EDC Fees - State VPK	228,544	227,948	195,360	242,535
347951-7001-201			EDC Fees - State VPK	131,145	95,592	-	-
347955-5002-203			EDC Fees - State Supplement	33,343	31,167	17,835	17,835
347955-5002-205			EDC Fees - State Supplement	23,122	7,089	21,971	23,052
347955-5002-208			EDC Fees - State Supplement	-	1,717	3,280	29,300
347955-5002-209			EDC Fees - State Supplement	10,521	7,049	6,150	8,058
347961-5002-201			Early Development Center Fees	-	19,997	307,983	283,293
347961-5002-203			Early Development Center Fees	365,994	356,749	453,861	575,518
347961-5002-205			Early Development Center Fees	731,222	772,379	865,019	899,336
347961-5002-208			Early Development Center Fees	1,174,269	1,022,725	1,054,120	1,024,360
347961-5002-209			Early Development Center Fees	1,096,315	1,123,014	1,155,007	1,164,216
347961-7001-201			Early Development Center Fees	324,064	283,235	-	-
347969-5002-201			EDC registration fees	-	6	2,000	6,050
347969-5002-203			EDC registration fees	4,583	3,579	9,251	9,251
347969-5002-205			EDC registration fees	12,252	20,262	18,008	17,784
347969-5002-208			EDC registration fees	16,492	19,455	23,883	25,256
347969-5002-209			EDC registration fees	27,759	26,609	25,524	27,208
347974-8001			Annual Registration Fee	-	63	-	-
<b>Culture/Recreation - Education Charges</b>				4,699,084	4,523,181	4,826,692	5,081,452

**Culture/Recreation - Recreation Charges**

347200-7001			Clean up fees	14,031	15,418	13,500	13,000
347210-5002-201			Summer program fees	-	-	-	53,391

## City of Pembroke Pines, Florida - Revenue Detail

Account	-Division	-Project	Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Culture/Recreation - Recreation Charges</b>							
347210-5002-203			Summer program fees	80,623	87,260	116,050	118,420
347210-5002-205			Summer program fees	252,493	246,254	261,720	232,722
347210-5002-208			Summer program fees	222,920	184,041	309,160	207,252
347210-5002-209			Summer program fees	248,775	258,976	276,130	264,236
347210-7003			Summer program fees	132,774	168,276	220,160	190,000
347215-5002-201			Summer activity fees	-	-	1,972	2,250
347215-5002-203			Summer activity fees	2,470	3,968	4,950	4,950
347215-5002-205			Summer activity fees	28,118	27,952	31,850	26,790
347215-5002-208			Summer activity fees	36,388	36,891	32,200	24,200
347215-5002-209			Summer activity fees	44,102	45,792	44,750	45,900
347220-5002-203			Sch Year Activity Fee	5,360	3,406	8,450	8,450
347220-5002-205			Sch Year Activity Fee	4,665	5,048	5,100	8,275
347220-5002-208			Sch Year Activity Fee	49,025	3,575	27,520	28,760
347220-5002-209			Sch Year Activity Fee	38,452	36,058	40,100	40,640
347225-7001			Youth Athletic Program	147,730	149,539	148,600	130,000
347228-7001			Pines Athletic Club Program	-	83,804	104,700	104,700
347400-7003			Special events	28,520	20,148	33,400	26,500
347450-7001			Special Population Programs	16,946	15,117	24,300	16,370
347504-7006			Driving range fees	71,316	62,610	71,600	72,000
347508-7006			Golf bag storage	4,350	5,730	4,380	5,040
347512-7006			Golf cart rental	1,373,493	1,361,982	1,351,000	1,408,700
347516-7006			Golf club rentals	6,855	7,720	7,500	7,700
347520-7006			Golf green fees	428,563	434,894	578,500	479,500
347524-7006			Golf handicaps fees	650	800	600	800
347528-7006			Golf locker rental	2,700	2,395	2,700	2,600
347532-7006			Golf memberships	88,692	100,722	113,000	99,000
347540-7001			Membership fitness center	7,852	7,527	8,800	8,800
347548-7001			Racquet club fees	4,400	3,110	2,800	2,800
347552-7001			Racquet club memberships	1,722	708	1,300	700
347556-7001			Recreation classes by staff	1,512	1,188	2,800	1,500
347556-8001			Recreation classes by staff	97,572	104,474	138,091	141,671
347564-7001			Swimming fees	10,551	9,901	11,000	6,700
347565-7001			Athletic fees-non resident	113,813	103,654	111,000	95,000
347566-7001			Youth Soccer Fees	193,737	189,901	192,900	189,200
347568-7001			Swimming lessons by staff	58,151	62,500	60,000	60,800
347572-7001			Swimming pool membership	19,071	18,995	19,100	19,100
347573-7001			Community Swim Team Fees	34,713	40,273	35,000	37,493
347576-7001			Tennis court fees	11,516	10,698	12,000	12,000
347580-7001			Tennis lessons	22,642	23,035	24,057	24,925
347584-7001			Tennis membership fees	26,429	23,393	26,750	26,750
347908-7001			Art & Cultural Program Fees	49,259	47,426	54,431	48,350
347909-7001			ArtsPark Program Fees	69,235	64,087	87,406	66,600
347911-7001			Community garden fees	985	740	1,440	780

## City of Pembroke Pines, Florida - Revenue Detail

Account	Division	Project	Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Culture/Recreation - Recreation Charges</b>							
347925-7001			Taxable Recreational Fees	105	1,348	350	350
<b>Culture/Recreation - Recreation Charges</b>				4,053,277	4,081,334	4,623,117	4,365,665
<b>General Government Charges</b>							
341200-800			Administrative fees	11,209,025	12,089,142	11,750,494	11,486,641
341210-800			Communication service-utility	78,241	78,241	-	-
341280-800			Credit enhancement fee	50,000	50,000	50,000	50,000
341292-6008-55			Housing application fee	351	365	310	-
341292-6008-55			Housing application fee	165	-	100	-
341292-6008-60			Housing application fee	-	-	500	500
341292-8002			Housing application fee	5,385	5,026	4,500	4,500
341292-8002-603			Housing application fee	19,675	18,746	16,000	16,000
341296-6008-670			Maintenance/administrative fees	28,875	29,401	29,300	30,400
341298-800			Payment in lieu of taxes	1,344,104	1,344,255	1,371,457	1,269,401
341300-3001-9007			Admin Hearing Fee	-	-	12,500	14,400
341300-9007			Admin Hearing Fee	10,600	13,350	-	-
341305-3001-9007			Registration of Abandoned Property	-	-	60,000	105,000
341305-9007			Registration of Abandoned Property	116,700	99,900	-	-
341310-800			Adm. Fee - Building Services	159,416	161,444	164,200	167,500
341311-2002			Admin Fee - Technical Services	-	171,798	687,191	698,271
341904-800			Administrative fee-25% surcharge	14,297	16,949	16,000	5,600
341905-9002			Planning & Zoning Board surcharge	1,540	2,462	2,000	2,300
341917-800			Administration fee - Sanitation	135,241	237,478	214,000	240,000
341918-800			Contract Administration - Sanitation	40,000	120,000	120,000	120,000
341921-9002			Local business tax review fee	17,748	17,317	20,000	22,000
341932-1001			Certify copy record search	3,950	3,523	1,200	1,200
341934-6006			Engineering charges to Utility	147,935	147,935	141,383	127,860
341936-6006			Engineering plan review fee	6,710	21,572	8,000	13,000
341940-9002			Land use plan amendments	17,284	24,776	26,367	27,000
341941-9002			(DRI) Development of Regional Impact Fees	-	16,893	5,744	5,800
341942-9002			Flexibility Allocation Fees	-	1,800	1,836	1,850
341948-2001			Lien research	230,500	248,859	219,600	279,700
341952-1001			Notary fees	414	1,294	1,200	980
341956-1001			Other government filing fees	1,200	3,556	2,000	9,364
341957-1001			Passport Fee	72,815	68,260	67,000	87,000
341960-9002			Plat approval fees	11,651	18,212	19,185	20,000
341968-1001			Sale of code of ordinance	95	277	100	100
341969-9002			BOA Review Fees	-	3,250	6,375	5,000
341973-9002			Map reproduction	10	-	-	-
341976-9002			Sign approval fees	11,620	16,220	18,000	12,000
341979-9002			Group Home Research	21	102	22	25
341980-9002			Site review fees	46,253	94,293	35,000	40,000
341982-800			Advertising	29,753	24,483	139,500	43,000
341985-9002			Site or Zoning Inspection	21,592	4,291	4,936	5,000

## City of Pembroke Pines, Florida - Revenue Detail

Account	-Division	-Project	Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>General Government Charges</b>							
341986-9002			P & Z Variance Review Fees	36,270	29,271	29,376	10,000
341987-9002			Deed Restriction processing	215	165	150	154
341991-9002			Zoning letters	8,589	11,484	10,000	12,000
341992-9002			Zoning fees (public hearings)	11,295	24,991	16,900	17,500
341994-9002			Miscellaneous Fees	27,628	47,577	65,950	60,000
341995-9002			Alcoholic Beverage License Review	3,743	4,141	5,130	5,130
341997-9002			Deferral Fee	-	1,014	1,034	1,100
341998-9002			Zoning Exception Fees	54	-	-	-
341999-9002			Appeal of Decision	-	1,119	1,200	1,200
<b>General Government Charges</b>				13,920,958	15,275,231	15,345,740	15,018,476
<b>Public Safety Charges</b>							
342100-3001			Police services	66,624	57,294	50,580	62,700
342120-3001-303			School Resource Officers	687,385	662,290	647,528	664,977
342120-3001-313			School Resource Officers	-	-	53,567	214,266
342150-3001			Take Home Vehicle Program	7,075	11,484	9,750	16,800
342202-4003-678			Annual Fire Inspection Fee	472,972	447,471	475,000	475,000
342203-4003-678			Life Safety Plan Reviews & Inspections	272,011	262,641	255,000	257,000
342204-3001			False Alarm Fee	167,118	158,473	141,200	142,300
342204-4003-678			False Alarm Fee	61,200	69,300	60,000	65,000
342501-4003-678			Fee - Expediting Overtime	9,651	9,502	10,000	10,000
342600-4003			Rescue transport fees	3,582,173	3,567,960	3,600,000	3,600,000
342900-4003			CPR certification	13,920	12,397	10,000	13,000
342901-4003			ILA-Fire Rescue services to Bwr County	9,000	15,000	6,000	10,000
342910-4003-911			911 Service Fees Distribution (PSAP)	346,830	-	-	-
342915-4003			Admin Fee SW Ranches Amb Transport	4,560	559	-	-
342930-4003			Fire detail	20,062	20,591	20,000	20,000
342940-3001			Police detail	176,030	190,416	180,000	192,000
342960-3001			Police civilian academy	3,710	1,510	2,500	2,500
<b>Public Safety Charges</b>				5,900,320	5,486,888	5,521,125	5,745,543
<b>Transportation Charges</b>							
344910-8001			Transportation Services	430	286	280	240
<b>Transportation Charges</b>				430	286	280	240
<b>Charges for Services</b>				28,574,068	29,366,919	30,316,954	30,211,376

**Judgements, Fines & Forfeitures****Fines & Forfeitures**

351010-3001			Parking citations	83,338	59,684	72,000	57,000
351020-3001			Parking fines-\$5 surcharge	5,560	2,772	4,800	2,760
359000-3001			Court fines & forfeiture	866,422	872,142	870,000	870,000
359200-2001			Penalty - returned checks	8,824	7,670	7,200	8,400

## City of Pembroke Pines, Florida - Revenue Detail

Account	-Division	-Project	Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Fines &amp; Forfeitures</b>							
			<b>Fines &amp; Forfeitures</b>	964,144	942,267	954,000	938,160
<b>Local Ordinance Violations</b>							
354000-3001-9007			Violations of local ordinance	-	-	200,000	303,049
354000-9007			Violations of local ordinance	230,683	357,044	-	-
354100-3001-3001			Red Zone Infraction	864,752	22,096	-	-
			<b>Local Ordinance Violations</b>	1,095,434	379,140	200,000	303,049
<b>Judgements, Fines &amp; Forfeitures</b>				2,059,578	1,321,407	1,154,000	1,241,209
<b>Miscellaneous Revenues</b>							
<b>Investment Income</b>							
361030			Interest from FLOC 1-3 yr Bond Fund	37,958	290,486	151,000	183,000
361035-4003			Interest on fire protection assmnt	2,565	3,387	1,500	1,500
361084			Interest on investments	(305,928)	94,889	35,200	101,100
361085			Interest on Money Market Acct	27	22	20	20
361088			Interest on tax deposits	5,654	7,341	4,000	4,000
361096			Miscellaneous Interest	2,359	980	12,000	1,000
			<b>Investment Income</b>	(257,366)	397,105	203,720	290,620
<b>Disp of Fix Assets / Sale of Equip/ Scrap</b>							
364010			Sale of equipment	80,231	53,249	70,000	60,000
			<b>Disp of Fix Assets / Sale of Equip/ Scrap</b>	80,231	53,249	70,000	60,000
<b>Miscellaneous Revenues</b>							
365000			Scrap or surplus sales	34,414	2,209	1,000	2,000
			<b>Miscellaneous Revenues</b>	34,414	2,209	1,000	2,000
<b>Other Miscellaneous Revenues</b>							
369010			Cash - over + short	(93)	(575)	100	100
369020			Insurance recovery	29,500	-	-	-
369025			ICMA Forfeiture Revenue	2,252	-	-	-
369030			Jury duty & subpoena money	11,817	13,244	10,000	10,000
369039-7001			Concession Sales	640	959	1,000	1,000
369040			Other miscellaneous revenue	335	2,041	10,000	2,000
369040-7006			Other miscellaneous revenue	-	4,250	2,800	2,800
369045-5002-201			Food Sales	-	414	10,000	5,460
369045-5002-203			Food Sales	11,189	7,585	22,765	22,765
369045-5002-205			Food Sales	22,790	20,304	26,400	26,400
369045-5002-208			Food Sales	54,278	43,991	60,500	41,250
369045-5002-209			Food Sales	41,737	42,388	42,625	42,625
369045-7001-201			Food Sales	9,471	8,068	-	-
369058			Purchasing discounts earned	4,188	1,850	2,000	2,000

## City of Pembroke Pines, Florida - Revenue Detail

Account	-Division	-Project	Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Other Miscellaneous Revenues</b>							
<b>Other Miscellaneous Revenues</b>				188,103	144,518	188,190	156,400
<b>Private Gifts / Contributions</b>							
366015			Contributions	12,500	7,364	10,765	-
366015-5002-208			Contributions	-	-	18,210	-
366015-5002-209			Contributions	4,455	9,552	9,910	1,000
366015-6008-60			Contributions	-	-	60,000	25,000
366015-7003			Contributions	21,559	15,070	26,332	18,300
366015-8001			Contributions	-	6,000	-	-
366015-8002-603			Contributions	-	377,000	-	-
<b>Private Gifts / Contributions</b>				38,514	414,986	125,217	44,300
<b>Rents &amp; Royalties</b>							
362020-7001			Commission-recreation classes	11,612	8,709	8,100	8,100
362023-7006			Commission- Advertising	900	-	500	500
362024-800			Commission- Coke machines	9,844	6,689	9,000	8,000
362025-7006			Commission- Pro Shop	7,217	7,268	8,000	7,250
362030-6001			Rental-city facilities	265,181	327,136	281,641	286,971
362030-7001			Rental-city facilities	117,314	123,178	125,000	120,000
362030-8002			Rental-city facilities	13,866	61,164	80,730	72,000
362031-6001			Rental- cell towers - Exempt	1,409,269	1,418,374	1,374,000	1,473,024
362033-7005			Rental - dinner theatre	39,459	32,072	28,500	-
362034-7001			Rental-Gymnasium	94	4,275	1,000	2,900
362035-7001			Field Rentals	61,055	43,713	50,000	50,000
362037-6001			Rental - Fire Control	744,204	740,941	747,252	745,156
362038-7001			Rental - Storage Lot	288,172	324,854	316,000	330,000
362040-7006			Rental restaurant-facility	31,418	33,687	40,000	40,000
362041-5005			Rental-wcyrc	4,460	4,192	10,740	7,940
362042-8002			Rental-housing	1,671,098	1,789,198	1,892,496	1,824,578
362042-8002-603			Rental-housing	5,043,076	5,225,744	5,480,956	5,492,628
362043-5005			Rental-exempt organizations	9,471	9,469	9,470	9,470
362043-7005			Rental-exempt organizations	29,960	32,445	29,960	-
362045-800			Rental Charter School	-	-	49,477	49,477
362046-8001			Rental - Community Services	33,137	23,488	25,660	25,660
362051-6008-55			Rental Misc Fees	85	352	3,198	-
362051-6008-55			Rental Misc Fees	10	149	150	-
362051-7001			Rental Misc Fees	7,233	3,204	6,300	6,300
362051-8002			Rental Misc Fees	2,096	2,293	900	900
362051-8002-603			Rental Misc Fees	47,536	44,785	50,000	50,000
362052-6008-55			Rent-Independent Living Youth	80,219	94,879	40,059	-
362053-6008-55			Rent-Young Professionals	8,799	9,962	5,502	-
362054-6008-55			Rental - Adult Day Care	24,501	20,320	12,030	-
362054-8001			Rental - Adult Day Care	93,703	101,688	115,359	115,359
362060-6001			Rental to utility fund	106,587	108,442	27,518	-

## City of Pembroke Pines, Florida - Revenue Detail

Account -Division -Project	Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Rents &amp; Royalties</b>					
362060-6008	Rental to utility fund	-	-	112,115	149,486
362070-6008	Rental State Hosp Site- Exempt	411,590	326,285	787,384	338,074
362070-6008-60	Rental State Hosp Site- Exempt	-	-	2,200	60,000
362071-6008	Rental State Hosp Site- Taxable	730,465	401,162	377,598	584,104
362071-6008-60	Rental State Hosp Site- Taxable	-	-	33,300	-
<b>Rents &amp; Royalties</b>		11,303,630	11,330,116	12,142,095	11,857,877
<b>Miscellaneous Revenues</b>		11,387,526	12,342,183	12,730,222	12,411,197
<b>Other Sources</b>					
<b>Debt Proceeds/Installment Purchase</b>					
383100	Installment purchase/Capital lease proceeds	590,327	-	-	-
<b>Debt Proceeds/Installment Purchase</b>		590,327	-	-	-
<b>Appropriated Fund Balance</b>					
389920	Appropriated fund balance	-	-	3,225,025	-
<b>Appropriated Fund Balance</b>		-	-	3,225,025	-
<b>Beginning Surplus</b>					
389940	Beginning surplus	-	-	(20,111)	-
<b>Beginning Surplus</b>		-	-	(20,111)	-
<b>Fund Balance VOIP &amp; VDI</b>					
389947	Fund Balance - VOIP & VDI	-	-	2,009,106	2,726,800
<b>Fund Balance VOIP &amp; VDI</b>		-	-	2,009,106	2,726,800
<b>Other Sources</b>		590,327	-	5,214,020	2,726,800
<b>Entity 1 General Fund</b>		152,483,096	159,306,946	170,052,346	171,717,743

City of Pembroke Pines, Florida - Revenue Detail

Account	-Division	-Project	Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Entity 51 Wetlands Trust Fund</b>							
<b>Miscellaneous Revenues</b>							
<b>Investment Income</b>							
361030			Interest from FLOC 1-3 yr Bond Fund	1,210	855	1,700	1,000
<b>Investment Income</b>				1,210	855	1,700	1,000
<b>Miscellaneous Revenues</b>				1,210	855	1,700	1,000
<b>Other Sources</b>							
<b>Beginning Surplus</b>							
389940			Beginning surplus	-	-	14,800	15,500
<b>Beginning Surplus</b>				-	-	14,800	15,500
<b>Other Sources</b>				-	-	14,800	15,500
<b>Entity 51 Wetlands Trust Fund</b>				1,210	855	16,500	16,500

## City of Pembroke Pines, Florida - Revenue Detail

Account -Division -Project	Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Entity 100 Road &amp; Bridge Fund</b>					
<b>Taxes</b>					
<b>General Sales &amp; Use Taxes</b>					
312411	Local option gas tax - \$.06	1,540,665	1,553,748	1,576,443	1,621,421
312421	Addl local option gas tax \$.03	965,311	964,666	985,816	994,092
312422	Addl local option gas tax \$.01 (5th cent)	163,708	163,598	166,899	168,472
<b>General Sales &amp; Use Taxes</b>		2,669,684	2,682,012	2,729,158	2,783,985

<b>Taxes</b>		2,669,684	2,682,012	2,729,158	2,783,985
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**Permits, Fees & Licenses****Franchise Fees**

323720	Franchise fees- Sanitation-Franchisee	237,725	1,254,233	1,241,000	1,285,000
<b>Franchise Fees</b>		237,725	1,254,233	1,241,000	1,285,000

<b>Permits, Fees &amp; Licenses</b>		237,725	1,254,233	1,241,000	1,285,000
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**Intergovernmental Revenue****State Grants**

334491-6003	County Incentive Grant Program	-	-	25,000	-
<b>State Grants</b>		-	-	25,000	-

**State Shared**

335120	Municipal gas tax 8th cent	1,069,014	1,134,099	1,147,300	1,200,200
335122	Motor fuel tax rebate	91,546	91,806	96,000	73,000
335124	Special/motor fuel tax	5,780	4,228	500	250
<b>State Shared</b>		1,166,340	1,230,132	1,243,800	1,273,450

<b>Intergovernmental Revenue</b>		1,166,340	1,230,132	1,268,800	1,273,450
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**Charges for Services****General Government Charges**

341965-6002	Road repair charges-utility	200,000	16,667	-	-
<b>General Government Charges</b>		200,000	16,667	-	-

<b>Charges for Services</b>		200,000	16,667	-	-
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## City of Pembroke Pines, Florida - Revenue Detail

Account	-Division	-Project	Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Miscellaneous Revenues</b>							
<b>Investment Income</b>							
361030			Interest from FLOC 1-3 yr Bond Fund	1,298	8,204	10,000	12,000
361084			Interest on investments	16,313	23,085	8,000	24,000
<b>Investment Income</b>				17,611	31,289	18,000	36,000
<b>Disp of Fix Assets / Sale of Equip/ Scrap</b>							
364010			Sale of equipment	-	-	500	500
<b>Disp of Fix Assets / Sale of Equip/ Scrap</b>				-	-	500	500
<b>Other Miscellaneous Revenues</b>							
369040			Other miscellaneous revenue	166,102	171,079	176,204	181,486
<b>Other Miscellaneous Revenues</b>				166,102	171,079	176,204	181,486
<b>Miscellaneous Revenues</b>				183,713	202,368	194,704	217,986
<b>Other Sources</b>							
<b>Appropriated Fund Balance</b>							
389920			Appropriated fund balance	-	-	705,327	-
<b>Appropriated Fund Balance</b>				-	-	705,327	-
<b>Other Sources</b>				-	-	705,327	-
<b>Entity 100 Road &amp; Bridge Fund</b>				4,457,462	5,385,412	6,138,989	5,560,421

## City of Pembroke Pines, Florida - Revenue Detail

Account -Division -Project	Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Entity 120 State Housing Initiative Program</b>					
<b>Intergovernmental Revenue</b>					
<b>State Grants</b>					
334920-600	S.H.I.P.	13,655	252,719	1,776,274	755,868
334921-600	Florida Homebuyer Opportunity Program	177,130	-	-	-
334930-600	SHIP Recaptured Income	25,498	28,948	82,533	-
<b>State Grants</b>		216,282	281,667	1,858,807	755,868
<b>Intergovernmental Revenue</b>		216,282	281,667	1,858,807	755,868
<b>Miscellaneous Revenues</b>					
<b>Investment Income</b>					
361030	Interest from FLOC 1-3 yr Bond Fund	-	-	1,000	2,000
<b>Investment Income</b>		-	-	1,000	2,000
<b>Miscellaneous Revenues</b>		-	-	1,000	2,000
<b>Other Sources</b>					
<b>Beginning Surplus</b>					
389940	Beginning surplus	-	-	(1,000)	(2,000)
<b>Beginning Surplus</b>		-	-	(1,000)	(2,000)
<b>Other Sources</b>		-	-	(1,000)	(2,000)
<b>Entity 120 State Housing Initiative Program</b>		216,282	281,667	1,858,807	755,868

## City of Pembroke Pines, Florida - Revenue Detail

Account	-Division	-Project	Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Entity 121 HUD Grants CDBG/HOME</b>							
<b>Intergovernmental Revenue</b>							
<b>Federal Grants</b>							
331900-600			Community dev block grant	798,214	833,679	1,217,482	640,736
331900-8006			Community dev block grant	99,277	106,474	109,226	113,070
331903-600			Neighborhood Stabilization Program (NSP)	680,487	721,592	476,960	-
331904-600			NSP Program Income	114,385	571,843	154,981	-
331905-600			CDBG Recaptured Income	681	47,690	-	-
331907-600			HOME Recapture Income	16,312	-	-	-
331908-600			NSP Recaptured Income	-	19,000	59,387	-
331930-600			HOME Grant	196,901	547,735	287,999	176,509
<b>Federal Grants</b>				1,906,257	2,848,013	2,306,035	930,315
<b>Intergovernmental Revenue</b>				1,906,257	2,848,013	2,306,035	930,315
<b>Entity 121 HUD Grants CDBG/HOME</b>				1,906,257	2,848,013	2,306,035	930,315

City of Pembroke Pines, Florida - Revenue Detail

Account -Division -Project	Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Entity 122 Law Enforcement Grant</b>					
<b>Intergovernmental Revenue</b>					
<b>Federal Grants</b>					
331251-3015	Victims of Crime Act	17,613	17,730	17,918	17,918
331252-3019	HIDTA Program	3,133	-	-	-
331254-3026	Highway Planning and Construction	-	-	75,830	-
331810-3030	Urban Area Strategic Initiative (UASI)	287,504	367,842	119,700	-
<b>Federal Grants</b>		308,250	385,572	213,448	17,918
<b>Intergovernmental Revenue</b>		308,250	385,572	213,448	17,918
<b>Entity 122 Law Enforcement Grant</b>		308,250	385,572	213,448	17,918

City of Pembroke Pines, Florida - Revenue Detail

Account	-Division	-Project	Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Entity 124 Police Community Services Grant</b>							
<b>Intergovernmental Revenue</b>							
<b>Federal Grants</b>							
331263-3018			Byrne Justice Asst Grant	65	-	-	-
331263-3018			Byrne Justice Asst Grant	32,111	34,888	19,345	-
<b>Federal Grants</b>				32,177	34,888	19,345	-
<b>Intergovernmental Revenue</b>				32,177	34,888	19,345	-
<b>Miscellaneous Revenues</b>							
<b>Investment Income</b>							
361030			Interest from FLOC 1-3 yr Bond Fund	-	33	-	-
<b>Investment Income</b>				-	33	-	-
<b>Miscellaneous Revenues</b>				-	33	-	-
<b>Entity 124 Police Community Services Grant</b>				32,177	34,920	19,345	-

## City of Pembroke Pines, Florida - Revenue Detail

Account -Division -Project	Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Entity 128 Community Bus Program</b>					
<b>Intergovernmental Revenue</b>					
<b>Federal Grants</b>					
331801-8001	Capital Assistance Program/5310	-	66,277	199,808	-
331802-8001	Federal Transit-Capital Invest Grant	323,040	126,277	15,954	-
<b>Federal Grants</b>		323,040	192,554	215,762	-
<b>Grants from Local Units</b>					
337410-8004	Broward county transit grant	258,809	258,450	259,236	259,236
337410-8004-42	Broward county transit grant	49,006	48,985	49,360	49,359
<b>Grants from Local Units</b>		307,816	307,435	308,596	308,595
<b>Intergovernmental Revenue</b>		630,856	499,989	524,358	308,595
<b>Other Sources</b>					
<b>Interfund Transfers</b>					
381020	Transfer from General Fund	119,665	26,285	-	-
381020-8001	Transfer from General Fund	-	7,364	197,579	192,282
381100-8001	Transfer from Road & Bridge Fund	58,329	165,183	-	-
381100-8004	Transfer from Road & Bridge Fund	304,909	255,512	312,393	280,999
381100-8004-42	Transfer from Road & Bridge Fund	-	-	4,414	8,362
<b>Interfund Transfers</b>		482,902	454,344	514,386	481,643
<b>Other Sources</b>		482,902	454,344	514,386	481,643
<b>Entity 128 Community Bus Program</b>		1,113,758	954,333	1,038,744	790,238

## City of Pembroke Pines, Florida - Revenue Detail

Account -Division -Project	Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Entity 131 Treasury - Confiscated</b>					
<b>Judgements, Fines &amp; Forfeitures</b>					
<b>Fines &amp; Forfeitures</b>					
351040-3011	Confiscated by Dept of Treasury	19,388	7,549	-	-
<b>Fines &amp; Forfeitures</b>		19,388	7,549	-	-
<b>Judgements, Fines &amp; Forfeitures</b>		19,388	7,549	-	-
<b>Miscellaneous Revenues</b>					
<b>Investment Income</b>					
361030	Interest from FLOC 1-3 yr Bond Fund	244	1,853	1,000	1,000
<b>Investment Income</b>		244	1,853	1,000	1,000
<b>Miscellaneous Revenues</b>		244	1,853	1,000	1,000
<b>Other Sources</b>					
<b>Appropriated Fund Balance</b>					
389920	Appropriated fund balance	-	-	284,810	-
<b>Appropriated Fund Balance</b>		-	-	284,810	-
<b>Beginning Surplus</b>					
389940	Beginning surplus	-	-	24,643	7,022
<b>Beginning Surplus</b>		-	-	24,643	7,022
<b>Other Sources</b>		-	-	309,453	7,022
<b>Entity 131 Treasury - Confiscated</b>		19,632	9,402	310,453	8,022

## City of Pembroke Pines, Florida - Revenue Detail

Account -Division -Project	Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Entity 132 Justice - Confiscated</b>					
<b>Judgements, Fines &amp; Forfeitures</b>					
<b>Fines &amp; Forfeitures</b>					
351050-3012	Confiscated by Dept of Justice	28,470	59,871	-	-
<b>Fines &amp; Forfeitures</b>		28,470	59,871	-	-
<b>Judgements, Fines &amp; Forfeitures</b>		28,470	59,871	-	-
<b>Miscellaneous Revenues</b>					
<b>Investment Income</b>					
361030	Interest from FLOC 1-3 yr Bond Fund	376	3,206	2,000	3,000
<b>Investment Income</b>		376	3,206	2,000	3,000
<b>Miscellaneous Revenues</b>		376	3,206	2,000	3,000
<b>Other Sources</b>					
<b>Appropriated Fund Balance</b>					
389920	Appropriated fund balance	-	-	540,283	-
<b>Appropriated Fund Balance</b>		-	-	540,283	-
<b>Beginning Surplus</b>					
389940	Beginning surplus	-	-	41,465	46,967
<b>Beginning Surplus</b>		-	-	41,465	46,967
<b>Other Sources</b>		-	-	581,748	46,967
<b>Entity 132 Justice - Confiscated</b>		28,846	63,077	583,748	49,967

## City of Pembroke Pines, Florida - Revenue Detail

Account -Division -Project	Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Entity 133 \$2 Police Education</b>					
<b>Judgements, Fines &amp; Forfeitures</b>					
<b>Fines &amp; Forfeitures</b>					
351030-3013	Police education \$2.00	47,398	37,076	44,041	38,703
<b>Fines &amp; Forfeitures</b>		47,398	37,076	44,041	38,703
<b>Judgements, Fines &amp; Forfeitures</b>		47,398	37,076	44,041	38,703
<b>Miscellaneous Revenues</b>					
<b>Investment Income</b>					
361030	Interest from FLOC 1-3 yr Bond Fund	188	1,698	1,000	1,000
<b>Investment Income</b>		188	1,698	1,000	1,000
<b>Miscellaneous Revenues</b>		188	1,698	1,000	1,000
<b>Other Sources</b>					
<b>Appropriated Fund Balance</b>					
389920	Appropriated fund balance	-	-	243,616	-
<b>Appropriated Fund Balance</b>		-	-	243,616	-
<b>Beginning Surplus</b>					
389940	Beginning surplus	-	-	(1,000)	-
<b>Beginning Surplus</b>		-	-	(1,000)	-
<b>Other Sources</b>		-	-	242,616	-
<b>Entity 133 \$2 Police Education</b>		47,586	38,773	287,657	39,703

## City of Pembroke Pines, Florida - Revenue Detail

Account -Division -Project	Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Entity 134 FDLE - Confiscated</b>					
<b>Judgements, Fines &amp; Forfeitures</b>					
<b>Fines &amp; Forfeitures</b>					
351000-3004	Confiscated by FDLE	112,649	96,953	-	-
<b>Fines &amp; Forfeitures</b>		112,649	96,953	-	-
<b>Judgements, Fines &amp; Forfeitures</b>		112,649	96,953	-	-
<b>Miscellaneous Revenues</b>					
<b>Investment Income</b>					
361030	Interest from FLOC 1-3 yr Bond Fund	668	3,293	2,000	2,000
<b>Investment Income</b>		668	3,293	2,000	2,000
<b>Miscellaneous Revenues</b>		668	3,293	2,000	2,000
<b>Other Sources</b>					
<b>Appropriated Fund Balance</b>					
389920	Appropriated fund balance	-	-	264,844	-
<b>Appropriated Fund Balance</b>		-	-	264,844	-
<b>Beginning Surplus</b>					
389940	Beginning surplus	-	-	113,296	105,540
<b>Beginning Surplus</b>		-	-	113,296	105,540
<b>Other Sources</b>		-	-	378,140	105,540
<b>Entity 134 FDLE - Confiscated</b>		113,317	100,245	380,140	107,540

## City of Pembroke Pines, Florida - Revenue Detail

Account	-Division	-Project	Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Entity 199 Older Americans Act</b>							
<b>Intergovernmental Revenue</b>							
<b>Federal Grants</b>							
331690-8005			Oaa title iii-b&d	305,810	320,044	329,463	329,464
331691-8005			Oaa title iii-e	98,044	109,891	88,729	88,728
331693-8005			GEC Geriatric Education Center	3,040	3,040	3,040	-
<b>Federal Grants</b>				406,894	432,976	421,232	418,192
<b>Grants from Local Units</b>							
337630-8005			In kind rev from g.f.	127,002	101,023	95,284	95,284
337660-8005			Oaa cash match	47,588	42,158	43,867	43,867
<b>Grants from Local Units</b>				174,590	143,181	139,151	139,151
<b>State Grants</b>							
334692-8005			Local Service Providers (LSP)	272,299	245,368	254,388	254,388
<b>State Grants</b>				272,299	245,368	254,388	254,388
<b>Intergovernmental Revenue</b>				853,783	821,525	814,771	811,731
<b>Miscellaneous Revenues</b>							
<b>Private Gifts / Contributions</b>							
366050-8005			Recipient donations	48,677	25,170	91,960	25,000
<b>Private Gifts / Contributions</b>				48,677	25,170	91,960	25,000
<b>Miscellaneous Revenues</b>				48,677	25,170	91,960	25,000
<b>Other Sources</b>							
<b>Interfund Transfers</b>							
381020			Transfer from General Fund	401,516	425,467	451,090	561,569
<b>Interfund Transfers</b>				401,516	425,467	451,090	561,569
<b>Other Sources</b>				401,516	425,467	451,090	561,569
<b>Entity 199 Older Americans Act</b>				1,303,977	1,272,161	1,357,821	1,398,300

## City of Pembroke Pines, Florida - Revenue Detail

Account	-Division	-Project	Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Entity 201 Debt Service</b>							
<b>Taxes</b>							
<b>Ad Valorem Taxes</b>							
311001-900			Current real/personal property tax	5,514,105	5,470,524	5,431,979	5,833,898
<b>Ad Valorem Taxes</b>				5,514,105	5,470,524	5,431,979	5,833,898
<b>Public Service Taxes</b>							
314100			Public service taxes- Electric service	1,792,983	1,641,489	1,647,755	1,647,387
<b>Public Service Taxes</b>				1,792,983	1,641,489	1,647,755	1,647,387
<b>Communications Service Tax</b>							
315000			Communications Services Tax	6,463,422	6,299,299	6,043,550	6,046,888
<b>Communications Service Tax</b>				6,463,422	6,299,299	6,043,550	6,046,888
<b>Taxes</b>				13,770,509	13,411,312	13,123,284	13,528,173
<b>Permits, Fees &amp; Licenses</b>							
<b>Franchise Fees</b>							
323100			Franchise fees- Electricity	818,352	818,587	821,031	824,920
<b>Franchise Fees</b>				818,352	818,587	821,031	824,920
<b>Permits, Fees &amp; Licenses</b>				818,352	818,587	821,031	824,920
<b>Miscellaneous Revenues</b>							
<b>Investment Income</b>							
361030			Interest from FLOC 1-3 yr Bond Fund	3,691	77,378	28,000	43,000
361088-900			Interest on tax deposits	674	837	758	758
<b>Investment Income</b>				4,365	78,215	28,758	43,758
<b>Rents &amp; Royalties</b>							
362042-900			Rental-housing	5,035,154	5,011,007	4,713,702	4,718,645
362044-900			Rental- Early Development Centers	383,588	381,968	382,840	380,460
362045-900			Rental Charter School	6,637,619	6,380,982	6,462,505	6,283,497
362047-900			Rental - SBA Center	161,435	311,435	313,423	325,312
362049-900			Rental - Howard C. Forman	274,216	274,295	275,114	276,417
<b>Rents &amp; Royalties</b>				12,492,011	12,359,687	12,147,584	11,984,331
<b>Miscellaneous Revenues</b>				12,496,376	12,437,902	12,176,342	12,028,089

## City of Pembroke Pines, Florida - Revenue Detail

Account	-Division	-Project	Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Other Sources</b>							
<b>Interfund Transfers</b>							
381020			Transfer from General Fund	29,516	315,973	118,068	118,068
381040			Transfer from Municipal Construction	-	1,590	-	-
<b>Interfund Transfers</b>				29,516	317,564	118,068	118,068
<b>Debt Proceeds/Installment Purchase</b>							
384000-677A			Debt proceeds	-	-	66,133,497	-
384100			Bond Issuance	-	105,880,000	-	-
384200			Bond Premium/Discount	-	3,016,529	9,830,037	-
<b>Debt Proceeds/Installment Purchase</b>				-	108,896,529	75,963,534	-
<b>Beginning Surplus</b>							
389940			Beginning surplus	-	-	(1,639,255)	(300,589)
<b>Beginning Surplus</b>				-	-	(1,639,255)	(300,589)
<b>Other Sources</b>				29,516	109,214,092	74,442,347	(182,521)
<b>Entity 201 Debt Service</b>				27,114,754	135,881,893	100,563,004	26,198,661

## City of Pembroke Pines, Florida - Revenue Detail

Account	-Division	-Project	Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Entity 320 Municipal Construction</b>							
<b>Permits, Fees &amp; Licenses</b>							
<b>Franchise Fees</b>							
323600			Privilege fees- Sewer	783,641	-	-	-
<b>Franchise Fees</b>				783,641	-	-	-
<b>Permits, Fees &amp; Licenses</b>				783,641	-	-	-
<b>Intergovernmental Revenue</b>							
<b>Grants from Local Units</b>							
337440-6003-627			Contribution from County JPA	41,485	97,224	-	-
337720-7001			Broward County Land Stewardship Program	145,300	-	-	-
<b>Grants from Local Units</b>				186,785	97,224	-	-
<b>Intergovernmental Revenue</b>				186,785	97,224	-	-
<b>Miscellaneous Revenues</b>							
<b>Investment Income</b>							
361030			Interest from FLOC 1-3 yr Bond Fund	47,466	6,565	-	-
361030-672			Interest from FLOC 1-3 yr Bond Fund	4,065	23,466	-	-
361030-673			Interest from FLOC 1-3 yr Bond Fund	85	6	-	-
361030-675			Interest from FLOC 1-3 yr Bond Fund	9,919	166	-	-
361030-676			Interest from FLOC 1-3 yr Bond Fund	(51,253)	131,646	-	-
361084			Interest on investments	(183,667)	-	-	-
<b>Investment Income</b>				(173,386)	161,849	-	-
<b>Private Gifts / Contributions</b>							
366010-6003-627			Contribution in aid of construction	-	158,070	-	-
366035			Municipal dedication fees	387,663	473,871	-	284,300
<b>Private Gifts / Contributions</b>				387,663	631,941	-	284,300
<b>Miscellaneous Revenues</b>				214,277	793,790	-	284,300
<b>Other Sources</b>							
<b>Sale of Capital Assets</b>							
388100			Sale of General Capital Assets	3,100,000	-	-	-
<b>Sale of Capital Assets</b>				3,100,000	-	-	-
<b>Debt Proceeds/Installment Purchase</b>							
384000-677A			Debt proceeds	-	-	9,911,504	-

## City of Pembroke Pines, Florida - Revenue Detail

Account	-Division	-Project	Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Debt Proceeds/Installment Purchase</b>							
<b>Debt Proceeds/Installment Purchase</b>				-	-	9,911,504	-
<b>Appropriated Fund Balance</b>							
389920			Appropriated fund balance	-	-	12,629,042	-
<b>Appropriated Fund Balance</b>				-	-	12,629,042	-
<b>Beginning Surplus</b>							
389940			Beginning surplus	-	-	-	(284,300)
<b>Beginning Surplus</b>				-	-	-	(284,300)
<b>Other Sources</b>				3,100,000	-	22,540,546	(284,300)
<b>Entity 320 Municipal Construction</b>				4,284,703	891,014	22,540,546	-

## City of Pembroke Pines, Florida - Revenue Detail

Account	Division	Project	Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Entity 471 Utility Fund</b>							
<b>Permits, Fees &amp; Licenses</b>							
<b>Building Permits</b>							
322085-6010			Utility construction fee	47,952	19,780	20,000	25,000
<b>Building Permits</b>				47,952	19,780	20,000	25,000
<b>Permits, Fees &amp; Licenses</b>				47,952	19,780	20,000	25,000
<b>Charges for Services</b>							
<b>General Government Charges</b>							
341922-6031			Backflow prevention certif fee	40,900	38,400	20,000	25,000
341944-6010			Lien recording/release	-	-	200	200
341990-6010			Utility plan review fee	810	12,071	5,000	10,000
<b>General Government Charges</b>				41,710	50,471	25,200	35,200
<b>Physical Environment Charges</b>							
343310-6031			Water utility installation fees	61,265	33,639	25,000	30,000
343320-6031			Water utility record/penalty fees	724,536	673,005	650,000	650,000
343600-6010			New account charge	57,930	60,150	50,000	50,000
343910-6010			Lien recording/release	19,200	21,000	20,000	20,000
<b>Physical Environment Charges</b>				862,931	787,794	745,000	750,000
<b>Water/Sewer Charges</b>							
343300-6031			Water charges	20,387,368	20,874,178	21,273,000	21,537,000
343510-6021			Sewer charges	21,863,304	22,211,823	22,669,000	22,824,000
<b>Water/Sewer Charges</b>				42,250,672	43,086,001	43,942,000	44,361,000
<b>Charges for Services</b>				43,155,312	43,924,266	44,712,200	45,146,200
<b>Miscellaneous Revenues</b>							
<b>Investment Income</b>							
361010			Gain/loss on investments	1,179,450	2,854,464	-	-
361030			Interest from FLOC 1-3 yr Bond Fund	21,937	189,063	81,000	206,000
361030-845			Interest from FLOC 1-3 yr Bond Fund	9,402	55,033	35,000	-
361084			Interest on investments	(178,017)	-	-	-
<b>Investment Income</b>				1,032,773	3,098,560	116,000	206,000
<b>Disp of Fix Assets / Sale of Equip/ Scrap</b>							
364010			Sale of equipment	15,498	268,300	5,000	5,000
<b>Disp of Fix Assets / Sale of Equip/ Scrap</b>				15,498	268,300	5,000	5,000
<b>Miscellaneous Revenues</b>							
365000			Scrap or surplus sales	12,784	8,389	3,000	4,000

## City of Pembroke Pines, Florida - Revenue Detail

Account -Division -Project	Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Miscellaneous Revenues</b>					
	<b>Miscellaneous Revenues</b>	12,784	8,389	3,000	4,000
<b>Other Miscellaneous Revenues</b>					
369010	Cash - over + short	(56)	(415)	500	100
369040	Other miscellaneous revenue	2,413	653	2,000	1,000
369060-6021	Sewer - other revenue	-	-	1,000	1,000
369080	Water - other revenues	1,313	1,800	1,000	2,000
	<b>Other Miscellaneous Revenues</b>	3,669	2,038	4,500	4,100
	<b>Miscellaneous Revenues</b>	1,064,723	3,377,288	128,500	219,100
<b>Other Sources</b>					
<b>Appropriated Retained Earnings</b>					
389910	Appropriated retained earnings	-	-	9,395,940	-
	<b>Appropriated Retained Earnings</b>	-	-	9,395,940	-
<b>Prior Year Bond Proceeds</b>					
389935	Prior Year Bond Proceeds	-	-	410,001	-
	<b>Prior Year Bond Proceeds</b>	-	-	410,001	-
<b>Water/Sewer Connection</b>					
389802-6021	Sewer connection - East	569,468	172,844	500,000	500,000
389803-6021	Sewer connection - West	402,908	928,988	400,000	400,000
389804-6031	Water connection - East	609,461	203,726	500,000	500,000
389805-6031	Water connection - West	338,652	758,878	500,000	500,000
	<b>Water/Sewer Connection</b>	1,920,491	2,064,436	1,900,000	1,900,000
<b>Capital Contributed from Developer</b>					
389801-6021	Contrib Capital from Developer	19,591	-	-	-
389801-6032	Contrib Capital from Developer	166,044	-	-	-
	<b>Capital Contributed from Developer</b>	185,636	-	-	-
<b>Capital Funded By Reserve</b>					
389915	Capital Funded by Reserve	-	-	2,210,000	2,340,000
	<b>Capital Funded By Reserve</b>	-	-	2,210,000	2,340,000
<b>Beginning Retained Earnings</b>					
389946	Beginning retained earnings	-	-	392,872	-
	<b>Beginning Retained Earnings</b>	-	-	392,872	-
	<b>Other Sources</b>	2,106,126	2,064,436	14,308,813	4,240,000

City of Pembroke Pines, Florida - Revenue Detail

Account -Division -Project	Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
	Entity 471 Utility Fund	46,374,114	49,385,771	59,169,513	49,630,300

## City of Pembroke Pines, Florida - Revenue Detail

Account -Division -Project	Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Entity 504 Public Insurance Fund</b>					
<b>Charges for Services</b>					
<b>General Government Charges</b>					
341212-203 -402	Contribution from Charter School	3,152,239	3,574,096	4,935,375	5,074,372
341212-203 -403	Contribution from Charter School	34,113	11,721	64,391	64,396
341212-203 -404	Contribution from Charter School	398,145	33,584	153,102	138,732
341212-203 -405	Contribution from Charter School	33,844	56,720	150,000	165,000
341235-203 -402	Contribution from general fund	7,035,341	7,926,706	10,156,756	10,608,672
341235-203 -403	Contribution from general fund	88,256	21,161	167,486	169,545
341235-203 -404	Contribution from general fund	2,490,168	615,255	2,873,628	2,525,042
341235-203 -405	Contribution from general fund	832,836	632,512	1,702,657	1,853,699
341245-203 -402	Contribution from pp utility fund	261,495	101,775	115,507	142,348
341245-203 -403	Contribution from pp utility fund	3,366	327	2,523	3,626
341245-203 -404	Contribution from pp utility fund	114,291	8,357	34,077	28,541
341245-203 -405	Contribution from pp utility fund	996,035	646,492	1,881,308	1,912,637
341270-203 -402	Contribution from road/bridge	25,006	2,751	-	7,492
341270-203 -403	Contribution from road/bridge	307	6	-	118
341270-203 -404	Contribution from road/bridge	18,636	372	-	4,249
341270-203 -405	Contribution from road/bridge	126,502	77,681	242,475	277,747
<b>General Government Charges</b>		15,610,580	13,709,516	22,479,285	22,976,216
<b>Charges for Services</b>		15,610,580	13,709,516	22,479,285	22,976,216
<b>Miscellaneous Revenues</b>					
<b>Investment Income</b>					
361030-203 -402	Interest from FLOC 1-3 yr Bond Fund	(3,230)	15,768	6,000	7,000
361084-203 -402	Interest on investments	51,796	69,663	20,415	80,443
361084-203 -403	Interest on investments	3,289	4,431	2,077	5,135
361084-203 -404	Interest on investments	8,222	11,145	2,630	11,378
361084-203 -405	Interest on investments	18,910	25,547	9,999	29,000
<b>Investment Income</b>		78,986	126,555	41,121	132,956
<b>Other Miscellaneous Revenues</b>					
369022-203 -402	Specific Stop Loss Recovery	36,393	681,796	-	-
369023-203 -402	Subrogation Recovery	6,515	-	-	-
369052-203 -402	Cobra Premiums	64,790	73,860	5,000	5,000
369053-203 -402	RX Rebates	163,156	168,711	30,000	30,000
369055-203 -402	Health insurance coverage	1,454,294	1,562,253	1,532,769	1,596,952
369057-203 -403	Supplemental life insurance	93,856	179,029	103,087	99,627
369059-203 -402	Medical Claims - Refund/Adj.	52,055	115,866	-	-
<b>Other Miscellaneous Revenues</b>		1,871,060	2,781,515	1,670,856	1,731,579

City of Pembroke Pines, Florida - Revenue Detail

Account -Division -Project	Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
	Miscellaneous Revenues	1,950,046	2,908,069	1,711,977	1,864,535
	Entity 504 Public Insurance Fund	17,560,626	16,617,585	24,191,262	24,840,751

## City of Pembroke Pines, Florida - Revenue Detail

Account -Division -Project	Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Entity 655 General Pension Trust Fund</b>					
<b>Miscellaneous Revenues</b>					
<b>Investment Income</b>					
361012-204	Investment Income	14,237,774	12,918,959	10,732,000	12,900,000
<b>Investment Income</b>		14,237,774	12,918,959	10,732,000	12,900,000
<b>Pension Fund Contributions</b>					
368010-204	City contribution - general	7,824,902	16,474,902	1,676,360	535,762
368011-204	City contribution - legacy	-	-	4,998,542	1,964,238
368050-204	Employee contribution - general	241,209	237,040	228,666	244,846
<b>Pension Fund Contributions</b>		8,066,111	16,711,942	6,903,568	2,744,846
<b>Miscellaneous Revenues</b>		22,303,886	29,630,901	17,635,568	15,644,846
<b>Other Sources</b>					
<b>Beginning Surplus</b>					
389940	Beginning surplus	-	-	(8,383,568)	(5,589,846)
<b>Beginning Surplus</b>		-	-	(8,383,568)	(5,589,846)
<b>Other Sources</b>		-	-	(8,383,568)	(5,589,846)
<b>Entity 655 General Pension Trust Fund</b>		22,303,886	29,630,901	9,252,000	10,055,000

## City of Pembroke Pines, Florida - Revenue Detail

Account -Division -Project	Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Entity 656 Fire &amp; Police Pension Trust Fund</b>					
<b>Miscellaneous Revenues</b>					
<b>Investment Income</b>					
361000-204	Appreciation of investments	41,571,003	38,670,552	27,780,000	30,440,000
361012-204	Investment Income	7,517,946	7,926,169	10,810,000	10,810,000
<b>Investment Income</b>		49,088,949	46,596,721	38,590,000	41,250,000
<b>Other Miscellaneous Revenues</b>					
369040-204	Other miscellaneous revenue	67,442	44,649	-	-
<b>Other Miscellaneous Revenues</b>		67,442	44,649	-	-
<b>Pension Fund Contributions</b>					
368000-204	Casualty insurance premium tax	1,104,381	1,214,943	1,104,381	1,214,943
368005-204	City contribution - fire	11,409,528	11,647,078	11,408,862	11,501,733
368020-204	City contribution - police	11,345,237	11,938,249	12,293,177	12,183,024
368040-204	Employee contribution - fire	1,473,774	1,472,181	1,416,772	1,435,048
368042-204	Employee buybacks	-	11,528	-	-
368045-204	Employee Contribution - ESI	9,609	19,329	-	-
368060-204	Employee contribution - police	1,478,143	1,491,955	1,526,628	1,389,410
368090-204	Fire insurance premium tax	1,354,558	1,414,138	1,354,558	1,414,138
<b>Pension Fund Contributions</b>		28,175,230	29,209,399	29,104,378	29,138,296
<b>Miscellaneous Revenues</b>		77,331,621	75,850,769	67,694,378	70,388,296
<b>Other Sources</b>					
<b>Beginning Surplus</b>					
389940	Beginning surplus	-	-	(38,728,378)	(41,097,296)
<b>Beginning Surplus</b>		-	-	(38,728,378)	(41,097,296)
<b>Other Sources</b>		-	-	(38,728,378)	(41,097,296)
<b>Entity 656 Fire &amp; Police Pension Trust Fund</b>		77,331,621	75,850,769	28,966,000	29,291,000

## City of Pembroke Pines, Florida - Revenue Detail

Account -Division -Project	Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Entity 657 Other Post Employment Benefits</b>					
<b>Miscellaneous Revenues</b>					
<b>Investment Income</b>					
361084-204	Interest on investments	4,931,561	4,290,461	4,900,000	4,300,000
361085	Interest on Money Market Acct	1,352	1,565	-	1,000
<b>Investment Income</b>		4,932,913	4,292,026	4,900,000	4,301,000
<b>Other Miscellaneous Revenues</b>					
369022-204	Specific Stop Loss Recovery	742,528	50,765	-	-
369053-204	RX Rebates	-	-	15,000	15,000
369054	Part D Subsidy	144,908	146,505	75,000	75,000
369056-204	Medical contribution	680,060	675,017	178,523	150,000
369059-204	Medical Claims - Refund/Adj.	212,709	6,141	-	-
<b>Other Miscellaneous Revenues</b>		1,780,205	878,428	268,523	240,000
<b>Pension Fund Contributions</b>					
368035-204	City contrib-General retiree health	2,919,153	2,841,000	3,023,752	4,632,000
368036-204	City contrib-Police retiree health	4,133,062	3,634,000	3,900,993	4,521,000
368037-204	City contrib-Fire retiree health	2,280,992	2,856,000	3,069,809	5,038,000
368038-204	City contrib-Schools retiree health	23,000	21,000	21,779	2,000
<b>Pension Fund Contributions</b>		9,356,207	9,352,000	10,016,333	14,193,000
<b>Miscellaneous Revenues</b>		16,069,324	14,522,454	15,184,856	18,734,000
<b>Other Sources</b>					
<b>Beginning Surplus</b>					
389940	Beginning surplus	-	-	(4,487,875)	(7,565,977)
<b>Beginning Surplus</b>		-	-	(4,487,875)	(7,565,977)
<b>Other Sources</b>		-	-	(4,487,875)	(7,565,977)
<b>Entity 657 Other Post Employment Benefits</b>		16,069,324	14,522,454	10,696,981	11,168,023

**City of Pembroke Pines, Florida**  
**Revenue Detail**  
**All Funds**

<b>Entity</b>	<b>2012-13 Actual</b>	<b>2013-14 Actual</b>	<b>2014-15 Budget</b>	<b>2015-16 Budget</b>
1 General Fund	152,483,096	159,306,946	170,052,346	171,717,743
51 Wetlands Trust Fund	1,210	855	16,500	16,500
100 Road & Bridge Fund	4,457,462	5,385,412	6,138,989	5,560,421
120 State Housing Initiative Program	216,282	281,667	1,858,807	755,868
121 HUD Grants CDBG/HOME	1,906,257	2,848,013	2,306,035	930,315
122 Law Enforcement Grant	308,250	385,572	213,448	17,918
124 Police Community Services Grant	32,177	34,920	19,345	-
128 Community Bus Program	1,113,758	954,333	1,038,744	790,238
131 Treasury - Confiscated	19,632	9,402	310,453	8,022
132 Justice - Confiscated	28,846	63,077	583,748	49,967
133 \$2 Police Education	47,586	38,773	287,657	39,703
134 FDLE - Confiscated	113,317	100,245	380,140	107,540
199 Older Americans Act	1,303,977	1,272,161	1,357,821	1,398,300
201 Debt Service	27,114,754	135,881,893	100,563,004	26,198,661
320 Municipal Construction	4,284,703	891,014	22,540,546	-
471 Utility Fund	46,374,114	49,385,771	59,169,513	49,630,300
504 Public Insurance Fund	17,560,626	16,617,585	24,191,262	24,840,751
655 General Pension Trust Fund	22,303,886	29,630,901	9,252,000	10,055,000
656 Fire & Police Pension Trust Fund	77,331,621	75,850,769	28,966,000	29,291,000
657 Other Post Employment Benefits	16,069,324	14,522,454	10,696,981	11,168,023
<b>Total All Funds</b>	<b>373,070,878</b>	<b>493,461,765</b>	<b>439,943,339</b>	<b>332,576,270</b>

## City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 511 Legislative  
Division 100 City Commission | Project Blank

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Personnel</b>					
11001	Mayor	46,030	46,030	45,854	45,854
11002	Vice - Mayor	23,476	23,476	23,387	23,387
11003	Commissioner	70,429	70,429	70,161	70,161
12884	Executive Assist	66,169	56,622	55,204	55,204
13682	P/T Executive Assistant	25,350	26,868	30,514	30,514
15001	Special Payment non P & F	9,431	7,784	-	-
15103	Expense allowance	36,606	35,250	68,250	68,250
21000	Social Security- matching	19,795	18,985	19,926	22,451
22000	Retirement contributions	109,598	321,426	30,899	13,410
23000	Health Insurance	57,504	66,012	72,305	89,904
23100	Life Insurance	383	94	721	815
24000	Workers compensation	1,198	213	960	768
26300	General retiree health contrib	47,724	52,735	58,422	89,394
	<b>Personnel</b>	<b>513,693</b>	<b>725,924</b>	<b>476,603</b>	<b>510,112</b>
<b>Operating</b>					
34990	Contractual services- other	252,598	242,853	250,000	250,000
40100	Travel/conferences	19,120	23,024	23,000	24,000
44200	Rents- machinery & equipment	-	-	368	2,207
46800	Maintenance contracts	-	-	132	790
49104	License fees	-	-	375	375
51100	Office supplies	980	1,154	2,000	1,500
52650	Equip < than \$1000	-	155	-	100
54100	Memberships/ dues/ subscription	13,418	13,557	14,092	13,992
	<b>Operating</b>	<b>286,116</b>	<b>280,742</b>	<b>289,967</b>	<b>292,964</b>
	<b>Project Total</b>	<b>799,809</b>	<b>1,006,666</b>	<b>766,570</b>	<b>803,076</b>
	<b>Division Total</b>	<b>799,809</b>	<b>1,006,666</b>	<b>766,570</b>	<b>803,076</b>

## City of Pembroke Pines, Florida - Expenditure Detail

## Entity 1 General Fund | Function 512 Executive

## Division 201 City Manager | Project Blank

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Personnel</b>					
11005	City Manager	159,974	276,319	274,997	274,997
12516	Assistant City Manager	82,168	82,168	81,776	81,776
13150	P/T Administrative Coordinator I	12,668	10,720	23,777	20,800
13682	P/T Executive Assistant	38,746	39,418	50,648	50,648
13685	P/T Clerical Aide	24,615	17,713	16,828	15,626
14000	Overtime	-	121	-	-
15001	Special Payment non P & F	7,036	14,271	-	-
15103	Expense allowance	2,954	4,800	4,801	4,801
15107	Automobile allowance	6,462	9,600	9,601	10,800
15116	Cell Phone Pay	1,927	2,850	2,851	2,851
21000	Social Security- matching	20,429	21,737	24,052	23,825
22000	Retirement contributions	43,665	112,493	86,933	28,980
23000	Health Insurance	9,585	5,502	7,231	22,476
23100	Life Insurance	463	37	302	1,469
24000	Workers compensation	1,733	408	1,907	1,505
26300	General retiree health contrib	3,977	4,392	14,606	22,349
<b>Personnel</b>		<b>416,402</b>	<b>602,549</b>	<b>600,310</b>	<b>562,903</b>
<b>Operating</b>					
34990	Contractual services- other	97,692	-	-	-
40100	Travel/conferences	-	707	1,062	3,000
44200	Rents- machinery & equipment	-	-	300	1,761
46800	Maintenance contracts	175	144	600	1,161
51100	Office supplies	1,570	1,793	1,950	1,200
52650	Equip < than \$1000	350	725	-	-
54100	Memberships/ dues/ subscription	1,726	1,750	1,188	1,100
<b>Operating</b>		<b>101,514</b>	<b>5,119</b>	<b>5,100</b>	<b>8,222</b>
<b>Project Total</b>		<b>517,916</b>	<b>607,668</b>	<b>605,410</b>	<b>571,125</b>
<b>Division Total</b>		<b>517,916</b>	<b>607,668</b>	<b>605,410</b>	<b>571,125</b>

## 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	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Personnel</b>					
12014	Risk Management/Benefits Supervisor	-	-	-	55,128
12440	Human Resources Director	153,824	153,824	153,088	153,088
12557	Risk Management/Benefits Specialist	50,369	50,369	50,128	-
12684	Clerical Spec II	-	-	31,325	31,325
12685	Clerical Aide	43,995	43,995	7,318	-
12790	Human Resources Manager	94,343	94,343	93,892	93,892
12992	Vacation leave - retire/term	9,028	-	8,778	-
12996	Sick leave - retire/term	10,382	-	3,579	-
15001	Special Payment non P & F	14,511	14,949	-	-
15107	Automobile allowance	4,985	4,800	4,801	4,801
15116	Cell Phone Pay	900	1,450	1,500	1,500
21000	Social Security- matching	27,421	23,923	24,674	23,552
22000	Retirement contributions	148,104	451,805	64,129	18,666
22010	Defined contribution - General	-	-	3,478	2,820
23000	Health Insurance	47,920	55,010	60,565	59,936
23100	Life Insurance	599	170	1,240	1,204
24000	Workers compensation	1,630	337	1,431	1,134
26300	General retiree health contrib	39,770	43,947	48,685	74,495
	<b>Personnel</b>	<b>647,780</b>	<b>938,922</b>	<b>558,611</b>	<b>521,541</b>
<b>Operating</b>					
31400	Professional services- medical	13,640	19,282	12,000	12,000
31500	Professional services- other	5,930	5,093	2,000	2,000
34989	Contractual service provider	-	1,665	62,856	61,800
34990	Contractual services- other	8,200	17,593	4,800	4,800
40100	Travel/conferences	-	137	118	2,500
40229	Training	-	65	-	-
44200	Rents- machinery & equipment	-	2,669	2,616	2,669
46250	R & M equipment	45	-	-	-
46800	Maintenance contracts	921	1,905	5,400	5,400
47100	Printing	650	849	5,000	5,000
49000	Legal/employment ads	3,344	3,052	5,000	5,000
51100	Office supplies	2,006	2,612	4,000	4,000
52000	Operating supplies	717	791	882	800
52650	Equip < than \$1000	-	-	1,000	1,000
52652	Software < than \$1000 &/or licenses	325	325	500	500
52653	Computer equipment < \$1000	-	-	2,500	2,500
54100	Memberships/ dues/ subscription	80	-	-	-
55229	Training	-	-	-	6,000
	<b>Operating</b>	<b>35,857</b>	<b>56,037</b>	<b>108,672</b>	<b>115,969</b>
<b>Capital</b>					
64050	Copier machine	-	-	5,384	-
	<b>Capital</b>	<b>-</b>	<b>-</b>	<b>5,384</b>	<b>-</b>
	<b>Project Total</b>	<b>683,637</b>	<b>994,959</b>	<b>672,667</b>	<b>637,510</b>
	<b>Division Total</b>	<b>683,637</b>	<b>994,959</b>	<b>672,667</b>	<b>637,510</b>

**City of Pembroke Pines, Florida - Expenditure Detail**

**Entity 1 General Fund | Function 514 Legal counsel  
Division 300 City Attorney | Project Blank**

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Operating</b>					
31200	Professional services- retainer fees	215,100	215,100	225,850	232,625
31350	Professional services- on site	424,260	424,260	445,745	459,117
31360	Professional services- legal advisor	135,516	135,516	135,520	135,520
31500	Professional services- other	50,076	51,719	50,075	50,075
51100	Office supplies	19,716	18,073	19,710	19,710
52950	Out of pocket expenses	876	2,913	5,000	5,000
<b>Operating</b>		<b>845,544</b>	<b>847,581</b>	<b>881,900</b>	<b>902,047</b>
<b>Project Total</b>		<b>845,544</b>	<b>847,581</b>	<b>881,900</b>	<b>902,047</b>
<b>Division Total</b>		<b>845,544</b>	<b>847,581</b>	<b>881,900</b>	<b>902,047</b>

## 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	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Personnel</b>					
12992	Vacation leave - retire/term	14,323	-	-	10,000
12996	Sick leave - retire/term	24,257	-	-	10,000
21000	Social Security- matching	227	1,107	533	1,530
22001	Retirement contribution - legacy	-	-	3,299,394	1,330,174
25000	Unemployment compensation	20,991	31,082	57,123	50,000
	<b>Personnel</b>	<b>59,798</b>	<b>32,189</b>	<b>3,357,050</b>	<b>1,401,704</b>
<b>Operating</b>					
30010	Contingency	-	-	1,043,984	1,047,543
30030	Estimated Budget Savings	-	-	-874,481	-1,077,609
31300	Professional services-Outside Legal	451,076	694,199	648,500	650,000
31500	Professional services- other	317,561	398,496	331,700	381,818
34989	Contractual service provider	147,120	150,476	150,736	257,721
34990	Contractual services- other	21,318	27,246	22,076	23,325
36100	Excess benefit	65,080	44,204	42,283	43,552
41225	Cable fees	203	429	230	230
41400	Postage	98,280	100,531	90,397	100,531
45000	Insurance	739,064	568,891	1,540,515	1,686,839
45030	Household hazard waste	119,145	19,058	-	-
47140	Printing - flyer/newspaper	93,124	94,003	88,368	98,368
48250	Employee award program	-	-	-	1,000
49150	Auto tags & titles	10,476	8,003	13,980	11,480
49201	Taxes and/or assessments	71,906	8,000	1,771	-
49356	Special projects	1,739	1,709	9,953	1,900
49965	Police & Fire Pension Misc. Costs	-	-	450,000	200,000
51100	Office supplies	3,771	3,187	2,700	3,500
52650	Equip < than \$1000	870	182	500	-
52652	Software < than \$1000 &/or licenses	1,610	-	-	-
54100	Memberships/ dues/ subscription	39,283	54,570	55,370	55,359
	<b>Operating</b>	<b>2,181,625</b>	<b>2,173,185</b>	<b>3,618,582</b>	<b>3,485,557</b>
<b>Grants and Aid</b>					
81001	Grant - Area Agency On Aging	93,984	91,891	89,693	108,635
82005	Grant - Women In Distress	12,000	12,000	12,000	12,000
82013	Grant - Learning for Success-KAPOW	3,000	3,000	3,000	6,000
82016	Grant - Here's Help	5,000	5,000	5,000	5,000
82023	Grant - American Cancer Society	-	-	10,000	10,000
83013	Grant - Family Central	32,971	33,917	34,906	68,084
	<b>Grants and Aid</b>	<b>146,955</b>	<b>145,808</b>	<b>154,599</b>	<b>209,719</b>
<b>Other</b>					
91128	Transfer to Community Bus Program	119,665	33,649	197,579	192,282
91199	Transfer to OAA	401,516	425,467	451,090	561,569
91201	Transfer to Debt Service Fund	29,516	315,973	118,068	118,068
99800	Settlement	-	150,000	5,000	-
	<b>Other</b>	<b>550,697</b>	<b>925,090</b>	<b>771,737</b>	<b>871,919</b>
	<b>Project Total</b>	<b>2,939,076</b>	<b>3,276,271</b>	<b>7,901,968</b>	<b>5,968,899</b>

**City of Pembroke Pines, Florida - Expenditure Detail**

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<b>Division Total</b>	<b>2,939,076</b>	<b>3,276,271</b>	<b>7,901,968</b>	<b>5,968,899</b>
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## 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	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Personnel</b>					
12047	City Clerk	124,731	117,715	102,024	102,024
12285	Micrographic Technician II	44,392	44,392	44,180	44,180
12525	Administrative Assistant I	48,096	26,615	42,016	-
12620	Cashier II	37,954	37,954	37,773	37,773
12684	Clerical Spec II	113,007	113,007	112,466	112,466
12775	Deputy City Clerk	55,531	55,531	55,266	55,266
12782	Deputy City Clerk/Occ Lic Admin	57,182	57,182	56,909	56,909
12992	Vacation leave - retire/term	9,932	52,240	-	-
12996	Sick leave - retire/term	11,724	32,445	-	-
13509	Shared - Secretary	15,749	14,147	29,835	29,835
13681	P/T Clerk Spec II	-	-	-	16,500
14000	Overtime	228	104	300	300
15001	Special Payment non P & F	24,484	22,177	-	-
21000	Social Security- matching	38,850	38,450	36,784	34,831
22000	Retirement contributions	229,993	409,719	74,246	17,772
22010	Defined contribution - General	-	-	21,280	17,501
23000	Health Insurance	76,675	88,017	115,688	104,888
23100	Life Insurance	893	219	1,667	1,478
24000	Workers compensation	2,579	460	2,048	1,548
26300	General retiree health contrib	79,540	79,105	87,633	134,091
	<b>Personnel</b>	<b>971,540</b>	<b>1,189,481</b>	<b>820,115</b>	<b>767,362</b>
<b>Operating</b>					
31500	Professional services- other	41,227	-	43,000	32,088
34050	Contractual microfilming	16,828	8,932	277,000	37,856
34989	Contractual service provider	71,865	93,344	90,045	137,736
40100	Travel/conferences	-	389	4,000	4,500
44200	Rents- machinery & equipment	21,847	21,893	21,822	24,000
45440	Insurance- errors & omissions	-	145	600	400
46250	R & M equipment	1,467	-	1,500	1,500
46800	Maintenance contracts	1,044	1,877	4,875	4,875
46801	I.T. Maintenance contracts	13,080	15,902	20,768	23,768
47100	Printing	4,053	5,865	6,800	6,800
47400	Codification of ordinances	9,363	5,997	10,000	10,000
49000	Legal/employment ads	18,909	13,445	19,000	19,000
49100	Recording fees	4,043	3,731	4,100	4,100
51100	Office supplies	9,468	5,709	10,000	10,000
51300	Microfilm supplies	-	-	200	1,000
52650	Equip < than \$1000	917	516	2,000	2,000
52652	Software < than \$1000 &/or licenses	2,976	3,117	4,400	4,000
52653	Computer equipment < \$1000	899	1,466	200	1,500
54100	Memberships/ dues/ subscription	269	835	600	600
	<b>Operating</b>	<b>218,255</b>	<b>183,162</b>	<b>520,910</b>	<b>325,723</b>
<b>Capital</b>					
64039	Computer equipment not micro	-	-	2,578	-
64051	Computer programs	-	-	289,000	-
64132	Microfilm equipment	-	-	10,000	-
	<b>Capital</b>	<b>-</b>	<b>-</b>	<b>301,578</b>	<b>-</b>

**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	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Project Total</b>		<b>1,189,795</b>	<b>1,372,643</b>	<b>1,642,603</b>	<b>1,093,085</b>
<b>Division Total</b>		<b>1,189,795</b>	<b>1,372,643</b>	<b>1,642,603</b>	<b>1,093,085</b>

## City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 513 Financial and administrative  
Division 2001 Finance | Project Blank

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Personnel</b>					
12086	Finance Director	153,824	153,824	134,909	128,544
12428	Payables Supervisor	55,427	55,427	58,314	59,010
12431	Payroll Coordinator	114,070	114,030	115,050	115,004
12433	Payroll Supervisor	69,231	70,329	69,992	72,092
12513	Account Clerk III	54,006	54,012	40,304	-
12515	Accounting Clerk II	77,334	49,081	36,583	-
12517	Assistant Finance Director	115,619	115,619	115,066	115,066
12523	Accountant	47,945	47,950	49,655	50,004
12525	Administrative Assistant I	60,088	60,088	59,800	59,800
12552	Budget Analyst	66,274	44,077	-	-
12556	Budget Manager	82,012	82,012	81,620	84,068
12641	Chief Accountant	84,478	107,487	86,019	82,406
12642	Accounting Supervisor	63,166	42,558	15,630	64,036
12651	Programmer Analyst II	170,377	170,377	169,562	174,554
12686	Systems Supervisor	98,899	98,899	98,426	98,426
12992	Vacation leave - retire/term	20,863	5,026	39,405	-
12996	Sick leave - retire/term	4,779	86	16,090	-
13680	P/T Clerk Spec I	3,825	12,793	13,000	13,000
14000	Overtime	-	-	5,000	-
15001	Special Payment non P & F	63,565	63,543	-	-
15107	Automobile allowance	4,985	4,800	3,878	3,600
15116	Cell Phone Pay	-	600	1,841	2,100
21000	Social Security- matching	98,328	91,819	95,163	84,816
22000	Retirement contributions	556,242	1,344,058	214,742	58,757
22010	Defined contribution - General	-	-	50,412	41,711
23000	Health Insurance	172,515	176,035	216,915	209,776
23100	Life Insurance	2,465	516	3,910	3,986
24000	Workers compensation	6,709	1,169	5,219	3,799
26300	General retiree health contrib	151,126	149,325	165,641	238,260
	<b>Personnel</b>	<b>2,398,149</b>	<b>3,115,538</b>	<b>1,962,146</b>	<b>1,762,815</b>
<b>Operating</b>					
32100	Accounting and auditing fees	43,630	43,998	45,368	39,800
34989	Contractual service provider	309,203	429,289	553,286	654,576
34990	Contractual services- other	54,392	-	38,484	-
34995	I.T. Contractual services	-	-	13,000	-
40100	Travel/conferences	1,373	725	1,800	1,700
40229	Training	884	-	-	-
41100	Telephone	1,088	772	433	500
44200	Rents- machinery & equipment	-	-	1,000	4,400
46250	R & M equipment	395	454	450	500
46800	Maintenance contracts	1,078	997	3,100	4,100
46801	I.T. Maintenance contracts	91,074	92,877	94,735	96,000
51100	Office supplies	6,759	11,117	8,000	11,500
52650	Equip < than \$1000	565	225	500	500
52652	Software < than \$1000 &/or licenses	831	813	9,324	10,800
52653	Computer equipment < \$1000	1,989	1,602	1,500	1,500
54100	Memberships/ dues/ subscription	2,940	3,092	3,455	3,825
55229	Training	-	1,752	1,500	1,500
	<b>Operating</b>	<b>516,200</b>	<b>587,714</b>	<b>775,935</b>	<b>831,201</b>

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 513 Financial and administrative  
Division 2001 Finance | Project Blank

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Capital</b>					
64039	Computer equipment not micro	-	2,194	5,800	-
64051	Computer programs	-	-	2,600	2,600
64053	Micro computer	2,415	-	-	-
<b>Capital</b>		<b>2,415</b>	<b>2,194</b>	<b>8,400</b>	<b>2,600</b>
<b>Project Total</b>		<b>2,916,763</b>	<b>3,705,445</b>	<b>2,746,481</b>	<b>2,596,616</b>
<b>Division Total</b>		<b>2,916,763</b>	<b>3,705,445</b>	<b>2,746,481</b>	<b>2,596,616</b>

## 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	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Personnel</b>					
12011	Internet Specialist	84,582	42,089	-	-
12280	Help Desk Technician II	92,361	127,104	253,658	302,268
12303	Network Specialist II	193,116	193,116	192,193	192,193
12525	Administrative Assistant I	54,967	54,967	54,704	54,704
12643	Help Desk Technician I	-	9,647	38,002	38,002
12644	Help Analyst/Technician	68,928	68,928	68,599	68,599
12645	Help Desk Analyst	58,332	58,332	58,053	58,053
12652	Programmer/Analyst I	160,706	160,706	75,760	75,760
12693	Systems Programmer/Analyst II	100,968	67,151	88,567	86,695
12697	Proj Mangr/Systems Prog Analyst II	-	35,483	105,436	105,436
12720	Client & Infrastructure Support Mgr.	98,554	103,595	103,085	105,997
12721	Project Manager	-	11,451	-	-
12722	Manager of Systems Development	126,612	126,612	126,007	126,007
12723	Systems Administrator	69,485	69,618	69,285	69,285
12900	Web Page Developer	65,817	-	-	-
12903	Technology Services Director	140,678	140,678	140,005	140,005
12992	Vacation leave - retire/term	9,402	22,957	-	-
12996	Sick leave - retire/term	9,698	2,401	-	-
14000	Overtime	26,120	35,337	23,000	23,000
15001	Special Payment non P & F	72,001	81,591	-	-
15100	Holiday pay	-	-	335	1,800
15115	Beeper pay	15,791	15,633	16,593	16,593
15116	Cell Phone Pay	2,520	3,555	5,620	5,940
21000	Social Security- matching	105,867	98,037	105,905	110,104
22000	Retirement contributions	639,141	1,519,788	131,509	45,574
22010	Defined contribution - General	-	-	80,894	85,108
23000	Health Insurance	153,347	170,520	260,663	269,712
23100	Life Insurance	2,461	607	5,073	5,139
24000	Workers compensation	6,699	1,144	5,843	4,832
26300	General retiree health contrib	119,310	140,628	146,055	268,182
	<b>Personnel</b>	<b>2,477,463</b>	<b>3,361,675</b>	<b>2,154,844</b>	<b>2,258,988</b>
<b>Operating</b>					
34989	Contractual service provider	130,845	168,653	302,271	402,785
34995	I.T. Contractual services	97,083	2,100	108,000	60,000
40100	Travel/conferences	-	-	990	2,600
40229	Training	8,630	-	-	-
41100	Telephone	2,573	1,921	5,026	5,026
41371	Streaming video service fees	2,250	1,125	4,400	4,400
41380	Data communication	22,057	21,600	28,800	31,200
44200	Rents- machinery & equipment	-	-	3,966	3,966
46250	R & M equipment	1,179	-	4,000	3,200
46300	R & M motor vehicles	-	2,039	3,500	3,500
46800	Maintenance contracts	-	-	300	900
46801	I.T. Maintenance contracts	136,484	99,738	155,960	139,012
51100	Office supplies	65	-	1,500	1,800
52000	Operating supplies	8,123	5,278	13,500	13,200
52015	Books	147	387	1,290	1,625
52470	Computer supplies	90	376	2,300	3,450
52540	Fuel	2,082	1,928	3,480	3,480
52650	Equip < than \$1000	1,023	6,295	4,000	23,220

## 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	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Operating</b>					
52652	Software < than \$1000 &/or licenses	171,492	206,125	228,443	110,350
52653	Computer equipment < \$1000	15,473	291,457	123,632	35,000
54100	Memberships/ dues/ subscription	-	562	600	1,900
55229	Training	-	-	21,210	22,280
<b>Operating</b>		<b>599,595</b>	<b>809,584</b>	<b>1,017,168</b>	<b>872,894</b>
<b>Capital</b>					
64038	Communications systems	-	-	24,600	-
64039	Computer equipment not micro	6,400	39,638	112,800	78,800
64051	Computer programs	39,347	91,960	42,700	-
64053	Micro computer	26,004	51,969	-	-
64055	Laptop/Tablet	5,169	3,574	43,450	60,400
64214	Truck	-	-	21,739	-
64228	Video equipment	4,035	-	-	-
<b>Capital</b>		<b>80,955</b>	<b>187,141</b>	<b>245,289</b>	<b>139,200</b>
<b>Project Total</b>		<b>3,158,013</b>	<b>4,358,399</b>	<b>3,417,301</b>	<b>3,271,082</b>

**Entity 1 General Fund | Function 513 Financial and administrative  
Division 2002 Technology Services | Project 306 IT Modernization (VOIP/VDI)**

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Operating</b>					
34995	I.T. Contractual services	-	-	-	109,800
46801	I.T. Maintenance contracts	-	39,802	972	-
52470	Computer supplies	-	-	-	38,800
52652	Software < than \$1000 &/or licenses	-	92,775	-	-
52653	Computer equipment < \$1000	-	4,320	228,180	247,500
<b>Operating</b>		<b>-</b>	<b>136,897</b>	<b>229,152</b>	<b>396,100</b>
<b>Capital</b>					
63993	Improvements - Other	-	-	1,748,705	123,000
64039	Computer equipment not micro	-	892,294	70,955	2,207,700
64051	Computer programs	-	27,690	214	-
<b>Capital</b>		<b>-</b>	<b>919,984</b>	<b>1,819,874</b>	<b>2,330,700</b>
<b>Project Total</b>		<b>-</b>	<b>1,056,880</b>	<b>2,049,026</b>	<b>2,726,800</b>
<b>Division Total</b>		<b>3,158,013</b>	<b>5,415,280</b>	<b>5,466,327</b>	<b>5,997,882</b>

## City of Pembroke Pines, Florida - Expenditure Detail

## Entity 1 General Fund | Function 521 Law enforcement

## Division 3001 Police | Project Blank

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Personnel</b>					
12044	Records Unit Manager	-	-	53,339	54,225
12045	Police Chief	160,240	160,240	159,474	165,952
12080	Social Media Manager	-	31,137	39,978	41,433
12093	Police Service Aid	568,257	499,937	-	-
12115	Police Captain	273,507	207,882	383,105	526,026
12131	Professional Standards Supervisor	2,925	19,575	46,738	46,738
12174	Division Major	455,905	557,389	382,081	255,938
12425	Police Officer	11,389,414	11,025,823	11,662,478	12,482,837
12455	Grants/Research Coordinator	75,366	-	-	-
12456	Logistics Coordinator II	53,420	46,245	40,831	40,831
12458	Enforcement Programs Manager	50,369	21,208	-	-
12459	Logistics Coordinator I	38,681	16,289	-	-
12467	Property Evidence Technician	58,313	77,748	77,377	77,377
12468	Property Supervisor	27,248	38,310	38,127	38,127
12490	Logistics Manager	-	32,061	55,308	55,308
12491	Program Manager	-	30,625	52,645	-
12492	Finance Coordinator	-	36,917	63,461	65,374
12493	Administrative Services Manager	-	-	-	46,738
12525	Administrative Assistant I	-	29,290	43,277	43,284
12528	Administrative Assistant II	52,898	52,898	52,645	54,225
12552	Budget Analyst	60,673	25,546	-	-
12603	Support Services Coordinator	64,147	64,127	63,820	63,820
12631	Crime Scene Technician	178,453	66,854	49,172	50,648
12632	Crime Scene Unit Supervisor	-	16,738	62,172	64,043
12633	Crime Scene Investigator	108,884	187,189	145,455	149,821
12634	Crime Scene Shift Supervisor	-	16,222	59,197	60,964
12639	Forensic Examiner	-	-	57,450	59,176
12651	Programmer Analyst II	-	37,837	65,042	65,042
12652	Programmer/Analyst I	123,881	95,796	70,492	70,492
12655	Sergeant	2,620,632	2,622,274	2,687,561	2,832,529
12684	Clerical Spec II	639,510	561,563	572,506	558,369
12685	Clerical Aide	39,237	77,998	97,292	72,339
12730	Court Liaison Specialist	46,273	46,273	7,528	-
12733	Crime Analyst Supervisor	-	-	-	58,012
12736	Crime Analyst	103,247	101,870	102,982	47,716
12800	Asst. Police Chief	132,711	122,298	124,674	133,527
12885	Victim's Advocate	51,769	41,886	51,522	48,610
12886	Assistant Victim's Advocate	42,218	28,482	42,016	42,016
12913	Finger Print Examiner	60,030	60,030	59,800	-
12937	Fingerprint Examiner II	-	-	-	61,568
12978	Police Support Specialist III	21,435	23,202	-	-
12979	Police Support Specialist II	-	207,488	168,064	173,136
12980	Police Support Specialist I	-	146,687	319,824	329,472
12981	Police Administrative Specialist I	-	22,487	29,022	-
12984	Police Administrative Specialist II	-	-	12,551	45,011
12985	Police Service Aide I	-	-	497,918	527,409
12988	Police Payroll Specialist I	-	-	11,954	42,868
12992	Vacation leave - retire/term	248,157	170,188	183,092	156,785
12996	Sick leave - retire/term	304,520	235,037	279,483	372,379
12997	Sick leave - annual	360,395	409,340	779,962	609,848
13407	P/T Victim's Advocate - CITY	29,669	35,456	35,662	35,662
13412	P/T Police Support Specialist	-	27,002	71,555	71,555

## City of Pembroke Pines, Florida - Expenditure Detail

## Entity 1 General Fund | Function 521 Law enforcement

## Division 3001 Police | Project Blank

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Personnel</b>					
14000	Overtime	923,811	965,436	820,000	875,000
15000	Incentive pay	212,082	202,635	201,380	190,218
15001	Special Payment non P & F	149,547	200,561	-	-
15002	Special Payment P & F	274,300	-	-	-
15010	Certification pay	120	120	120	120
15015	Payment in lieu of benefits	2,877	-	-	-
15050	Stand-by pay	75,055	80,678	65,000	80,000
15100	Holiday pay	325,688	323,666	300,000	325,000
15101	Uniform cleaning allowance	104,044	109,248	108,810	302,640
15104	Assignment pay	214,525	183,853	170,298	146,187
15107	Automobile allowance	7,477	8,407	21,600	23,630
15108	Shift Differential	7,616	10,599	12,480	11,440
15109	Shift Differential- Certified Officer	60,234	60,765	60,840	60,840
15110	Dive team equipment allowance	3,575	3,750	3,900	3,600
15115	Beeper pay	17,599	16,959	22,500	18,500
15116	Cell Phone Pay	13,930	15,820	15,120	17,400
15200	Longevity pay	436,127	339,102	348,394	292,307
21000	Social Security- matching	1,570,813	1,530,973	1,687,656	1,765,783
22000	Retirement contributions	1,167,803	2,559,184	247,705	71,930
22010	Defined contribution - General	-	-	268,785	274,775
22100	Retirement contributions P & F	11,345,237	11,938,249	12,293,177	12,183,024
22110	State contribution P&F retirement	1,104,381	1,214,943	1,104,381	1,214,943
23000	Health Insurance	2,549,362	3,141,169	4,143,479	4,360,344
23100	Life Insurance	33,361	8,504	68,787	71,065
24000	Workers compensation	869,844	239,661	1,123,799	1,005,414
26300	General retiree health contrib	445,424	492,955	652,350	1,028,031
26305	Police retiree health contrib	4,133,062	3,634,000	3,900,993	4,521,000
	<b>Personnel</b>	<b>44,490,277</b>	<b>45,614,680</b>	<b>47,500,186</b>	<b>49,640,421</b>

**Operating**

31400	Professional services- medical	6,990	7,200	18,520	18,700
31450	Professional services- veterinarian	5,004	12,660	12,000	13,500
31500	Professional services- other	17,487	24,873	42,987	56,750
34500	Contract- building maintenance	25,647	31,811	43,642	60,000
34982	Function sourcing- Grounds/Facilities	-	70	40,000	-
34990	Contractual services- other	490,183	502,192	614,863	610,910
36100	Excess benefit	-	-	48,647	48,600
40100	Travel/conferences	14,347	12,809	39,354	75,370
40200	College classes- education	8,610	-	-	-
40229	Training	18,746	-	-	-
41100	Telephone	92,041	107,857	139,095	139,095
41380	Data communication	97,813	114,312	152,978	134,340
43100	Electric	105,881	112,375	120,000	125,000
43200	Water & sewer	5,676	6,057	6,500	7,000
44200	Rents- machinery & equipment	75,351	72,825	71,153	70,853
46150	R & M- land- building & improvement	64,180	101,800	140,650	108,338
46250	R & M equipment	49,440	23,133	78,350	86,700
46300	R & M motor vehicles	550,502	580,224	593,560	650,060
46800	Maintenance contracts	22,065	26,419	32,900	32,900
46801	I.T. Maintenance contracts	31,458	59,806	156,131	232,520
47100	Printing	8,477	5,357	35,000	79,150

## City of Pembroke Pines, Florida - Expenditure Detail

## Entity 1 General Fund | Function 521 Law enforcement

## Division 3001 Police | Project Blank

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Operating</b>					
48250	Employee award program	1,124	1,261	1,200	1,300
49000	Legal/employment ads	25	-	3,400	3,400
49105	License renewals	-	-	-	10,000
49354	Drug investigation	5,039	5,000	11,000	16,000
49355	Special investigation	328	1,241	5,000	5,000
49357	False alarm program	33,198	38,813	31,840	32,060
49680	Special events- miscellaneous	16,782	27,274	33,400	34,800
51100	Office supplies	32,166	25,119	40,000	35,000
51400	Photo supplies	492	-	-	2,000
52000	Operating supplies	26,687	42,995	122,715	142,157
52002	Operating supplies- ID unit	12,444	10,807	16,500	16,500
52003	Operating supplies- Training Unit	61,327	52,966	185,907	120,950
52200	Cleaning/janitorial supplies	2,450	3,360	3,858	5,000
52540	Fuel	949,815	985,357	950,000	975,000
52600	Clothing/uniforms	106,698	155,465	188,099	235,444
52645	S.E.T. Equipment < \$1000	28,468	18,215	58,550	4,215
52650	Equip < than \$1000	90,518	93,642	238,761	131,357
52652	Software < than \$1000 &/or licenses	49,694	56,343	63,650	71,119
52653	Computer equipment < \$1000	11,733	18,021	37,613	60,449
52681	Operating supplies for K-9	3,014	4,435	9,600	9,600
52682	Operating supplies- dive team	-	-	220	-
52683	S.E.T. Operating supplies	39,884	15,811	86,659	57,700
54100	Memberships/ dues/ subscription	9,011	9,280	11,650	12,815
55200	College Classes - Education	-	19,949	35,000	35,000
55229	Training	-	31,670	84,626	126,147
	<b>Operating</b>	<b>3,170,800</b>	<b>3,418,803</b>	<b>4,605,578</b>	<b>4,692,799</b>
<b>Capital</b>					
62017	Building improvement	-	17,160	570,840	50,000
63115	Landscaping	-	-	9,200	-
63161	Parking lot	-	15,620	25,717	-
63166	Shooting range	5,876	-	-	-
64023	Camera	-	5,184	29,200	4,356
64028	Car	1,331,042	268,320	210,936	205,900
64039	Computer equipment not micro	3,840	1,440	24,825	6,224
64051	Computer programs	590,327	-	-	-
64051	Computer programs	-	-	47,152	45,388
64053	Micro computer	2,070	3,446	2,530	1,252
64055	Laptop/Tablet	28,280	178,010	116,178	186,178
64110	K-9 dogs	12,500	-	8,500	25,500
64140	Motorcycle	13,750	73,709	38,100	48,000
64176	S.E.T. Equipment	-	3,348	50,400	97,547
64181	Radio- portable	901	17,114	-	-
64182	Radar gun	-	-	9,300	25,300
64210	Truck pickup	28,043	50,019	9,226	-
64214	Truck	201,898	160,006	2,944,161	1,856,100
64221	Van	-	43,096	53,753	77,000
64400	Other equipment	21,658	105,416	220,234	337,515
	<b>Capital</b>	<b>2,240,184</b>	<b>941,887</b>	<b>4,370,252</b>	<b>2,966,260</b>

## City of Pembroke Pines, Florida - Expenditure Detail

## Entity 1 General Fund | Function 521 Law enforcement

## Division 3001 Police | Project Blank

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Project Total</b>		<b>49,901,261</b>	<b>49,975,370</b>	<b>56,476,016</b>	<b>57,299,480</b>

## Entity 1 General Fund | Function 521 Law enforcement

## Division 3001 Police | Project 3001 Red Light Camera Program

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
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**Operating**

31305	Prof services-Outside Legal-Red Light	16,835	11,186	-	-
34980	Contractual services - ATS	838,790	-	-	-

<b>Operating</b>		<b>855,625</b>	<b>11,186</b>	<b>-</b>	<b>-</b>
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<b>Project Total</b>		<b>855,625</b>	<b>11,186</b>	<b>-</b>	<b>-</b>
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## Entity 1 General Fund | Function 521 Law enforcement

## Division 3001 Police | Project 303 SRO program

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
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**Personnel**

12424	SRO Coordinator	5,566	-	-	-
12426	School Resource Officer	637,260	-	-	-
13413	P/T SRO Coordinator	-	46,384	37,553	-
13414	P/T School Resource Officer	-	811,318	893,904	893,904
13415	P/T SRO Supervisor	-	-	7,440	96,224
15000	Incentive pay	13,852	21,742	35,880	37,440
15101	Uniform cleaning allowance	4,788	6,768	8,280	8,640
21000	Social Security- matching	47,928	63,906	75,244	79,313
23000	Health Insurance	76,673	253,053	332,603	344,632
23100	Life Insurance	986	485	3,467	3,103
24000	Workers compensation	31,518	11,988	62,228	55,272

<b>Personnel</b>		<b>818,572</b>	<b>1,215,644</b>	<b>1,456,599</b>	<b>1,518,528</b>
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**Operating**

31760	Off-duty Detail - PBA	207,686	110,806	12,000	87,600
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<b>Operating</b>		<b>207,686</b>	<b>110,806</b>	<b>12,000</b>	<b>87,600</b>
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<b>Project Total</b>		<b>1,026,257</b>	<b>1,326,450</b>	<b>1,468,599</b>	<b>1,606,128</b>
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## Entity 1 General Fund | Function 521 Law enforcement

## Division 3001 Police | Project 313 Broward College SRO

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
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**Personnel**

13414	P/T School Resource Officer	-	-	21,939	87,746
15000	Incentive pay	-	-	780	3,120
15101	Uniform cleaning allowance	-	-	216	864
21000	Social Security- matching	-	-	1,755	7,022
23000	Health Insurance	-	-	7,231	29,968
23100	Life Insurance	-	-	81	318
24000	Workers compensation	-	-	1,454	4,934

## 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	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
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**Personnel**

<b>Personnel</b>		-	-	<b>33,456</b>	<b>133,972</b>
<b>Project Total</b>		-	-	<b>33,456</b>	<b>133,972</b>

## Entity 1 General Fund | Function 529 Other public safety

## Division 3001 Police | Project 9007 Code Compliance

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
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**Personnel**

12085	Code Compliance Administrator	-	-	98,426	67,080
12684	Clerical Spec II	-	-	71,053	73,173
12985	Police Service Aide I	-	-	251,460	340,378
12986	Police Service Aide II	-	-	10,958	38,064
12987	Police Service Aide III	-	-	92,518	72,552
14000	Overtime	-	-	1,000	2,500
15010	Certification pay	-	-	120	120
15116	Cell Phone Pay	-	-	2,820	2,400
21000	Social Security- matching	-	-	40,434	45,630
22000	Retirement contributions	-	-	53,231	4,273
22010	Defined contribution - General	-	-	38,340	55,232
23000	Health Insurance	-	-	144,610	194,792
23100	Life Insurance	-	-	1,937	2,140
24000	Workers compensation	-	-	20,787	28,150
26300	General retiree health contrib	-	-	107,107	163,889
<b>Personnel</b>		-	-	<b>934,801</b>	<b>1,090,373</b>

**Operating**

31300	Professional services-Outside Legal	-	-	6,850	7,500
34990	Contractual services- other	-	-	3,700	4,000
41100	Telephone	-	-	500	3,840
41380	Data communication	-	-	6,560	5,760
46250	R & M equipment	-	-	2,156	3,000
46300	R & M motor vehicles	-	-	11,000	20,000
46800	Maintenance contracts	-	-	1,244	1,440
47100	Printing	-	-	1,400	1,500
49100	Recording fees	-	-	7,500	7,500
51100	Office supplies	-	-	3,000	3,000
52000	Operating supplies	-	-	1,700	756
52540	Fuel	-	-	20,900	20,900
52600	Clothing/uniforms	-	-	400	14,500
52650	Equip < than \$1000	-	-	1,500	4,352
52653	Computer equipment < \$1000	-	-	1,200	-
54100	Memberships/ dues/ subscription	-	-	240	615
55229	Training	-	-	-	6,000
<b>Operating</b>		-	-	<b>69,850</b>	<b>104,663</b>

**Capital**

64181	Radio- portable	-	-	-	60,000
64214	Truck	-	-	37,700	281,000

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	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Capital</b>					
	<b>Capital</b>	-	-	<b>37,700</b>	<b>341,000</b>
	<b>Project Total</b>	-	-	<b>1,042,351</b>	<b>1,536,036</b>
	<b>Division Total</b>	<b>51,783,143</b>	<b>51,313,005</b>	<b>59,020,422</b>	<b>60,575,616</b>

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 1609 FEMA-1609-DR - Hurricane Wilma

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Operating</b>					
45710	Ins Claims Pending-Hurricane	26,455	-	-	-
	<b>Operating</b>	<b>26,455</b>	-	-	-
<b>Grants and Aid</b>					
81150	Repayment to FEMA	1,162,016	-	-	-
	<b>Grants and Aid</b>	<b>1,162,016</b>	-	-	-
	<b>Project Total</b>	<b>1,188,471</b>	-	-	-
	<b>Division Total</b>	<b>1,188,471</b>	-	-	-

## 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	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Personnel</b>					
12010	Insurance Clerk	38,843	38,843	38,657	38,657
12099	Battalion Chief - PM	864,735	878,004	598,030	595,156
12109	Administrative Supervisor	42,627	-	-	-
12172	Assistant Division Chief	349,799	354,351	354,969	356,923
12282	Micro Computer Specialist I	66,880	66,880	66,560	66,560
12528	Administrative Assistant II	65,020	65,020	64,709	64,709
12575	Lieutenant	2,016,002	1,993,215	2,028,780	2,036,448
12607	Captain - P/M	3,068,726	3,022,730	2,955,743	2,863,974
12651	Programmer Analyst II	95,806	95,806	95,348	95,348
12679	Clerical Spec I	34,067	34,067	33,904	33,904
12684	Clerical Spec II	38,728	38,728	38,543	38,543
12788	Division Chief	471,263	291,253	441,963	474,174
12835	Driver/Engineer	901,931	840,086	688,954	485,726
12836	Driver Engineer - P/M	1,928,294	1,899,652	2,010,671	2,104,570
12915	Firefighter/EMT	1,140,905	1,122,755	1,133,153	1,121,417
12918	Firefighter/PM	3,778,650	3,781,297	4,343,734	4,401,021
12934	Administrative Battalion Chief	304,225	308,796	141,791	109,314
12992	Vacation leave - retire/term	266,421	146,896	82,311	208,736
12996	Sick leave - retire/term	162,356	202,116	166,774	592,484
12997	Sick leave - annual	418,835	394,395	815,288	616,454
13003	Fire Chief	175,644	175,644	174,804	174,804
13474	P/T Courier/Custodian	16,620	16,415	16,438	18,850
13681	P/T Clerk Spec II	14,377	13,634	15,925	15,925
14000	Overtime	23,945	20,997	30,000	30,000
14016	Overtime - Non-City details	20,580	23,317	25,000	25,000
14017	Overtime - Staffing	141,690	77,730	100,000	100,000
14400	Off-duty detail	8,372	13,455	12,600	14,000
15000	Incentive pay	166,500	161,360	169,520	153,400
15001	Special Payment non P & F	23,828	23,640	-	-
15002	Special Payment P & F	333,800	333,828	-	-
15040	Inspector certification	212,080	205,800	205,920	201,760
15100	Holiday pay	586,305	588,322	605,000	650,000
15101	Uniform cleaning allowance	5,120	4,200	13,440	13,440
15104	Assignment pay	77,800	70,134	77,800	70,000
15111	Assignment pay - Rescue	40,224	39,924	41,000	41,000
15116	Cell Phone Pay	8,070	6,210	6,660	7,200
15200	Longevity pay	318,751	246,953	255,391	218,698
21000	Social Security- matching	1,346,175	1,300,125	1,373,131	1,373,931
22000	Retirement contributions	180,330	451,044	33,909	15,796
22001	Retirement contribution - legacy	-	-	12,487	12,788
22010	Defined contribution - General	-	-	30,395	23,449
22100	Retirement contributions P & F	10,746,941	11,040,054	10,961,249	11,050,174
22110	State contribution P&F retirement	1,283,589	1,337,944	1,301,413	1,358,619
23000	Health Insurance	2,017,431	2,277,482	2,950,044	3,011,784
23100	Life Insurance	29,128	7,033	56,262	54,363
24000	Workers compensation	1,061,633	265,214	1,237,770	1,049,749
26300	General retiree health contrib	55,678	52,735	58,422	89,394
26310	Fire retiree health contrib	2,189,345	2,733,600	2,938,247	4,820,002
<b>Personnel</b>		<b>37,138,066</b>	<b>37,061,680</b>	<b>38,802,709</b>	<b>40,898,244</b>

## 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	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Operating</b>					
31300	Professional services-Outside Legal	10,274	1,073	5,000	5,000
31400	Professional services- medical	81,857	70,936	102,705	103,725
31500	Professional services- other	1,755	1,918	3,520	2,500
31508	Professional Services Other - Fire	7,941	5,686	43,800	11,801
31509	Professional Services Other - Rescue	39,696	43,255	43,000	47,600
34300	Contract- laundry & cleaning	24,369	25,435	30,000	30,000
34500	Contract- building maintenance	15,420	16,220	21,600	21,600
34982	Function sourcing- Grounds/Facilities	-	1,032	50,000	100,000
34988	Contractual Svcs Provider-Rescue	-	62,565	81,196	81,196
34989	Contractual service provider	92,810	243,525	260,102	279,750
34990	Contractual services- other	1,404	1,404	1,404	1,450
36100	Excess benefit	-	-	1,500	1,500
40100	Travel/conferences	942	1,396	2,750	2,750
40200	College classes- education	56,680	-	-	-
41100	Telephone	195,025	171,017	170,000	117,000
41380	Data communication	12,518	13,293	20,000	20,000
41400	Postage	835	932	1,000	1,000
43100	Electric	121,111	128,722	130,000	130,000
43200	Water & sewer	22,982	21,854	23,000	23,000
43300	Gas	20,066	22,685	22,000	23,000
44200	Rents- machinery & equipment	686	809	2,500	4,300
44365	Rentals - Fire	689,480	687,223	693,194	690,535
46100	R & M office equipment	682	1,953	1,400	1,400
46150	R & M- land- building & improvement	68,381	95,143	80,000	70,000
46250	R & M equipment	36,608	43,214	39,000	44,000
46300	R & M motor vehicles	449,975	489,746	459,000	489,000
46800	Maintenance contracts	36,169	56,136	50,800	62,200
46801	I.T. Maintenance contracts	17,245	17,403	24,000	34,000
47100	Printing	3,819	4,425	4,000	4,500
48250	Employee award program	-	600	800	800
48500	Promotional activities	1,715	508	2,000	2,000
49104	License fees	252	-	2,000	2,000
49105	License renewals	24,175	9,240	24,355	26,855
49180	Administrative fees - Fire	390,341	415,867	496,967	475,901
49201	Taxes and/or assessments	27,922	27,962	29,187	29,187
49220	Promotional exams	21,114	9,900	28,560	30,060
51100	Office supplies	14,988	12,934	15,000	15,000
51200	Maps	-	1,210	2,000	2,000
51400	Photo supplies	164	430	1,000	1,000
52000	Operating supplies	-	-	-	5,000
52005	Operating supplies - Fire	11,545	17,268	21,000	21,000
52006	Operating supplies - Rescue	136,012	138,930	137,000	144,000
52015	Books	2,500	199	2,630	2,630
52020	Books - Rescue	4,971	4,676	4,500	5,000
52160	Pharmaceutical supplies	22,260	22,389	26,000	26,000
52200	Cleaning/janitorial supplies	8,958	12,896	16,000	16,000
52250	Linen/bedding	4,221	2,942	4,820	4,820
52431	Operating chemicals - Fire	4,444	4,080	9,000	9,000
52432	Operating chemicals - Rescue	3,703	3,256	6,000	6,000
52540	Fuel	239,930	211,783	261,407	261,407
52600	Clothing/uniforms	15,275	31,079	33,500	23,500
52630	Protective clothing	89,312	87,021	105,000	105,000

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	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Operating</b>					
52652	Software < than \$1000 &/or licenses	-	441	4,000	4,000
52653	Computer equipment < \$1000	4,609	6,514	8,000	8,000
52654	Nozzles < \$1000	-	-	-	4,465
52656	Ladders < \$1000	-	-	2,500	2,500
52657	Hose < \$1000	24,142	-	9,465	10,000
52659	Equip less than \$1000 - Fire	21,412	12,546	25,000	40,000
52660	Equip less than \$1000 - Rescue	26,391	32,050	30,000	33,000
52701	Food purchases	757	1,000	2,000	2,000
54100	Memberships/ dues/ subscription	715	459	635	635
55200	College Classes - Education	-	70,965	70,000	70,000
55228	Training - Rescue	-	8,280	10,000	10,000
<b>Operating</b>		<b>3,110,560</b>	<b>3,376,425</b>	<b>3,756,797</b>	<b>3,801,567</b>
<b>Capital</b>					
62016	Fire station-9500 Pines	27,289	-	20,000	-
62018	Fire station- Century Village	-	-	94,859	55,000
62038	Fire Training Facility	-	4,375	-	-
63000	Improvement other than building	-	-	90,000	-
64009	Ambulance refurbishment	-	-	-	15,000
64011	Air compressor	-	-	30,062	-
64015	Air conditioner	-	12,359	-	-
64016	Ambulances	-	475,806	475,806	250,000
64025	Breathing apparatus	-	-	4,690	-
64028	Car	-	-	44,000	48,000
64038	Communications systems	-	6,970	66,977	-
64039	Computer equipment not micro	5,450	-	-	-
64057	Laptop Computer - Rescue	-	-	30,000	30,000
64181	Radio- portable	-	-	34,800	34,800
64189	Saw	2,341	2,398	-	-
64214	Truck	41,368	98,316	-	-
64351	Special equipment - Fire	-	-	61,606	35,000
64352	Special equipment - Rescue	-	-	-	112,000
64400	Other equipment	-	20,822	23,500	-
64440	Fire apparatus refurbish	-	22,000	25,000	25,000
64450	Fire engine	-	440,019	450,000	-
<b>Capital</b>		<b>76,447</b>	<b>1,083,065</b>	<b>1,451,300</b>	<b>604,800</b>
<b>Project Total</b>		<b>40,325,073</b>	<b>41,521,170</b>	<b>44,010,806</b>	<b>45,304,611</b>

Entity 1 General Fund | Function 529 Other public safety  
 Division 4003 Fire/Rescue | Project 40 EMS state grant

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Capital</b>					
64170	Stretchers	-	-	126,678	-
<b>Capital</b>		<b>-</b>	<b>-</b>	<b>126,678</b>	<b>-</b>
<b>Project Total</b>		<b>-</b>	<b>-</b>	<b>126,678</b>	<b>-</b>

## 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	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Personnel</b>					
12172	Assistant Division Chief	111,157	116,032	118,471	119,018
12607	Captain - P/M	149,834	149,592	152,482	153,886
12685	Clerical Aide	36,037	36,037	35,865	35,865
12788	Division Chief	98,101	103,005	104,724	109,943
12912	Fire Inspector/PM	206,366	207,361	209,807	309,317
12925	Fire Inspector	61,697	61,697	61,402	61,402
12936	Fire Prevent Adm Battalion Chief	88,933	92,302	94,414	-
12992	Vacation leave - retire/term	2,842	-	258	11,629
12996	Sick leave - retire/term	49,210	-	34,152	50,297
12997	Sick leave - annual	25,269	22,515	29,837	34,785
13681	P/T Clerk Spec II	13,396	13,339	13,780	13,780
14000	Overtime	1,589	2,604	6,500	6,500
14012	Overtime- Hurricane	-	-	1,738	1,738
14018	Overtime - Expediting Expense	5,059	4,331	10,000	10,000
15000	Incentive pay	11,340	10,920	10,920	13,000
15001	Special Payment non P & F	2,703	2,511	-	-
15002	Special Payment P & F	15,021	15,174	-	-
15040	Inspector certification	17,080	16,800	16,640	16,640
15050	Stand-by pay	16,400	16,340	16,500	16,500
15100	Holiday pay	-	-	9,334	8,042
15101	Uniform cleaning allowance	1,560	1,440	5,040	5,040
15104	Assignment pay	6,449	6,437	6,141	6,141
15116	Cell Phone Pay	2,990	3,110	3,060	3,660
15200	Longevity pay	26,337	22,608	22,501	22,501
21000	Social Security- matching	67,281	65,204	73,448	76,945
22000	Retirement contributions	19,150	48,179	3,601	1,263
22010	Defined contribution - General	-	-	3,228	3,228
22100	Retirement contributions P & F	662,587	607,023	447,613	451,559
22110	State contribution P&F retirement	70,969	76,194	53,145	55,519
23000	Health Insurance	95,840	110,022	144,610	149,840
23100	Life Insurance	1,516	353	2,868	2,898
24000	Workers compensation	53,638	12,865	60,896	53,773
26300	General retiree health contrib	7,954	8,793	9,737	14,899
26310	Fire retiree health contrib	91,647	122,400	131,562	217,998
	<b>Personnel</b>	<b>2,019,951</b>	<b>1,955,187</b>	<b>1,894,274</b>	<b>2,037,606</b>

**Operating**

34500	Contract- building maintenance	-	-	2,765	3,000
40100	Travel/conferences	1,584	-	1,500	1,500
41100	Telephone	789	742	1,380	1,250
41380	Data communication	713	2,089	2,700	2,700
43100	Electric	5,985	6,458	6,200	6,700
44200	Rents- machinery & equipment	-	-	600	1,560
44365	Rentals - Fire	53,216	53,718	54,058	54,621
46150	R & M- land- building & improvement	-	-	500	500
46250	R & M equipment	-	784	200	1,400
46300	R & M motor vehicles	15,009	9,840	18,000	12,600
46800	Maintenance contracts	968	499	1,400	350
47100	Printing	326	258	800	800
48500	Promotional activities	3,635	3,906	4,000	5,500
49104	License fees	107	30	300	200

## 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	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Operating</b>					
49180	Administrative fees - Fire	28,699	26,391	25,623	24,438
51100	Office supplies	1,064	1,581	2,300	2,300
52000	Operating supplies	189	694	1,400	2,000
52015	Books	1,693	2,690	3,350	3,350
52200	Cleaning/janitorial supplies	579	67	850	850
52540	Fuel	14,357	14,473	15,483	15,500
52650	Equip < than \$1000	-	212	200	2,000
52652	Software < than \$1000 &/or licenses	-	-	500	500
52653	Computer equipment < \$1000	1,644	515	1,500	1,500
54100	Memberships/ dues/ subscription	475	405	500	600
<b>Operating</b>		<b>131,032</b>	<b>125,351</b>	<b>146,109</b>	<b>145,719</b>
<b>Capital</b>					
64028	Car	-	-	35,000	17,500
64039	Computer equipment not micro	-	-	-	7,500
64055	Laptop/Tablet	-	-	-	28,700
<b>Capital</b>		<b>-</b>	<b>-</b>	<b>35,000</b>	<b>53,700</b>
<b>Project Total</b>		<b>2,150,983</b>	<b>2,080,538</b>	<b>2,075,383</b>	<b>2,237,025</b>

## Entity 1 General Fund | Function 529 Other public safety

## Division 4003 Fire/Rescue | Project 680 Assistance to Firefighters

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Capital</b>					
64025	Breathing apparatus	-	-	654,665	-
<b>Capital</b>		<b>-</b>	<b>-</b>	<b>654,665</b>	<b>-</b>
<b>Project Total</b>		<b>-</b>	<b>-</b>	<b>654,665</b>	<b>-</b>

## Entity 1 General Fund | Function 529 Other public safety

## Division 4003 Fire/Rescue | Project 911 Public Safety Dispatch

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Personnel</b>					
12216	Asst Public Safety Comm Director	63,206	28,640	-	-
12694	Chief Director Pub. Safe. Com.	71,957	41,186	-	-
12814	Dispatch Supervisor	207,868	90,002	-	-
12815	Public Safety Dispatcher	973,543	405,303	-	-
12816	Public Safety Admin Support Dispatcher	36,784	3,344	-	-
12992	Vacation leave - retire/term	12,881	80,412	-	-
12996	Sick leave - retire/term	14,467	89,317	-	-
14000	Overtime	125,847	82,009	-	-
15001	Special Payment non P & F	82,229	-	-	-
15100	Holiday pay	47,718	42,170	-	-
15101	Uniform cleaning allowance	7,660	3,080	-	-
15108	Shift Differential	12,282	5,288	-	-
15116	Cell Phone Pay	1,425	750	-	-
21000	Social Security- matching	120,016	63,596	-	-
22000	Retirement contributions	788,140	514,876	-	-

## 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	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Personnel</b>					
23000	Health Insurance	306,691	137,531	-	-
23100	Life Insurance	2,881	311	-	-
24000	Workers compensation	17,840	1,532	-	-
26300	General retiree health contrib	286,344	120,690	-	-
	<b>Personnel</b>	<b>3,179,780</b>	<b>1,710,039</b>	<b>-</b>	<b>-</b>
<b>Operating</b>					
31500	Professional services- other	5,985	544	-	-
34500	Contract- building maintenance	6,175	15,799	36,800	55,800
41100	Telephone	15,713	23,806	1,000	12,000
43100	Electric	7,070	7,481	20,000	10,000
43200	Water & sewer	552	516	3,000	3,000
44365	Rentals - Fire	1,508	-	-	-
46150	R & M- land- building & improvement	19,896	9,551	10,000	10,000
46250	R & M equipment	1,143	-	10,000	10,000
46803	Maint contracts-Fire Rescue	22,115	-	-	-
46810	IT Maint contracts-Police/Fire Res	72,433	-	-	-
49180	Administrative fees - Fire	6,043	-	-	-
49859	Reimbursement of 911 Expenses	-	-982,559	-	-
51100	Office supplies	469	-	-	-
52200	Cleaning/janitorial supplies	596	11	2,500	2,500
52540	Fuel	471	467	1,000	1,000
52600	Clothing/uniforms	629	-	-	-
52650	Equip < than \$1000	1,316	-	2,000	2,000
52653	Computer equipment < \$1000	357	-	500	500
	<b>Operating</b>	<b>162,472</b>	<b>-924,383</b>	<b>86,800</b>	<b>106,800</b>
<b>Capital</b>					
62031	Fire station- Stirling Rd	76,695	93,205	41,875	-
64039	Computer equipment not micro	5,635	-	-	-
64051	Computer programs	5,800	-	-	-
	<b>Capital</b>	<b>88,130</b>	<b>93,205</b>	<b>41,875</b>	<b>-</b>
	<b>Project Total</b>	<b>3,430,382</b>	<b>878,860</b>	<b>128,675</b>	<b>106,800</b>
	<b>Division Total</b>	<b>45,906,438</b>	<b>44,480,568</b>	<b>46,996,207</b>	<b>47,648,436</b>

## 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	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Other</b>					
91171	Transfer to Charter Middle School	1,113,199	820,914	996,681	1,103,097
	<b>Other</b>	<b>1,113,199</b>	<b>820,914</b>	<b>996,681</b>	<b>1,103,097</b>
	<b>Project Total</b>	<b>1,113,199</b>	<b>820,914</b>	<b>996,681</b>	<b>1,103,097</b>

## Entity 1 General Fund | Function 569 Other human services

## Division 5002 Early Development Centers | Project 201 West Pines pre-school

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Personnel</b>					
12143	EDC Teacher	-	10,519	47,299	32,438
12781	Site Supervisor	-	-	20,358	38,392
13408	P/T EDC Clerical Spec I	-	4,345	28,258	29,431
13551	P/T Teacher Aide	-	16,595	102,899	130,530
21000	Social Security- matching	-	2,366	15,271	17,666
22500	ICMA - city portion	-	512	3,287	3,543
23000	Health Insurance	-	1,832	28,922	29,968
23100	Life Insurance	-	2	243	259
24000	Workers compensation	-	55	3,989	4,188
	<b>Personnel</b>	<b>-</b>	<b>36,226</b>	<b>250,526</b>	<b>286,415</b>

**Operating**

34500	Contract- building maintenance	-	192	26,152	26,152
34982	Function sourcing- Grounds/Facilities	-	159	900	11,250
34989	Contractual service provider	-	-	15,423	29,635
34990	Contractual services- other	-	-	1,600	11,747
41100	Telephone	-	-	1,500	1,500
43100	Electric	-	2,394	13,183	13,300
43200	Water & sewer	-	786	2,800	4,000
44200	Rents- machinery & equipment	-	70	900	1,000
46150	R & M- land- building & improvement	-	444	12,050	-
46250	R & M equipment	-	-	1,000	1,000
46800	Maintenance contracts	-	-	870	710
49104	License fees	-	-	312	175
49674	Special event- summer program	-	-	1,972	-
51100	Office supplies	-	224	700	700
52000	Operating supplies	-	2,317	5,800	7,100
52030	Sch year activities	-	-	900	-
52050	Playground/athletic supplies	-	-	180	180
52150	First aid, safety equip & supplies	-	-	200	-
52200	Cleaning/janitorial supplies	-	35	390	-
52600	Clothing/uniforms	-	-	500	-
52650	Equip < than \$1000	-	-	1,020	1,000
52652	Software < than \$1000 &/or licenses	-	-	100	100
52701	Food purchases	-	1,944	10,200	6,000
54510	Media Books	-	252	400	-
54525	Professional Books	-	2,269	210	-
55229	Training	-	-	100	100
	<b>Operating</b>	<b>-</b>	<b>11,085</b>	<b>99,362</b>	<b>115,649</b>

## City of Pembroke Pines, Florida - Expenditure Detail

## Entity 1 General Fund | Function 569 Other human services

## Division 5002 Early Development Centers | Project 201 West Pines pre-school

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Capital</b>					
64204	TV- closed circuit	-	-	-	8,100
<b>Capital</b>		-	-	-	<b>8,100</b>
<b>Project Total</b>		-	<b>47,311</b>	<b>349,888</b>	<b>410,164</b>

## Entity 1 General Fund | Function 569 Other human services

## Division 5002 Early Development Centers | Project 203 Charter EDC - Village Center

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Personnel</b>					
12143	EDC Teacher	22,857	23,281	23,192	23,888
12781	Site Supervisor	38,604	33,905	-	-
12997	Sick leave - annual	584	-	-	-
13551	P/T Teacher Aide	114,542	116,794	105,215	152,837
14000	Overtime	85	114	200	200
21000	Social Security- matching	13,096	12,908	11,367	13,550
22500	ICMA - city portion	3,059	2,980	1,160	1,195
23000	Health Insurance	28,753	22,005	28,922	14,984
23100	Life Insurance	154	28	231	88
24000	Workers compensation	4,137	789	3,786	3,213
26300	General retiree health contrib	306	204	218	-
<b>Personnel</b>		<b>226,176</b>	<b>213,008</b>	<b>174,291</b>	<b>209,955</b>

**Operating**

34500	Contract- building maintenance	29,801	32,287	33,173	33,173
34982	Function sourcing- Grounds/Facilities	-	-	2,200	6,000
34989	Contractual service provider	219,241	222,209	281,071	326,075
34990	Contractual services- other	463	435	600	8,391
40100	Travel/conferences	-	-	350	350
40200	College classes- education	179	-	-	-
41100	Telephone	1,155	1,141	2,000	2,000
41380	Data communication	-	-	1,300	2,000
43100	Electric	14,248	14,641	13,700	15,000
43200	Water & sewer	1,980	2,421	3,000	3,420
44200	Rents- machinery & equipment	-	-	490	-
44800	Transportation Rentals	-	480	-	-
46150	R & M- land- building & improvement	10,048	13,356	5,150	-
46250	R & M equipment	440	306	500	500
46800	Maintenance contracts	-	-	2,300	1,500
49104	License fees	486	903	911	911
49674	Special event- summer program	4,768	3,512	5,000	5,000
51100	Office supplies	1,221	1,632	1,500	1,500
52000	Operating supplies	14,852	15,427	23,000	18,000
52030	Sch year activities	4,838	4,422	5,500	5,500
52050	Playground/athletic supplies	-	-	500	1,500
52200	Cleaning/janitorial supplies	464	-	470	2,500
52650	Equip < than \$1000	1,414	3,184	2,500	2,500
52652	Software < than \$1000 &/or licenses	85	-	500	500
52653	Computer equipment < \$1000	-	-	350	350
52701	Food purchases	23,014	18,849	26,500	32,500

## City of Pembroke Pines, Florida - Expenditure Detail

## Entity 1 General Fund | Function 569 Other human services

## Division 5002 Early Development Centers | Project 203 Charter EDC - Village Center

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Operating</b>					
54100	Memberships/ dues/ subscription	425	160	450	450
54525	Professional Books	-	2,477	-	-
	<b>Operating</b>	<b>329,123</b>	<b>337,841</b>	<b>413,015</b>	<b>469,620</b>
<b>Capital</b>					
64204	TV- closed circuit	4,388	-	-	-
	<b>Capital</b>	<b>4,388</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>Project Total</b>	<b>559,687</b>	<b>550,849</b>	<b>587,306</b>	<b>679,575</b>

## Entity 1 General Fund | Function 569 Other human services

## Division 5002 Early Development Centers | Project 205 WCY EDC

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Personnel</b>					
12143	EDC Teacher	123,498	106,234	87,111	89,726
12780	Teacher Aide	73,337	41,885	41,726	42,977
12781	Site Supervisor	46,153	39,175	46,821	45,334
12972	EDC Clerical Spec I	24,907	3,596	-	-
12992	Vacation leave - retire/term	3,892	6,439	100	100
12996	Sick leave - retire/term	1,067	2,851	100	100
12997	Sick leave - annual	20	1,016	20	20
13408	P/T EDC Clerical Spec I	1,583	-	-	-
13551	P/T Teacher Aide	193,041	165,032	206,175	200,329
14000	Overtime	34	145	50	50
15015	Payment in lieu of benefits	9,785	10,800	12,005	7,203
21000	Social Security- matching	34,945	28,080	31,126	29,549
22500	ICMA - city portion	13,442	10,011	10,876	8,907
23000	Health Insurance	86,257	88,017	44,843	59,936
23100	Life Insurance	672	126	728	657
24000	Workers compensation	12,144	2,236	8,382	6,927
26300	General retiree health contrib	1,632	1,224	1,310	-
	<b>Personnel</b>	<b>626,408</b>	<b>506,867</b>	<b>491,373</b>	<b>491,815</b>

**Operating**

31500	Professional services- other	210	-	-	-
34500	Contract- building maintenance	29,936	36,824	37,393	37,393
34982	Function sourcing- Grounds/Facilities	-	281	900	20,000
34989	Contractual service provider	94,228	241,667	338,231	360,074
34990	Contractual services- other	1,141	1,089	2,200	3,000
40100	Travel/conferences	-	-	550	550
44200	Rents- machinery & equipment	-	845	800	1,000
44800	Transportation Rentals	1,200	3,270	3,000	3,000
46150	R & M- land- building & improvement	14,548	41,933	44,100	-
46250	R & M equipment	582	807	1,000	1,000
46800	Maintenance contracts	569	754	2,000	3,000
49104	License fees	794	407	850	850
49674	Special event- summer program	39,360	37,828	39,000	30,000
51100	Office supplies	1,926	2,077	2,500	2,500
52000	Operating supplies	34,896	29,293	35,100	30,000

## 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	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Operating</b>					
52030	Sch year activities	5,064	5,357	4,900	4,000
52050	Playground/athletic supplies	904	-	2,500	1,500
52200	Cleaning/janitorial supplies	1,974	-	1,000	-
52650	Equip < than \$1000	20,246	6,358	7,500	10,000
52652	Software < than \$1000 &/or licenses	85	-	300	300
52653	Computer equipment < \$1000	-	-	600	600
52701	Food purchases	43,629	38,726	46,000	40,000
54525	Professional Books	-	2,477	-	-
55200	College Classes - Education	-	-	450	450
<b>Operating</b>		<b>291,293</b>	<b>449,992</b>	<b>570,874</b>	<b>549,217</b>
<b>Capital</b>					
64400	Other equipment	11,235	-	-	-
<b>Capital</b>		<b>11,235</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Project Total</b>		<b>928,936</b>	<b>956,859</b>	<b>1,062,247</b>	<b>1,041,032</b>

## Entity 1 General Fund | Function 569 Other human services

## Division 5002 Early Development Centers | Project 208 Charter EDC - West

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Personnel</b>					
12120	Sch Accounting Clerk II	26,935	27,430	27,332	28,152
12143	EDC Teacher	231,529	228,275	233,897	200,312
12780	Teacher Aide	87,645	84,065	89,435	71,892
12781	Site Supervisor	41,782	42,553	42,391	43,663
12972	EDC Clerical Spec I	24,907	25,372	25,272	26,031
12992	Vacation leave - retire/term	17	-	2,295	500
12996	Sick leave - retire/term	7	-	2,375	500
12997	Sick leave - annual	2,413	2,827	1,300	1,300
13408	P/T EDC Clerical Spec I	4,880	-	-	-
13551	P/T Teacher Aide	267,483	282,633	324,898	303,096
14000	Overtime	31	-	200	200
15015	Payment in lieu of benefits	12,277	11,816	12,005	9,604
15100	Holiday pay	-	-	100	100
21000	Social Security- matching	50,491	50,718	58,431	52,479
22500	ICMA - city portion	20,162	21,188	20,926	18,517
23000	Health Insurance	153,345	154,033	202,454	179,808
23100	Life Insurance	863	189	1,550	1,275
24000	Workers compensation	16,363	3,260	15,117	12,242
26300	General retiree health contrib	2,244	1,942	2,071	-
<b>Personnel</b>		<b>943,373</b>	<b>936,301</b>	<b>1,062,049</b>	<b>949,671</b>
<b>Operating</b>					
31500	Professional services- other	242	-	950	500
34500	Contract- building maintenance	40,652	41,696	43,000	38,000
34982	Function sourcing- Grounds/Facilities	-	-	9,510	25,000
34989	Contractual service provider	53,997	70,454	113,219	122,074
34990	Contractual services- other	777	694	1,200	6,903
40100	Travel/conferences	-	-	500	500

## 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	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Operating</b>					
41100	Telephone	1,155	1,141	1,500	750
43100	Electric	21,126	20,672	25,000	10,000
43200	Water & sewer	3,967	3,841	4,000	4,000
44200	Rents- machinery & equipment	-	-	571	-
44360	Rentals	190,902	189,225	190,229	187,799
44800	Transportation Rentals	3,405	3,840	6,000	6,000
46150	R & M- land- building & improvement	24,375	28,629	20,200	-
46250	R & M equipment	478	5	500	500
46800	Maintenance contracts	891	973	2,268	1,800
49104	License fees	304	307	625	625
49674	Special event- summer program	20,577	19,379	24,000	24,000
51100	Office supplies	3,933	4,742	6,000	4,000
52000	Operating supplies	13,163	10,483	13,000	10,000
52030	Sch year activities	11,040	11,614	12,000	10,000
52050	Playground/athletic supplies	-240	725	1,000	500
52200	Cleaning/janitorial supplies	1,320	-	1,500	-
52650	Equip < than \$1000	6,642	2,110	3,000	1,500
52652	Software < than \$1000 &/or licenses	2,401	2,607	2,625	2,625
52653	Computer equipment < \$1000	18	-	700	500
52701	Food purchases	66,205	51,579	60,000	36,000
54525	Professional Books	-	2,477	-	-
55200	College Classes - Education	-	-	300	300
<b>Operating</b>		<b>467,331</b>	<b>467,191</b>	<b>543,397</b>	<b>493,876</b>

**Capital**

64014	Aluminum shed	-	-	15,500	-
64400	Other equipment	-	1,679	-	-
<b>Capital</b>		<b>-</b>	<b>1,679</b>	<b>15,500</b>	<b>-</b>

<b>Project Total</b>	<b>1,410,704</b>	<b>1,405,171</b>	<b>1,620,946</b>	<b>1,443,547</b>
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## Entity 1 General Fund | Function 569 Other human services

## Division 5002 Early Development Centers | Project 209 Charter EDC - Central

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Personnel</b>					
12120	Sch Accounting Clerk II	25,176	26,323	27,332	28,152
12143	EDC Teacher	169,485	166,903	153,944	158,592
12780	Teacher Aide	101,190	104,053	103,656	106,765
12781	Site Supervisor	44,354	45,163	44,991	46,341
12972	EDC Clerical Spec I	24,404	24,847	24,752	25,495
12992	Vacation leave - retire/term	-	863	200	200
12996	Sick leave - retire/term	-	288	200	200
12997	Sick leave - annual	5,177	5,144	5,000	5,000
13551	P/T Teacher Aide	291,496	297,948	323,728	334,232
14000	Overtime	240	-	250	250
15015	Payment in lieu of benefits	7,477	7,200	7,203	14,406
21000	Social Security- matching	47,982	48,694	52,915	55,108
22500	ICMA - city portion	18,178	19,081	17,571	18,282
23000	Health Insurance	134,177	143,031	173,897	179,808

## 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	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Personnel</b>					
23100	Life Insurance	713	167	1,301	1,346
24000	Workers compensation	14,216	2,955	13,624	12,716
26300	General retiree health contrib	1,836	1,632	1,757	-
	<b>Personnel</b>	<b>886,100</b>	<b>894,292</b>	<b>952,321</b>	<b>986,893</b>
<b>Operating</b>					
34500	Contract- building maintenance	33,558	36,184	34,000	36,000
34982	Function sourcing- Grounds/Facilities	-	1,259	2,000	17,500
34989	Contractual service provider	111,093	116,062	140,154	148,739
34990	Contractual services- other	604	613	700	7,494
40100	Travel/conferences	-	-	-	100
41100	Telephone	2,267	6,159	2,500	2,500
43100	Electric	29,679	41,240	31,000	37,686
43200	Water & sewer	4,954	4,513	5,000	5,000
44200	Rents- machinery & equipment	-	-	625	-
44360	Rentals	192,686	192,743	192,611	192,661
44800	Transportation Rentals	11,655	9,840	12,500	12,500
46150	R & M- land- building & improvement	15,411	25,282	21,910	-
46250	R & M equipment	1,638	450	1,200	1,200
46800	Maintenance contracts	1,077	1,186	2,200	4,000
49104	License fees	4,472	3,417	4,650	4,000
49674	Special event- summer program	33,812	32,757	35,740	37,500
51100	Office supplies	1,912	1,668	3,000	2,500
52000	Operating supplies	19,679	17,021	20,792	21,000
52030	Sch year activities	24,607	25,992	24,875	27,000
52050	Playground/athletic supplies	-	-	1,000	1,000
52200	Cleaning/janitorial supplies	706	-	200	100
52650	Equip < than \$1000	4,698	8,725	7,000	8,000
52652	Software < than \$1000 &/or licenses	2,190	2,726	2,300	2,700
52653	Computer equipment < \$1000	-	5,582	4,500	1,500
52701	Food purchases	57,944	47,548	56,000	51,000
54525	Professional Books	-	2,269	208	200
55229	Training	-	500	1,000	1,000
	<b>Operating</b>	<b>554,642</b>	<b>583,733</b>	<b>607,665</b>	<b>622,880</b>
<b>Capital</b>					
64204	TV- closed circuit	-	3,757	-	-
64400	Other equipment	1,955	-	-	-
	<b>Capital</b>	<b>1,955</b>	<b>3,757</b>	<b>-</b>	<b>-</b>
	<b>Project Total</b>	<b>1,442,697</b>	<b>1,481,782</b>	<b>1,559,986</b>	<b>1,609,773</b>
	<b>Division Total</b>	<b>5,455,223</b>	<b>5,262,886</b>	<b>6,177,054</b>	<b>6,287,188</b>

## 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	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Personnel</b>					
13680	P/T Clerk Spec I	9,813	10,179	12,844	-
21000	Social Security- matching	751	779	984	-
24000	Workers compensation	247	11	53	-
<b>Personnel</b>		<b>10,811</b>	<b>10,969</b>	<b>13,881</b>	<b>-</b>
<b>Operating</b>					
32100	Accounting and auditing fees	947	949	985	900
34500	Contract- building maintenance	-	44,705	42,870	51,444
43100	Electric	34,753	31,776	38,000	31,000
43200	Water & sewer	3,672	4,121	3,675	3,675
46150	R & M- land- building & improvement	160	-	200	200
51100	Office supplies	124	207	220	220
52200	Cleaning/janitorial supplies	623	-	-	-
<b>Operating</b>		<b>40,279</b>	<b>81,757</b>	<b>85,950</b>	<b>87,439</b>
<b>Project Total</b>		<b>51,090</b>	<b>92,726</b>	<b>99,831</b>	<b>87,439</b>
<b>Division Total</b>		<b>51,090</b>	<b>92,726</b>	<b>99,831</b>	<b>87,439</b>

## 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	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Personnel</b>					
12246	Public Service Maintenance Worker I	108,740	7,113	-	-
12462	Plumber III	58,980	58,980	58,698	58,698
12469	Property Manager	-	-	-	46,010
12489	Facilities Manager	-	94,516	143,500	145,996
12494	Senior Facilities Manager	-	-	-	81,000
12533	Electrician II	55,360	55,573	55,308	55,308
12609	Carpenter Foreman	65,020	65,020	64,709	64,709
12650	Communication Technician	50,975	4,878	-	-
12741	Controllor	-	10,094	29,994	31,494
12992	Vacation leave - retire/term	1,465	-	-	-
13484	P/T Building Inspector	9,231	9,836	12,786	32,786
14000	Overtime	16,655	11,284	-	12,000
15001	Special Payment non P & F	20,658	19,450	-	-
15115	Beeper pay	17,839	15,817	-	16,000
15116	Cell Phone Pay	-	1,500	1,800	4,050
21000	Social Security- matching	29,825	25,431	29,595	41,934
22000	Retirement contributions	180,348	452,853	37,231	21,043
22010	Defined contribution - General	-	-	16,085	18,061
23000	Health Insurance	67,089	56,847	79,353	112,380
23100	Life Insurance	630	125	1,301	1,866
24000	Workers compensation	30,915	5,006	36,360	42,416
26300	General retiree health contrib	63,632	61,528	48,685	96,844
<b>Personnel</b>		<b>777,362</b>	<b>955,849</b>	<b>615,405</b>	<b>882,595</b>

**Operating**

31100	Professional services- engineering	414	593	2,500	2,500
34300	Contract- laundry & cleaning	2,916	459	900	650
34500	Contract- building maintenance	52,002	52,270	52,032	52,032
34982	Function sourcing- Grounds/Facilities	-	3,381,746	3,635,162	3,946,535
34989	Contractual service provider	2,505,824	382,868	365,704	360,770
34990	Contractual services- other	143,639	85,516	127,757	146,824
40100	Travel/conferences	301	69	200	200
41100	Telephone	83,760	75,187	90,000	100,000
41225	Cable fees	-	24	4,560	2,500
41400	Postage	-	-	200	200
43100	Electric	120,649	132,754	125,870	150,000
43200	Water & sewer	4,601	6,802	4,750	6,500
44200	Rents- machinery & equipment	2,581	-	1,400	5,600
46150	R & M- land- building & improvement	395,250	4,070	800	-
46160	R & M garage building	2,062	1,264	2,000	2,000
46250	R & M equipment	16,154	683	28,192	50,000
46260	R & M garage equipment	1,105	134	3,000	3,000
46300	R & M motor vehicles	48,938	52,643	65,000	50,000
46800	Maintenance contracts	27,768	27,097	33,832	37,932
47100	Printing	46	-	600	500
49104	License fees	4,145	320	2,700	2,000
49105	License renewals	-	-	500	-
49201	Taxes and/or assessments	-	15,030	15,030	15,030
51100	Office supplies	6,177	1,434	9,500	7,500
52000	Operating supplies	21,460	1,699	3,000	2,000
52150	First aid, safety equip & supplies	4,038	227	-	-

## 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	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Operating</b>					
52200	Cleaning/janitorial supplies	12,080	940	2,500	1,000
52300	Expendable tools	5,479	174	100	-
52540	Fuel	80,660	17,884	43,000	25,000
52600	Clothing/uniforms	68	-	-	-
52650	Equip < than \$1000	39,227	3,994	27,800	3,000
52652	Software < than \$1000 &/or licenses	1,250	394	-	-
52653	Computer equipment < \$1000	574	516	1,000	1,000
54100	Memberships/ dues/ subscription	17	-	-	-
55200	College Classes - Education	-	-	-	2,000
<b>Operating</b>		<b>3,583,184</b>	<b>4,246,790</b>	<b>4,649,589</b>	<b>4,976,273</b>
<b>Capital</b>					
63115	Landscaping	-	-	-	25,000
64015	Air conditioner	-	1,180	-	-
64055	Laptop/Tablet	-	-	1,540	-
64072	Storage tank	-	54,718	-	50,000
64400	Other equipment	33,655	5,073	222,038	-
<b>Capital</b>		<b>33,655</b>	<b>60,971</b>	<b>223,578</b>	<b>75,000</b>
<b>Project Total</b>		<b>4,394,201</b>	<b>5,263,610</b>	<b>5,488,572</b>	<b>5,933,868</b>

## Entity 1 General Fund | Function 573 Cultural services

## Division 6001 General Gvt Buildings | Project 340 Civic Center

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Operating</b>					
34990	Contractual services- other	-	-	-	30,000
<b>Operating</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>30,000</b>
<b>Project Total</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>30,000</b>

## Entity 1 General Fund | Function 573 Cultural services

## Division 6001 General Gvt Buildings | Project 350 Art Gallery

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Personnel</b>					
13680	P/T Clerk Spec I	-	-	-	14,900
21000	Social Security- matching	-	-	-	1,140
24000	Workers compensation	-	-	-	51
<b>Personnel</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>16,091</b>
<b>Operating</b>					
34990	Contractual services- other	-	-	-	25,000
44200	Rents- machinery & equipment	-	-	-	1,500
46150	R & M- land- building & improvement	-	-	-	1,000
47100	Printing	-	-	-	6,400
48100	Advertising	-	-	-	5,500
49649	Special events	-	-	-	5,000
51100	Office supplies	-	-	-	1,200

## City of Pembroke Pines, Florida - Expenditure Detail

**Entity 1 General Fund | Function 573 Cultural services  
 Division 6001 General Gvt Buildings | Project 350 Art Gallery**

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Operating</b>					
52000	Operating supplies	-	-	-	5,600
52600	Clothing/uniforms	-	-	-	1,000
52650	Equip < than \$1000	-	-	-	13,500
52652	Software < than \$1000 &/or licenses	-	-	-	990
52653	Computer equipment < \$1000	-	-	-	450
	<b>Operating</b>	-	-	-	<b>67,140</b>
<b>Capital</b>					
63000	Improvement other than building	-	-	-	9,000
64055	Laptop/Tablet	-	-	-	1,200
64400	Other equipment	-	-	-	176,500
	<b>Capital</b>	-	-	-	<b>186,700</b>
	<b>Project Total</b>	-	-	-	<b>269,931</b>
	<b>Division Total</b>	<b>4,394,201</b>	<b>5,263,610</b>	<b>5,488,572</b>	<b>6,233,799</b>

## 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	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Personnel</b>					
12051	Public Services Director	-	-	-	80,404
12055	Deputy Public Services Director	122,098	85,392	79,404	114,315
12246	Public Service Maintenance Worker I	87,083	5,736	-	-
12250	Maintenance Worker II	92,545	8,236	-	-
12496	Grounds Maint/R&B Manager	-	-	-	32,500
12499	Deputy City Manager	52,447	90,591	90,158	90,158
12992	Vacation leave - retire/term	4,338	33,471	-	-
12993	Accrued vacation	61,512	-61,512	-	-
12994	Accrued sick leave	79,889	-79,889	-	-
12996	Sick leave - retire/term	775	30,601	-	-
13001	Public Services Director	76,912	76,912	76,544	-
13164	Special Projects Manager	-	-	-	37,500
14000	Overtime	30,351	2,962	-	-
15001	Special Payment non P & F	24,053	9,844	-	-
15100	Holiday pay	-	2,442	-	-
15107	Automobile allowance	-	-	-	1,800
15115	Beeper pay	2,373	-	-	-
15116	Cell Phone Pay	600	900	900	1,350
21000	Social Security- matching	34,163	19,156	14,214	23,931
22000	Retirement contributions	182,879	351,346	71,181	21,117
22010	Defined contribution - General	-	-	-	23,445
23000	Health Insurance	41,779	40,344	7,231	37,460
23100	Life Insurance	589	93	230	1,147
24000	Workers compensation	31,430	6,818	11,424	16,147
26300	General retiree health contrib	59,655	48,343	19,476	29,800
	<b>Personnel</b>	<b>985,469</b>	<b>671,787</b>	<b>370,762</b>	<b>511,074</b>
<b>Operating</b>					
31100	Professional services- engineering	-	11,085	-	-
34300	Contract- laundry & cleaning	4,561	345	-	-
34500	Contract- building maintenance	4,540	4,518	4,000	6,000
34982	Function sourcing- Grounds/Facilities	-	1,036,673	1,114,797	1,183,753
34989	Contractual service provider	974,229	378,769	-	-
34990	Contractual services- other	182,720	81,153	53,324	36,920
40100	Travel/conferences	45	30	-	-
41100	Telephone	47,572	45,695	45,000	65,000
41400	Postage	1,605	93	20	-
43100	Electric	98,739	101,828	109,135	110,000
43200	Water & sewer	6,274	5,775	6,500	8,500
44200	Rents- machinery & equipment	3,017	-	-	4,100
46150	R & M- land- building & improvement	46,991	3,030	17,500	-
46170	R & M irrigation	33,751	1,221	-	-
46250	R & M equipment	26,090	924	-	-
46300	R & M motor vehicles	45,534	11,690	15,000	15,000
46800	Maintenance contracts	6,792	7,267	6,876	9,256
46801	I.T. Maintenance contracts	2,100	-	-	-
48500	Promotional activities	685	-	-	-
49104	License fees	2,167	80	1,600	1,000
49105	License renewals	-	-	250	-
49600	Trash disposal charges	11,648	8,199	10,000	5,000
51100	Office supplies	8,372	2,577	550	5,000

## 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	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Operating</b>					
52000	Operating supplies	12,396	-	-	-
52150	First aid, safety equip & supplies	4,457	27	-	-
52200	Cleaning/janitorial supplies	3,680	174	-	-
52300	Expendable tools	4,903	100	-	-
52420	Horticultural chemicals	1,385	560	-	-
52430	Operating chemicals	54,592	720	-	-
52440	Fertilizers	-	65	-	-
52540	Fuel	33,031	7,680	5,000	15,000
52650	Equip < than \$1000	17,850	-	-	-
52653	Computer equipment < \$1000	183	468	-	-
	<b>Operating</b>	<b>1,639,908</b>	<b>1,710,746</b>	<b>1,389,552</b>	<b>1,464,529</b>
<b>Capital</b>					
63115	Landscaping	-	-	157,057	-
63115	Landscaping	-	152,454	1,282,181	1,290,000
64139	Mowers- other	7,225	-	-	-
64214	Truck	19,441	-	25,545	-
64400	Other equipment	1,667	-	-	-
	<b>Capital</b>	<b>28,333</b>	<b>152,454</b>	<b>1,464,783</b>	<b>1,290,000</b>
	<b>Project Total</b>	<b>2,653,711</b>	<b>2,534,986</b>	<b>3,225,097</b>	<b>3,265,603</b>

## Entity 1 General Fund | Function 539 Other physical environment

## Division 6004 Grounds Maintenance | Project 930 Public Services &amp; Park Maintenance

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Personnel</b>					
12360	PS Maint WRK/HEO	73,550	87,258	86,924	86,924
12361	PS Maint WRK I	618,997	713,802	730,319	707,582
12362	PS MAINT WRK II	167,253	303,171	291,723	287,189
12363	PS MAINT WRK III	155,760	184,751	184,082	174,868
12364	PS Irrigation Maintenance Worker	74,782	88,719	88,380	88,380
12365	PS Irrigation Mechanic	42,926	50,926	50,732	50,732
12366	PS Landscape Maintenance Worker	35,974	42,679	42,516	42,516
12367	PS Maint Worker III/Playgrnd Safety	42,926	50,926	50,732	50,732
12368	PS Spray Fertilizer Technician	36,590	43,410	43,244	43,244
12408	PS Maintenance Crew Leader	44,141	52,367	52,167	52,167
12409	PS Park Supervisor	101,816	120,791	120,328	120,328
12476	PS Administrative Supervisor	48,611	57,726	57,450	-
12477	PS Div Director of Park Operations	61,336	72,837	72,488	-
12478	PS Custodian	11,025	-	-	-
12495	Parks Maintenance Manager	-	-	-	80,996
12992	Vacation leave - retire/term	9,990	46,110	3,366	5,000
12996	Sick leave - retire/term	8,406	38,173	8,927	5,000
13406	P/T PS Custodian	72,352	79,542	69,279	70,327
13521	P/T PS Maintenance Worker I	93,999	94,136	112,416	111,950
14000	Overtime	14,592	11,514	10,628	10,000
15001	Special Payment non P & F	104,726	120,738	-	-
15010	Certification pay	100	120	120	120
15100	Holiday pay	2,424	11,839	2,000	2,000

## City of Pembroke Pines, Florida - Expenditure Detail

## Entity 1 General Fund | Function 539 Other physical environment

## Division 6004 Grounds Maintenance | Project 930 Public Services &amp; Park Maintenance

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Personnel</b>					
15107	Automobile allowance	-	-	-	3,600
15108	Shift Differential	2,435	5,521	8,320	6,240
15115	Beeper pay	-	268	-	-
15116	Cell Phone Pay	750	1,245	3,500	3,000
21000	Social Security- matching	134,011	158,622	158,096	153,254
22000	Retirement contributions	860,545	2,374,089	196,474	69,123
22010	Defined contribution - General	-	-	150,058	143,903
23000	Health Insurance	383,363	430,927	621,823	629,328
23100	Life Insurance	3,130	801	7,078	6,450
24000	Workers compensation	123,312	25,974	132,693	120,163
26300	General retiree health contrib	324,788	386,722	447,902	655,556
	<b>Personnel</b>	<b>3,654,613</b>	<b>5,655,704</b>	<b>3,803,765</b>	<b>3,780,672</b>

**Operating**

34300	Contract- laundry & cleaning	15,176	21,878	15,200	15,200
34500	Contract- building maintenance	18,931	39,421	35,020	45,075
34982	Function sourcing- Grounds/Facilities	-	38,790	60,000	80,000
34989	Contractual service provider	393,135	456,339	579,101	638,406
34990	Contractual services- other	221,388	192,398	422,000	505,702
40100	Travel/conferences	-	224	-	250
41100	Telephone	9,136	4,968	10,000	4,989
41380	Data communication	-	2,715	2,400	2,400
44200	Rents- machinery & equipment	7,257	14,220	47,500	14,220
46150	R & M- land- building & improvement	404,748	379,129	495,000	650,500
46170	R & M irrigation	40,681	39,706	65,000	255,150
46250	R & M equipment	78,965	49,960	40,400	100,500
46300	R & M motor vehicles	77,840	198,299	95,000	95,000
46800	Maintenance contracts	18,000	18,210	18,000	18,000
49105	License renewals	1,524	854	1,600	1,600
51100	Office supplies	1,398	1,896	2,500	4,500
52000	Operating supplies	32,977	11,099	30,000	37,950
52050	Playground/athletic supplies	8,395	22,182	41,000	69,345
52150	First aid, safety equip & supplies	3,519	3,591	4,000	3,401
52200	Cleaning/janitorial supplies	27,998	40,922	35,000	35,000
52300	Expendable tools	3,495	7,652	4,000	16,682
52350	Electrical/mechanical supplies	7,647	32,510	15,000	15,000
52420	Horticultural chemicals	98,292	146,287	125,000	193,705
52460	Sand- seed- soil	76,116	89,026	120,000	176,765
52540	Fuel	175,123	196,777	190,620	160,000
52600	Clothing/uniforms	-	849	1,000	1,000
52650	Equip < than \$1000	11,499	12,865	15,000	42,950
52653	Computer equipment < \$1000	776	498	1,000	1,000
52800	Horticultural supplies	10,646	26,101	55,000	79,650
54100	Memberships/ dues/ subscription	40	-	500	500
	<b>Operating</b>	<b>1,744,701</b>	<b>2,049,364</b>	<b>2,525,841</b>	<b>3,264,440</b>

**Capital**

63054	Josias Dog Park	-	-	-	87,500
63061	Fencing	4,400	-	75,000	-
63193	Sidewalk- new	-	8,626	-	-
63201	Silver Lakes South Park improvement	-	23,875	1,300	-

## City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 539 Other physical environment

Division 6004 Grounds Maintenance | Project 930 Public Services &amp; Park Maintenance

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Capital</b>					
64012	Backhoe	-	-	75,000	75,000
64015	Air conditioner	-	3,986	-	-
64139	Mowers- other	61,186	-	124,000	122,500
64210	Truck pickup	-	-	425,750	150,000
64214	Truck	-	-	207,000	103,500
64400	Other equipment	22,021	8,099	52,500	234,700
<b>Capital</b>		<b>87,607</b>	<b>44,586</b>	<b>960,550</b>	<b>773,200</b>
<b>Project Total</b>		<b>5,486,920</b>	<b>7,749,654</b>	<b>7,290,156</b>	<b>7,818,312</b>
<b>Division Total</b>		<b>8,140,631</b>	<b>10,284,640</b>	<b>10,515,253</b>	<b>11,083,915</b>

## City of Pembroke Pines, Florida - Expenditure Detail

## Entity 1 General Fund | Function 519 Other general governmental services

## Division 6005 Purchasing/Contract Administration | Project Blank

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Personnel</b>					
12486	Purchasing Manager	92,587	92,587	92,144	97,157
12487	Purchasing Agent/Contract Analyst	57,224	4,381	-	-
12488	Assistant Purchasing Manager	-	55,661	59,988	62,988
14000	Overtime	962	459	-	-
15001	Special Payment non P & F	7,103	6,085	-	-
15116	Cell Phone Pay	1,800	1,800	1,800	1,800
21000	Social Security- matching	11,642	11,704	11,778	12,391
22000	Retirement contributions	79,610	199,239	20,448	8,016
23000	Health Insurance	9,584	22,006	28,922	29,968
23100	Life Insurance	279	68	562	579
24000	Workers compensation	756	135	647	543
26300	General retiree health contrib	15,908	17,577	19,474	29,798
	<b>Personnel</b>	<b>277,455</b>	<b>411,702</b>	<b>235,763</b>	<b>243,240</b>
<b>Operating</b>					
34300	Contract- laundry & cleaning	122	9	200	100
34500	Contract- building maintenance	1,860	1,860	3,220	2,220
34982	Function sourcing- Grounds/Facilities	-	42,256	50,368	52,525
34989	Contractual service provider	170,556	170,687	245,794	256,913
40100	Travel/conferences	-	-	300	500
41100	Telephone	3,612	3,578	3,600	3,600
43100	Electric	8,508	10,241	9,500	9,500
43200	Water & sewer	344	378	1,960	360
46150	R & M- land- building & improvement	1,480	330	-	-
46250	R & M equipment	38	-	-	-
46300	R & M motor vehicles	1,205	1,771	2,900	2,000
49000	Legal/employment ads	4,314	4,516	3,500	4,500
51100	Office supplies	843	411	1,000	1,000
52000	Operating supplies	502	585	500	500
52200	Cleaning/janitorial supplies	236	22	750	750
52540	Fuel	3,406	2,253	-	500
52650	Equip < than \$1000	1,024	33	500	2,000
52652	Software < than \$1000 &/or licenses	20,298	24,660	24,660	24,660
52653	Computer equipment < \$1000	-	150	-	-
54100	Memberships/ dues/ subscription	255	804	360	260
55229	Training	-	-	1,000	1,500
	<b>Operating</b>	<b>218,602</b>	<b>264,543</b>	<b>350,112</b>	<b>363,388</b>
<b>Capital</b>					
64055	Laptop/Tablet	-	2,740	-	-
	<b>Capital</b>	<b>-</b>	<b>2,740</b>	<b>-</b>	<b>-</b>
	<b>Project Total</b>	<b>496,056</b>	<b>678,986</b>	<b>585,875</b>	<b>606,628</b>
	<b>Division Total</b>	<b>496,056</b>	<b>678,986</b>	<b>585,875</b>	<b>606,628</b>

## 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	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Personnel</b>					
12667	Chief Engineering Inspector	87,174	87,174	86,757	86,757
12770	Engineer Inspector	63,625	58,251	63,420	63,420
12774	Engineer	-	-	-	51,085
14000	Overtime	5,132	2,137	6,000	6,000
15001	Special Payment non P & F	9,011	10,512	-	-
15115	Beeper pay	1,919	250	4,300	-
21000	Social Security- matching	12,554	11,082	12,278	15,857
22000	Retirement contributions	80,187	200,683	15,079	5,287
22010	Defined contribution - General	-	-	18,016	21,377
23000	Health Insurance	24,898	27,508	36,153	37,460
23100	Life Insurance	280	82	740	727
24000	Workers compensation	8,200	1,810	9,046	7,589
26300	General retiree health contrib	15,908	21,973	24,343	37,248
	<b>Personnel</b>	<b>308,887</b>	<b>421,462</b>	<b>276,132</b>	<b>332,807</b>
<b>Operating</b>					
31100	Professional services- engineering	-	150,000	150,000	-
34300	Contract- laundry & cleaning	642	660	1,000	1,000
34500	Contract- building maintenance	2,910	2,910	2,950	2,950
34989	Contractual service provider	61,322	34,716	106,986	140,101
34990	Contractual services- other	-	-	-	75,000
41100	Telephone	374	31	500	-
44200	Rents- machinery & equipment	-	-	200	2,300
46300	R & M motor vehicles	3,341	6,019	6,500	6,500
46800	Maintenance contracts	3,678	3,874	5,300	6,720
51100	Office supplies	562	3,418	6,000	5,000
52000	Operating supplies	-	137	500	500
52540	Fuel	19,240	8,019	15,500	15,000
52650	Equip < than \$1000	24	-	500	500
52653	Computer equipment < \$1000	-	-	1,000	1,000
54100	Memberships/ dues/ subscription	96	-	150	150
	<b>Operating</b>	<b>92,189</b>	<b>209,785</b>	<b>297,086</b>	<b>256,721</b>
<b>Capital</b>					
64210	Truck pickup	-	-	30,000	30,000
64400	Other equipment	-	-	-	25,000
	<b>Capital</b>	<b>-</b>	<b>-</b>	<b>30,000</b>	<b>55,000</b>
	<b>Project Total</b>	<b>401,076</b>	<b>631,247</b>	<b>603,218</b>	<b>644,528</b>
	<b>Division Total</b>	<b>401,076</b>	<b>631,247</b>	<b>603,218</b>	<b>644,528</b>

## 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	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Personnel</b>					
12469	Property Manager	-	14,546	43,223	-
15001	Special Payment non P & F	-	1,729	-	-
15116	Cell Phone Pay	-	75	-	-
21000	Social Security- matching	-	1,176	3,307	-
23000	Health Insurance	-	-	14,461	-
23100	Life Insurance	-	-	160	-
24000	Workers compensation	-	-	184	1
<b>Personnel</b>		<b>-</b>	<b>17,526</b>	<b>61,335</b>	<b>1</b>

**Operating**

31100	Professional services- engineering	-	-	1,000	2,000
31300	Professional services-Outside Legal	8,431	4,322	10,000	10,000
31500	Professional services- other	1,000	-	4,240	50,000
34982	Function sourcing- Grounds/Facilities	-	716,967	761,842	768,961
34989	Contractual service provider	449,772	77,325	30,000	-
34990	Contractual services- other	120,959	125,596	148,321	178,142
41100	Telephone	2,991	2,011	6,000	6,000
43100	Electric	208,441	196,870	147,650	200,000
43200	Water & sewer	6,403	5,842	6,500	6,500
43300	Gas	5,542	293	1,000	1,000
44200	Rents- machinery & equipment	5,604	32	-	-
44360	Rentals	274,216	274,295	275,114	276,417
45000	Insurance	31,637	19,079	39,998	36,742
45065	Property insurance-Leasehold improvements	9,210	11,139	16,550	28,015
46150	R & M- land- building & improvement	129,383	-57,090	24,500	150,000
46250	R & M equipment	15,759	-2,591	-	-
46300	R & M motor vehicles	847	3,079	1,000	2,000
46800	Maintenance contracts	22,558	5,209	618	3,000
52000	Operating supplies	3,619	-	1,000	-
52300	Expendable tools	28	-	-	-
52540	Fuel	166	60	-	-
52650	Equip < than \$1000	3,580	-	-	-
52652	Software < than \$1000 &/or licenses	-	-	300	-
52653	Computer equipment < \$1000	-	-	550	-
<b>Operating</b>		<b>1,300,146</b>	<b>1,382,439</b>	<b>1,476,183</b>	<b>1,718,777</b>

**Capital**

63000	Improvement other than building	-	-	74,760	75,000
64400	Other equipment	1,600	-	2,000	-
<b>Capital</b>		<b>1,600</b>	<b>-</b>	<b>76,760</b>	<b>75,000</b>

<b>Project Total</b>		<b>1,301,746</b>	<b>1,399,965</b>	<b>1,614,278</b>	<b>1,793,778</b>
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## Entity 1 General Fund | Function 569 Other human services

## Division 6008 Howard C. Forman Human Services Campus | Project 55 DCF-Transitional Housing YR2

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
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**Operating**

31300	Professional services-Outside Legal	2,132	1,099	1,105	-
34500	Contract- building maintenance	4,474	5,033	4,898	-

## City of Pembroke Pines, Florida - Expenditure Detail

## Entity 1 General Fund | Function 569 Other human services

## Division 6008 Howard C. Forman Human Services Campus | Project 55 DCF-Transitional Housing YR2

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Operating</b>					
34982	Function sourcing- Grounds/Facilities	-	36	1,310	-
34989	Contractual service provider	97,190	97,236	63,724	-
34990	Contractual services- other	8,510	9,100	6,780	-
40100	Travel/conferences	1,165	-	500	-
41100	Telephone	2,882	3,210	2,250	-
43100	Electric	12,386	16,074	17,499	-
43200	Water & sewer	9,237	10,028	5,839	-
44200	Rents- machinery & equipment	684	799	907	-
45065	Property insurance-Leasehold improvements	1,484	1,842	1,797	-
46150	R & M- land- building & improvement	40,996	21,189	30,978	-
46250	R & M equipment	4,433	1,290	1,777	-
46800	Maintenance contracts	544	581	816	-
49175	Administrative fees	-	-	20,083	-
49355	Special investigation	450	200	600	-
51100	Office supplies	416	877	821	-
52000	Operating supplies	6,488	6,996	5,500	-
52650	Equip < than \$1000	4,190	1,839	553	-
52652	Software < than \$1000 &/or licenses	-	712	-	-
54100	Memberships/ dues/ subscription	-	-	50	-
	<b>Operating</b>	<b>197,662</b>	<b>178,141</b>	<b>167,787</b>	<b>-</b>
<b>Capital</b>					
63061	Fencing	-	13,575	-	-
64053	Micro computer	6,120	-	-	-
	<b>Capital</b>	<b>6,120</b>	<b>13,575</b>	<b>-</b>	<b>-</b>
<b>Grants and Aid</b>					
81121	In-kind- salaries	24,350	23,069	11,534	-
	<b>Grants and Aid</b>	<b>24,350</b>	<b>23,069</b>	<b>11,534</b>	<b>-</b>
	<b>Project Total</b>	<b>228,132</b>	<b>214,785</b>	<b>179,321</b>	<b>-</b>

## 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	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Operating</b>					
31300	Professional services-Outside Legal	-	-	17,000	-
34982	Function sourcing- Grounds/Facilities	-	-	7,000	13,000
34990	Contractual services- other	-	-	17,000	-
43100	Electric	-	-	5,000	5,000
43200	Water & sewer	-	-	10,500	9,000
44330	Credit application	-	-	4,000	1,000
46150	R & M- land- building & improvement	-	-	20,500	30,000
46800	Maintenance contracts	-	-	2,000	2,000
52000	Operating supplies	-	-	6,000	-
52200	Cleaning/janitorial supplies	-	-	2,000	-
52650	Equip < than \$1000	-	-	5,000	-
	<b>Operating</b>	<b>-</b>	<b>-</b>	<b>96,000</b>	<b>60,000</b>

**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	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Project Total</b>		-	-	<b>96,000</b>	<b>60,000</b>
<b>Division Total</b>		<b>1,529,878</b>	<b>1,614,750</b>	<b>1,889,599</b>	<b>1,853,778</b>

## 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	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Personnel</b>					
12006	Assistant Athletic Coordinator	45,926	46,158	45,927	48,735
12015	Irrigation Maintenance Worker	13,937	-	-	-
12025	Irrigation Mechanic	8,000	-	-	-
12109	Administrative Supervisor	9,059	-	-	-
12181	Division Director of Recreation	93,925	39,547	-	-
12215	Senior Lifeguard	103,732	103,732	103,335	103,335
12230	Chief Curator/Head of Cultural Projects	-	-	30,381	51,522
12310	Night Supervisor	18,733	-	-	-
12352	P & R Maint WRK/HEO	11,978	-	-	-
12355	P & R Maint WRK I	129,532	-	-	-
12356	P & R MAINT WRK II	34,251	-	-	-
12357	P & R MAINT WRK III	27,385	-	-	-
12358	Landscape Maintenance Worker	6,704	-	-	-
12359	P&R Maint Worker III/Playground Safety	8,000	-	-	-
12508	Rec & Cultural Arts Acct Clerk I	87,446	87,451	87,028	87,028
12519	Recreation & Cultural Arts Director	142,760	144,482	143,791	143,791
12521	Asst. Rec & Cultural Arts Director	9,831	56,555	97,220	97,220
12525	Administrative Assistant I	46,666	71,053	88,459	88,459
12531	Division Director of Park Operations	11,501	-	-	-
12546	Aquatic Coordinator	85,093	85,420	85,093	85,093
12547	Aquatic Coordinator Assistant	60,030	59,800	59,800	59,800
12559	Recreation Supervisor II	153,593	159,708	111,939	56,348
12562	Recreation Supervisor I	56,888	57,107	56,888	56,888
12563	Special Events Coordinator	59,861	60,189	60,924	60,924
12564	Special Events- Coordinator Assistant	-	25,102	43,223	43,223
12572	Cultural Arts Coordinator	57,671	28,725	69,934	72,634
12573	Recreation Specialist	105,398	91,227	76,045	76,045
12578	Maintenance Crew Leader	8,226	-	-	-
12581	Recreation Specialist II	123,004	99,086	81,350	84,615
12659	Spray Fertilizer Technician	3,326	-	-	-
12740	Custodian	5,196	-	-	-
12891	Special Population Prog Coord	62,974	62,951	62,733	62,733
12992	Vacation leave - retire/term	90,245	3,092	7,284	-
12996	Sick leave - retire/term	74,074	2,294	17	-
13405	P/T Art Teacher	64,708	55,895	68,959	71,555
13450	P/T Cashier	10,257	10,578	11,195	11,195
13454	P/T Administrative Assistant	38,716	36,896	38,826	38,826
13488	P/T Senior Lifeguard	42,182	37,317	41,496	41,496
13492	P/T Lifeguard	95,540	103,923	106,700	106,700
13495	P/T Recreation Aide	138,526	141,063	166,701	166,701
13500	P/T Maintenance Worker I	21,362	-	-	-
13507	P/T Summer Program	136,127	161,837	217,839	232,125
13526	P/T Recreation Therapeutics	8,949	10,331	16,438	16,438
13527	P/T Self Defense Instructor	-	6,785	10,400	10,400
13528	P/T Assistant PAC Program Director	-	18,391	18,850	18,850
13537	P/T Music Teacher	36,548	37,737	48,140	48,140
13539	P/T Drama Teacher	9,639	8,144	9,108	9,108
13549	P/T Storage Lot Attendant	-	5,704	9,897	10,047
13562	P/T Curator	23,778	24,418	40,609	56,461
13563	P/T Recreation Leader	34,891	53,222	54,604	54,604
13591	P/T Water Safety Instructor	62,673	92,010	111,150	111,150
13602	P/T Recreation Specialist	13,987	17,762	31,741	31,741

## 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	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Personnel</b>					
13680	P/T Clerk Spec I	28,049	25,258	26,202	26,202
13738	P/T Custodian	12,131	-	-	-
14000	Overtime	11,963	4,701	11,820	11,820
15001	Special Payment non P & F	85,051	79,777	-	-
15010	Certification pay	560	550	540	240
15100	Holiday pay	1,526	409	1,000	1,000
15108	Shift Differential	2,398	1,579	3,120	3,120
15116	Cell Phone Pay	2,025	1,800	1,800	1,800
21000	Social Security- matching	192,916	158,773	180,579	178,590
22000	Retirement contributions	872,354	1,543,132	172,986	53,033
22010	Defined contribution - General	-	-	90,971	84,875
23000	Health Insurance	303,774	225,546	303,681	314,664
23100	Life Insurance	3,293	592	4,938	4,798
24000	Workers compensation	148,441	24,271	107,905	82,895
26300	General retiree health contrib	259,831	196,310	243,426	327,778
	<b>Personnel</b>	<b>4,417,142</b>	<b>4,368,389</b>	<b>3,462,992</b>	<b>3,404,745</b>
<b>Operating</b>					
31500	Professional services- other	4,034	2,355	6,400	6,400
34500	Contract- building maintenance	175	-	-	-
34989	Contractual service provider	180,391	177,408	222,822	235,331
34990	Contractual services- other	97,587	78,321	128,940	96,340
40100	Travel/conferences	78	9	200	400
40229	Training	3,558	-	-	-
41100	Telephone	27,303	32,324	30,300	31,900
41225	Cable fees	-	-	4,320	4,320
41400	Postage	315	32	300	200
43100	Electric	635,620	690,869	750,000	772,000
43200	Water & sewer	95,459	122,129	119,000	122,500
43320	Gas- Pool	13,003	11,132	17,695	13,700
44200	Rents- machinery & equipment	8,211	9,903	20,652	22,757
44700	Rent - Charter School facilities	493,804	501,657	509,182	508,934
46150	R & M- land- building & improvement	1,169	1,803	26,800	55,800
46170	R & M irrigation	260	-	-	-
46250	R & M equipment	5,247	2,367	5,500	9,000
46300	R & M motor vehicles	53,161	22,379	65,000	35,100
46600	R & M pool	53,486	39,234	104,589	97,500
46800	Maintenance contracts	-	763	2,805	2,500
47100	Printing	1,101	2,207	1,575	2,200
48100	Advertising	-	-	1,227	2,000
48505	Special Population Program	880	3,110	11,720	11,000
48555	Youth Soccer	73,870	76,685	78,500	78,500
49105	License renewals	10,551	10,068	10,700	10,700
49400	Bank service charge	186	-	-	-
49645	Pines Athletic Club Program	-	-133	45,500	65,100
49655	Special events- ArtsPark	5,919	6,285	6,800	6,800
51100	Office supplies	4,520	4,718	6,600	5,000
52000	Operating supplies	6,347	2,791	6,400	4,000
52050	Playground/athletic supplies	2,181	4,482	4,500	4,500
52070	Art & Cultural Supplies	22,033	23,093	30,956	30,700
52071	ArtsPark Supplies	10,199	9,853	32,540	31,240

## 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	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Operating</b>					
52150	First aid, safety equip & supplies	2,023	1,793	5,800	2,500
52200	Cleaning/janitorial supplies	4,080	293	1,700	1,000
52300	Expendable tools	32	-	200	200
52350	Electrical/mechanical supplies	642	-114	-	300
52420	Horticultural chemicals	1,470	-	-	-
52421	Community garden supplies	1,824	2,640	4,500	10,950
52460	Sand- seed- soil	692	1,825	3,023	2,250
52480	Pool Chemicals & Supplies	63,973	63,747	73,100	76,580
52540	Fuel	40,412	28,695	42,000	42,000
52600	Clothing/uniforms	5,122	4,857	5,900	5,200
52650	Equip < than \$1000	14,769	10,332	25,465	32,709
52652	Software < than \$1000 &/or licenses	-	-	400	100
52653	Computer equipment < \$1000	494	150	2,090	3,000
52800	Horticultural supplies	23	-	-	-
54100	Memberships/ dues/ subscription	295	637	1,000	1,000
55229	Training	-	1,666	3,500	3,800
	<b>Operating</b>	<b>1,946,494</b>	<b>1,952,360</b>	<b>2,420,201</b>	<b>2,448,011</b>
<b>Capital</b>					
63000	Improvement other than building	-	-	21,500	62,300
64214	Truck	-	-	56,649	53,000
64221	Van	-	-	25,399	-
64400	Other equipment	52,993	18,289	13,106	80,250
	<b>Capital</b>	<b>52,993</b>	<b>18,289</b>	<b>116,654</b>	<b>195,550</b>
	<b>Project Total</b>	<b>6,416,629</b>	<b>6,339,039</b>	<b>5,999,847</b>	<b>6,048,306</b>

## Entity 1 General Fund | Function 572 Parks and recreation

## Division 7001 Recreation and Cultural Arts | Project 201 West Pines pre-school

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Personnel</b>					
12151	City Teacher	65,981	55,624	-	-
12559	Recreation Supervisor II	34,744	29,643	-	-
13409	P/T Day Care Clerical Spec	5,822	23,976	-	-
13552	P/T Teacher - Recreation	43,875	33,357	-	-
13567	P/T Recreation Teacher Aide	71,689	52,518	-	-
14000	Overtime	-	83	-	-
15001	Special Payment non P & F	5,919	2,629	-	-
15010	Certification pay	60	50	-	-
21000	Social Security- matching	17,083	14,801	-	-
22000	Retirement contributions	53,578	134,163	-	-
23000	Health Insurance	23,961	25,216	-	-
23100	Life Insurance	187	43	-	-
24000	Workers compensation	7,411	1,034	-	-
26300	General retiree health contrib	19,885	21,973	-	-
	<b>Personnel</b>	<b>350,195</b>	<b>395,110</b>	<b>-</b>	<b>-</b>
<b>Operating</b>					
34500	Contract- building maintenance	1,302	960	-	-

## City of Pembroke Pines, Florida - Expenditure Detail

## Entity 1 General Fund | Function 572 Parks and recreation

## Division 7001 Recreation and Cultural Arts | Project 201 West Pines pre-school

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Operating</b>					
34989	Contractual service provider	15,111	-	-	-
34990	Contractual services- other	-	398	-	-
43100	Electric	11,599	10,546	-	-
43200	Water & sewer	3,315	2,168	-	-
44200	Rents- machinery & equipment	837	767	-	-
46150	R & M- land- building & improvement	4,501	1,374	-	-
46250	R & M equipment	63	541	-	-
46800	Maintenance contracts	420	420	-	-
49104	License fees	191	192	-	-
51100	Office supplies	756	780	-	-
52000	Operating supplies	9,355	4,040	-	-
52050	Playground/athletic supplies	402	-	-	-
52150	First aid, safety equip & supplies	77	300	-	-
52200	Cleaning/janitorial supplies	1,109	414	-	-
52600	Clothing/uniforms	375	405	-	-
52650	Equip < than \$1000	2,591	619	-	-
52652	Software < than \$1000 &/or licenses	85	-	-	-
52701	Food purchases	10,079	7,293	-	-
54510	Media Books	671	441	-	-
<b>Operating</b>		<b>62,840</b>	<b>31,659</b>	-	-
<b>Project Total</b>		<b>413,035</b>	<b>426,769</b>	-	-

## Entity 1 General Fund | Function 572 Parks and recreation

## Division 7001 Recreation and Cultural Arts | Project 304 Special Population

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Personnel</b>					
13507	P/T Summer Program	46,695	41,040	53,885	-
21000	Social Security- matching	3,572	3,140	4,122	-
<b>Personnel</b>		<b>50,267</b>	<b>44,180</b>	<b>58,007</b>	-
<b>Operating</b>					
48505	Special Population Program	22,559	18,711	21,324	-
<b>Operating</b>		<b>22,559</b>	<b>18,711</b>	<b>21,324</b>	-
<b>Capital</b>					
64053	Micro computer	1,746	-	-	-
<b>Capital</b>		<b>1,746</b>	-	-	-
<b>Project Total</b>		<b>74,573</b>	<b>62,891</b>	<b>79,331</b>	-

## Entity 1 General Fund | Function 572 Parks and recreation

## Division 7001 Recreation and Cultural Arts | Project 310 NEA Grant

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Operating</b>					
34990	Contractual services- other	-	-	47,600	-
40100	Travel/conferences	-	-	2,400	-

City of Pembroke Pines, Florida - Expenditure Detail

Entity 1 General Fund | Function 572 Parks and recreation  
 Division 7001 Recreation and Cultural Arts | Project 310 NEA Grant

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Operating</b>					
	<b>Operating</b>	-	-	<b>50,000</b>	-
	<b>Project Total</b>	-	-	<b>50,000</b>	-

Entity 1 General Fund | Function 572 Parks and recreation  
 Division 7001 Recreation and Cultural Arts | Project 350 Art Gallery

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Operating</b>					
34990	Contractual services- other	-	-	14,000	-
	<b>Operating</b>	-	-	<b>14,000</b>	-
	<b>Project Total</b>	-	-	<b>14,000</b>	-
<b>Division Total</b>		<b>6,904,237</b>	<b>6,828,699</b>	<b>6,143,178</b>	<b>6,048,306</b>

## City of Pembroke Pines, Florida - Expenditure Detail

## Entity 1 General Fund | Function 574 Special events

## Division 7003 Special Events | Project Blank

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Operating</b>					
49649	Special events	31,064	46,474	51,427	56,580
49651	Special event- teen program	2,175	1,192	2,380	3,080
49656	Special event- Xmas/Chanukah	20,781	21,285	31,002	32,275
49659	Special Event- Kids Konnection	7,907	6,543	1,473	7,900
49660	Special event- Easter egg hunt	8,828	9,262	12,100	11,400
49662	Special Event- 4th Of July	28,584	29,512	31,400	41,400
49666	Special event- Halloween contest	7,513	10,089	9,900	12,500
49670	Special event- Pines Day	30,579	24,518	57,312	42,000
49674	Special event- summer program	39,612	48,792	44,318	75,900
<b>Operating</b>		<b>177,043</b>	<b>197,667</b>	<b>241,312</b>	<b>283,035</b>
<b>Project Total</b>		<b>177,043</b>	<b>197,667</b>	<b>241,312</b>	<b>283,035</b>
<b>Division Total</b>		<b>177,043</b>	<b>197,667</b>	<b>241,312</b>	<b>283,035</b>

## City of Pembroke Pines, Florida - Expenditure Detail

## Entity 1 General Fund | Function 579 Other culture/recreation

## Division 7005 Walter C Young Dinner Theatre | Project Blank

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Personnel</b>					
12669	Stage Manager/Custodian	36,930	-	-	-
12992	Vacation leave - retire/term	20,220	-	-	-
12996	Sick leave - retire/term	13,994	-	-	-
13739	P/T Facilities Custodian	1,199	-	-	-
14000	Overtime	330	-	-	-
15108	Shift Differential	1,032	-	-	-
21000	Social Security- matching	2,964	-	-	-
22000	Retirement contributions	39,441	-	-	-
23000	Health Insurance	19,168	-	-	-
23100	Life Insurance	139	-	-	-
24000	Workers compensation	5,351	-	-	-
26300	General retiree health contrib	15,908	-	-	-
	<b>Personnel</b>	<b>156,677</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Operating</b>					
31500	Professional services- other	15,140	-	2,500	1,000
34500	Contract- building maintenance	26,690	8,975	8,574	-
34990	Contractual services- other	22,000	-	1,500	500
41100	Telephone	905	1,001	1,100	-
46150	R & M- land- building & improvement	-	138	2,000	500
46250	R & M equipment	1,755	85	225	-
47100	Printing	761	-	100	-
48100	Advertising	-	-	300	-
49104	License fees	590	400	650	-
52000	Operating supplies	271	-	300	-
52200	Cleaning/janitorial supplies	130	-	-	-
52350	Electrical/mechanical supplies	10	86	200	50
52650	Equip < than \$1000	784	920	720	-
	<b>Operating</b>	<b>69,036</b>	<b>11,604</b>	<b>18,169</b>	<b>2,050</b>
	<b>Project Total</b>	<b>225,713</b>	<b>11,604</b>	<b>18,169</b>	<b>2,050</b>
	<b>Division Total</b>	<b>225,713</b>	<b>11,604</b>	<b>18,169</b>	<b>2,050</b>

## 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	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Operating</b>					
31500	Professional services- other	576,677	572,347	597,362	601,162
32100	Accounting and auditing fees	1,744	1,747	1,813	1,600
34300	Contract- laundry & cleaning	69	78	100	100
34500	Contract- building maintenance	2,849	16,496	28,000	2,500
34900	Contract- cart rental	129,782	117,480	119,423	120,060
34950	Contract- maintenance	625,468	641,887	661,949	681,812
34990	Contractual services- other	3,904	4,382	4,000	4,300
41100	Telephone	3,947	4,041	4,000	4,000
41225	Cable fees	804	1,019	900	1,260
41400	Postage	39	-	250	100
43100	Electric	81,615	87,273	79,000	79,000
43200	Water & sewer	9,780	9,111	9,800	9,800
43340	Gas- restaurant	6,579	6,429	5,700	5,700
44200	Rents- machinery & equipment	837	837	1,000	838
46150	R & M- land- building & improvement	59,679	253,278	63,104	70,000
46170	R & M irrigation	299	-	1,000	500
46250	R & M equipment	4,792	8,726	5,300	5,300
46800	Maintenance contracts	1,680	1,680	1,700	1,700
47100	Printing	948	455	2,000	1,000
48100	Advertising	21,569	15,300	21,275	17,900
49105	License renewals	510	-	1,510	1,000
49201	Taxes and/or assessments	32,813	23,756	33,000	28,300
49400	Bank service charge	33,665	33,971	34,000	34,000
51100	Office supplies	346	579	750	600
52000	Operating supplies	19,926	22,533	21,000	20,000
52150	First aid, safety equip & supplies	-	-	100	100
52200	Cleaning/janitorial supplies	1,944	3,117	3,200	3,200
52300	Expendable tools	1,302	1,771	2,100	1,800
52350	Electrical/mechanical supplies	1,439	3,585	2,200	2,200
52420	Horticultural chemicals	180,486	175,140	185,437	175,000
52460	Sand- seed- soil	30,388	22,690	36,250	25,000
52650	Equip < than \$1000	9,293	7,830	6,300	5,100
52652	Software < than \$1000 &/or licenses	1,500	425	2,000	1,500
52653	Computer equipment < \$1000	-	1,538	-	-
52800	Horticultural supplies	10,545	14,675	15,000	12,600
54100	Memberships/ dues/ subscription	150	150	375	375
<b>Operating</b>		<b>1,857,368</b>	<b>2,054,323</b>	<b>1,950,898</b>	<b>1,919,407</b>
<b>Capital</b>					
63000	Improvement other than building	-	-	-	35,000
63067	Lake Bank Erosion Barrier	-	-	167,070	167,070
64039	Computer equipment not micro	-	-	7,757	-
64139	Mowers- other	26,603	-	27,875	-
64400	Other equipment	16,300	45,411	27,414	-
<b>Capital</b>		<b>42,903</b>	<b>45,411</b>	<b>230,116</b>	<b>202,070</b>
<b>Project Total</b>		<b>1,900,271</b>	<b>2,099,735</b>	<b>2,181,014</b>	<b>2,121,477</b>
<b>Division Total</b>		<b>1,900,271</b>	<b>2,099,735</b>	<b>2,181,014</b>	<b>2,121,477</b>

## 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	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Personnel</b>					
12084	Community Service Director	54,977	65,250	65,000	65,000
12543	Activities Coordinator	47,481	47,481	47,300	47,300
12685	Clerical Aide	33,160	33,160	33,033	33,033
14000	Overtime	2,935	3,112	5,000	5,000
15001	Special Payment non P & F	7,011	8,223	-	-
21000	Social Security- matching	10,628	11,061	10,998	10,998
22000	Retirement contributions	72,137	180,533	16,802	6,143
22010	Defined contribution - General	-	-	7,230	7,230
23000	Health Insurance	23,961	27,508	36,153	37,460
23100	Life Insurance	252	62	537	526
24000	Workers compensation	2,225	540	2,776	2,265
26300	General retiree health contrib	19,885	21,973	24,343	37,248
<b>Personnel</b>		<b>274,652</b>	<b>398,904</b>	<b>249,172</b>	<b>252,203</b>
<b>Operating</b>					
31500	Professional services- other	655	770	2,000	1,560
34500	Contract- building maintenance	69,960	69,872	76,784	76,784
34982	Function sourcing- Grounds/Facilities	-	34,581	56,755	41,122
34989	Contractual service provider	152,125	113,485	114,594	118,115
34990	Contractual services- other	78,339	83,809	92,199	95,775
40100	Travel/conferences	180	299	254	-
41100	Telephone	23,302	18,526	18,800	25,000
41225	Cable fees	1,386	1,442	1,440	1,476
43100	Electric	93,136	100,941	92,208	101,000
43200	Water & sewer	8,185	9,936	9,500	10,000
43300	Gas	446	876	600	1,500
44200	Rents- machinery & equipment	36	425	2,700	600
46150	R & M- land- building & improvement	62,159	46,736	35,200	70,000
46250	R & M equipment	2,622	1,859	3,500	3,500
46300	R & M motor vehicles	945	4,728	3,000	3,000
46800	Maintenance contracts	1,631	1,705	4,600	2,000
46801	I.T. Maintenance contracts	3,000	3,000	3,000	3,000
47100	Printing	801	12,591	13,000	13,000
51100	Office supplies	4,064	4,516	4,500	4,500
52000	Operating supplies	5,303	6,508	5,321	6,500
52200	Cleaning/janitorial supplies	5,565	6,392	5,500	7,500
52350	Electrical/mechanical supplies	3,115	5,457	3,500	6,000
52540	Fuel	4,088	7,155	7,000	7,000
52650	Equip < than \$1000	5,395	1,599	5,425	5,500
52653	Computer equipment < \$1000	779	2,170	1,000	2,000
54100	Memberships/ dues/ subscription	673	610	700	650
<b>Operating</b>		<b>527,889</b>	<b>539,989</b>	<b>563,080</b>	<b>607,082</b>
<b>Capital</b>					
64050	Copier machine	-	-	-	5,000
64051	Computer programs	-	-	-	60,000
64214	Truck	-	-	32,792	-
64400	Other equipment	-	-	-	6,000
<b>Capital</b>		<b>-</b>	<b>-</b>	<b>32,792</b>	<b>71,000</b>

**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	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Grants and Aid</b>					
82012	Grant- elderly energy assistance	16,195	19,455	15,403	28,022
<b>Grants and Aid</b>		<b>16,195</b>	<b>19,455</b>	<b>15,403</b>	<b>28,022</b>
<b>Project Total</b>		<b>818,736</b>	<b>958,349</b>	<b>860,447</b>	<b>958,307</b>

**Entity 1 General Fund | Function 569 Other human services**

**Division 8001 Community Services | Project 305 Re-engage for Good**

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Operating</b>					
31500	Professional services- other	1,813	4,236	-	-
<b>Operating</b>		<b>1,813</b>	<b>4,236</b>	<b>-</b>	<b>-</b>
<b>Project Total</b>		<b>1,813</b>	<b>4,236</b>	<b>-</b>	<b>-</b>
<b>Division Total</b>		<b>820,548</b>	<b>962,585</b>	<b>860,447</b>	<b>958,307</b>

## 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	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Personnel</b>					
12084	Community Service Director	27,489	32,625	32,500	32,500
12101	Residential Rental Coordinator	20,570	5,482	22,017	22,017
12992	Vacation leave - retire/term	-	5,088	-	-
12996	Sick leave - retire/term	-	5,841	-	-
14000	Overtime	23	131	5,000	5,000
15001	Special Payment non P & F	2,265	1,300	-	-
21000	Social Security- matching	3,794	3,773	4,302	4,302
22000	Retirement contributions	25,032	62,645	4,368	1,658
22010	Defined contribution - General	-	-	1,982	3,964
23000	Health Insurance	2,397	2,749	10,846	11,238
23100	Life Insurance	87	21	202	198
24000	Workers compensation	651	154	857	699
26300	General retiree health contrib	5,965	6,595	7,304	11,175
	<b>Personnel</b>	<b>88,273</b>	<b>126,405</b>	<b>89,378</b>	<b>92,751</b>
<b>Operating</b>					
31300	Professional services-Outside Legal	-	498	-	1,000
34500	Contract- building maintenance	57,016	50,854	56,238	58,000
34982	Function sourcing- Grounds/Facilities	-	81,191	116,319	102,133
34989	Contractual service provider	200,400	133,180	167,527	142,561
34990	Contractual services- other	1,870	81	2,163	2,225
41100	Telephone	4,555	3,876	5,253	5,400
41225	Cable fees	27,928	28,580	31,000	33,000
43100	Electric	45,018	47,255	54,600	56,200
43200	Water & sewer	66,299	77,875	84,600	87,000
44200	Rents- machinery & equipment	-	-	1,000	1,000
44330	Credit application	2,625	2,580	2,700	2,800
44360	Rentals	712,971	708,724	712,057	712,897
45000	Insurance	21,728	15,520	42,056	43,926
46150	R & M- land- building & improvement	55,747	66,516	101,657	119,000
46250	R & M equipment	1,028	2,390	5,700	5,900
46300	R & M motor vehicles	-	86	500	500
46800	Maintenance contracts	22,613	22,695	28,900	30,000
46801	I.T. Maintenance contracts	300	300	300	300
48100	Advertising	5,535	945	7,300	7,300
49175	Administrative fees	103,290	112,713	125,916	113,306
49201	Taxes and/or assessments	-	-	8,730	8,730
51100	Office supplies	1,704	2,318	3,100	3,200
52000	Operating supplies	2,127	1,283	5,000	5,000
52200	Cleaning/janitorial supplies	1,986	2,399	5,000	5,000
52540	Fuel	1,464	815	-	1,374
52650	Equip < than \$1000	49,375	17,482	36,000	68,000
52652	Software < than \$1000 &/or licenses	-	-	600	600
52653	Computer equipment < \$1000	1,023	600	2,200	2,200
	<b>Operating</b>	<b>1,386,601</b>	<b>1,380,756</b>	<b>1,606,416</b>	<b>1,618,552</b>
<b>Capital</b>					
64400	Other equipment	-	-	3,520	-
	<b>Capital</b>	<b>-</b>	<b>-</b>	<b>3,520</b>	<b>-</b>

## 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	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Project Total</b>		<b>1,474,875</b>	<b>1,507,161</b>	<b>1,699,314</b>	<b>1,711,303</b>

## Entity 1 General Fund | Function 554 Housing and urban development

## Division 8002 Housing Division | Project 603 Rental - Pines Place

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Personnel</b>					
12084	Community Service Director	27,489	32,625	32,500	32,500
12101	Residential Rental Coordinator	20,570	5,482	22,017	22,017
12525	Administrative Assistant I	61,864	61,864	61,568	61,568
12992	Vacation leave - retire/term	-	5,088	-	-
12996	Sick leave - retire/term	-	5,841	-	-
14000	Overtime	23	131	5,000	5,000
15001	Special Payment non P & F	5,959	5,610	-	-
21000	Social Security- matching	8,671	8,362	9,012	9,012
22000	Retirement contributions	57,906	144,924	10,550	3,826
22010	Defined contribution - General	-	-	7,523	9,506
23000	Health Insurance	11,981	13,751	25,307	26,222
23100	Life Insurance	202	50	429	420
24000	Workers compensation	963	210	1,119	908
26300	General retiree health contrib	13,919	15,378	17,041	26,074
<b>Personnel</b>		<b>209,546</b>	<b>299,317</b>	<b>192,066</b>	<b>197,053</b>

**Operating**

31300	Professional services-Outside Legal	10,972	17,478	8,000	18,000
31500	Professional services- other	-	19,008	29,000	29,000
34500	Contract- building maintenance	81,288	80,256	84,000	75,000
34982	Function sourcing- Grounds/Facilities	-	167,762	229,750	212,680
34989	Contractual service provider	205,653	106,651	72,880	105,143
34990	Contractual services- other	100,665	102,767	161,036	161,036
41100	Telephone	9,106	12,468	11,000	11,000
41225	Cable fees	90,100	92,306	100,000	100,000
43100	Electric	160,279	177,855	228,744	228,744
43200	Water & sewer	207,914	220,913	194,783	194,783
44200	Rents- machinery & equipment	200	3,016	3,112	3,112
44330	Credit application	9,440	9,095	10,500	10,500
44360	Rentals	4,322,182	4,302,283	4,001,645	4,005,748
45000	Insurance	40,407	29,022	80,088	86,192
46150	R & M- land- building & improvement	69,437	152,452	190,440	260,000
46250	R & M equipment	32,016	26,640	46,000	46,000
46800	Maintenance contracts	15,069	14,486	16,496	16,496
46801	I.T. Maintenance contracts	900	900	1,500	1,500
48100	Advertising	-	-	5,000	5,000
49104	License fees	2,150	1,170	2,161	2,161
49175	Administrative fees	192,089	210,777	239,784	222,329
51100	Office supplies	2,654	1,393	4,635	4,635
52000	Operating supplies	3,684	2,747	4,760	4,760
52200	Cleaning/janitorial supplies	9,543	9,849	20,000	20,000
52300	Expendable tools	-	-	209	209
52540	Fuel	1,464	919	1,374	1,374
52650	Equip < than \$1000	3,770	3,080	6,000	6,000
54100	Memberships/ dues/ subscription	-	109	-	-

**City of Pembroke Pines, Florida - Expenditure Detail**

**Entity 1 General Fund | Function 554 Housing and urban development**

**Division 8002 Housing Division | Project 603 Rental - Pines Place**

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Operating</b>					
	<b>Operating</b>	<b>5,570,981</b>	<b>5,765,401</b>	<b>5,752,897</b>	<b>5,831,402</b>
<b>Capital</b>					
64400	Other equipment	1,600	-	10,560	-
	<b>Capital</b>	<b>1,600</b>	<b>-</b>	<b>10,560</b>	<b>-</b>
	<b>Project Total</b>	<b>5,782,128</b>	<b>6,064,718</b>	<b>5,955,523</b>	<b>6,028,455</b>
	<b>Division Total</b>	<b>7,257,002</b>	<b>7,571,878</b>	<b>7,654,837</b>	<b>7,739,758</b>

## 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	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Personnel</b>					
12184	Zoning Administrator	81,573	81,573	81,183	81,183
12524	Administrative Coordinator I	56,071	56,158	55,890	55,890
12684	Clerical Spec II	17,125	-	-	-
12695	Plan/Econ Development Div Director	78,375	82,785	91,104	91,104
12696	Planning Administrator	70,329	70,329	69,992	69,992
12996	Sick leave - retire/term	9,276	-	-	-
13426	P/T Planning Administrator	34,169	33,657	42,609	42,609
13449	P/T CADD Operator	-	-	12,844	12,330
14000	Overtime	47	252	9,712	7,770
15001	Special Payment non P & F	14,225	13,603	-	-
15116	Cell Phone Pay	1,380	1,380	1,380	1,380
21000	Social Security- matching	26,714	24,871	27,906	27,719
22000	Retirement contributions	145,271	437,874	36,414	14,326
22010	Defined contribution - General	-	-	5,031	5,031
23000	Health Insurance	51,886	44,008	57,844	59,936
23100	Life Insurance	618	130	1,101	1,231
24000	Workers compensation	1,747	308	1,508	1,201
26300	General retiree health contrib	39,770	43,947	38,948	59,596
	<b>Personnel</b>	<b>628,575</b>	<b>890,875</b>	<b>533,466</b>	<b>531,298</b>
<b>Operating</b>					
31500	Professional services- other	-	-	-	15,900
34989	Contractual service provider	73,545	168,774	239,650	281,627
34990	Contractual services- other	10,040	3,825	7,200	7,431
40100	Travel/conferences	50	1,029	3,450	2,500
41100	Telephone	1,666	1,719	2,000	2,000
41380	Data communication	-	-	400	500
41400	Postage	-	106	5,000	5,000
44200	Rents- machinery & equipment	4,066	1,802	1,802	1,802
45440	Insurance- errors & omissions	-	-	226	150
46250	R & M equipment	140	-	220	750
46300	R & M motor vehicles	-	466	2,640	1,500
46800	Maintenance contracts	269	1,294	1,734	2,500
46801	I.T. Maintenance contracts	-	-	4,500	5,000
47100	Printing	-383	-79	2,000	2,250
48510	Economic Development Activities	11,290	70,984	49,410	75,000
48511	Landscape Activities	-	-	16,500	3,000
49000	Legal/employment ads	5,784	6,043	7,724	7,800
51100	Office supplies	1,372	2,106	5,000	5,000
52000	Operating supplies	-4,138	-5,488	260	260
52540	Fuel	983	1,026	950	1,525
52650	Equip < than \$1000	250	423	500	500
52652	Software < than \$1000 &/or licenses	1,464	1,323	4,000	4,000
52653	Computer equipment < \$1000	309	-	2,000	2,000
54100	Memberships/ dues/ subscription	-	2,145	2,800	2,850
	<b>Operating</b>	<b>106,707</b>	<b>257,499</b>	<b>359,966</b>	<b>430,845</b>
<b>Capital</b>					
64051	Computer programs	-	3,898	-	11,100
64053	Micro computer	-	4,307	-	-

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	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Capital</b>					
	<b>Capital</b>	-	<b>8,205</b>	-	<b>11,100</b>
	<b>Project Total</b>	<b>735,282</b>	<b>1,156,578</b>	<b>893,432</b>	<b>973,243</b>
	<b>Division Total</b>	<b>735,282</b>	<b>1,156,578</b>	<b>893,432</b>	<b>973,243</b>

## City of Pembroke Pines, Florida - Expenditure Detail

## Entity 1 General Fund | Function 529 Other public safety

## Division 9007 Code Compliance | Project Blank

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Personnel</b>					
12085	Code Compliance Administrator	98,899	98,899	-	-
12192	Lead Code Officer	55,436	38,232	-	-
12684	Clerical Spec II	71,395	71,395	-	-
12715	Code Compliance Officer	328,741	280,926	-	-
12992	Vacation leave - retire/term	-	49,829	-	-
12996	Sick leave - retire/term	-	29,057	-	-
14000	Overtime	38	6	-	-
15001	Special Payment non P & F	31,171	23,067	-	-
15010	Certification pay	240	140	-	-
15100	Holiday pay	-	486	-	-
15116	Cell Phone Pay	1,920	2,565	-	-
21000	Social Security- matching	43,082	42,372	-	-
22000	Retirement contributions	268,132	622,909	-	-
23000	Health Insurance	105,425	121,025	-	-
23100	Life Insurance	1,032	253	-	-
24000	Workers compensation	26,638	4,698	-	-
26300	General retiree health contrib	87,494	96,682	-	-
	<b>Personnel</b>	<b>1,119,643</b>	<b>1,482,542</b>	<b>-</b>	<b>-</b>
<b>Operating</b>					
31300	Professional services-Outside Legal	3,900	3,550	-	-
34990	Contractual services- other	1,972	2,880	-	-
41100	Telephone	918	467	-	-
41380	Data communication	4,476	4,443	-	-
46300	R & M motor vehicles	26,501	11,355	-	-
46800	Maintenance contracts	1,117	1,130	-	-
47100	Printing	63	105	-	-
49000	Legal/employment ads	-	400	-	-
49100	Recording fees	5,210	5,251	-	-
51100	Office supplies	1,651	883	-	-
52000	Operating supplies	1,626	1,494	-	-
52540	Fuel	21,024	17,185	-	-
52650	Equip < than \$1000	490	943	-	-
52653	Computer equipment < \$1000	1,484	920	-	-
54100	Memberships/ dues/ subscription	-	123	-	-
	<b>Operating</b>	<b>70,431</b>	<b>51,129</b>	<b>-</b>	<b>-</b>
<b>Capital</b>					
64055	Laptop/Tablet	-	19,620	-	-
	<b>Capital</b>	<b>-</b>	<b>19,620</b>	<b>-</b>	<b>-</b>
	<b>Project Total</b>	<b>1,190,074</b>	<b>1,553,290</b>	<b>-</b>	<b>-</b>
	<b>Division Total</b>	<b>1,190,074</b>	<b>1,553,290</b>	<b>-</b>	<b>-</b>
	<b>1 General Fund</b>	<b>151,606,930</b>	<b>157,230,969</b>	<b>170,052,346</b>	<b>171,717,743</b>

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	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Operating</b>					
31500	Professional services- other	-	13,187	15,000	15,000
31750	Custodial fees	1,460	1,460	1,500	1,500
34989	Contractual service provider	14,333	1,286	-	-
46180	R & M mitigation	4,127	478	-	-
<b>Operating</b>		<b>19,920</b>	<b>16,410</b>	<b>16,500</b>	<b>16,500</b>
<b>Project Total</b>		<b>19,920</b>	<b>16,410</b>	<b>16,500</b>	<b>16,500</b>
<b>Division Total</b>		<b>19,920</b>	<b>16,410</b>	<b>16,500</b>	<b>16,500</b>
<b>51 Wetlands Trust Fund</b>		<b>19,920</b>	<b>16,410</b>	<b>16,500</b>	<b>16,500</b>

## City of Pembroke Pines, Florida - Expenditure Detail

## Entity 100 Road &amp; Bridge Fund | Function 541 Road and street facilities

## Division 6002 Maintenance | Project Blank

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Personnel</b>					
12015	Irrigation Maintenance Worker	48,214	4,172	-	-
12091	Pub Works & Facility Supervisor	70,412	6,064	-	-
12250	Maintenance Worker II	47,079	-	-	-
12496	Grounds Maint/R&B Manager	-	-	-	32,500
12992	Vacation leave - retire/term	512	12,685	-	-
12993	Accrued vacation	24,740	-24,740	-	-
12994	Accrued sick leave	11,938	-11,938	-	-
12996	Sick leave - retire/term	6,610	22,030	-	-
14000	Overtime	15,844	1,139	-	-
15001	Special Payment non P & F	8,459	-	-	-
15107	Automobile allowance	-	-	-	1,800
15115	Beeper pay	9,285	876	-	-
15116	Cell Phone Pay	900	150	-	450
21000	Social Security- matching	15,425	3,578	-	2,660
22000	Retirement contributions	130,445	221,473	-	-
22001	Retirement contribution - legacy	-	-	144,886	55,325
22010	Defined contribution - General	-	-	-	3,900
23000	Health Insurance	25,006	2,751	-	7,492
23100	Life Insurance	307	6	-	118
24000	Workers compensation	18,636	372	-	4,249
26300	General retiree health contrib	39,770	26,370	-	-
	<b>Personnel</b>	<b>473,582</b>	<b>264,989</b>	<b>144,886</b>	<b>108,494</b>

**Operating**

34300	Contract- laundry & cleaning	1,424	134	-	-
34983	Function sourcing- Rights of Way	-	813,588	887,550	1,044,175
34989	Contractual service provider	799,499	91,033	-	-
34990	Contractual services- other	512,755	567,543	612,878	705,491
41100	Telephone	3,071	968	-	-
43400	Street lighting	1,139,017	1,228,690	1,185,566	1,320,448
44200	Rents- machinery & equipment	4,467	-	-	-
45000	Insurance	126,502	77,681	242,475	277,747
46150	R & M- land- building & improvement	51,715	225	-	-
46250	R & M equipment	4,203	96	-	-
46300	R & M motor vehicles	89,634	1,308	-	-
51100	Office supplies	1,076	100	-	-
52000	Operating supplies	4,054	239	-	-
52150	First aid, safety equip & supplies	3,332	-	-	-
52200	Cleaning/janitorial supplies	697	43	-	-
52300	Expendable tools	1,145	9	-	-
52540	Fuel	71,156	9,354	-	-
52650	Equip < than \$1000	3,220	-	-	-
53100	Road/street materials	54,106	6,762	-	-
53200	Road signs	630	125	-	-
53300	Street lighting material	51,823	3,971	-	-
	<b>Operating</b>	<b>2,923,524</b>	<b>2,801,869</b>	<b>2,928,469</b>	<b>3,347,861</b>

**Capital**

64210	Truck pickup	55,477	-	-	-
64211	Street sweeper	191,000	-	-	-
64214	Truck	66,788	-	-	-

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	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Capital</b>					
64400	Other equipment	11,687	8,087	-	-
	<b>Capital</b>	<b>324,952</b>	<b>8,087</b>	<b>-</b>	<b>-</b>
	<b>Project Total</b>	<b>3,722,058</b>	<b>3,074,945</b>	<b>3,073,355</b>	<b>3,456,355</b>
	<b>Division Total</b>	<b>3,722,058</b>	<b>3,074,945</b>	<b>3,073,355</b>	<b>3,456,355</b>

## City of Pembroke Pines, Florida - Expenditure Detail

Entity 100 Road &amp; Bridge Fund | Function 541 Road and street facilities

Division 6003 Infrastructure | Project Blank

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Operating</b>					
31100	Professional services- engineering	-	295	55,000	10,000
34990	Contractual services- other	5,181	5,181	5,500	5,500
44200	Rents- machinery & equipment	2,187	-	-	-
46150	R & M- land- building & improvement	10,695	-	-	-
46164	R & M resurfacing	306,400	191,957	1,040,957	1,419,205
46165	R & M drainage	29,215	29,025	177,000	200,000
53999	Transp Proj owned by Other G'vt	-	180,000	180,000	180,000
	<b>Operating</b>	<b>353,678</b>	<b>406,458</b>	<b>1,458,457</b>	<b>1,814,705</b>
<b>Capital</b>					
63187	Taft/University- Douglas	-	-	1,290,370	-
63193	Sidewalk- new	-	3,240	-	-
64087	Wheel Loader	-	6,750	-	-
	<b>Capital</b>	<b>-</b>	<b>9,990</b>	<b>1,290,370</b>	<b>-</b>
	<b>Project Total</b>	<b>353,678</b>	<b>416,448</b>	<b>2,748,827</b>	<b>1,814,705</b>
	<b>Division Total</b>	<b>353,678</b>	<b>416,448</b>	<b>2,748,827</b>	<b>1,814,705</b>

**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	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Other</b>					
91128	Transfer to Community Bus Program	363,238	420,695	316,807	289,361
	<b>Other</b>	<b>363,238</b>	<b>420,695</b>	<b>316,807</b>	<b>289,361</b>
	<b>Project Total</b>	<b>363,238</b>	<b>420,695</b>	<b>316,807</b>	<b>289,361</b>
	<b>Division Total</b>	<b>363,238</b>	<b>420,695</b>	<b>316,807</b>	<b>289,361</b>
	<b>100 Road &amp; Bridge Fund</b>	<b>4,438,974</b>	<b>3,912,088</b>	<b>6,138,989</b>	<b>5,560,421</b>

## City of Pembroke Pines, Florida - Expenditure Detail

**Entity 120 State Housing Initiative Program | Function 554 Housing and urban development  
 Division 600 Community Development | Project 2009 2009 Grant Year**

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Operating</b>					
31501	Professional services- CRA admin	11,525	-	-	-
34991	Home repair/weatherization	145,808	-	-	-
49206	1st Time Home Buyer Assistance	45,294	-	-	-
<b>Operating</b>		<b>202,627</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Project Total</b>		<b>202,627</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Entity 120 State Housing Initiative Program | Function 554 Housing and urban development  
 Division 600 Community Development | Project 2011 2011 Grant Year**

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Operating</b>					
34991	Home repair/weatherization	4,634	96,668	-	-
<b>Operating</b>		<b>4,634</b>	<b>96,668</b>	<b>-</b>	<b>-</b>
<b>Project Total</b>		<b>4,634</b>	<b>96,668</b>	<b>-</b>	<b>-</b>

**Entity 120 State Housing Initiative Program | Function 554 Housing and urban development  
 Division 600 Community Development | Project 2012 2012 Grant Year**

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Operating</b>					
31501	Professional services- CRA admin	5,945	-	104	-
34991	Home repair/weatherization	1,225	15,424	187,697	-
<b>Operating</b>		<b>7,170</b>	<b>15,424</b>	<b>187,801</b>	<b>-</b>
<b>Project Total</b>		<b>7,170</b>	<b>15,424</b>	<b>187,801</b>	<b>-</b>

**Entity 120 State Housing Initiative Program | Function 554 Housing and urban development  
 Division 600 Community Development | Project 2013 2013 Grant Year**

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Operating</b>					
31501	Professional services- CRA admin	-	6,510	19	-
31510	Professional service- Direct cost	-	11,287	3,950	-
34991	Home repair/weatherization	1,850	129,038	75,405	-
<b>Operating</b>		<b>1,850</b>	<b>146,835</b>	<b>79,374</b>	<b>-</b>
<b>Project Total</b>		<b>1,850</b>	<b>146,835</b>	<b>79,374</b>	<b>-</b>

**Entity 120 State Housing Initiative Program | Function 554 Housing and urban development  
 Division 600 Community Development | Project 2014 2014 Grant Year**

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Operating</b>					
31501	Professional services- CRA admin	-	20,650	54,806	-
34991	Home repair/weatherization	-	2,090	550,958	-
49208	Home owner counseling	-	-	30,000	-

## City of Pembroke Pines, Florida - Expenditure Detail

Entity 120 State Housing Initiative Program | Function 554 Housing and urban development  
Division 600 Community Development | Project 2014 2014 Grant Year

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Operating</b>					
49216	Home Buyer Assistance	-	-	200,000	-
<b>Operating</b>		-	<b>22,740</b>	<b>835,764</b>	-
<b>Project Total</b>		-	<b>22,740</b>	<b>835,764</b>	-

Entity 120 State Housing Initiative Program | Function 554 Housing and urban development  
Division 600 Community Development | Project 2015 2015 Grant Year

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Operating</b>					
31501	Professional services- CRA admin	-	-	75,586	75,586
34991	Home repair/weatherization	-	-	455,282	455,282
49208	Home owner counseling	-	-	25,000	25,000
49216	Home Buyer Assistance	-	-	200,000	200,000
<b>Operating</b>		-	-	<b>755,868</b>	<b>755,868</b>
<b>Project Total</b>		-	-	<b>755,868</b>	<b>755,868</b>

<b>Division Total</b>		<b>216,282</b>	<b>281,667</b>	<b>1,858,807</b>	<b>755,868</b>
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<b>120 State Housing Initiative Program</b>		<b>216,282</b>	<b>281,667</b>	<b>1,858,807</b>	<b>755,868</b>
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## City of Pembroke Pines, Florida - Expenditure Detail

## Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development

## Division 600 Community Development | Project 2007 2007 Grant Year

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Operating</b>					
34991	Home repair/weatherization	20,653	18,907	-	-
<b>Operating</b>		<b>20,653</b>	<b>18,907</b>	<b>-</b>	<b>-</b>
<b>Project Total</b>		<b>20,653</b>	<b>18,907</b>	<b>-</b>	<b>-</b>

## Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development

## Division 600 Community Development | Project 2008 2008 Grant Year

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Operating</b>					
34991	Home repair/weatherization	-	94,074	1,851	-
<b>Operating</b>		<b>-</b>	<b>94,074</b>	<b>1,851</b>	<b>-</b>
<b>Capital</b>					
63014	Fletcher park- improvement	48,104	-	-	-
<b>Capital</b>		<b>48,104</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Project Total</b>		<b>48,104</b>	<b>94,074</b>	<b>1,851</b>	<b>-</b>

## 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	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Operating</b>					
31501	Professional services- CRA admin	-	-	27,240	-
34940	Acquisition-Rehabilitation or New Construction	23,085	91,435	464,622	-
34991	Home repair/weatherization	753	120	99,466	-
49216	Home Buyer Assistance	50,000	180,000	100,000	-
<b>Operating</b>		<b>73,837</b>	<b>271,554</b>	<b>691,328</b>	<b>-</b>
<b>Project Total</b>		<b>73,837</b>	<b>271,554</b>	<b>691,328</b>	<b>-</b>

## Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development

## Division 600 Community Development | Project 2009 2009 Grant Year

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Operating</b>					
34991	Home repair/weatherization	22,064	160,530	45,470	-
<b>Operating</b>		<b>22,064</b>	<b>160,530</b>	<b>45,470</b>	<b>-</b>
<b>Project Total</b>		<b>22,064</b>	<b>160,530</b>	<b>45,470</b>	<b>-</b>

## Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development

## Division 600 Community Development | Project 2010 2010 Grant Year

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Operating</b>					
31501	Professional services- CRA admin	694	-	-	-

**City of Pembroke Pines, Florida - Expenditure Detail**

**Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development**

**Division 600 Community Development | Project 2010 2010 Grant Year**

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Operating</b>					
34991	Home repair/weatherization	158,089	70,555	59,178	-
<b>Operating</b>		<b>158,782</b>	<b>70,555</b>	<b>59,178</b>	-
<b>Project Total</b>		<b>158,782</b>	<b>70,555</b>	<b>59,178</b>	-

**Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development**

**Division 600 Community Development | Project 2010HOME 2010 HOME Grant Year**

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Operating</b>					
31510	Professional service- Direct cost	26,600	1,400	-	-
34991	Home repair/weatherization	102,518	202,383	-	-
<b>Operating</b>		<b>129,118</b>	<b>203,783</b>	-	-
<b>Project Total</b>		<b>129,118</b>	<b>203,783</b>	-	-

**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	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Operating</b>					
31501	Professional services- CRA admin	1,800	1,995	-	-
31510	Professional service- Direct cost	23,725	16,055	-	-
34940	Acquisition-Rehabilitation or New Construction	-	742,956	-	-
34991	Home repair/weatherization	500,510	154,875	-	-
49216	Home Buyer Assistance	195,000	125,000	-	-
<b>Operating</b>		<b>721,035</b>	<b>1,040,881</b>	-	-
<b>Project Total</b>		<b>721,035</b>	<b>1,040,881</b>	-	-

**Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development**

**Division 600 Community Development | Project 2011 2011 Grant Year**

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Operating</b>					
34991	Home repair/weatherization	161,182	109,659	71,845	-
<b>Operating</b>		<b>161,182</b>	<b>109,659</b>	<b>71,845</b>	-
<b>Capital</b>					
63049	Water/Road Improvements	23,016	-	-	-
<b>Capital</b>		<b>23,016</b>	-	-	-
<b>Project Total</b>		<b>184,198</b>	<b>109,659</b>	<b>71,845</b>	-

## City of Pembroke Pines, Florida - Expenditure Detail

## Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development

## Division 600 Community Development | Project 2011HOME 2011 HOME Grant Year

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Operating</b>					
31510	Professional service- Direct cost	12,894	10,705	2,459	-
34940	Acquisition-Rehabilitation or New Construction	-	81,383	-	-
34991	Home repair/weatherization	60,257	48,458	23,185	-
	<b>Operating</b>	<b>73,151</b>	<b>140,546</b>	<b>25,644</b>	<b>-</b>
	<b>Project Total</b>	<b>73,151</b>	<b>140,546</b>	<b>25,644</b>	<b>-</b>

## Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development

## Division 600 Community Development | Project 2012 2012 Grant Year

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Operating</b>					
31501	Professional services- CRA admin	113,970	1,795	15,904	-
34991	Home repair/weatherization	1,125	122,816	56,269	-
	<b>Operating</b>	<b>115,095</b>	<b>124,611</b>	<b>72,173</b>	<b>-</b>
<b>Capital</b>					
63049	Water/Road Improvements	250,000	-	-	-
	<b>Capital</b>	<b>250,000</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>Project Total</b>	<b>365,095</b>	<b>124,611</b>	<b>72,173</b>	<b>-</b>

## Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development

## Division 600 Community Development | Project 2012HOME 2012 HOME Grant Year

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Operating</b>					
31510	Professional service- Direct cost	5,589	12,134	360	-
34991	Home repair/weatherization	5,355	98,106	29,152	-
	<b>Operating</b>	<b>10,944</b>	<b>110,241</b>	<b>29,512</b>	<b>-</b>
	<b>Project Total</b>	<b>10,944</b>	<b>110,241</b>	<b>29,512</b>	<b>-</b>

## Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development

## Division 600 Community Development | Project 2013 2013 Grant Year

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Operating</b>					
31500	Professional services- other	-	1,000	16,746	-
31501	Professional services- CRA admin	-	124,215	5	-
34991	Home repair/weatherization	-	177,819	331,262	-
	<b>Operating</b>	<b>-</b>	<b>303,034</b>	<b>348,013</b>	<b>-</b>
	<b>Project Total</b>	<b>-</b>	<b>303,034</b>	<b>348,013</b>	<b>-</b>

## City of Pembroke Pines, Florida - Expenditure Detail

**Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development**  
**Division 600 Community Development | Project 2013HOME 2013 HOME Grant Year**

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Operating</b>					
31510	Professional service- Direct cost	-	12,496	5,443	-
34991	Home repair/weatherization	-	80,669	50,891	-
<b>Operating</b>		-	<b>93,165</b>	<b>56,334</b>	-
<b>Project Total</b>		-	<b>93,165</b>	<b>56,334</b>	-

**Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development**  
**Division 600 Community Development | Project 2014 2014 Grant Year**

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Operating</b>					
31500	Professional services- other	-	-	18,204	-
31501	Professional services- CRA admin	-	-	127,431	-
34991	Home repair/weatherization	-	-	273,317	-
<b>Operating</b>		-	-	<b>418,952</b>	-
<b>Capital</b>					
63014	Fletcher park- improvement	-	-	200,000	-
<b>Capital</b>		-	-	<b>200,000</b>	-
<b>Project Total</b>		-	-	<b>618,952</b>	-

**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	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Operating</b>					
31510	Professional service- Direct cost	-	-	21,181	-
34991	Home repair/weatherization	-	-	155,328	-
<b>Operating</b>		-	-	<b>176,509</b>	-
<b>Project Total</b>		-	-	<b>176,509</b>	-

**Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development**  
**Division 600 Community Development | Project 2015 2015 Grant Year**

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Operating</b>					
31500	Professional services- other	-	-	-	18,865
31501	Professional services- CRA admin	-	-	-	131,916
34991	Home repair/weatherization	-	-	-	289,955
<b>Operating</b>		-	-	-	<b>440,736</b>
<b>Capital</b>					
63014	Fletcher park- improvement	-	-	-	200,000
<b>Capital</b>		-	-	-	<b>200,000</b>

**City of Pembroke Pines, Florida - Expenditure Detail**

**Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development**

**Division 600 Community Development | Project 2015 2015 Grant Year**

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Project Total</b>		-	-	-	<b>640,736</b>

**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	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
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**Operating**

31510	Professional service- Direct cost	-	-	-	21,181
34991	Home repair/weatherization	-	-	-	155,328

<b>Operating</b>		-	-	-	<b>176,509</b>
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<b>Project Total</b>		-	-	-	<b>176,509</b>
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<b>Division Total</b>	<b>1,806,980</b>	<b>2,741,539</b>	<b>2,196,809</b>	<b>817,245</b>
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**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	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Operating</b>					
46300	R & M motor vehicles	-	19,578	51,402	49,070
52540	Fuel	99,277	86,896	57,824	64,000
<b>Operating</b>		<b>99,277</b>	<b>106,474</b>	<b>109,226</b>	<b>113,070</b>
<b>Project Total</b>		<b>99,277</b>	<b>106,474</b>	<b>109,226</b>	<b>113,070</b>
<b>Division Total</b>		<b>99,277</b>	<b>106,474</b>	<b>109,226</b>	<b>113,070</b>
<b>121 HUD Grants CDBG/HOME</b>		<b>1,906,257</b>	<b>2,848,013</b>	<b>2,306,035</b>	<b>930,315</b>

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	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Personnel</b>					
13576	P/T Victim's Advocate Grant	16,361	16,470	16,575	16,575
21000	Social Security- matching	1,252	1,260	1,268	1,268
	<b>Personnel</b>	<b>17,613</b>	<b>17,730</b>	<b>17,843</b>	<b>17,843</b>
<b>Operating</b>					
51100	Office supplies	-	-	75	75
	<b>Operating</b>	<b>-</b>	<b>-</b>	<b>75</b>	<b>75</b>
	<b>Project Total</b>	<b>17,613</b>	<b>17,730</b>	<b>17,918</b>	<b>17,918</b>
	<b>Division Total</b>	<b>17,613</b>	<b>17,730</b>	<b>17,918</b>	<b>17,918</b>

City of Pembroke Pines, Florida - Expenditure Detail

Entity 122 Law Enforcement Grant | Function 521 Law enforcement

Division 3019 HIDTA | Project Blank

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Personnel</b>					
14000	Overtime	3,133	-	-	-
	<b>Personnel</b>	<b>3,133</b>	-	-	-
	<b>Project Total</b>	<b>3,133</b>	-	-	-
	<b>Division Total</b>	<b>3,133</b>	-	-	-

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	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Personnel</b>					
14000	Overtime	-	-	75,830	-
	<b>Personnel</b>	-	-	<b>75,830</b>	-
	<b>Project Total</b>	-	-	<b>75,830</b>	-
	<b>Division Total</b>	-	-	<b>75,830</b>	-

## City of Pembroke Pines, Florida - Expenditure Detail

**Entity 122 Law Enforcement Grant | Function 521 Law enforcement**  
**Division 3030 Homeland Security | Project 2009 2009 Grant Year**

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Capital</b>					
64228	Video equipment	772	-	-	-
<b>Capital</b>		<b>772</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Project Total</b>		<b>772</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Entity 122 Law Enforcement Grant | Function 521 Law enforcement**  
**Division 3030 Homeland Security | Project 2010 2010 Grant Year**

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Capital</b>					
62017	Building improvement	71,549	-	-	-
63061	Fencing	84,710	-	-	-
64181	Radio- portable	5,423	-	-	-
64228	Video equipment	25,060	-	-	-
<b>Capital</b>		<b>186,742</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Project Total</b>		<b>186,742</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Entity 122 Law Enforcement Grant | Function 521 Law enforcement**  
**Division 3030 Homeland Security | Project 2011 2011 Grant Year**

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Capital</b>					
64181	Radio- portable	99,991	35,008	-	-
64400	Other equipment	-	90,601	-	-
<b>Capital</b>		<b>99,991</b>	<b>125,609</b>	<b>-</b>	<b>-</b>
<b>Project Total</b>		<b>99,991</b>	<b>125,609</b>	<b>-</b>	<b>-</b>

**Entity 122 Law Enforcement Grant | Function 521 Law enforcement**  
**Division 3030 Homeland Security | Project 2012 2012 Grant Year**

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Capital</b>					
64221	Van	-	121,099	-	-
<b>Capital</b>		<b>-</b>	<b>121,099</b>	<b>-</b>	<b>-</b>
<b>Project Total</b>		<b>-</b>	<b>121,099</b>	<b>-</b>	<b>-</b>

**Entity 122 Law Enforcement Grant | Function 521 Law enforcement**  
**Division 3030 Homeland Security | Project 2013 2013 Grant Year**

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Capital</b>					
64181	Radio- portable	-	121,133	-	-
<b>Capital</b>		<b>-</b>	<b>121,133</b>	<b>-</b>	<b>-</b>

**City of Pembroke Pines, Florida - Expenditure Detail**

**Entity 122 Law Enforcement Grant | Function 521 Law enforcement**

**Division 3030 Homeland Security | Project 2013 2013 Grant Year**

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Project Total</b>		-	<b>121,133</b>	-	-

**Entity 122 Law Enforcement Grant | Function 521 Law enforcement**

**Division 3030 Homeland Security | Project 2014 2014 Grant Year**

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
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**Capital**

64181	Radio- portable	-	-	119,700	-
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<b>Capital</b>		-	-	<b>119,700</b>	-
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<b>Project Total</b>		-	-	<b>119,700</b>	-
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<b>Division Total</b>		<b>287,504</b>	<b>367,842</b>	<b>119,700</b>	-
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<b>122 Law Enforcement Grant</b>		<b>308,250</b>	<b>385,572</b>	<b>213,448</b>	<b>17,918</b>
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## City of Pembroke Pines, Florida - Expenditure Detail

**Entity 124 Police Community Services Grant | Function 521 Law enforcement**  
**Division 3018 Byrne | Project 2009 2009 Grant Year**

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Personnel</b>					
14000	Overtime	65	-	-	-
<b>Personnel</b>		<b>65</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Project Total</b>		<b>65</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Entity 124 Police Community Services Grant | Function 521 Law enforcement**  
**Division 3018 Byrne | Project 2010 2010 Grant Year**

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Operating</b>					
52658	Equip less than \$1000- CERT	1,043	-	-	-
<b>Operating</b>		<b>1,043</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Project Total</b>		<b>1,043</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Entity 124 Police Community Services Grant | Function 521 Law enforcement**  
**Division 3018 Byrne | Project 2011 2011 Grant Year**

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Capital</b>					
64048	Boat	24,800	-	-	-
64400	Other equipment	-	2,200	-	-
<b>Capital</b>		<b>24,800</b>	<b>2,200</b>	<b>-</b>	<b>-</b>
<b>Project Total</b>		<b>24,800</b>	<b>2,200</b>	<b>-</b>	<b>-</b>

**Entity 124 Police Community Services Grant | Function 521 Law enforcement**  
**Division 3018 Byrne | Project 2012 2012 Grant Year**

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Operating</b>					
52650	Equip < than \$1000	3,190	2,096	-	-
<b>Operating</b>		<b>3,190</b>	<b>2,096</b>	<b>-</b>	<b>-</b>
<b>Capital</b>					
64400	Other equipment	3,078	11,973	-	-
<b>Capital</b>		<b>3,078</b>	<b>11,973</b>	<b>-</b>	<b>-</b>
<b>Project Total</b>		<b>6,268</b>	<b>14,069</b>	<b>-</b>	<b>-</b>

**Entity 124 Police Community Services Grant | Function 521 Law enforcement**  
**Division 3018 Byrne | Project 2013 2013 Grant Year**

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Capital</b>					
64400	Other equipment	-	18,652	-	-
<b>Capital</b>		<b>-</b>	<b>18,652</b>	<b>-</b>	<b>-</b>

**City of Pembroke Pines, Florida - Expenditure Detail**

**Entity 124 Police Community Services Grant | Function 521 Law enforcement  
Division 3018 Byrne | Project 2013 2013 Grant Year**

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Project Total</b>		-	<b>18,652</b>	-	-

**Entity 124 Police Community Services Grant | Function 521 Law enforcement  
Division 3018 Byrne | Project 2014 2014 Grant Year**

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
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**Capital**

64400	Other equipment	-	-	19,345	-
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<b>Capital</b>		-	-	<b>19,345</b>	-
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<b>Project Total</b>		-	-	<b>19,345</b>	-
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<b>Division Total</b>		<b>32,177</b>	<b>34,920</b>	<b>19,345</b>	-
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<b>124 Police Community Services Grant</b>		<b>32,177</b>	<b>34,920</b>	<b>19,345</b>	-
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## 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	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Operating</b>					
31400	Professional services- medical	54	-	400	400
31500	Professional services- other	40	95	200	200
34300	Contract- laundry & cleaning	151	133	200	200
34990	Contractual services- other	110,379	106,672	102,676	108,709
46250	R & M equipment	-	-	-	200
46300	R & M motor vehicles	48,214	23,398	49,298	50,000
52540	Fuel	19,155	33,368	20,000	30,000
52652	Software < than \$1000 &/or licenses	-	2,507	3,275	2,573
<b>Operating</b>		<b>177,993</b>	<b>166,172</b>	<b>176,049</b>	<b>192,282</b>
<b>Project Total</b>		<b>177,993</b>	<b>166,172</b>	<b>176,049</b>	<b>192,282</b>

## Entity 128 Community Bus Program | Function 544 Transit system

## Division 8001 Community Services | Project 5309 Federal Transit Adm.

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Operating</b>					
52650	Equip < than \$1000	46	609	15,954	-
52652	Software < than \$1000 &/or licenses	2,375	-	-	-
<b>Operating</b>		<b>2,420</b>	<b>609</b>	<b>15,954</b>	<b>-</b>
<b>Capital</b>					
64221	Van	311,260	122,336	-	-
64400	Other equipment	9,360	3,332	-	-
<b>Capital</b>		<b>320,620</b>	<b>125,668</b>	<b>-</b>	<b>-</b>
<b>Project Total</b>		<b>323,040</b>	<b>126,277</b>	<b>15,954</b>	<b>-</b>

## Entity 128 Community Bus Program | Function 544 Transit system

## Division 8001 Community Services | Project 5310 Section 5310

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Operating</b>					
52650	Equip < than \$1000	-	-	9,784	-
<b>Operating</b>		<b>-</b>	<b>-</b>	<b>9,784</b>	<b>-</b>
<b>Capital</b>					
64221	Van	-	73,930	211,554	-
<b>Capital</b>		<b>-</b>	<b>73,930</b>	<b>211,554</b>	<b>-</b>
<b>Project Total</b>		<b>-</b>	<b>73,930</b>	<b>221,338</b>	<b>-</b>
<b>Division Total</b>		<b>501,034</b>	<b>366,379</b>	<b>413,341</b>	<b>192,282</b>

## 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	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Operating</b>					
31400	Professional services- medical	810	-	900	900
31500	Professional services- other	340	295	500	500
34300	Contract- laundry & cleaning	1,378	1,653	1,900	1,900
34500	Contract- building maintenance	-	-	1,000	2,000
34990	Contractual services- other	415,354	387,930	421,629	388,435
41100	Telephone	2,097	2,644	1,200	2,500
46300	R & M motor vehicles	81,106	90,245	81,000	81,000
51100	Office supplies	751	512	1,000	1,000
52000	Operating supplies	523	575	2,000	1,000
52540	Fuel	55,804	42,417	60,000	60,000
52650	Equip < than \$1000	-	-	500	1,000
<b>Operating</b>		<b>558,162</b>	<b>526,272</b>	<b>571,629</b>	<b>540,235</b>
<b>Project Total</b>		<b>558,162</b>	<b>526,272</b>	<b>571,629</b>	<b>540,235</b>

## Entity 128 Community Bus Program | Function 544 Transit system

## Division 8004 Transit System | Project 42 CBS Blue Route

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Operating</b>					
31400	Professional services- medical	170	-	200	200
31500	Professional services- other	40	95	100	100
34300	Contract- laundry & cleaning	157	193	200	200
34990	Contractual services- other	33,178	34,387	29,824	33,571
41100	Telephone	96	79	100	100
46250	R & M equipment	-	-	-	200
46300	R & M motor vehicles	2,153	164	2,500	2,500
51100	Office supplies	248	197	250	250
52000	Operating supplies	57	293	300	300
52540	Fuel	18,245	26,272	20,000	20,000
52650	Equip < than \$1000	219	-	300	300
<b>Operating</b>		<b>54,562</b>	<b>61,682</b>	<b>53,774</b>	<b>57,721</b>
<b>Project Total</b>		<b>54,562</b>	<b>61,682</b>	<b>53,774</b>	<b>57,721</b>

<b>Division Total</b>	<b>612,725</b>	<b>587,953</b>	<b>625,403</b>	<b>597,956</b>
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<b>128 Community Bus Program</b>	<b>1,113,758</b>	<b>954,333</b>	<b>1,038,744</b>	<b>790,238</b>
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## City of Pembroke Pines, Florida - Expenditure Detail

Entity 131 Treasury - Confiscated | Function 521 Law enforcement

Division 3011 Treasury Confiscated | Project Blank

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Operating</b>					
31300	Professional services-Outside Legal	-	-	2,000	-
46150	R & M- land- building & improvement	-	-	25,927	-
52650	Equip < than \$1000	-	10,522	2,278	-
52653	Computer equipment < \$1000	-	-	400	-
<b>Operating</b>		<b>-</b>	<b>10,522</b>	<b>30,605</b>	<b>-</b>
<b>Capital</b>					
62000	Buildings	-	2,947	653	-
62052	Animal Facility	-	6,074	5,726	-
63061	Fencing	-	8,384	20,693	-
63115	Landscaping	-	4,200	-	-
63166	Shooting range	-	-	39,098	-
64023	Camera	-	-	1,044	-
64175	Signs	-	2,549	952	-
64180	Radio	4,620	-	11	-
64214	Truck	6,728	-	362	-
64228	Video equipment	56,381	-	-	-
64400	Other equipment	-	-	211,309	8,022
<b>Capital</b>		<b>67,728</b>	<b>24,154</b>	<b>279,848</b>	<b>8,022</b>
<b>Project Total</b>		<b>67,728</b>	<b>34,676</b>	<b>310,453</b>	<b>8,022</b>
<b>Division Total</b>		<b>67,728</b>	<b>34,676</b>	<b>310,453</b>	<b>8,022</b>
<b>131 Treasury - Confiscated</b>		<b>67,728</b>	<b>34,676</b>	<b>310,453</b>	<b>8,022</b>

City of Pembroke Pines, Florida - Expenditure Detail

Entity 132 Justice - Confiscated | Function 521 Law enforcement

Division 3012 Justice Confiscated | Project Blank

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Operating</b>					
31300	Professional services-Outside Legal	-	-	5,000	-
31400	Professional services- medical	3,900	-	19,200	-
31500	Professional services- other	-	-	7,000	-
52000	Operating supplies	-	-	2,000	-
52600	Clothing/uniforms	3,675	825	60,800	-
52650	Equip < than \$1000	36,094	-	76,301	-
	<b>Operating</b>	<b>43,670</b>	<b>825</b>	<b>170,301</b>	<b>-</b>
<b>Capital</b>					
63166	Shooting range	-	-	270,000	-
64051	Computer programs	-	-	54,197	-
64181	Radio- portable	-	-	43,724	-
64400	Other equipment	-	-	45,526	49,967
	<b>Capital</b>	<b>-</b>	<b>-</b>	<b>413,447</b>	<b>49,967</b>
	<b>Project Total</b>	<b>43,670</b>	<b>825</b>	<b>583,748</b>	<b>49,967</b>
	<b>Division Total</b>	<b>43,670</b>	<b>825</b>	<b>583,748</b>	<b>49,967</b>
	<b>132 Justice - Confiscated</b>	<b>43,670</b>	<b>825</b>	<b>583,748</b>	<b>49,967</b>

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	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Operating</b>					
40100	Travel/conferences	5,975	10,255	128,730	19,703
54000	Police Training- Std Bnd \$2	18,050	14,835	158,927	20,000
<b>Operating</b>		<b>24,025</b>	<b>25,090</b>	<b>287,657</b>	<b>39,703</b>
<b>Project Total</b>		<b>24,025</b>	<b>25,090</b>	<b>287,657</b>	<b>39,703</b>
<b>Division Total</b>		<b>24,025</b>	<b>25,090</b>	<b>287,657</b>	<b>39,703</b>
<b>133 \$2 Police Education</b>		<b>24,025</b>	<b>25,090</b>	<b>287,657</b>	<b>39,703</b>

## City of Pembroke Pines, Florida - Expenditure Detail

Entity 134 FDLE - Confiscated | Function 521 Law enforcement

Division 3004 FDLE | Project Blank

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Operating</b>					
31300	Professional services-Outside Legal	-	-	12,951	-
34990	Contractual services- other	-	5,550	21,450	21,450
40100	Travel/conferences	-	-	6,176	-
49000	Legal/employment ads	-	-	5,000	-
52000	Operating supplies	-	-	596	-
52600	Clothing/uniforms	-	-	10,101	-
52620	Drug & crime prevention	12,100	3,963	22,364	16,090
52650	Equip < than \$1000	13,571	710	8,077	-
	<b>Operating</b>	<b>25,671</b>	<b>10,223</b>	<b>86,715</b>	<b>37,540</b>
<b>Capital</b>					
62000	Buildings	640,729	142,912	105,774	-
64028	Car	30,800	500	147	-
64051	Computer programs	-	-	15,000	-
64176	S.E.T. Equipment	-	-	20,138	-
64181	Radio- portable	-	-	33,000	-
64210	Truck pickup	27,912	-	-	-
64214	Truck	30,366	-	1,600	-
64228	Video equipment	-	86,982	-	-
64400	Other equipment	-	1,485	110,681	70,000
	<b>Capital</b>	<b>729,807</b>	<b>231,879</b>	<b>286,340</b>	<b>70,000</b>
<b>Grants and Aid</b>					
82014	Police Explorers	5,424	-	7,085	-
	<b>Grants and Aid</b>	<b>5,424</b>	<b>-</b>	<b>7,085</b>	<b>-</b>
	<b>Project Total</b>	<b>760,903</b>	<b>242,103</b>	<b>380,140</b>	<b>107,540</b>
	<b>Division Total</b>	<b>760,903</b>	<b>242,103</b>	<b>380,140</b>	<b>107,540</b>
	<b>134 FDLE - Confiscated</b>	<b>760,903</b>	<b>242,103</b>	<b>380,140</b>	<b>107,540</b>

## 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	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Operating</b>					
31400	Professional services- medical	551	-	600	600
31500	Professional services- other	120	135	800	800
34300	Contract- laundry & cleaning	809	853	850	850
34989	Contractual service provider	360,011	373,672	377,700	399,109
34990	Contractual services- other	665,244	684,241	704,353	722,623
46250	R & M equipment	-	-	-	800
46300	R & M motor vehicles	101,058	61,296	105,000	105,000
52540	Fuel	25,948	27,699	50,000	50,000
52920	Heater Meals	23,234	23,243	23,234	23,234
<b>Operating</b>		<b>1,176,975</b>	<b>1,171,139</b>	<b>1,262,537</b>	<b>1,303,016</b>
<b>Grants and Aid</b>					
81121	In-kind- salaries	113,155	87,345	83,427	83,427
<b>Grants and Aid</b>		<b>113,155</b>	<b>87,345</b>	<b>83,427</b>	<b>83,427</b>
<b>Project Total</b>		<b>1,290,130</b>	<b>1,258,484</b>	<b>1,345,964</b>	<b>1,386,443</b>

**Entity 199 Older Americans Act | Function 569 Other human services**  
**Division 8005 SW Multipurpose Center | Project 45 III E Funds**

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Grants and Aid</b>					
81121	In-kind- salaries	13,846	13,677	11,857	11,857
<b>Grants and Aid</b>		<b>13,846</b>	<b>13,677</b>	<b>11,857</b>	<b>11,857</b>
<b>Project Total</b>		<b>13,846</b>	<b>13,677</b>	<b>11,857</b>	<b>11,857</b>
<b>Division Total</b>		<b>1,303,977</b>	<b>1,272,161</b>	<b>1,357,821</b>	<b>1,398,300</b>
<b>199 Older Americans Act</b>		<b>1,303,977</b>	<b>1,272,161</b>	<b>1,357,821</b>	<b>1,398,300</b>

## 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	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Debt Services</b>					
71490	Bond Principal \$19,600,000	905,000	940,000	-	-
71493	Bond Principal \$39,935,000	840,000	890,000	-	-
71494	Bond Principal \$49,910,000	1,180,000	1,230,000	1,290,000	-
71495	Bond Principal \$20,140,000	500,000	520,000	540,000	-
71496	Bond Principal \$15,975,000	390,000	405,000	420,000	-
71499	Bond Principal \$26,805,000	580,000	605,000	630,000	655,000
71550	Bond Principal \$29,720,000	1,130,000	1,175,000	2,200,000	2,315,000
71551	Bond Principal \$45,050,000	1,650,000	1,725,000	1,795,000	1,870,000
71553	Bond Principal \$64,095,000	100,000	100,000	100,000	100,000
71554	Bond Principal \$8,040,000	-	150,000	155,000	170,000
71555	Bond Principal \$8,545,700	377,400	392,100	406,300	425,100
71556	Principal- Installment purchase	29,516	118,065	118,068	118,068
71557	Bond Principal \$35,300,000	-	-	1,240,000	1,255,000
71558	Bond Principal \$41,540,000	-	-	-	1,620,000
71559	Bond Principal \$29,040,000	-	-	-	890,000
72490	Bond interest \$19,600,000	59,425	20,210	-	-
72493	Bond interest \$39,935,000	2,147,409	1,061,168	-	-
72494	Bond interest \$49,910,000	2,246,181	2,193,431	29,026	-
72495	Bond interest \$20,140,000	890,110	871,610	10,463	-
72496	Bond interest \$15,975,000	724,136	708,879	8,611	-
72499	Bond interest \$26,805,000	1,135,663	1,111,963	1,087,263	1,061,563
72550	Bond interest \$29,720,000	1,219,150	1,173,050	1,094,550	981,675
72551	Bond interest \$45,050,000	1,715,513	1,648,013	1,575,676	1,491,088
72553	Bond interest \$64,095,000	2,788,055	2,734,091	2,789,501	2,596,425
72554	Bond interest \$8,040,000	161,435	161,435	158,423	155,312
72555	Bond interest \$8,545,700	328,314	312,318	295,721	278,439
72556	Bond interest \$35,300,000	-	812,633	1,618,155	1,602,591
72557	Bond Interest \$41,540,000	-	-	821,677	1,467,205
72558	Bond Interest \$29,040,000	-	-	692,868	1,232,057
73300	Payment to refunded bond escrow agent	-	109,277,444	75,230,994	-
73450	Escrow agent fees	-	-	700	700
73805	Variable Rate Bond Fees - CS	-	-	11,000	11,000
73850	Fiscal agent fees	4,700	2,400	5,100	5,400
<b>Debt Services</b>		<b>21,102,007</b>	<b>130,338,809</b>	<b>94,324,096</b>	<b>20,301,623</b>

**Other**

99540	Bond issue cost	-	1,619,557	-	-
<b>Other</b>		<b>-</b>	<b>1,619,557</b>	<b>-</b>	<b>-</b>

<b>Project Total</b>	<b>21,102,007</b>	<b>131,958,366</b>	<b>94,324,096</b>	<b>20,301,623</b>
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## Entity 201 Debt Service | Function 517 Debt service payments

## Division 900 General Debt Service | Project 675 GO Bonds 2005

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Debt Services</b>					
71498	Bond Principal \$47,000,000	1,090,000	1,130,000	1,170,000	-
72498	Bond interest \$47,000,000	1,704,438	1,667,378	834,975	-
73850	Fiscal agent fees	400	400	400	-

City of Pembroke Pines, Florida - Expenditure Detail

Entity 201 Debt Service | Function 517 Debt service payments  
 Division 900 General Debt Service | Project 675 GO Bonds 2005

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Debt Services</b>					
	<b>Debt Services</b>	<b>2,794,838</b>	<b>2,797,778</b>	<b>2,005,375</b>	<b>-</b>
	<b>Project Total</b>	<b>2,794,838</b>	<b>2,797,778</b>	<b>2,005,375</b>	<b>-</b>

Entity 201 Debt Service | Function 517 Debt service payments  
 Division 900 General Debt Service | Project 676 GO Bonds 2007B

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Debt Services</b>					
71552	Bond Principal \$43,000,000	890,000	925,000	960,000	1,000,000
72552	Bond interest \$43,000,000	1,791,788	1,755,075	920,963	85,450
73850	Fiscal agent fees	400	400	400	450
	<b>Debt Services</b>	<b>2,682,188</b>	<b>2,680,475</b>	<b>1,881,363</b>	<b>1,085,900</b>
	<b>Project Total</b>	<b>2,682,188</b>	<b>2,680,475</b>	<b>1,881,363</b>	<b>1,085,900</b>

Entity 201 Debt Service | Function 517 Debt service payments  
 Division 900 General Debt Service | Project 677A GO Bonds 2015

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Debt Services</b>					
71560	Bond Principal \$76,045,000	-	-	760,000	1,265,000
72559	Bond Interest \$76,045,000	-	-	859,630	3,545,688
73850	Fiscal agent fees	-	-	-	450
	<b>Debt Services</b>	<b>-</b>	<b>-</b>	<b>1,619,630</b>	<b>4,811,138</b>
<b>Other</b>					
99540	Bond issue cost	-	-	732,540	-
	<b>Other</b>	<b>-</b>	<b>-</b>	<b>732,540</b>	<b>-</b>
	<b>Project Total</b>	<b>-</b>	<b>-</b>	<b>2,352,170</b>	<b>4,811,138</b>

	<b>Division Total</b>	<b>26,579,032</b>	<b>137,436,619</b>	<b>100,563,004</b>	<b>26,198,661</b>
	<b>201 Debt Service</b>	<b>26,579,032</b>	<b>137,436,619</b>	<b>100,563,004</b>	<b>26,198,661</b>

**City of Pembroke Pines, Florida - Expenditure Detail**

**Entity 320 Municipal Construction | Function 569 Other human services**

**Division 5059 Charter Schools | Project 673 Schools Expansion**

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Capital</b>					
64039	Computer equipment not micro	27,135	-	-	-
64053	Micro computer	1,080	-	-	-
64053	Micro computer	1,920	-	-	-
64053	Micro computer	1,080	-	-	-
64053	Micro computer	1,080	-	-	-
64053	Micro computer	5,280	-	-	-
64053	Micro computer	4,589	-	-	-
64053	Micro computer	4,260	-	-	-
64055	Laptop/Tablet	207	-	-	-
64055	Laptop/Tablet	3,103	-	-	-
64055	Laptop/Tablet	10,207	-	-	-
64055	Laptop/Tablet	207	-	-	-
64055	Laptop/Tablet	352	-	-	-
64055	Laptop/Tablet	401	-	-	-
64055	Laptop/Tablet	2,379	-	-	-
<b>Capital</b>		<b>63,280</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other</b>					
91201	Transfer to Debt Service Fund	-	1,590	-	-
<b>Other</b>		<b>-</b>	<b>1,590</b>	<b>-</b>	<b>-</b>
<b>Project Total</b>		<b>63,280</b>	<b>1,590</b>	<b>-</b>	<b>-</b>
<b>Division Total</b>		<b>63,280</b>	<b>1,590</b>	<b>-</b>	<b>-</b>

## City of Pembroke Pines, Florida - Expenditure Detail

## Entity 320 Municipal Construction | Function 541 Road and street facilities

## Division 6003 Infrastructure | Project 627 Washington St &amp; Hiatus Rd

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Capital</b>					
67051	IF - Traffic signal	46,094	250,685	-	-
<b>Capital</b>		<b>46,094</b>	<b>250,685</b>	<b>-</b>	<b>-</b>
<b>Project Total</b>		<b>46,094</b>	<b>250,685</b>	<b>-</b>	<b>-</b>

## Entity 320 Municipal Construction | Function 541 Road and street facilities

## Division 6003 Infrastructure | Project 675 GO Bonds 2005

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Operating</b>					
53999	Transp Proj owned by Other G'vt	-	218,326	-	-
<b>Operating</b>		<b>-</b>	<b>218,326</b>	<b>-</b>	<b>-</b>
<b>Capital</b>					
63995	Improvements - Landscaping	87,400	41,590	2,755	-
67999	IF - Transportation Projects	904,093	1,715,270	-	-
<b>Capital</b>		<b>991,493</b>	<b>1,756,860</b>	<b>2,755</b>	<b>-</b>
<b>Project Total</b>		<b>991,493</b>	<b>1,975,186</b>	<b>2,755</b>	<b>-</b>

## Entity 320 Municipal Construction | Function 541 Road and street facilities

## Division 6003 Infrastructure | Project 676 GO Bonds 2007B

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Capital</b>					
63995	Improvements - Landscaping	266,200	57,400	441,400	-
<b>Capital</b>		<b>266,200</b>	<b>57,400</b>	<b>441,400</b>	<b>-</b>
<b>Project Total</b>		<b>266,200</b>	<b>57,400</b>	<b>441,400</b>	<b>-</b>

## Entity 320 Municipal Construction | Function 541 Road and street facilities

## Division 6003 Infrastructure | Project 677 GO Bonds 2009C

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Capital</b>					
63995	Improvements - Landscaping	3,705	-	500,096	-
67999	IF - Transportation Projects	316,156	1,291,993	965,272	-
<b>Capital</b>		<b>319,861</b>	<b>1,291,993</b>	<b>1,465,368</b>	<b>-</b>
<b>Project Total</b>		<b>319,861</b>	<b>1,291,993</b>	<b>1,465,368</b>	<b>-</b>
<b>Division Total</b>		<b>1,623,648</b>	<b>3,575,264</b>	<b>1,909,523</b>	<b>-</b>

City of Pembroke Pines, Florida - Expenditure Detail

Entity 320 Municipal Construction | Function 519 Other general governmental services  
Division 6008 Howard C. Forman Human Services Campus | Project 672 Cap Improv - 2006

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Capital</b>					
67175 IF - HCF Pembroke Rd		-	87,739	37,695	-
	<b>Capital</b>	-	<b>87,739</b>	<b>37,695</b>	-
	<b>Project Total</b>	-	<b>87,739</b>	<b>37,695</b>	-
	<b>Division Total</b>	-	<b>87,739</b>	<b>37,695</b>	-

## 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	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
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**Capital**

62301 Civic Center		-	748,763	3,999,012	-
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<b>Capital</b>		-	<b>748,763</b>	<b>3,999,012</b>	-
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<b>Project Total</b>		-	<b>748,763</b>	<b>3,999,012</b>	-
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## Entity 320 Municipal Construction | Function 572 Parks and recreation

## Division 7001 Recreation and Cultural Arts | Project 672 Cap Improv - 2006

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
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**Capital**

62300 City Hall/Gallery/Chambers		-	609,291	3,275,253	-
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<b>Capital</b>		-	<b>609,291</b>	<b>3,275,253</b>	-
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<b>Project Total</b>		-	<b>609,291</b>	<b>3,275,253</b>	-
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## Entity 320 Municipal Construction | Function 572 Parks and recreation

## Division 7001 Recreation and Cultural Arts | Project 675 GO Bonds 2005

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
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**Capital**

60010 Capital contingency		-	-	54,736	-
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63994 Improvements - Recreation Facilities		-	18,695	68,306	-
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63998 Improvements - Comm Rec Projects		1,424,368	470,238	-	-
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64999 Equipment - Recreation/Playground		14,175	-	9,587	-
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<b>Capital</b>		<b>1,438,543</b>	<b>488,933</b>	<b>132,629</b>	-
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<b>Project Total</b>		<b>1,438,543</b>	<b>488,933</b>	<b>132,629</b>	-
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## Entity 320 Municipal Construction | Function 572 Parks and recreation

## Division 7001 Recreation and Cultural Arts | Project 676 GO Bonds 2007B

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
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**Capital**

62999 Buildings - New Comm Facilities		-	-	500,002	-
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63994 Improvements - Recreation Facilities		71,791	-	18,356	-
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<b>Capital</b>		<b>71,791</b>	-	<b>518,358</b>	-
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<b>Project Total</b>		<b>71,791</b>	-	<b>518,358</b>	-
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## Entity 320 Municipal Construction | Function 572 Parks and recreation

## Division 7001 Recreation and Cultural Arts | Project 677 GO Bonds 2009C

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
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**Capital**

60010 Capital contingency		-	-	2,024,773	-
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61999 Purchase/development of open space		73,244	-	377,000	-
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62999 Buildings - New Comm Facilities		2,597,328	512,812	354,799	-
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**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	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Capital</b>					
	<b>Capital</b>	<b>2,670,572</b>	<b>512,812</b>	<b>2,756,572</b>	<b>-</b>
	<b>Project Total</b>	<b>2,670,572</b>	<b>512,812</b>	<b>2,756,572</b>	<b>-</b>

**Entity 320 Municipal Construction | Function 572 Parks and recreation**

**Division 7001 Recreation and Cultural Arts | Project 677A GO Bonds 2015**

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Capital</b>					
62300	City Hall/Gallery/Chambers	-	-	9,911,504	-
	<b>Capital</b>	<b>-</b>	<b>-</b>	<b>9,911,504</b>	<b>-</b>
	<b>Project Total</b>	<b>-</b>	<b>-</b>	<b>9,911,504</b>	<b>-</b>

	<b>Division Total</b>	<b>4,180,907</b>	<b>2,359,798</b>	<b>20,593,328</b>	<b>-</b>
	<b>320 Municipal Construction</b>	<b>5,867,834</b>	<b>6,024,391</b>	<b>22,540,546</b>	<b>-</b>

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	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Debt Services</b>					
71505	Loan Principal \$12,300,000	-	-	708,726	733,532
72505	Loan interest \$12,300,000	390,033	366,201	341,536	316,008
	<b>Debt Services</b>	<b>390,033</b>	<b>366,201</b>	<b>1,050,262</b>	<b>1,049,540</b>
<b>Other</b>					
99550	Amortization of bond issue cost	5,651	39,881	-	-
	<b>Other</b>	<b>5,651</b>	<b>39,881</b>	<b>-</b>	<b>-</b>
	<b>Project Total</b>	<b>395,684</b>	<b>406,082</b>	<b>1,050,262</b>	<b>1,049,540</b>
	<b>Division Total</b>	<b>395,684</b>	<b>406,082</b>	<b>1,050,262</b>	<b>1,049,540</b>

## 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	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Personnel</b>					
12027	Utility Operations Manager	106,360	83,500	55,859	79,893
12051	Public Services Director	-	-	-	80,404
12055	Deputy Public Services Director	122,098	117,500	196,571	114,315
12109	Administrative Supervisor	162,681	206,137	205,152	205,152
12148	Utilities Director	-	-	-	121,992
12499	Deputy City Manager	52,447	90,591	90,158	90,158
12513	Account Clerk III	39,508	-	-	-
12516	Assistant City Manager	82,168	82,168	81,776	81,776
12741	Controller	-	10,094	29,994	31,494
12767	Utility Maintenance Supervisor	-	11,563	-	-
12774	Engineer	-	-	-	51,085
12786	S-Utility Service Worker II	56,158	4,837	-	-
12795	Utility Maintenance Manager	-	10,313	65,000	67,996
12831	CADD Operator	28,496	-	-	-
12992	Vacation leave - retire/term	14,036	42,275	30,653	17,862
12993	Accrued vacation	2,336	-15,605	-	-
12994	Accrued sick leave	-8,546	-5,489	-	-
12996	Sick leave - retire/term	14,220	26,416	19,817	11,126
13001	Public Services Director	76,912	76,912	76,544	-
13163	Division Director of Utilities	73,316	73,775	79,592	24,993
13164	Special Projects Manager	-	-	-	37,500
13681	P/T Clerk Spec II	-	-	14,170	14,170
14000	Overtime	1,644	2,729	-	-
15001	Special Payment non P & F	35,947	29,808	-	-
15107	Automobile allowance	6,462	9,600	9,601	14,400
15116	Cell Phone Pay	3,352	4,800	4,651	5,101
21000	Social Security- matching	61,463	57,201	68,811	74,774
22000	Retirement contributions	220,613	504,478	145,746	52,666
22010	Defined contribution - General	-	-	-	36,993
22900	Retirement contribution - Lump Sum	30,038	-406,547	-	-
23000	Health Insurance	73,343	82,519	115,507	142,348
23100	Life Insurance	1,167	283	2,523	3,626
24000	Workers compensation	25,457	6,903	34,077	28,541
26300	General retiree health contrib	152,448	188,424	769,059	1,183,000
	<b>Personnel</b>	<b>1,434,123</b>	<b>1,295,184</b>	<b>2,095,261</b>	<b>2,571,365</b>

**Operating**

31100	Professional services- engineering	2,212	151,835	150,000	10,000
31300	Professional services-Outside Legal	4,787	20,595	49,650	75,000
31500	Professional services- other	38,954	4,218	115,000	15,000
32100	Accounting and auditing fees	55,480	55,928	57,693	50,700
34300	Contract- laundry & cleaning	221	25	-	-
34500	Contract- building maintenance	5,280	4,597	6,304	12,000
34981	Function sourcing- Utilities	-	1,090,765	1,186,456	987,662
34982	Function sourcing- Grounds/Facilities	-	-	4,000	5,000
34989	Contractual service provider	970,121	172,138	-	132,662
34990	Contractual services- other	143,386	9,469	3,600	6,600
40100	Travel/conferences	11	-	100	200
41100	Telephone	45,170	43,695	30,450	56,136
41225	Cable fees	-	-	4,500	-
41400	Postage	179,929	172,331	179,405	200,000

## City of Pembroke Pines, Florida - Expenditure Detail

## Entity 471 Utility Fund | Function 536 Water-sewer combined service

## Division 6010 Utilities Admin Services | Project Blank

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Operating</b>					
44200	Rents- machinery & equipment	866	1,625	1,700	5,960
45000	Insurance	996,035	646,492	1,881,308	1,912,637
46150	R & M- land- building & improvement	4,418	1,829	5,000	85,000
46250	R & M equipment	3,245	896	5,000	5,000
46300	R & M motor vehicles	110,132	34,313	30,750	36,000
46800	Maintenance contracts	9,254	963	9,480	4,980
47100	Printing	11,205	4,082	1,200	1,500
49100	Recording fees	1,374	1,691	1,500	1,500
49104	License fees	334	-	110	1,000
51100	Office supplies	12,735	3,932	2,000	4,000
52000	Operating supplies	30,614	55	2,500	5,000
52150	First aid, safety equip & supplies	1,681	-	250	500
52200	Cleaning/janitorial supplies	874	58	-	-
52300	Expendable tools	-	-	500	-
52540	Fuel	63,747	24,688	25,000	25,000
52650	Equip < than \$1000	1,371	1,190	25,500	5,000
52652	Software < than \$1000 &/or licenses	530	530	1,000	1,000
52653	Computer equipment < \$1000	861	1,148	2,000	2,000
54100	Memberships/ dues/ subscription	150	-	745	1,000
55200	College Classes - Education	-	-	-	2,000
<b>Operating</b>		<b>2,694,978</b>	<b>2,449,087</b>	<b>3,782,701</b>	<b>3,650,037</b>
<b>Capital</b>					
64214	Truck	-	-	18,495	-
<b>Capital</b>		<b>-</b>	<b>-</b>	<b>18,495</b>	<b>-</b>
<b>Project Total</b>		<b>4,129,101</b>	<b>3,744,271</b>	<b>5,896,457</b>	<b>6,221,402</b>

## Entity 471 Utility Fund | Function 536 Water-sewer combined service

## Division 6010 Utilities Admin Services | Project 510 Security Services

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Personnel</b>					
22900	Retirement contribution - Lump Sum	1,263	1,179	-	-
<b>Personnel</b>		<b>1,263</b>	<b>1,179</b>	<b>-</b>	<b>-</b>
<b>Operating</b>					
34990	Contractual services- other	122,500	74,216	71,880	71,880
<b>Operating</b>		<b>122,500</b>	<b>74,216</b>	<b>71,880</b>	<b>71,880</b>
<b>Project Total</b>		<b>123,763</b>	<b>75,395</b>	<b>71,880</b>	<b>71,880</b>
<b>Division Total</b>		<b>4,252,863</b>	<b>3,819,667</b>	<b>5,968,337</b>	<b>6,293,282</b>

## 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	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Personnel</b>					
22001	Retirement contribution - legacy	-	-	1,522,066	558,644
25000	Unemployment compensation	-	20,357	25,000	20,000
	<b>Personnel</b>	<b>-</b>	<b>20,357</b>	<b>1,547,066</b>	<b>578,644</b>
<b>Operating</b>					
31301	Professional Svcs-Outside Legal (City Ctr)	48,825	52,505	40,000	25,000
31303	Professional Svcs-Other (City Ctr)	-	2,751	-	7,000
44110	Interfund rental	106,587	108,442	139,633	149,486
49175	Administrative fees	9,593,856	10,280,628	9,750,070	9,565,012
49201	Taxes and/or assessments	1,344,104	1,344,255	1,371,457	1,269,401
49204	Road repair charges	200,000	16,667	-	-
49205	Communication service- utility	78,241	78,241	-	-
49207	Engineering Charges From General Fund	147,935	147,935	141,383	127,860
49211	Privilege fees	2,623,597	2,665,419	2,720,000	2,739,000
49990	Interest customer deposit	-	12,017	-	-
53100	Road/street materials	29,404	973	-	-
59000	Depreciation Expense	5,303,866	5,717,709	-	-
59100	Reserve for Capital Replacement	-	-	2,210,000	2,340,000
	<b>Operating</b>	<b>19,476,414</b>	<b>20,427,542</b>	<b>16,372,543</b>	<b>16,222,759</b>
<b>Capital</b>					
65007	Deferred multi-year projects	-	-	-7,501,427	-
	<b>Capital</b>	<b>-</b>	<b>-</b>	<b>-7,501,427</b>	<b>-</b>
<b>Grants and Aid</b>					
81008	Brwd Water Conservation Program	31,386	27,097	53,091	-
	<b>Grants and Aid</b>	<b>31,386</b>	<b>27,097</b>	<b>53,091</b>	<b>-</b>
	<b>Project Total</b>	<b>19,507,800</b>	<b>20,474,996</b>	<b>10,471,273</b>	<b>16,801,403</b>
	<b>Division Total</b>	<b>19,507,800</b>	<b>20,474,996</b>	<b>10,471,273</b>	<b>16,801,403</b>

## 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	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Personnel</b>					
12753	Utility Service Worker II/Camera Operator	58,980	5,080	-	-
12785	S-Utility Service Worker I	61,928	3,260	-	-
12786	S-Utility Service Worker II	56,158	4,837	-	-
12992	Vacation leave - retire/term	5,704	19,177	-	-
12993	Accrued vacation	-4,023	-38,215	-	-
12994	Accrued sick leave	-15,872	-30,381	-	-
12996	Sick leave - retire/term	12,324	17,211	-	-
14000	Overtime	8,446	1,669	-	-
15001	Special Payment non P & F	8,989	-	-	-
15115	Beeper pay	2,113	-	-	-
21000	Social Security- matching	15,967	3,882	-	-
22000	Retirement contributions	98,093	126,936	-	-
22900	Retirement contribution - Lump Sum	13,044	-120,855	-	-
23000	Health Insurance	34,589	3,668	-	-
23100	Life Insurance	374	8	-	-
24000	Workers compensation	12,133	187	-	-
26300	General retiree health contrib	114,336	100,491	-	-
	<b>Personnel</b>	<b>483,283</b>	<b>96,954</b>	<b>-</b>	<b>-</b>
<b>Operating</b>					
34300	Contract- laundry & cleaning	2,290	223	-	-
34981	Function sourcing- Utilities	16,648	1,402,461	1,372,408	1,239,853
34989	Contractual service provider	583,318	199,987	320,320	491,895
41100	Telephone	20,420	20,260	21,000	21,000
44200	Rents- machinery & equipment	167	119	500	5,000
46150	R & M- land- building & improvement	57,728	6,549	5,000	5,000
46250	R & M equipment	308,847	55,222	45,000	25,000
46300	R & M motor vehicles	28,867	15,703	13,000	13,000
49104	License fees	200	75	300	300
51100	Office supplies	312	-	500	500
52000	Operating supplies	6,713	1,407	2,500	2,500
52150	First aid, safety equip & supplies	13,245	3,063	1,000	1,000
52200	Cleaning/janitorial supplies	769	58	-	-
52300	Expendable tools	6,680	5,911	4,000	4,000
52430	Operating chemicals	2,856	3,979	-	761
52540	Fuel	77,416	10,503	5,000	5,000
52650	Equip < than \$1000	11,582	4,932	5,000	3,000
	<b>Operating</b>	<b>1,138,060</b>	<b>1,730,450</b>	<b>1,795,528</b>	<b>1,817,809</b>
<b>Capital</b>					
63192	Sewer lines	-	-	-	500,000
64210	Truck pickup	-	-	-	25,000
64214	Truck	-	-	-	200,000
64350	Special equipment	-	-	598,800	-
64400	Other equipment	-	-	31,505	142,857
	<b>Capital</b>	<b>-</b>	<b>-</b>	<b>630,305</b>	<b>867,857</b>
	<b>Project Total</b>	<b>1,621,343</b>	<b>1,827,404</b>	<b>2,425,833</b>	<b>2,685,666</b>

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	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Capital</b>					
63122	Lift station	-	-	1,755,579	1,233,751
<b>Capital</b>		-	-	<b>1,755,579</b>	<b>1,233,751</b>
<b>Project Total</b>		-	-	<b>1,755,579</b>	<b>1,233,751</b>

Entity 471 Utility Fund | Function 535 Sewer/wastewater services

Division 6021 Sewer Collection | Project 828 Infiltration & inflow correction

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Operating</b>					
34100	Contract- outside repairs	-	-	500,000	250,000
<b>Operating</b>		-	-	<b>500,000</b>	<b>250,000</b>
<b>Project Total</b>		-	-	<b>500,000</b>	<b>250,000</b>
<b>Division Total</b>		<b>1,621,343</b>	<b>1,827,404</b>	<b>4,681,412</b>	<b>4,169,417</b>

## 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	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Personnel</b>					
12946	S-Treatment Plant Operator I	34,311	2,966	-	-
12947	S-Treatment Plant Operator II	86,645	7,416	-	-
12948	S-Treatment Plant Operator III	163,543	5,761	-	-
12992	Vacation leave - retire/term	6,467	17,663	-	-
12993	Accrued vacation	-3,118	-23,931	-	-
12994	Accrued sick leave	-31,873	-3,000	-	-
12996	Sick leave - retire/term	25,935	1,477	-	-
14000	Overtime	23,087	3,822	-	-
15001	Special Payment non P & F	17,073	-	-	-
15100	Holiday pay	5,447	2,977	-	-
15108	Shift Differential	1,872	88	-	-
15115	Beeper pay	3,557	339	-	-
21000	Social Security- matching	27,236	3,212	-	-
22000	Retirement contributions	207,646	410,166	-	-
22900	Retirement contribution - Lump Sum	12,441	-314,554	-	-
23000	Health Insurance	53,758	5,502	-	-
23100	Life Insurance	570	12	-	-
24000	Workers compensation	18,443	284	-	-
26300	General retiree health contrib	152,448	150,732	-	-
	<b>Personnel</b>	<b>805,488</b>	<b>270,933</b>	<b>-</b>	<b>-</b>
<b>Operating</b>					
31100	Professional services- engineering	27,649	1,536	31,800	30,000
31300	Professional services-Outside Legal	2,139	5,339	8,720	7,500
31500	Professional services- other	5,692	-	392,872	-
34300	Contract- laundry & cleaning	4,864	451	-	-
34450	Contract- sludge removal	220,060	216,606	300,000	300,000
34500	Contract- building maintenance	3,720	310	-	-
34981	Function sourcing- Utilities	-	1,562,889	1,591,377	1,416,514
34982	Function sourcing- Grounds/Facilities	-	-	7,000	5,000
34989	Contractual service provider	665,445	170,721	97,989	100,929
34990	Contractual services- other	-	-	73,503	98,004
40100	Travel/conferences	5	-	-	-
41100	Telephone	3,724	1,651	2,400	2,400
43100	Electric	834,086	902,222	969,020	975,753
43200	Water & sewer	56,975	75,958	60,000	70,000
43600	Wastewater treatment charges	7,995,436	6,113,594	7,291,436	7,500,278
44200	Rents- machinery & equipment	18,565	118,641	50,000	-
46150	R & M- land- building & improvement	31,605	221,883	10,500	5,000
46250	R & M equipment	136,136	19,023	100,000	200,000
46300	R & M motor vehicles	24,163	1,007	18,000	25,000
46800	Maintenance contracts	3,989	1,746	2,000	2,000
49104	License fees	7,654	667	3,150	1,000
49105	License renewals	2,760	720	23,850	3,000
51100	Office supplies	1,513	4	-	-
52000	Operating supplies	3,034	279	1,000	500
52150	First aid, safety equip & supplies	10,397	210	1,000	-
52200	Cleaning/janitorial supplies	1,380	87	-	-
52300	Expendable tools	7,332	207	1,000	200
52410	Lab chemicals & supplies	30,094	858	6,302	1,000
52430	Operating chemicals	113,935	15,635	53,948	171,162

## 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	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Operating</b>					
52540	Fuel	45,312	10,002	10,000	10,000
52650	Equip < than \$1000	19,164	1,183	1,000	500
<b>Operating</b>		<b>10,276,825</b>	<b>9,443,432</b>	<b>11,107,867</b>	<b>10,925,740</b>
<b>Capital</b>					
64073	Generator	-	-	932,146	-
64210	Truck pickup	-	-	-	25,000
64400	Other equipment	-	-	1,037,719	250,000
<b>Capital</b>		<b>-</b>	<b>-</b>	<b>1,969,865</b>	<b>275,000</b>
<b>Project Total</b>		<b>11,082,314</b>	<b>9,714,365</b>	<b>13,077,732</b>	<b>11,200,740</b>

## Entity 471 Utility Fund | Function 535 Sewer/wastewater services

## Division 6022 Sewer Treatment Plant | Project 833 Odor Control System Upgrade

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Capital</b>					
62037	Odor control system	-	-	3,750,800	-
<b>Capital</b>		<b>-</b>	<b>-</b>	<b>3,750,800</b>	<b>-</b>
<b>Project Total</b>		<b>-</b>	<b>-</b>	<b>3,750,800</b>	<b>-</b>

## Entity 471 Utility Fund | Function 535 Sewer/wastewater services

## Division 6022 Sewer Treatment Plant | Project 834 Plant Rehabilitation

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Capital</b>					
63183	Sewer treatment rehabilitation	-	-	9,671,427	425,000
<b>Capital</b>		<b>-</b>	<b>-</b>	<b>9,671,427</b>	<b>425,000</b>
<b>Project Total</b>		<b>-</b>	<b>-</b>	<b>9,671,427</b>	<b>425,000</b>

## Entity 471 Utility Fund | Function 535 Sewer/wastewater services

## Division 6022 Sewer Treatment Plant | Project 845 Alternative Water Supply

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Capital</b>					
62043	Bldg/Reverse Osmosis Plant	-	-	9,639	-
63993	Improvements - Other	-	-	1,219,637	-
<b>Capital</b>		<b>-</b>	<b>-</b>	<b>1,229,276</b>	<b>-</b>
<b>Project Total</b>		<b>-</b>	<b>-</b>	<b>1,229,276</b>	<b>-</b>

<b>Division Total</b>	<b>11,082,314</b>	<b>9,714,365</b>	<b>27,729,235</b>	<b>11,625,740</b>
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## 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	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Personnel</b>					
12673	Chief Water Operations	89,766	-	-	-
12779	W-Utility Ser Worker II	56,158	4,837	-	-
12926	Water Plant Operator I	149,164	12,603	-	-
12928	Water Plant Operator III	150,030	9,203	-	-
12992	Vacation leave - retire/term	15,554	28,441	-	-
12993	Accrued vacation	-16,024	-34,569	-	-
12994	Accrued sick leave	-23,840	-62,325	-	-
12996	Sick leave - retire/term	12,884	47,718	-	-
13674	P/T Chief Chemist	44,441	4,021	-	-
13926	P/T Water Plant Operator I	19,683	1,763	-	-
14000	Overtime	56,117	8,064	-	-
15001	Special Payment non P & F	30,302	-	-	-
15100	Holiday pay	6,863	740	-	-
15108	Shift Differential	3,078	352	-	-
15115	Beeper pay	4,044	-	-	-
15116	Cell Phone Pay	900	-	-	-
21000	Social Security- matching	47,587	8,936	-	-
22000	Retirement contributions	211,501	520,030	-	-
22900	Retirement contribution - Lump Sum	29,504	-409,426	-	-
23000	Health Insurance	74,799	7,335	-	-
23100	Life Insurance	946	18	-	-
24000	Workers compensation	45,636	760	-	-
26300	General retiree health contrib	171,504	200,985	-	-
	<b>Personnel</b>	<b>1,180,598</b>	<b>349,488</b>	-	-
<b>Operating</b>					
31100	Professional services- engineering	-	-	-	30,000
31500	Professional services- other	19,749	343	15,000	5,000
34300	Contract- laundry & cleaning	4,292	446	-	-
34450	Contract- sludge removal	159,142	107,876	175,000	175,000
34500	Contract- building maintenance	5,942	669	-	-
34981	Function sourcing- Utilities	9,898	2,442,333	2,413,118	2,191,593
34982	Function sourcing- Grounds/Facilities	-	-	13,000	5,000
34989	Contractual service provider	499,400	69,940	-	-
41100	Telephone	354	64	-	-
43100	Electric	464,561	482,195	494,420	500,000
44200	Rents- machinery & equipment	1,875	45	-	-
46150	R & M- land- building & improvement	31,088	3,506	100,000	150,000
46250	R & M equipment	201,456	46,586	337,000	-
46300	R & M motor vehicles	17,030	1,813	4,750	5,000
46800	Maintenance contracts	2,497	120	-	-
49104	License fees	9,132	250	20,000	10,000
49105	License renewals	1,157	-	2,000	1,000
51100	Office supplies	726	-	-	-
52000	Operating supplies	4,633	31	1,000	250
52150	First aid, safety equip & supplies	3,377	-	250	-
52200	Cleaning/janitorial supplies	1,050	58	-	-
52300	Expendable tools	3,988	128	1,000	250
52410	Lab chemicals & supplies	22,113	623	6,302	-
52430	Operating chemicals	982,156	103,034	403,292	927,126
52540	Fuel	48,799	5,404	5,000	10,000

## 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	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Operating</b>					
52650	Equip < than \$1000	7,905	147	1,000	-
52653	Computer equipment < \$1000	-	-	1,000	-
	<b>Operating</b>	<b>2,502,319</b>	<b>3,265,611</b>	<b>3,993,132</b>	<b>4,010,219</b>
<b>Capital</b>					
63240	Water storage tank	-	-	131,025	-
63250	Water well	-	-	100,000	1,000,000
64073	Generator	-	-	103,160	-
64165	Pump	-	-	1,038,000	-
64204	TV- closed circuit	-	-	4,257	-
64210	Truck pickup	-	-	-	25,000
64400	Other equipment	-	-	1,866,698	1,800,000
	<b>Capital</b>	<b>-</b>	<b>-</b>	<b>3,243,140</b>	<b>2,825,000</b>
	<b>Project Total</b>	<b>3,682,917</b>	<b>3,615,099</b>	<b>7,236,272</b>	<b>6,835,219</b>
	<b>Division Total</b>	<b>3,682,917</b>	<b>3,615,099</b>	<b>7,236,272</b>	<b>6,835,219</b>

## 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	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Personnel</b>					
12779	W-Utility Ser Worker II	166,866	14,371	-	-
12992	Vacation leave - retire/term	-	31,293	-	-
12993	Accrued vacation	1,389	-32,122	-	-
12994	Accrued sick leave	-4,390	-17,802	-	-
12996	Sick leave - retire/term	-	18,480	-	-
14000	Overtime	16,649	1,579	-	-
15001	Special Payment non P & F	9,964	-	-	-
15115	Beeper pay	2,471	209	-	-
21000	Social Security- matching	14,663	5,016	-	-
22000	Retirement contributions	129,323	221,917	-	-
22900	Retirement contribution - Lump Sum	15,594	-189,105	-	-
23000	Health Insurance	25,006	2,751	-	-
23100	Life Insurance	309	6	-	-
24000	Workers compensation	12,622	223	-	-
26300	General retiree health contrib	95,280	75,368	-	-
	<b>Personnel</b>	<b>485,745</b>	<b>132,184</b>	<b>-</b>	<b>-</b>
<b>Operating</b>					
31100	Professional services- engineering	150	-	-	-
34300	Contract- laundry & cleaning	2,335	244	-	-
34981	Function sourcing- Utilities	16,648	1,338,295	1,303,761	1,181,712
34989	Contractual service provider	471,987	104,172	81,536	83,982
44200	Rents- machinery & equipment	1,840	-	500	-
46150	R & M- land- building & improvement	167,676	7,214	8,000	1,000
46250	R & M equipment	8,272	977	5,000	5,000
46300	R & M motor vehicles	16,287	4,151	11,000	-
51100	Office supplies	26	-	-	-
52000	Operating supplies	3,492	17	-	-
52150	First aid, safety equip & supplies	5,948	-	-	-
52200	Cleaning/janitorial supplies	633	43	-	-
52300	Expendable tools	10,721	654	500	-
52430	Operating chemicals	769	-	-	951
52540	Fuel	65,710	6,932	2,500	7,554
52650	Equip < than \$1000	9,013	1,920	100	500
52651	Meters < than \$1000	169,957	23,403	35,000	-
	<b>Operating</b>	<b>951,464</b>	<b>1,488,022</b>	<b>1,447,897</b>	<b>1,280,699</b>
<b>Capital</b>					
63062	Fire hydrants	-	-	9,804	-
63233	Water main	-	-	561,021	1,400,000
64210	Truck pickup	-	-	-	25,000
64400	Other equipment	-	-	14,000	150,000
	<b>Capital</b>	<b>-</b>	<b>-</b>	<b>584,825</b>	<b>1,575,000</b>
	<b>Project Total</b>	<b>1,437,210</b>	<b>1,620,206</b>	<b>2,032,722</b>	<b>2,855,699</b>
	<b>Division Total</b>	<b>1,437,210</b>	<b>1,620,206</b>	<b>2,032,722</b>	<b>2,855,699</b>

**City of Pembroke Pines, Florida - Expenditure Detail**

<b>471 Utility Fund</b>	<b>41,980,131</b>	<b>41,477,819</b>	<b>59,169,513</b>	<b>49,630,300</b>
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## 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	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Personnel</b>					
12014	Risk Management/Benefits Supervisor	61,133	61,133	60,840	-
12017	Risk/Benefits Manager	-	-	-	66,000
12993	Accrued vacation	584	2,048	-	-
12994	Accrued sick leave	759	-411	-	-
15001	Special Payment non P & F	2,434	2,434	-	-
15116	Cell Phone Pay	-	275	300	300
21000	Social Security- matching	4,623	4,632	4,678	5,073
22000	Retirement contributions	27,695	32,941	8,177	3,103
22001	Retirement contribution - legacy	-	-	19,709	7,307
22900	Retirement contribution - Lump Sum	3,258	3,043	-	-
26300	General retiree health contrib	7,954	9,322	9,737	14,899
<b>Personnel</b>		<b>108,439</b>	<b>115,416</b>	<b>103,441</b>	<b>96,682</b>
<b>Operating</b>					
34989	Contractual service provider	53,029	50,226	67,500	81,576
34990	Contractual services- other	1,588	-	24,000	24,000
45025	Hazardous cleanup	-	-	6,311	6,311
45050	Insurance- administrative fees	163,662	77,734	200,000	200,000
46800	Maintenance contracts	-	-	2,000	2,000
47100	Printing	4,918	12,360	7,000	7,000
49857	Allocation of Adm Expenses	-336,640	-259,737	-415,752	-423,069
51100	Office supplies	4,295	4,001	4,500	4,500
52650	Equip < than \$1000	710	-	1,000	1,000
<b>Operating</b>		<b>-108,439</b>	<b>-115,416</b>	<b>-103,441</b>	<b>-96,682</b>
<b>Project Total</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Entity 504 Public Insurance Fund | Function 519 Other general governmental services

## Division 203 Self Insurance | Project 402 Health Insurance

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Operating</b>					
45053	Health- Administrative fees	423,782	457,879	625,000	656,250
45085	Dental/Cobra Fees	-	-	2,000	2,200
45420	Health- Premium	546,978	510,477	830,000	913,000
45808	Health Claims	11,087,204	13,143,741	15,059,312	15,684,925
49857	Allocation of Adm Expenses	241,887	181,148	285,510	295,904
<b>Operating</b>		<b>12,299,850</b>	<b>14,293,245</b>	<b>16,801,822</b>	<b>17,552,279</b>
<b>Project Total</b>		<b>12,299,850</b>	<b>14,293,245</b>	<b>16,801,822</b>	<b>17,552,279</b>

## Entity 504 Public Insurance Fund | Function 519 Other general governmental services

## Division 203 Self Insurance | Project 403 Life Insurance

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Operating</b>					
45095	Insurance- Life	219,850	213,740	333,591	337,047
49857	Allocation of Adm Expenses	3,337	2,935	5,973	5,400
<b>Operating</b>		<b>223,187</b>	<b>216,675</b>	<b>339,564</b>	<b>342,447</b>

## City of Pembroke Pines, Florida - Expenditure Detail

**Entity 504 Public Insurance Fund | Function 519 Other general governmental services**  
**Division 203 Self Insurance | Project 403 Life Insurance**

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Project Total</b>		<b>223,187</b>	<b>216,675</b>	<b>339,564</b>	<b>342,447</b>

**Entity 504 Public Insurance Fund | Function 519 Other general governmental services**  
**Division 203 Self Insurance | Project 404 Workers Compensation**

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Operating</b>					
45070	Insurance-excess wrkrs compensation	255,449	266,544	484,631	533,094
45080	State assessment- self ins wrkrs comp	60,466	50,573	62,300	62,300
45742	Workers compensation 1985-86	-1	1	-	-
45751	Workers compensation 1993-94	0	0	-	-
45752	Workers compensation 1994-95	67,496	1,504	-	-
45753	Workers compensation 1995-96	88	103	-	-
45754	Workers compensation 1996-97	89,101	0	-	-
45756	Workers compensation 1998-99	7,828	-26,145	-	-
45757	Workers compensation 1999-00	111,939	-79,501	-	-
45758	Workers compensation 2000-01	420,260	-19,265	-	-
45759	Workers compensation 2001-02	77,256	100	-	-
45760	Workers compensation 2002-03	87,312	0	-	-
45761	Workers compensation 2003-04	193,769	-2,662	-	-
45762	Workers compensation 2004-05	109,837	483	-	-
45763	Workers compensation 2005-06	411,087	-50,991	-	-
45764	Workers compensation 2006-07	320,888	-121,732	-	-
45765	Workers compensation 2007-08	10,413	13,964	-	-
45766	Workers compensation 2008-09	14,923	449,809	-	-
45767	Workers compensation 2009-10	112,245	-13,324	-	-
45768	Workers compensation 2010-11	77,518	-238,586	-	-
45769	Workers compensation 2011-12	-385,508	-223,268	-	-
45771	Workers compensation 2012-13	952,459	-212,189	-	-
45772	Workers compensation 2013-14	-	840,974	38,633	-
45773	Workers compensation 2014-15	-	-	2,424,260	-
45774	Workers compensation 2015-16	-	-	-	2,068,092
49857	Allocation of Adm Expenses	34,636	32,323	53,613	44,456
<b>Operating</b>		<b>3,029,462</b>	<b>668,713</b>	<b>3,063,437</b>	<b>2,707,942</b>
<b>Project Total</b>		<b>3,029,462</b>	<b>668,713</b>	<b>3,063,437</b>	<b>2,707,942</b>

**Entity 504 Public Insurance Fund | Function 519 Other general governmental services**  
**Division 203 Self Insurance | Project 405 Property & Casualty Insurance**

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Operating</b>					
45060	Insurance- excess property	672,922	719,150	1,312,500	1,443,750
45200	Insurance- Gallagher package	500,780	451,567	932,663	1,025,929
45225	Insurance - bus	246,768	239,725	300,000	330,000
45600	Insurance- fidelity bonds	8,918	9,099	10,120	11,132
45708	Insurance claims paid 2015-16	-	-	-	1,100,000
45709	Insurance claims paid 2014-15	-	-	1,100,000	-
45711	Insurance claims paid 2013-14	-	457,609	-	-
45712	Insurance claims paid 2012-13	247,018	36,651	-	-
45713	Insurance claims paid 2011-12	-20,415	-471,121	-	-

## 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 &amp; Casualty Insurance

Object	Object Description	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Operating</b>					
45714	Insurance claims paid 2010-11	-9,195	30,101	-	-
45715	Insurance claims paid 2009-10	145,827	24,753	-	-
45716	Insurance claims paid 2008-09	-11,042	-16,828	-	-
45717	Insurance claims paid 2007-08	144,995	9,607	-	-
45718	Insurance claims paid 2006-07	7,634	-1,709	-	-
45719	Insurance claims paid 2005-06	24,968	-26,458	-	-
45723	Insurance claims paid 1994-95	-14,086	-56,448	-	-
45724	Insurance claims paid 1995-96	-22	-27	-	-
45725	Insurance claims paid 1996-97	19,899	-	-	-
45727	Insurance claims paid 1998-99	-5,947	-11,452	-	-
45728	Insurance claims paid 1999-00	-5,467	18,425	-	-
45729	Insurance claims paid 2000-01	-589	-15,326	-	-
45731	Insurance claims paid 2001-02	-2,600	-99	-	-
45732	Insurance claims paid 2002-03	-1,971	-	-	-
45733	Insurance claims paid 2003-04	3,457	-1,599	-	-
45734	Insurance claims paid 2004-05	-508	-2	-	-
45770	Claims not part of Gallagher	-	-	260,500	260,000
49857	Allocation of Adm Expenses	56,780	43,331	70,656	67,272
<b>Operating</b>		<b>2,008,126</b>	<b>1,438,952</b>	<b>3,986,439</b>	<b>4,238,083</b>
<b>Project Total</b>		<b>2,008,126</b>	<b>1,438,952</b>	<b>3,986,439</b>	<b>4,238,083</b>
<b>Division Total</b>		<b>17,560,626</b>	<b>16,617,585</b>	<b>24,191,262</b>	<b>24,840,751</b>
<b>504 Public Insurance Fund</b>		<b>17,560,626</b>	<b>16,617,585</b>	<b>24,191,262</b>	<b>24,840,751</b>

**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	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Operating</b>					
31500	Professional services- other	260	2,100	10,000	10,000
31700	Professional service-investment mgt	43,217	45,401	42,000	45,000
36000	Retirement benefits	9,139,997	10,027,752	9,200,000	10,000,000
49851	Contribution refund	-16,618	-5,806	-	-
<b>Operating</b>		<b>9,166,856</b>	<b>10,069,446</b>	<b>9,252,000</b>	<b>10,055,000</b>
<b>Project Total</b>		<b>9,166,856</b>	<b>10,069,446</b>	<b>9,252,000</b>	<b>10,055,000</b>
<b>Division Total</b>		<b>9,166,856</b>	<b>10,069,446</b>	<b>9,252,000</b>	<b>10,055,000</b>
<b>655 General Pension Trust Fund</b>		<b>9,166,856</b>	<b>10,069,446</b>	<b>9,252,000</b>	<b>10,055,000</b>

**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	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Operating</b>					
31500	Professional services- other	500,725	606,484	600,000	625,000
31700	Professional service-investment mgt	2,179,293	2,469,734	2,300,000	2,600,000
49910	Retirement benefits	23,543,861	25,357,071	25,940,000	25,940,000
49952	Contribution refund	83,421	34,255	126,000	126,000
	<b>Operating</b>	<b>26,307,300</b>	<b>28,467,544</b>	<b>28,966,000</b>	<b>29,291,000</b>
	<b>Project Total</b>	<b>26,307,300</b>	<b>28,467,544</b>	<b>28,966,000</b>	<b>29,291,000</b>
	<b>Division Total</b>	<b>26,307,300</b>	<b>28,467,544</b>	<b>28,966,000</b>	<b>29,291,000</b>
	<b>656 Fire &amp; Police Pension Trust Fund</b>	<b>26,307,300</b>	<b>28,467,544</b>	<b>28,966,000</b>	<b>29,291,000</b>

## 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	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
<b>Personnel</b>					
21000	Social Security- matching	2,357	2,424	2,354	3,000
	<b>Personnel</b>	<b>2,357</b>	<b>2,424</b>	<b>2,354</b>	<b>3,000</b>
<b>Operating</b>					
31700	Professional service-investment mgt	5,152	180,373	139,000	250,000
34990	Contractual services- other	18,500	15,500	15,000	15,000
45053	Health- Administrative fees	183,020	203,394	250,000	275,000
45095	Insurance- Life	37,453	36,611	55,000	60,500
45420	Health- Premium	196,396	226,073	264,000	316,800
45425	Health insurance subsidy	-	-	-	10,000
45650	Fiduciary bond Insurance	15,195	15,314	23,000	25,000
45808	Health Claims	6,898,401	5,143,641	9,948,627	10,212,723
	<b>Operating</b>	<b>7,354,118</b>	<b>5,820,906</b>	<b>10,694,627</b>	<b>11,165,023</b>
	<b>Project Total</b>	<b>7,356,475</b>	<b>5,823,329</b>	<b>10,696,981</b>	<b>11,168,023</b>
	<b>Division Total</b>	<b>7,356,475</b>	<b>5,823,329</b>	<b>10,696,981</b>	<b>11,168,023</b>
	<b>657 Other Post Employment Benefits</b>	<b>7,356,475</b>	<b>5,823,329</b>	<b>10,696,981</b>	<b>11,168,023</b>

**City of Pembroke Pines, Florida**  
**Expenditure Detail**  
**All Funds**

	<b>2012-13 Actual</b>	<b>2013-14 Actual</b>	<b>2014-15 Budget</b>	<b>2015-16 Budget</b>
1 General Fund	151,606,930	157,230,969	170,052,346	171,717,743
51 Wetlands Trust Fund	19,920	16,410	16,500	16,500
100 Road & Bridge Fund	4,438,974	3,912,088	6,138,989	5,560,421
120 State Housing Initiative Program	216,282	281,667	1,858,807	755,868
121 HUD Grants CDBG/HOME	1,906,257	2,848,013	2,306,035	930,315
122 Law Enforcement Grant	308,250	385,572	213,448	17,918
124 Police Community Services Grant	32,177	34,920	19,345	-
128 Community Bus Program	1,113,758	954,333	1,038,744	790,238
131 Treasury - Confiscated	67,728	34,676	310,453	8,022
132 Justice - Confiscated	43,670	825	583,748	49,967
133 \$2 Police Education	24,025	25,090	287,657	39,703
134 FDLE - Confiscated	760,903	242,103	380,140	107,540
199 Older Americans Act	1,303,977	1,272,161	1,357,821	1,398,300
201 Debt Service	26,579,032	137,436,619	100,563,004	26,198,661
320 Municipal Construction	5,867,834	6,024,391	22,540,546	-
471 Utility Fund	41,980,131	41,477,819	59,169,513	49,630,300
504 Public Insurance Fund	17,560,626	16,617,585	24,191,262	24,840,751
655 General Pension Trust Fund	9,166,856	10,069,446	9,252,000	10,055,000
656 Fire & Police Pension Trust Fund	26,307,300	28,467,544	28,966,000	29,291,000
657 Other Post Employment Benefits	7,356,475	5,823,329	10,696,981	11,168,023
<b>Total All Funds</b>	<b>296,661,103</b>	<b>413,155,560</b>	<b>439,943,339</b>	<b>332,576,270</b>

## City of Pembroke Pines

### A Short History

Pembroke Pines is one of the many post-World War II cities that were created primarily to accommodate ex-servicemen who had trained in South Florida and wanted to return after the war.

The open expanses of land west of the older coastal cities, occupied primarily by large dairy farms, offered inexpensive acreage for housing development. In the midst of Henry Perry's dairy was North Perry Field, a WW II satellite of Miami Naval Air Station. Between the eastern border of the airport, SW 72 Avenue, and the first section of the Florida Turnpike, the first two tiny Pembroke Pines #1 and #2 subdivisions were created in 1954.

The "Village of Pembroke Pines" was incorporated in 1959. Some builders contested this, and the village was dissolved on a legal decision that the boundaries were incorrectly stated on the ballot. In January 1960, a second election was held, and the village became the City. The residents then incorporated to protect themselves from annexation and to preserve and enhance their community.

Unlike many of the post-WW II, new Broward County towns, created and run by the developers, Pembroke Pines grew from citizen involvement. World travelers Dr. Walter Seth Kipnis and his wife, Estelle, were the leading players in the incorporation and were supported by the town's first organized citizens' group, the Pembroke Pines Civic Association. This group started what was intended to be a youth center on donated property next to the turnpike on 13th Street. When it was partially completed, City government meetings were held there, having moved from the patio of the first mayor, Dr. Kipnis. In 1976, the building was finished with primarily donated materials and labor and was used until City offices were moved to the former showrooms of the Pembroke Lakes subdivision on Taft Street and Palm Avenue. On October 22, 1988, the City completed the three-building governmental center complex at Pines Boulevard and Palm Avenue. The center houses City offices and the Commission Chambers. The lobby is the home of the "Glass Gallery," where art exhibits are displayed.

The first group of elected officials was called Aldermen. There were seven officials plus the mayor, who was not allowed to vote. Eventually, the officials became councilmen (or women), and the mayor was permitted to vote. From the early years, a City Commission/City Manager form of government was adopted. The voters also approved a City Charter. One attempt was made to change to a strong mayor form of government, but the attempt was defeated.

In 1984, a major change was approved to have four City districts with one commissioner elected from each district. The mayor was now elected by a citywide vote. As the population expanded westward, the districts were redrawn consistent with almost every other Broward County community. Completion of the Century Village condominiums provided the impetus for redistricting. With a projected population in excess of 15,000, they could conceivably have elected all the City Commissioners.

The devastating Hurricane Andrew of 1992 drove hundreds of south Dade County residents north to Broward County, especially Pembroke Pines. This gave a huge boost to the population, as owners of destroyed homes took their insurance money and used it to buy in the City, far from the coast.

Growing with the City's residential areas and influx of young families was the need for schools. Flanagan High School was overpopulated with an enrollment of 3,241 for the school year 2011-12, making it one of the largest high schools in the state. With the Broward County School Board unable to keep up with the demand, Mayor Alex Fekete and City Manager Charles Dodge originated a charter school system. In August 1998, the City began its charter school system to alleviate the classroom shortage. The City now has the largest Charter School system in the nation, with four elementary schools, two middle schools, and one high school, serving an estimated 5,925 students in 2014-15.

A student may progress from kindergarten through community college and take university level courses within City boundaries. In addition to the Charter Schools, the Broward County school system and private schools start the students' early education. Pembroke Pines Charter High School and Flanagan High School offer secondary classes, and Broward College South Campus and Academic Village Campus offer two-year AA degrees. Florida International University has a facility at the Academic Village, with plans for the expansion of courses.

As the City grew, so did the need for leisure and recreation services. Currently, there are 47 baseball diamonds, 13 football/soccer fields, 14 basketball courts, 24 paddleball courts, 6 indoor racquetball courts and 9 in-line hockey rinks. Tennis programs and lessons are available on the 45-lighted courts throughout the City. The community centers offer a wide variety of classes and activities and serve as a meeting place for over 70 non-profit civic organizations. Two theatres provide plays and entertainment throughout the year. Three full-service Broward County library branches are located within the City.

Recognizing the need to provide services for senior residents, the 52,000 square-foot Southwest Focal Point Senior Center was constructed in 1996 for residents over 55 years of age. The facility includes a library, gym, billiard room, classrooms, computer labs, and a main hall as well as over 5,000 square feet dedicated to Adult Day Care and Alzheimer's Day Care Programs.

In 1997, Pines Point was built. Pines Point is a 190-apartment complex adjacent to the Southwest Focal Point Senior Center. This complex offers affordable housing to seniors over 55 years of age capable of independent living.

Additionally, during a period of three years (2005-2008), Pines Place Senior Residences was constructed. Pines Place consists of three towers with a combined total of 614 affordable apartments. Originally these apartments were available to seniors over 55 years of age. However in the summer of 2008, City Commission lowered the age restriction to 18.

Pembroke Pines now has an area of 35.12 square miles. It is a full-service City with its own Police and Fire Departments. While providing above average services and amenities to 157,905 (2014 U.S. Census) residents, this year's City's budget stands at \$332.6 million, and the City's Ad Valorem tax rate remains one of the lowest in the county. Pembroke Pines continues to be a progressive City with the well being of its residents the City's primary concern.

## Abbreviations & Acronyms

ADA	Americans with Disabilities Act	ICS	Incident Command System
AED	Automatic External Defibrillator	ILA	Interlocal Agreement
AFG	Assistance to Firefighters Grant	ISO	Insurance Service Organization
ALS	Advanced Life Support	IT	Information Technology
APB	Accounting Principles Board	JAG	Justice Assistance Grant
ARC	Annual Required Contribution	JPA	Joint Participation Agreement
AWS	Alternative Water Supply	KAPOW	Kids & the Power of Work
BANC	Broward Aging and Network Conference	KPI	Key Performance Indicator
BCT	Broward County Transit	LBTR	Local Business Tax Receipt
BLS	Basic Life Support	LEACH	Law Enforcement Against Child Harm
BOD	Biochemical Oxygen Demand	LHAP	Local Housing Assistance Plan
CAD	computer aided dispatch	LLC	Limited Liability Company
CADD	Computer-Aided Drafting Design	LSP	Local Service Program or Provider
CAFR	Comprehensive Annual Financial Report	MFI	Median Family Income
CASI	Council on Accreditation and School Improvement	MG	Million Gallons
CBOD5	Carbonaceous Biochemical Oxygen Demand 5-Day	MGD	Million Gallons per Day
CDBG	Community Development Block Grant	MMRP	Metropolitan Medical Response Program
CERT	Community Emergency Response Team	MMRS	Metropolitan Medical Response System
CIP	Capital Improvement Program	N/A	Not (yet) available
COLA	Cost-of-Living Adjustment	NIMS	National Incident Management System
CPI	Consumer Price Index	NPDES	National Pollutant Discharge Elimination System
CRA	Community Redevelopment Association	NSP	Neighborhood Stabilization Program
CPR	Cardio-Pulmonary Resuscitation	NTU	Nephelometric Turbidity Unit
DEO	Department of Economic Opportunity	OAA	Older American Act
DCF	Department of Children & Families	OEDR	Office of Economic and Demographic Research (FL)
DRI	Development of Regional Impact	OPEB	Other Post Employment Benefits
DROP	Deferred Retirement Option Plan	P & F	Police & Fire
EDC	Early Development Center	P/M or PM	Paramedic
EDSP	Economic Development Strategic Plan	P/T	Part Time
EMT	Emergency Medical Technician	PAC	Pines Athletic Club
EDR	Economic and Demographic Research	PAL	Police Athletic League
F	Fahrenheit	PC	Personal computer
F.S.	Florida Statute(s)	PSAP	Public Safety Answering Point
F/T	Full Time	R & M	Repair & Maintenance
FASB	Financial Accounting Standards Board	RDA	Recommended Daily Allowance
FCAT	Florida Comprehensive Assessment Test	RFP	Request for Proposal
FDLE	Florida Department of Law Enforcement	ROSC	Return of Spontaneous Circulation
FDOT	Florida Department of Transportation	ROW	Right of Way
FEMA	Federal Emergency Management Association	SACS	Southern Association of Colleges and Schools
FHOP	Florida Homebuyer Opportunity Program	SBA	Susan B. Anthony Center
FLOC	Florida League of Cities	SCADA	Supervisory Control and Data Acquisition
FMIvT	Florida Municipal Investment Trust	SCBA	Self-Contained Breathing Apparatus
FSU	Florida State University	SFWM	South Florida Water Management District
FTE	Full Time Equivalents	SHIP	State Housing Initiative Partnership
FW	Florida Wetlandsbank TM	SIFMA	Securities Industry and Financial Markets Association
FY	Fiscal Year (ends Sept. 30)	Spec	Specialist
GAAP	Generally Accepted Accounting Principles	SRO	School Resource Officer
GASB	Government Accounting Standards Board	SWFP	Southwest Focal Point
GEC	Geriatric Education Center	TBD	To Be Determined
GEPP	General Employees Pension Plan	TIL	Transitional Independent Living
GFOA	Government Finance Officer's Association	TRIM	Truth in Millage
GIS	Geographic Information System	TSS	Total Suspended Solids
GO or G.O.	General Obligation	UASI	Urban Area Security Initiative
GOB	General Obligation Bond	USDA	United States Department of Agriculture
GRADE	Gang Resistance and Drug Education	USPS	United States Postal Service
Gvt	Government(al)	USTA	United States Tennis Association
HIDTA	High Intensity Drug Trafficking Area	VIN	Vice Intelligence Narcotics
HIPAA	Health Insurance Portability Accountability	VITA	Volunteer income tax assistance
HOME	HOME Investment Partnerships Program	VOCA	Victims of Crime Act
HR	Human resources	VPK	Voluntary Pre-Kindergarten
HS	High School	WCY	Walter C. Young
HUD	Housing and Urban Development	YMCA	Young Men's Christian Association
ICMA	International City/County Management Association		

## Glossary

**Account** – An accounting concept used to capture the economic essence of an exchange or exchange-like transaction. Accounts are used to classify and group similar transactions. Account types include: revenue, expense/expenditure, asset, liability and equity.

**Accounting Principles Board (APB)** – Authoritative private-sector standard-setting body that preceded the Financial Accounting Standards Board (FASB). The APB issued guidance in the form of *Opinions*.

**Accounting System** – A total structure of records and procedures which discover, record, classify, summarize, and report information on the financial position and results of operations of a government or any of its funds, account groups, or organizational components.

**Accretion of a Discount** – An accounting process by which the book value of a bond purchased at a discount from par value is increased during the bond's holding period.

**Accrual Basis of Accounting**– A method of accounting that recognizes the financial effect of transactions, events, and interfund activities when they occur, regardless of the related cash flows.

**Accrued Interest** – The dollar amount of interest, based on the stated interest rate, which has accumulated on a bond from (and including) the most recent interest date or other stated date, up to (but not including) the due date of the interest payment.

**Activity** – A specific and distinguishable service performed by one or more organizational components of a government to accomplish a function for which the government is responsible.

**Ad Valorem Taxes** – Commonly referred to as property taxes, are levied on both real and personal property based upon the property's assessed valuation and applying a specific millage rate.

**Administrative Fees** – The Utility Fund, Charter Schools, Housing Division, and Fire Control are assessed a pro-rated share of the cost of City-wide management and control functions such as accounting, personnel, information technology and purchasing, all of which are budgeted in the General Fund. These fees appear as expenditures in the first-named funds above and as revenues (cost reimbursement) in the General Fund.

**Advance Refunding** – A bond refunding in which the proceeds of new debt are placed in an interest-bearing escrow account pending the call dates or maturity dates of the old debt. (See also "Defeasance" and "Refunding".)

**Agency Fund** – An agency fund is used to report resources held by the reporting government in a purely custodial capacity (assets equal liabilities). Agency funds typically involve only the receipt, temporary investment and remittance of fiduciary resources to individuals, private organizations or other governments.

**Allot** – To divide an annual appropriation of revenue or expense into amounts that may be encumbered or expended during an allotment period.

**Americans with Disabilities Act (ADA)** – a wide-ranging civil rights law that prohibits, under certain circumstances, discrimination based on disability.

**Amortization of a Premium** – An accounting process by which the book value of a bond purchased at a price above par value is decreased during the bond's holding period.

**Annualize** – To adjust or calculate to reflect a rate or cost for a full year.

**Appropriated Budget** – The expenditure authority created by the appropriation bills or ordinances that are signed into law and related estimated revenues. The appropriated budget would include all reserves, transfers, allocations, supplemental appropriations, and other legally authorized legislative and executive changes.

**Appropriation** – A legal authorization to incur obligations and to make expenditures for specific purposes.

**Appropriation Ordinance** – The official enactment by the City Commission establishing the legal authority for City officials to obligate and expend resources.

**Assessed Valuation** – The valuation set upon real estate and certain personal property by the Property Appraiser as a basis for levying Ad Valorem (property) taxes.

**Asset** – Tangible or intangible, passive or active resources owned or held by a government which possess service potentials that generally are utilized (consumed) in the delivery of municipal services.

**Assigned Fund Balance** – Amounts that the City intends to use for a specific purpose; the intent shall be expressed by the City Commission or may be delegated to the City Manager. Assigned fund balance includes all remaining amounts that are reported in governmental funds, other than the general fund, that are not classified as nonspendable and are neither restricted nor committed.

**Attrition** – A method of achieving a staffing reduction by not refilling the positions vacated through resignation, reassignment, transfer, retirement, termination or death.

**Authorized Positions** – Employee positions, which are approved and funded in the adopted budget.

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

**Basis of Accounting** – The timing of recognition; that is, when the effects of transactions or events should be recognized for financial reporting purposes. For example, the effects of transactions or events can be recognized on an accrual basis (that is, when the transactions or events take place), or on a cash basis (that is, when cash is received or paid). "Basis of accounting" is an essential part of measurement focus, because a particular timing of recognition is necessary to accomplish a particular measurement focus.

**Basis Point** – Equal to 1/100 of one percent; for example, if interest rates rise from 4.75% to 5.00%, the difference is referred to as an increase of 25 basis points.

**Beginning Surplus** - A positive Beginning Surplus identifies the size of a projected deficit of expenditures exceeding revenues for that fund. The presumption is that a positive beginning surplus represents the amount of deficit that would be funded by use of Fund Balance in that fund. A negative Beginning Surplus in the City's budget can best be understood as a projected excess of revenues over expenditures that, in simplest terms, will produce an increase to the Fund Balance at year-end.

**Benchmark** – A point of reference, anchored either in experiences of peer municipalities (when available) or prior City performance, against which performance results may be measured or judged.

**Biochemical Oxygen Demand (BOD)** – A measure of the amount of oxygen consumed in the biological processes that break down organic matter in water. The greater the BOD, the greater the degree of pollution.

**Bond** – A long-term debt obligation primarily used to finance capital projects or other long-term obligations. A bond represents a promise to repay a specified sum of money called the face value or principal amount at a specified maturity date or dates in the future, together with periodic interest at a specified rate.

**Bond Issue** – A borrowing based upon certificates of debt containing a promise to pay a specified sum of money (face value or principal) at a specified date or dates in the future (maturity date-usually annually) together with periodic interest (usually semi-annually) at a specified rate.

**Bond Refinancing** – The refunding (current or advanced) from the proceeds of a new issue, to reduce debt service costs, i.e. interest, realign maturities and/or modify or remove restrictive bond covenants.

**Bonded Debt** – That portion of indebtedness represented by outstanding bonds.

**Broward County Transit (BCT)** – One public transportation option for getting around Broward County.

**Budget** – An operational guide of planned financial activity for a specified period of time (fiscal year or project length) estimating all anticipated revenues and expected expenditures/expenses for the budget period. A policy document that communicates programmatic goals and objectives and the anticipated means and resources for achieving them.

**Budget Calendar** – The schedule of target dates that a government follows in the preparation of preliminary budgets and the adoption of the final budget.

**Budget Message** – An executive-level overview of the proposed and adopted budgets delivered by the City Manager to the Mayor and City Commissioners. It discusses the major City issues and the proposed means of dealing with them, highlights key experiences during the current fiscal year, and indicates how current and proposed budgetary plans will meet the City's objectives. The budget message is normally the first comprehensive public statement of the City's plans for the upcoming fiscal year.

**Budgetary Basis of Accounting** – This refers to the basis of accounting used to estimate when revenues and expenditures are recognized for budgetary purposes. This generally takes one of three forms: GAAP, cash, or modified accrual.

**Budgetary Control** – The control or management of a government in accordance with the approved budget for the purpose of keeping expenditures within the limitations of available appropriations and resources. Budgetary control is exercised at the department level, at which point expenditures cannot legally exceed the appropriated amount.

**Capital Assets** – Assets of significant value that meet or exceed the capitalization threshold and have a useful life extending beyond a single accounting period. Capital assets are also called “fixed assets” and may include land, improvements to land, easements, buildings, building improvements, machinery, equipment, vehicles, infrastructure, works of art and historical treasures, and all other tangible or intangible assets that are used in operations and have initial useful lives extending beyond a single reporting period.

**Capital Budget** – A plan of proposed capital outlays and the means of financing them for the current fiscal period. It is usually a part of the current comprehensive budget.

**Capital Expenditures** – See “Capital Outlay.”

**Capital Improvements** – Expenditures related to the acquisition, expansion or rehabilitation of an element of the government's physical plant; sometimes referred to as “Infrastructure.” See also “Capital Project”.

**Capital Improvements Program (CIP)** – All capital expenditures planned for the next five years. The program specifies both projects and the resources estimated to be available to fund projected expenditures.

**Capital Lease** – A lease agreement that substantively transfers the benefits and risks of ownership of the property to the lessee and that meets one or more of the criteria set forth in Statement of Financial Accounting Standards No. 13 for lease capitalization.

**Capital Outlay** – Expenditures that result in the acquisition of or addition to fixed assets that have a value of \$1,000 or more (with the exception of computers) and have a useful economic lifetime of more than one year; or, assets of any value if the nature of the item is such that it must be identified and controlled for custody purposes as a fixed asset. Computers retain a lower threshold of at least \$750.

**Capital Project** – Major construction, acquisition, or renovation activities which add value to a government's physical assets or significantly increase their useful life. Also called "Capital Improvements."

**Capital Reserve** – An account used to segregate a portion of the government's equity to be used for future capital program expenditures. The amount of capital reserve is roughly equal to the government's annual equipment depreciation and an amount identified as being needed for future capital acquisition.

**Capitalization Threshold** – The dollar value at which the City elects to capitalize tangible or intangible assets that are used in operations and that have initial useful lives extending beyond a single reporting period. Currently, this amount is \$1,000 or more, with the exception of computers. Computers retain a threshold of at least \$750.

**Capitalized Interest** – A portion of the proceeds of a bond issue, which is set aside to pay future interest payments of the bond issue for a specified period of time.

**Cash Basis of Accounting** – A basis of accounting in which transactions or events are recognized when related cash amounts are received or disbursed.

**Cash Equivalent** – The accounting industry recognizes cash equivalents as those non-cash assets that are readily convertible into cash within three months. These typically include money market holdings, bonds maturing within three months, T-bills, commercial paper, and marketable securities.

**Charges for Services** – These refer to program revenues, which finance in part or in whole the provision of a particular service. An example is admission fees for the use of the Pembroke Falls Aquatic Center.

**Chart of Accounts** – The classification system used by a City to organize the accounting records.

**Collective Bargaining Agreement** – A legal contract between the employer and verified representatives of a recognized bargaining unit for specific terms and conditions of employment (e.g., hours, working conditions, salary, fringe benefits, and matters affecting health and safety of employees).

**Committed Fund Balance** – Amounts that can be used only for the specific purposes determined by a formal action (resolution) of the City Commission, the City's highest level of decision making authority. Commitments may only be changed or lifted by the City Commission taking the same formal action (resolution) that imposed the constraint originally.

**Commodities** – Expendable items that are consumable or have a short life span. Examples include office supplies, gasoline, minor equipment, etc.

**Constant or Real Dollars** – The presentation of dollar amounts adjusted for inflation to reflect the real purchasing power and recognize the time value of money. Dividing current dollar amounts by a price index derives constant dollars. The result is that a constant dollar series would report transaction(s) for several years on the basis of inflation-adjusted common dollar values.

**Consumer Price Index (CPI)** – A statistical description of price levels provided by the U.S. Department of Labor, Bureau of Labor Statistics. The monthly index is used as a measure of the increase or decrease in the

cost of living (i.e., economic inflation or deflation). The CPI shows the relative cost of purchasing a specified market basket compared to the price of the same basket in a designated base year. CPI measures how fast prices are rising or falling.

**Contingency** – A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

**Contractual Services** – Services rendered to a government by private firms, individuals, or other governmental agencies. Examples include utilities, rent, maintenance agreements, and professional consulting services.

**Cost-of-living Adjustment (COLA)** - An increase in salaries to offset the adverse effect of inflation on compensation.

**Cost Allocation** – Method designed to transfer direct or indirect costs from a primary account/function to one or more secondary accounts/functions for administrative support services provided to those activities.

**Current Financial Resources Measurement Focus** – Measurement focus according to which the aim of a set of financial statements is to report the near-term (current) inflows, outflows, and balances of expendable (spendable) financial resources. The current financial resources measurement focus is unique to accounting and financial reporting for state and local governments and is used solely for reporting the financial position and results of operations of governmental funds.

**Debt** – An obligation resulting from the borrowing of money or from the purchase of goods and services on credit. Debt instruments used by the City of Pembroke Pines may include general obligation bonds, revenue bonds, bond anticipation notes, and tax anticipation notes. The City Commission must approve all debt instruments. All General Obligation (G.O.) bonds must be approved by the voters in a referendum.

**Debt Limit** – The maximum amount of debt that the City is permitted to incur under constitutional, statutory, or charter provisions. Usually expressed as a percentage of assessed valuation.

**Debt Service** – The cost of paying principal and interest on borrowed money according to a predetermined payment schedule. Includes required monthly contributions to a sinking fund for bond issue repayments.

**Debt Service Fund** – A governmental fund established to finance and account for the accumulation of resources for, and the payment of, general long-term debt principal and interest. Also known as "Sinking Fund."

**Debt Service Requirements** – The amounts of revenue that must be provided so that all principal and interest payments can be made in full and on schedule. See also "Sinking Fund".

**Dedicated Tax** – A tax levied to support a specific government program or purpose.

**Defeasance** – An advance refunding procedure whereby a new debt issue provides funds for an interest-bearing escrow account to repay the old debt issue at its maturity dates, and the new debt replaces the old debt on the City's Statement of Net Assets. See also "Advance Refunding" and "Refunding".

**Deficit** – The excess of an entity's liabilities and reserved equity of a fund over its assets (deficit fund balance), or the excess of expenditures or expenses and encumbrances over revenues during an accounting period.

**Department** – An organizational unit of government, which is functionally unique in its delivery of services.

**Depreciation** – A method of cost allocation to recognize the decline in service potentials of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence.

**Derivative** – A derivative instrument is a contract between two parties the value of which is derived from that of other financial quantities. Traditional derivatives include call and put contracts, commodities futures, and swaps (e.g., interest-rate swaps). Other common bets or hedges the counterparties may place on external quantities through derivatives include equity derivatives, foreign exchange derivatives, and credit derivatives. Under the laws of the US and many other countries, derivatives have special legal exemptions that make them a particularly attractive form through which to extend credit; however, their complexity and lack of transparency can cause capital markets to underprice credit risk.

**Development-related Fees** – Those fees and charges generated by building, development and growth in a community. Included are building and street permits; development review fees; and zoning, platting and subdivision fees.

**Disbursements** – The payment of monies by the City from a bank account or cash fund.

**Discount** – The amount by which the par value of a bond exceeds the price paid for it.

**Distinguished Budget Presentation Awards Program** – A voluntary awards program administered by the Government Finance Officers Association (GFOA) to encourage governments to prepare effective budget documents.

**Division** – An organizational sub-unit of a department, with responsibility for carrying out a more specific function. An example is the Ambulance/Rescue Division in the Fire Department.

**Economic Resource Measurement Focus** – Measurement focus under which the aim of a set of financial statements is to report all inflows, outflows, and balances affecting or reflecting an entity's net assets. The economic resources measurement focus is used for proprietary and fiduciary funds, as well as for government-wide financial reporting. It also is used by business enterprises and not-for-profit organizations in the private sector.

**Employee (or Fringe) Benefits** – Contributions made by a government to meet commitments or obligations for employee fringe benefits. Included are the government's share of costs for Social Security and Medicare, and the various pension, medical, and life insurance plans.

**Encumbrance** – The commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for a specified future expenditure.

**Enterprise Fund** – A proprietary fund used to account for business-like operations of a government to provide goods or services or both to the general public. The intent is that enterprise fund operations should be supported by user fees on a cost recovery basis. The periodic determination of revenues and expenses is appropriate for capital maintenance, management control, or other public policy. An example of an enterprise fund is the Utility Fund (Water and Sewer).

**Entitlements** – Payments to which eligible local governmental units are entitled, pursuant to an allocation formula determined by the agency providing the monies, usually by an agency of the state or the federal government.

**Estimated Budget Savings** – refers to an amount of projected favorable expenditure budget variances expected to be realized during the budget year but that is not identifiable before the start of the year in a way that could be attributed to one or more specific line items. Estimated Budget savings are shown in the City's budget as a revenue item.

**Existing Resources** – Includes beginning surplus and appropriated fund balance.

**Expenditure** – The incurring of a liability, the payment of cash, or the transfer of property for the purpose of acquiring an asset, or a service or settling a loss. A decrease in net financial resources under the current financial resources measurement focus not properly classified as “Other Financing Uses”.

**Expense** – Charges incurred (whether paid immediately or unpaid) for operations, maintenance, interest or other charges. Decreases the net assets of a fund.

**Face Value** – See “Par Value”.

**Fair Value** – Amount at which an investment or capital asset could be exchanged in a current transaction, other than a forced or liquidation sale, between willing parties at arms’ length. Certain investments or capital asset exchanges are required by the FASB and GASB to be reported at fair value.

**Fiduciary Fund** – Fiduciary funds are used to account for assets held in trust by the government for the benefit of individuals or other entities. In the City of Pembroke Pines, fiduciary funds include the employee pension and other post-employment benefit funds.

**Financial Accounting Standards Board (FASB)** – The authoritative accounting and financial reporting standard-setting body for business enterprises and not-for-profit organizations. The GASB and its predecessors have elected to apply a number of the FASB’s standards as well as those of its predecessors to state and local governments.

**Fiscal Policy** – A government's policies with respect to revenues, spending, and debt management as these relate to government services, programs and capital investment. Fiscal policy provides an agreed-upon set of principles for the planning and programming of government budgets and their funding.

**Fiscal Year** – A twelve-month period designated as the operating year for accounting and budgeting purposes in an organization. The City’s fiscal year runs from October 1<sup>st</sup> to September 30<sup>th</sup>.

**Fixed Assets** – See “Capital Assets”.

**Full Faith and Credit** – A pledge of a government's taxing power to repay debt obligations.

**Full-time Equivalent Position (FTE)** – A part-time position converted to the decimal equivalent of a full-time position based on 2,080 hours per year. For example, a part-time typist working for 20 hours per week would be the equivalent to 50% of a full-time position.

**Function** – A group of related activities aimed at accomplishing a major service or regulatory program for which a government is responsible (e.g., public safety).

**Fund** – An accounting and reporting entity with a self-balancing set of accounts. Funds are created to establish accountability for revenues and expenses that are segregated for the purpose of carrying out a specific purpose or range of activities.

**Fund Balance** – The difference between assets and fund liabilities in the governmental funds balance sheet and is referred to as fund equity.

**GAAP** – Generally Accepted Accounting Principles. The conventions, rules, and procedures that serve as the norm for the fair presentation of financial statements.

**General Fund** – The chief operating fund used to account for both general government transactions and those financial resources not required to be accounted for in another fund.

**General Obligation (G.O.) Bond** – This type of bond is backed by the full faith, credit and taxing power of the government. It is not supported by a specified source of pledged revenue, but is usually payable from ad valorem taxes and other general revenues of the government.

**GIS** – Geographic Information System.

**Goal** – A statement of broad direction, purpose or intent based on the needs of the community. An objective to be achieved assuring the fulfillment of program purposes.

**Governmental Accounting Standards Board (GASB)** – The ultimate authoritative accounting and financial reporting standard-setting body for state and local governments.

**Governmental Funds** – Governmental funds are those that are not more narrowly defined as being proprietary funds or fiduciary funds, each of which is defined separately in this glossary.

**Government Finance Officers Association (GFOA)** – An association of public finance professionals. The GFOA has played a major role in the development and promotion of GAAP for state and local government since its inception and sponsors the Certificate of Achievement for Excellence in Financial Reporting Program and the Distinguished Budget Presentation Awards Program.

**Grants** – Contributions or gifts of cash or other assets by a government or other organization to support a specified purpose, activity or facility. Grants may be classified as either operating, capital, or both depending upon the restrictions placed on use of the grant monies by the grantor.

**Homestead Exemption** – A state program that permits up to a \$50,000 reduction from the assessed value of the primary residential real estate property occupied by a Florida resident in order to determine the net taxable value. Additional exemptions are available for qualified seniors, the disabled, the blind, and widows/widowers.

**Indirect Cost** – A cost necessary for the functioning of the organization as a whole, but which cannot be directly associated with a particular functional category.

**Infrastructure** – Long lived capital assets that are usually stationary in nature and normally can be preserved for a significantly greater number of years than most capital assets. (e.g., streets, water and sewer systems, public buildings, parks, bridges, tunnels, dams, drainage systems, and lighting systems). See also "Capital Improvements."

**Interfund Transfers** – Flows of assets (such as cash or goods) between funds of the primary government without equivalent flows of assets in return and without a requirement for repayment.

**Intergovernmental Revenue** – Funds received from federal, state and other local government sources in the form of grants, shared revenues, entitlements, or payments in lieu of taxes.

**Internal Service Charges** – The charges to user departments for services provided by an internal service fund, such as data processing, health insurance, life insurance, workers' compensation or liability insurance.

**Internal Service Fund** – Proprietary fund type that may be used to report any activity that provides goods or services to other funds, departments, or agencies of the primary government and its component units, or to other governments, on a cost-reimbursement basis.

**Inventory** – A detailed list showing quantities, descriptions, and values of property; also units of measure and unit prices. The term is often confined to consumable supplies but may also cover fixed assets.

**LAN** – A local area network. A series of computers connected to a common communications system (server), which enables them to share data. A LAN covers a smaller service area than a MAN- Metropolitan Area Network and is normally limited to one or two buildings in relatively close geographic proximity.

**Lapsing Appropriation** – An appropriation made for a certain period of time, generally for the budget year. At the end of the specified period, any unexpended or unencumbered balance lapses or terminates, unless otherwise provided by law. The City can avoid the termination of the appropriation by automatically appropriating any unexpended or unencumbered balance outstanding at the end of the prior budget year as part of the budget for the following year.

**Legal Debt Limit** – The maximum amount of debt which an issuer of municipal securities is permitted to incur under constitutional, statutory or charter provisions. The debt limit is usually expressed as a percentage of assessed valuation.

**Legal Debt Margin** – The excess of the amount of debt legally authorized over the amount of debt outstanding.

**Levy** – To impose taxes, special assessments or service charges for the support of governmental activities. Also, the total amount of taxes, special assessments and service charges imposed by the City.

**Line-item Budget** – A detailed expense or expenditure budget, generally classified by object-code within each organizational unit.

**Long-term Debt** – Debt with a maturity of more than one year after the date of issuance. Ordinarily used to finance long-lived assets or other long-term obligations.

**Major Funds** – Major funds are those with “revenues, expenditures/expenses, assets, or liabilities (excluding extraordinary items) that are at least 10% of corresponding totals for all governmental or enterprise funds and at least 5% of the aggregate amount for all government and enterprise funds for the same item.” (See also “Non-Major Funds,” below.)

**Materials and Supplies** – Expendable materials and operating supplies necessary to conduct departmental operations.

**Measurement Focus** – Nature of the resources, claims against resources, and flows of resources that are measured and reported by a fund or other entity. For example, governmental funds measure and report current financial resources, whereas government-wide financial statements, proprietary and fiduciary funds measure and report economic resources.

**Millage Rate** – The ad valorem tax rate expressed in terms of mills (levy per thousand dollars of net assessed valuation).

**Modified Accrual Basis of Accounting** – Basis of accounting according to which (a) revenues are recognized in the accounting period in which they become available and measurable and (b) expenditures are recognized in the accounting period in which the fund liability is incurred, if measurable, except for unmatured interest on general long-term debt and certain similar accrued obligations, which should be recognized when due.

**Nephelometric** - Method of measuring turbidity in a water sample by passing light through the sample and measuring the amount of the light that is deflected.

**Net Budget** – The legally adopted budget less all interfund transfers and interdepartmental charges.

**Nominal Dollars** – The presentation of dollar amounts including the influence of inflation. Real dollar values, on the other hand, are the result of restating amounts to reflect the real purchasing power of money by adjusting for the inflation factor.

**Non-Departmental** – A group of accounts which are not directly related to a department's primary service activities, or which are separate from departmental operations for control purposes.

**Non-Major Funds** – Non-major funds are those that fail the test defining major funds in one or more aspects. Major funds have revenues, expenditures/expenses, assets, or liabilities (excluding extraordinary items) that are at least 10% of corresponding totals for all governmental or enterprise funds and at least 5% of the aggregate amount for all government and enterprise funds for the same item.

**Non-operating Expenses** - Expenses chargeable to a program, which are not personnel costs or purchases of services, supplies or materials. One example would be debt service. Another example would be proprietary fund expenses not directly related to the primary activities of the fund, such as interest.

**Non-operating Revenues** – Governmental Revenues that are not derived from the basic operations of such government, such as beginning surplus, estimated budget savings, water and sewer connection fees. Another example would be proprietary fund revenues incidental to, or by-products of, the primary activities of the fund.

**Non-spendable Fund Balance** – Amounts that are not in a spendable form (such as inventory, prepaid amounts and long-term portion of loans receivable) or are legally or contractually required to be maintained intact (e.g., principal of a permanent fund).

**Object of Expenditure** – An expenditure classification, referring to the lowest and most detailed level of classification, such as electricity, office supplies, asphalt, furniture, and personal or contractual services.

**Objective** – Something to be accomplished in specific, well defined, and measurable terms, and that is achievable within a specific time frame.

**Obligations** – A commitment, encumbrance or liability that a government may be legally required to meet out of its resources. They include indebtedness of any kind, actual liabilities, and encumbrances not liquidated.

**Operating Expenses** – The cost for personnel, materials and equipment required for a department to function. Another example is Proprietary Fund expenses related directly to the primary activities of the fund.

**Operating Lease** – A rental-type lease agreement in which the risks and benefits of ownership are substantially retained by the lessor and that does not meet the criteria for capitalization set forth in Statement of Financial Accounting Standards No. 13.

**Operating Revenues** – Funds that the government receives as income to pay for ongoing operations. It includes such items as taxes, fees from specific services, interest earnings, and grant revenues. Operating revenues are used to pay for day-to-day services. Another example would be Proprietary Fund user fees for goods or services that are directly related to the primary activities of the fund.

**Ordinance** – A formal legislative enactment by the governing board (council or commission) of a municipality. Revenue-raising measures, such as the impositions of taxes, special assessment and service charges, require ordinances.

**Original Issue Discount** – An amount by which the par value of a bond exceeds its public offering price at the time it was originally offered to the investors.

**Other Revenues** – Includes miscellaneous revenue items and often includes investment income.

**Output Indicator** –A unit of work accomplished, without reference to the resources required to do the work (for example, number of permits issued, number of refuse collections made, or number of burglary arrests made). Output indicators do not reflect the effectiveness or efficiency of the work performed.

**Par Value** – 100% of the face value of the security. In the case of bonds, the amount of principal that must be paid at the maturity date.

**Pay-as-you-go Basis** – A term used to describe a financial policy by which capital outlays are financed from current revenues rather than through borrowing. Also, for pensions and risk management, another example would include the omission of financing retirement obligations or anticipated losses on a current basis, using an acceptable actuarial funding method.

**Payment in Lieu of Taxes** – Charges to the Utility Fund, which are intended to replace General Fund ad valorem revenues, which the City would receive if the Utility Fund were a private sector operation. It is based on the value of the real property assets of the fund. It appears as expenditures in the Utility Fund and as revenue in the General Fund. Also, any payment made to the City by a property owner not subject to taxation (a tax-exempt entity) to compensate the City for services received by the property owner.

**Performance Budget** – A budget format that relates the input of resources and the output of services for each organizational unit individually. Performance budgeting facilitates the evaluation of program efficiency and effectiveness.

**Performance Indicators** – Specific quantitative and qualitative measures of work performed and outcomes achieved as an objective of specific departments or programs.

**Performance Measure** – Data collected to determine how effective or efficient a program is in achieving its objectives.

**Personnel Services** – Expenditures for salaries, wages, and fringe benefits of a government's employees.

**pH** – An expression of the intensity of the basic or acid condition of a liquid; may range from 0 to 14, where 0 is the most acid and 7 is neutral. Natural waters usually have a pH between 6.5 and 8.5.

**Premium** – The amount by which the price paid for a bond exceeds the bond's par value.

**Principal** – A term used to describe repayments of the face value or par value of debt obligations exclusive of interest.

**Prior-Year Encumbrances** – Obligations/commitments from the previous fiscal year, which are carried forward to the subsequent fiscal year and become chargeable as an appropriation in that following period.

**Program** – A group of related activities performed by one or more organizational units for the purpose of attaining specific purposes or objectives.

**Program Budget** – A budget that allocates resources to the functions or activities of a group of related activities with a common focus for the attainment of specific objectives.

**Program Performance Budget** – A method of budgeting whereby the services provided to the residents are broken down into identifiable service programs or performance units. A unit can be a department, a division, or a workgroup. Each program has an identifiable service or output and objectives to effectively provide the service. Performance indicators measure the effectiveness and efficiency of providing the service by the program.

**Program Revenue (Income)** – Revenues earned by a program, including fees for services, license and permit fees, and fines. Program revenues reduce the net cost of a program or function and specifically exclude general government revenues, such as taxes.

**Proprietary Fund** – Proprietary funds are defined as both Internal Service funds, which serve other funds or departments within the government on a cost-reimbursement basis, and Enterprise funds, which track services provided to the public and exist primarily by charging user-fees for those goods and services.

**Purpose** – A broad statement of goals and objectives, predicated on satisfying public service needs, that a department is organized to meet.

**Ratings** – Evaluations of the credit quality of the City's notes and bonds usually made by independent rating services. Major rating agencies include: Moody's Investor Service, Standard & Poor's, and Fitch Ratings.

**Receipts** – Cash received by the City.

**Refunding** – The issuance of new debt whose proceeds are used to repay previously issued debt. See also "Advance Refunding" and "Defeasance".

**Resolution** – A special or temporary order of a legislative body; an order of a legislative body requiring less legal formality than an ordinance or statute.

**Resources** – Reflects funding that is available for appropriation, such as revenues, debt proceeds, transfers from other funds and existing resources.

**Restricted Assets** – Assets whose use is subject to constraints that are either externally imposed by creditors, grantors, contributors, or other governments, or that are imposed by law.

**Restricted Fund Balance** – Amounts that can be spent only for the specific purposes stipulated by external resource providers (such as grantors), or enabling legislation. Restrictions may be changed or lifted only with the consent of the resource providers.

**Restricted Net Assets** – A component of net assets calculated by reducing the carrying value of restricted assets by the amount of any related outstanding debt.

**Retained Earnings** – An account that reflects accumulated net earnings (or losses) of an enterprise or internal service fund. As in the case of fund balance, retained earnings may include certain reservations of fund equity.

**Revenue** – Inflows of resources to finance the operations of government. Increases the net assets of the fund.

**Revenue Bond** – This type of bond is secured by the pledging of specified sources of revenue stream(s) other than ad valorem taxes, and not the full faith, credit and taxing power of the government. Generally, voter approval is not required prior to the issuance of such obligations.

**Rolled Back Rate** – The millage rate which, exclusive of new construction, will provide the same property (ad valorem) tax revenue for each taxing entity as was levied during the prior year. The rolled back rate controls for changes in the market value of property and represents "no tax increase." The only source of additional tax revenue, if the rolled-back rate is levied, is the tax upon new construction.

**Self-insurance** – Decision of an entity not to purchase insurance, but instead to accept the risk of claims as a part of its risk-management policy.

**Service Lease** – A lease under which the lessor maintains and services the asset.

**Service Level** – Services or products which comprise actual or expected outputs of a given program. Focus is on results (output), not measures of workload (input).

**Shared Revenue** – Revenue that is earned by one governmental unit but that is shared, usually on a predetermined basis, with other units or classes of governments.

**Sinking Fund** – A fund established by the bond contract of an issue into which the City makes periodic deposits (usually monthly) to assure the timely availability of sufficient monies for the payment of debt service requirements. Also known as "Debt Service Fund".

**Site-based Budgeting** – A decentralized budget process whereby budget preparation and development are based on an individual organizational component or site(s).

**Source of Revenue** – Revenues are identified and classified according to their point of origin, for example taxes, inter-governmental, user fees, fines and forfeitures, etc.

**Special Revenue Fund** – A governmental fund used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes.

**Standard deviation** – Measure of variation equal to the square root of the variance.

**Standard score** – Number of standard deviations that a given value is above or below the mean; also called "z score".

**Status Quo Budget** – Cost of continuing the existing levels of service in the current budget year.

**Supplemental Appropriation** – An additional appropriation made by the governing body after the adoption of the original budget for a particular fiscal period.

**Supplemental Requests** – Programs and services that departments would like to have added (in priority order) over their target budget, or if revenue received is greater than anticipated.

**Target Budget** – Desirable expenditure levels provided to departments in developing the coming year's budget. Based on the prior year's adopted budget, excluding one-time expenditures, projected revenues, and reserve requirements.

**Tax Levy** – The resultant product when the millage rate per one thousand dollars of taxable property value is multiplied by the taxable values of all properties in the tax base.

**Taxes** – Charges levied by a government for the purpose of financing services performed for the common benefit of the people. This term does not include specific charges made against particular persons or property for current or permanent benefit, such as special assessments or user fees.

**Temp Employee** – An employee who fills a temporary or short-term position. Such employees provide contingency staffing for government operations during peak workloads, or to address temporary staffing needs. Temp employees are paid on a per-hour basis and receive limited or no benefits.

**Transfers In/Out** – Amounts transferred from one fund to another to assist in financing the services for the recipient fund, or for repayment of funds previously received from the recipient fund.

**Trust Funds** – Fiduciary funds used to account for assets, which are held by the City in a trustee capacity for individuals, private organizations, other governments, or other funds.

**Truth in Millage (TRIM) Act** – Incorporated in Florida Statutes 200.065, it requires that property owners be notified by mail of the proposed property taxes for the next fiscal year based on "tentative" budgets approved by the City, County, School Board, and other taxing districts. The TRIM Act also includes specific requirements for newspaper advertisements of budget public hearings and the content and order of business of the hearings.

**Total Suspended Solids (TSS)** - A measure of the suspended solids in wastewater, effluent, or water bodies, determined by tests for "total suspended non-filterable solids."

**Unassigned Fund Balance** – The residual classification for the general fund and includes amounts that are not contained in the other classifications. Unassigned amounts are the portion of fund balance which is not obligated or specifically designated and is available for any purpose.

**User Charges** – The payment of a fee for direct receipt of a public service by the party who benefits from the service.

**Variable Cost** – A cost that changes with increases/decreases in the amount of service provided, such as the payment of a salary.

**Variance** - The variance,  $s^2$ , of a set of  $n$  sample measurements is equal to the sum of the squares of deviations of the measurements about their mean, divided by  $(n-1)$ .

**Working Capital** – Excess of current assets over current liabilities. This measure largely depends upon the availability of cash and cash equivalents that may be used to satisfy immediate cash needs.

**Workload Indicator** – A unit of work to be done (for example, number of permit applications received, the number of households receiving refuse collection service, or the number of burglaries to be investigated).

**Work Years** – The amount of personnel resources required for a program expressed in terms of the "full-time equivalent" number of employees. One "work year" is equal to one full-time, 12-month employee. For most categories, this equals 2,080 hours year (40 hours per week times 52 weeks). The number of hours a part-time employee is budgeted to work during the year is divided by 2,080 to arrive at the equivalent number of "work years" for the position. See also "Full-time Equivalent Position (FTE)," above.

**Z Score** – Number of standard deviations that a given value is above or below the mean.

**PROPOSED ORDINANCE NO. 2015-13****ORDINANCE NO. 1825**

**AN ORDINANCE OF THE CITY COMMISSION OF THE CITY OF PEMBROKE PINES, FLORIDA, ESTABLISHING THE MILLAGE FOR THE CITY OF PEMBROKE PINES , FLORIDA, PURSUANT TO THE 2015-2016 CITY BUDGET, IN ACCORDANCE WITH CHAPTER 200, FLORIDA STATUTES; ESTABLISHING THE DEBT MILLAGE 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 0.6017 towards the payment of principal, interest and other related fees of those bonds issued by the City in 2005, 2007 and 2015; and

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JFK:

**PROPOSED ORDINANCE NO. 2015-13****ORDINANCE NO. 1825**

**WHEREAS**, the City of Pembroke Pines, Florida, pursuant to State Statute, now desires to retain the City's operating millage at 5.6368;

**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 3<sup>rd</sup> day of September, 2015, and a second Public Hearing shall be held on the 21<sup>st</sup> day of September, 2015.

**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 0.6017.

**Section 6.** The City's operating millage shall be set at 5.6368, which is greater than the rolled-back rate of 5.2965 mills by 6.42%.

**PROPOSED ORDINANCE NO. 2015-13****ORDINANCE NO. 1825**

**Section 7.** The City's aggregate millage is 6.2385, which consists of an operating millage of 5.6368 and a debt service millage of 0.6017.

**Section 8.** A certified copy of this ordinance shall be furnished to the Broward County Property Appraiser so that said revenues may be collected and furnished to the City of Pembroke Pines.

**Section 9.** If any clause, section, or other part or application of this Ordinance shall be held by any court of competent jurisdiction to be unconstitutional or invalid, such unconstitutional or invalid part or application shall be considered as eliminated and so not affecting the validity of the remaining portions or applications remaining in full force or effect.

**Section 10.** All Ordinances or parts of Ordinances, Resolutions or parts of Resolutions in conflict herewith are hereby repealed to the extent of such conflict.

**Section 11.** This ordinance shall become effective immediately upon its passage and adoption.

**THE REMAINDER OF THIS PAGE HAS BEEN INTENTIONALLY  
LEFT BLANK.**

PROPOSED ORDINANCE NO. 2015-13

ORDINANCE NO. 1825

PASSED AND ADOPTED BY THE CITY COMMISSION OF THE CITY OF PEMBROKE PINES, FLORIDA, ON FIRST READING THIS 3RD DAY OF SEPTEMBER 2015. TIME PASSED 6:01 PM.

PASSED AND ADOPTED BY THE CITY COMMISSION OF THE CITY OF PEMBROKE PINES, FLORIDA, ON SECOND AND FINAL READING THIS 21ST DAY OF SEPTEMBER, 2015. TIME ADOPTED 6:01 PM.

CITY OF PEMBROKE PINES, FLORIDA

By: [Signature]  
MAYOR FRANK C. ORTIS

ATTEST:  
[Signature]  
MARLENE GRAHAM, CITY CLERK

ORTIS AYE

CASTILLO AYE

SCHWARTZ AYE

SHECHTER AYE

SIPLE AYE

APPROVED AS TO FORM:

[Signature]  
OFFICE OF THE CITY ATTORNEY

STATE OF FLORIDA  
COUNTY OF BROWARD

I HEREBY CERTIFY that the abc foregoing is a true and correct copy

**ORDINANCE NO. 1825**

as recorded in the Office of the City Cle

Witness my hand and official seal tl

**23RD** day of **SEPTEMBER** A.D., 20

CITY OF PEMBROKE PINES

By: [Signature]  
Marlene D. Graham, City Clerk



JFK:

**PROPOSED ORDINANCE NO. 2015-14**

**ORDINANCE NO. 1826**

**AN ORDINANCE OF THE CITY COMMISSION OF THE CITY OF PEMBROKE PINES, FLORIDA, ADOPTING A BUDGET FOR FISCAL YEAR 2015-2016 FOR THE CITY OF PEMBROKE PINES, FLORIDA, PROVIDING FOR CONFLICTS; PROVIDING FOR SEVERABILITY; AND PROVIDING FOR AN EFFECTIVE DATE.**

**WHEREAS**, the 2015-2016 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 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, 2015 and terminating on September 30, 2016.

Section 2. There is hereby appropriated from the General Fund and other funds of the City as set forth in detail in the Budget Estimates as set forth in **Exhibit**

**PROPOSED ORDINANCE NO. 2015-14****ORDINANCE NO. 1826**

“A” attached hereto 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 3. The Summary of Budget Estimates for Fiscal Year 2015-2016, attached hereto and made a specific part hereof, as **Exhibit “A”** all as set forth in detail in said Budget Estimates which are on file at the City Clerk’s office and which are incorporated herein by reference and expressly made a part hereof, be and the same are hereby approved and adopted and accepted as the Budget Estimates of the City of Pembroke Pines, Florida, for the Fiscal Year 2015-2016.

Section 4. 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 5. 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 without being required to amend the terms and provisions of this ordinance.

Section 6. 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 7. 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

PROPOSED ORDINANCE NO. 2015-14

ORDINANCE NO. 1826

remaining in full force or effect.

Section 8. This Ordinance shall become effective immediately upon its passage and adoption.

PASSED AND ADOPTED BY THE CITY COMMISSION OF THE CITY OF PEMBROKE PINES, FLORIDA, ON FIRST READING THIS 3RD DAY OF SEPTEMBER, 2015. TIME PASSED 6:12 PM.

PASSED AND ADOPTED BY THE CITY COMMISSION OF THE CITY OF PEMBROKE PINES, FLORIDA, ON SECOND AND FINAL READING THIS 21ST DAY OF SEPTEMBER, 2015. TIME ADOPTED 6:02 PM.

CITY OF PEMBROKE PINES, FLORIDA

ATTEST:

  
MARLENE GRAHAM, CITY CLERK

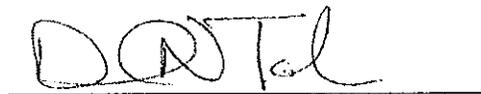
By:   
FRANK C. ORTIS, MAYOR

ORTIS           AYE          

CASTILLO           AYE          

APPROVED AS TO FORM:

SCHWARTZ           AYE          

  
OFFICE OF THE CITY ATTORNEY

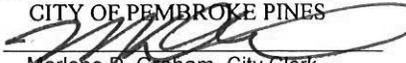
SHECHTER           AYE          

SIPLE           AYE

**Exhibit A**  
**Summary of Budget Estimates**  
**Proposed Ordinance NO. 2015-14**

Revised 9/4/15

		2015-16				
Fund #	Fund Description	Revenues	Reserve for Capital Replacement	Decrease (Increase) in Other Reserves	Total Revenues and Other Sources	Total Expenditures
1	General Fund	\$ 168,990,943	\$ -	\$ 2,726,800	\$ 171,717,743	\$ 171,717,743
51	Wetlands Trust Fund	1,000	-	15,500	16,500	16,500
100	Road & Bridge Fund	5,560,421	-	-	5,560,421	5,560,421
120	State Housing Initiative Program	757,868	-	(2,000)	755,868	755,868
121	HUD Grants CDBG/HOME	930,315	-	-	930,315	930,315
122	Law Enforcement Grant	17,918	-	-	17,918	17,918
128	Community Bus Program @	790,238	-	-	790,238	790,238
131	Treasury - Confiscated	1,000	-	7,022	8,022	8,022
132	Justice - Confiscated	3,000	-	46,967	49,967	49,967
133	\$2 Police Education	39,703	-	-	39,703	39,703
134	FDLE - Confiscated	2,000	-	105,540	107,540	107,540
199	Older Americans Act @	1,398,300	-	-	1,398,300	1,398,300
201	Debt Service	26,499,250	-	(300,589)	26,198,661	26,198,661
320	Municipal Construction	284,300	-	(284,300)	-	-
471	Utility Fund	47,290,300	2,340,000	-	49,630,300	49,630,300
504	Public Insurance Fund	24,840,751	-	-	24,840,751	24,840,751
655	General Pension Trust Fund	15,644,846	-	(5,589,846)	10,055,000	10,055,000
656	Fire & Police Pension Trust Fund	70,388,296	-	(41,097,296)	29,291,000	29,291,000
657	Other Post Employment Benefits	18,734,000	-	(7,565,977)	11,168,023	11,168,023
	<b>Total All Funds</b>	<b>\$ 382,174,449</b>	<b>\$ 2,340,000</b>	<b>\$ (51,938,179)</b>	<b>\$ 332,576,270</b>	<b>\$ 332,576,270</b>

STATE OF FLORIDA  
 COUNTY OF BROWARD  
 I HEREBY CERTIFY that the above foregoing is a true and correct copy of  
**ORDINANCE NO. 1826**  
 as recorded in the Office of the City Clerk.  
 Witness my hand and official seal this  
**23RD** day of **SEPTEMBER** A.D., 2015.  
 CITY OF PEMBROKE PINES  
 By:   
 Marlene D. Graham, City Clerk



@ Balanced through transfers from a different fund.  
 \* Funding of future benefit payments.



# CERTIFICATION OF TAXABLE VALUE

Year : 2015	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	\$	9,809,356,170	(1)
2.	Current year taxable value of personal property for operating purposes	\$	396,635,204	(2)
3.	Current year taxable value of centrally assessed property for operating purposes	\$	0	(3)
4.	Current year gross taxable value for operating purposes <i>(Line 1 plus Line 2 plus Line 3)</i>	\$	10,205,991,374	(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.)	\$	95,723,310	(5)
6.	Current year adjusted taxable value <i>(Line 4 minus Line 5)</i>	\$	10,110,268,064	(6)
7.	Prior year FINAL gross taxable value from prior year applicable Form DR-403 series	\$	9,499,904,916	(7)
8.	Does the taxing authority include tax increment financing areas? If yes, enter number of worksheets (DR-420TIF) attached. If none, enter 0	<input type="checkbox"/> YES	<input checked="" type="checkbox"/> NO	Number 0 (8)
9.	Does the taxing authority levy a voted debt service millage or a millage voted for 2 years or less under s. 9(b), Article VII, State Constitution? If yes, enter the number of DR-420DEBT, <i>Certification of Voted Debt Millage</i> forms attached. If none, enter 0	<input checked="" type="checkbox"/> YES	<input type="checkbox"/> NO	Number 1 (9)

<b>SIGN HERE</b>	<b>Property Appraiser Certification</b>	I certify the taxable values above are correct to the best of my knowledge.		
	Signature of Property Appraiser:	Date :		
	Electronically Certified by Property Appraiser	6/29/2015 11:48 AM		

**SECTION II : COMPLETED BY TAXING AUTHORITY**

If this portion of the form is not completed in FULL your taxing authority will be denied TRIM certification and possibly lose its millage levy privilege for the tax year. If any line is not applicable, enter -0-.

10.	Prior year operating millage levy <i>(If prior year millage was adjusted then use adjusted millage from Form DR-422)</i>		5.6368 per \$1,000	(10)
11.	Prior year ad valorem proceeds <i>(Line 7 multiplied by Line 10, divided by 1,000)</i>	\$	53,549,064	(11)
12.	Amount, if any, paid or applied in prior year as a consequence of an obligation measured by a dedicated increment value <i>(Sum of either Lines 6c or Line 7a for all DR-420TIF forms)</i>	\$	0	(12)
13.	Adjusted prior year ad valorem proceeds <i>(Line 11 minus Line 12)</i>	\$	53,549,064	(13)
14.	Dedicated increment value, if any <i>(Sum of either Line 6b or Line 7e for all DR-420TIF forms)</i>	\$	0	(14)
15.	Adjusted current year taxable value <i>(Line 6 minus Line 14)</i>	\$	10,110,268,064	(15)
16.	Current year rolled-back rate <i>(Line 13 divided by Line 15, multiplied by 1,000)</i>		5.2965 per \$1000	(16)
17.	Current year proposed operating millage rate		5.6368 per \$1000	(17)
18.	Total taxes to be levied at proposed millage rate <i>(Line 17 multiplied by Line 4, divided by 1,000)</i>	\$	57,529,132	(18)

Continued on page 2

19.	TYPE of principal authority (check one)	<input type="checkbox"/> County	<input type="checkbox"/> Independent Special District	(19)
		<input checked="" type="checkbox"/> Municipality	<input type="checkbox"/> Water Management District	
20.	Applicable taxing authority (check one)	<input checked="" type="checkbox"/> Principal Authority	<input type="checkbox"/> Dependent Special District	(20)
		<input type="checkbox"/> MSTU	<input type="checkbox"/> Water Management District Basin	
21.	Is millage levied in more than one county? (check one)	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No	(21)

<b>DEPENDENT SPECIAL DISTRICTS AND MSTUs</b>		<b>STOP HERE - SIGN AND SUBMIT</b>
--	---	------------------------------------

22.	Enter the total adjusted prior year ad valorem proceeds of the principal authority, all dependent special districts, and MSTUs levying a millage. <i>(The sum of Line 13 from all DR-420 forms)</i>	\$	53,549,064	(22)
23.	Current year aggregate rolled-back rate <i>(Line 22 divided by Line 15, multiplied by 1,000)</i>		5.2965 per \$1,000	(23)
24.	Current year aggregate rolled-back taxes <i>(Line 4 multiplied by Line 23, divided by 1,000)</i>	\$	54,056,033	(24)
25.	Enter total of all operating ad valorem taxes proposed to be levied by the principal taxing authority, all dependent districts, and MSTUs, if any. <i>(The sum of Line 18 from all DR-420 forms)</i>	\$	57,529,132	(25)
26.	Current year proposed aggregate millage rate <i>(Line 25 divided by Line 4, multiplied by 1,000)</i>		5.6368 per \$1,000	(26)
27.	Current year proposed rate as a percent change of rolled-back rate <i>(Line 26 divided by Line 23, minus 1, multiplied by 100)</i>		6.42 %	(27)

<b>First public budget hearing</b>	Date : 9/3/2015	Time : 6:00 PM	Place : City Commission Chambers, 10100 Pines Boulevard, Pembroke Pines, Florida, 33026
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<b>S I G N  H E R E</b>	<b>Taxing Authority Certification</b>	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 : 7/28/2015 9:34 AM	
	Title :	CHARLES F DODGE, CITY MANAGER	Contact Name and Contact Title :	LISA CHONG, FINANCE DIRECTOR
	Mailing Address :	10100 PINES BOULEVARD	Physical Address :	10100 PINES BOULEVARD
	City, State, Zip :	PEMBROKE PINES, FLORIDA 33026	Phone Number :	954/435-6515

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>

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