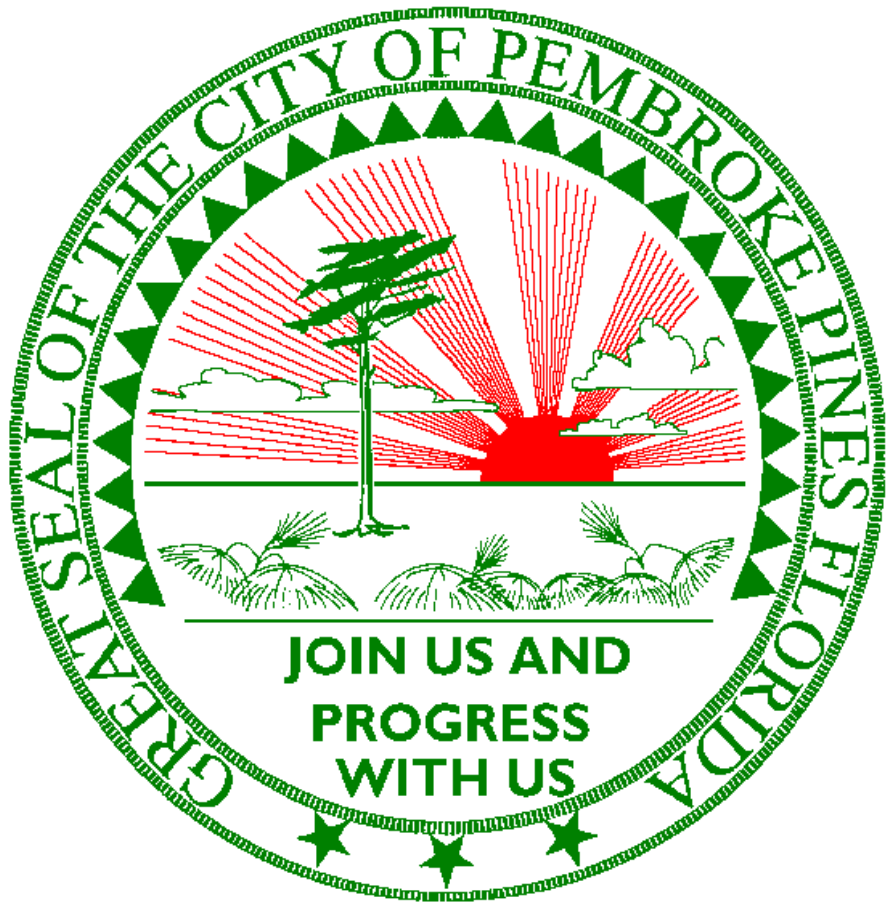


**CITY OF PEMBROKE PINES — FLORIDA**

**2011 BUDGET**



## 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

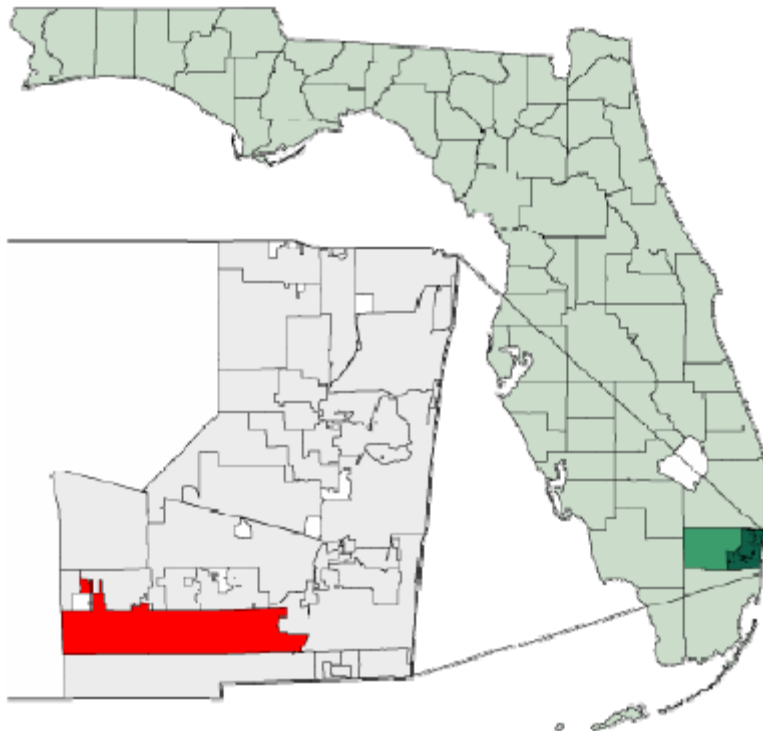
12. Special Revenues
13. Debt Service
14. Capital Projects
15. Enterprise
16. Pension
17. Permanent

### Detailed Information

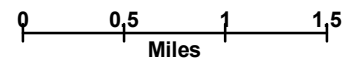
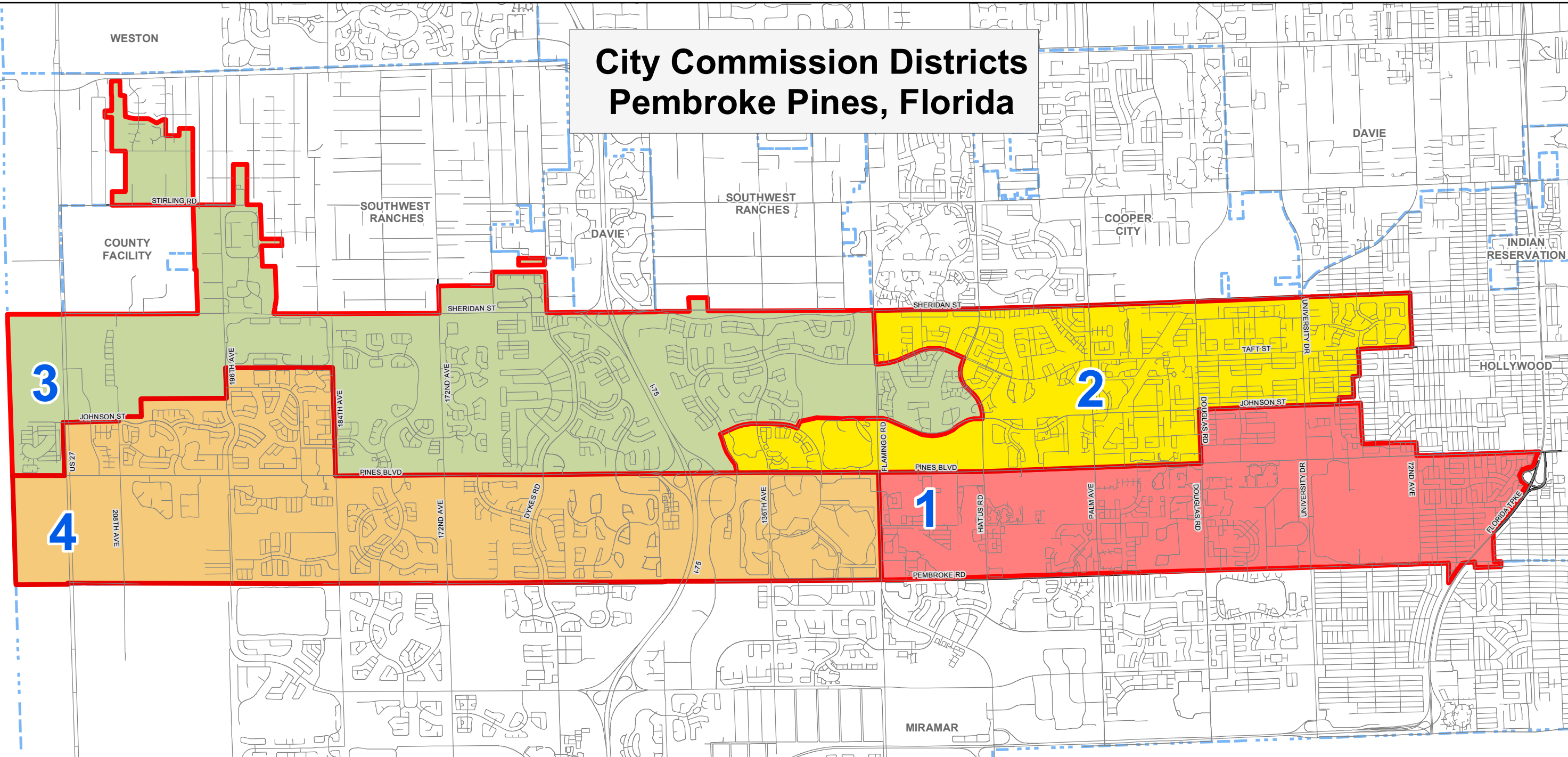
18. Five-Year Capital Improvement
19. Revenue Detail
20. Expenditure Detail
21. Appendix

## 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 34.25 square miles located in southwest Broward County. Adjacent to Pembroke Pines are the cities of Miramar, Hollywood, and Cooper City, and the towns of Davie and Southwest Ranches.



# City Commission Districts Pembroke Pines, Florida



1 inch equals 5,000 feet



### Map Information

Map Title: City Commission Map	Revisions
Created By: MS	4/09 Vice Mayor
Verified By: Districts Verified	2/08 District 2 & Vice Mayor
Draft:	5/07 District 3 & 4 Boundary
	3/07 Vice Mayor
Data Source: basemap1	
Location: S:\planning\pp_gis\gisprojects\commissionmaps	
File Name: City Commission Map	
Print Date: July 22, 2009	

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.



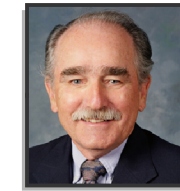
**Frank C. Ortis**  
Mayor



**Carl Shechter**  
District 1



**Iris A. Siple**  
District 3



**Jack McCluskey**  
District 2



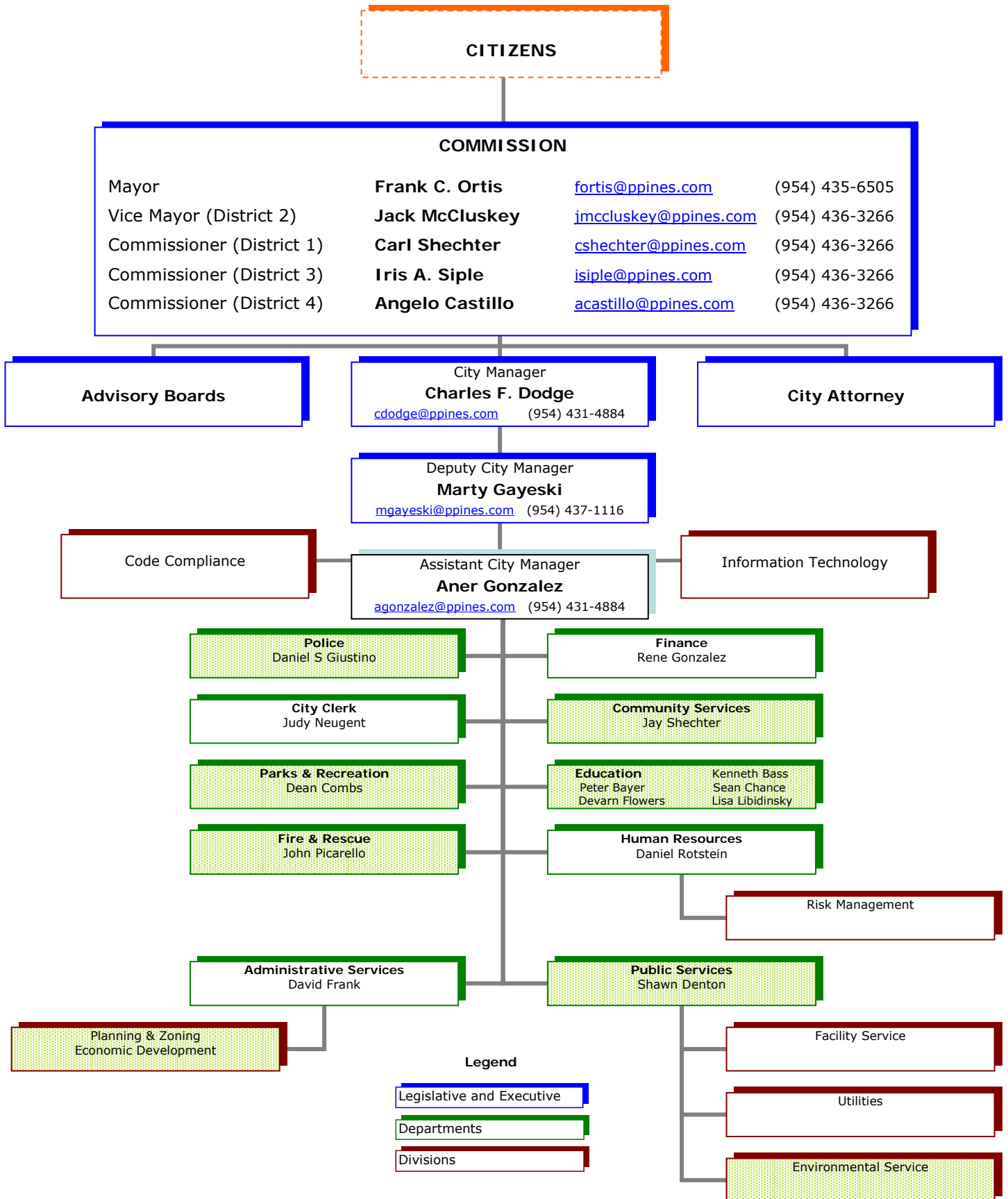
**Angelo Castillo, Vice Mayor**  
District 4



City of Pembroke Pines  
Administrative Services Department  
Planning Division  
10100 Pines Boulevard  
Pembroke Pines, Florida 33026  
954-435-6513  
<http://www.ppines.com>

# CITY OF PEMBROKE PINES

## Organizational Chart



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# City of Pembroke Pines



**Frank C. Ortis, Mayor**  
**Jack McCluskey, Vice Mayor**  
**Charles F. Dodge, City Manager**

**Angelo Castillo, Commissioner**  
**Carl Shechter, Commissioner**  
**Iris A. Siple, Commissioner**

September 30, 2010

Honorable Mayor and Commissioners:

Throughout the last two years, cities and local governments have been severely impacted by the economic recession which began in December of 2007. The compounding negative effects of the decline in the economy, the decrease in property values, tax reform amendments, constraints on investment earnings due to the crippling of the financial markets, and the overall decline in revenues have caused governments throughout the country to make reductions and concessions of an unprecedented nature.

The 2010-11 budget reflects a new year of challenges, but to forge ahead with an effective plan that will foster continued growth and sustainability, we must understand where we have been and how far we have come. The economic pressures of the last two years have come at a cost resulting in many sacrifices. We have implemented significant cost reductions and efficiency efforts within many of our operations while continuing to provide the essential services to our residents.

Within the last three years the City has undertaken a multitude of changes to proactively manage and counter the effects of the economic recession. In fiscal year 2008-09, the City's building permit revenues were significantly impacted as a result of the drastic decline in the housing market. The City's response was to privatize the building department. This action, which went into effect on July 1, 2009, resulted in a \$3.8 million reduction in General Fund expenditures, net of revenues for the fiscal year 2009-10 budget. The City also implemented a reorganization of the Community Services Department. This restructure included outsourcing the Adult Day Care/Alzheimer Program, transferring all transportation components of the Center to the vendor Transportation Authority, transferring employees to an outside contractual employment entity, and reducing the number of employees. This effort reduced the 2009-10 budget by an additional \$1.2 million, of which \$0.7 million related to the General Fund and \$0.5 million related to the Road and Bridge Fund.

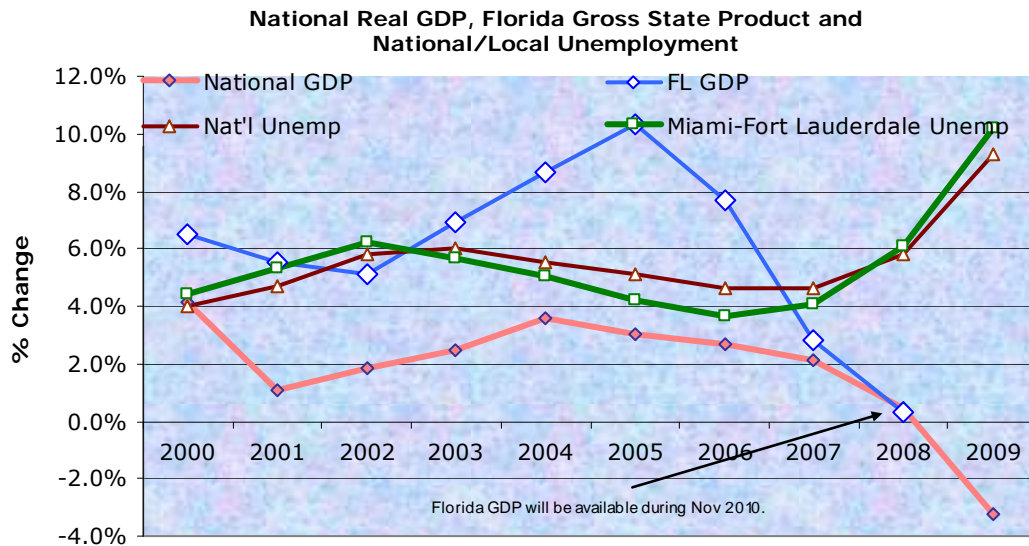
In addition to declining revenues, the City's personnel costs - namely pension and health insurance - have increased drastically. In fiscal year 2009-10 the City opened negotiations with the collective bargaining units to address the \$16.7 million shortfall in the budget. Through negotiations between City Administration and the collective bargaining units, valued employees have made considerable concessions regarding pension and other benefits to help balance the budgets for fiscal year 2009-10 and fiscal year 2010-11. The concessions from the police/fire and general employees unions for the fiscal year 2009-10 amount to \$2.5 million and \$4.1 million, respectively.

The aforementioned changes along with some administrative revisions were incorporated in the 2009-10 budget revision. Based on the revised budget ordinance for fiscal year 2009-10, the General Fund has a budgeted deficit of \$2.0 million while the Road and Bridge Fund has a budgeted deficit of \$1.5 million.

## Economic Analysis

The effects of the economic decline of the past several years have begun to temper, and the economy now shows modest signs of improvement in limited areas. A majority of knowledgeable observers agree that any turnaround, if sustained, will be very gradual and will not reach the previous highs of 2005-06 until 2013-14 at the earliest. The City's decision-makers have had to address the challenging economic decline and, at the same time, plan the City's financial affairs in a prudent manner so as to ensure the future financial stability of the City as a whole.

Three major factors contributing to the unfavorable economic environment today are high unemployment rates, declining real estate prices, and tight lending markets, all of which restrain increases to the taxable values of real property. This puts substantial pressure on municipal governments to maintain effective levels of service to constituents, while financial resources remain flat or decline. Pembroke Pines is no exception to this phenomenon. Operating ad valorem tax receipts are budgeted to be \$1.0 million less in 2010-11 than in 2009-10. In addition to this, the City has implemented a major restructuring of its workforce, and applied other fiscal restraints to produce a budget for 2010-11 that is not only balanced, but that estimates a surplus that will be used to restore reserves depleted during the recent recession. The State of Florida expects (as of August, 2010) statewide property taxable values to increase only 0.7% from the 7/1/2010 certified value to that of 7/1/2011.

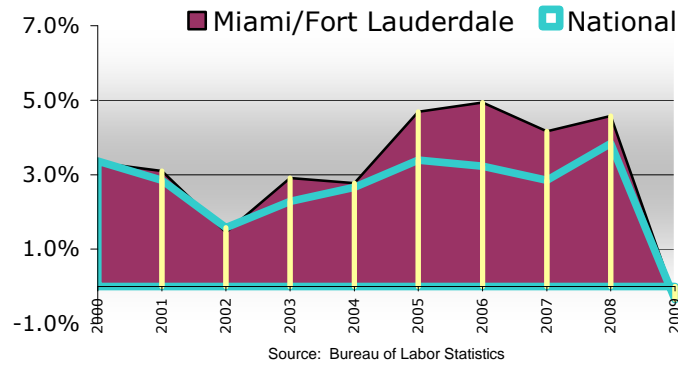


Source: U.S. Bureau of Economic Analysis and Bureau of Labor Statistics

Parallel estimates from the Congressional Budget Office (CBO), and Florida's Office of Economic and Demographic Research (OEDR) note the existence of negative growth in 2008-09 (-2.2%) for both the national and state Gross Domestic Product (GDP), but forecast positive growth for 2009-10 (less than 1.0%), then return to more than +2.0% in 2010-11, and approximately +3.0% by 2012-13. Consumer spending follows a similar pattern to GDP. According to the OEDR report, the negative change in 2008-09 (-1.4%) will be followed by 1.3% growth by the end of 2009-10, and reach more than 2.5% by 2010-11. (Sales tax revenues account for more than 6.0% of the general fund's revenues.) While the national unemployment rate in 2009 was a little over 9.0%, the unemployment rate for the Miami-Fort Lauderdale-Pompano Beach Metropolitan Statistical Area (MSA) exceeded 10.0%. Florida's unemployment rate (seasonally adjusted) reached 12.3% in March, 2010, and was at 11.5% in July, 2010. Florida's very slight increase in non-agricultural employment from June to July of this year was the first increase since mid-2007. The national, state, and local rates of unemployment are expected to decline slowly, but not extend below 9.0% until mid 2011-12, with South Florida's rate still surpassing the nation.

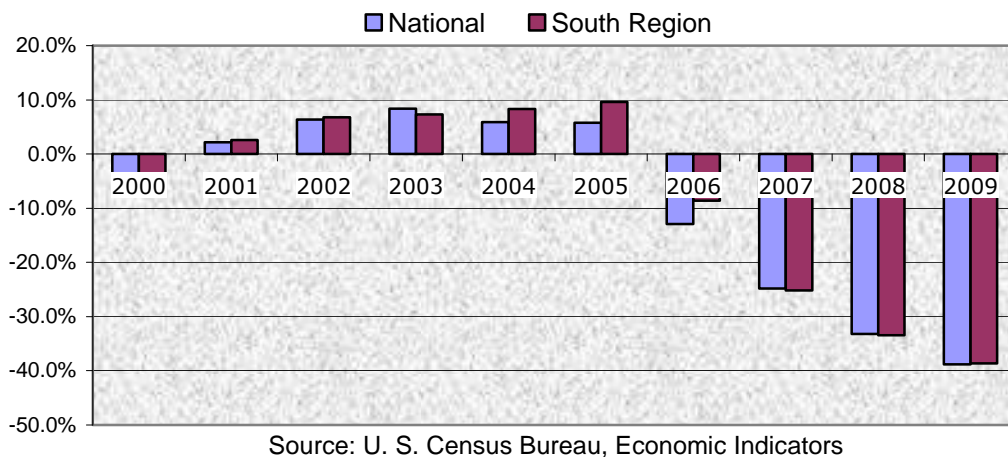
The Consumer Price Indices (CPIs) for both the national and Miami-Fort Lauderdale-Pompano Beach MSA markets, reached negative levels for 2009 (each was less than -0.5%). This change followed a five-year period in which the local rate averaged about 3.0% and consistently exceeded the national rate. Both the CBO and the OEDR anticipate increasing changes in the indices of 1.0% to 1.8% over each of the next three years.

**Consumer Price Index**



The effects of housing on the economic environment are best seen from two perspectives: (1) the collapse of values/prices, and (2) the devastating effect of the local residential and commercial markets in South Florida on the construction industry. South Florida has been one of the hardest hit areas in the nation, and its unfavorable numbers exceed those of the South Region as a whole. Housing starts started to recover state-wide by the end of the 2009-10 fiscal year, and are expected to improve substantially in 2010-11 at the national level, perhaps reaching an estimated increase of 27.0%. However, Pembroke Pines is well built-out and not expected to be significant. The median sales price of existing single-family homes in Broward County declined 23.0% in 2007-08, 26.0% in 2008-09, and presumably by another negative amount in 2009-10, even though the numbers have not yet been published. Obtaining financing for a residential purchase in mid-2010 has become increasingly difficult. Although interest rates are historically low, the application process has become more burdensome and time-consuming, lenders' requirements are stricter, and banks are finding attractive returns with less risk in other segments of the market. Finally, commercial and industrial real estate continues to lag the residential market.

**Total Housing Starts-National & Regional**



Recovery from the economic recession will be protracted given the financial and employment environments, and the sharp drop in the values of assets. Taking this into account, City administration has made difficult decisions which will promote long-term fiscal balance. This budget is the result of careful debates and preparations, judicious choices and decisions on how our residents would be affected. It also minimizes the negative impact on services delivered.

## Demographics

The City of Pembroke Pines was incorporated in 1960. The City consists of 34.25 square miles located in southwest Broward County. It is situated six miles southwest of Fort Lauderdale/Hollywood International Airport, 16 miles north of Miami, and 35 miles south of Boca Raton. Adjacent to Pembroke Pines are the cities of Miramar, Hollywood, and Cooper City, and the towns of Davie and Southwest Ranches.

The preliminary population as of April, 2010, was estimated to be 150,587 by the University of Florida, 0.4% below 2009. During 2009, Pembroke Pines was ranked as the 11th largest city in Florida.

Pembroke Pines is home to four university campuses, two colleges - one of which has two campuses, five high schools, six middle schools, and thirteen elementary schools. These include four Charter Elementary Schools, two Charter Middle Schools, and one Charter High School, all of which are owned and operated by the City of Pembroke Pines.

The City of Pembroke Pines, City of Pembroke Pines Charter School System, R&L Transfer, Cintas Corporation, Linder Industrial Machinery, Memorial Healthcare System, Bergeron Land Development, Broward County School Board, U.S. Postal Service, Power Financial and Nautilus Corporation are some of the major employers in the City.

## Long-Range Economic Planning

Pembroke Pines uses long-range policy and financial planning processes to guide its decision making. This plan establishes objectives that emphasize what we as a community want to achieve during the next few years. Our major priority is to seek out realistic economic opportunities within the City that will provide the fiscal resources needed to keep the City in an economically solvent position. The City continues to work with economic development professionals to search for and capitalize on these opportunities as they arise.

Although growth has slowed significantly, the City of Pembroke Pines will continue to search for appropriate economic development opportunities. In this regard, a two-pronged approach to development has been adopted: (a) the redevelopment of existing properties and (b) the development of new properties within the City. Both of these components of economic development are equally important in achieving the long-term goals and objectives of the City as outlined in the table below.

<b>Overall Long-term Municipal Goals</b>
<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>

In keeping with this approach to development, there are two key initiatives which the City has embarked upon - namely the Building Our Future Program and the City Center project. Both are noteworthy, notwithstanding the fact that no direct appropriations for them are in this adopted budget. The Building Our Future Program is being financed with General Obligation Bonds (G.O.) as passed by referendum in March, 2005. These projects were originally appropriated in the FY2005 and FY2007 budgets, unspent appropriations will be carried forward to the 2010-11 working budget. The Building Our Future bonds provide funding for the following projects:

- Street Improvements and Traffic Flow at various places throughout the community
- New & Improved Park Facilities as needed
- New Visual Arts Center
- New Community Centers with Programs for Seniors and Youths
- Acquisition of Open Space
- Economic Development

Since the bond referendum was passed, the City has issued \$90.0 million of the \$100.0 million approved G.O. bonds and has completed several phases of various projects. On June 27, 2007 as a result of cost overruns, City Commission decided to reduce the number of projects funded by the G.O. bonds, the most notable being the proposed Civic Center budgeted at \$8.0 million.

Many of the General Obligation Bond projects authorized by the March 8, 2005, referendum have been completed and others have commenced. As of June 2010, Commission has approved a total of 139 projects. Of this amount, 80 projects have been completed, 11 are in the construction phase, 6 are in the design/planning phase, 11 have not yet begun, 10 have been re-allocated, and 21 projects have been eliminated. Of the \$90.0 million, 92.3% or \$83.1 million has been spent or encumbered. One of the projects completed during the current fiscal year is a newly renovated 11,000-square-foot facility dubbed "Studio 18 in the Pines." This facility offers 18 indoor rental studios for local artists, classrooms, a gallery, and meeting spaces. This project is the brainchild of the City's Arts and Culture Advisory Board, whose mission is to promote the arts in Pembroke Pines. The City also completed renovations to various park facilities throughout the City. Details of the current status of this planning and implementation are provided in Section 18 of this document.

Other elements of the City's long-range planning are reaching or approaching fruition. On September 16, 2009, City Commission approved entering into a lease agreement with the YMCA of Broward County for an initial period of ten years with the purpose of developing a partnership that will benefit the City and the YMCA, which will provide quality programs and services to the residents of Pembroke Pines. The YMCA took over the management of the recreational programs at two City facilities in November, 2009: the Pembroke Falls Aquatic Center and the Pembroke Shores Park, which has now been renamed the Pembroke Pines YMCA Family Center. The approved partnership requires that the City build a 17,000-square-foot addition to the Pembroke Shores Gym facility and construct a 200-vehicle parking facility. This project will be financed with G.O. bond proceeds.

The City will continue to push ahead with the Neighborhood Stabilization Program (NSP), which assists people to acquire and rehabilitate foreclosed homes, the underlying objective being to stabilize neighborhoods and stem the decline of property values within the City.

Among the City's long-range plans to reduce operating costs and provide maximum efficiencies for its citizens and taxpayers have been its effort in 2009-10 and continuing in 2010-11 to reduce payroll-related benefit costs. This program includes early retirements, lapsing of resulting vacancies, negotiated reductions to benefit packages for both new and existing employees, and the outsourcing of various City positions to an external contractor.

The vision for a mixed-use City Center (on the land adjoining the current site of City Hall) has been delay as a result of market conditions. The project, which began in 2002-03 with the purchase of approximately 115 acres of undeveloped land, is now in its second phase, and currently seeks buyers.

The Build Our Future bond-referendum projects and the City Center project are very high profile endeavors. However, apart from these long-term initiatives, there are a number of short-term initiatives that will be implemented over the next year. Clearly, it is important for the residents of Pembroke Pines to know that the positive elements in our City are maintained and enhanced, and that negative elements will be appropriately addressed.

## Enhancements to City Services

The structure of our City in the future must reflect our commitment to deliver services through a leaner, more efficient workforce, and to apply the latest technology in ways that enhance quality and emphasize cost effectiveness. The Mayor and the City Commission provide the vision needed to guide the City through the challenges it will face in the coming year. This strategic vision incorporates all aspects of the City, including its governmental services and community amenities in a plan that focuses on maintaining and improving the quality of life in Pembroke Pines as a premier residential community where people desire to live. The major components of this plan that are currently being addressed are as follows:

1. To protect life and property and reduce pain and suffering. The budget provides for the purchase of two vehicles for the Crime Suppression Team, which currently has no unmarked vehicles that can be used in daily operations.
2. To maintain business occupancy levels. The Eastern Redevelopment Programs are being implemented.
3. To pursue all avenues to reduce crime and make Pembroke Pines the safest place to live in Broward County. The City entered into a joint appropriation and shared use agreement for an armored rescue vehicle with the City of Miramar Police Department. This vehicle will be utilized when needed by both agencies' Special Response Team (SRT)/Special Weapons And Tactics (SWAT) Teams for the rescue of citizens, personnel, and the delivery of emergency action teams in dangerous situations.
4. To continue to provide recreation and leisure amenities to meet the needs of all citizens. The City continues the construction/renovation of recreation facilities and parks authorized under the General Obligation Bond referendum. The projects to be completed include, but are not limited to, the construction of the YMCA expansion project and a 911 memorial and a veteran's monument.
5. To reconfigure the ways in which we provide services to the public by modernizing our technology and adopting more flexible policies to improve customer satisfaction. Among the technology improvements planned for 2010-11 are: accept online and over-the-counter credit-card payments, replacement of eight network servers, and increases to WIFI security.

## Budget in Brief

### All Funds

#### Revenues/Sources:

The 2010-11 adopted revenue budget for all funds totals \$340.2 million, a decrease of \$32.3 million (8.7%) from that of last year. Setting aside the \$19.1 million of estimated budget savings shown among "revenue/sources" in 2009-10, the remaining decline of \$13.2 million reflects a \$14.9 million reduction in City contribution to the General Employees, and Police and Fire Pension Plans as a result of negotiated plan changes, a \$7.7 million reduction in debt proceeds related to the financing of the Alternative Water Supply (AWS) project, a \$6.7 million increase in investment income mainly in the pension funds, and a \$3.3 million increase in water and sewer charges related to a 11.31% increase in rates.

#### Expenditures/uses:

The 2010-11 adopted expenditure budget for all funds totals \$340.2 million, a decrease of \$16.2 million (5.1%) from last year. This decrease occurred largely in the activities associated with public safety, and sewer/wastewater services, which show decreases of \$11.4 million and \$7.2 million, respectively. The General Fund, which includes the Public Safety divisions, contributed \$19.3 million to the decrease, which came from reductions in personnel, benefit concessions, and the outsourcing of City positions.

### Summary of Net Revenue Changes – by Fund

The \$32.3 million reduction in revenues is mainly attributable to the following:

- General Fund - \$18.2 million decline linked to \$17.3 million in estimated budget savings associated with expected labor concessions budgeted in the prior year and a \$1.0 million decline in 2010-11 ad valorem proceeds.
- General Pension Trust Fund - \$7.7 million decrease connected to the decrease in City contribution to the pension plan as a result of the freezing of benefits of bargaining members of the general employee's union.
- Utility Fund - \$7.1 million decrease due mainly to the 2010-11 debt proceeds budget of \$12.3 million for the AWS project compared to \$20.0 million budgeted in 2009-10.

### Summary of Net Expenditure Changes – by Fund

The \$16.2 million reduction in expenditures is mainly attributable to the following:

- General Fund - \$19.3 million reduction tied primarily to the \$18.7 million decline in personnel costs especially pension.
- Utility Fund - \$7.1 million reduction related to the \$7.7 million decline in the budget for the AWS project.
- Fire & Police Pension Trust Fund - \$5.5 million increase due to the \$5.7 million increase in retirement benefits.
- General Pension Trust Fund - \$1.8 million increase due to the increase in retirement benefits.
- Public Insurance Fund - \$1.4 million increase is mainly attributable to a \$1.0 million increase in health insurance claims associated with rising health care costs.
- Other Post Employment Benefits - \$1.3 million increase related directly to the rise in health insurance claims associated with the increase in health care costs and the number of retirees.

### 2010-11 Budget Compared to Prior Year

	2009-10 Adopted Budget	2010-11 Adopted Budget	\$ change from FY 10	% change from FY 10
<b>REVENUES/SOURCES</b>				
General Fund	168,566,193	150,329,925	(18,236,268)	-10.8%
Debt Service	26,980,882	26,807,318	(173,564)	-0.6%
Municipal Construction Fund	2,314,341	2,605,975	291,634	12.6%
Utility Fund	61,710,388	54,649,575	(7,060,813)	-11.4%
Public Insurance	24,588,049	26,030,232	1,442,183	5.9%
General Pension	20,615,743	12,916,335	(7,699,408)	-37.3%
Fire and Police Pension	49,621,804	48,832,382	(789,422)	-1.6%
Other Post Employment Benefits	10,099,204	10,583,580	484,376	4.8%
All Other Funds	7,968,797	7,431,143	(537,654)	-6.7%
<b>Total Revenues</b>	<b>372,465,401</b>	<b>340,186,465</b>	<b>(32,278,936)</b>	<b>-8.7%</b>
<b>EXPENDITURES/USES</b>				
General Fund	168,566,193	149,309,909	(19,256,284)	-11.4%
Debt Service	25,777,252	26,443,062	665,810	2.6%
Municipal Construction Fund	79,300	25,060	(54,240)	-68.4%
Utility Fund	61,710,388	54,649,575	(7,060,813)	-11.4%
Public Insurance	24,588,049	26,030,232	1,442,183	5.9%
General Pension	6,622,000	8,419,000	1,797,000	27.1%
Fire and Police Pension	17,385,000	22,870,800	5,485,800	31.6%
Other Post Employment Benefits	5,026,582	6,370,887	1,344,305	26.7%
All Other Funds	9,578,776	8,965,021	(613,755)	-6.4%
<b>Total Expenditures</b>	<b>319,333,540</b>	<b>303,083,546</b>	<b>(16,249,994)</b>	<b>-5.1%</b>
Excess (Deficit) Revenues over Expenditures	53,131,861	37,102,919		



## The General Fund

The General Fund is the City's chief operating fund and accounts for 49.3% of the entire City Budget. The budget adopted by the Commission for 2010-11 contains a total of revenue \$18.2 million or 10.8% less than the approved amount for 2009-10, while the total expenditure budget declined by \$19.3 million or 11.4%.

## Revenue Highlights

Like the prior year, there are no new revenue sources. Apart from the 10.0% increase in fees at the West Pines Preschool, and 5.0% increase at the other Early Development Centers there were no other increases in fees except for those which are adjusted annually by the change in CPI. Both the operating and debt service millage rates have been increased for 2010-11 due primarily to the 11.4% decrease in taxable values. Ad valorem taxes from the debt service millage are budgeted in the Debt Service Fund.

Revenues and other sources of funds are expected to shrink by \$18.2 million or 10.8%, decreasing from \$168.6 million in FY2010 to \$150.3 million in 2010-11. However, \$17.3 million of the 2009-10 revenue budget was estimated budget savings to accrue from labor negotiations. Setting aside this element, the change between years is a revenue decline of \$0.9 million (0.6%).

Within this decline are numerous countercurrents. Declining revenues included ad valorem taxes (-\$1.0 million), Investment Income (-\$1.6 million), franchise fees on electricity (-\$0.8 million), fire/casualty insurance premium taxes (-\$0.4 million), Early Development Center (EDC) fees (-\$0.3 million) and local business tax (-\$0.2 million). On the other hand, revenue from some sources increased: administrative charges to self-supporting operations of the City (\$0.8 million), revenues passed through to the City by other governmental units (\$0.6 million, of which sales taxes are almost all of the increase), rescue transport fees (\$0.6 million), the City's share of taxes on utilities (\$0.4 million), and fines and forfeitures (\$0.2 million).

The decrease in ad valorem taxes reflects the adoption of the majority-vote operating rate of 5.6880, which is 1.9% less than the rolled-back rate of 5.7976. This rate helped to offset increasing costs while providing a tax relief of \$1.0 million. Ad valorem taxes (operating and debt combined) are budgeted at \$51.2 million and represent 15.1% of the 2010-11 revenue budget, as compared to 14.8% in the FY2010 budget, net of estimated budget savings. The rate change amounted to an increase of \$0.5631 per \$1,000 of taxable value. The impact of the change in millage rate on property owners, is an 11.0% increase, from 5.1249 to 5.6880, which, when applied to the decrease in city-wide taxable value associated with the real estate slump, created the \$1.0 million savings to taxpayers.

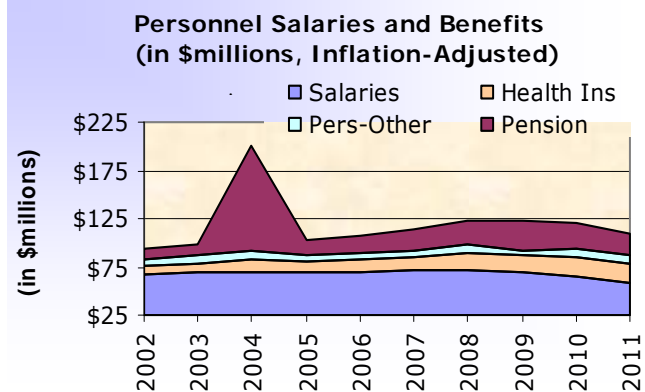
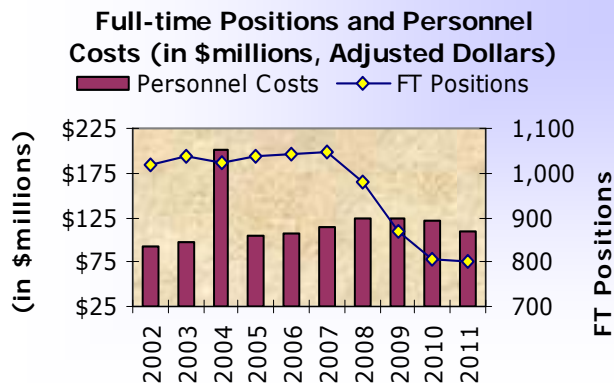
The \$51,784 decrease in fire protection special assessment is linked to the marginal decrease in net assessable fire protection costs which generated slightly lower fire assessment rates. Fire protection costs funded by other, related revenues amount to \$1.5 million.

**Fire Assessment Rates**

	<u>2009-10</u>	<u>2010-11</u>	<u>Change</u>
Residential (per unit)	\$ 212.55	\$ 212.14	\$ (0.41)
Commercial (per sq. ft.)	0.6394	0.6383	(0.0011)
Industrial/Warehouse (per sq. ft.)	0.1445	0.1425	(0.0020)
Institutional (per sq. ft.)	0.6904	0.6886	(0.0018)
Fire Assessment Revenue based on 100% rates	\$ 21,455,850	\$ 21,575,150	\$ 119,300
LESS: 5% discount for Early Payment & VAB Adjustments	(1,072,792)	(1,243,876)	(171,084)
Fire Assessment Revenue Budgeted	<u>\$ 20,383,058</u>	<u>\$ 20,331,274</u>	<u>\$ (51,784)</u>
Assessable Fire Protection Costs (net of earned revenues)	\$ 23,255,802	\$ 23,633,652	\$ 377,850
LESS: Exempt Properties	(2,872,887)	(3,299,196)	(426,309)
Net Assessable Fire Protection Costs	<u>\$ 20,382,915</u>	<u>\$ 20,334,456</u>	<u>\$ (48,459)</u>
% of Net Assessable Fire Protection Costs Funded	100.0%	100.0%	

**Expenditure Highlights**

The budgeted expenditure decrease of \$19.3 million (11.4%), from \$168.6 million in FY2010 to \$149.3 million in 2010-11, consists mainly of large reductions in personnel costs totaling \$18.7 million. This situation is in stark contrast to the situation one year ago, when the City anticipated an \$8.0 million increase in personnel costs, driven primarily by a \$10.6 million increase in contributions to the General Employees and Police and Fire Pension Plans. At that time, however, salary expenditures had already been reduced by \$3.0 million resulting largely from the privatization of the Building Division and outsourcing of Community Services (\$2.7 million). Over the past year, numerous labor concessions have reduced pension expenditures and salaries, and 80 positions were eliminated or outsourced. Personnel costs account for \$110.4 million or 73.9% of the General Fund 2010-11 budget.



\*Impact of \$77.9 million lump sum pension contribution

The decrease in the General Fund expenditures expressed in terms of function reflects a \$11.1 million decrease in appropriations for public safety, \$3.7 million for general government services and \$3.1 million for culture and recreation. The public safety function accounts for 65.0% of the budget while general government services, which comprise the administrative divisions, represent 14.0% of appropriations. The decrease in appropriations is linked primarily to savings in personnel costs. City administration's negotiations with the labor unions during 2009-10 were productive, and it is believed that the terms of the revised collective bargaining agreements (CBA) will result in sustainable personnel costs.

## The Utility Fund

The City's Utility (Water and Sewer) Fund represents 18.0% of all funds, the second largest portion of the 2010-11 expenditure budget. Total expenditures for the Utility Fund are \$54.6 million, reflecting a \$7.1 million decline from the 2009-10 budget.

Originally a 26.95% water and sewer rate increase for 2010-11 was recommended to provide \$9.9 million of new funding, \$0.5 million to recover revenue loss due to decreases in consumption, \$1.2 million to cover the 2010-11 portion of debt service on the new debt of \$12.3 million for the Alternative Water Supply project (AWS ), \$1.3 million for 2010-11 capital needs, \$1.0 million to cover the increase in payments to Hollywood for its treatment of City wastewater on the east side, and \$6.0 million to fund future capital needs. However, in order to provide relief for the residents given the 25.36% increase in 2008-09 and the prevailing economic conditions, an 11.31% increase was approved by eliminating the \$6.0 million for future capital.

Water and sewer charges are budgeted to total \$40.9 million in the new fiscal year, which is an 8.9% increase (rate and volume) over 2009-10. The revenue budget includes debt proceeds of \$12.3 million for the AWS project, a reduction of \$7.7 million from the \$20.0 million in the 2009-10 budget which was not borrowed. The AWS Project will modify the existing wastewater plant to convert wastewater to highly treated water that will be used to recharge the Biscayne Aquifer as required by the South Florida Water Management District. The total estimated cost of the project for the western portion of the City is \$47.0 million. Construction is estimated to be completed within a 4-year period.

Personnel expenditures in the Utility Fund are budgeted to decline by \$3.9 million in 2010-11. These savings—like those in the General and Road & Bridge funds—result from reductions in benefits to employees, reduction in the number of employees, and lower wages and benefits paid to contract labor.

## Accomplishments

In 2010 the City of Pembroke Pines reached a significant milestone, celebrating its 50<sup>th</sup> anniversary. In recognition of this momentous occasion, the City decided to celebrate in grand style with an 11-day fair that began on April 8<sup>th</sup> and ended on April 18<sup>th</sup>. The myriad of events included the Mayor's Annual Golf Tournament, an exciting street parade, a carnival, and concerts. The event culminated with a thrilling fireworks display. The event was an enormous success bringing together residents and businesses throughout the entire City. It demonstrated that, even in challenging times, Pembroke Pines remains a vibrant community that fosters and celebrates cultural diversity: a community proud of its history and willing to embrace its future.

Despite the economic hardships, the City has also managed to push ahead with various expansions, upgrades, and maintenance of its facilities in an effort not only to maintain but also to enhance municipal services provided to its residents. One of the major projects undertaken and completed during fiscal year 2009-10 was the reconfiguration of the Interstate 75 (I-75) interchange at Pines Boulevard. The high speed entrance and exit lanes have now been replaced with new traffic lights, converting this rural interchange to an urban interchange. This project was undertaken as a Joint Participation Agreement with the Florida Department of Transportation (FDOT). The FDOT will reimburse the City approximately \$10.7 million, and all other costs for this project will be paid by the developers that own properties east and west of I-75. This project has been completed with the exception of some required modifications to the bridge deck.

Several street and sidewalk projects have also been completed, namely the construction of the sidewalks on NW 196<sup>th</sup> Avenue and Pembroke Road, as authorized by the \$0.5 million traffic enhancement stimulus grant. The City also completed the dual northbound left turn lanes at Pines Boulevard and Hiatus Road. Several City roads have been resurfaced, new sidewalks have been constructed, and pedestrian ramps have been built at various locations throughout the City.

Additionally, the City has replaced five lift stations and completed the plans, permits and construction inspection for forcemain replacement on SW 178 Avenue between Pines Boulevard and SW 12<sup>th</sup> Street. The City's Utility Department has also completed the inflow and infiltration program for lift station 16 and the inspection portions of the inflow and infiltration program for lift stations 23 and 32.

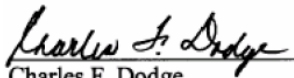
## Conclusion

The development of the City's Budget for fiscal year 2010-11 has been difficult despite the changes instituted in the current fiscal year. The City must continue to align expenditures with the revenue stream to eliminate the existing imbalance, weigh the cost versus the benefits of all the services it provides, pursue efficiencies, exercise fiscal restraint and reprioritize its needs as necessary.

This City has faced many obstacles over the last three years with declining property values and the prolonged economic recession. Nevertheless, we remain resilient and confident that the fundamental values and principles that have been established by Pembroke Pines over the last fifty years will provide the basis to weather the storms ahead and will allow us to effectively position the City to move forward when the economic recovery takes place.

Improvements to City facilities will continue and services will be provided in order to attract new businesses and residents to our City. Throughout the fifty years of its existence, Pembroke Pines has a proven track record of being a successful, vibrant City with hardworking employees, a loyal and supportive community of residents, and many thriving businesses. With a concerted and unified effort, we have made this City what is it today. We remain fully committed to providing the highest standards of governmental services to our residents and business partners alike. We are striving to ensure that the next fifty years are better than the first, and that we effectively provide a comprehensive and sustainable path for future generations.

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, 2009**

A handwritten signature in black ink, appearing to be 'H.R.' followed by a flourish.

President

A handwritten signature in black ink, appearing to be 'Jeffrey R. Ennis'.

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Presentation to the City of Pembroke Pines for its annual budget for the fiscal year beginning October 1, 2009. 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 communication device. The 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 the GFOA to determine its eligibility for another award.

# BUDGET CALENDAR

November-09						
S	M	T	W	T	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-09						
S	M	T	W	T	F	S
		1	2	3	4	5
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13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

January-10						
S	M	T	W	T	F	S
					1	2
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17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

February-10						
S	M	T	W	T	F	S
	1	2	3	4	5	6
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28						

March-10						
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April-10						
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25	26	27	28	29	30	

## NOVEMBER / DECEMBER 2010

Monitoring of all Budgets

## JANUARY 2010

Departments began planning for the upcoming fiscal year and begin to prepare budgets

## FEBRUARY 2010

Budget module enabled for departmental input  
 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

## MARCH 2010

Performance Measures submitted by departments  
 City Manager reviews revenues, new programs, expense budgets and meets with department directors and Finance to review the proposed budget

## APRIL 2010

City Manager reviews revenues, new programs, and expense budgets for self-sustaining units and meets with department directors and Finance to review the proposed budget

## MAY 2010

City Manager meets with department directors and Finance to review the proposed budget  
 Finance submits draft of budget book to City Manager for review

## JUNE 2010

Budget Workshop (Review of 2010-11 Proposed Budget)

## JULY 2010

Budget Revision for fiscal year ending 2010  
 Complete 5-year capital improvement plan  
 City Manger submits proposed budget to City Commission

## AUGUST 2010

Establish Maximum Millage Rate to Advertise in the Trim Notice  
 Budget Workshop (Review of 2010-11 Proposed Budget)

## SEPTEMBER 2010

- 7** First Budget Hearing
- 13** Fire Assessment Hearing
- 21** Second and Final Budget hearing—Adopt millage rate and Budget Budget is loaded into the accounting system and is published on the City's website:  
<http://www.ppines.com/finance/citybudget-link.html>

## OCTOBER 2010

- 1** Adopted budget goes into effect

May-10						
S	M	T	W	T	F	S
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30	31					

June-10						
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July-10						
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August-10						
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29	30	31				

September-10						
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October-10						
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24	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, departmental access to the Budget Module is enabled 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. Prior-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 information is reviewed by the Finance Department for accuracy and proper form and a budget package is prepared 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 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. If this is done, adoption of an amended budget Ordinance is required.

**Budget Monitoring/Control**

The budget is monitored on a monthly basis 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 controlling and monitoring 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 revision. Encumbrances do not constitute expenditures or liabilities in the current year, but instead are defined as commitments related to unperformed contracts for goods or services, which are only reported in governmental funds.

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 plans, which are incorporated as part of the Five-Year Capital Improvement Program (see 5-Year Capital Improvement Tab). The source of funding is identified five years before the actual expenditures are made. The Department Directors are 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 of the City's funds

- ✓ is classified into "major" or "non-major" fund
- ✓ is classified into one of eight "fund types" and
- ✓ is grouped according to the type of activity that is involved 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.

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

- |  |   |
|--|---|
| <ol style="list-style-type: none"> <li>1. Road &amp; Bridge Fund</li> <li>2. State Housing Initiative Partnership (SHIP) Grant</li> <li>3. HUD Grants CDBG/HOME</li> <li>4. Law Enforcement Grant</li> <li>5. Police Community Services Grant</li> <li>6. ADA-Paratransit Grant</li> <li>7. Community-Oriented Policing Service (COPS) Grants</li> <li>8. Community Bus Program</li> </ol> | <ol style="list-style-type: none"> <li>9. Law Enforcement Trust Fund - Treasury Confiscated</li> <li>10. Law Enforcement Trust Fund - Justice Confiscated</li> <li>11. Law Enforcement Trust Fund - \$2 Police Education</li> <li>12. Law Enforcement Trust Fund - Florida Department of Law Enforcement (FDLE) Grant</li> <li>13. Older Americans Act (OAA)</li> </ol> |
|--|---|

All of the special revenue funds have appropriated fiscal year 2010-11 budgets except the State Housing Initiative Program (SHIP), the Police Community Services Grant and Community-Oriented Policing Service (COPS) grants.

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 that has a fiscal year 2010-11 budget.

**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 2010-11 Budget is the Utility Fund.

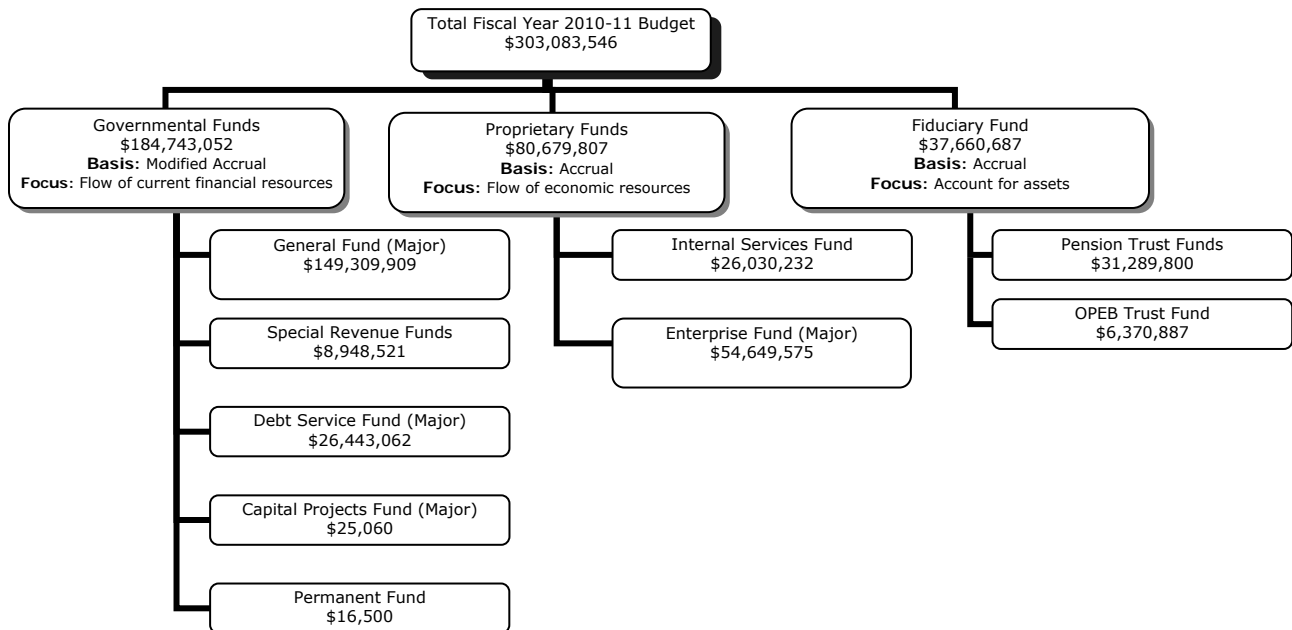
Internal service funds account for operations that provide services to other departments or agencies of the City, or to other governments, on a cost-reimbursement basis. The Public Insurance [Risk Management] Fund is the only Internal Service Fund in the fiscal year 2010-11 Budget

**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 and other post employment benefits (OPEB). The City has the following funds: one for general employee’s pension, one for police officers and firefighter’s pension and one for retiree health and life insurance (OPEB).

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.



### **Funds Excluded from Adopted Budget**

The City currently owns and operates four Charter Elementary Schools, two 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 audited financial statements.

### **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 as well as the following pronouncements issued on or before November 30, 1989, unless those pronouncements conflict with or contradict GASB pronouncements: Financial Accounting Standards Board (FASB) statements and interpretations, Accounting Principles Board (APB) opinions and Accounting Research Bulletins.

During June 1999, GASB issued Statement No. 34. This statement established new accounting and financial reporting standards for state and local governments. The City implemented the new financial reporting requirements of GASB 34. From a budgetary perspective, the statement 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 Budget Message, determine the departmental goals (refer to crosswalk in 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 weak economy and the associated reduction in 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 74.0% of the General Fund operating expenses. This budget reflects expenditure containment in response to the rising cost of personnel benefits, especially health insurance and pension, and reflects major concessions that all three unions of the City made during fiscal year 2009-10 to their collective bargaining agreements. There were substantial modifications to existing employee current benefits and future retirement benefits.

The City-wide authorized staff level shows a net decrease of 5 full-time and the addition of 6 part-time positions as a result of aligning resources to meet existing needs. Based on the efficiency study that was conducted in 2010 all payroll positions (four full-time) were transferred from the Human Resources Department to the Finance Department, a zero net impact. The teletype function handled by the Police Department's Field Support was transferred to Public Safety Dispatch in order to streamline not only the teletype function but also the intake of calls for service for police and fire-rescue assistance. As a result four Police Department positions were transferred to Public Safety Dispatch and three were eliminated. The purchasing section was restructured resulting in the deletion of one full-time Administrative Assistant I slot and one part-time Purchasing Division Director slot. Net staffing changes in the Recreation Department include the deletion of one full-time Administrative Assistant I, which was reclassified to a part-time Administrative Assistant, the addition of three part-time Teacher slots and four part-time Teacher Aide slots required to comply with teacher/student ratios required by the state of Florida for student enrollment increases from 52 to 122 at West Pines Preschool.

### Translation of Municipal Goals

The longer-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 longer-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 traditionally was accomplished by finding new sources of revenue where possible and by implementing tight budgetary controls on expenditures. The City's aggregate millage is 6.3660 and is comprised of an operating millage of 5.6880 and debt service millage of 0.6780. The rolled-back operating rate, which was not adopted, is 5.7976.

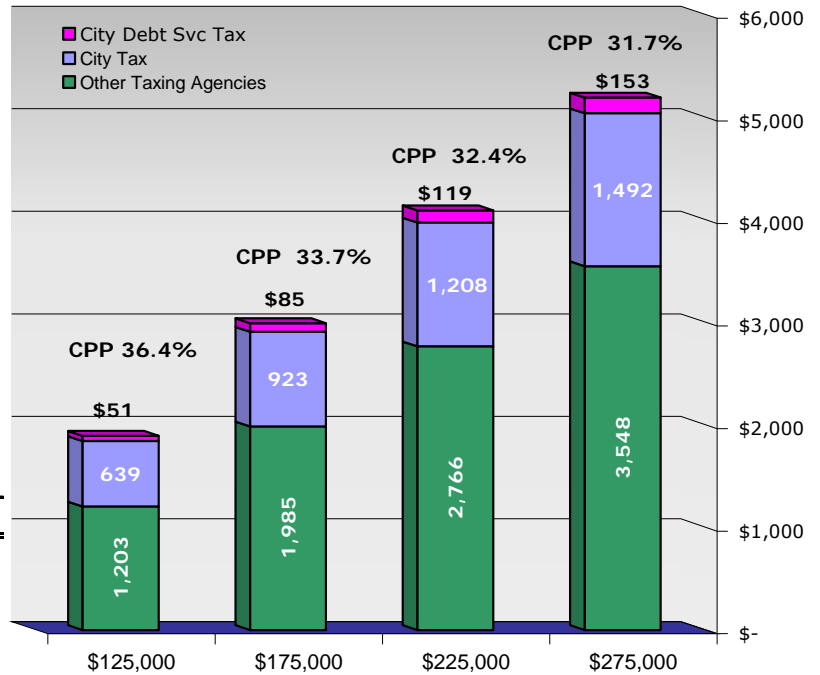
South Broward Hospital District	1.2732
S. Florida Water Management District	0.6240
Florida Inland Navigational District	0.0345
<b>City of Pembroke Pines</b>	<b>5.6880</b>
Broward County School Board	7.6310
Broward County Government Services	5.1471
Children's Council	0.4696

**Voter Approved Debt Payments**

<b>City of Pembroke Pines</b>	<b>0.6780</b>
School	-
County	0.4509
<b>Total Millage Rate</b>	<b>21.9963</b>

**Special Assessments**

<b>Pembroke Pines Fire</b>	<b>\$ 212.14</b>
South Broward Drain #1 - Flat	\$ 31.00
Drainage assessment is a flat rate but there are several districts some of which have different rates	
<b>Total Special Assessments</b>	<b>\$ 243.14</b>



**Assessed Property Values**

CPP - City of Pembroke Pines - Florida

The above calculations show the City of Pembroke Pines and county-wide total property taxes based upon assessed values from \$125,000 to \$275,000 and assuming a \$25,000 Homestead Exemption, with a second \$25,000 Homestead Exemption applied to properties wi

- Fund Balance Goal:** The City will plan the budget in such a way to retain a General Fund unreserved undesignated fund balance range of not less than 10% and not more than 30% of the total budgeted expenditures. This level provides a contingency for unexpected future events.
- 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. 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, Fire, Rescue, and Code Enforcement represents 64.9% 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 to employees that enhance safety and productivity. 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.

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 50 years. They are reviewed annually as a decision-making tool and 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 and Estimated Budget Savings equal or exceed the Appropriated Expenditures, the budget is considered balanced. Should the Appropriated Expenditures exceed the Appropriated Revenues and Estimated Budget Savings, the difference would be shown in the Fund Summaries Tab as Excess (Deficit) Revenues over Expenditures and as Beginning Surplus in the Revenue Detail Tab. The amount of the Beginning Surplus would specify the amount by which the Fund Balance would be depleted. Estimated Budget Savings is the projection of the budget variance for both revenue and expenditures based on the least favorable difference over the last four years.

### **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 must be justified based on growth of the City.
5. The City shall support capital expenditures that reduce future operating costs.

### **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.
  - a. 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 criterion 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. User fees in the Recreation Department provide approximately 22.1% of its operating costs.
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. Investment of City funds will emphasize preservation of principal; the objective will be to match or exceed the yield of the State Board of Administration.
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 three percent 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.

#### **Reserve Policies**

1. The unreserved undesignated fund balance range for the General Fund shall be not less than 10% and not more than 30% of the total budgeted expenditures of the General Fund.
2. The estimated 2010-11 General Fund unreserved, undesignated ending fund balance of \$33.6 million represents 22.5% of the total General Fund expenditures of \$149.3 million.

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

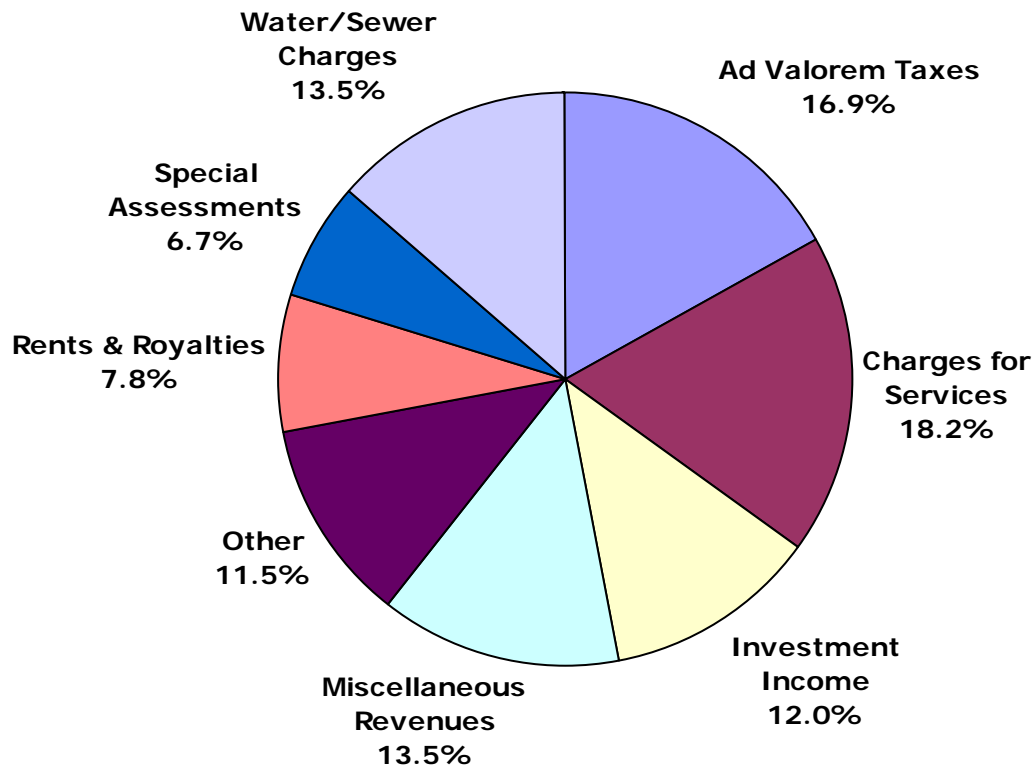
1. An independent audit in accordance with Government Auditing Standards will be performed annually.
2. The City will produce annual financial reports in accordance with Generally Accepted Accounting Principles (GAAP) as outlined by the Governmental Accounting Standards Board (GASB).



## BASIS OF REVENUE AND EXPENDITURE ESTIMATES

The preceding guidelines are the foundation upon which (1) the annual 2010-11 budget and (2) the fiscal year 2011-2016 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%.

### 2010-11 All Funds Revenue - By Category



The City will focus efforts to strengthen and diversify the revenue base to assure the ongoing stability of the City's income. Charges for Services are 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 that are 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 – 1.06%  
 [Based on the change in Consumer Price Index (CPI)  
 (All Urban Consumers - U.S. City Average)  
 Utilize the most current 12-month CPI average, comparing the average change  
 from June 09 to June 10.  
 [Note the change from 18-month to 12-month CPI average at this point in the  
 recession.]

Projected Population Growth – 0.02%  
 [Based on the April 1, 2009 Population estimate from the Bureau of  
 Economic and Business Research, University of Florida]

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 [#1].

**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:

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

### 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.

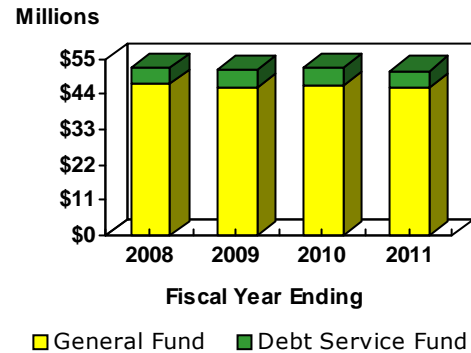
A tax rate of one (1) mill produces one dollar of tax revenue on each \$1,000 of taxable property value.

The 2010-11 Budget is based on an operating millage of 5.6880.

*Forecast Methodology*

The combined operating and debt service millage of 6.3660 multiplied by the taxable value, less 5% for possible adjustments to assessed values and/or discounts taken for early payment.

The decrease of 1.5% in fiscal year 2008-09 is due to the confluence of a legislative cap on millage increases, decreasing construction due to build out, the second homestead exemption, the advent of the Save Our Homes portability benefit and falling property values. Prior growth was due to escalating property values that are now being corrected. The 1.3% increase in fiscal year 2009-10 relates to the allowable increase in the State change in personnel income. The \$5.6 million decrease in operating Ad Valorem taxes in fiscal year 2010-11 reflects an 11.4% decrease in taxable values.



Fiscal Year Ending	Operating Millage Rate	General Fund	Debt Millage	Debt Service	Total	% Change
2011	5.6880	\$ 45,743,215	0.6780	\$ 5,452,827	\$ 51,196,042	(2.0%)
2010	5.1249	46,794,630	0.5951	5,433,762	52,228,392	1.3%
2009	4.4312	46,044,022	0.5318	5,520,777	51,564,799	(1.5%)
2008	4.1725	47,077,737	0.4672	5,264,984	52,342,721	-

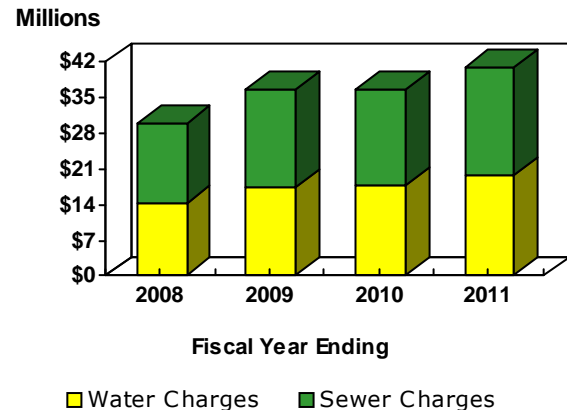
### Water & Sewer Charges

*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*

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.

The need for increased funding to meet capital needs and a City of Hollywood wastewater treatment rate increase, along with declining connection fees and interest earnings, necessitated a 25.6% base rate increase in fiscal year 2008-09. An 11.31% base rate increase is scheduled to become effective October 1, 2010.

Fiscal Year Ending	Water Charges	Sewer Charges	Total	% Change
2011	\$ 19,590,560	\$ 21,260,210	\$ 40,850,770	11.4%
2010	17,629,167	19,046,870	36,676,037	0.4%
2009	17,381,908	19,150,659	36,532,567	22.8%
2008	14,315,986	15,422,017	29,738,003	-

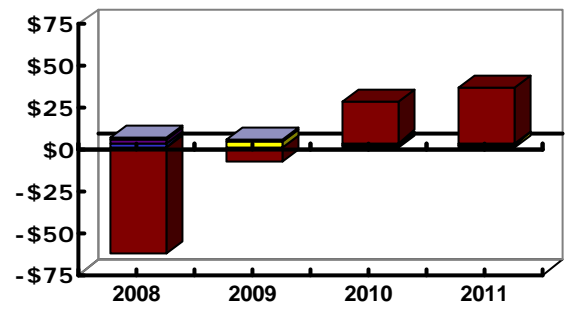
## Interest and Other Earnings

### 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 invested with FLOC.

Millions



Fiscal Year Ending

■ General Fund      ■ Debt Service Fund  
■ Municipal Construction Fund      ■ Proprietary Funds  
■ Other Governmental      ■ Fiduciary Funds

### Forecast Methodology

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

Actuarial losses in the General Employees Pension Fund and the Fire & Police Employees Pension Fund are the main causes for the \$63.1 million loss in fiscal year 2007-08. The wide fluctuations reflect asset return on a market value basis.

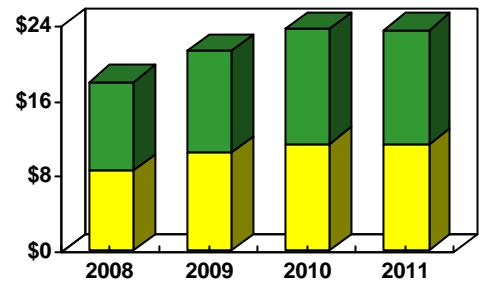
Fiscal Year Ending	General Fund	Debt Service Fund	Municipal Construction Fund	Other Gov. Funds	Proprietary Fund	Fiduciary Funds	Total	% Change
2011	\$ 1,896,100	\$ 54,658	\$ 0	\$ 216,045	\$ 386,605	\$ 33,684,000	\$ 36,237,408	30.9%
2010	1,585,500	129,653	0	493,151	828,975	24,650,000	27,687,279	899.9%
2009	3,347,556	104,744	345,408	505,665	665,176	-8,429,809	-3,461,260	94.0%
2008	288,879	440,269	1,769,687	761,808	2,488,374	-63,145,809	-57,396,792	-

## Rentals

### Description

The City rents its facilities (Senator Howard C. Forman Human Services Campus, Housing Apartments, 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 Housing Apartments 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 relate to charges to City divisions for related debt service payments.

Millions



Fiscal Year Ending

■ General Fund      ■ Debt Service Fund

### Forecast Methodology

Unless other information is available, it is assumed that rentals that are based on contracts will be in place the next 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.

The projected increases in fiscal years 2008-09 and 2009-10 reflect the removal of the minimum age restriction for apartment rental. This change to an "All Ages" residential population has decreased vacancy rates.

Fiscal Year Ending	General Fund	Debt Service Fund	Total Amount	% Change
2011	\$ 11,435,562	\$ 12,236,040	\$ 23,671,602	(0.7%)
2010	11,467,145	12,369,540	23,836,685	11.4%
2009	10,481,827	10,906,061	21,387,888	18.1%
2008	8,507,491	9,602,414	18,109,905	-

## 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.

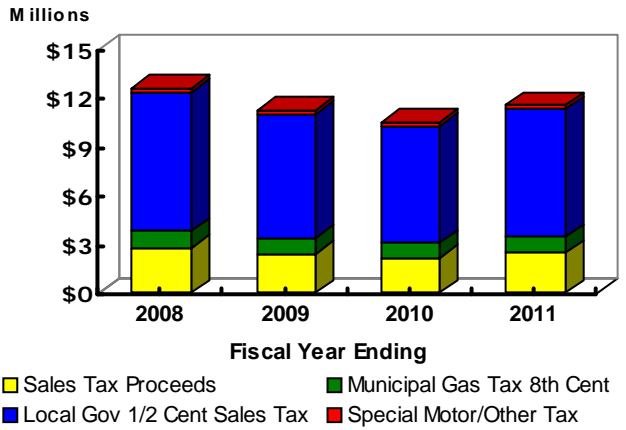
The City's share increases with the overall growth of the economy and the City's population.

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

### Forecast Methodology

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 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 projected 6.4% decrease for fiscal year 2009-10 reflects the current economic environment. The projected 9.8% increase for fiscal year 2010-11 reflects anticipated growth.



Fiscal Year Ending	Sales Tax Proceeds	Municipal Gas Tax 8th Cent	Local Gov 1/2 Cent Sales Tax	Special Motor/Other Tax	Total	% Change
2011	\$ 2,462,900	\$ 962,300	\$ 7,897,128	\$ 222,000	\$ 11,544,328	9.8%
2010	2,151,000	926,800	7,207,000	226,940	10,511,740	(6.4%)
2009	2,396,050	968,360	7,636,080	226,284	11,226,774	(10.7%)
2008	2,757,027	1,062,446	8,523,589	229,839	12,572,901	-

## Franchise Fees

### Description

Franchise fees are established by franchise agreements between the City and private service providers of electric, natural gas, sanitation, sewer, towing, resource recovery, and recycling.

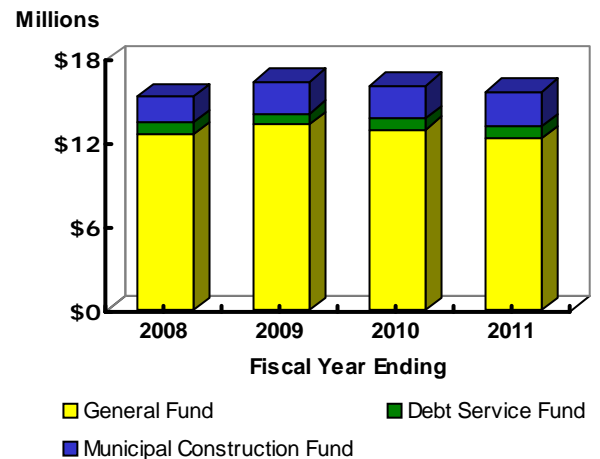
This revenue is generated based on all residential, commercial, and industrial revenues collected by the provider for services within the City. This revenue source is accounted for in the General Fund, the Debt Service Fund, and the Municipal Construction Fund.

### Forecast Methodology

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.

Electricity Franchise Fees for fiscal year 2010-11 are projected to be \$0.6 million less than fiscal year 2009-10.

Projected amounts for fiscal year 2009-10 are in line with the prior year. The increase in fiscal year 2008-09 is driven by a 7.93% FPL fuel rate adjustment in August 2008, and increased sanitation customers mainly from the Shops at Pembroke Gardens and the City's new rental tower.



Fiscal Year Ending	General Fund	Debt Service Fund	Municipal Construction Fund	Total	% Change
2011	\$ 12,307,900	\$ 817,511	\$ 2,551,225	\$ 15,676,636	(2.6%)
2010	12,961,182	818,961	2,314,341	16,094,484	(1.7%)
2009	13,264,065	816,710	2,298,024	16,378,799	7.1%
2008	12,634,601	809,561	1,850,641	15,294,803	-

## Public Services Taxes

### Description

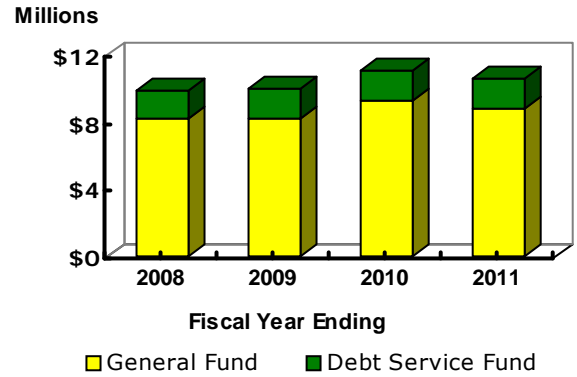
A tax levied on the purchase of electric, natural gas, propane, and water.

This revenue is based on a percent charge applied to the taxable amounts charged by the seller of the service. This revenue is accounted for in the General Fund and the Debt Service Fund.

### Forecast Methodology

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 projection for fiscal year 2009-10 included \$270,000 in delinquent accounts from prior years and growth in consumption.



Fiscal Year Ending	General Fund	Debt Service Fund	Total	% Change
2011	\$ 8,892,000	\$ 1,790,715	\$ 10,682,715	(3.7%)
2010	9,311,814	1,784,186	11,096,000	10.8%
2009	8,226,425	1,785,668	10,012,093	0.7%
2008	8,260,751	1,678,915	9,939,666	-

## Fire Protection Special Assessment

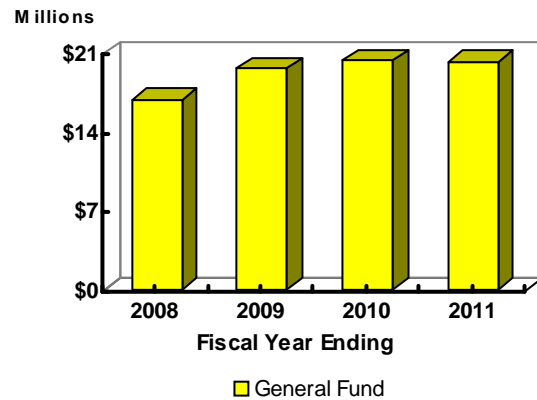
### Description

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; however, from fiscal year 2007-08 it has been 100% of the cost.

### Forecast Methodology

It's 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 fiscal 2010-11 rates are slightly below 2009-10, with the residential rate declining by \$0.41 from \$212.55 to \$212.14.



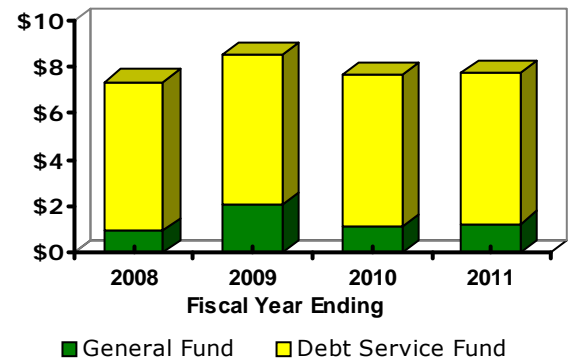
Fiscal Year Ending	General Fund	% Change
2011	\$ 20,331,274	(0.3%)
2010	20,383,058	3.8%
2009	19,644,277	16.4%
2008	16,879,482	-

### 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. Previously each service provider remitted these taxes and fees directly to each municipality throughout the state. In an effort to eliminate the onerous disbursement burden placed upon the providers, the state decided to become the central receiving authority for these taxes. The state retains a 1% administrative fee and redistributes the monies to the municipalities according to a pre-determined percentage.

Millions



*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 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 fiscal year 2009-10 decrease of 10.5% is misleading in that a State audit revealed that \$1.4 million due to the City was paid to other cities between 2000 to 2008. A lump sum payment of \$0.9 million was received in December 2008, with the remaining amounts being paid during the next three years starting in February 2009. This repayment inflated the fiscal year 2008-09 revenues and skewed the percentage change in fiscal year 2009-10.

Fiscal Year Ending	General Fund	Debt Service Fund	Total	% Change
2011	\$ 1,276,480	\$ 6,455,567	\$ 7,732,047	1.4%
2010	1,183,274	6,444,780	7,628,054	(10.5%)
2009	2,082,237	6,442,385	8,524,622	15.8%
2008	973,680	6,385,381	7,359,061	-

### Education and Recreational/Cultural Charges

*Description*

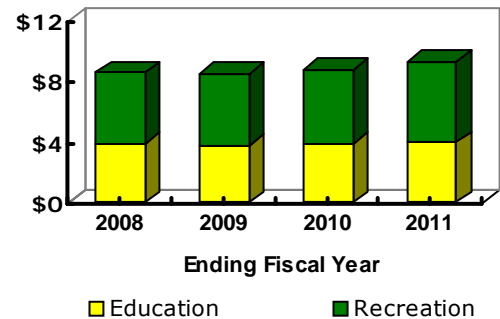
Includes all revenues stemming from charges for educational and recreational/cultural services performed. Educational charges include registration fees and monthly fees paid by parents to enroll their children in pre-school and after-school care. Recreational/cultural services include golf, tennis, swimming,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

These revenues are accounted for in the General Fund.

*Forecast Methodology*

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

Millions



Fiscal Year Ending	Education Charges	Recreation Charges	Total	% Change
2011	\$ 3,961,809	\$ 5,303,485	\$ 9,265,294	5.9%
2010	3,898,279	4,854,579	8,752,858	2.6%
2009	3,786,526	4,741,759	8,528,285	(0.4%)
2008	3,929,104	4,636,475	8,565,579	-

## 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 may 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.

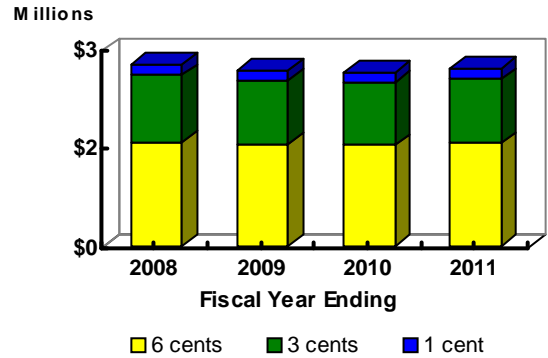
Pursuant to F.S. 336.025(1)(b)(2) the county has exercised its authority in levying a 1 cent tax on every gallon of motor fuel (excluding diesel fuel) sold in the county. The proceeds may be used for transportation expenditures needed to meet the requirements of the capital improvement elements of the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

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

### Forecast Methodology

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 decline during fiscal years 2008-09 and 2009-10 is connected to the weakening economy.



Fiscal Year Ending	\$0.06	\$0.03	\$0.01	Total	% Change
2011	\$ 1,577,426	\$ 979,985	\$ 166,284	\$ 2,723,695	2.2%
2010	1,545,742	956,697	162,247	2,664,686	(1.2%)
2009	1,558,784	973,104	165,029	2,696,917	(3.2%)
2008	1,595,801	1,017,338	172,531	2,785,670	-

## Local Business Tax (Formerly Occupational License)

### Description

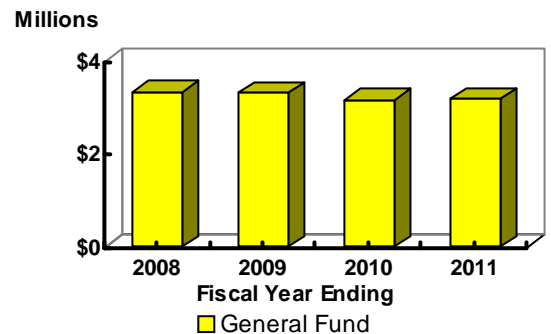
A license issued by the City as a prerequisite to conducting and maintaining a business, service, or profession. Payment is received annually and is due on or before October 1st of each year. The annual fee for the Local Business Tax receipt varies depending on the nature of the business.

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". The City adopted Ordinance No. 1576 to comply with this change.

### Forecast Methodology

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

The decrease in fiscal year 2008-09 and the projected decrease in fiscal year 2009-10 reflect decreased business activity associated with the economic recession.



Fiscal Year Ending	General Fund	% Change
2011	\$ 3,179,000	0.5%
2010	3,163,000	(4.4%)
2009	3,307,733	(0.3%)
2008	3,316,948	-

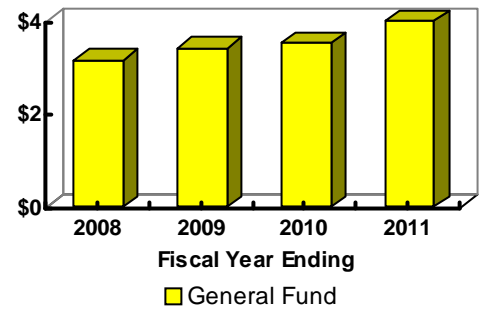


## Ambulance Fees

### 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. The fiscal year 2010-11 increase reflects enhanced collection efforts.

Millions



### Forecast Methodology

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.

The 8.4% increase in fiscal year 2008-09 was mainly attributed to an increase in the transport fee, from an average of \$403 to \$603. The fiscal year 2010-11 increase reflects enhanced collection efforts; there was no rate change.

Fiscal Year Ending	General Fund	% Change
2011	\$ 4,144,376	17.5%
2010	3,527,900	3.4%
2009	3,411,933	8.4%
2008	3,147,322	-

## Fines & Forfeitures

### Description

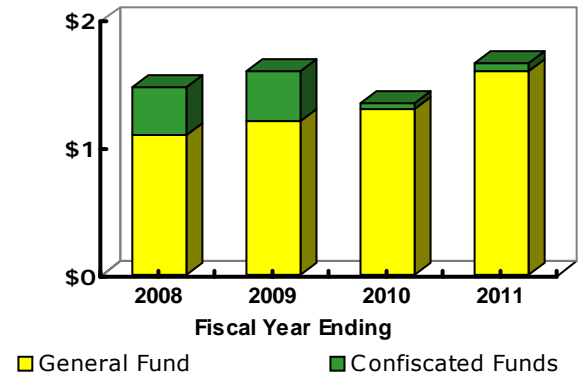
Includes revenues received from traffic citations issued and confiscation of forfeited abandoned property.

### Forecast Methodology

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

The variation in percentage change over the last two fiscal years relates to the unpredictability of confiscation of assets and citations issued. Traffic citations and other court fines are projected to increase in fiscal year year 2010-11.

Millions



Fiscal Year Ending	General Fund	Confiscated Funds	Total	% Change
2011	\$ 1,601,700	\$ 55,265	\$ 1,656,965	23.0%
2010	1,291,400	55,281	1,346,681	(15.5%)
2009	1,205,725	388,860	1,594,585	8.1%
2008	1,097,886	377,405	1,475,291	-

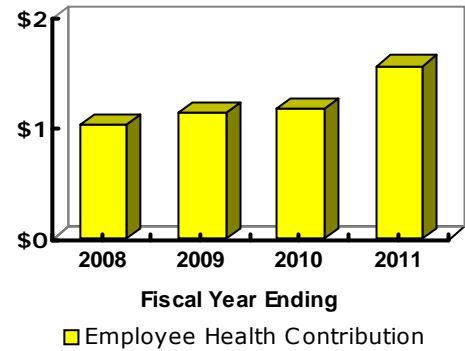
## Employee Health Contributions

### 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 revenue is accounted for as revenue in the Public Insurance Fund.

Millions



### 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. Since its introduction, the cost of dependent coverage has never increased. Fiscal year 2010-11 reflects a \$100 per month contribution from select employees towards the cost of their health insurance.

Fiscal Year Ending	Employee Contribution	% Change
2011	\$ 1,560,110	33.2%
2010	1,170,828	3.3%
2009	1,133,292	10.9%
2008	1,022,288	-

## City Pension Contribution

### Description

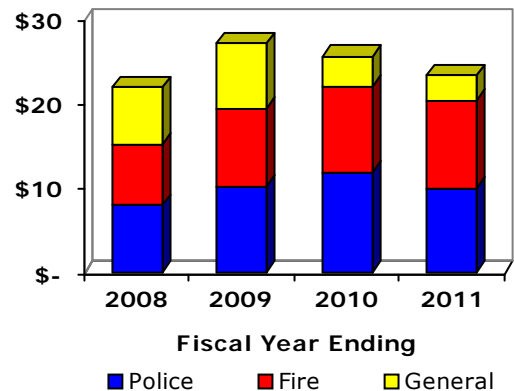
Per GASB, the City's Annual Required Contribution (ARC) must be made into the appropriate Pension Trust Funds.

### Forecast Methodology

The prior year annual required contribution (ARC) as a percentage of covered payroll is multiplied by the projected payroll. The ARC is obtained from the most recent actuarial valuation report.

The fiscal year 2009-10 and fiscal year 2010-11 decreases reflect various changes in the City's pension plans to effect cost savings.

Millions



Fiscal Year Ending	Fire	Police	General	Total	% Change
2011	\$ 10,546,475	\$ 9,997,727	\$ 2,900,006	\$ 23,444,208	(8.8%)
2010	10,269,424	11,839,413	3,598,880	25,707,717	(5.6%)
2009	9,294,731	10,210,696	7,736,872	27,242,299	23.6%
2008	7,216,145	7,997,885	6,830,795	22,044,825	-

## Employee Pension Contribution

### Description

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

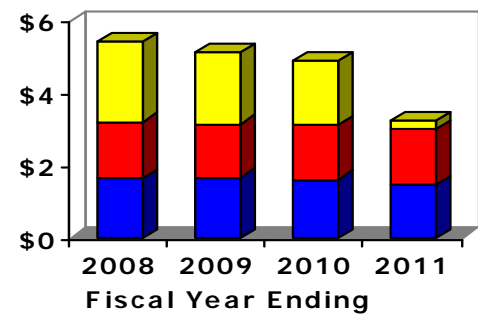
This is accounted for in the Employees' Pension Fund and the Police & Fire Pension Trust Fund as a revenue.

### Forecast Methodology

Projection factors include (1) the projected salary multiplied by the (2) required percentage of regular wages: General Employees pay 8.5%, while Fire & Police employees contribute 10.4%.

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 towards pension expenses. The fiscal year 2010-11 decrease reflects various changes in the City's pension plans mainly the freezing of benefits for all current members of the General Employees' union therefore requiring no further contributions.

Millions



■ Police ■ Fire ■ General

Fiscal Year Ending	Fire	Police	General	Total	% Change
2011	\$ 1,540,604	\$ 1,459,576	\$ 247,329	\$ 3,247,509	(33.7%)
2010	1,501,685	1,610,837	1,788,530	4,901,052	(4.4%)
2009	1,479,452	1,672,770	1,973,064	5,125,286	(5.6%)
2008	1,556,695	1,655,413	2,215,604	5,427,712	-

## Major Revenues % of Total 2010-11 Revenue Budget

Description	2010-11 Budget	% of Total
Ad Valorem Taxes	\$ 51,196,042	15.0%
Water/Sewer Charges	40,850,770	12.0%
Interest and Other Earnings	36,237,408	10.7%
Rentals	23,671,602	7.0%
City Pension Contribution	23,444,208	6.9%
Fire Protection Special Assessment	20,331,274	6.0%
Franchise Fees	15,676,636	4.6%
State Shared Revenues	11,544,328	3.4%
Public Service Taxes	10,682,715	3.1%
Education/Recreational/Cultural Charges	9,265,294	2.7%
Communication Services Tax	7,732,047	2.3%
Ambulance Fees	4,144,376	1.2%
Employee Pension Contribution	3,247,509	1.0%
Local Business Tax	3,179,000	0.9%
Local Option Gas Tax	2,723,695	0.8%
Fines & Forfeitures	1,656,965	0.5%
Employee Health Contributions	1,560,110	0.5%
<b>Total Major Revenues</b>	<b>\$ 267,143,979</b>	<b>78.5%</b>
<b>Total Revenues</b>	<b>\$ 340,186,465</b>	<b>100.00%</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 proposed personnel services budget is based on the following assumptions:

- ◆ Merit increase based on approved pay plans, 3% for non-bargaining general employees and 5% for Firefighters and Police Officers. No merit increases are reflected in this proposed budget for general employees bargaining members.
- ◆ No cost of living (COLA) increases are reflected in this proposed budget.
- ◆ Workers' Compensation - The revised rates for each employment classification times a modification factor of approximately 149% of the original projection.

### Operating Expenses

**Description** This category includes expenditures for governmental programs 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. Travel & Conference; 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** Effective October 1, 2004, 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 (the only exception being computers, which will retain a threshold of at least \$750). 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.

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

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

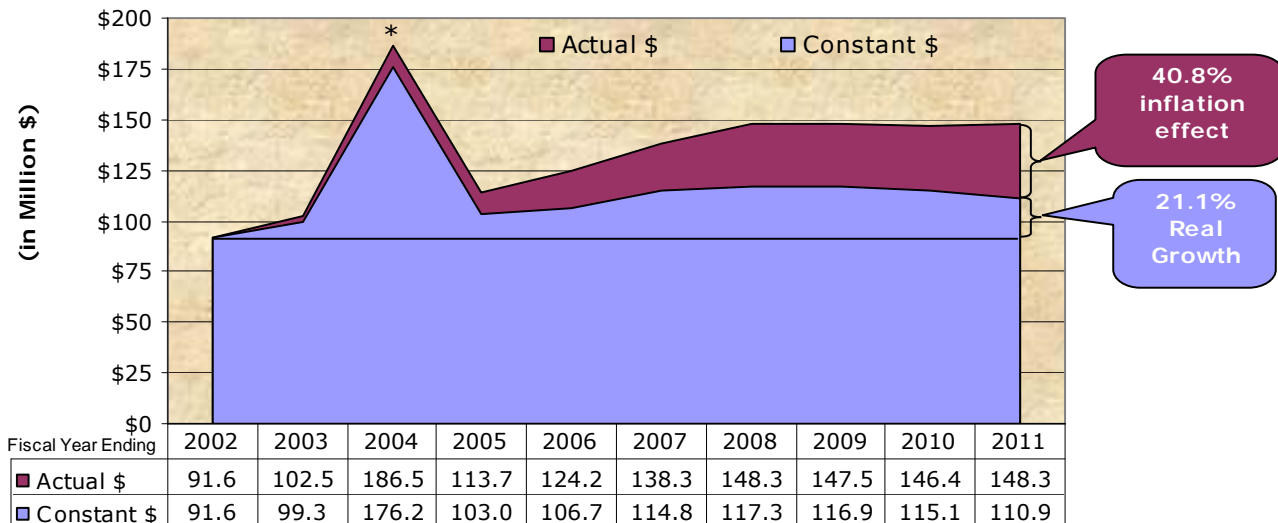
### Expenditure Analysis

**Growth in Constant 2002 Dollars:** Consistent with guidelines expenditure containment has been the underpinning principle of budget development with notable recent results. The 2010-11 Adopted Budget is \$4.2 million less than the 2009-10 expenses in constant 2002 dollars. Over the past ten years the General Fund budget has experienced real growth of \$19.3 million or 21.1%, excluding the impact of inflation, compared to \$56.7 million or 61.9% in unadjusted dollars. The \$19.3 million increase is attributable to rising personnel expenses of \$13.1 million or 67.7% and operating expenses of \$6.6 million or 34.2%. These increases were mitigated by a \$0.4 million or -1.9% decline in capital expenses.

The \$13.1 million personnel cost increase was due to pension (\$9.7 million or 128%) and health insurance (\$8.0 million or 120%) increases that were partially offset by salary reductions of \$7.2 million or -14.3% associated with a education of more than 200 full-time positions since 2001-02 and significant labor concessions during 2009-10. The pension increases were linked to enhanced benefits and recent underperformance of investments while \$6.4 million of the health and life insurance increases related to the funding of other post employment benefit (OPEB) as required by GASB Statements 43 and 45. The City started funding OPEB in 2007 and that expense accounted for 79.7% of the increased health insurance costs since 2001-02.

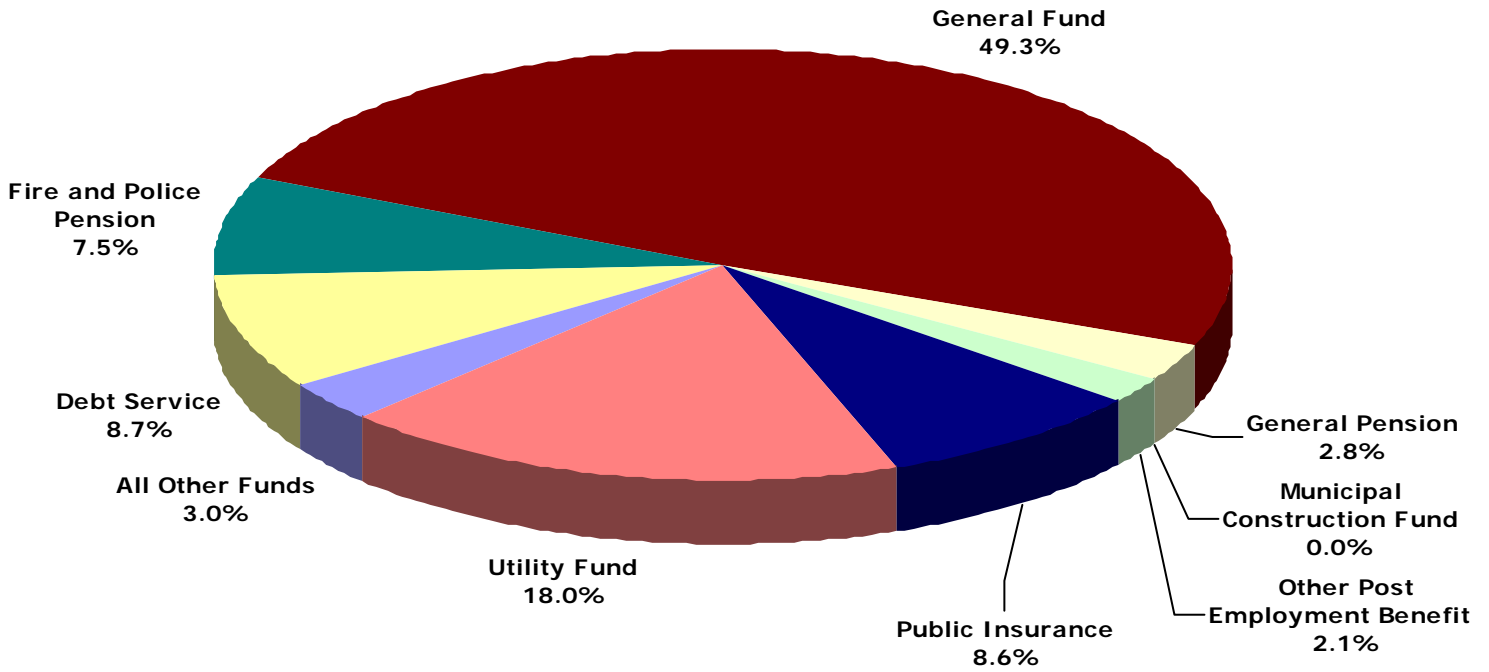
The increase in operating expense is connected chiefly to \$3.9 million in debt service related to the construction of three rental apartment towers, \$0.9 million in added contractual services to mitigate the impact of the reduction of full-time City employees, \$0.9 million in internal charges to the Fire Department, \$0.4 million in property insurance, and \$0.5 million for fuel and electricity.

**General Fund Expense: Actual vs Constant 2002 Dollars**  
 (Actual 2002-2009; Pre-Audit 2010; Adopted 2011 Budget)



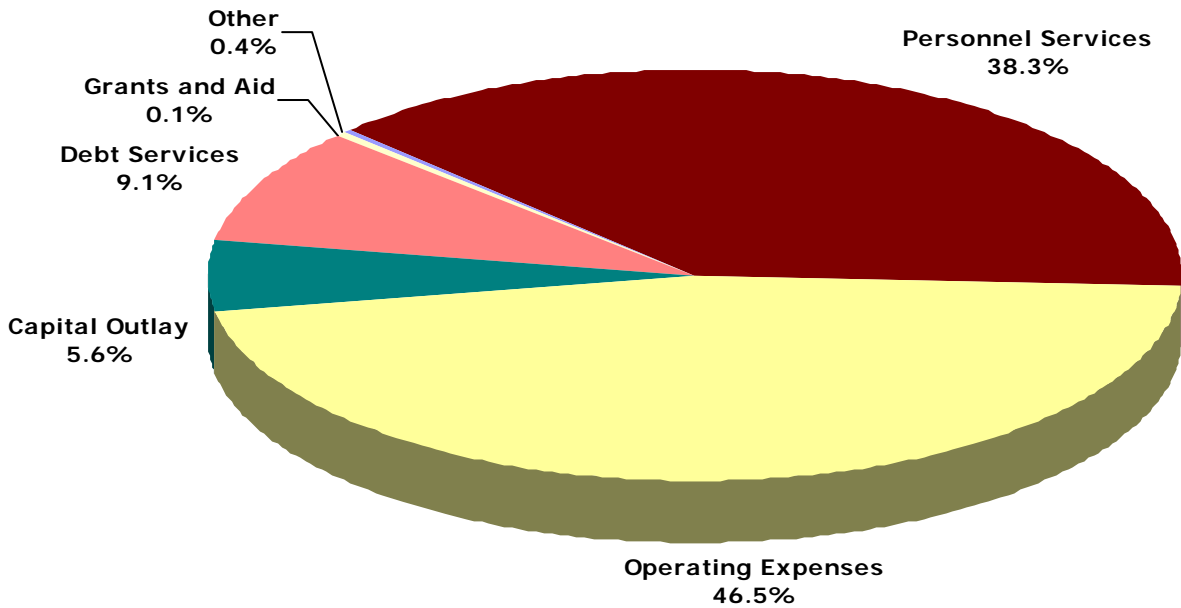
\* Impact of \$77.9 million lump sum pension contribution from bond proceeds.

### 2010-11 Budget - Expenditures By Fund



Total Expenditures \$303,083,546

### 2010-11 Budget - Expenditure By Category



## City of Pembroke Pines, Florida

Personnel Additions / Deletions / Changes

2010-11 Budget as Compared to 2009-10 Working Budget

	Full Time	Part Time
<b>1 General Fund</b>		
<b>2001 Finance</b>		
12431 Payroll Coordinator	2	-
12433 Payroll Supervisor	1	-
12434 Assistant Payroll Supervisor	1	-
<b>2001 Finance</b>	4	0
<b>202 Human Resources</b>		
12431 Payroll Coordinator	-2	-
12433 Payroll Supervisor	-1	-
12434 Assistant Payroll Supervisor	-1	-
<b>202 Human Resources</b>	-4	0
<b>3001 Police</b>		
12204 Communication Specialist Supervisor	-2	-
12205 Communication Specialist	-5	-
<b>3001 Police</b>	-7	0
<b>4003 Fire/Rescue Public Safety Dispatch</b>		
12814 Dispatch Supervisor	1	-
12815 Public Safety Dispatcher	3	-
<b>4003 Fire/Rescue Public Safety Dispatch</b>	4	0
<b>6005 Purchasing/Contract Administration</b>		
12525 Administrative Assistant I	-1	-
13175 P/T Purchasing Division Director	-	-1
<b>6005 Purchasing/Contract Administration</b>	-1	-1
<b>6006 Environmental Services (Engineering)</b>		
12500 City Engineer	-0.5	-
12774 Engineer	0.5	-
<b>6006 Environmental Services (Engineering)</b>	0	0
<b>7001 Recreation</b>		
12525 Administrative Assistant I	-1	-
12559 Recreation Supervisor II	-0.17	-
12573 Recreation Specialist	-1	-
12581 Recreation Specialist II	1	-
13454 P/T Administrative Assistant	-	1
13738 P/T Custodian	-	-1

## City of Pembroke Pines, Florida

Personnel Additions / Deletions / Changes

2010-11 Budget as Compared to 2009-10 Working Budget

	Full Time	Part Time			
<b>1 General Fund</b>					
<b>7001 Recreation West Pines pre-school</b>					
12559 Recreation Supervisor II	0.17	-			
13551 P/T Teacher Aide	-	4			
13552 P/T Teacher - Recreation	-	3			
13738 P/T Custodian	-	1			
<b>7001 Recreation Rose Price after-care</b>					
13602 P/T Recreation Specialist	-	-1			
<b>7001 Recreation</b>	<b>-1</b>	<b>7</b>			
<b>1 General Fund Total</b>	<b>-5</b>	<b>6</b>			
 <b>471 Utility Fund</b>					
<b>6010 Utilities Admin Services</b>					
12500 City Engineer	-0.5	-			
12774 Engineer	0.5	-			
<b>6010 Utilities Admin Services</b>	<b>0</b>	<b>0</b>			
<b>471 Utility Fund Total</b>	<b>0</b>	<b>0</b>			
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**City of Pembroke Pines, Florida**  
**Position Count History by Department**

	2007-08 Actual		2008-09 Actual		2009-10 Budget		2010-11 Budget	
	FT	PT	FT	PT	FT	PT	FT	PT
3015 Victims of Crime Act Grant	-	1	-	1	-	1	-	1
<b>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>
8003 ADA/Paratransit Program Grant - y	7.9	-	-	-	-	-	-	-
<b>ADA/Paratransit Program</b>	<b>7.9</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
3040 COPS - Hiring Recovery Program -	-	-	-	-	-	-	-	-
<b>COPS Grants</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
8001 Community Services	7	2	-	-	-	-	-	-
8004 Transit System	6	7	-	-	-	-	-	-
8004 Transit System CBS Blue Route	-	1	-	-	-	-	-	-
<b>Community Bus Program</b>	<b>13</b>	<b>10</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
8005 SW Multipurpose Center Multipurp	15.72	14	-	-	-	-	-	-
8005 SW Multipurpose Center III E Fund	1.65	4	-	-	-	-	-	-
<b>Older Americans Act</b>	<b>17.37</b>	<b>18</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
6010 Utilities Admin Services	26	3	19	2	9	2	9	2
6021 Sewer Collection	9	-	7	-	6	-	6	-
6022 Sewer Treatment Plant	19	-	15	-	9	-	9	-
6031 Water Plants	21	-	14	2	9	2	9	2
6032 Water Distribution	9	-	8	-	5	-	5	-
<b>Utility Fund</b>	<b>84</b>	<b>3</b>	<b>63</b>	<b>4</b>	<b>38</b>	<b>4</b>	<b>38</b>	<b>4</b>
203 Self Insurance Administration	3	-	2	-	1	-	1	-
<b>Public Insurance Fund</b>	<b>3</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>

<b>Total All Funds</b>	<b>1115.02</b>	<b>293</b>	<b>942</b>	<b>247</b>	<b>850</b>	<b>225</b>	<b>845</b>	<b>231</b>
------------------------	----------------	------------	------------	------------	------------	------------	------------	------------

	2007-08	2008-09	2009-10	2010-11
<b>Total Full Time Equivalents (FTE):</b>	<b>1261.52</b>	<b>1065.5</b>	<b>963</b>	<b>960.5</b>

## COMMUNITY PROFILE

### CITY GOVERNMENT

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

### DEMOGRAPHICS

Land Area - Square Miles 34.25  
 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 (July, 1948 - January, 2007)

Source: SW Regional Climate Center (Ft. Lauderdale)

Average minimum temperature (F) 71.05  
 Average maximum temperature (F) 79.62  
 Avg. annual temperature (degrees) 75.50  
 Average annual precipitation (inches) since 1910 58.44

#### Future Land Use Designation (2008) (%)

Source: City of Pembroke Pines Planning Department

Agricultural 5%  
 Residential 69%  
 Commercial 11%  
 Industrial 3%  
 Recreation & Open Space/Conservation/  
 Commercial Recreation 5%  
 Community Facility 3%  
 Transportation / Utility 4%

100%

Total Planning Area (acres) 22,470

#### Elections (April 2010)

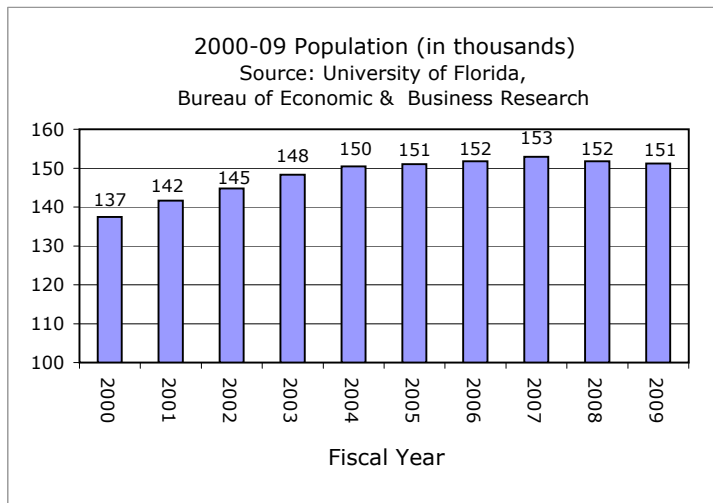
Source: Broward County Supervisor of Elections

Active Voters [as of Apr 2010] 92,463  
 Votes Cast Last City Election 2,768  
 Mayoral Elections [All four Districts] - January 29, 2008  
 % Voting Last City Election 2.99%

#### Racial Composition

Source: 2009 American Community Survey (Census Bureau)

White 33.1% 50,029  
 Hispanic or Latino 41.8% 63,233  
 Black or African American 16.6% 25,115  
 Asian 5.7% 8,634  
 Other 2.8% 4,182  
 100.0% 151,193



#### Median Age

Source: 2009 American Community Survey (ACS) Profile - Pembroke Pines (US Census Bureau)

2009 39.4

#### Age Composition

Source: 2009 American Community Survey (Census Bureau)

Under 5 years 6.3%  
 5-14 years 13.2%  
 15-19 years 6.8%  
 20-24 years 4.2%  
 25-34 years 13.6%  
 35-44 years 15.2%  
 45-54 years 14.8%  
 55-64 years 9.8%  
 65 + years 16.1%  
 100.0%

#### Gender Composition

Source: 2009 ACS/Florida Univ. Eco. & Bsns. Research Bureau

Male 47.6% 71,961  
 Female 52.4% 79,232  
 151,193

#### Housing Tenure [Occupied Housing Units]

Source: 2009 American Community Survey (Census Bureau)

Owner-occupied 74% 36,507  
 Renter-occupied 26% 13,095  
 (2008 Profile of Selected Housing Characteristics)

Average Household (persons) 2.94

Source: 2009 American Community Survey (Census Bureau)

**DEMOGRAPHICS** (continued)

**Educational Attainment (%)**

Source: 2009 American Community Survey (Census Bureau)

Less than High School Diploma	11.1%
High School Diploma	24.1%
Some college, no degree	23.4%
Associates Degree	10.2%
Bachelor's Degree	18.8%
Graduate or Professional Degree	<u>12.4%</u>
	100.0%

**Household Income**

Source: 2009 American Community Survey (Census Bureau)

Less than \$24,999	21.7%	10,702
\$25,000-\$49,999	20.2%	10,023
\$50,000-\$74,999	19.9%	9,939
\$75,000-\$99,999	14.6%	7,266
\$100,000 +	<u>23.6%</u>	<u>11,672</u>
	100.0%	49,602
Median Household Income		\$59,426

**ECONOMICS**

**Occupation Composition**

Source: 2009 American Community Survey (Census Bureau)

Management, professional & related occupations	29,063
Service occupations	8,707
Sales and office occupations	22,667
Farming, fishing and forestry occupations	-
Construction, extraction & maintenance occupations	3,762
Production, Transportation, and Material Moving occupations	<u>4,398</u>
	68,597

**Unemployment Rate (%)**

Source: Florida Dept. of Labor for Pembroke Pines

2008-09	7.4%
2007-08	5.2%
2006-07	3.0%
2005-06	2.9%
2004-05	3.3%
2003-04	3.5%
2002-03	4.1%
2001-02	4.3%
2000-01	2.8%
1999-00	2.7%

**Industrial Composition**

Source: 2009 American Community Survey (Census Bureau)

Agriculture, forestry, fishing/hunting, and mining	-
Construction	2,657
Manufacturing	3,466
Wholesale Trade	3,830
Retail Trade	9,125
Transportation, warehousing and utilities	4,887
Information	1,762
Finance, insurance, real estate/rental and leasing	5,378
Professional, scientific, management, administrative and waste management svcs.	8,233
Educational, health and social services	16,023
Arts, entertainment, recreation, accommodation and food services	5,564
Other services (except public admin.)	2,814
Public Administration	<u>4,858</u>
	68,597

**Building Permits**

Number

2008-09	6,318
2007-08	7,365
2006-07	10,267
2005-06	16,910
2004-05	10,800
2003-04	9,457
2002-03	9,171
2001-02	10,140
2000-01	10,368
1999-00	9,957

Total Value of

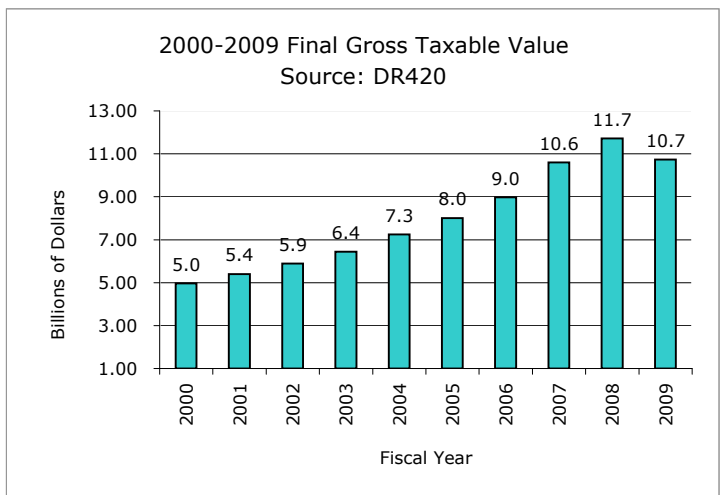
**Construction**

\$	68,962,467
	139,170,218
	237,392,060
	183,846,230
	116,958,795
	84,253,027
	109,883,816
	207,403,339
	265,146,376
	213,486,894

**Per Capita Income - using inflation-adjusted dollars**

Source: 2009 American Community Survey (Census Bureau)

2009 (American Community Survey)	\$	25,766
2008 (American Community Survey)		25,964
2007 (American Community Survey)		26,982
2006 (American Community Survey)		28,377
2005 (American Community Survey)		28,197



**ECONOMICS** (continued)

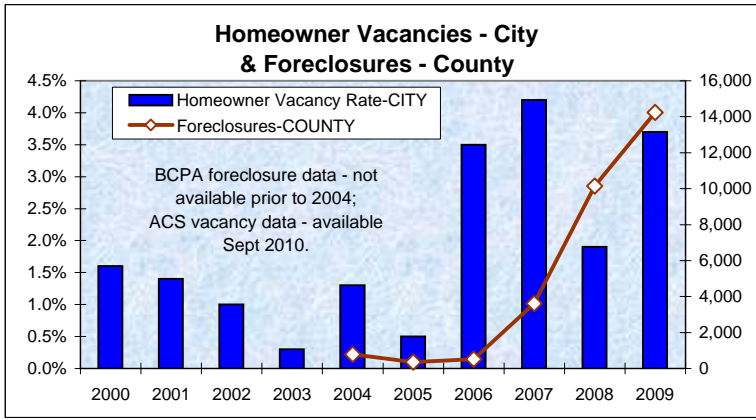
**Fiscal Year 2008-2009 Property Taxable and Assessed Valuation**

Source: Broward County Property Appraiser [DR403AM]

Total Just Value	\$17,848,661,534
Less: Exempt Property	-1,185,181,305
Homestead Assessment Differential	-3,664,549,250
Other Exemptions	-2,211,645,023
Value Adjustment Board/Appraiser Adjmts	-51,004,352
Operating Taxable Value	<u>\$10,736,281,604</u>

**Taxes (2010)**

Local Retail Sales Tax Rate	6%
Property Tax Millage-2009 Assmt	5.1249
Debt Service Millage-2009 Assmt	0.5951



**SERVICE STATISTICS**

Water (September 30, 2009)

Water Accounts	42,526
Operating Wells	9
Daily Pumping Wells Capacity (MGD)	18.0
Average Daily Water Pumping (MGD)	12.4
Total Daily Pumping Plant Capacity (MGD)	18.0

Sewer (September 30, 2009)

Miles of Sanitary Sewers	403.0
Average Daily Treatment (MGD)	7.1
Average Daily Treatment Capacity (MGD)	9.5

Public Works (September 30, 2007)

Residential Solid Waste Customers	37,670
Solid Waste Collected (tons)	91,660

Educational System [July 2009]

	City Charter	Other
Elementary:	4	12
Middle School:	2	4
High School:	1	3
Community College (1) /Universities (4)		5

Center for Arts (2009)

Number of Event Days	354
Theaters	2



Police Protection (December 31, 2009)

Employees (full-time)	306.5
Sworn	241
Non-Sworn	65.5
Grant Positions	0.5
Crime Index (fiscal year)	5,685
Crime Rate (per 1,000 population)	37.4
Traffic Accidents	5,129
Traffic/Parking Citations	53,798
Total Calls for Police Service	100,904

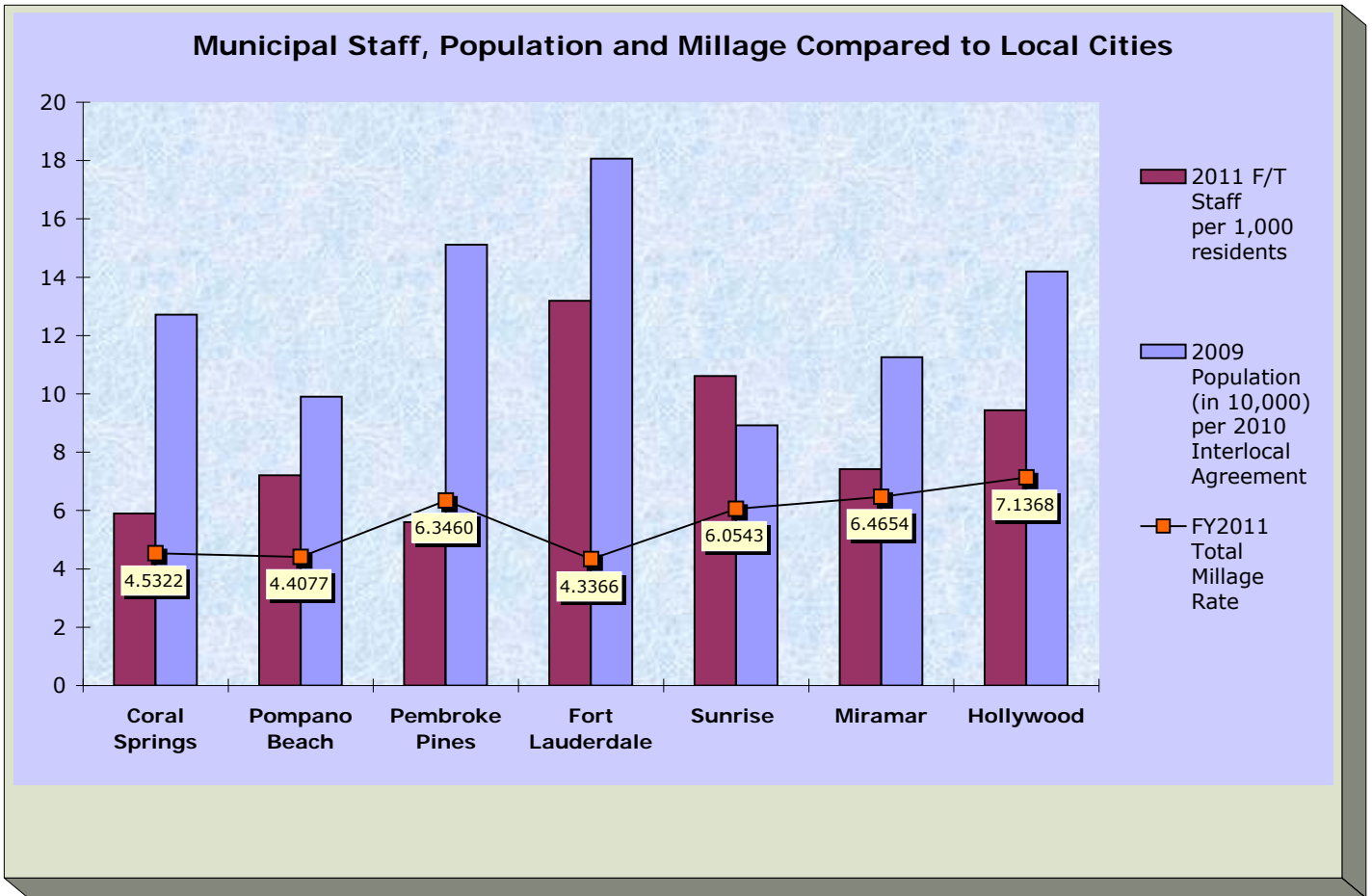
Fire Protection (December 31, 2009)

Stations	6
Employees (full-time)	264
Structure Fires	57
Adv Life Support Rescue Responses	13,816
Basic Life Support Rescue Responses	2,462
Other Rescue Calls	1,849
Other Emergencies	3,353
Fire Inspections (various kinds)	9,566
Fire Investigations	18

Municipal Parks (September 30, 2009)

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	20
Gymnasium	2
Racquetball Courts/Indoor	6
Volleyball	2
Hockey Rinks	11
Fitness Center	1
Pavilions	35
Gazeboes	3
Paddleball Courts	25
Basketball Courts/Outdoor	21.5
Football/Soccer	19

**COMPARISON TO LOCAL CITIES**



# City of Pembroke Pines

## Performance Measures

### Overview

Until 2004, the main focus of the City had been 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 and then actually declining in 2008 and 2009. 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.

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) selected to gauge the attainment of those objectives on a process level. In an effort to determine how effectively the City’s mission was being achieved, the balanced scorecard model was chosen as a tool. Further, department goals, objectives and performance measures were reviewed to ensure that they contribute significantly to the KPIs. The concept was presented to Commission in December, 2004, at the Vision and Goal-Setting Workshop.

## Strategy Map



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

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

# City and Departmental Goals Matrix

City and  
Departmental Goals

	City Manager	Police	Fire and Rescue	Public Services	Parks & Recreation	Code Compliance	Info Technology	City Clerk	Community Svcs	Housing Rental	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			
<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 support all City departments through the use of technology to better improve the lives of the citizens of Pembroke Pines.							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							
The curriculum of the Early Development Center is directed to nurturing the whole child in a caring environment conducive to teaching and learning.				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			





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>	
<i>KPI: Crime rate per 100,000 population ranked against the ten largest cities in Broward County</i>	
<b>Police</b> To deter crime, enhance public safety, and apprehend criminals.	<ul style="list-style-type: none"> <li>• Clearance rate of Part I offenses <sup>(1)</sup></li> <li>• Calls for service per 1,000 residents</li> <li>• <b>Crime index for the following types of offenses:</b> <ul style="list-style-type: none"> <li>• Murder</li> <li>• Forcible rape</li> <li>• Robbery</li> <li>• Aggravated assault</li> <li>• Burglary</li> <li>• Larceny</li> <li>• Motor vehicle theft</li> <li>• Crime index</li> <li>• Crime rate (per 100,000)</li> </ul> </li> </ul>
<i>KPI: Insurance Service Organization (ISO) evaluation compared with national cities with 24,999 or more population</i>	
<b>Fire</b> Conduct pre-fire planning for all commercial and multifamily occupancies. To reduce loss to property from fire, flood, domestic terrorism, or natural disaster.	<ul style="list-style-type: none"> <li>• Number of public participants in safety education classes</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>
<i>KPI: Social service client hours per each unduplicated client</i>	
<b>Community Services</b> To plan and implement the following services to the 55 years of age and older population: Recreation Health support services Transportation In-home services coordination Counseling Public education Volunteer services Social services Nutrition program Adult daycare services Senior housing Alzheimer’s adult daycare services Relief/respite	<ul style="list-style-type: none"> <li>• Units of service (services covered by OAA Title IIIB and IIIE Grant)</li> <li>• Number of unduplicated clients</li> </ul>
<i>KPI: Potable water-quality ranking among Broward cities</i>	
<b>Utilities [Water]</b> Ensure both treatment plants operate at maximum efficiency in order to provide for the production of high quality potable water.	<b>Finished Water Quality:</b> <ul style="list-style-type: none"> <li>• pH</li> <li>• Total Residual Chlorine</li> <li>• Color</li> <li>• Fluoride AS F</li> <li>• Turbidity NTU</li> <li>• Iron Fe-</li> </ul>
<b>CITY GOAL #2: Promote and pursue a positive economic environment</b>	
<i>KPI: Median household income ranked against the ten largest cities in Broward County</i>	
<b>City Manager</b> To maintain a low tax burden.	<ul style="list-style-type: none"> <li>• Change compared to operating rolled-back millage rate</li> </ul>
<i>KPI: % change in taxable value in relation to other Broward County Cities</i>	
<b>Administrative Services [Code Enforcement]</b> Maintain 90% compliance on cases prior to hearings.	<ul style="list-style-type: none"> <li>• % of cases closed prior to Code Board and/or Special Master hearing</li> </ul>
<i>KPI: Local business tax revenue per capita</i>	
<b>City Clerk</b> Ensure that all businesses have paid the local business tax	<ul style="list-style-type: none"> <li>• Local business tax revenue per capita</li> </ul>
<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>	
<b>City Manager</b> Enhance the educational environment at the Charter Schools.	<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 new FT employee retention rate within one year of employment</i>	
<b>Human Resources</b> Implement sound recruitment practices to ensure competent candidates are hired.	<ul style="list-style-type: none"> <li>• New FT employee turnover rate after one year of employment</li> </ul>
<i>KPI: Sick-leave hours used per FT employee compared to prior years</i>	
<b>Human Resources (Risk Management)</b> Continue to monitor group health claims and fees.	<ul style="list-style-type: none"> <li>• Sick leave hours used per FT employee compared to prior years</li> </ul>

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

## Performance Measures Crosswalk (continued)

<b>KPI: City's underlying bond rating compared to peer cities in Florida</b>	
<b>City Manager</b> Manage City finances to ensure financial benchmarks are met.	<ul style="list-style-type: none"> <li>• Unreserved and undesignated 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>• % of principal retired in 10 years</li> <li>• Direct debt per capita</li> </ul>
<b>Finance</b> Maintain high levels of professional accounting and reporting standards worthy of the Government Finance Officers Association (GFOA) awards.	<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>
<b>CITY GOAL #6: Preserve and promote the ecological and environmental quality within the City.</b>	
<b>KPI: Comparison of licensed wetlands per total acres with other Broward County cities</b>	
<b>Public Services [Environmental]</b> Conserve, protect, maintain, or improve wetlands.	<ul style="list-style-type: none"> <li>• Licensed wetland acres in Pembroke Pines</li> </ul>
<b>KPI: Wastewater quality ranking among Broward cities</b>	
<b>Public Services [Water]</b> Ensure the treatment plant operates at maximum efficiency to facilitate the environmentally sound disposal of wastewater.	<ul style="list-style-type: none"> <li>• Carbonaceous Biochemical Oxygen Demand 5-Day (CBOD5) Effluent</li> <li>• Total Suspended Solids (TSS) Effluent</li> </ul>
<b>KPI: Acres of parkland per 1,000 population compared to the ten largest cities in Broward County</b>	
<b>Parks and Recreation</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.	<ul style="list-style-type: none"> <li>• Acres of parkland per 1,000 population</li> </ul>

# Initiative / Action Steps Summary that Support Strategic Objectives

## (1) Promote health, safety & welfare of the community.

### Strategic Objective: Reduce crime

POLICE

In 2009, the Police Department started conducting "Operation Blue Force" on overlap staffing days to reduce crime. The operational strategy employed is to saturate selected locations throughout the City with uniformed police officers in marked vehicles. The operation includes "park and walks" at businesses, residential patrol of selected areas, truancy sweeps, and selective traffic enforcement.

In recent months, the Police Department implemented a new deployment strategy for Patrol operations with the objective of reducing crime by decreasing response time while increasing citizen and officer safety. This strategy was created by analyzing crime patterns and service call data and focusing our efforts in those identified areas while maintaining high visibility and maximum community impact.

### Strategic Objective: Maintain effective fire control capabilities

FIRE

- Expand and enhance the comprehensive emergency vehicle operator course.
- Implement the new Officer Development Program for Rescue Lieutenants, Captains and Battalion Chiefs.
- Mapping of fire hydrants using new technology to improve location accuracy, and frequent maintenance to insure reliability.
- Coordinate Public Safety Communications and support fire operations in the field.
- Operational Public Safety Answering Point that decreases response times.
- Broadcast Fire Safety Public Service tips on Channel 78.
- Creation of the Citizens Emergency Response Team (CERT) using volunteers to assist in large scale emergencies.

### Strategic Objective: Increase social services to seniors (60+)

COMMUNITY SERVICES

Implement "Taking Control over your Diabetes". The six week course allows those suffering with Diabetes to learn how to properly manage their health and live with the disease. Classes are taught by staff members from Broward County's Elderly and Veterans Services Division.

Introduce Chronic Disease Management classes for clients at South West Focal Point Center. The six to eight week program teaches seniors how to manage their current medical conditions, speak to their physicians, and manage their mental well-being.

FREE recreation and exercise classes were added to our program. Classes have enhanced services, promoted participation and decreased isolation among our members. Classes are funded by the Community Development Block Grant.

In 2011, the Community Services Department will welcome interns from Florida International University and Nova Southeastern University. Interns will provide social services and mental health counseling to those residing in southwest Broward County.

Social work interns from Barry University will provide support services to South West Focal Point Center clients and the community.

### Strategic Objective: Provide high quality potable water

PS

- Complete the upgrade of controls and mechanical systems at the existing water plant.

## (2) Promote and pursue a positive economic environment.

### Strategic Objective: Maintain tax base.

FINANCE

In FY2008-09 a \$4.4 million Neighborhood Stabilization Program (NSP) award was received from the U.S. Department of Housing and Urban Development (HUD). NSP provides grants to purchase foreclosed or abandoned homes and to rehabilitate, resell, or redevelop these homes in order to stabilize neighborhoods and stem the decline of property values within the City.

### Strategic Objective: Foster business growth

PLANNING

- Utilization of GO Bonds dedicated to Economic Development and Streetscape.
- Coordination of business networking and educational events including Power Business Week to support local businesses growth.
- Creation of Innovative Zoning Categories to foster new types of mixed use development.
- Improve partnership and support with the Miramar-Pembroke Pines Chamber of Commerce, through marketing and association with Chamber advisory groups.

# Initiative / Action Steps Summary that Support Strategic Objectives

PLANNING (cont.)

- Participation with the Broward Alliance, to improve knowledge base as it relates to county and state programs that support business activity.
- Staff support of City Economic Development Advisory Board.
- Work with the Information Technology Division to enhance the City's Website promoting Pembroke Pines as a destination for business.
- Work with the Local Business Tax Receipt Division to obtain valuable information about the City's businesses via new renewal forms. This procedure will allow staff to communicate more effectively with our businesses.
- Hold workshops with the City Commission and Advisory Board to make Pembroke Pines a destination for business.

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

**Strategic Objective: Improve academic performance at schools**

MIDDLE SCHOOL

READING (FSU)

- Maintain or exceed 92% of students scoring at a level 3 or above on the FCAT Reading test by students in grades 6 to 8.**
- Teachers will integrate various technology programs including Riverdeep, Reading Counts, Study Island, to supplement reading instruction.
  - All teachers will utilize the FCAT Reading Item Specifications to create higher order thinking questions.
  - Social studies teachers will explicitly infuse the reading benchmarks in lesson plans and delivery of instructional material.
- Action steps geared towards students in grades 6 to 8 to ensure that 92% or above will score at a level 3 or higher on the FCAT Reading Test.**
- The school will continue to utilize the FAIR assessments to monitor student progress.
  - Implement differentiated instruction and independent learning plans.
  - Students not responding to core instruction will be referred to RTI and receive planned and targeted interventions.

MATH

- Maintain or exceed 88% of students scoring at a level 3 or above on the FCAT Math test by students in grades 6 to 8.**
- Teachers will spiral curriculum in order to constantly provide review of previously taught concepts that may be assessed on future tests.
  - Teachers will implement Higher Order Thinking (HOT) activities provided by newly adopted textbook series.
- Action steps geared towards students in grades 6 to 8 to ensure that 88% or above will score at a level 3 or higher on the FCAT Math Test.**
- Organize classes into proficiency levels and implement differentiated instruction based on specific students' needs.
  - Identify and consistently monitor the progress of the lowest 25 percentile, revise instruction, and supply supplemental instruction as needed via before/after school camps and peer tutoring.

SCIENCE

- Maintain or exceed 75% of students scoring at a level 3 or above on the FCAT Science Test by students in grades 8.**
- Teachers will incorporate hands-on and real-world experiments and/or demonstrations.
  - Students not mastering weekly science instructional objectives will be provided supplemental instruction in the form of small groups and before and after school tutoring.
  - Students will utilize the science components of FCAT Explorer and FOCUS web based programs.

WRITING

- Maintain 99% of students scoring at a level 4 or above on the FCAT Writing Test by students in grades 8.**
- Language Arts teachers will administer diagnostic test to drive instruction and determine remediation needs.
  - Eighth grade students will write a minimum of two essays per week: a 45 minute timed essay in the classroom and one at home via My Access prompt.
  - All students scoring below level 3.5 on the writing diagnostic will receive remediation through an afterschool writing tutorial program.

# Initiative / Action Steps Summary that Support Strategic Objectives

HIGH SCHOOL

- Complete an outdoor classroom in partnership with the City Parks and Recreation department as part of our green school movement.
- Prepare struggling students for college by providing the Apex Learning program.
- Encourage teachers to collaborate by forming Professional Learning Communities focused on improving student achievement levels.
- Identify the professional development workshops that teachers need to attend that in order to increase the learning and academic progress of their students and summarize the effectiveness/impact of the professional development on student achievement by implementing Professional Growth Plans.
- Allow students who work diligently to maintain high academic standards to exempt up to three mid-term exams in order to offer more time to study for other exams.
- Provide support for students at risk for poor learning outcomes by implementing Response to Intervention and Instruction.
- Document and prevent bullying by implementing the Broward County School Board Anti-Bullying Policy.
- Engage students in higher order thinking through Paideia Socratic Seminars with the students.
- Increase student participation in Advanced Placement Courses and the Dual Enrollment Program by encouraging students to enroll in challenging courses.

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

**Strategic Objective: Improve academic performance at schools**

ELEMENTARY SCHOOL

READING

### **Students in grades 3 to 5 achieving proficiency (FCAT Level 3) in reading.**

- Teachers will implement small group instructional strategies based on Dr. Jan Richardson.
- Teachers will integrate the technological program, Accelerated Reader (AR) to increase reading comprehension and build vocabulary.
- Teachers will differentiate instruction in various formats, including but not limited to small group, whole group, individual resource groups, and cross-grouping to promote reading development.

### **Students in grades 3 to 5 achieving above proficiency (FCAT Levels 4 or 5) in reading.**

- In addition to the steps outlined above for students achieving proficiency (Level 3) in reading, teachers of
- students achieving Levels 4 or 5 in reading) will implement Small Group Instructional Strategies based on Dr. Jan Richardson's "The Next Step in Guided Reading"
  - An additional resource for this group will include Thinking Maps to promote reading development.

### **Students in grades 3 to 5, including those in the lowest 25%, making learning gains in reading.**

- Teachers will receive professional development in Differentiated Instruction.
- An extended learning program will provide additional reading instruction for a minimum of 30 minutes a day, outside the 90-minute reading block, using research-based supplemental materials.
- Students not responding to core instruction will be referred to R+I and receive planned and targeted interventions.

### **Action steps created for student subgroups not making Adequate Yearly Progress in reading**

- Before-school and after-school instructional reading tutorials using Great Leaps as the core program. The sessions will be held a minimum of two times per week for 40 minutes per session.
- Support staff will participate in all school-wide trainings and interventions (e.g. Differentiated Instruction) to increase student achievement.
- ESE Support staff will meet monthly with classroom teachers to share best practices and align instructional and intervention strategies.

### **Students in grades 3 to 5 achieving proficiency (FCAT Level 3) in mathematics.**

- Implementation of new mathematics series, Go Math!
- Teachers will implement Acaletics and differentiate instruction in various formats including but not limited to small group, whole group, individual resource groups, and cross-grouping to promote mathematical concepts.
- Teachers will receive professional development in Differentiated Instruction.

### **Students in grades 3 to 5 achieving above proficiency (FCAT Levels 4 or 5) in mathematics.**

- Use of enrichment strategies and materials from Go Math! Series
- Utilize the technology component of the Go Math! Series.
- Increased use of interactive centers.

MATH

Students with Disabilities

# Initiative / Action Steps Summary that Support Strategic Objectives

ELEMENTARY SCHOOL (cont.)

MATH (cont.)

SCIENCE

WRITING

**Students in grades 3 to 5 making Learning Gains in mathematics.**

- Implementation of new mathematics series, Go Math!
- Teachers will implement Acaletics and differentiate instruction in various formats including but not limited to small group, whole group, individual resource groups, and cross-grouping to promote mathematical concepts.
- Teachers will receive professional development in Differentiated Instruction.

**Students in grades 3 to 5 in the lowest 25% making learning gains in mathematics.**

- Use of targeted small group instruction as per the Go Math! Series.
- Use of technology to differentiate instruction and target specific needs.
- Discovery learning through hands-on experience to assist with concrete learning of mathematical skills.

**Students in grade 5 achieving proficiency (FCAT Level 3) in science.**

- Teachers will implement an Instructional Focus calendar for Science.
- Science facilitators will conduct Learning Communities to align standards, implement curriculum.
- Teacher-guided science experiments will expose and involve students in the scientific method.

**Students in grade 5 achieving above proficiency (FCAT Levels 4 and 5 in science.**

- Teachers will differentiate instruction in various formats, including but not limited to small group, whole group, individual resource groups, and cross-grouping to promote science enrichment.
- Science Facilitators will conduct Professional Learning Communities to share enrichment Best Practices.

**Students in grade 4 who scored at or above a 3.0 on the FCAT Writes! assessment.**

- Effective writing techniques will be modeled to students through a variety of research-based strategies, including but not limited to, students writing samples from previous FCAT administrations and the Mary Lewis writing program.
- A monthly FCAT Writing Practice to assess strengths and weaknesses in writing skills and a set instructional focus will be implemented in grades K - 5.
- Teachers will participate in cross-campus professional development with a focus on horizontal alignment of research-based writing strategies.
- Teachers will use a variety of strategies to differentiate instruction during writing lessons.

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

Strategic Objective: Reduce employee turnover

HR

- Maintain competitive pay, provide a safe environment, and provide professional training to enhance the development of employees.

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

Strategic Objective: Maintain sound financial stability

VARIOUS

- Enter into a lease agreement with the YMCA of Broward County for the purpose of developing a partnership that will benefit the City and the YMCA and provide quality programs and services to the residents.

**(6) Preserve and promote the ecological and environmental quality within the City.**

Strategic Objective: Preserve wetlands ecosystem & watershed

PS

- Create and maintain approximately 44 acres of wetland mitigation as required by one phase of the AWS project.

Strategic Objective: Control the quality of the wastewater

PS-PUBLIC SERVICES

- Commence implementation of the AWS project. This project was brought about by the water re-use regulatory requirements promulgated by the South Florida Water Management District in their Lower East Coast Water Supply Plan. The major component of the project, the Alternative Water Supply Plant, will convert wastewater to raw water that will be used to recharge the Biscayne Aquifer as required by the SFWMD.

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	2009 Benchmark	2009 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	↓	4,616	3,761	76.1%	12.0%	9.1%	
Maintain effective fire control capabilities	Insurance Service Organization (ISO) evaluation compared with national cities with 24,999 or more population	↑ *	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	↑	61.56	85.54	78.7%	4.0%	3.1%	
Provide high quality potable water	Potable water quality ranking among Broward cities	=	51.9%	67.2%	90.0%	12.0%	10.8%	
<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	↑	50,867	59,426	80.4%	4.0%	3.2%	
Maintain tax base	% change in taxable value in relation to other Broward County Cities	↑	-13.98%	-12.13%	62.2%	8.0%	5.0%	
Foster business growth	Local Business Tax Revenue per capita	↑	\$ 18.09	\$ 21.88	76.9%	8.0%	6.2%	
<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	↑	555.4	638.8	89.0%	8.0%	7.1%	
<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	↑	81.2%	70.6%	10.6%	4.0%	0.4%	
Reduce employee absenteeism	Sick leave hours used per FT employee compared to prior years	↓	39.15	35.09	91.3%	4.0%	3.7%	
<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	↑	84.9%	88.0%	68.2%	8.0%	5.5%	
<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	=	2.6%	12.2%	89.8%	4.0%	3.6%	
Control the quality of the wastewater	Wastewater quality ranking among Broward cities	↑	51.0%	69.1%	75%	8.0%	6.0%	
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	↑	6.37	10.71	97.0%	4.0%	3.9%	
* = The ISO rating of 90.23 was during 2007. The rating is updated every five years; the benchmark has not been updated since 2005 due to nonavailability of data.					<b>Overall Operating Performance Score</b>		<b>100.0%</b>	<b>79.4%</b>



The 9.0 percentage-point increase in the City's overall score (from 70.4% to 79.4%) was due primarily to: a reduction in average Sick Leave hours used per employee (from 44 to 35); improvement in wastewater quality; loss in taxable value (-12.1%) being less than peer cities (-14.0%); a stable median household income that lost (-0.8%) while the top ten cities averaged a loss of (-6.8%); reduction in crime rate per 100,000 population from 4,097 to 3,761; and improved employee retention during first year of hire (from 60.5% to 70.6%). Both the water and wastewater quality measures can vary significantly from one year to the next, though both meet State standards.



## Key Performance Indicators (KPIs)

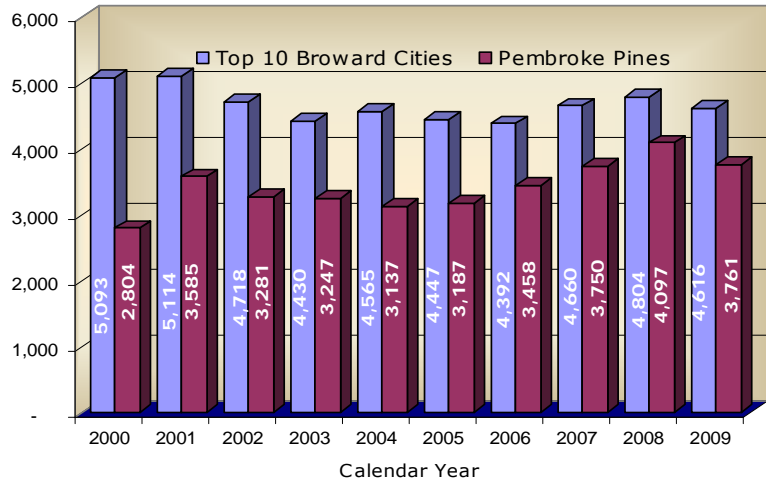
Each KPI score was based on the City's actual performance compared to a benchmark, which was either the average score of peer Cities, when sufficient data are available, or prior City performance. A standardized score, between 0 and 100, was calculated by determining the "z score," which finds the difference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

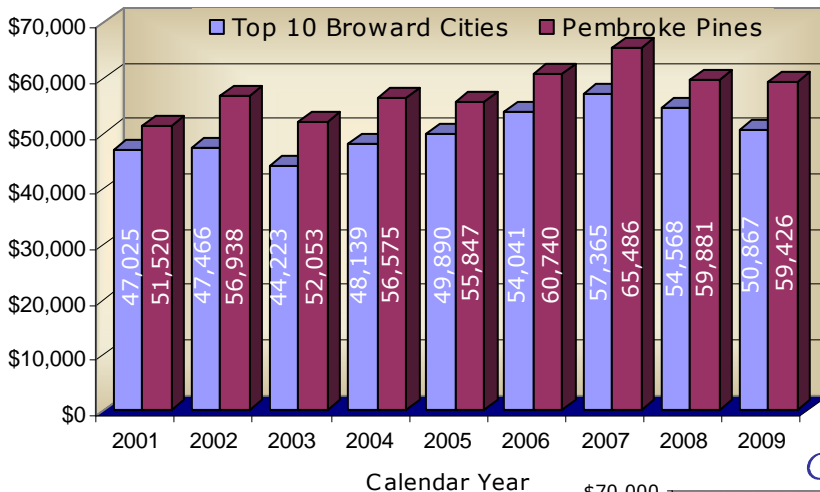
### Crime Rate per 100,000 Population

**Benchmark:** 4,616 (average crime rate per 100,000 population for ten largest Broward cities during calendar year 2009)

**Analysis:** During 2009 the City's crime rate per 100,000 residents declined by 8.2%, from 4,097 to 3,761 while the crime rate for the ten largest Broward cities and for the County decreased by 3.9% and 3.2% respectively. During 2009 the City had the 3rd lowest crime rate of the ten largest Broward cities. Fort Lauderdale and Hollywood had crime rates of 6,560 and 5,309 respectively.



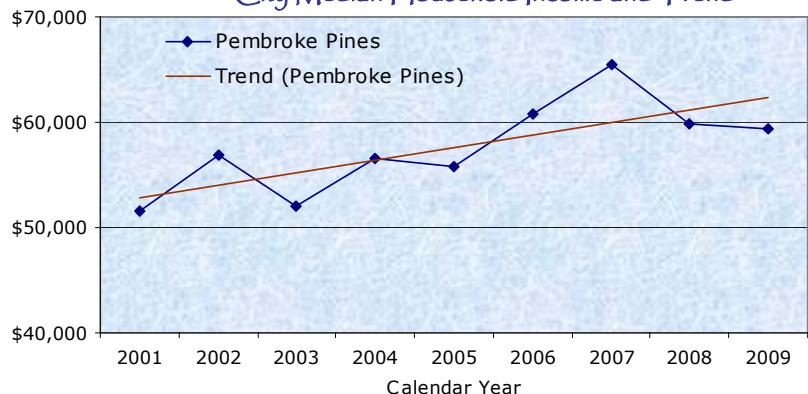
### Median Household Income Compared to Top 10 Broward Cities



**Benchmark:** \$50,867 (median household income for 10 largest Broward cities in 2009.)

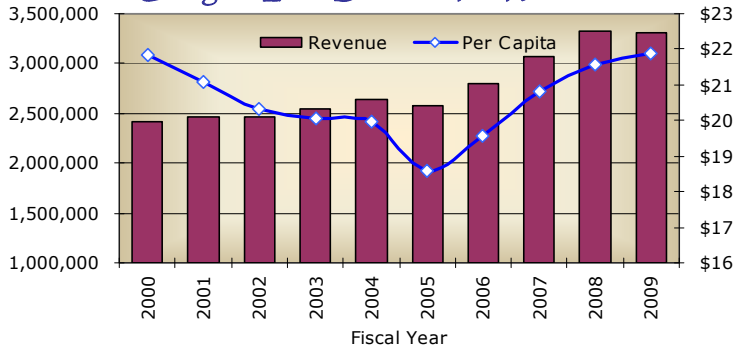
**Analysis:** Since 1999 the median household income (in inflation-adjusted dollars) for Pembroke Pines has averaged 13.4% greater than that of the ten largest cities in Broward County. During 2009, City's median household income fell by -0.8% while the average loss for the County was -5.4%, while top ten cities declined by -6.8%.

### City Median Household Income and Trend



The impact of the economy is evident by the change in the trend line, as it moved from a 5.2% compounded annual increase in median household income from Calendar Year 2000 to 2007 to a 1.6% compounded annual growth from Calendar Year 2001 to 2009.

### Change in Local Business Tax Revenue



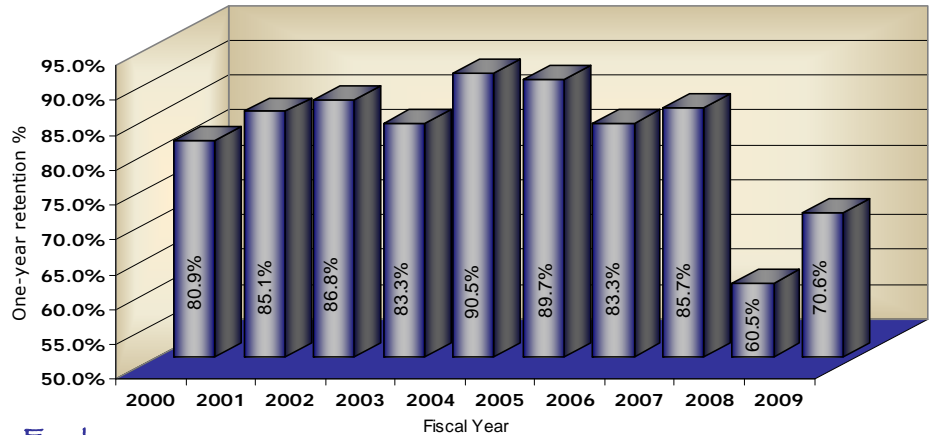
**Benchmark:** \$18.09 (per capita revenue since 1982-83 in constant 2009 dollars)

**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 1.2% while revenue growth averaged 4.0% since 1999-00 in constant dollars.

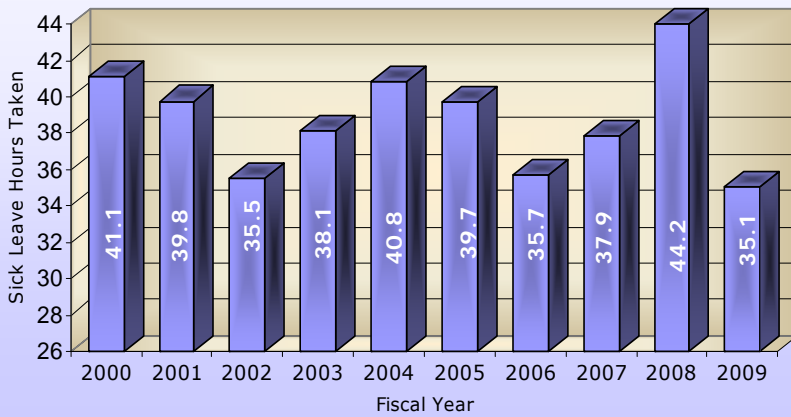
**Benchmark:** 81.2% (Average City retention rate since 1997-98)

**Analysis:** After averaging 80.4% from 1997-98 to 1999-00, the retention rate increased to 86.3% from 2000-01 to 2006-07. Since 2006-07 the average has been 63.3%, primarily due to Public Safety Dispatch accounting for four of the five 2008-09 turnovers and 13 of 15 during 2007-08.

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



### Sick Leave Hours Used per Employee



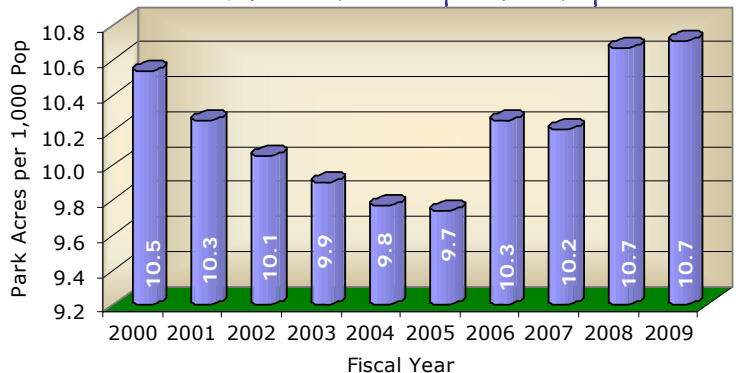
**Benchmark:** 39.1 hours (Annual average paid sick leave hours per employee since 1999-00)

**Analysis:** The City 10-year average has been an average of 39.1 hours of paid sick leave annually. The dramatic change from in average sick leave hour taken from 44.2 hours per employee in 2007-08 to 35.1 hours in 2008-09 represented a 20.6% decrease or -9.1 hours. Part of this decrease is attributable to the move to a four-day work week, implemented during October 2008.

**Benchmark:** 6.37 acres of parkland per 1,000 population for the ten largest Broward cities for 2008-09.

**Analysis:** While the Broward County requirement for municipal parkland per 1,000 population is three acres, the City decided to increase the acreage to seven. A 2006 five-year Reciprocal-Use Agreement with the Broward County School Board made School Board facilities available for public use during non-school hours, thus the increase from 9.7 to 10.3 acres during 2006. Pembroke Pines has averaged 10.7 acres per 1,000 since 2007-08.

### Acres of Parkland per 1,000 Population



At the annual Visioning and Goal Setting Workshop management evaluates the 14 objectives and the relative KPIs to ensure they align with the City's mission. Appropriate changes are made to objectives and KPIs as needed. Further, the City's overall performance, based on the scorecard, is analyzed to determine whether services are in line with targeted outcomes. Performances below target are addressed from a budgetary perspective through a combination of increased resource flow and the initiation/implementation of new initiatives.

On a quarterly basis, management assesses the City's progress in meeting the strategic objectives by evaluating the progress of each KPI based on the Department Performance Measurement Reports, which are diagnostic in nature. Depending on the year-to-date and projected year-end progress, action is taken. 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

<b>City Goal: (1) Promote health, safety &amp; welfare of the community.</b>		2007-08		2008-09		2010	2011
<b>KPI: Crime rate per 100,000 population ranked against the ten largest cities in Broward County</b>		<u>Actual</u>	<u>Goal</u>	<u>Actual</u>	<u>Goal</u>	<u>Goal</u>	<u>Goal</u>
<b>Measurement Type: Outputs</b>							
1	Calls for service per 1,000 residents	↓ 715	730	664	700	700	700
<b>Measurement Type: Effectiveness</b>							
2	Clearance rate for Part I offenses <sup>(1)</sup>	↑ 22%	26%	20%	26%	26%	26%
<b>Crime index for the following types of offenses:</b>							
3	Murder	↓ 3	0	4	0	0	0
4	Forcible rape	↓ 15	20	10	15	15	10
5	Robbery	↓ 151	100	101	100	100	100
6	Aggravated assault	↓ 231	250	184	150	200	200
7	Burglary	↓ 917	600	1,091	600	750	800
8	Larceny	↓ 4,511	3,000	3,954	3,000	4,000	4,000
9	Motor vehicle theft	↓ 389	400	341	300	350	350
10	Crime index	↓ 6,217	4,370	5,685	4,165	5,000	5,000
11	Crime rate (per 100,000 residents)	↓ 4,063	3,400	3,740	3,000	3,500	3,500

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

### Fire

<b>City Goal: (1) Promote health, safety &amp; welfare of the community.</b>		2007-08		2008-09		2010	2011
<b>KPI: Insurance Service Organization (ISO) evaluation compared with national cities with 24,999 or more population</b>		<u>Actual</u>	<u>Goal</u>	<u>Actual</u>	<u>Goal</u>	<u>Goal</u>	<u>Goal</u>
<b>Measurement Type: Efficiency</b>							
2	Average unit response time from en route to arrival (in minutes)	↓ 3.31	4.00	3.40	4.00	<4.00	<4.0
4	% of dispatch processing time less than 1 minute	↑ 97.89%	99.00%	97.00%	99.00%	95.00%	95.00%
5	% of unit response time less than 6 minutes	↑ 92.63%	90.00%	91.00%	90.00%	90.00%	90.00%
<b>Measurement Type: Effectiveness</b>							
6	Number of public participants in safety education classes	↑ 29,674	30,000	25,321	31,000	31,000	25,000

### Community Services

<b>City Goal: (1) Promote health, safety &amp; welfare of the community.</b>		2007-08		2008-09		2010	2011
<b>KPI: Social service client hours per each unduplicated client</b>		<u>Actual</u>	<u>Goal</u>	<u>Actual</u>	<u>Goal</u>	<u>Goal</u>	<u>Goal</u>
<b>Measurement Type: Outputs</b>							
1	Number of unduplicated clients	↑ 3,921	3,714	3,250	3,583	3,900	3,300
2	Units of service (services covered by OAA Title IIIB and IIIE Grant)	↑ 250,833	212,535	101,888	229,138	149,750	82,997

### Finance

<b>City Goal: (5) Commitment to excellence in leadership and management skills; instill confidence in integrity of City government.</b>		2007-08		2008-09		2010	2011
<b>KPI: City's underlying bond rating compared to peer cities in Florida</b>		<u>Actual</u>	<u>Goal</u>	<u>Actual</u>	<u>Goal</u>	<u>Goal</u>	<u>Goal</u>
<b>Measurement Type: Efficiency</b>							
1	Number of years to receive Award for Certificate of Achievement for Excellence in Financial Reporting from GFOA	↑ 24	24	25	25	26	27
2	Number of years to receive Distinguished Budget Presentation Award from GFOA	↑ 11	11	12	12	13	14

## Department Performance Measures Report (continued)

### Public Services

City Goal: (1) Promote health, safety & welfare of the community.		2007-08		2008-09		2010	2011
KPI: Potable water quality ranking among Broward cities		Actual	Goal	Actual	Goal	Goal	Goal
Measurement Type: Effectiveness							
Finished Water Quality:							
1	pH (County standard 6.5 - 9.1 or higher)	↑	9.20	9.10	9.20	9.20	9.20
2	Total Residual Chlorine (County standard 4.0 or lower)	↑	3.26	3.50	3.50	3.50	3.50
3	Color (County standard 15.0 or lower)	↓	5.53	6.00	6.00	6.00	6.00
4	Fluoride ASF (County Standard 0.8 or lower)	↑	0.79	0.80	0.80	0.80	0.80
5	Turbidity NTU (Nephelometric Turbidity Unit) (County standard 1.0 or lower)	↓	0.05	0.06	0.06	0.06	0.06
6	Iron Fe- (County standard 0.3 or lower)	↓	0.02	0.02	0.02	0.02	0.02
City Goal: (6) Preserve and promote the ecological and environmental quality within the City.							
KPI: Wastewater quality ranking among Broward cities							
Measurement Type: Effectiveness							
7	CBOD5 (Carbonaceous Biochemical Oxygen Demand 5-Day) Effluent (County standard 20 or lower)	↓	4.70	5.50	5.25	5.20	5.25
8	TSS (Total Suspended Solids) Effluent (County standard 20 or lower)	↓	3.26	3.00	3.00	3.00	3.00
KPI: Comparison of licensed wetlands per total acres with other Broward County cities							
Measurement Type: Effectiveness							
9	Licensed wetland acres in Pembroke Pines	=	620	546	622	634	620

### City Manager

City Goal: (2) Promote and pursue a positive economic environment.		2007-08		2008-09		2010	2011
KPI: Median household income ranked against the ten largest cities in Broward County		Actual	Goal	Actual	Goal	Goal	Goal
Measurement Type: Efficiency							
1	Change over operating rolled-back millage rate	↓	0.00%	0.00%	-2.85%	-2.85%	2.50%
City Goal: (3) Provide diverse recreational, educational, and cultural opportunities and maintain a full range of municipal services.							
KPI: Charter School FCAT (Florida Comprehensive Assessment Test) Scores ranking among Broward schools							
Measurement Type: Effectiveness							
Charter School FCAT Scores for:							
2	Elementary Schools	↑	652	450	650	N/A	600
3	Middle Schools	↑	631	500	644	N/A	600
4	High Schools	↑	589	450	592	N/A	550
5	FSU Elementary	↑	625	485	669	N/A	600
City Goal: (5) Commitment to excellence in leadership and management skills; instill confidence in integrity of City government.							
KPI: City's underlying bond rating compared to peer cities in Florida							
Measurement Type: Effectiveness							
6	Unreserved undesignated Fund Balance as a % of annual General Fund expenditures ^	↑	21%	14%	23%	25%	25%
7	Total direct debt as a % of property market value	=	3.3%	2.3%	3.3%	3.7%	4.1%
8	Debt service as a % of General Fund budget	↓	18%	17%	16%	16%	15%
9	% of principal retired in 10 years	↑	25%	27%	27%	26%	28%
10	Direct debt per capita	↓	\$2,588	\$2,550	\$2,553	\$2,610	\$2,602

^ Policy stipulates a range from 10% to 30%

## Department Performance Measures Report (continued)

### Code Compliance

City Goal: (2) Promote/pursue a positive economic environment.		2007-08		2008-09		2010	2011
KPI: % change in taxable value in relation to other Broward County Cities		Actual	Goal	Actual	Goal	Goal	Goal
Measurement Type: Effectiveness							
1	% of cases closed prior to Code Board and/or Special Master hearing	↑	92%	95%	92%	95%	95%

### Parks & Recreation

City Goal: (6) Preserve/promote the ecological and environmental quality within the City.		2007-08		2008-09		2010	2011
KPI: Acres of parkland per 1,000 population compared to the ten largest cities in Broward County		Actual	Goal	Actual	Goal	Goal	Goal
Measurement Type: Effectiveness							
1	Acres of parkland per 1,000 population ranked against the ten largest cities in Broward County	↑	10.40	10.40	10.70	10.38	10.4

### City Clerk

City Goal: (2) Promote/pursue a positive economic environment.		2007-08		2008-09		2010	2011
KPI: Local business tax revenue per capita		Actual	Goal	Actual	Goal	Goal	Goal
Measurement Type: Effectiveness							
1	Local business tax revenue per capita (in constant dollars)	↑	\$19.09	\$19.00	\$21.88	\$19.00	\$20.00

### Human Resources

City Goal: (4) Provide a positive work environment that encourages teamwork, initiative, productivity, and individual development.		2007-08		2008-09		2010	2011
KPI: % change in new FT employee retention rate within one year of employment		Actual	Goal	Actual	Goal	Goal	Goal
Measurement Type: Effectiveness							
1	New FT employee turnover rate within one year of employment	↓	18.5%	16.0%	29.4%	16.0%	14.0%

City Goal: (4) Provide a positive work environment that encourages teamwork, initiative, productivity, and individual development.		2007-08		2008-09		2010	2011
KPI: Sick leave hours used per FT employee compared to prior years		Actual	Goal	Actual	Goal	Goal	Goal
Measurement Type: Effectiveness							
2	Sick leave hours used per FT employee	↓	44.18	35.00	35.09	36.00	34.00

## Budget Summary for Fiscal Year 2010-11 - All Funds By Category

	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget	% of Total	% Change from 2009-10
<b>BEGINNING BALANCE</b>	\$ 697,818,911	627,719,032	628,647,451	631,700,104		
<b>REVENUES/SOURCES</b>						
Ad Valorem Taxes	52,342,721	51,564,798	52,228,392	51,196,042	15.0%	(2.0%)
General Sales & Use Taxes	5,366,814	5,126,493	5,454,686	5,130,695	1.5%	(5.9%)
Public Service Taxes	9,939,667	10,012,094	11,096,000	10,682,715	3.1%	(3.7%)
Communication Services Tax	7,359,060	8,524,622	7,628,054	7,732,047	2.3%	1.4%
Local Business Tax	3,316,948	3,307,733	3,163,000	3,179,000	0.9%	0.5%
Franchise Fees	15,294,804	16,378,799	16,094,484	15,676,636	4.6%	(2.6%)
Building Permits	5,570,028	2,144,381	265,356	271,329	0.1%	2.3%
Intergovernmental Revenue	23,399,629	25,545,288	28,346,677	14,448,400	4.2%	(49.0%)
Special Assessments	17,602,253	19,734,363	20,436,758	20,385,859	6.0%	(0.2%)
Charges for Services	50,740,214	42,584,003	51,003,525	55,091,999	16.2%	8.0%
Water/Sewer Charges	29,738,003	36,532,568	36,676,037	40,850,770	12.0%	11.4%
Fines & Forfeitures	1,475,291	1,594,585	1,346,681	1,656,965	0.5%	23.0%
Investment Income	(57,396,791)	(3,461,261)	27,687,279	36,237,408	10.7%	30.9%
Miscellaneous Revenues	51,224,455	53,128,776	44,362,593	40,877,549	12.0%	(7.9%)
Rents & Royalties	18,173,634	21,449,877	23,890,785	23,696,702	7.0%	(0.8%)
Interfund Transfers	1,196,909	1,301,907	477,010	402,349	0.1%	(15.7%)
Debt Proceeds	72,135,000	-	28,545,700	12,300,000	3.6%	(56.9%)
Water/Sewer Connection	1,875,956	355,884	415,000	370,000	0.1%	(10.8%)
Capital Contributed from Deve	5,431,048	361,261	-	-	-	-
<b>Total Revenues</b>	<b>314,785,644</b>	<b>296,186,169</b>	<b>359,118,017</b>	<b>340,186,465</b>	<b>100.0%</b>	<b>(5.3%)</b>
<b>EXPENDITURES/USES</b>						
General Gov. Services	72,486,796	66,990,899	88,354,832	85,900,212	28.3%	(2.8%)
Public Safety	94,765,020	98,221,868	99,173,253	97,208,507	32.1%	(2.0%)
Physical Environment	3,611,610	2,978,144	2,959,817	2,807,386	0.9%	(5.2%)
Transportation	29,990,167	16,161,367	14,532,281	6,670,944	2.2%	(54.1%)
Human Services	18,703,707	8,703,091	7,746,516	6,595,373	2.2%	(14.9%)
Economic Environment	11,003,574	9,633,108	17,975,302	8,639,159	2.9%	(51.9%)
Culture/Recreation	24,468,534	25,912,876	31,952,219	15,319,328	5.1%	(52.1%)
Interest on Long-term Debt	86,981,806	25,368,768	34,758,932	26,443,062	8.7%	(23.9%)
Water Utility Services	5,028,025	4,933,388	6,424,321	5,865,614	1.9%	(8.7%)
Sewer/Wastewater Services	13,033,853	10,742,197	31,451,007	26,604,224	8.8%	(15.4%)
Utility Administration	24,812,429	25,612,043	20,736,884	21,029,737	6.9%	1.4%
<b>Total Expenditures/Uses</b>	<b>384,885,522</b>	<b>295,257,750</b>	<b>356,065,364</b>	<b>303,083,546</b>	<b>100.0%</b>	<b>(14.9%)</b>
Excess (Deficit) Revenues over Expenditures	(70,099,878)	928,419	3,052,653	37,102,919		
<b>ENDING BALANCE</b>	<b>\$ 627,719,032</b>	<b>628,647,451</b>	<b>631,700,104</b>	<b>668,803,023</b>		

**Notes:**

The fiscal year 2007-08 ending fund balance decreased by \$70.1 million or 10.0% reflecting mainly a \$13.6 million use of prior year bond proceeds to fund capital projects and a \$53.7 million loss in the pension funds associated with the decline in investment income.

The fiscal year 2009-10 ending fund balance is projected to increase by \$3.1 million. This net increase reflects mainly an anticipated \$38.1 million surplus to fund future pension and Other Post Employment Benefits offset partially by the use of \$32.4 to fund capital projects from prior year bond proceeds.

The fiscal year 2010-11 ending fund balance is projected to increase by \$37.1 million of which \$30.5 million and \$4.2 million relate to expected surpluses which will fund future pension and Other Post Employment Benefits respectively. Once the unspent funds for the capital projects are carried-forward the fund balance will decrease appreciably.

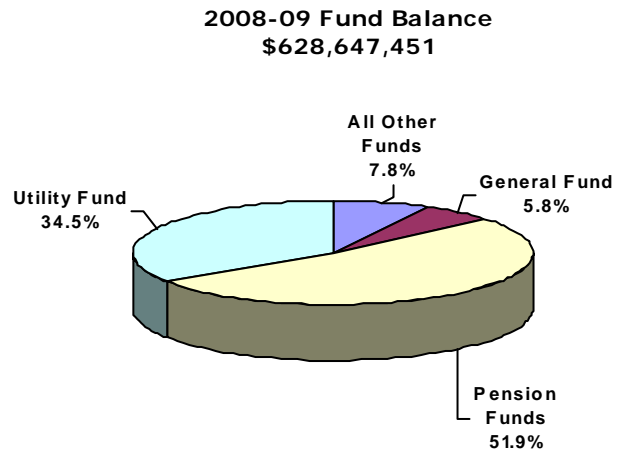
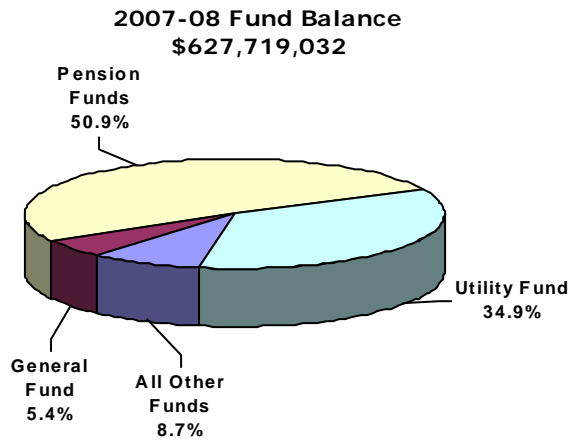
Since the City's pension trust funds are relatively young, the annual required contributions combined with investment income are much greater than the actual pension payments. The Municipal Construction Fund operates on a project length basis; hence actual changes in fund balance should not be viewed as having a positive or negative consequence.

## Budget Summary for Fiscal Year 2010-11 - All Funds By Fund

	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget	% of Total	% Change from 2009-10
<b>BEGINNING BALANCE</b>	\$ 697,818,911	627,719,032	628,647,451	631,700,104		
<b>REVENUES/SOURCES</b>						
General Fund	149,346,221	150,863,438	149,343,111	150,329,925	44.2%	0.7%
Debt Service	82,425,541	26,182,075	35,526,582	26,807,318	7.9%	(24.5%)
Municipal Construction Fund	26,165,343	15,602,468	6,568,690	2,605,975	0.8%	(60.3%)
Utility Fund	41,336,622	38,694,386	58,612,212	54,649,575	16.1%	(6.8%)
Public Insurance	25,101,065	16,427,974	23,993,600	26,030,232	7.7%	8.5%
General Pension	(14,507,176)	5,531,820	11,947,410	12,916,335	3.8%	8.1%
Fire and Police Pension	(18,516,516)	20,527,404	45,611,359	48,832,382	14.4%	7.1%
Other Post Employment Benefi	7,468,185	10,783,413	9,574,000	10,583,580	3.1%	10.5%
All Other Funds	15,966,359	11,573,191	17,941,053	7,431,143	2.2%	(58.6%)
<b>Total Revenues</b>	<b>314,785,644</b>	<b>296,186,169</b>	<b>359,118,017</b>	<b>340,186,465</b>	<b>100.0%</b>	<b>(5.3%)</b>
<b>EXPENDITURES/USES</b>						
General Fund	149,127,526	148,137,974	151,369,096	149,309,909	49.3%	(1.4%)
Debt Service	86,981,806	25,368,768	34,758,932	26,443,062	8.7%	(23.9%)
Municipal Construction Fund	39,793,546	22,398,511	36,769,396	25,060	-	(99.9%)
Utility Fund	42,874,308	41,287,628	58,612,212	54,649,575	18.0%	(6.8%)
Public Insurance	25,101,065	16,427,974	23,993,600	26,030,232	8.6%	8.5%
General Pension	4,943,916	7,666,550	6,622,000	8,419,000	2.8%	27.1%
Fire and Police Pension	15,717,436	17,880,905	17,385,000	22,870,800	7.5%	31.6%
Other Post Employment Benefi	4,779,665	4,925,698	5,026,582	6,370,887	2.1%	26.7%
All Other Funds	15,566,254	11,163,741	21,528,546	8,965,021	3.0%	(58.4%)
<b>Total Expenditures</b>	<b>384,885,522</b>	<b>295,257,750</b>	<b>356,065,364</b>	<b>303,083,546</b>	<b>100.0%</b>	<b>(14.9%)</b>
Excess (Deficit) Revenues over Expenditures	(70,099,878)	928,419	3,052,653	37,102,919		
<b>ENDING BALANCE</b>	<b>\$ 627,719,032</b>	<b>628,647,451</b>	<b>631,700,104</b>	<b>668,803,023</b>		

**Components of Fund Balance/Retained Earnings/Net Assets -  
All Funds for 2007-08 and 2008-09**

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



<u>All Funds</u>	<u>2007-08</u>	<u>2008-09</u>	<u>Change</u>
Asset	813,353,899	814,982,758	1,628,858
Liability	185,634,868	186,335,307	700,439
Fund Balance	627,719,032	628,647,451	928,419

<u>General Fund</u>	<u>2007-08</u>	<u>2008-09</u>	<u>Change</u>
Cash & Investments	93,043,129	87,098,847	-5,944,282
Taxes Receivable	6,064,351	5,277,915	-786,436
Accounts Receivable	3,262,161	8,237,830	4,975,670
Other Assets	16,402,550	19,399,812	2,997,262

	<b>118,772,191</b>	<b>120,014,405</b>	<b>1,242,214</b>
<b>Asset Total</b>			
Accounts Payable	11,462,105	7,235,858	-4,226,246
Deposits	1,340,911	1,501,922	161,010
Due to Other Funds	347,646	0	-347,646
Deferred Revenue	4,319,381	2,792,121	-1,527,261
Advances from Other Funds	62,813,335	67,450,177	4,636,843
Other Liabilities	4,531,390	4,351,440	-179,950
<b>Liability Total</b>	<b>84,814,768</b>	<b>83,331,518</b>	<b>-1,483,250</b>
Encumbrances	54,327	2,635	-51,692
Inventory	452,203	412,405	-39,798
Less Designated for Disaster	2,125,000	2,125,000	0
Undesignated Fund Balance	31,325,893	34,142,847	2,816,954
<b>Fund Balance Total</b>	<b>33,957,423</b>	<b>36,682,887</b>	<b>2,725,464</b>



**Components of Fund Balance/Retained Earnings/Net Assets -  
All Funds for 2007-08 and 2008-09**

<u>Utility Fund</u>	<u>2007-08</u>	<u>2008-09</u>	<u>Change</u>
Cash & Investments	394,629	558,125	163,496
Accounts Receivable	3,552,151	4,231,518	679,367
Restricted Investments	2,739,654	2,747,275	7,622
Land, Buildings, Equipment & Improvements	204,936,783	205,372,648	435,865
Accumulated Depreciation	-64,620,141	-70,070,872	-5,450,731
Construction in Progress	13,072,804	17,496,005	4,423,201
Advances to Other Funds	73,950,138	75,884,271	1,934,134
Other Assets	3,056,810	2,722,609	-334,201
<b>Asset Total</b>	<b>237,082,827</b>	<b>238,941,580</b>	<b>1,858,754</b>
Accounts Payable	44,420	60,171	15,751
Deposits	2,739,746	2,747,275	7,530
Due to Other Funds	13,634,143	18,036,165	4,402,022
Other Liabilities	1,355,954	1,382,648	26,694
<b>Liability Total</b>	<b>17,774,262</b>	<b>22,226,259</b>	<b>4,451,996</b>
Retained Earnings - Unreserved	216,659,994	214,494,322	-2,165,673
Encumbrances	2,648,570	2,221,000	-427,570
<b>Retained Earnings Total</b>	<b>219,308,564</b>	<b>216,715,322</b>	<b>-2,593,243</b>
 <u>Pension Funds</u>	 <u>2007-08</u>	 <u>2008-09</u>	 <u>Change</u>
Cash & Investments	362,057,672	376,990,846	14,933,174
Accounts Receivable	1,390,738	402,924	-987,814
Restricted Investments	3,561,765	583,899	-2,977,866
Land, Buildings, Equipment & Improvements	475,356	457,984	-17,372
Other Assets	1,043,893	1,098,622	54,729
<b>Asset Total</b>	<b>368,529,424</b>	<b>379,534,275</b>	<b>11,004,851</b>
Accounts Payable	4,086,654	300,429	-3,786,224
Due to Other Funds	376,260	0	-376,260
Other Liabilities	44,317,143	53,114,993	8,797,850
<b>Liability Total</b>	<b>48,780,056</b>	<b>53,415,422</b>	<b>4,635,366</b>
Net Assets - Reserved	319,749,367	326,118,852	6,369,485
<b>Net Assets Held In Trust Total</b>	<b>319,749,367</b>	<b>326,118,852</b>	<b>6,369,485</b>
 <u>All Other Funds</u>	 <u>2007-08</u>	 <u>2008-09</u>	 <u>Change</u>
Cash & Investments	85,366,531	24,432,920	-60,933,611
Taxes Receivable	482,705	441,667	-41,038
Accounts Receivable	1,652,526	1,532,637	-119,888
Restricted Investments	0	49,321,869	49,321,869
Other Assets	1,467,697	763,404	-704,293

**Components of Fund Balance/Retained Earnings/Net Assets -  
All Funds for 2007-08 and 2008-09**

<u>All Other Funds</u>	<u>2007-08</u>	<u>2008-09</u>	<u>Change</u>
<b>Asset Total</b>	<b>88,969,458</b>	<b>76,492,498</b>	<b>-12,476,961</b>
Accounts Payable	1,879,433	1,593,514	-285,919
Deposits	46,559	32,831	-13,728
Due to Other Funds	1,317,606	635,699	-681,907
Deferred Revenue	2,728,819	2,830,180	101,361
Advances from Other Funds	11,136,803	8,434,094	-2,702,709
Other Liabilities	17,156,561	13,835,789	-3,320,772
<b>Liability Total</b>	<b>34,265,781</b>	<b>27,362,107</b>	<b>-6,903,674</b>
Fund Balance - Reserved	38,373,183	28,978,676	-9,394,507
Encumbrances	7,827,772	8,808,896	981,124
Inventory	25,000	24,500	-500
Undesignated Fund Balance	8,477,723	11,318,319	2,840,596
<b>Fund Balance Total</b>	<b>54,703,678</b>	<b>49,130,391</b>	<b>-5,573,287</b>

## Expenditure Category Matrix For 2010-11 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	458,757	226,656					685,413
City Manager	95,873	236,810					332,683
Human Resources	521,536	63,250					584,786
City Attorney		854,669					854,669
General Government	530,273	3,399,163			136,881	824,153	4,890,470
City Clerk	872,724	238,152					1,110,876
Finance	2,218,929	533,042	5,000				2,756,971
Information Technology	1,952,938	546,750	204,450				2,704,138
Police	43,316,376	3,394,437	1,890,350				48,601,163
Fire/Rescue	43,791,278	3,408,235	79,000				47,278,513
Early Development Centers	3,484,796	1,182,155	39,500				4,706,451
W.C.Y Administration	24,409	77,095					101,504
General Gvt Buildings	796,236	3,121,634					3,917,870
Grounds Maintenance	863,124	1,927,762					2,790,886
Purchasing/Contract Administrat	323,173	70,829					394,002
Environmental Services (Engine	326,085	128,344					454,429
Howard C. Forman Human Servi		1,436,685	200,000				1,636,685
Recreation	8,496,794	3,980,245	330,128				12,807,167
Special Events		328,500					328,500
Walter C Young Dinner Theatre	146,512	47,590					194,102
Golf Course		1,897,499	67,000				1,964,499
Community Services	233,144	510,372			29,571		773,087
Housing Division	319,098	7,267,232					7,586,330
Planning	707,698	111,100					818,798
Code Compliance	962,532	63,385	10,000				1,035,917
General Fund Total	110,442,285	35,051,591	2,825,428	-	166,452	824,153	149,309,909
% of General Fund	74.0%	23.5%	1.9%	-	0.1%	0.6%	100%
<b>Road &amp; Bridge Fund</b>							
Maintenance	636,191	3,286,403					3,922,594
Infrastructure		1,120,500					1,120,500
Transit System						369,848	369,848
Road & Bridge Fund Total	636,191	4,406,903	-	-	-	369,848	5,412,942
% of Road & Bridge Fund	11.8%	81.4%	-	-	-	6.8%	100%
<b>HUD Grants CDBG/HOME</b>							
Community Development		702,829	350,000				1,052,829
Transportation		142,682					142,682
HUD Grants CDBG/HOME Total	-	845,511	350,000	-	-	-	1,195,511
% of HUD Grants CDBG/HOME	-	70.7%	29.3%	-	-	-	100%
<b>Law Enforcement Grant</b>							
Victims of Crime Act Grant	17,918						17,918
Law Enforcement Grant Total	17,918	-	-	-	-	-	17,918
% of Law Enforcement Grant	100.0%	-	-	-	-	-	100%

**Expenditure Category Matrix For 2010-11 Budget**

Allocation of Expenditures	Personnel Services	Operating Expenditure/ Expenses	Capital Outlay	Debt Service	Grants and Aids	Other Uses	Total
<b>ADA/Paratransit Program</b>							
ADA/Paratransit Program		420,427				32,501	452,928
ADA/Paratransit Program Total	-	420,427	-	-	-	32,501	452,928
% of ADA/Paratransit Program	-	92.8%	-	-	-	7.2%	100%
<b>Community Bus Program</b>							
Community Services		230,940					230,940
Transit System		431,452					431,452
Community Bus Program Total	-	662,392	-	-	-	-	662,392
% of Community Bus Program	-	100.0%	-	-	-	-	100%
<b>Justice - Confiscated</b>							
Justice Confiscated		20,358					20,358
Justice - Confiscated Total	-	20,358	-	-	-	-	20,358
% of Justice - Confiscated	-	100.0%	-	-	-	-	100%
<b>\$2 Police Education</b>							
\$2 Police Education		55,265					55,265
\$2 Police Education Total	-	55,265	-	-	-	-	55,265
% of \$2 Police Education	-	100.0%	-	-	-	-	100%
<b>FDLE - Confiscated</b>							
FDLE		28,293	171,080				199,373
FDLE - Confiscated Total	-	28,293	171,080	-	-	-	199,373
% of FDLE - Confiscated	-	14.2%	85.8%	-	-	-	100%
<b>Older Americans Act</b>							
SW Multipurpose Center		836,546			95,288		931,834
Older Americans Act Total	-	836,546	-	-	95,288	-	931,834
% of Older Americans Act	-	89.8%	-	-	10.2%	-	100%
<b>Debt Service</b>							
General Debt Service				26,443,062			26,443,062
Debt Service Total	-	-	-	26,443,062	-	-	26,443,062
% of Debt Service	-	-	-	100.0%	-	-	100%
<b>Municipal Construction</b>							
Recreation				25,060			25,060
Municipal Construction Total	-	-	-	25,060	-	-	25,060
% of Municipal Construction	-	-	-	100.0%	-	-	100%

## Expenditure Category Matrix For 2010-11 Budget

Allocation of Expenditures	Personnel Services	Operating Expenditure/ Expenses	Capital Outlay	Debt Service	Grants and Aids	Other Uses	Total
<b>Utility Fund</b>							
General Debt Service				1,150,000			1,150,000
Utilities Admin Services	1,484,389	4,456,605					5,940,994
Non-Departmental Expense	48,000	14,986,952		700	53,091		15,088,743
Sewer Collection	597,522	1,051,104	255,000				1,903,626
Sewer Treatment Plant	961,140	11,439,458	12,300,000				24,700,598
Water Plants	1,166,101	2,523,350	1,000,000				4,689,451
Water Distribution	546,024	630,139					1,176,163
Utility Fund Total	4,803,176	35,087,608	13,555,000	1,150,700	53,091	-	54,649,575
% of Utility Fund	8.8%	64.2%	24.8%	2.1%	0.1%	-	100%
<b>Public Insurance Fund</b>							
Self Insurance	79,074	25,951,158					26,030,232
Public Insurance Fund Total	79,074	25,951,158	-	-	-	-	26,030,232
% of Public Insurance Fund	0.3%	99.7%	-	-	-	-	100%
<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		8,419,000					8,419,000
General Pension Trust Fund Tot	-	8,419,000	-	-	-	-	8,419,000
% of General Pension Trust Fun	-	100.0%	-	-	-	-	100%
<b>Fire &amp; Police Pension Trust Fund</b>							
Post Employment Benefits		22,870,800					22,870,800
Fire & Police Pension Trust Fun	-	22,870,800	-	-	-	-	22,870,800
% of Fire & Police Pension Trust	-	100.0%	-	-	-	-	100%
<b>Other Post Employment Benefits</b>							
Post Employment Benefits		6,370,887					6,370,887
Other Post Employment Benefit	-	6,370,887	-	-	-	-	6,370,887
% of Other Post Employment Be	-	100.0%	-	-	-	-	100%
<b>TOTAL</b>	115,978,644	141,043,239	16,901,508	27,618,822	314,831	1,226,502	303,083,546
<b>% OF BUDGET</b>	38.3%	46.5%	5.6%	9.1%	0.1%	0.4%	100%

**City of Pembroke Pines, Florida**

**Transfers Matrix**

<b>Fund</b>	<b>Transfer From</b>	<b>Transfer To</b>
General Fund	824,153	-
Road & Bridge Fund	369,848	-
ADA/Paratransit	32,501	-
Community Bus Program	-	402,349
Charter Middle School	-	824,153
	\$1,226,502	\$1,226,502

### Projected Changes in Fund Balances - Fund 1 General Fund

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

	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget	% of Total	% Change from 2009-10
<b>Beginning Fund Balance</b>	<b>\$ 33,738,727</b>	<b>33,957,423</b>	<b>36,682,887</b>	<b>34,656,902</b>		
<b>Revenues/Sources</b>						
Ad Valorem Taxes	47,077,737	46,044,021	46,794,630	45,743,215	30.4%	(2.2%)
General Sales & Use Taxes	2,581,143	2,429,576	2,790,000	2,407,000	1.6%	(13.7%)
Public Service Taxes	8,260,752	8,226,426	9,311,814	8,892,000	5.9%	(4.5%)
Communication Services Tax	973,680	2,082,237	1,183,274	1,276,480	0.8%	7.9%
Local Business Tax	3,316,948	3,307,733	3,163,000	3,179,000	2.1%	0.5%
Franchise Fees	12,634,601	13,264,065	12,961,182	12,307,900	8.2%	(5.0%)
Building Permits	5,506,996	2,129,964	245,356	251,329	0.2%	2.4%
Intergovernmental Revenue	15,154,406	10,610,202	9,805,708	10,627,231	7.1%	8.4%
Special Assessments	17,602,253	19,734,363	20,436,758	20,385,859	13.6%	(0.2%)
Charges for Services	25,733,313	27,599,338	27,888,816	30,034,182	20.0%	7.7%
Fines & Forfeitures	1,097,886	1,205,725	1,291,400	1,601,700	1.1%	24.0%
Investment Income	288,880	3,347,555	1,585,500	1,896,100	1.3%	19.6%
Miscellaneous Revenues	546,407	338,416	364,428	267,267	0.2%	(26.7%)
Rents & Royalties	8,571,221	10,543,817	11,521,245	11,460,662	7.6%	(0.5%)
<b>Total Revenues</b>	<b>149,346,223</b>	<b>150,863,438</b>	<b>149,343,111</b>	<b>150,329,925</b>	<b>100.0%</b>	<b>0.7%</b>
<b>Expenditures/Uses</b>						
General Gov. Services	21,424,006	19,556,145	22,497,025	21,059,293	14.1%	(6.4%)
Public Safety	93,790,189	97,571,898	96,790,745	96,915,593	64.9%	0.1%
Physical Environment	3,584,401	2,955,500	2,943,317	2,790,886	1.9%	(5.2%)
Human Services	6,427,448	5,585,203	5,814,164	5,663,539	3.8%	(2.6%)
Economic Environment	5,438,344	6,263,770	7,610,876	7,586,330	5.1%	(0.3%)
Culture/Recreation	18,002,690	15,690,148	15,712,969	15,294,268	10.2%	(2.7%)
<b>Total Expenditures</b>	<b>148,667,078</b>	<b>147,622,663</b>	<b>151,369,096</b>	<b>149,309,909</b>	<b>100.0%</b>	<b>(1.4%)</b>
Excess (Deficit) of Revenues over Expenditures	679,145	3,240,775	(2,025,985)	1,020,016		
Transfers Out	(460,450)	(515,311)	-	-		
<b>Ending Fund Balance</b>	<b>\$ 33,957,423</b>	<b>36,682,887</b>	<b>34,656,902</b>	<b>35,676,918</b>		
Less Reserved						
Inventory	452,203	412,405	-	-		
Encumbrances	54,327	2,635	-	-		
Less Designated for Disaster	2,125,000	2,125,000	2,125,000	2,125,000		
<b>Undesignated Fund Balance</b>	<b>31,325,893</b>	<b>34,142,847</b>	<b>32,531,902</b>	<b>33,551,918</b>		
<b>% of Expenses</b>	<b>21%</b>	<b>23%</b>	<b>21%</b>	<b>22%</b>		

**Note:**

The fiscal year 2009-10 ending fund balance is projected to decrease by \$2.0 million (5.5%). This decrease is largely due to declines in Investment Income (\$1.8 million) and Intergovernmental Revenues (\$0.8 million).

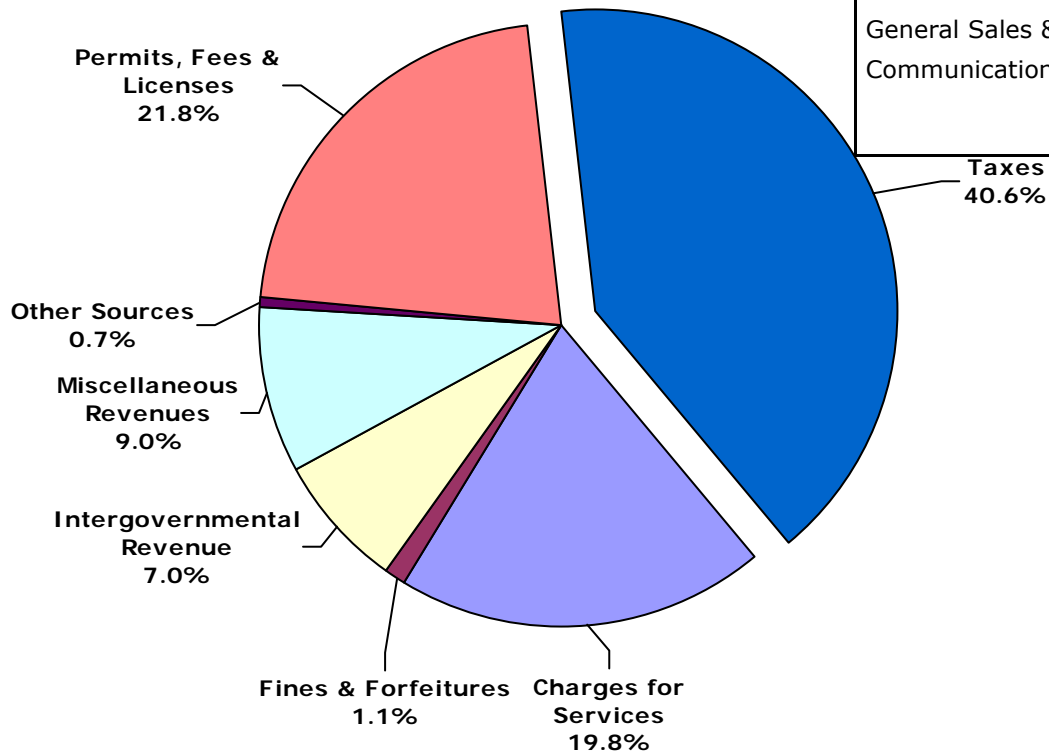
The largest revenue category for fiscal year 2010-11 remains Ad Valorem Taxes despite a \$1.0 million decline.

Appropriate expenditures have decreased in all categories except Public Safety, which represents 64.9% of the fiscal year 2010-11 General Fund budget.

Undesignated fund balance as a percentage of annual expenditures continues to increase, reaching 22.5% in 2010-11.

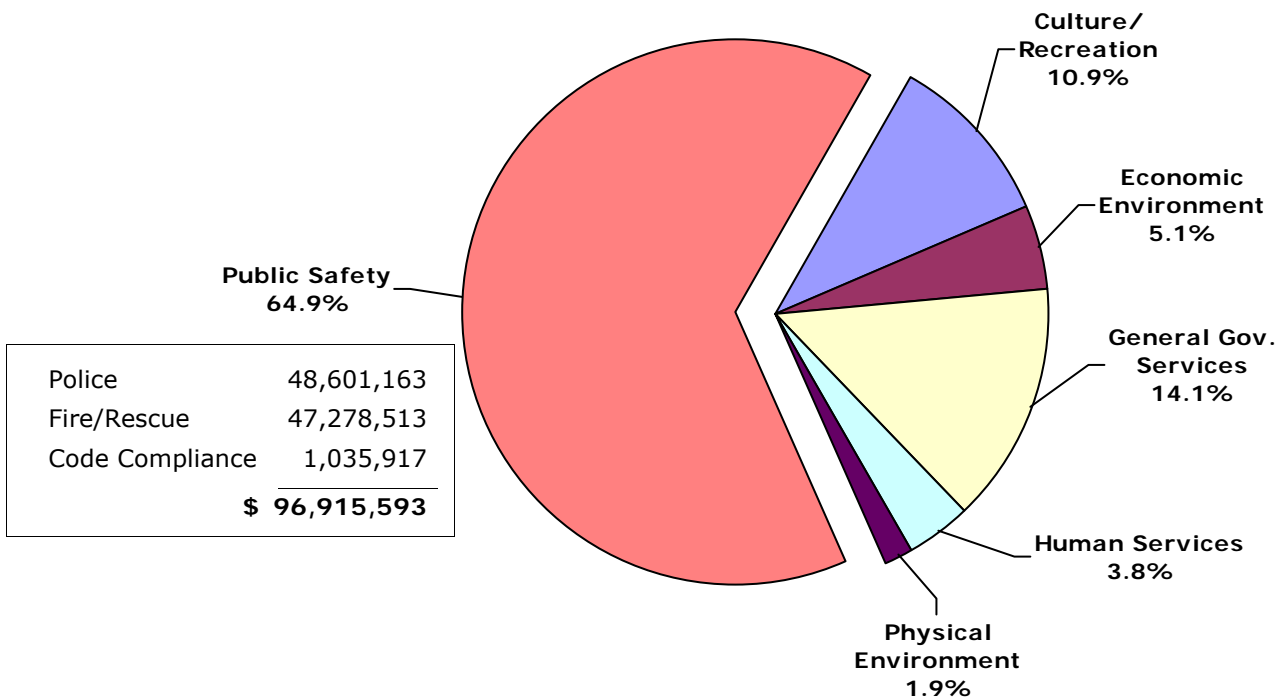
## General Fund Revenues

4 - 11



Ad Valorem Taxes	45,743,215
Public Service Taxes	8,892,000
Local Business Tax	3,179,000
General Sales & Use Taxes	2,407,000
Communication Services Tax	1,276,480
	<b>\$ 61,497,695</b>

## General Fund Expenditures



Police	48,601,163
Fire/Rescue	47,278,513
Code Compliance	1,035,917
	<b>\$ 96,915,593</b>



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

Debt Service Fund - To account for the revenues and expenditures related to the City's outstanding debt obligations.

	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget	% of Total	% Change from 2009-10
<b>Beginning Balance</b>	\$ 17,271,978	12,715,714	13,529,020	14,296,670	-	-
<b>Revenues/Sources</b>						
Ad Valorem Taxes	5,264,984	5,520,777	5,433,762	5,452,827	20.3%	0.4%
Public Service Taxes	1,678,915	1,785,668	1,784,186	1,790,715	6.7%	0.4%
Communication Services Ta	6,385,381	6,442,385	6,444,780	6,455,567	24.1%	0.2%
Franchise Fees	809,561	816,710	818,961	817,511	3.0%	(0.2%)
Investment Income	440,269	104,744	129,653	54,658	0.2%	(57.8%)
Rents & Royalties	9,602,414	10,906,060	12,369,540	12,236,040	45.6%	(1.1%)
Interfund Transfers	133,863	605,731	-	-	-	-
Debt Proceeds	58,110,154	-	8,545,700	-	-	(100.0%)
<b>Total Revenues</b>	<b>82,425,541</b>	<b>26,182,075</b>	<b>35,526,582</b>	<b>26,807,318</b>	<b>100.0%</b>	<b>(24.5%)</b>
<b>Expenditures/Uses</b>						
Interest on Long-term Debt	86,981,806	25,368,768	34,758,932	26,443,062	100.0%	(23.9%)
<b>Total Expenditures</b>	<b>86,981,806</b>	<b>25,368,768</b>	<b>34,758,932</b>	<b>26,443,062</b>	<b>100.0%</b>	<b>(23.9%)</b>
Excess (Deficit)	(4,556,265)	813,306	767,650	364,256		
<b>Ending Balance</b>	<b>\$ 12,715,714</b>	<b>13,529,020</b>	<b>14,296,670</b>	<b>14,660,926</b>		
<b>Percent Change</b>	<b>-</b>	<b>6.4%</b>	<b>5.7%</b>	<b>2.5%</b>		

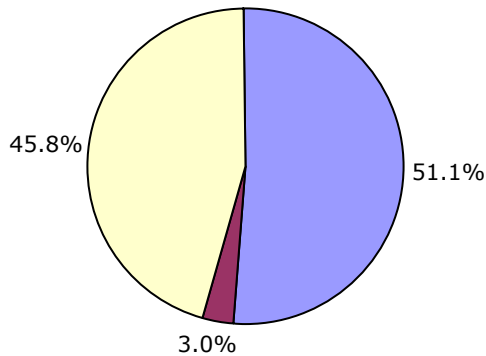
**Note(s):**

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

The fiscal year 2007-08 fund balance decreased by \$4.6 million (26.4%) due primarily to bond refunding.

Debt expense decreases more than \$8.3 million in 2010-11 due to the refunding of prior bonds in 2009-10.

**Revenues**



■ Taxes ■ Permits, Fees & Licenses □ Miscellaneous Revenues

Ad valorem taxes will cover debt service on the \$47.0 million and \$43.0 million GO bonds issued in fiscal year 2004-05 and fiscal year 2006-07, respectively. Miscellaneous Revenues in the Debt Service Fund include charges to City facilities (such as Charter Schools) for debt service payments.

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

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

	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget	% of Total	% Change from 2009-10
<b>Beginning Balance</b>	\$ 45,642,188	32,013,985	25,217,942	(4,982,764)	-	-
<b>Revenues/Sources</b>						
Franchise Fees	1,850,641	2,298,024	2,314,341	2,551,225	97.9%	10.2%
Intergovernmental Revenue	289,156	8,361,209	4,254,349	-	-	(100.0%)
Investment Income	1,769,686	345,408	-	-	-	-
Miscellaneous Revenues	8,231,014	4,597,826	-	54,750	2.1%	100.0%
Debt Proceeds	14,024,846	-	-	-	-	-
<b>Total Revenues</b>	<b>26,165,343</b>	<b>15,602,468</b>	<b>6,568,690</b>	<b>2,605,975</b>	<b>100.0%</b>	<b>(60.3%)</b>
<b>Expenditures/Uses</b>						
General Gov. Services	60,259	18,316	12,830,625	-	-	(100.0%)
Transportation	20,277,467	9,595,927	6,692,552	-	-	(100.0%)
Human Services	11,037,236	1,955,808	1,006,969	-	-	(100.0%)
Economic Environment	1,952,741	605,731	-	-	-	-
Culture/Recreation	6,465,844	10,222,728	16,239,250	25,060	100.0%	(99.8%)
<b>Total Expenditures</b>	<b>39,793,547</b>	<b>22,398,511</b>	<b>36,769,396</b>	<b>25,060</b>	<b>100.0%</b>	<b>(99.9%)</b>
Excess (Deficit)	(13,628,203)	(6,796,043)	(30,200,706)	2,580,915		
<b>Ending Balance</b>	<b>\$ 32,013,985</b>	<b>25,217,942</b>	<b>(4,982,764)</b>	<b>(2,401,849)</b>		
<b>Percent Change</b>		<b>- (21.2%)</b>	<b>(119.8%)</b>	<b>(51.8%)</b>		

**Note(s):**

The Municipal Construction Fund is established on a project-length basis and is used to account for revenues and expenditures during the construction/acquisition of major capital facilities and projects. This fund is financed mainly by borrowings and contributions, and is not used to accumulate resources for future capital improvements.

The decrease in fund balance for fiscal years 2007-08, 2008-09 and 2009-10 is the result of debt proceeds received in prior years being spent.

The fiscal year 2010-11 fund balance is projected to increase by \$2.4 million primarily due to the Privilege fees from the Utility Fund, which will be used to repay a loan from the Utility Fund. The repayment to the Utility Fund is not a budgeted expense but rather a balance sheet transaction.

Expenses planned for 2010-11 are not shown in the adopted budget. Actual spending plans will be recognized in revisions to the adopted budget when the amount of carry-forward funding from prior fiscal years' accumulation has been established after the close of fiscal 2009-10.

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

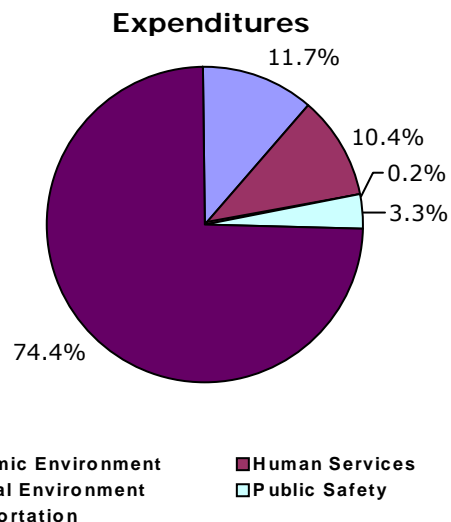
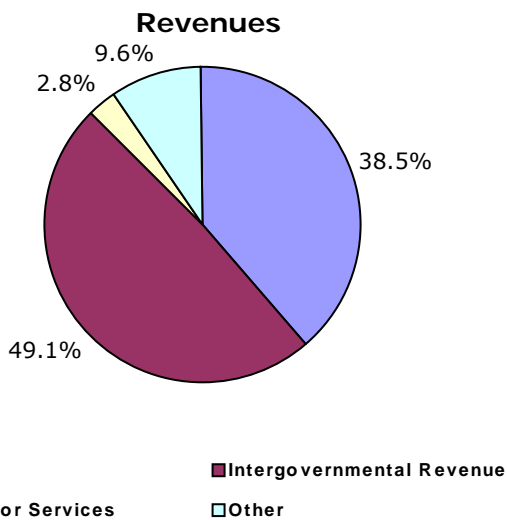
This aggregation of governmental funds excludes the General Fund, the Debt Service Fund and the Municipal Construction Fund. Individually, these funds are less than 5% of total governmental funds and account for less than 3% of the total combined governmental and enterprise funds.

	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget	% of Total	% Change from 2009-10
<b>Beginning Balance</b>	\$ 9,573,874	9,973,979	10,383,429	6,795,936	-	-
<b>Revenues/Sources</b>						
General Sales & Use Taxes	2,785,670	2,696,917	2,664,686	2,723,695	36.7%	2.2%
Intergovernmental Revenue	7,956,068	6,573,876	14,286,620	3,821,169	51.4%	(73.3%)
Charges for Services	386,287	450,638	174,676	200,000	2.7%	14.5%
Fines & Forfeitures	377,405	388,860	55,281	55,265	0.7%	-
Investment Income	337,053	88,352	158,402	84,400	1.1%	(46.7%)
Miscellaneous Revenues	3,060,830	678,372	124,378	144,265	1.9%	16.0%
Interfund Transfers	1,063,046	696,176	477,010	402,349	5.4%	(15.7%)
<b>Total Revenues</b>	<b>15,966,359</b>	<b>11,573,191</b>	<b>17,941,053</b>	<b>7,431,143</b>	<b>100.0%</b>	<b>(58.6%)</b>
<b>Expenditures/Uses</b>						
Public Safety	974,831	649,971	2,382,508	292,914	3.3%	(87.7%)
Physical Environment	27,210	22,644	16,500	16,500	0.2%	-
Transportation	9,712,700	6,565,440	7,839,729	6,670,944	74.4%	(14.9%)
Human Services	1,239,024	1,162,080	925,383	931,834	10.4%	0.7%
Economic Environment	3,612,489	2,763,607	10,364,426	1,052,829	11.7%	(89.8%)
<b>Total Expenditures</b>	<b>15,566,254</b>	<b>11,163,741</b>	<b>21,528,546</b>	<b>8,965,021</b>	<b>100.0%</b>	<b>(58.4%)</b>
Excess (Deficit)	400,105	409,450	(3,587,493)	(1,533,878)		
<b>Ending Balance</b>	<b>\$ 9,973,979</b>	<b>10,383,429</b>	<b>6,795,936</b>	<b>5,262,058</b>		
<b>Percent Change</b>		<b>-</b>	<b>4.1%</b>	<b>(34.6%)</b>	<b>(22.6%)</b>	

**Note(s):**

The fiscal year 2009-10 fund balance is projected to decrease by \$3.6 million (34.6%) due primarily to plans to utilize \$3.4 million of reserves (primarily by the Road and Bridge Fund, \$1.5 million, and the FDLE-Confiscated Fund, \$1.4 million).

The fiscal year 2010-11 fund balance is projected to decrease by \$1.5 million (22.6%) due primarily to the Road and Bridge Fund and the Florida Department of Law Enforcement Trust Fund plan to utilize \$1.4 million and \$0.2 million of reserve respectively.



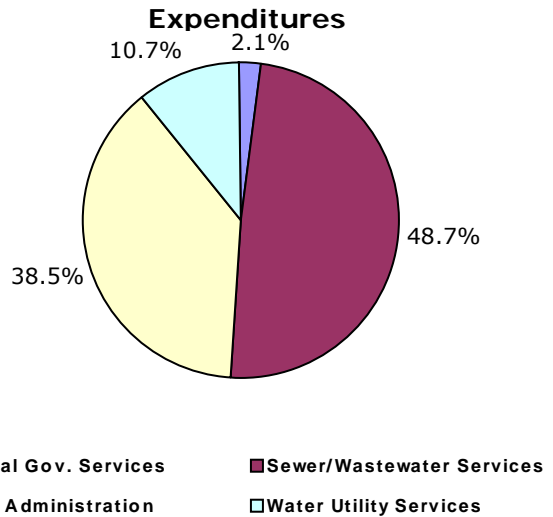
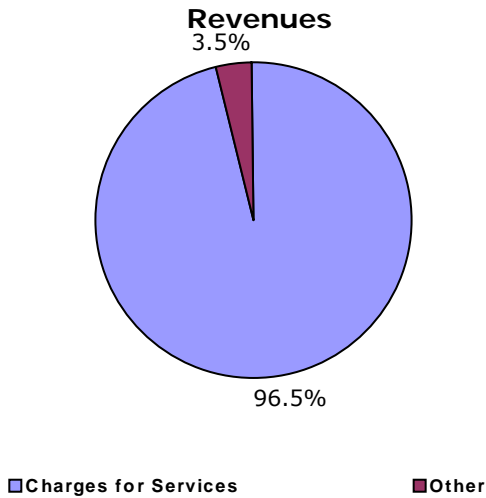
Almost half of the revenue sources come from Intergovernmental Revenue consisting of Federal and Local grants and State Shared monies.

Of the \$6.7 million in Transportation expenditures, the Road and Bridge Fund comprises \$5.4 million.

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

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

	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget	% of Total	% Change from 2009-10
<b>Beginning Balance</b>	\$ 220,846,250	219,308,564	216,715,322	216,715,322	-	-
<b>Revenues/Sources</b>						
Building Permits	63,032	14,416	20,000	20,000	-	-
Charges for Services	2,067,751	755,930	659,200	709,200	1.3%	7.6%
Water/Sewer Charges	29,738,003	36,532,568	36,676,037	40,850,770	74.8%	11.4%
Investment Income	2,488,373	665,177	828,975	386,605	0.7%	(53.4%)
Miscellaneous Revenues	(327,541)	9,150	13,000	13,000	-	-
Debt Proceeds	-	-	20,000,000	12,300,000	22.5%	(38.5%)
Water/Sewer Connection	1,875,956	355,884	415,000	370,000	0.7%	(10.8%)
Capital Contributed from De	5,431,048	361,261	-	-	-	-
<b>Total Revenues</b>	<b>41,336,622</b>	<b>38,694,386</b>	<b>58,612,212</b>	<b>54,649,575</b>	<b>100.0%</b>	<b>(6.8%)</b>
<b>Expenditures/Uses</b>						
General Gov. Services	-	-	-	1,150,000	2.1%	-
Water Utility Services	5,028,025	4,933,388	6,424,321	5,865,614	10.7%	(8.7%)
Sewer/Wastewater Services	13,033,853	10,742,197	31,451,007	26,604,224	48.7%	(15.4%)
Utility Administration	24,812,429	25,612,043	20,736,884	21,029,737	38.5%	1.4%
<b>Total Expenditures</b>	<b>42,874,307</b>	<b>41,287,628</b>	<b>58,612,212</b>	<b>54,649,575</b>	<b>100.0%</b>	<b>(6.8%)</b>
Excess (Deficit)	(1,537,686)	(2,593,243)	-	-		
<b>Ending Balance</b>	<b>\$ 219,308,564</b>	<b>216,715,322</b>	<b>216,715,322</b>	<b>216,715,322</b>		
<b>Percent Change</b>		<b>(1.2%)</b>				



Water and sewer charges account for the majority of revenues in the Utility Fund.

The Utility Fund has three functional activities: Water Services, Sewer/Wastewater Services, and Utility Administration. Sewer/Wastewater services account for 48.7% of expenditures.

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

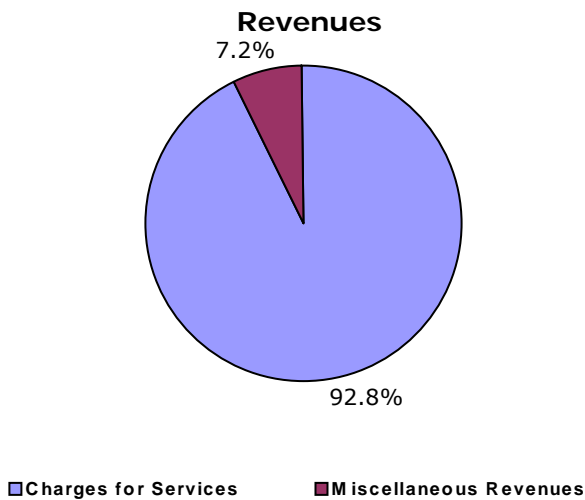
Public Insurance Fund - To account for the receipt of intra-governmental revenues and payment of expenditures related to the City's self-insurance program.

	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget	% of Total	% Change from 2009-10
<b>Beginning Balance</b>	\$ -	-	-	-	-	-
<b>Revenues/Sources</b>						
Charges for Services	22,552,864	13,778,097	22,280,833	24,148,617	92.8%	8.4%
Investment Income	424,757	417,312	334,749	131,645	0.5%	(60.7%)
Miscellaneous Revenues	2,123,445	2,232,565	1,378,018	1,749,970	6.7%	27.0%
<b>Total Revenues</b>	<b>25,101,066</b>	<b>16,427,974</b>	<b>23,993,600</b>	<b>26,030,232</b>	<b>100.0%</b>	<b>8.5%</b>
<b>Expenditures/Uses</b>						
General Gov. Services	25,101,065	16,427,974	23,993,600	26,030,232	100.0%	8.5%
<b>Total Expenditures</b>	<b>25,101,065</b>	<b>16,427,974</b>	<b>23,993,600</b>	<b>26,030,232</b>	<b>100.0%</b>	<b>8.5%</b>
Excess (Deficit)	-	-	-	-		
<b>Ending Balance</b>	\$ -	-	-	-		
<b>Percent Change</b>	-	-	-	-		

**Note(s):**

The Public Insurance Fund's program consists of health, life, workers' compensation, property, and casualty liability insurances.

The largest source of revenue is the General fund contribution of \$16.0 million that constitutes 61.5% of the total revenues for fiscal year 2010-11.



Charges for services reflect the distribution of the costs of the Risk Management projects to all Funds. The largest source of revenue is the General Fund contribution of \$16.0 million that constitutes 61.5% of the total revenues for fiscal year 2010-11.

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

To account 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.

	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget	% of Total	% Change from 2009-10
<b>Beginning Balance</b>	\$ 129,597,353	110,146,260	108,011,531	113,336,941	-	-
<b>Revenues/Sources</b>						
Investment Income	(23,553,575)	(4,178,115)	6,560,000	9,769,000	75.6%	48.9%
Miscellaneous Revenues	9,046,399	9,709,936	5,387,410	3,147,335	24.4%	(41.6%)
Total Revenues	(14,507,176)	5,531,820	11,947,410	12,916,335	100.0%	8.1%
<b>Expenditures/Uses</b>						
General Gov. Services	4,943,916	7,666,550	6,622,000	8,419,000	100.0%	27.1%
Total Expenditures	4,943,916	7,666,550	6,622,000	8,419,000	100.0%	27.1%
Excess (Deficit)	(19,451,092)	(2,134,729)	5,325,410	4,497,335		
<b>Ending Balance</b>	<b>\$ 110,146,260</b>	<b>108,011,531</b>	<b>113,336,941</b>	<b>117,834,276</b>		
<b>Percent Change</b>	-	<b>(1.9%)</b>	<b>4.9%</b>	<b>4.0%</b>		

**Note(s):**

The General Employees Pension Plan is still a relatively young plan, which means that pension benefits paid from the plan are significantly less than the actual contributions that are made into the plan.

The fiscal year 2007-08 fund balance decreased by \$19.5 million (15.0%). The largest component of the decrease was related primarily to market losses of \$23.5 million.

The fiscal year 2009-10 fund balance is expected to increase by \$5.3 million, a \$7.5 million increase over prior year deficit due largely to a \$10.7 million appreciation in investment income. City and employee contributions are expected to decrease by \$4.3 million mainly as a result of freezing the benefits for all current members of the bargaining unit as of July 1, 2010.

The fiscal year 2010-11 fund balance is projected to increase by \$4.5 million or 4.0%, \$0.9 million below fiscal year 2009-10 expected surplus due to a \$2.2 million reduction in City and employee contributions associated with pension plan changes implemented in fiscal year 2009-10.

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

To account 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.

	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget	% of Total	% Change from 2009-10
<b>Beginning Balance</b>	\$ 241,148,539	206,914,587	209,561,086	237,787,445	-	-
<b>Revenues/Sources</b>						
Investment Income	(39,659,943)	(4,584,040)	17,600,000	22,881,000	46.9%	30.0%
Miscellaneous Revenues	21,143,427	25,111,444	28,011,359	25,951,382	53.1%	(7.4%)
<b>Total Revenues</b>	<b>(18,516,516)</b>	<b>20,527,404</b>	<b>45,611,359</b>	<b>48,832,382</b>	<b>100.0%</b>	<b>7.1%</b>
<b>Expenditures/Uses</b>						
General Gov. Services	15,717,436	17,880,905	17,385,000	22,870,800	100.0%	31.6%
<b>Total Expenditures</b>	<b>15,717,436</b>	<b>17,880,905</b>	<b>17,385,000</b>	<b>22,870,800</b>	<b>100.0%</b>	<b>31.6%</b>
Excess (Deficit)	(34,233,952)	2,646,499	28,226,359	25,961,582		
<b>Ending Balance</b>	<b>\$ 206,914,587</b>	<b>209,561,086</b>	<b>237,787,445</b>	<b>263,749,027</b>		
<b>Percent Change</b>		<b>-</b>	<b>1.3%</b>	<b>13.5%</b>	<b>10.9%</b>	

**Note(s):**

The Police and Fire Pension Fund is a relatively young plan, which means that pension benefit payments are low in comparison to the contributions made into the plan.

The fund balance for fiscal year 2007-08 decreased by \$34.2 million (14.2%). The largest component of the decrease came from investment losses of \$39.6 million.

The fiscal year 2008-09 fund balance showed a modest increase of 1.3% despite continuing but lesser market losses thanks to increased contributions.

The fiscal year 2009-10 fund balance reflects a \$28.2 million or 13.5% increase due to an anticipated \$22.2 million increase in investments income based on an 8% rate of return and a \$2.6 million increase in City contribution.

The fiscal year 2010-11 fund balance is expected to increase by \$26.0 million, \$2.3 million below the fiscal year 2009-10 expected surplus due primarily to a \$5.3 million increase in investment income, a \$1.7 million decrease in City contribution related to pension plan changes, and a \$5.8 million increase in retirement benefits.

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

To account for the accumulation of resources for the payment of retiree health and life insurance benefits. The City contribution represents the amount required to maintain the actuarial soundness of the plan.

	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget	% of Total	% Change from 2009-10
<b>Beginning Balance</b>	\$ -	2,688,520	8,546,235	13,093,653	-	-
<b>Revenues/Sources</b>						
Investment Income	67,709	332,346	490,000	1,034,000	9.8%	111.0%
Miscellaneous Revenues	7,400,476	10,451,067	9,084,000	9,549,580	90.2%	5.1%
<b>Total Revenues</b>	<b>7,468,185</b>	<b>10,783,413</b>	<b>9,574,000</b>	<b>10,583,580</b>	<b>100.0%</b>	<b>10.5%</b>
<b>Expenditures/Uses</b>						
General Gov. Services	4,779,665	4,925,698	5,026,582	6,370,887	100.0%	26.7%
<b>Total Expenditures</b>	<b>4,779,665</b>	<b>4,925,698</b>	<b>5,026,582</b>	<b>6,370,887</b>	<b>100.0%</b>	<b>26.7%</b>
Excess (Deficit)	2,688,520	5,857,715	4,547,418	4,212,693		
<b>Ending Balance</b>	<b>\$ 2,688,520</b>	<b>8,546,235</b>	<b>13,093,653</b>	<b>17,306,346</b>		
<b>Percent Change</b>	<b>-</b>	<b>217.9%</b>	<b>53.2%</b>	<b>32.2%</b>		

**Note(s):**

This fund was established as a result of GASB 45 - "Accounting for Other Post Employment Benefits Other Than Pension." The effective date of implementation was fiscal year 2007-08. The City is required to actuarially fund its retiree health and life insurance costs over the working life of the employee, similar to a pension fund. The Other Post Employment Benefits (OPEB) Fund is a relatively young plan, which means that the current claims are lower than the contributions made into the plan.

The fund balance for fiscal year 2008-09 increased by \$5.9 million due to the City's efforts to fund a higher portion of the annual required contribution.

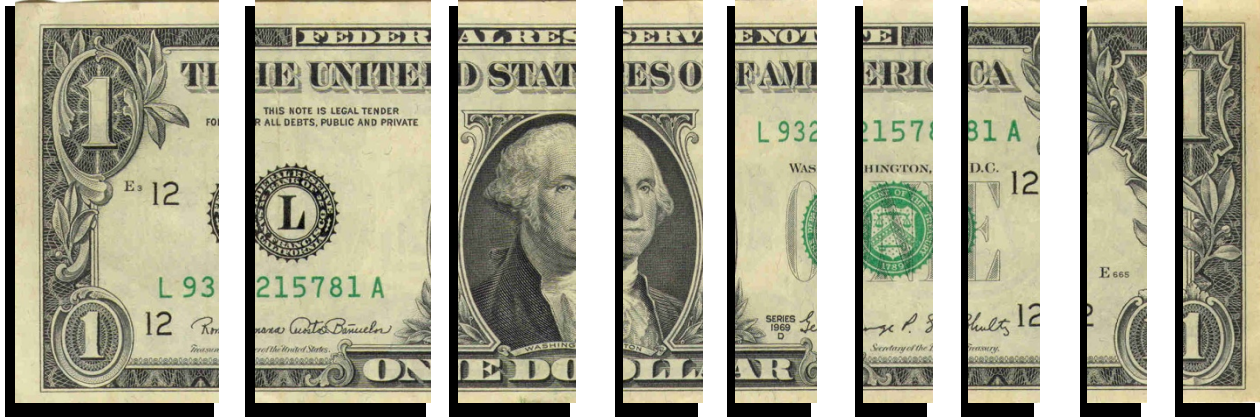
The fund balance for fiscal year 2009-10 is projected to increase by \$4.5 million, which is \$1.3 million less than fiscal year 2008-09 due to an anticipated reduction in city contribution associated with adjustments to the actuarial assumptions, such as the discontinuation of OPEB benefit to bargaining members of the General Employees Union who retire after July 1, 2010.

Investment Income for 2010-11 assumes a 6% rate of return. Miscellaneous Revenues consist of City contributions of \$9.1 million, a \$0.3 million increase over prior year, and \$0.3 million in retiree contributions to the post employment health insurance plan.

Expenditures are expected to increase by \$1.3 million in 2010-11 due to an increase in the number of retirees and an assumed 11% inflation on health insurance claims.



## SOURCE OF REVENUE DOLLARS: GENERAL FUND Adopted Budget



(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
Ad Valorem Tax	Charges for Services	Special Assessments	Franchise Fees	Rents & Royalties	Intergov't Revenue	Public Services Taxes	Investments & Local Bus Taxes	Other
\$0.30	\$0.20	\$0.14	\$0.08	\$0.08	\$0.07	\$0.06	\$0.03	\$0.04

## GENERAL FUND REVENUES

### GENERAL FUND REVENUES

Revenue Category	2007-08 Actual	2008-09 Actual	2009-10 Working Budget	2010-11 Adopted Budget
(1) Ad Valorem Taxes	\$ 47,077,737	\$ 46,044,021	\$ 46,794,630	\$ 45,743,215
(2) Charges for Services	25,733,313	27,599,338	27,888,816	30,034,182
(3) Special Assessments	17,602,253	19,734,363	20,436,758	20,385,859
(4) Franchise Fees	12,634,601	13,264,065	12,961,182	12,307,900
(5) Rents & Royalties	8,571,221	10,543,817	11,521,245	11,460,662
(6) Intergovernmental Revenue	15,154,406	10,610,202	9,805,708	10,627,231
(7) Public Service Taxes	8,260,752	8,226,426	9,311,814	8,892,000
(8) Investment Income	288,880	3,347,555	1,585,500	1,896,100
(8) Local Business Tax	3,316,948	3,307,733	3,163,000	3,179,000
(9) General Sales & Use Taxes	2,581,143	2,429,576	2,790,000	2,407,000
(9) Fines & Forfeitures	1,097,886	1,205,725	1,291,400	1,601,700
(9) Communication Services Tax	973,680	2,082,237	1,183,274	1,276,480
(9) Miscellaneous Revenues	546,407	338,416	364,428	267,267
(9) Building Permits	5,506,996	2,129,964	245,356	251,329
	<b>\$ 149,346,223</b>	<b>\$ 150,863,438</b>	<b>\$ 149,343,111</b>	<b>\$ 150,329,925</b>

## USE OF REVENUE DOLLARS: GENERAL FUND Adopted Budget



(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
Police	Fire & Rescue	Parks & Rec	Public Services	Comm. Services	Gen Gov.	Educa. Services	Admin. Services	Other
\$0.33	\$0.32	\$0.10	\$0.06	\$0.06	\$0.03	\$0.03	\$0.02	\$0.05

## GENERAL FUND EXPENDITURES

### GENERAL FUND EXPENDITURES

Expense Category	2007-08 Actual	2008-09 Actual	2009-10 Working Budget	2010-11 Adopted Budget
(1) Police	\$ 44,882,135	\$ 47,754,925	\$ 49,459,479	\$ 48,601,163
(2) Fire	47,812,057	48,818,083	46,370,433	47,278,513
(3) Parks and Recreation	18,002,690	15,690,148	15,698,719	15,294,268
(4) Public Services	11,389,537	9,646,503	10,553,057	9,193,872
(5) Community Services	7,414,555	7,649,137	8,534,538	8,359,417
(6) General Government	3,984,166	3,985,968	5,230,967	4,991,974
(7) Education	4,208,175	3,810,416	4,561,089	4,706,451
(8) Administrative Services	3,449,872	3,433,577	3,547,413	3,522,936
(9) Finance	2,647,127	2,467,924	2,426,193	2,756,971
(9) Legislative/Executive/Legal	2,213,516	1,766,187	1,752,451	1,872,765
(9) City Clerk	1,104,511	1,080,189	1,137,210	1,110,876
(9) Human Resources	1,044,357	1,064,466	1,053,801	584,786
(9) Code Compliance	974,828	970,451	1,043,746	1,035,917
	<b>\$ 149,127,526</b>	<b>\$ 148,137,974</b>	<b>\$ 151,369,096</b>	<b>\$ 149,309,909</b>



## 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.

### 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.

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.

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, the City Manager's office and/or through e-mail at [www.ppines.com](http://www.ppines.com), the City's website.

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

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

### 2009-10 Accomplishments

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

Addressed the fiscal challenges presented in the preparation of the 2010-11 City budget and Charter School budget.

Through special workshops that included participation from professionals, residents, and City administration, City Commission has strengthened the purchasing policy of the City.

Approved numerous Resolutions, Ordinances, and contracts in order to improve the quality of life of the residents.

Conducted numerous Town Hall meetings on topics such as the City budget, procurement, boards and committees, redevelopment of the east side of Pembroke Pines, the efficiency study, support for West and Village Pre-schools, North Perry Airport Master Plan, and other City issues.

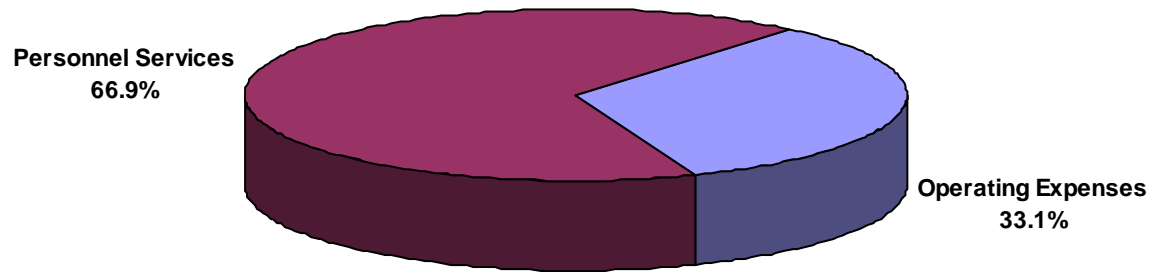
Approved contract services with Moore, Stephens, and Lovelace, P.A. to conduct a City wide efficiency study.

Reviewed 406 individual agenda items.

## City Commission Performance Measures

Indicator	2007-08		2008-09		2009-10	2010-11
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Number of ordinances adopted during the year	27	30	26	50	50	35
Number of resolutions adopted during the year	48	50	37	30	40	45

## City Commission - Expenditure Summary



Expenditure Category	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Personnel Services				
Salary	278,306	273,729	278,693	271,038
Benefits	186,646	155,104	180,299	187,719
Personnel Services Subtotal	464,952	428,834	458,992	458,757
Operating Expenses				
Other Contractual Services	-	-	-	187,500
Travel Per Diem	29,053	18,375	23,086	24,000
Office Supplies	3,240	1,961	2,600	1,500
Operating Supplies	-	-	64	100
Publications and Memberships	13,172	13,536	13,385	13,556
Operating Expenses Subtotal	45,464	33,872	39,135	226,656
<b>Total</b>	<b>510,416</b>	<b>462,706</b>	<b>498,127</b>	<b>685,413</b>

Position Title	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 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 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 develop 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 2005.

### Major Functions and Activities

The City Manager proposes the budget, 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 will make final decisions on the hiring, promotion, suspension, or termination of

personnel. He oversees the preparation of City Commission Agenda, 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 budget that addresses the needs of the residents. As the City moves forward, the City Manager was faced with new challenges for completing the 2010-11 budget. Some of the budget challenges faced this year were decreased revenues as a result of the combination of decreased property values and the indirect impacts of the struggling economy, as well as increases in expenditures associated with benefit costs.

### 2009-10 Accomplishments

Oversaw the completion of 2 projects that were funded by the \$90 million General Obligation Bonds.

The City Manager held workshops that provided additional information to the City Commission on various agenda items and City-related topics.

Conducted budget workshops specifically geared toward addressing the budget deficits.

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

Reviewed various health, property, and casualty insurance policies to reduce these annual expenses.

Continued to negotiate labor contracts with bargaining units.

Developed ideas and proposals to address the City's compliance with Alternative Water Supply.

Oversaw the fundraising efforts associated with the City's 50th anniversary.

# City Manager Performance Measures

Indicator	2007-08		2008-09		2009-10	2010-11
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Number of resolutions reviewed	54	50	38	50	50	45
Number of ordinances reviewed during the year	43	30	29	30	35	30
<b>Effectiveness</b>						
% of General Fund actual revenues to budgeted revenues	98%	100%	95%	100%	100%	100%
% of General Fund actual expenditures to budgeted expenditures	97%	100%	92%	100%	100%	100%
Total direct debt as a % of property market value	3.3%	2.3%	3.3%	3.7%	4.1%	4.6%
Debt service as a % of General Fund budget	18%	17%	16%	16%	15%	18%
Direct debt per capita	\$2,588	\$2,550	\$2,553	\$2,610	\$2,602	\$2,549
% of principal retired in 10 years	25%	27%	27%	26%	28%	30%
Unreserved undesignated Fund Balance as a % of annual General Fund expenditures ^	21%	14%	23%	25%	25%	22%
Charter School FCAT Scores for:						
Elementary School	652	450	650	N/A	600	625
Middle School	631	500	644	N/A	600	625
High School	589	450	592	N/A	550	575
FSU Elementary	625	485	669	N/A	600	625
<b>Efficiency</b>						
% Change over operating rolled-back millage rate	0.00%	0%	-2.85%	-2.85%	2.5%	-1.89%
FT staff per 1,000 population	7.3	7.6	6.2	7.2	5.9	5.6

\* New measure - actual and /or goal unavailable.

~ Variance attributed to unbudgeted hurricane-related revenues and expenditures.

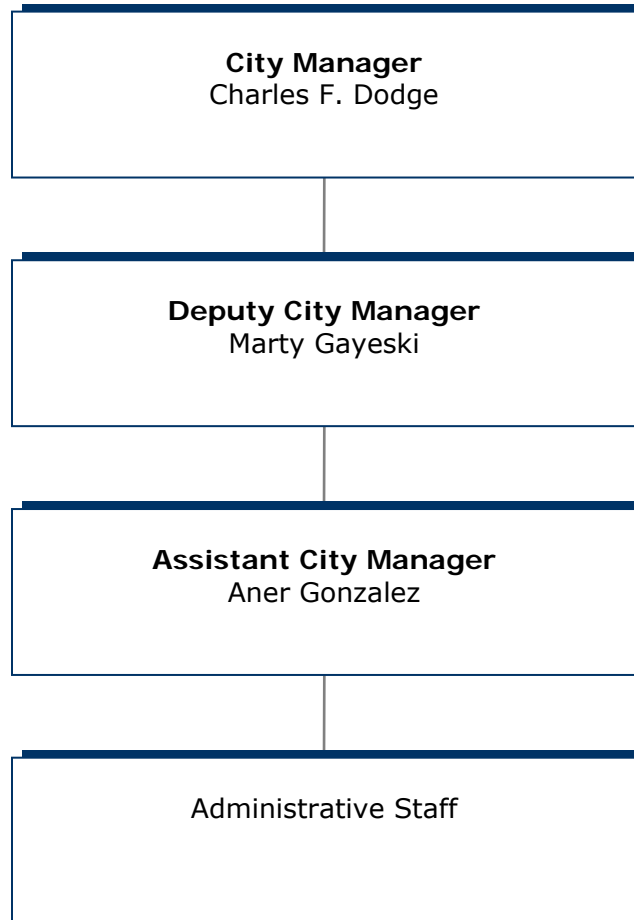
^ Policy stipulates a range from 10% to 30%.

N/A - not yet available.

Actual FCAT scores for fiscal year 2006-07 for all schools include science and lowest 25th percentile making gains in math. Actual FCAT scores for the high school for fiscal year 2006-07 also include added bonus points for 11th and 12th grade retakes.

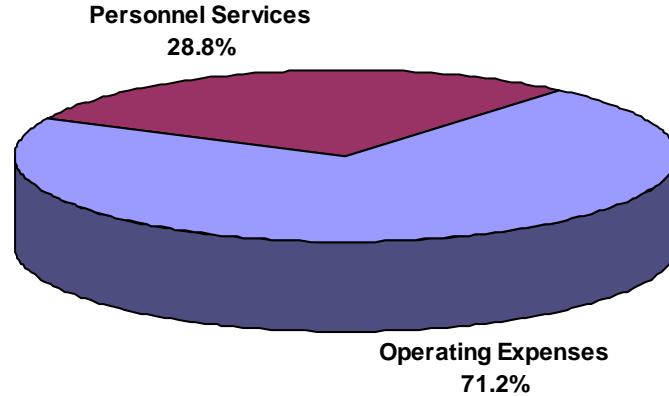
## CITY MANAGER

### Organizational Chart





## City Manager - Expenditure Summary



Expenditure Category	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Personnel Services				
Salary	430,458	114,934	91,364	88,596
Benefits	164,343	17,704	7,498	7,277
Personnel Services Subtotal	594,800	132,638	98,862	95,873
Operating Expenses				
Other Contractual Services	264,229	264,229	244,229	234,460
Travel Per Diem	1,762	-	-	-
Repair and Maintenance Services	416	339	750	600
Office Supplies	1,438	1,253	1,282	1,250
Operating Supplies	-	-	218	-
Publications and Memberships	540	270	500	500
Operating Expenses Subtotal	268,386	266,092	246,979	236,810
<b>Total</b>	<b>863,187</b>	<b>398,730</b>	<b>345,841</b>	<b>332,683</b>

Position Title	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
12516 Assistant City Manager	0.5	-	-	-
12540 Administrative Svcs Director	1	-	-	-
12884 Executive Assist	1	-	-	-
13161 Administrative Services Director	-	1	-	-
13682 P/T Executive Assistant	-	1	1	1
13685 P/T Clerical Aide	2	2	2	2
Total				
Full-time	2.5	-	-	-
Part-time	2	4	3	3



## Administrative Services

### 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 guide the growth and redevelopment of the City toward the achievement of the City's 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.

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

### Objectives

Staff meetings of the Planning and Zoning Board, Board of Adjustment, Economic Development 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 Community Affairs (DCA).

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

Prepare annual updates to the water supply plan in order to comply with State of Florida, Department of Community Affairs Water Supply Planning Requirements of the Comprehensive Plan.

Provide annual updates to the Capital Improvement Element demonstrating financial feasibility for adoption and transmittal to DCA as required by State Statutes.

Provide intergovernmental coordination services to ensure the City's planning interests are represented on a countywide 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 Department of Community Affairs.

Maintain and manage GIS mapping functions which serve many other city departments, Boards, and the City Commission.

Maintain and update Census data bases and participate in the local update of census addresses as required by law.

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 or State Housing and nonresidential rehab programs.

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

Interact with the business community to improve, maintain, and attract businesses to diversify the city's economy, by organizing networking seminars, workshops, the annual Power Business Week program, as well as through partnerships with the Chamber of Commerce.

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

### Major Functions and Activities

The Administrative Services Department consists of two operating divisions: Planning and Information Technology.

Each division provides its expertise to a major area of



## Administrative Services

the development process. Coordination of services, consistency of information and review are the primary objectives for the next fiscal year.

### 1 - PLANNING DIVISION:

Responsible for providing technical assistance to City Boards and, through the City Manager, provide the Mayor and the City Commission with alternative options for overall development and redevelopment.

Coordinate 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 Ordinance and its management of the Development Review Committee process.

Continuously update long term planning documents as required by State Statute.

Emphasize redevelopment activities and associated studies and document preparation.

Prepare feasibility and other studies as requested by the City Boards and Commission.

### 2 - INFORMATION TECHNOLOGY DIVISION:

See "Information Technology" narrative for details.

## Budget Highlights

Coordinate with the US Census Bureau, Local Census Officials, the City Commission, and Broward County to ensure a successful count during the 2010 Census.

Implementation of Eastern Redevelopment Programs.

Conduct business seminars and activities to support the business community.

Revise the format of the City's comprehensive plan into adoption and support volumes, and adopt county amendments relating to energy conservation and transportation.

Coordinate the Neighborhood Stabilization Program (NSP) with CRA, which will assist people to acquire and rehabilitate foreclosed homes.

## 2009-10 Accomplishments

Completed Boundary Annexation Survey (BAS) for the 2010 Census. Held a Town Hall Meeting for the 2010 Census outreach in partnership with the US

Census Bureau. Coordinated with Our City Television (OCTV) staff in producing and filming of Public Service Announcements promoting the 2010 Census.

Division staff in conjunction with the Economic Development Board conducted small business appreciation events including two business expos at the Pembroke Lakes Mall, and networking events.

Initiated a "shop local" campaign utilizing the City's website to promote local businesses.

Held a Town Hall meeting on Eastern Redevelopment efforts and implementation, and developed a foundation for a loan program to support pilot eastern redevelopment projects. In addition, reviewed proposals for the creation of Streetscape guidelines.

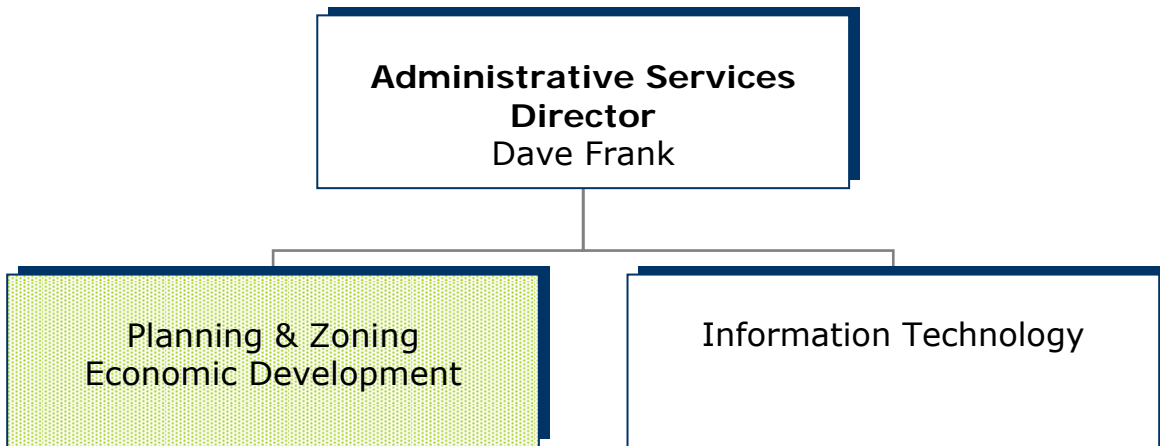
Adopted a statutory comprehensive plan amendment relating to the annual update to the Capital Improvements Element.


Implemented Code of Ordinance changes relating to the inclusion of news racks. Coordinated with the Planning and Zoning Board in initiating amendments to the Code of Ordinances including but not limited to landscaping, parking, and signs.



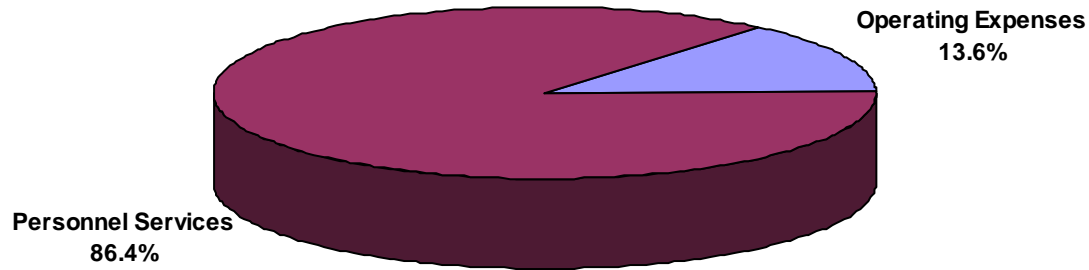
# ADMINISTRATIVE SERVICES

## Organizational Chart



 Shading indicates direct public service provider

## Administrative Services - Expenditure Summary



Expenditure Category	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Personnel Services				
Salary	494,910	404,790	499,388	480,616
Benefits	278,500	249,670	218,831	227,082
Personnel Services Subtotal	773,409	654,460	718,219	707,698
Operating Expenses				
Other Contractual Services	5,925	3,500	4,000	5,000
Travel Per Diem	-	-	37	1,200
Communication and Freight Services	74,452	3,129	72,159	48,120
Rentals and Leases	4,275	4,519	5,000	4,700
Insurance	73	-	150	150
Repair and Maintenance Services	1,108	697	1,900	1,900
Printing and Binding	-5,860	-3,431	2,000	2,000
Promotional Activities	24,080	17,471	33,963	24,000
Other Current Charges and Obligatio	8,472	-1,490	3,000	8,000
Office Supplies	3,396	3,792	5,000	7,000
Operating Supplies	3,167	-120	5,580	8,210
Publications and Memberships	-	644	820	820
Operating Expenses Subtotal	119,087	28,710	133,609	111,100
<b>Total</b>	<b>892,496</b>	<b>683,170</b>	<b>851,828</b>	<b>818,798</b>

## Administrative Services - Personnel Summary

Position Title		2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
12184	Zoning Administrator	1	1	1	1
12518	Associate Planner	1	1	1	1
12520	Assistant Planner	2	2	2	2
12524	Administrative Coordinator I	1	1	1	1
12684	Clerical Spec II	1	1	1	1
12840	Economic Development Coordinator	1	-	-	-
13161	Administrative Services Director	-	-	1	1
13449	P/T CADD Operator	1	1	1	1
Total	Full-time	7	6	6	6
	Part-time	1	1	2	2



## Information Technology

### Mission

To serve the information technology needs of the City of Pembroke Pines.

### Goals

To support all City departments through the use of technology to better improve the lives of the citizens of Pembroke Pines.

### Objectives

To recommend technology standards to the Information Technology (IT) Steering Committee.

To execute the direction established by the IT Steering Committee, as it relates to support and purchase of hardware, software, and networking equipment.

To provide City employees with proficient computer training, suitable computer hardware, sound advice and planning as to computer-related goals.

To deliver IT services efficiently and effectively by trained and courteous information service professionals. We will actively seek new opportunities to provide useful computer tools that will help employees achieve their goals.

To be identified by our dedication, professionalism and pride in our achievements.

To actively seek feedback on a regular basis and to maintain statistics on a historical basis to measure our progress in achieving user satisfaction.

### Major Functions and Activities

The Division consists of three branches that report to the Director of Administrative Services with the following range of responsibilities:

#### ~ 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 IT division with final acceptance by the IT Steering Committee.

#### ~ SYSTEM DEVELOPMENT:

All programming and application development.

#### ~ PROJECT MANAGEMENT:

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

Following is a list of the current applications/functions supported by the Information Technology 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

Replace eight servers on the network.

Accept credit cards for Utility payments.

Replace 100 outdated workstations.

Install Radius server for implementation of increased WIFI security.

Implement help desk software application.

Implement enterprise imaging and deployment software.

### 2009-10 Accomplishments

Upgraded the E-mail system to Exchange 2007.

Upgraded the document imaging system.

Upgraded the virus and malware protection.





## Information Technology

Upgraded the spam and URL filters.

Installed public hotspot at Pembroke Lakes Golf Club.

Upgraded wireless communications between City Hall and Pines Place.

Replaced two UNIX servers and eight network servers.

Wrote interface used by Utility's wireless meter reading pilot program.

Decreased the cost of printing the Utility bills while allowing any color or font to be used in the design of the Utility bill.

Enabled emailing of Utility bill information.

Redesigned the City's Web Site.

Implementation of the following two web sites:

1) <http://www.pembrokelakesgolf.com>

2) <http://www.pinesday.com>

Replaced 100 workstations.

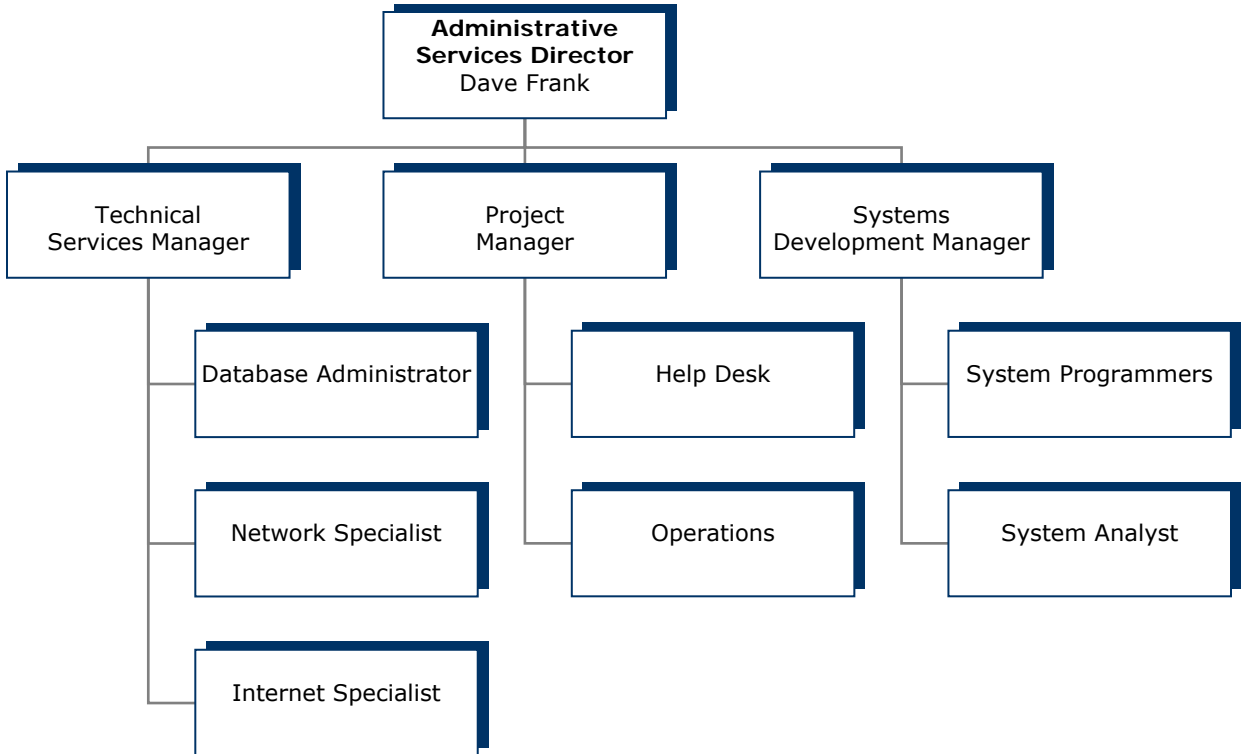
Implemented live streaming video of commission meetings.

## Information Technology Performance Measures

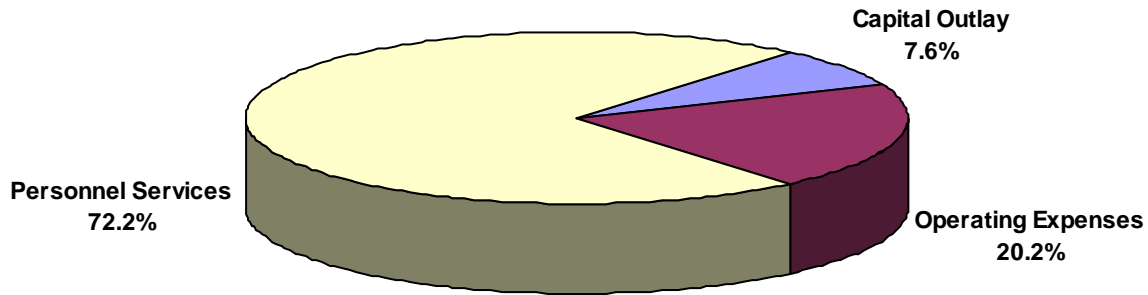
Indicator	2007-08		2008-09		2009-10	2010-11
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
<b>Effectiveness</b>						
Network availability (% uptime)	99.98%	99.99%	99.99%	99.99%	99.99%	99.99%
% of messages blocked because they are spam	93.27%	85.00%	97.20%	93.50%	93.50%	97.20%
<b>Efficiency</b>						
Network devices per computer technician	323	330	368	330	350	375
Annual maintenance cost per computer	\$514	\$540	\$617	\$775	\$610	\$610

# INFORMATION TECHNOLOGY

## Organizational Chart



## Information Technology - Expenditure Summary



Expenditure Category	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Personnel Services				
Salary	1,590,442	1,612,741	1,564,743	1,324,328
Benefits	819,359	773,152	722,958	628,610
Personnel Services Subtotal	2,409,802	2,385,893	2,287,701	1,952,938
Operating Expenses				
Other Contractual Services	-259	-	90,122	336,130
Communication and Freight Services	-	975	5,288	1,878
Rentals and Leases	938	17,513	1,133	1,236
Repair and Maintenance Services	66,849	55,208	55,437	82,402
Office Supplies	-35	-	1,250	1,250
Operating Supplies	70,571	73,297	90,432	123,854
Operating Expenses Subtotal	138,065	146,993	243,662	546,750
Capital Outlay				
Machinery and Equipment	9,510	217,521	167,810	204,450
Capital Outlay Subtotal	9,510	217,521	167,810	204,450
<b>Total</b>	<b>2,557,377</b>	<b>2,750,407</b>	<b>2,699,173</b>	<b>2,704,138</b>

## Information Technology - Personnel Summary

Position Title		2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
12011	Internet Specialist	1	1	1	1
12280	Micro Computer Specialist	2	2	1	1
12303	Network Specialist II	2	2	2	2
12525	Administrative Assistant I	1	1	1	1
12644	Help Analyst/Technician	1	1	1	1
12645	Help Desk Analyst	1	1	1	1
12651	Programmer Analyst II	1	1	-	-
12652	Programmer/Analyst I	2	2	2	2
12691	Systems Analyst II	1	1	-	-
12693	Systems Programmer/Analyst II	1	1	1	1
12720	Manager of Technical Services	1	1	1	1
12721	Project Manager	1	1	1	1
12722	Manager of Systems Development	1	1	1	1
12723	Systems Administrator	1	1	1	1
12900	Web Page Developer	1	1	1	1
Total	Full-time	18	18	15	15
	Part-time	-	-	-	-



## Human Resources

### Mission

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

### 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 citywide 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 skills to meet the City's overall goals and objectives.

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

~ 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.

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

### Budget Highlights

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

### 2009-10 Accomplishments

Reduce cost by outsourcing various departments.

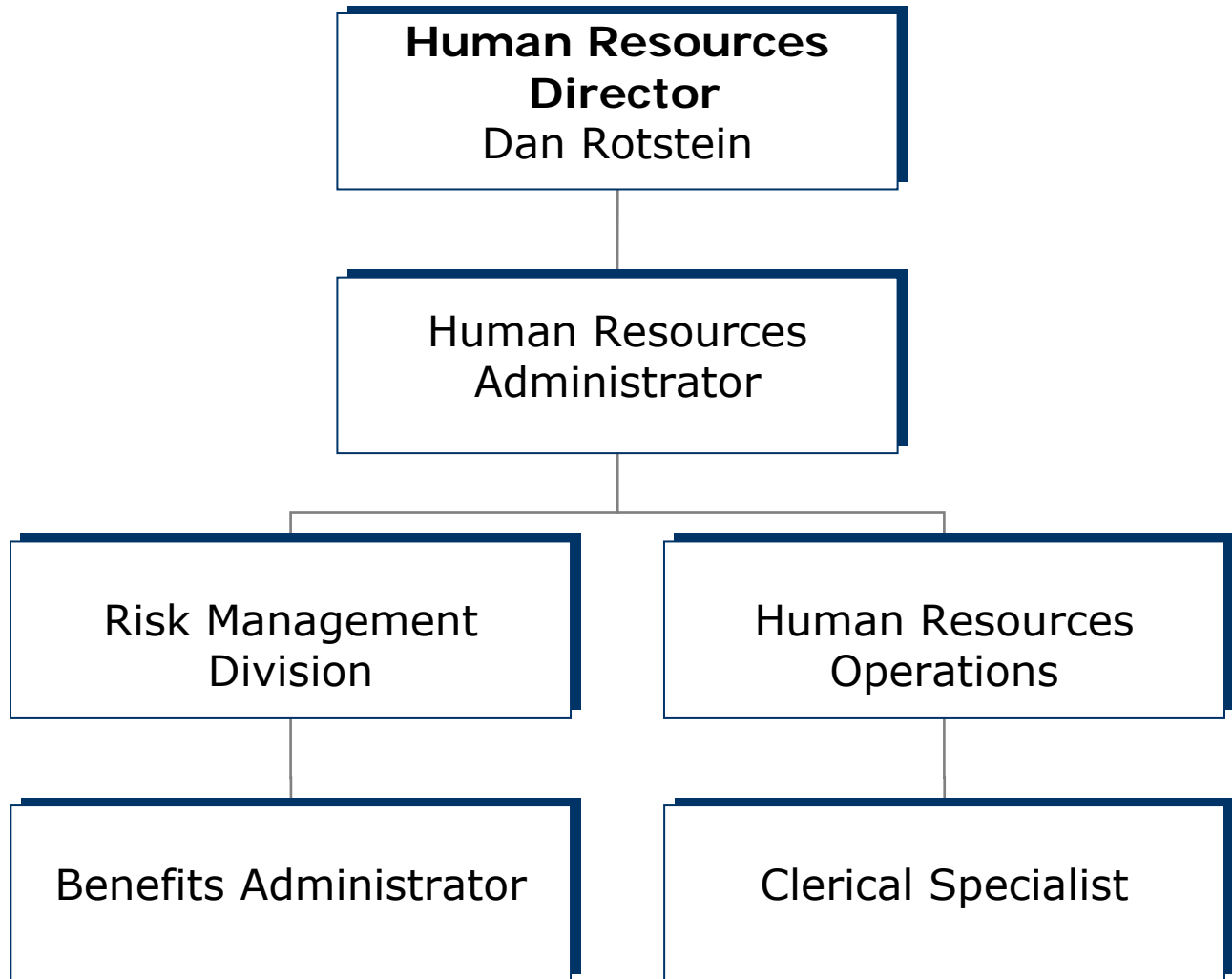
Made significant changes to the General employee pension and leave accrual process.

# Human Resources Performance Measures

Indicator	2007-08		2008-09		2009-10	2010-11
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Quarterly recognition program to honor employees	Yes	Yes	On Hold	Yes	Yes	On Hold
Number of positions processed for recruitment and promotions	95	60	64	75	20	20
Number of internal seminars offered	39	15	28	15	15	15
Number of employment applications received and processed (FT/PT City)	2,760	2,300	3,512	2,000	1,000	1000
Number of applicants hired (FT/PT City and School)	431	575	296	400	200	20
<b>Effectiveness</b>						
New FT employee turnover rate within one year of employment	18.5%	16.0%	20.0%	16.0%	14.0%	20.0%
Sick leave hours used per FT employee	44.18	35.00	35.09	36.00	34.00	34.00
<b>Efficiency</b>						
Ratio of employees (including Charter Schools) to HR staff	167:1	175:1	144:1	150:1	162:1	160:1

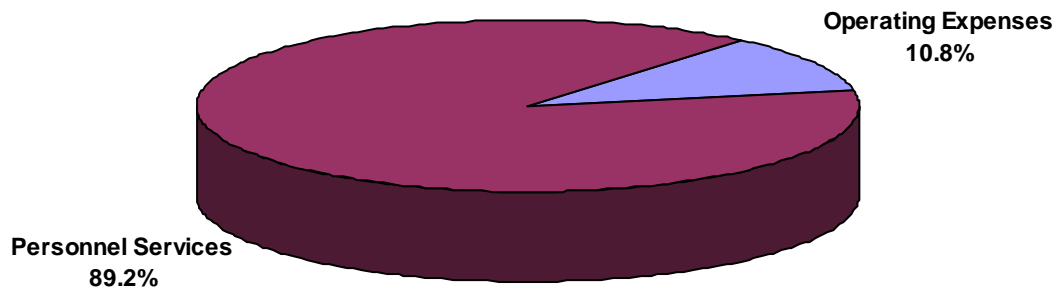
## HUMAN RESOURCES

### Organizational Chart





## Human Resources - Expenditure Summary



Expenditure Category	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Personnel Services				
Salary	650,658	667,213	654,763	339,383
Benefits	345,219	367,602	375,682	182,153
Personnel Services Subtotal	995,877	1,034,815	1,030,445	521,536
Operating Expenses				
Professional Services	33,195	23,224	16,400	25,000
Other Contractual Services	-	-	398	500
Travel Per Diem	-	-	-	10,000
Repair and Maintenance Services	1,981	1,321	802	1,500
Printing and Binding	1,031	498	1,000	1,000
Other Current Charges and Obligatio	6,961	275	2,000	12,000
Office Supplies	4,622	3,273	3,000	3,000
Operating Supplies	690	984	1,400	10,250
Publications and Memberships	-	75	-	-
Operating Expenses Subtotal	48,480	29,650	25,000	63,250
<b>Total</b>	<b>1,044,357</b>	<b>1,064,466</b>	<b>1,055,445</b>	<b>584,786</b>

## Human Resources - Personnel Summary

Position Title		2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
12431	Payroll Coordinator	2	2	2	-
12433	Payroll Supervisor	1	1	1	-
12434	Assistant Payroll Supervisor	1	1	1	-
12440	Human Resources Director	1	1	1	1
12442	Human Resources Administrator	1	1	1	1
12525	Administrative Assistant I	1	1	-	-
12557	Risk Management/Benefits Specialist	-	-	1	1
12684	Clerical Spec II	2	2	1	1
12685	Clerical Aide	2	2	1	1
Total	Full-time	11	11	9	5
	Part-time	-	-	-	-



## City Attorney

### Mission

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

### Goals

To work closely and effectively with the City Commission, City Manager, and the 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 City 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 requires assisting the specific needs and expectations of the client.

~ 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.

Solicit and listen intently to clients' requirements and expectations.

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

~ CONTINUOUS QUALITY IMPROVEMENT:

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

Plan for quality.

Quality is a never-ending effort and destination.

Clients define quality.

Quality improvements are driven by client feedback and directions.

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.

### 2009-10 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 prepare purchase/sale documents for the aggressive sale and marketing of the property.
- Provided legal advice and related services in conjunction with several real property transactions including the negotiation and contract preparation associated with the purchase/sale of City Hall property.
- Provided guidance associated with the procurement of various goods and services for the City by assisting



## City Attorney

in finalizing bid documents, advising selection committees and drafting contracts.

- Assisted with legal matters associated with the construction of the I-75/Pines Boulevard interchange, including funding issues by the federal government and other legal matters relating to the Agreements with the property owners surrounding the interchange relative to the interchange improvements.
- Assisted the City Commission and City staff in the development of the City's Legislative Action Plan and the preparation of several legislative proposals in furtherance of that Plan.
- General assistance with the City's management and operation of the Howard C. Forman Human Services Campus site, including preparation and review of multiple sub-subleases ensuring that such leases are issued and renewed in a manner consistent with the goals and the development of the overall Campus, enforcement of lease terms, and reviewing timely payments of rent by Susan B. Anthony (SBA) as the City issued improvement bonds to construct the facilities rented by SBA.
- Negotiated and assisted with the approval of a new three (3) year Management and Program Agreement with the Florida Department of Children and Family (DCF) for the City's Transitional Independent Living (TIL) Facility and Programming. Also negotiated and prepared a new three (3) year Sublease with DCF for the management of the TIL facilities located at the Howard C. Forman Health Services Campus. Provide continued assistance in reviewing lease documents and regulations for potential residents, participated in numerous meetings with involved agencies and attended court hearings directly affecting the programming and residents in the Program.
- Participated in and facilitated the implementation of an additional cooperative relationship between the City, SBA and DCF for SBA clients who completed their residential program, but still required treatment and counseling, and who needed housing. Ensured that the mechanism whereby DCF could lease some of the vacant TIL units to SBA for such post-residency treatment program participants was incorporated in the new Programming Agreement and Sublease with DCF for the TIL, and attended numerous meetings and negotiation sessions with the parties involved relating to implementation of the SBA program.
- Continued to monitor the Inter-local Agreement with a neighboring municipality to resolve disputes regarding ingress and egress issues associated with public streets and continued to work to resolution of

continuing disputes associated with this matter.

- Coordinated continued discovery and litigation in conjunction with special counsel regarding 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 negotiation with The School Board of Broward County, Florida to attempt to resolve outstanding disputes.
- Worked with the City's special counsel to file an administrative challenge with the Florida Department of Administrative Hearings (DOAH) against The School Board of Broward County, Florida, seeking a determination regarding the School Board's continued refusal to consider distributing 2 mill funds to charter schools. This involved the preparation of legal briefs, review of public records associated with the School Board's policies, collaboration with special counsel, and attendance at hearings.
- Actively coordinated with the City and its outside consultants regarding pending legislation.
- Coordinated with the City's consultants on revising the City's Community Development Block Grant commercial loan program and its State Housing Initiative Partnership program and associated program documents.
- Collaborated with the City's consultants on the implementation of the Neighborhood Stabilization Program (NSP) of the U.S. Department of Housing and Urban Development to implement the City's rehabilitation strategy by drafting strategies, policies, contracts and procedures in conformance with state statutes and the City's code of ordinances to enable the City to utilize federal funds to purchase foreclosed homes within the City, provide for the rehabilitation of such properties and their eventual resale to private homeowners with the City's financial assistance utilizing certain financing mechanisms created and implemented under the NSP program.
- Assisted the City with the annual re-certification process for its Fire Protection Special Assessment which includes assisting with the development of the assessed costs, preparation of the required resolutions, advising of the relevant notice requirements, conducting the public hearing, and review of miscellaneous issues that may arise.
- Continued defense of the City in litigation filed by a resident challenging the 2007-2008 Fire Protection Assessment.
- Provided the City with legal advice associated with



## City Attorney

all election matters.

- Advised the City in all labor and collective bargaining matters associated with budgetary shortfalls, including freezing of salaries, layoffs, and declarations of financial urgency.
- Defended the City in all foreclosure and bankruptcy proceedings filed by individuals and businesses naming the City as an interested party in such proceedings.
- Effectively prosecuted municipal ordinance violations issued by the City's Police Department, including parking matters.
- Advised staff and effectively aided in the enforcement of the City's regulations pertaining to sexual predators.
- Participated in the implementation of the City's red light camera system with the City's Police Department, City Engineer, City Code Enforcement Division and Finance Department, to commence the levying of civil fees for violations of the City's ordinances.
- Implemented the appeal hearing process for red light camera violations, including the training of police and code enforcement personnel on the presentation of cases and associated evidentiary matters, and attend hearings to address legal issues that may arise during such hearings.
- Negotiated Amendments with American Traffic Solutions (ATS) relating to the Active Phase of the Program, including extensions of the time for the City Commission to terminate the agreement for convenience in light of pending litigation and proposed legislation. Further negotiated a form License Agreement with Broward County to permit signage for the City's red light camera program to be placed in the County's right-of-way including attendance at multiple negotiation sessions as well as appearing before the County Commission.
- Participated in meeting with the Florida League of Cities and provided information relating to proposed legislation addressing red light camera enforcement programs and kept City staff and Commission informed of the status of such legislation throughout the process.
- Defended the City in litigation relating to the City's red light camera program.
- Facilitated the approval of leases and the amendment and implementation of such amended

lease agreements at the City's Residence Facilities. Coordinated with City staff to enforce compliance with lease terms at such residential facilities, including processing of tenant evictions when necessary.

- Facilitate the leasing of the new Art Colony by drafting lease agreements and coordinating compliance with the lease terms.
- Assisted in the negotiation process of the City's collective bargaining agreements with the City's unions and the implementation of the correlating pension modifications through the review and revision of pension documents, drafting of ordinances and applicable pension plan amendments.
- Counseled the City regarding the agreement with The School Board of Broward County, Florida for the School Board's use of the City's resources for School Resource Officers and drug sniffing dogs in district public schools within the City.
- Assisted the City in review of its advisory boards and the drafting of relevant ordinances.
- Drafted ordinances regulating the businesses providing pain management to prevent the misuse and improper distribution of narcotic drugs.
- Provided legal guidance to the City regarding the creation and appointment of the City's audit committee along with drafting the relevant legislation.
- Provided the City Commission with legal guidance in the process of creating a new City Auditor position and the drafting and implementation of a referendum regarding charter amendments to create such position which reports to the City Commission.
- Continued research, advice and assistance to the City regarding the City's development and implementation of affordable housing within the City.
- Continued coordination and preparation of the execution and recordation of the loan documents necessary to secure the City's interests in multiple new manufactured homes being placed on the lots within the Holly Lake Mobile Home Park.
- Facilitated the City's collection efforts related to payments returned for insufficient funds and non-payment of monies owed to the City resulting in increased payment levels.
- On-going coordinated efforts between the Broward County Court system, Broward County Court Administrator, Broward County Clerk of Court, and the Broward County Commission with the City to



## City Attorney

continue utilization and funding for the Broward County Court Traffic Magistrate Program.

- On-going review of dangerous dog matters, including ordinance revisions, evaluation and analysis of numerous individual incidences reported within the City and monitoring of pending legislation on related matters.
- Provide on-going legal services related to the successful operations and management of the City's Charter Schools and Early Learning Centers on various legal matters arising in the educational forum, including but not limited to educational issues, legislative matters, contractual relationships and operational and procedural topics.
- Monitored legislation and drafted resolutions regarding the City's position on various issues pending before the Florida Legislature affecting municipal issues, home rule powers and budgets.
- Assisted the City in the transition of the City's Building Department services to a private contractor, including assistance with the creation of the bid request documents, the selection process, and the contractual documents.
- Facilitated the City's efforts to minimize the number of False Alarms the City is responding to by preparing an ordinance relating to False Alarm penalties and the collection of such fines, and assisted in the selection process for an outside vendor to collect such False Alarm penalties on the City's behalf.
- Assisted the City with numerous procurement issues, including the preparation or review of bid documents and requests for proposals and qualifications, advising selection committees and ensuring compliance with City ordinances and state statutes relating to such procurement matters.
- Continued prosecution of Code Enforcement matters before the Special Magistrates.
- Oversee the appointment of qualified special masters for Code Enforcement matters and supervise the implementation of the special magistrate process to ensure equity and due process.
- Advised City staff in Code Enforcement matters resulting from the increase in vacant and abandoned properties within the City due to the national and statewide economic and credit crisis.
- On-going coordination with the City's Code Enforcement Department to ensure the administrative citation process and imposition of administrative fees

for the prosecution of code violations is incorporated within the overall process.

- Provided legal advice regarding the overhaul of the City's advisory boards and the resulting appointment process.
- Promptly and successfully resolved claims made and litigation filed against the City.
- Continued negotiation of matters regarding the Large User Agreement for wastewater treatment with the City of Hollywood.
- Continued assistance and advice to City staff to prepare leases for the bays located at the Southwest Focal Point Senior Center Emporium resulting in providing easy access to medical care and other services to residents and visitors without leaving the facility.
- Facilitated the process of outsourcing the services of the Alzheimer's Day Care Facility at the Southwest Focal Point Senior Center by advising City staff on the procurement process to solicit proposals for a vendor to provide the service and negotiation of the contract with the successful vendor.
- Assisted the City with the implementation and construction of a new senior/teen center in the western portion of the City, advised City staff on the procurement process to obtain proposals on the operation of the facility and negotiated a contract with YMCA, the successful bidder.
- Assisted the City Departments in drafting and implementing day-to-day policies and procedures.
- Attended meetings of and provided legal advice to the Pembroke Pines Charter Elementary and Middle School Advisory Board, the Pembroke Pines Charter High School Advisory Board, and the City's Education Advisory Board.
- Advised the City's municipal advisory boards, City Commission and staff in all quasi-judicial matters.
- Reviewed for form and legal sufficiency, and negotiated modifications as warranted, for all agreements entered into by the City, including those involving the City's Charter Schools.
- On-going review of all field trip requests of the City's Charter Schools to ensure compliance with the City's policies and state law, and review of associated contracts.
- Serve as on-site/off-site/24-7 Police Legal Advisor



## City Attorney

for 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, advising on; miscellaneous employment and labor issues, use of trust funds for law enforcement purposes, grant applications and agreements, and inter-agency agreements relating to mutual aid or traffic enforcement and task forces.

- Reviewed proposed Interlocal Agreement with Broward Sheriff's Office for regional communications, as well as attended meetings with Fire and Police administration and Sheriff's Office counsel.
- Represent the City in the prosecution of all Police forfeiture matters.
- Advise and assist the Police Department with residential issues pertaining to the enforcement of the City's sexual offender ordinance.
- Advise the City Clerk's Office, as well as other departments, regarding various public record matters and subpoenas duces tecum for records as well as subpoenas for testimony in various litigation matters.
- Advise the City regarding legal issues associated with the City's payroll and benefits.
- Monitor and advise the City on all bankruptcy matters in which the City is named as a creditor.
- Defend the City in all foreclosure proceedings in which the City has an interest in the subject real property arising out of Code Enforcement or Utility liens, or mortgages associated with the City's home buying assistance or home rehabilitation assistance programs (CDBG or SHIP).
- Attended all meetings of the City Commission, its Town Hall meetings and advisory board meetings, as required.
- Represented the City in hearings, negotiations, and arbitrations relating to multiple and multi-level labor matters.
- Provided continuous legal memoranda and updates to the City Commission and Administration on global topics of interest pursuant to the Florida Constitution, Florida Statutes and special laws affecting Broward County, Florida.
- Drafted numerous ordinances amending the City's Code of Ordinance to adapt to the needs of the growth of the City.

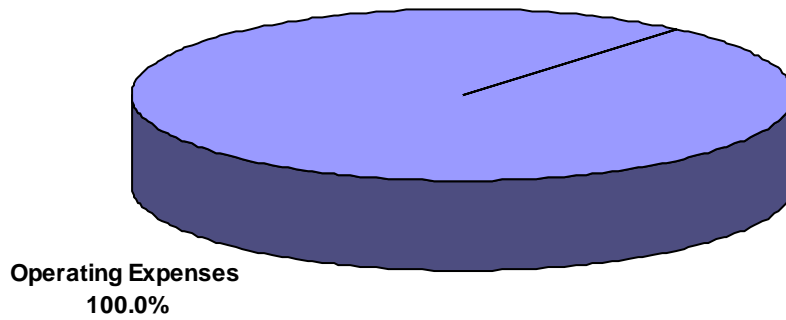
## City Attorney Performance Measures

Indicator	2007-08		2008-09		2009-10	2010-11
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Number of ordinances prepared for consideration by City Commission	36	40	39	40	40	40
Number of resolutions prepared for consideration by City Commission	43	45	38	50	45	45
Number of contracts reviewed, negotiated and drafted weekly	36	35	39	37	45	45
Number of real estate transactions	15	6	18	5	4	10
Number of bond issues	2	3	1	3	3	2
Number of Commission meetings attended	27	25	36	35 ~	35~	35~
Number of verbal, written and electronic (E-mail) correspondence processed weekly	650	625	650	645	650	650

~ Reflects an anticipated increase in the number of special meetings, workshops and town hall meetings.



## City Attorney - Expenditure Summary



Expenditure Category	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Operating Expenses				
Professional Services	811,751	880,596	880,570	826,147
Office Supplies	18,096	19,716	19,710	18,922
Operating Supplies	10,066	4,439	10,000	9,600
Operating Expenses Subtotal	839,913	904,751	910,280	854,669
<b>Total</b>	<b>839,913</b>	<b>904,751</b>	<b>910,280</b>	<b>854,669</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; 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 archival of official records.

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

Daily accurate posting and receipting of utility fees and other revenues.

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

Efficiently process local business tax receipts and renewals.

### 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 for the Mayor and the four City Commissioners.

The City Clerk's Department, through the central cashiering system, posts and receipts funds received by the City. The primary function is to provide quick and efficient service to the public with respect to processing transactions, depositing City funds, 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 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 the preparation, scanning, filming, indexing, storing, and retrieval of municipal records. This function enables the City to house permanent documents for expedient retrieval of information requested interdepartmentally, and by citizens and outside agencies.

The Boards and Committees section is designed to enhance the quality of life within the City by incorporating agenda and other accurate information resulting from the action and direction of the extensive variety and scope of the Boards and Committees appointed by the City Commission.

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

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

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

~ CHARTER REVIEW BOARD - Commencing May 2010, the Charter Review Board will be convened every five years, for a one year term, to review the charter of government for the City. Makes



## City Clerk

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 which 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 which 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 which 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 Economic Development and Growth Management in promoting and attracting new industry to the City.

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

~ 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 - Hear and resolve appeals initiated when the building officials have rendered decisions on violations of the Building Code Unsafe Structure Provision.

~ WALTER C. YOUNG RESOURCE CENTER BOARD OF DIRECTORS - Composed of members who are appointed by the City, the Broward County School Board, and the Miramar-Pembroke Pines Regional Chamber of Commerce. This Board has ex-officio members appointed by both the City Commission and the Broward County School Board. The Board oversees the activities at the Resource Center.

~ GREEN CITY ADVISORY BOARD - Established for the express purpose of providing recommendations to the City Commission regarding potential "green" and environmental initiatives for the City of Pembroke Pines.

## Budget Highlights

A referendum election will be held in November of 2010 to put a question to the voters of Pembroke Pines for the addition of a "Commission Auditor" position. The City has been given access to the Broward County ballot for their November election, thereby greatly reducing the costs to be borne by the City of Pembroke Pines.

In January of 2011, in compliance with the City's Charter, the City will hold a stand-alone election to fill a vacancy in the District 4 Commission seat. The election budget, which is part of the City Clerk's budget, covers the cost of poll workers, supervisors, technicians, security, and all other costs associated with contracting with the Supervisor of Elections for a stand-alone City election.

## 2009-10 Accomplishments

The City Clerk's Office conducted a municipal election in March 2010 for the purpose of electing District 1 and District 4 Commissioners to four year terms.

The lease for copy and editing equipment was bid, resulting in award of a contract which will save an estimated \$20,000 per year for the next five years.

The new Citizen Action program for public records requests was implemented, and City departments trained in the use of the program. The new program allows for greater electronic communication with the



## City Clerk

public, and allows for delivery of requested records via email in many instances. The City Clerk's Department receives on average 500 to 600 requests per month.

# City Clerk Performance Measures

Indicator	2007-08		2008-09		2009-10	2010-11
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Commission minutes transcribed and prepared for approval by next Commission meeting	11	24	7	30	27	22
Subpoenas for records processed	126	*	134	125	130	125
Commission agenda books prepared	364	308	595	336	352	352^^
Local Business Tax Receipts issued	7,399	6,120	7,121	6,500	7,100	7,100
Public records requests processed	4,454	6,500	6,489	6,000	7,000^	6,500
Passport applications processed	2,749	3,400	2,743	3,200	2,888	2,700
Number of documents imaged and microfilmed	257,853	270,000	254,762	285,000	295,000	200,000##
Staff training hours	30	100	20	22 ~	36	18
Garage sale permits issued	1,747	1,650	1,426	1,600	1,500	1,500
Local business tax receipts monitored for compliance	8,739	7,050	8,584	7,600	8,000	8,000
Cashiering transactions (in millions)	\$54.7M	\$43.6M	\$43.9M	\$46.0M	\$51.0M	\$42.0M
Cashiering transactions (number)	89,463	112,000	67,818	98,000	77,000	67,900
Agenda packets prepared	1,328	1,100	1,007	1,100	950	1,000
Number of Board and Committee meetings held	96	110	66	114	95	66
Customers served at City Clerk window	5,778	*	6,051	5,500	7,900	6,000
<b>Effectiveness</b>						
% routine public requests answered within 48 hours of receipt	80%	95%	97%	100%	100%	100%
% of passport applications processed within 24 hours of appointment	100%	100%	100%	100%	100%	100%
% of documents accurately imaged	97%	100%	98%	98%	100%	100%
Commission meeting minutes made available on City's website within 2 days after approval	100%	100%	100%	100%	100%	100%
Local business tax receipts available for renewal as required by Statute	100%	100%	100%	100%	100%	100%
Cashiering - daily transactions balanced without overage or shortage	99.9%	99.9%	99.9%	99.9%	100%	100%
Local business tax revenue per capita (in constant dollars)	\$19.09	\$19.00	\$21.88**	\$19.00	\$19.00	\$20.00**
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	182	189	297	189	176	176^^
# of Fulltime employees on this task	2	2	2	2	2	2
Average number of pages of Commission minutes transcribed per year per F/T Employee	431	350	390	600	400	330^^
# of Fulltime employees on this task	1	1	1	1	1	1
Public Records requests processed per year per F/T Employee	636	929	1,298	857	1,400	1,300
# of Fulltime employees on this task	7.0	7.0	5.0	7.0	5.0	5.0
Passports processed per day per F/T employee	1.1	1.3	1.6	1.5	1.4	2.0
# of Fulltime employees on this task	10	10	8	10	8	8
Cashiering Transactions per year per F/T Employee	44,732	56,000	33,909	49,000	38,500	32,000
# of Fulltime employees on this task	2	2	2	2	2	2

\* New measure - actual and /or goal unavailable.

\*\* Goals prior to 2010-11 were not expressed in constant dollars.

~ Decrease in training due to budget constraints.

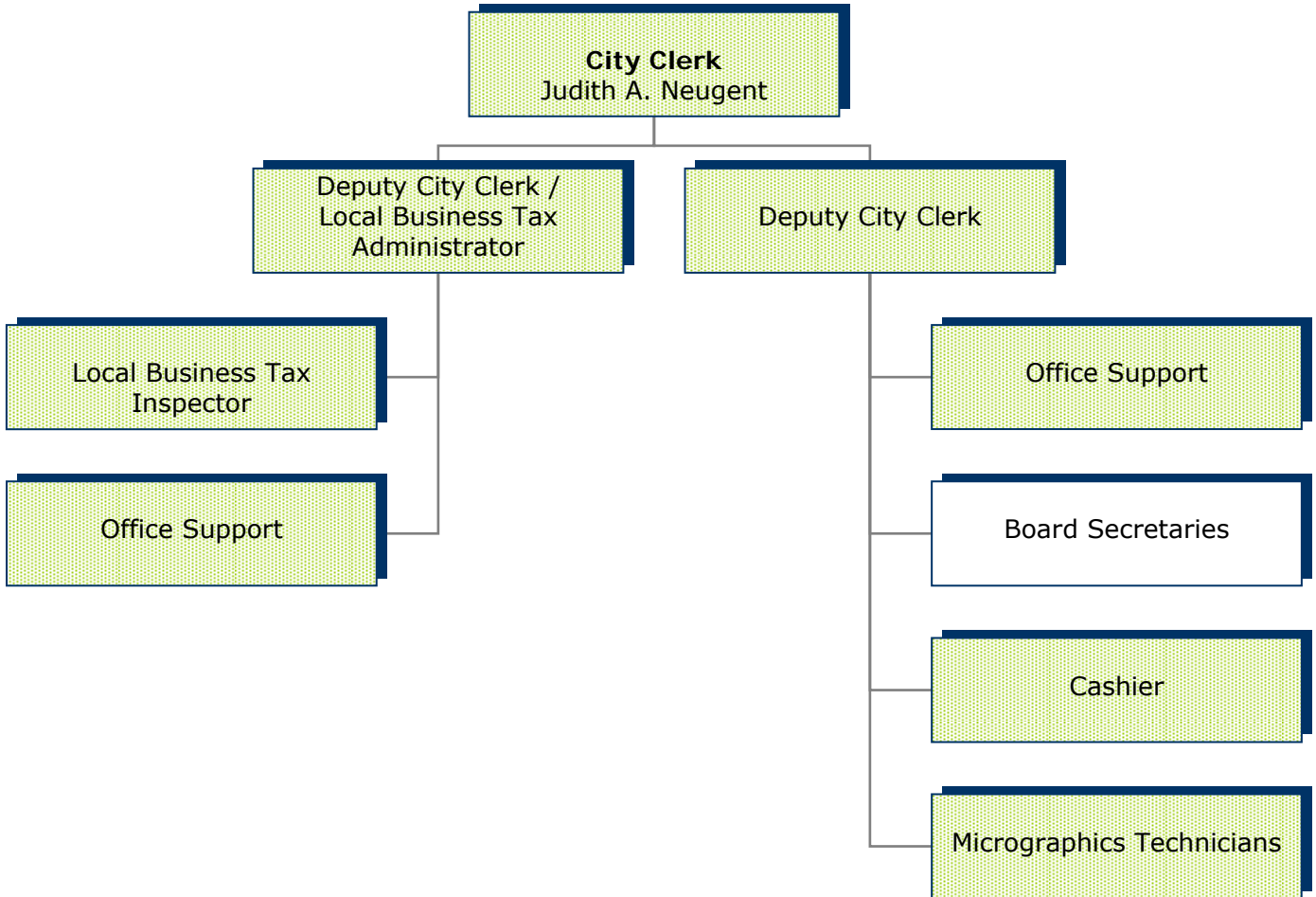
^ Reflects replacement of Blue Frog with WebQA, which reflects separate records requests more accurately.

^^ The Goals for Commission agenda books prepared (Outputs); Commission agendas prepared per year per F/T Employee & Average number of pages of Commission minutes transcribed per year per F/T Employee (both Efficiency measures) are based on scheduled Commission meetings. Additional special meetings occurred during 2007-08 and 2008-09.

## The reduced goal for Number of documents imaged and microfilmed reflects the reduction of three (3) FT Employees to one (1) FT Employee in the Micrographics Section.

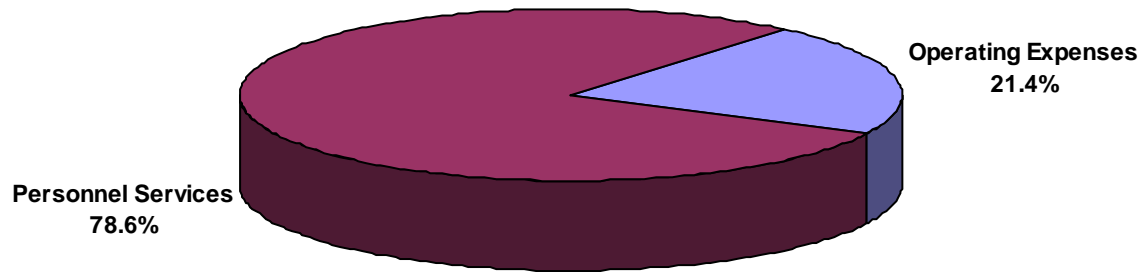
# CITY CLERK

## Organizational Chart



 Shading indicates direct public service provider

## City Clerk - Expenditure Summary



Expenditure Category	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Personnel Services				
Salary	600,774	621,363	595,949	555,605
Benefits	368,419	333,960	366,870	317,119
Personnel Services Subtotal	969,193	955,323	962,819	872,724
Operating Expenses				
Professional Services	2,100	-	60,000	111,661
Other Contractual Services	7,359	6,455	6,800	10,038
Travel Per Diem	57	26	200	-
Rentals and Leases	45,735	45,382	42,734	25,000
Insurance	-	-	360	480
Repair and Maintenance Services	15,762	20,313	21,044	24,008
Printing and Binding	12,384	9,751	11,100	11,000
Other Current Charges and Obligatio	30,739	23,811	14,000	24,200
Office Supplies	15,686	15,192	14,000	15,200
Operating Supplies	5,010	3,098	5,447	15,965
Publications and Memberships	487	838	500	600
Operating Expenses Subtotal	135,318	124,865	176,185	238,152
<b>Total</b>	<b>1,104,511</b>	<b>1,080,189</b>	<b>1,139,004</b>	<b>1,110,876</b>

### City Clerk - Personnel Summary

Position Title		2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
12047	City Clerk	1	1	1	1
12284	Micrographic Technician I	1	1	-	-
12285	Micrographic Technician II	1	1	1	1
12525	Administrative Assistant I	1	1	1	1
12620	Cashier II	1	1	1	1
12679	Clerical Spec I	1	1	1	1
12684	Clerical Spec II	4	4	3	3
12775	Deputy City Clerk	1	1	1	1
12782	Deputy City Clerk/Occ Lic Admin	1	1	1	1
13494	P/T Occupational License Inspector	1	1	-	-
13509	Shared - Secretary	2	2	2	2
13681	P/T Clerk Spec II	-	-	-	-
Total	Full-time	12	12	10	10
	Part-time	3	3	2	2





## 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. Develop and implement systems to enhance the financial viability of the City, and provide financial information and analyses that are valuable as management tools and that are readily understood by our citizens.

### Objectives

Facilitate audits of the City and the Charter Schools. Coordinate with the City's 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.

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

Maintain 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" Programs.

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

Continually update 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 features during the new fiscal year in order to streamline the forecasting of revenues, as well as automatically populating the revenues associated with inter-fund and interdepartmental charges.

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

Account for all employees working for the City, and to ensure accuracy in processing the bi-weekly payroll.

### Major Functions and Activities

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

#### ~ ACCOUNTING:

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

This section reviews and processes all requests for payment, and facilitates resolution of encumbrances relative to purchase orders.

#### ~ ASSET MANAGEMENT:

Responsible for recording, reporting, tracking, and retiring capital items.

#### ~ PAYROLL:

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

#### ~ DEBT MANAGEMENT:

Involved the many tasks and procedures required in the issuance of new debt, as well as maintaining



## Finance

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.

### ~ PENSION:

Duties include ensuring the timely remittance of the City's pension contribution 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 billing and accounting of all special assessments.

### ~ TREASURY:

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

### ~ ADMINISTRATIVE SUPPORT:

Provides administrative support not only to the Finance Director, but also to the entire department. Additionally, responsible for assisting in editing and producing the Comprehensive Annual Financial Report, entering payroll, ordering supplies, maintaining records retention, and processing over 4,100 property lien searches per year.

### ~ 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, budget-related graphs, and summaries.

### ~ SYSTEMS:

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

## Budget Highlights

Based on an efficiency study conducted by Moore, Stephen, Lovelace P.A., the Accounts Payable and Payroll divisions will now report to the Finance Director effective October 1st, 2010. The total budget has increased as a result of Payroll being reported under Finance; the budget for Accounts Payable has always been reported under Finance.

The Budget contains a capital purchase for a scanner in the amount of \$5,000, to replace the one purchased in 2002 for Accounts Payable.

## 2009-10 Accomplishments

The personnel budget reflects 5 full-time City positions being transferred to contractual positions hired through Facilities Contract Services. One full-time position [split between Payroll and Human Resources] is currently vacant.

Awarded the Distinguished Budget Presentation Award by the Government Finance Officers Association (GFOA) for the thirteenth consecutive year since October 1, 1997, for the fiscal year 2009-2010 Budget.

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, 2009. If awarded, this will be the 25th consecutive year the award will be received.

Completed the automation of the bank reconciliation of the City's Depository account. This has increased the effectiveness and efficiencies of the reconciliation process within the department, and allow for better use of staffing resources. The checking accounts were previously automated.

Successfully completed the 2009 independent audits of the Charter Schools and the City. The City received an unqualified opinion for both audits and there were no auditor adjustments that were recommended. The external audit firm that conducted these audits was TCBA Watson Rice, LLP.

Implemented enhancements to the Budget Module program, developed in-house by the Finance Department. These enhancements ensure a more streamlined budget process.

The department developed and launched the Budget Allotment Program. This program is a management



## Finance

tool that provides a monthly and year-to-date expectation based for each revenue and expenditure, which is compared to actual. Any significant variances are examined and addressed.

Continued development of the new fixed asset system. The new system will allow for a more streamlined process for the entering, reconciling and reporting of fixed assets, and accommodate additional features not available in the current system. Rather than purchase an upgrade to the current system, the Department will utilize existing staff.

The Finance Department coordinated efforts to manage and report all financial activity relating to the New American Recovery and Reinvestment Act (ARRA) of 2009 in order to ensure full transparency and accountability.

Issued two (2) Requests for Proposals (RFP) –

(1) Credit Card services – This RFP was issued to accommodate receiving credit card payments online, over the phone and in person for various locations throughout the City. A convenience fee will be charged to fully cover the costs associated with accepting credit card payments, and the City has decided not to accept Visa based on Visa's convenience fee rules. The contract was awarded to Metavante Corporation;

(2) Independent Auditing Services – This RFP was issued in accordance with Florida Statutes 218.391 – Auditor Selection, and the 2007 Auditor General Guidelines; as the contract with the existing auditors had expired after the 2009 audit. The new contract was awarded to GLSC & Company LLP.

Enhanced the department's cash flow forecasting procedures to ensure that only operating funds required for a 15 day period were held as cash or cash equivalents; all other funds are invested in longer-term instruments that yield higher returns for the City

In an effort to increase transparency and accountability, the City's "UNAUDITED" Interim Financial Statements have been made available on the Internet.

Issued over 17,800 Accounts Payable checks.

The Finance Department has begun to coordinate the process of utilizing a Collection Agency for the City's uncollectable accounts. A contract has been awarded to Penn Credit Corporation and the collection fees will

be "added on" to the gross amounts owed to the City. Potential areas that may be subject to use by the Collection Agency include but are not limited to:

- Dishonored payments (checks returned for insufficient funds)
- Outstanding daycare/aftercare fees
- Police False Alarms
- Red-light Cameras – for citations issued prior to July 1, 2010.
- Utility accounts – in instances where tenants have left and the City cannot gain any leverage by shutting off the water or where the City has shut off the water and has not been able to collect.
- Fire inspection fees
- Emergency Medical Services [EMS]
- Other receivables due and payable to the City

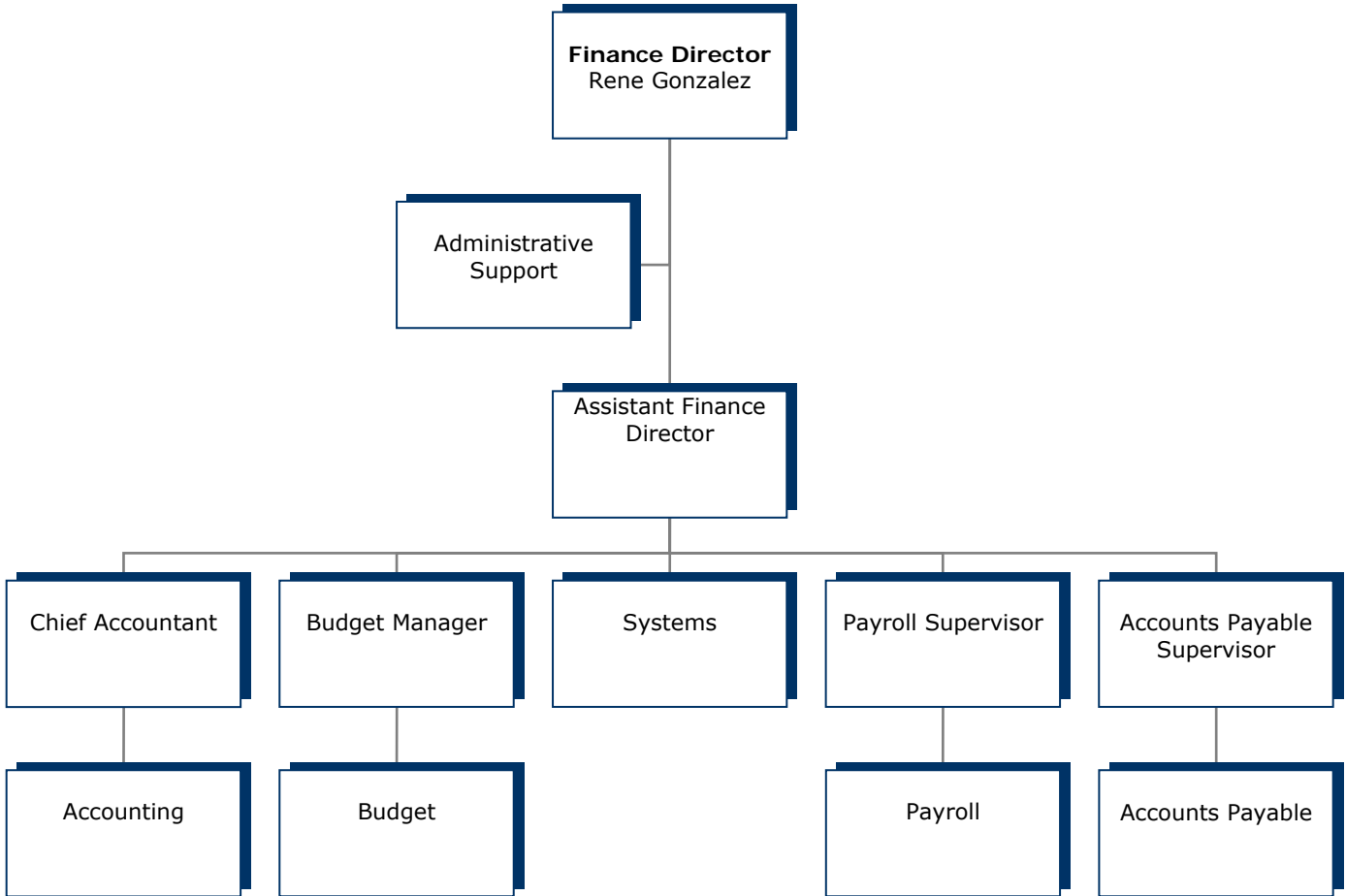
## Finance Performance Measures

Indicator	2007-08		2008-09		2009-10	2010-11
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Charter schools special purpose financial statements	2	2	2	2	2	4
Monthly financial statements	1	1	12	1	1	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 days to complete the Comprehensive Annual Financial Report	68	60	58	64*	64*	64*
Average number of working days after the month end to distribute the monthly financial statements (excluding October and September)	5	5	3.8	4*	4*	4*
Average number of working days to close year end	25	25	23	20*	20*	20*
Average number of working days after the receipt of the statement to complete bank reconciliations	6	25	8*	8*	8*	8*
% accuracy in forecasting approximately 25% of general fund revenues	99%	98%	99%	98%	95%	100%
<b>Efficiency</b>						
Manual response time on lien searches and inquiries	2 days	2 days	1 day	2 days	1 day	1 day
Number of years to receive Award for Certificate of Achievement for Excellence in Financial Reporting from GFOA	24	24	25	25	26	27
Number of years to receive Distinguished Budget Presentation Award from GFOA	11	11	12	12	13	14

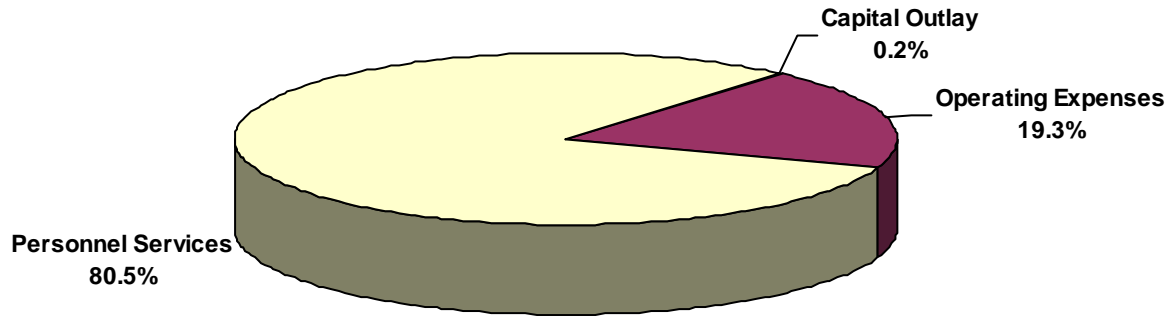
\* Goals changed due to the four-day work week as of fiscal year 2008-09.

# FINANCE

## Organizational Chart



## Finance - Expenditure Summary



Expenditure Category	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Personnel Services				
Salary	1,609,229	1,538,387	1,466,958	1,473,624
Benefits	822,987	746,236	703,500	745,305
Personnel Services Subtotal	2,432,216	2,284,622	2,170,458	2,218,929
Operating Expenses				
Professional Services	16,299	-	-	-
Accounting and Auditing	53,882	56,530	56,450	58,020
Other Contractual Services	-	-	87,618	355,934
Travel Per Diem	1,105	1,232	1,000	1,000
Communication and Freight Services	940	889	900	900
Repair and Maintenance Services	117,354	103,525	103,131	106,590
Office Supplies	12,037	8,605	5,783	5,783
Operating Supplies	10,984	10,019	1,343	2,220
Publications and Memberships	2,310	2,501	2,500	2,595
Operating Expenses Subtotal	214,910	183,302	258,725	533,042
Capital Outlay				
Machinery and Equipment	-	-	-	5,000
Capital Outlay Subtotal	-	-	-	5,000
<b>Total</b>	<b>2,647,127</b>	<b>2,467,924</b>	<b>2,429,183</b>	<b>2,756,971</b>

## Finance - Personnel Summary

Position Title		2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
12086	Finance Director	1	1	1	1
12427	Asst. Payables Supervisor	1	-	-	-
12428	Payables Supervisor	1	1	1	1
12431	Payroll Coordinator	-	-	-	2
12432	Property Control Specialist	1	1	-	-
12433	Payroll Supervisor	-	-	-	1
12434	Assistant Payroll Supervisor	-	-	-	1
12513	Account Clerk III	2	2	2	2
12515	Accounting Clerk II	2	2	2	2
12517	Assistant Finance Director	1	1	1	1
12523	Accountant	3	3	2	2
12525	Administrative Assistant I	2	2	1	1
12552	Budget Analyst	2	2	1	1
12556	Budget Manager	1	1	1	1
12641	Chief Accountant	1	1	1	1
12651	Programmer Analyst II	2	2	2	2
12686	Systems Supervisor	1	1	1	1
12755	Treasury Clerk	1	1	-	-
13170	P/T Accounts Payable Specialist	-	1	1	1
13400	P/T Accounting Clerk I	-	-	-	-
13401	P/T Acct Clerk II	1	1	-	-
Total	Full-time	22	21	16	20
	Part-time	1	2	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 cherish each child as they achieve their potential.

### Goals

To give each child the opportunity to reach his or her full capacity. 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 potential: 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.

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 are woven into program content.

The City has four Early Development Center locations as follows:

Bright Beginnings @ 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

Central Campus –

Complete the fourth year of Florida's Voluntary Pre-kindergarten (VPK) program, the state-funded program which prepares children for kindergarten. The program develops skills the children will need to become successful readers and students. VPK includes standards for literacy skills, accountability, age-appropriate curricula, significant instruction periods, and a class size of eighteen (18) children to two (2) trained teachers.

File the fifth Annual Report for accreditation with the National Association for the Education of Young Children (NAEYC). The purpose of the Annual Report is to ensure that the program continues to meet the NAEYC Early Childhood Program Standards and Accreditation Criteria.

West Campus –

Begin a One-Year-Old Program with the opening of four new classrooms.

Begin offering the VPK Program.





## Early Development Centers

East Campus –

Complete the fourth year of Florida's Voluntary Pre-kindergarten (VPK) program.

Continue to increase enrollment by participating in City organized special events, displaying banners and signs in our community and distributing flyers and brochures to local schools and businesses.

Bright Beginnings –

Offer VPK for the second consecutive year.

Continue to have all of our activities designed to educate and enrich "all" of our students from the infant's room through campers (school age students).

### 2009-10 Accomplishments

~ Central Campus ~

Scored a VPK Provider Kindergarten Readiness Rate of 175 out of a possible 200. The VPK Provider Kindergarten Readiness Rate measures how well a VPK provider prepares four-year olds to be ready for kindergarten, based upon Florida's VPK Education Standards. The VPK Education Standards describe what four-year old children should know and be able to do by the end of the VPK experience.

Maintained our National Association for the Education of Young Children (NAEYC) accredited status for the fourth year. This accreditation is only given to schools that offer the highest quality of care and education to young children.

Participated in the I Can Problem Solve (ICPS) program conducted by Family Central Inc. The program helped children ages three, four and five improve behavior, maintain behavioral gains over time, and prepare them for kindergarten socially and emotionally.

Preschool classes participated in water survival skills training conducted by Swim Central, Stranger Danger classes taught by the City of Pembroke Pines Police Department, and Fire Prevention classes taught by the City's Fire Department.

Teaching staff completed professional development courses in early childhood CPR, emergent literacy, social/emotional development, and music for the mind, body and soul.

Six (6) high school students interested in early childhood education, and looking to fulfill community

service hours for high school graduation participated in our early childhood development volunteer program.

~ West Campus ~

Taught our children the importance of helping others less fortunate by having them participate in a food and clothes drive for Haiti.

Participated in the Hop-A-Thon for Muscular Dystrophy and for St. Jude's Hospital raising awareness and funds for a worthy cause.

With the help and support of our parents, sufficient funds were raised to finance the resurfacing of the playground and replace the existing playground structure.

Participated in many annual events such as: the Halloween Parade, which the children love parading their costumes around the entire campus, the Thanksgiving Feast was another success with over 200 in attendance.

The Parents Breakfast is a great time to let the children prepare breakfast for their parents to show how much they are loved.

The Pre-K Graduation is an event that is looked forward to every year and every year the teachers and students out do themselves.

The Staff kept their developmental courses up-to-date by renewing CPR and First Aid courses along with Computer Technology, Emergent Literacy for Voluntary Pre-K, and more of our staff have received their CDA's.

Continued the annual Swim Central Program, which teaches children all about water safety, Stranger Danger, and Fire Safety.

Participated in the Scholastic Book Fair which allows the teachers to supply their classrooms with books.

West Campus started first year of VPK. Opened three new classrooms and for the first time ever has 12 operating classrooms.

~ East Campus ~

Increased enrollment by 58% over prior year.

Completed the third year of Florida's Voluntary Pre-kindergarten (VPK) Program. Scored a VPK Provider Kindergarten Readiness Rate of 169 out of a possible



## Early Development Centers

200.

Participated in the water safety course provided by Swim Central, Stranger Danger classes taught by the City of Pembroke Pines Police Department and Fire Prevention classes taught by the City's Fire Department.

The Hop-A-Thon was a great success in raising funds and awareness for the Muscular Dystrophy Association.

Staff continues to maintain credentials and in-service hours required by licensing and current first aid and CPR.

~ Bright Beginnings ~

Received the Gold Seal of Excellence Award from our local Child Care Licensing agency.

Completed our first year of VPK and scored a VPK Provider Kindergarten Readiness Rate of 181 out of 200.

Began the preliminary stages for becoming accredited through Accredited Professional Preschool Learning Environment (APPLE) by the Florida Association of Child Care Management. This voluntary accreditation demonstrates the Center's commitment to the children and families they serve. APPLE accreditation is the result of an intensive process of documentation, self-examination and validation by a trained evaluation professional. This on-site evaluation includes the Center's policies and procedures, the physical facility, employee longevity and training, teacher-child interaction, child care center management, parent and community involvement and advocacy for children. Each component must be present and collectively create a quality early childhood environment as defined by APPLE's high standards. Accreditation is awarded only if the Center demonstrates substantial compliance with the criteria.

Participated in the Relay for Life Event. Also, items that were donated by staff, students and parents were used to make baskets that were used for a raffle to benefit the American Cancer Society.

Raised funds over the holidays by selling personalized "Letters From Santa Clause" that were mailed to the students home. The proceeds were used to purchase toys that were donated to the Pembroke Pines U.S. Marine Corp who collected for TOYS FOR TOTS. This was a joint collaboration with our partner Silver Palms Elementary.

Children made custom Valentines Day Cards that were distributed to all the seniors at the Pembroke Pines Southwest Focal Point Senior Center.

In addition, our pre-kindergarten students continue to enjoy spending the holidays with the seniors at the Southwest Focal Point Center. We carved pumpkins during Halloween time; they made Thanksgiving placemats for the seniors during Thanksgiving and did a holiday skit during the month of December.

The staff continued to be certified by maintaining their CDA's, and in-service hours.

Over 75% of our staff are First Aid/CPR/AED certified. In addition, many have state certification to teach, along with their AA and BA degrees.

# Early Development Centers Performance Measures

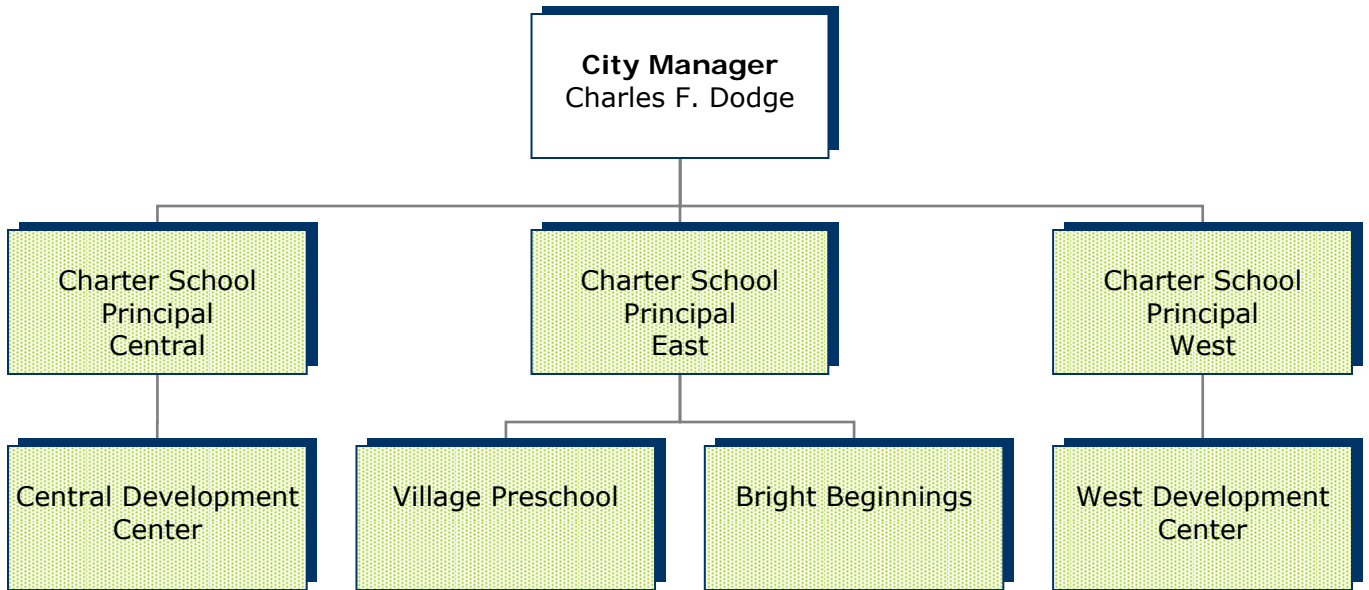
Indicator	2007-08		2008-09		2009-10	2010-11
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Number of students	636 *	746	593	671 *	610	660 ^
<b>Effectiveness</b>						
Met state mandated student to teacher ratio of 21 to 1	Yes	Yes	Yes	Yes	Yes	Yes

\* Decrease due to relocation to a smaller facility to accommodate the East Campus Charter School construction for class size reduction.

^ Increase due to increased enrollment at the East Campus and the addition of four classrooms at the West Campus

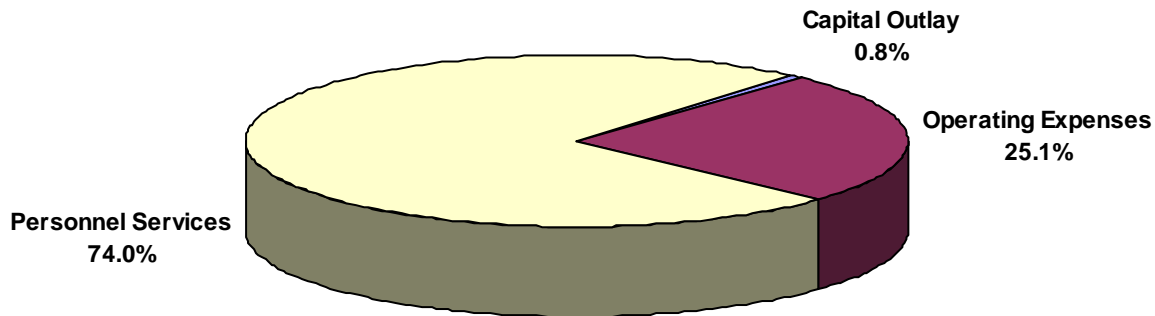
# EARLY DEVELOPMENT CENTERS

## Organizational Chart



 Shading indicates direct public service provider

## Early Development Centers - Expenditure Summary



Expenditure Category	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Personnel Services				
Salary	2,286,510	2,183,014	2,393,837	2,478,590
Benefits	844,834	617,975	912,615	1,006,206
Personnel Services Subtotal	3,131,344	2,800,989	3,306,452	3,484,796
Operating Expenses				
Professional Services	1,150	-	-	-
Other Contractual Services	103,831	82,589	126,837	102,074
Travel Per Diem	398	500	1,500	1,500
Communication and Freight Services	8,426	6,264	8,334	8,334
Utility Services	92,786	86,208	95,219	99,330
Rentals and Leases	390,193	342,100	404,346	413,157
Repair and Maintenance Services	51,900	68,551	56,374	52,325
Other Current Charges and Obligatio	72,350	72,910	106,510	92,510
Office Supplies	9,097	7,899	9,105	9,500
Operating Supplies	309,792	306,024	403,601	403,425
Publications and Memberships	100	-	-	-
Operating Expenses Subtotal	1,040,024	973,045	1,211,826	1,182,155
Capital Outlay				
Buildings	-	21,065	-	-
Improvements Other Than Buildings	-	-	-	22,500
Machinery and Equipment	36,807	15,316	42,811	17,000
Capital Outlay Subtotal	36,807	36,381	42,811	39,500
<b>Total</b>	<b>4,208,175</b>	<b>3,810,416</b>	<b>4,561,089</b>	<b>4,706,451</b>

## Early Development Centers - Personnel Summary

Position Title		2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
12120	Sch Accounting Clerk II	4	4	4	4
12143	EDC Teacher	35	34	37	37
12780	Teacher Aide	22	20	18	18
12781	Site Supervisor	4	4	4	4
12972	EDC Clerical Spec I	5	4	4	4
13551	P/T Teacher Aide	85	82	92	92
13680	P/T Clerk Spec I	2	3	3	3
13738	P/T Custodian	1	1	1	1
Total	Full-time	70	66	67	67
	Part-time	88	86	96	96



## Walter C. Young Resource Center

### Mission

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

### Goals

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

Our unique organizational concept and structure will allow us to meet our goals of providing these services at the maximum level attainable with the least possible expenditure of resources. When these goals are achieved, then we will have truly enriched and enhanced the quality of life for our citizens.

### Objectives

Continue innovative programming that encourages partnership between the Broward County School Board, community organizations, and the City of Pembroke Pines.

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 prototype educational and community service center designed to meet the needs of all the citizens of southwest Broward County. The Center houses a middle school, a racquetball club, the Bright Beginnings Early Development Center, a full service community adult education facility, a regional library, a dinner theater, social service facilities, and recreational areas.

The City of Pembroke Pines is a partner 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

a day, seven days a week, all year long.

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, fitness center, consumer education, gymnasium, conference center, and parent education.

#### ~ DINNER THEATER / CULTURAL ARTS:

This Center houses a full-service auditorium/theater with adjoining music and arts suites. The auditorium/theater seats 450 people and includes storage and dressing rooms, a projection booth, a reception lobby, and an arts suite for such purposes as set design and construction. Theatre/drama instruction, rehearsals, and productions are scheduled here. School and professional plays, concerts, and events are offered to our community throughout the year.

The Dinner Theater is available to all participating and community organizations for various events such as dances, bazaars, flea markets, forums, club meetings, club activities, and workshops. The kitchen/dining facility complements the Dinner Theater and can be used for banquets and receptions.

#### ~ COMMUNITY CENTER:

There is space for art, music, and related visual arts instruction by the Broward County School System, the Community School, and the Parks and Recreation Department of Pembroke Pines.

#### ~ PARKS AND RECREATION CENTER:

The Parks and Recreation Department of the City offers a full spectrum of indoor and outdoor sports 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 toddler's outdoor play area. The racquetball facilities are open to the public with membership opportunities available.

During the summer months, this Center offers a summer camp program for children and also a youth basketball league.

#### ~ LEARNING RESOURCE CENTER:

Included in this facility is a full-service, regional branch of the Broward County Library System that



## Walter C. Young Resource Center

also serves the Walter C. Young Middle School. The Center includes a reading room, a professional library, audio-visual storage, conference rooms, a darkroom, and a media production lab. Books and audio-visual materials are available to all Broward County residents. This Center also offers other services, such as story hours for the Day Care and Teen Leadership Programs.

### ~ EDUCATION CLASSROOM:

There is a middle school, a community school program. Space is provided for various civic organizations and the Pembroke Pines Parks and Recreation Department.

### 2009-10 Accomplishments

Walter C. Young Resource Center is one of the area's prominent educational facilities. Approximately 1,707 students attend WCY Middle School during the school year.

During the evening and throughout the weekend, the City makes classrooms available to various community groups and churches.

WCY Dinner Theatre is a multi-functional facility that is utilized daily during the school year to provide breakfast and lunch to 1,707 middle school students.

Many forms of entertainment, such as, meetings, receptions, parties, comedies, musicals, concerts and fashion shows area held at the Theatre.

Conducted 4 Teen Dances at the Walter C. Young resource Center.

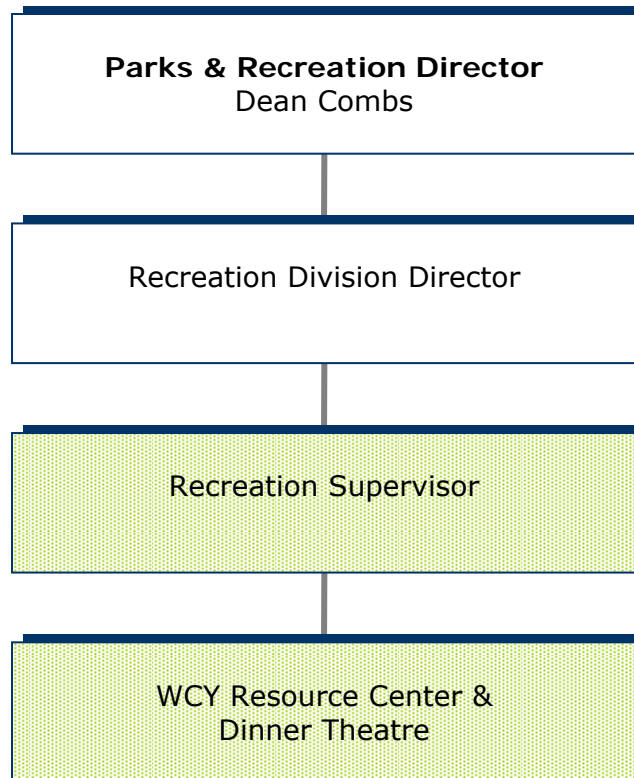


# Walter C. Young Resource Center Performance Measures

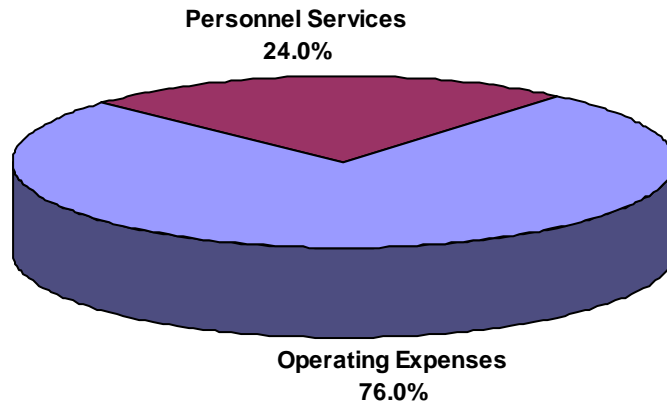
Indicator	2007-08		2008-09		2009-10	2010-11
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Number of days the center is in use	360	365	343	358	340	344
Number of days the theatre is in use	359	330	350	355	355	352
Number of civic, charitable, and religious organizations which use the center	30	40	40	35	40	40
<b>Effectiveness</b>						
% of organizations not accommodated	0%	0%	0%	0%	0%	0%
Actual as a % of budgeted revenue - dinner theatre	128%	100%	84%	100%	100%	100%
Actual as a % of budgeted revenue - resource center	78%	100%	83%	100%	100%	100%

# WALTER C. YOUNG RESOURCE CENTER

## Organizational Chart



## Walter C. Young Resource Center - Expenditure Summary



Expenditure Category	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Personnel Services				
Salary	23,813	21,704	23,042	21,919
Benefits	3,931	2,216	3,034	2,490
Personnel Services Subtotal	27,744	23,921	26,076	24,409
Operating Expenses				
Accounting and Auditing	1,163	1,220	1,230	1,260
Other Contractual Services	2,604	4,042	3,232	3,235
Utility Services	234	101,059	72,500	68,200
Repair and Maintenance Services	100	-	-	1,000
Office Supplies	361	213	300	300
Operating Supplies	4,121	869	3,100	3,100
Operating Expenses Subtotal	8,582	107,403	80,362	77,095
<b>Total</b>	<b>36,326</b>	<b>131,324</b>	<b>106,438</b>	<b>101,504</b>

Position Title	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
13680 P/T Clerk Spec I	1	1	1	1
13738 P/T Custodian	2	2	1	1
Total				
Full-time	-	-	-	-
Part-time	3	3	2	2



## Community Services

### Mission

To provide and facilitate comprehensive senior services to the elderly population residing in Pembroke Pines.

### Goals

To provide a quality multi-function social service delivery system, and specifically designed senior programming that encompasses a variety of activities and core social services geared towards meeting, targeting, and servicing our over 55 senior population residing in the southwest Broward community.

### Objectives

To plan and implement the following services to the 55 years of age and older population:

- Recreation
- Health support services
- Transportation
- In-home services coordination
- Counseling
- Public education
- Volunteer services
- Social services
- Nutrition program
- Adult daycare services
- Senior housing
- Alzheimer's adult daycare services
- Relief/respite

### Major Functions and Activities

The Pembroke Pines Community Services Department/Southwest Focal Point Senior Center facilitates comprehensive senior services to those 55 years of age and older residing in southwest Broward County.

The complex is an approximately 53,000 square foot facility offering eleven core social services developed and designed exclusively for the geriatric population. The facility includes a library, gym, billiard room, classrooms, two 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. The diversified utilization includes university classes and professional training programs, meetings for clubs and organizations, and special City events. Facility rental is available for meetings, parties, and other social 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 the seniors to 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 is 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, structured environment with emphasis on remedial and restorative services for the frail and/or functionally-impaired adult in an effort to prevent or delay institutionalization.

~ PERSONAL CARE - This program provides assistance with eating, dressing, personal hygiene, and other activities of daily living.

This service is provided through coordination with a home health agency.

~ HOMEMAKER - The accomplishment of specific home management duties including housekeeping,



## Community Services

laundry, cleaning refrigerators, clothing repair, minor home repairs, meal planning and preparation. This service is provided through coordination with a home health agency.

~ 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.

~ ALZHEIMER'S DAY CARE - This is coordinated under the supervision of the Alzheimer's Day Care Coordinator. The program is specifically available to those diagnosed with Alzheimer's disease, and is designed to maintain the current level of function in an effort to delay institutionalization. The program also provides respite and a monthly support group for caregivers.

~ 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 Center as well as various City departments and community organizations. When requested, bilingual volunteers are recruited and placed appropriately.

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

~ TRANSPORTATION - The Transportation Administrator supervises this program. Transportation is provided or coordinated for residents 60 years of age and older without access to a vehicle and/or not holding a valid Florida driver's license. Service is available via advance reservation at the Senior Center site. 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. Community bus service is also provided to increase the number of destinations within the City limits that

can be reached through public transit. Five Community buses run along two fixed routes (gold and green) serving many designated stops in western Pembroke Pines. In addition, ADA/Paratransit service Transportation Options is provided to seniors with disabilities who are functionally unable to use the regular fixed-route bus system. The service is made available through an agreement with Broward County Paratransit. All van drivers possess a valid Florida commercial driver's license with passenger endorsement, special certifications, and are certified in first aid and CPR.

~ 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 person. The center also sponsors English For Speakers Of Other Languages (ESOL) classes provided by the Community School, and the Respite for Elders Living in Everyday Families Program that provides screened volunteers to facilitate respite for caregivers of homebound seniors. Intergenerational programming takes place on a daily basis at the center.

## Budget Highlights

The Antique and Collectible Shows will be held in April and October. These are very successful fundraisers with over 50 participating dealers.

"Murals take seniors to faraway places" by Artist Rey Lozano who has donated his time and talent to paint beautiful murals throughout the Senior Center.

Continue solid partnership with private, non-profit and educational institutions to promote senior services and advocacy efforts with: Nova Southeastern University Center for Psychological, Studies, Aging & Disability Resource Office, Leeza'z Place, Barry University School of Social Work, and Memorial Health Care System.

## 2009-10 Accomplishments

The Antique and Collectible Shows held at the Senior Center in October 2009, hosted over 50 dealers and collected \$6,181. Proceeds from these shows were used to purchase a new phone system in the amount of \$13,990.

## Community Services Performance Measures

Indicator	2007-08		2008-09		2009-10	2010-11
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Number of unduplicated clients	3,921	3,714	3,250	3,583	3,900	3,300
Units of service (Services covered by OAA Title IIIB and IIIE Grant)	250,833	212,535 +	101,888*	229,138	149,750*	82,997 #
<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	1,375	1,547	1,730	1,585	1,615	1,880

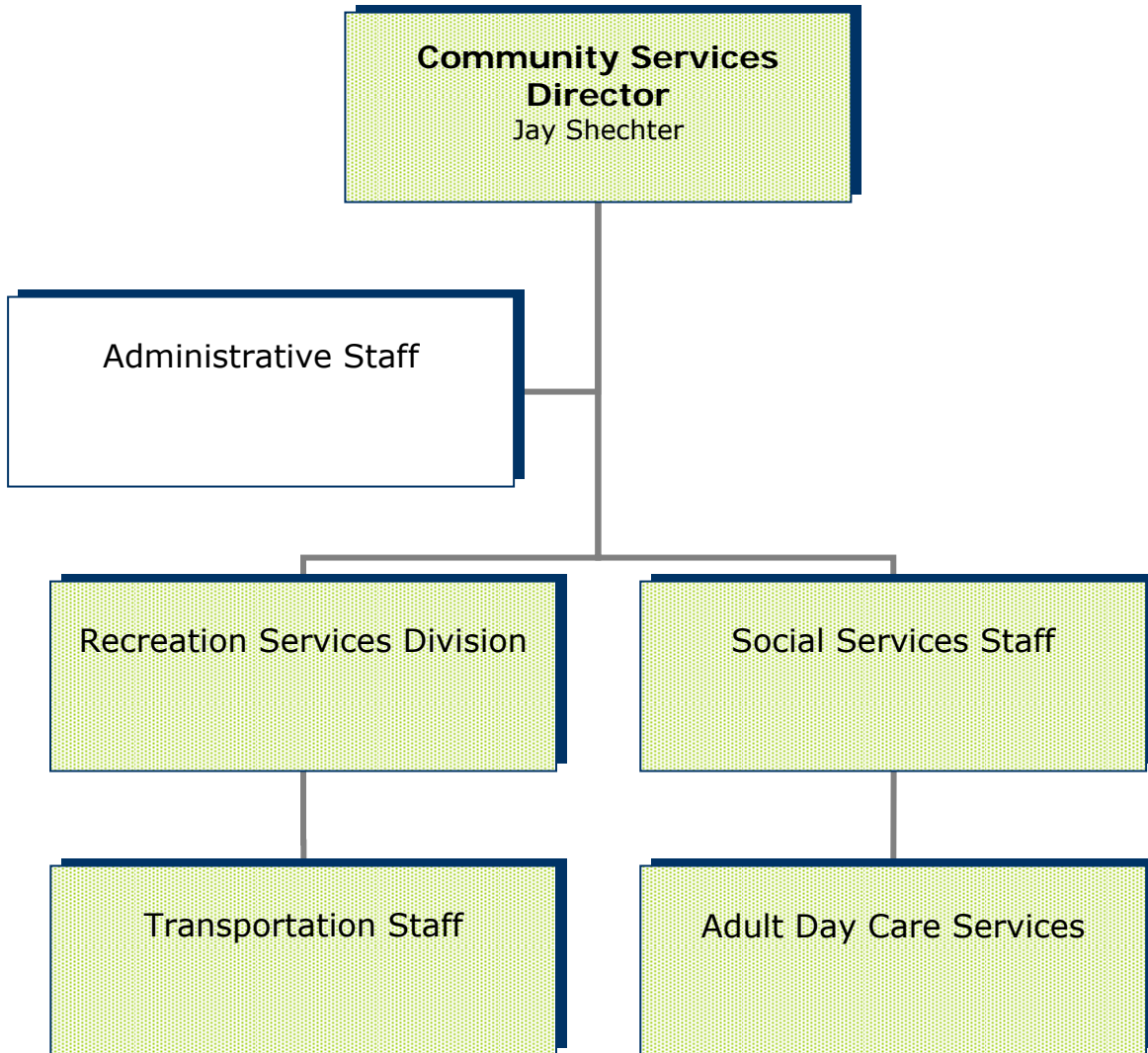
+ Amended contract amount is 230,695.

\* Due to a new Department of Elder Affairs (DOEA) regulation, individual class attendance will no longer be counted as a service unit. Only classes will be counted, regardless of the number of participants. Hence, the reduction in fiscal year 2009-10 goal for units of service.

# Due to a new DOEA regulation, the no. of clients receiving a Health Support Individual Service (HSUI) will no longer be counted as service unit. Only the service will be counted regardless of the no. of clients receiving the service. For example, under this change 35 clients receiving 1 hour of blood pressure checking would be counted as 1 unit of service.

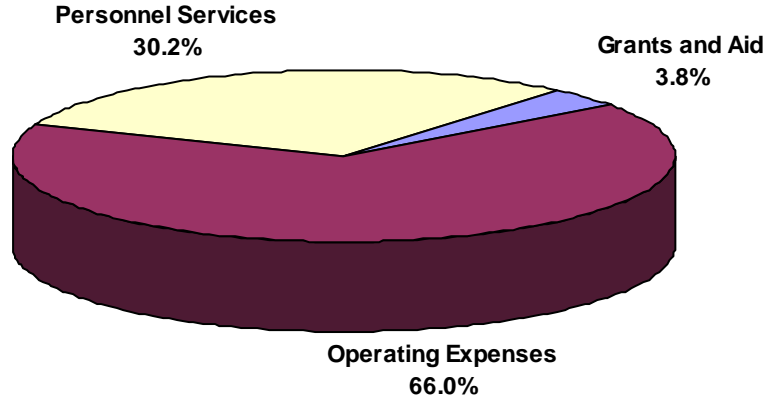
# COMMUNITY SERVICES

## Organizational Chart



 Shading indicates direct public service provider

## Community Services - Expenditure Summary



Expenditure Category	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Personnel Services				
Salary	982,872	677,222	279,207	143,523
Benefits	543,352	304,870	150,100	89,621
Personnel Services Subtotal	1,526,224	982,092	429,307	233,144
Operating Expenses				
Other Contractual Services	165,819	157,415	195,927	244,842
Travel Per Diem	525	-	555	-
Communication and Freight Services	33,794	29,202	25,400	33,000
Utility Services	126,461	133,270	125,900	142,380
Rentals and Leases	277	293	500	400
Repair and Maintenance Services	66,923	41,167	70,890	53,180
Printing and Binding	964	955	633	1,000
Promotional Activities	1,841	-	-	-
Other Current Charges and Obligatio	2,180	-	-	-
Office Supplies	8,502	6,248	5,500	6,000
Operating Supplies	34,686	29,890	39,197	28,900
Publications and Memberships	949	781	1,440	670
Operating Expenses Subtotal	442,922	399,221	465,942	510,372
Capital Outlay				
Machinery and Equipment	4,457	13,990	-	-
Capital Outlay Subtotal	4,457	13,990	-	-
Grants and Aid				
Aids to Private Organizations	5,733	11,827	29,571	29,571
Grants and Aid Subtotal	5,733	11,827	29,571	29,571
<b>Total</b>	<b>1,979,336</b>	<b>1,407,130</b>	<b>924,820</b>	<b>773,087</b>



## Community Services - Personnel Summary

Position Title		2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
12007	Assistant Director Community Services	1	-	-	-
12084	Community Service Director	1	0.5	0.5	0.5
12224	L.P.N.	2	-	-	-
12510	Activities Specialist	1	-	-	-
12525	Administrative Assistant I	1	1	-	-
12543	Activities Coordinator	1	1	1	1
12559	Recreation Supervisor II	1	1	-	-
12562	Recreation Supervisor I	1	-	-	-
12630	Certified Nurses Aide	1.75	-	-	-
12685	Clerical Aide	1	1	1	1
12690	Clerical I/Custodian	1	-	-	-
12884	Executive Assist	-	-	-	-
13162	Community Services Director	-	-	-	-
13548	P/T Senior Center Aide	1	-	-	-
13563	P/T Recreation Leader	4	-	-	-
13602	P/T Recreation Specialist	2	-	-	-
13681	P/T Clerk Spec II	5	-	-	-
Total	Full-time	12.75	4.5	2.5	2.5
	Part-time	12	-	-	-



## Housing Division

### Mission

To provide affordable, secure, and enhanced housing.

### Goals

To provide a professional, 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 that would enable people to stay independent at the senior housing complex at Pines Point.

To implement a comprehensive and strategic management plan that provides the necessary support that would enable people of all ages to enjoy a family community that fosters friendship and a sense of belonging at Pines Place.

Provide affordable housing; currently rentals are below the market average.

Provide apartments with well laid out floor plans allowing for comfortable and safe housing for both seniors and 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 with the Southwest Focal Point Senior Center.

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

#### PINES PLACE:

Maintain gazebo for entertaining.

Provide playground for children.

#### PINES POINT:

Lease vacant office space to a podiatrist, general practitioner, and beauty salon.

Provide space at no cost to ensure the comprehensive

care of veterans through a Veteran's Administrative Office.

### 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 provides 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 a connector to enable the clientele easy access to the Center's activities and services.

The newest addition, Pines Place, was built in 2005 and is comprised of three buildings (towers). The first building is located at 8103 S. Palm Drive and consists of 208 apartments. The second building is located at 8210 Florida Drive and consists of 186 apartments. And, the third building is located at 8203 S. Palm Drive and consists of 220 apartments.

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 which helps build many friendships.

Organize fundraising 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 to offer tenants the ability to purchase groceries and necessities, dine out, visit the doctor or go to the library.

Provide assistance that encourages the residents to lead an independent lifestyle. A social worker is scheduled once a month at Pines Place and provides information and referrals for the residents.

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



## Housing Division

### Budget Highlights

In an effort to reduce the carbon footprint, Pines Point continues to remove all dishwashers to conserve water, sewer and electricity costs.

### 2009-10 Accomplishments

Distributed 7,000 emergency meals to the community in conjunction with the Community Services Department.

Organized meetings with Pembroke Pines Police Department, Fire Department, and Crime Watch to meet with the residents to encourage safety and well being throughout the community, discuss Hurricane Preparedness and provide information in the event of a hurricane. Members of the police and fire department were available to answer all questions from the residents.

Organized a successful flea market events that helped to fund activities, events, and other special programs for the tenants.

Continued to add themed special events and seasonal activities for the residents throughout the year.

Donated clothing and furniture to the community.

Continue to maintain a supply of food to help those in need.

Donated medical equipment to the "Mission in Haiti".

#### PINES PLACE:

Partnered with Nova Southeastern University to participate in the program "Promoting Health through Physical Activity". The program objective is to interview senior residents and learn about their health status, health management knowledge and beliefs, as well as their routines of physical activity as a precursor to providing interventions that will foster engagement in physical activity.

Coordinated speaking engagements and presentations with various healthcare agencies to discuss a range of topics with the residents including: diabetes, health care, discount prescriptions, and in-house care. The variety of speakers included doctors, nurses, and representatives of the healthcare field.

Coordinated an "Ice Cream Social" with Humana Healthcare to discuss Medicare and Medicaid, with the residents. A doctor and nurse were available to answer all questions from the residents and offer free

blood pressure tests. Discount Pharmacy donated a \$100 gift basket for a raffle.

Coordinated "Bunko Game Night" with the "Women of the Moose Lodge". Residents were treated with prizes and ice cream sundaes donated by the Moose Lodge.

Coordinated a Holiday party for the residents and their families. Approximately 120 residents enjoyed desserts, raffles, and dancing.

Installed vinyl tile in front of all elevators on every floor in each building.

#### PINES POINT:

Replaced over 64 appliances and 40 water heaters to reduce energy costs.

Replaced 35 air conditioning units to reduce energy costs.

Enhanced all buildings with decorative murals.

Entered into a lease agreement with Dr. Jeffrey A. Sacks, M.D. to provide medical services for the tenants and the community. This lease will generate \$8,140 in revenue annually.

Entered into a lease agreement with Dr. Bert Henkel, P.A. to provide medical services for the tenants and the community. This lease will generate \$6,232 in revenue annually.

Entered into a lease agreement with Image Beauty Esthetics Salon, Inc. to provide complete hair care services for the tenants and the community. This lease generated \$4,240.

Coordinated our 2nd annual 4th of July celebration with all expenses paid through fundraising efforts. Over 500 seniors enjoyed lunch and activities.

Coordinated with a D.J. and offered dancing and singing recitals.

Continued to maintain a supply of food to help those in need.

Installed ceramic tile in main lobby entrance, automatic door in the Management Office entrance, vinyl tile in front of all elevators on every floor in each building and enhanced all buildings with decorative murals.

## Housing Division Performance Measures

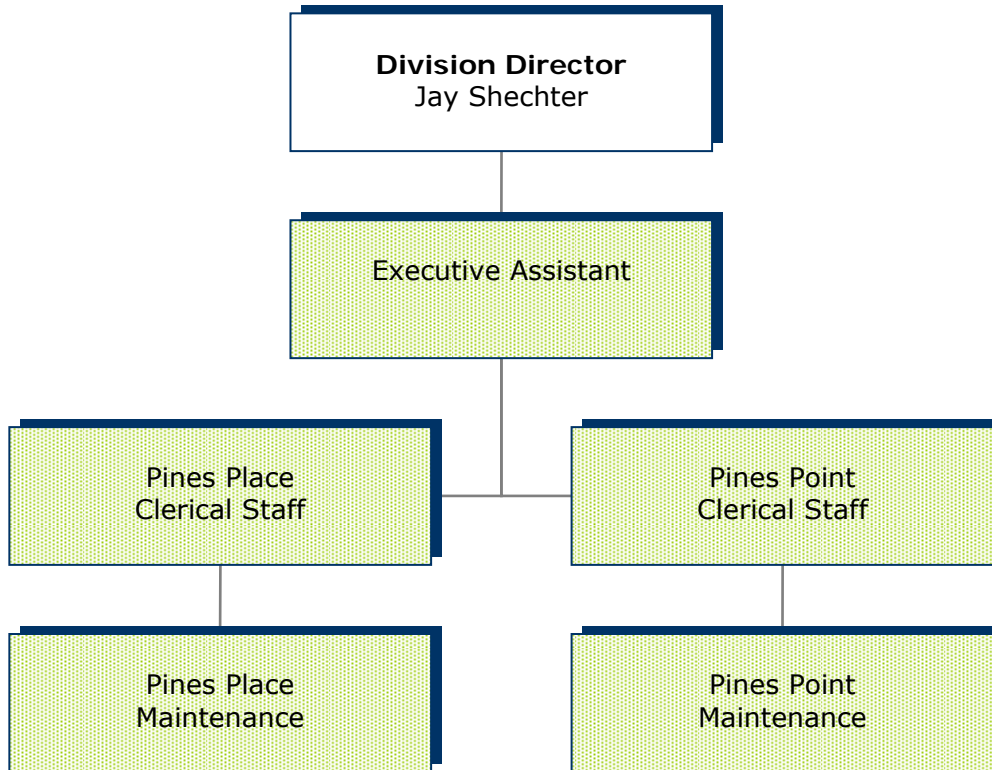
Indicator	2007-08		2008-09		2009-10	2010-11
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Number of units occupied at Pines Point	183	190	175	190	180^	180
Number of units occupied at Pines Place:						
Tower I (opened April 2005)	191	208	175	200	197^	198
Tower II (opened July 2005)	160	186	166	175	176^	177
Tower III (opened January 2008)	51	*	170	208	209^	209
<b>Effectiveness</b>						
Average occupancy rate at Pines Point	97%	100%	93%	100%	95%^	95%
Average occupancy rate at Pines Place	65%	100%	84%	95%	95%^	95%
Rental rate below market	Yes	Yes	Yes	Yes	Yes	Yes


\* New measure - actual and /or goal unavailable.

^ Due to the severe economic downturn and the uncertainty as to the timing of the recovery, the goals for both occupied units and occupancy rates have been adjusted for fiscal year 2009-10.

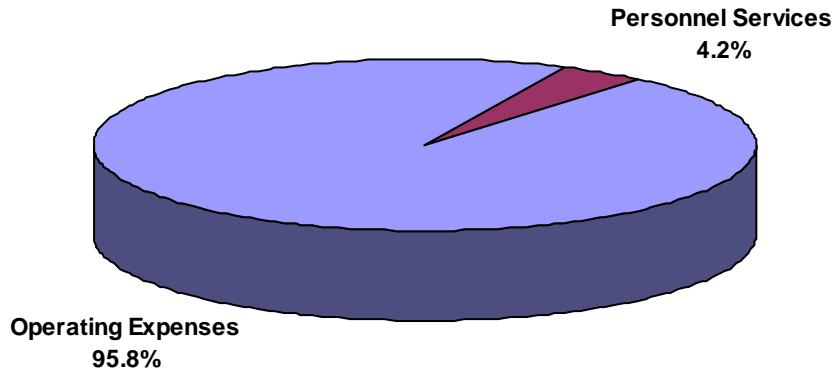
# HOUSING DIVISION

## Organizational Chart



 Shading indicates direct public service provider

## Housing Division - Expenditure Summary



Expenditure Category	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Personnel Services				
Salary	295,277	283,885	207,698	221,740
Benefits	165,185	158,080	96,976	97,358
Personnel Services Subtotal	460,462	441,966	304,674	319,098
Operating Expenses				
Professional Services	18,107	9,155	12,000	12,000
Other Contractual Services	563,603	562,145	603,851	695,748
Communication and Freight Services	114,990	90,174	92,259	100,426
Utility Services	400,620	470,393	468,398	569,654
Rentals and Leases	2,893,655	3,528,455	5,058,644	4,990,054
Insurance	174,743	128,792	361,834	162,815
Repair and Maintenance Services	127,999	176,182	212,368	226,248
Promotional Activities	13,051	8,407	9,500	12,300
Other Current Charges and Obligatio	597,413	737,811	373,329	382,366
Office Supplies	7,810	4,427	6,635	7,635
Operating Supplies	58,934	83,986	107,269	107,871
Publications and Memberships	250	115	115	115
Operating Expenses Subtotal	4,971,176	5,800,042	7,306,202	7,267,232
Capital Outlay				
Machinery and Equipment	3,582	-	-	-
Capital Outlay Subtotal	3,582	-	-	-
<b>Total</b>	<b>5,435,219</b>	<b>6,242,007</b>	<b>7,610,876</b>	<b>7,586,330</b>

## Housing Division - Personnel Summary

Position Title		2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
12084	Community Service Director	-	0.5	0.5	0.5
12182	Division Director of Housing	1	-	-	-
12525	Administrative Assistant I	2	2	2	2
12884	Executive Assist	1	1	-	-
Total	Full-time	4	3.5	2.5	2.5
	Part-time	-	-	-	-



## Code Compliance

### Mission

To promote and maintain a safe and desirable living and working environment. The division helps maintain and improve the quality of our community by administering a fair and unbiased compliance program to correct issues of City codes and land use requirements.

### Goals

To educate the public about the codes and ordinances and to obtain voluntary compliance.

Strive to perform our duties in a fair, professional and courteous manner.

Develop and establish standards and ordinances that ensure positive effects on property value, community appearance, and neighborhood pride. Partner with other departments and agencies to reach our common goals.

Establish and maintain a proactive environment to help solve community problems and stay at the forefront of creative and effective Code Enforcement.

Work with community organizations and associations and assist them in reaching common goals.

### Objectives

Standardize procedures within the Division to ensure consistency.

Attend homeowners' association meetings to maintain good communication between the Division and residents.

Maintain 90% compliance on cases prior to hearings.

Investigate complaints within 24 hours of receipt.

Staff 24 hearings before the Code Board and Special Masters.

Refer residents to the Community Redevelopment Agency for assistance.

### Major Functions and Activities

Responsible for the enforcement of the City Code of Ordinances and the correction of code violations.

Through proactive meetings with citizens and homeowners' associations as well as responding to

complaints, the Division staff investigates potential violations and works with property owners, tenants, and the Code Board towards appropriate resolutions.

### Budget Highlights

Continue to utilize digital photography to improve efficiency and accessibility of case evaluation.

Continue to resolve code liens on properties throughout the City.

### 2009-10 Accomplishments

Started bringing Red Light Enforcement cases before the Special Magistrate.

Distributed 120 gallons of paint to Pembroke Pines residents in an effort to assist them in painting their homes.

Initiated the use of laptop computers in code officers vehicles to enable the officers to access ownership and property information instantly.

Attended seven Homeowners Association meeting in an effort to maintain good communication between the Code Division and the residents.



# Code Compliance Performance Measures

Indicator	2007-08		2008-09		2009-10	2010-11
	Actual	Goal	Actual	Goal	Goal	Goal

## Outputs

Number of citations issued	64	25	158	50	100	125
Number of violations issued ^	18,089	14,000	18,731	16,500	18,500	19,000

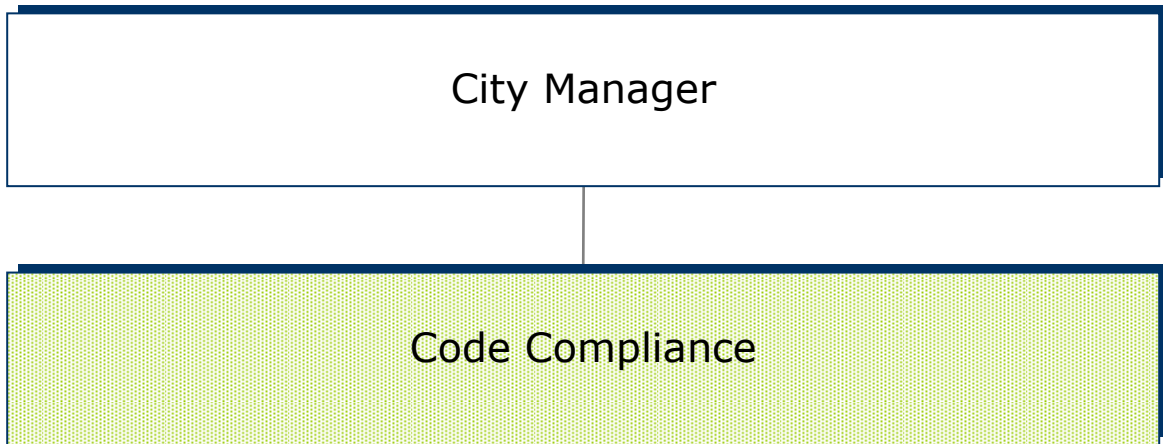
## Effectiveness


% of cases closed prior to Code Board and/or Special Master hearing	92%	95%	92%	95%	95%	95%
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^ Goals are based on the norm, whereas the actual reflect unanticipated events such as hurricanes and water restrictions

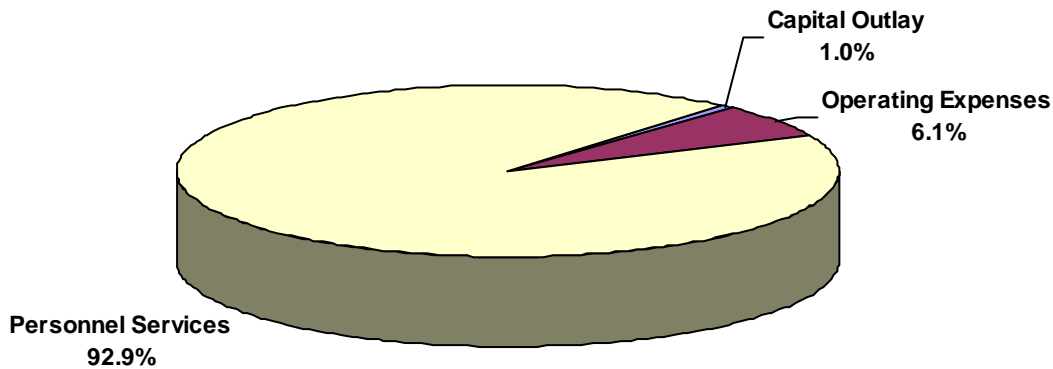
## CODE COMPLIANCE DIVISION

### Organizational Chart



 Shading indicates direct public service provider

## Code Compliance - Expenditure Summary



Expenditure Category	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Personnel Services				
Salary	570,998	589,322	602,801	590,472
Benefits	355,301	336,752	377,854	372,060
Personnel Services Subtotal	926,298	926,073	980,655	962,532
Operating Expenses				
Professional Services	4,900	3,855	5,850	6,850
Other Contractual Services	1,595	1,563	3,700	3,700
Travel Per Diem	30	-	-	-
Communication and Freight Services	760	1,482	7,060	8,060
Rentals and Leases	358	42	-	-
Repair and Maintenance Services	7,679	8,636	9,400	12,400
Printing and Binding	2,858	935	1,300	2,800
Other Current Charges and Obligatio	4,845	6,740	5,000	7,000
Office Supplies	3,411	2,510	3,532	3,775
Operating Supplies	21,300	13,742	18,800	18,800
Publications and Memberships	795	315	243	-
Operating Expenses Subtotal	48,530	39,820	54,885	63,385
Capital Outlay				
Machinery and Equipment	-	4,558	10,000	10,000
Capital Outlay Subtotal	-	4,558	10,000	10,000
<b>Total</b>	<b>974,828</b>	<b>970,451</b>	<b>1,045,540</b>	<b>1,035,917</b>

## Code Compliance - Personnel Summary

Position Title		2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
12085	Code Compliance Administrator	1	1	1	1
12192	Lead Code Officer	1	1	1	1
12193	Code Comp. Officer/Landscape Insp.	-	-	1	1
12684	Clerical Spec II	2	2	2	2
12715	Code Compliance Officer	7	7	6	6
Total	Full-time	11	11	11	11
	Part-time	-	-	-	-



## Police

### Mission

To provide the highest level of professional police service to our community. We will focus our resources on prevention of crime, by working in partnership with the community, and by addressing the root causes of crime. These efforts will result in maintaining a high level of "Quality of Life and Safety" for our citizens.

### Goals

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

**Human Life** – Above all else, we will protect and safeguard human life.

**Integrity** – Dedication to the ethical standards of honesty, humility, fairness, and respect.

**Community Service** – We are committed to public service and the improvement of the quality of life in our City, through community partnerships and mutual accountability.

**Loyalty** – We will be loyal to the community; to the Department and its members; and to the standards of our profession.

**Professionalism** – While leading by example, we are committed to excellence, honor, and valor in the performance of our duties.

**Commitment** – To these principles, to the public, and to the Law Enforcement Code of Ethics.

**Department Motto** – "Commitment to Serve".

**Employees** – Our people are our most valuable resource.

### Objectives

#### ADMINISTRATION BUREAU:

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 maintain records pertaining to allegations of misconduct on the part of

members of the Department.

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.

#### OPERATIONS BUREAU:

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 Uniform Patrol Division, the Investigations Division, the K-9, Traffic, Bicycle, Dive Team, Honor Guard, and Service Aide Units continue to provide highly effective policing to the community.

The main objectives of the Uniform 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 Services Division's everyday operations. Some examples of these efforts are our Park and Walk Programs, regular assignment of Officers to the same patrol zone, and events sponsored and attended by our various units/personnel.

Increase the percentage of assigned cases cleared by the apprehension of the offender by 2%.

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.



## Police

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.

### Major Functions and Activities

The Pembroke Pines Police Department consists of three Bureaus: A) Operations, B) Investigations, and C) Administration; each dedicated to providing the residents of Pembroke Pines with the finest police services available.

#### A) OPERATIONS BUREAU:

The Operations Bureau which comprises the Patrol function as well as the Investigations function is responsible for the protection of life and property through the enforcement of laws and ordinances. Their duties include: Investigations, Dive Team, Handicap Parking Specialists, Honor Guard, investigation of motor vehicle crashes, K-9 Officers, Police Service Aides, Special Entry Team, Field Force, timely response to calls for service, traffic enforcement, and safety programs.

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 and is comprised of fifteen patrol zones 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. Our "Park and Walk Program" gives the Officers time to interact with residents and merchants, and to learn of their concerns and needs. Officers look for the causes of neighborhood problems rather than just dealing with symptoms.

The Investigations Division is comprised of the following units:

~ GENERAL INVESTIGATIONS UNIT – This Unit identifies and locates through investigation, information, interview interrogations, and scientific analysis methods, those individuals responsible for criminal activity; to recover stolen property for return to the owners; and assists in the successful prosecution of defendants.

~ SPECIAL INVESTIGATIONS UNIT – This Unit obtains information via 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 execution of search warrants. Illegal drugs are then confiscated and arrests are made. Any case requiring complete confidentiality and/or difficult surveillance would be assigned to the Special Investigations 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 OPERATIONS UNIT - This is a highly flexible plainclothes Unit, deployed based on current/timely crime analysis. This Unit focuses on crimes ranging from graffiti to robberies. The Special Operations Unit also participates in the Multi-Agency Gang Task Force (MAGTF) and as such, monitors and helps to control and prevent gang activity within the community. Auto Theft Detectives are also assigned to the Special Operations Unit with their primary duties being auto theft prevention and the apprehension of persons responsible for auto theft.

~ CHILD ABUSE/SEX CRIMES UNIT – This Unit investigates crimes committed by juvenile offenders, and crimes committed against juveniles and the elderly, such 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 via computers/technology and the Internet.

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

~ 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 international corporations, in many ways such as theft of accounts, mortgage fraud, fraudulent checks,



## Police

and credit card fraud. The elderly are often victims of these types of fraud through various schemes such as bait and switch, ponzi, etc.

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

~ ANTI-TERRORISM UNIT – This unit works in conjunction with other law enforcement agencies to gather and exchange information and intelligence and increase awareness of suspected terrorist activities.

### B) ADMINISTRATION BUREAU:

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.

#### 1. - Professional Standards Division:

~ PLANNING AND RESEARCH UNIT - 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.

~ ACCOUNTING / FINANCE UNIT - 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.

~ SELECTIONS UNIT – This Unit is responsible for recruitment, oral boards, polygraphs, psychological examinations, background investigations, and the presentation of candidates for review by Command Staff. This Unit is also responsible for scheduling all Department personnel.

~ PROFESSIONAL STANDARDS UNIT – This Unit initiates, conducts, and monitors investigations concerning allegations of Officer misconduct. They also conduct staff inspections and audits.

~ PAYROLL UNIT – Keeps records of all time worked, including subpoenas, standby, and absences, and submits appropriate paperwork for a biweekly payroll for all Police Department employees.

~ TRAINING UNIT – Conducts in-house training, coordinates employee training at other agencies / institutions, manages and conducts firearms and self-

defense training at the Pembroke Pines Firearms Training Center. This Unit also hosts training for other agencies.

~ OFFICE OF THE QUARTERMASTER – 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.

~ OFFICE OF EMERGENCY MANAGEMENT – Acting as a designee directly of the Chief of Police (Pembroke Pines Emergency Manager), 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.

#### 2. - Support Services Division:

~ COMMUNITY AFFAIRS UNIT - This Unit conducts follow-up investigations and identifies specific crimes or disorder issues, which they resolve 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.

~ POLICE ATHLETIC LEAGUE (PAL) UNIT - PAL offers sports events and training classes for young people within the City. The program has targeted weekend, afternoon, and evening events with other PAL organizations.

~ POLICE EXPLORER PROGRAM UNIT - 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.

~ SCHOOL RESOURCE UNIT – 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 UNIT - Provides assistance to victims/witnesses by referring them to appropriate



## Police

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.

**INFORMATION / COMMUNICATIONS UNIT** - This highly interactive function is staffed 24 hours per day by Communications Specialists to facilitate and direct information requests from both the general public and the various Police components. In addition to monitoring on-going Police field operations, the Information/Help Center facilitates teletype requests and acts as a link to the Broward County Sheriff's Office. It is an Informational Control Center handling both incoming requests and outgoing communications.

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

~ **RECORDS 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.

~ **VOLUNTEER UNIT** - Coordinates the sundry activities of over seventy citizen volunteers in a myriad of police-related tasks.

~ **COMMUNITY SERVICES UNIT** - The purpose of this Unit is to ensure proper communication among agency personnel dealing with youth in our community.

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

~ **COMPUTER SERVICES UNIT** - Provides technical and programming support. Also coordinates with the Information Technology Department in providing service needs, equipment, and additional support, as well as affecting changes in the computer system through coordination with the Department's contract vendors.

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

~ **CRIME ANALYSIS UNIT** - Conducts technical

research and analysis of confidential data and investigative information for dissemination to operational and investigative endeavors.

### Budget Highlights

Purchase two unmarked vehicles to be used by our highly proactive Crime Suppression Team. These vehicles will be purchased from our FDLE Confiscated Fund. This fund consists of proceeds that were seized as a result of criminal investigations. Under Asset Forfeiture Laws, law enforcement agencies may use these funds to obtain equipment for law enforcement needs.

Enter into a joint appropriation and shared use agreement for an armored rescue vehicle with the City of Miramar Police Department. This vehicle will be utilized when needed by both agencies' Special Response Team (SRT)/Special Weapons And Tactics (SWAT) Teams for the rescue of citizens, personnel, and the delivery of emergency action teams in dangerous situations. Due to our close proximity with the City of Miramar, this partnership will allow both Cities to benefit from the purchase of this vehicle while reducing the overall costs for each police agency. This vehicle will be purchased using funds awarded from the Urban Area Security Initiative (UASI) 2009 Federal Grant.

In April 2010, the Police Department was awarded a \$20,000 grant from the Florida Department of Transportation to institute an aggressive "Safety Belt Enforcement Program." In 2007, Statewide statistics showed that 1,972 people were killed in vehicles equipped with seatbelts, and that 61% (1,201) of these people killed were not wearing their seatbelts. These accident numbers continue to increase each year which, if not addressed, will continue to result in accidents involving serious bodily injury or death. The Pembroke Pines Police Department is committed to reducing and eliminating these accidents by accepting this grant and instituting a "Zero-Tolerance" enforcement program which will target drivers not wearing their seatbelts. The City will also partner with local resources such as Community Traffic Safety Teams and the Florida Law Enforcement Liaison Local Area Networks, community organizations, and local media outlets. The City will also participate in all statewide public awareness and enforcement campaigns and law enforcement challenges (Click It or Ticket It) sponsored by the Florida Department of Transportation (FDOT) Safety Office.

A second full-time officer will be added to the Crime Suppression Team (CST). This will make CST more effective at impacting specific problems throughout





## Police

the community. Their directed patrols will focus on issues that require a proactive police presence. This will allow the patrol officers to devote their time to traditional patrolling and answering calls for service. Patrol officers are typically operating in a reactive mode due to heavy call volume during peak crime hours making it challenging to address specific problems. The goal is to eventually have a multi-officer Crime Suppression Team operating within the City.

### 2009-10 Accomplishments

The Operation Bureau initiated a comprehensive electronic reporting system for crash and citation reporting. This system greatly enhanced the efficiency of crash reporting while eliminating the reporting errors that occur with the current paper reports. The program eliminated the manual entry of data, which is now transmitted electronically, making it available for immediate access for statistical analysis. It also decreased the amount of time an officer spends handling crash investigations and placed them back in service to address other issues.

In 2009, the Operations Bureau affected 292 DUI arrests, compared to 186 in 2008, which is a 57% increase. The DUI task force, staffed by two full-time enforcement officers, was responsible for 181 of those arrests. Aggressive and consistent traffic enforcement continues to be a point of focus, in an effort to reduce the number of speeders and eliminate traffic crashes resulting in serious bodily injury or death. There were only 7 traffic fatalities in 2009, compared to 13 in 2008.

The Crime Suppression Team has also been assigned to a full time status, allowing its officers to devote 100% of their time addressing quality of life issues, related to street level crimes occurring throughout the City. The Crime Suppression Team also supplements the Patrol Division by responding to targeted high crime areas, allowing the Patrol Officers to spend more time actively patrolling their assigned areas and responding to calls for service. The Crime Suppression Team added an additional officer to full-time status.

The Citizens Police Academy (CPA) will be graduating with over 50 attendees having enrolled in the program. The CPA has continued to be a very popular community outreach program with our citizens and attracts a very diverse group of individuals. Each class has grown in number from the previous to the point that our current venue is filled to capacity. This program while very popular with the community is an essential communication tool for our agency providing

a direct link to the people we serve.

Fifteen Patrol Parking Enforcement Specialist (PES) have since graduated. These highly committed citizens patrol our streets and while acting as another set of eyes and ears for our emergency services also enforce our Handicapped and Fire Lane parking violations. Our Parking Enforcement Specialists have issued close to 2,000 citations since the inception of the program.

Finally, our False Alarm Ordinance has been drafted, approved, and a vendor has been selected to begin this new and valuable program. This ordinance will have several beneficial effects. It will decrease the amount of false alarms received by Police Officers thus freeing them up for other priorities. The amount of false alarms caused by faulty equipment and practices will also decrease dramatically. This in turn will provide a safer working environment for emergency response services as well as regain a tremendous amount of lost patrol time.

## Police Performance Measures

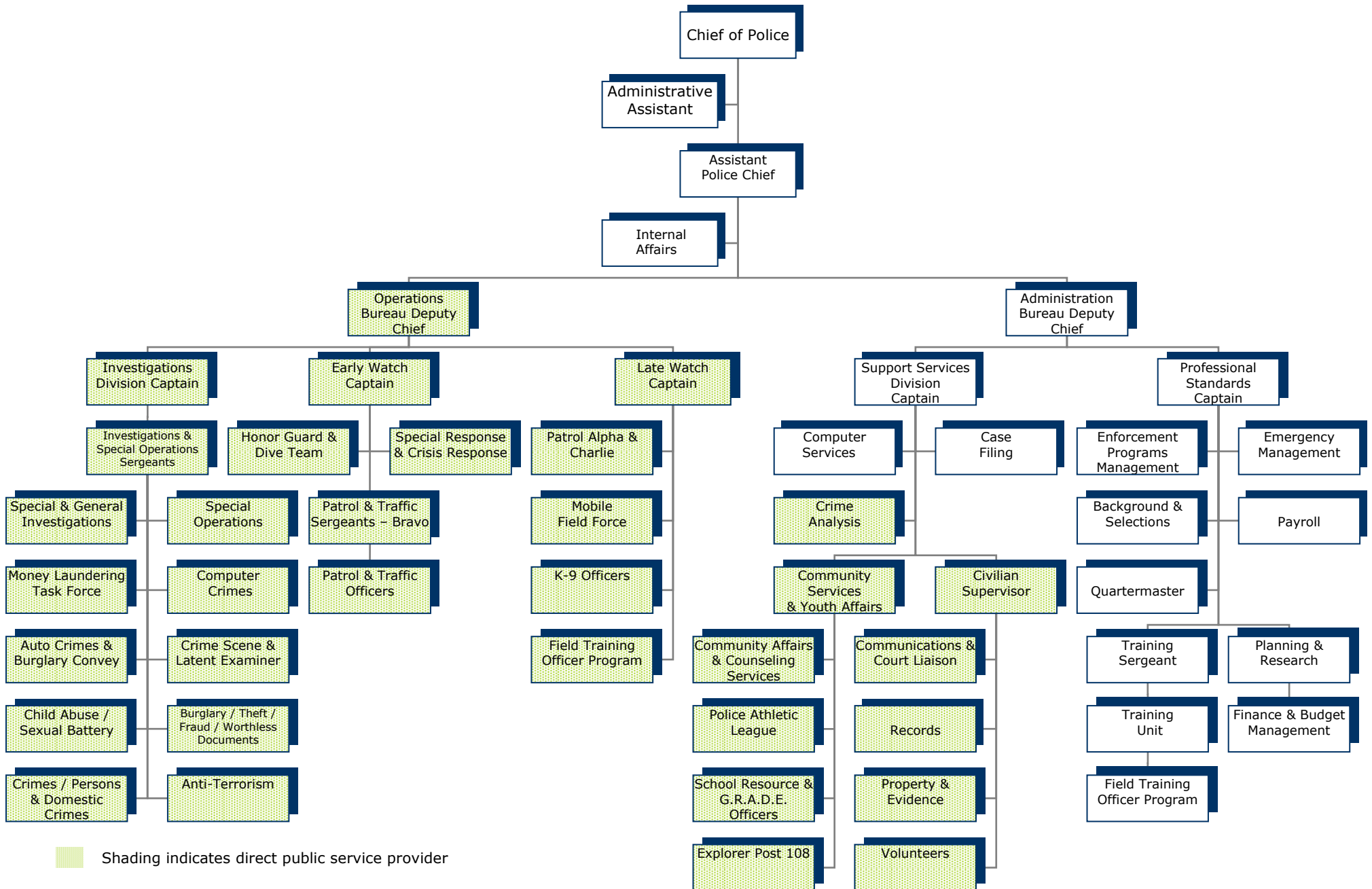
Indicator	2007-08		2008-09		2009-10	2010-11
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Total calls for police service	109,378	110,000	100,904	107,000	107,000	107,000
Number of arrests	4,139	3,000	4,007	3,500	4,000	4,000
Traffic accidents	5,039	4,000	5,129	5,000	5,000	5,000
Traffic/parking citations	55,099	40,000	53,798	45,000	60,000	60,000
Number of patrol zones patrolled 24 hrs/day	36	14	36	15	36	36
Calls for service per 1,000 resident population	715	730	664	700	700	700
<b>Effectiveness</b>						
% of felony cases filed at the office of the State Attorney within 21 days	79%	40%	89%	80%	80%	80%
Clearance rate Part I offenses ^	22%	26%	20%	26%	26%	26%
Felony arrests per calls for service	1%	3%	1%	3%	3%	3%
% of arrests at sobriety check points	1.8%	2.0%	1.5%	2.0%	2.0%	2.0%
Traffic accidents per citation issued	9%	10%	10%	10%	10%	10%
Crime index for the following types of offenses:						
Murder	3	0	4	0	0	0
Forcible rape	15	20	10	15	15	10
Robbery	151	100	101	100	100	100
Aggravated assault	231	250	184	150	200	200
Burglary	917	600	1,091	600	750	800
Larceny	4,511	3,000	3,954	3,000	4,000	4,000
Motor vehicle theft	389	400	341	300	350	350
Crime index	6,217	4,370	5,685	4,165	5,000	5,000
Crime rate (per 100,000)	4,063	3,400	3,740	3,000	3,500	3,500
<b>Efficiency</b>						
Expenditures per resident population	\$295.28	\$310.15	\$322.54	\$320.54	\$367.76	

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

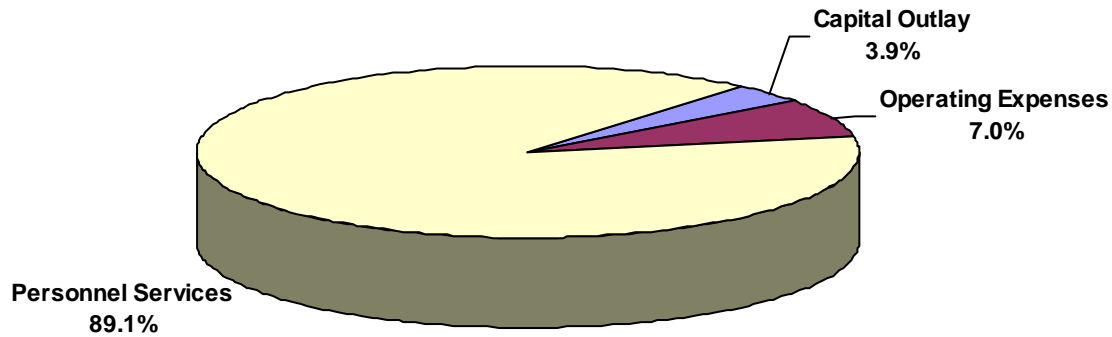
Effective with the fiscal year 2008-09 budget in order to match the FDLE website, calendar year (January to December) statistics were used for the fiscal year 2006-07 actuals instead of fiscal year (October to September) statistics.

# POLICE

## Organizational Chart



## Police - Expenditure Summary



Expenditure Category	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Personnel Services				
Salary	22,761,408	22,922,503	22,302,182	21,333,990
Benefits	18,848,248	20,984,644	23,659,003	21,982,386
Personnel Services Subtotal	41,609,656	43,907,147	45,961,185	43,316,376
Operating Expenses				
Professional Services	29,949	81,304	72,250	138,470
Other Contractual Services	592,995	546,901	630,580	644,885
Travel Per Diem	21,754	20,722	41,744	44,780
Communication and Freight Services	330,051	301,478	340,330	260,150
Utility Services	133,435	128,071	135,000	135,000
Rentals and Leases	60,335	54,413	68,975	71,735
Repair and Maintenance Services	762,788	952,390	784,684	812,469
Printing and Binding	4,642	5,158	10,000	18,500
Other Current Charges and Obligatio	21,704	18,510	39,200	47,900
Office Supplies	46,600	44,720	46,262	48,500
Operating Supplies	1,256,653	849,773	1,133,661	1,164,390
Publications and Memberships	7,993	6,615	7,370	7,658
Operating Expenses Subtotal	3,268,900	3,010,054	3,310,056	3,394,437
Capital Outlay				
Buildings	-	101,050	-	-
Improvements Other Than Buildings	-	3,270	-	-
Machinery and Equipment	3,579	733,403	133,403	1,890,350
Capital Outlay Subtotal	3,579	837,724	133,403	1,890,350
<b>Total</b>	<b>44,882,135</b>	<b>47,754,925</b>	<b>49,404,644</b>	<b>48,601,163</b>

## Police - Personnel Summary

Position Title	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget	
12045 Police Chief	1	1	1	1	
12046 Deputy Police Chief	2	2	2	2	
12093 Police Service Aid	17	14	14	14	
12095 Background Assistant	1	-	-	-	
12115 Police Captain	5	5	5	5	
12204 Communication Specialist Supervisor	3	3	2	-	
12205 Communication Specialist	14	6	5	-	
12425 Police Officer	205	201	191	191	
12455 Grants/Research Coordinator	1	1	1	1	
12456 Quartermaster	1	1	1	1	
12457 PAL Director	1	-	-	-	
12458 Enforcement Programs Manager	1	1	1	1	
12459 Assistant Quartermaster	1	1	1	1	
12467 Property Evidence Technician	2	1	1	1	
12468 Property Supervisor	1	1	1	1	
12528 Administrative Assistant II	1	1	1	1	
12552 Budget Analyst	1	1	1	1	
12603 Support Services Coordinator	1	1	1	1	
12631 Crime Scene Technician	5	6	6	6	
12651 Programmer Analyst II	1	1	1	1	
12652 Programmer/Analyst I	1	1	1	1	
12655 Sergeant	31	31	31	31	
12684 Clerical Spec II	18	18	18	18	
12685 Clerical Aide	1	1	1	1	
12730 Court Liaison Specialist	1	1	1	1	
12735 Intelligence Analyst	1	1	1	1	
12736 Crime Analyst	1	1	1	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	1	
13681 P/T Clerk Spec II	1	-	-	-	
Total	Full-time	323	306	294	287
	Part-time	1	-	-	-



## 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 properly maintained fire prevention systems on commercial properties.

### Objectives

The Pembroke Pines Fire Control and Ambulance Rescue Department budget encompasses the following four Divisions:

- Fire Control
- Ambulance Rescue
- Fire Prevention
- Communications

#### FIRE CONTROL DIVISION:

To save lives.

To reduce loss to property from fire, flood, domestic terrorism, or 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. This will ensure the Department's state of readiness for any emergency that may present itself.

Maintain our Insurance Service Organization (ISO) Class One rating by evaluating the Fire System annually thereby reinforcing the coveted nationally-recognized rating.

Conduct pre-fire planning for all commercial and multifamily occupancies.

#### AMBULANCE RESCUE DIVISION:

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. Also, we provide a flexible community CPR/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 EMT or Paramedic.

Maintain member basic life support (BLS) and advanced life support (ALS) skills competency as outlined by the American Heart Association. This will ensure readiness for any medical emergency that may arise.

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 DIVISION:

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, multifamily 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.

#### COMMUNICATIONS DIVISION:

Provide high quality service to the citizens, Fire and



## Fire Control - Ambulance Rescue

Police Departments of Pembroke Pines.

Maintain 911 line answer time to be less than 10 seconds in 90% of the calls.

Expediently answer and process emergency calls with efficiency and accuracy.

Maintain 95% of emergency fire and rescue service calls that are dispatched in less than one minute.

Monitor trends, reports and data to ensure service levels are meeting peak efficiency.

Prepare, maintain and update databases that will enhance firefighter and officer safety on calls.

Stand ready to provide communications and Emergency Operations Center's support for any situations that may arise.

Continuously monitor situations and communicate developments to City Departments to enhance City-wide state of readiness.

Stay informed of situations in surrounding jurisdictions so as to be prepared to deal with any impact on the City of Pembroke Pines.

Inform surrounding jurisdictions of situations in the City so as to ensure their readiness to provide assistance to the City of Pembroke Pines.

Remain abreast of technological advances that may be leveraged to enhance response and/or safety capabilities.

Train and educate communications personnel to meet dynamic public safety needs.

### Major Functions and Activities

In addition to Fire Control, Ambulance Rescue, Communications and Fire Prevention services, 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 also engage 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 of commercial and multi-residential buildings.

~ COMMUNICATIONS DIVISION - In serving as the link between callers requesting emergency assistance and the units who respond, the Communications Division is tasked with providing the initial assessment of any situation. Communications personnel must make split-second decisions that will greatly impact the outcome of life and death situations. For this reason, our Dispatch Center is equipped with as many tools and technology as possible in order to enhance the City's Public Safety Mission.

Some of the systems utilized to assist in the delivery of services are Computer Aided Dispatch (CAD), Enhanced 911, Mobile Data Communications and Automated Vehicle mapping systems.

~ RESCUE DIVISION - Manages the delivery of Emergency Medical Services 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 and Paramedics. Emergency Medical Services are conducted under the direction of a Medical Director who is a physician trained in Emergency Medicine.

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 place skilled individuals into the community who can assist a medical victim if encountered.

The Fire Department provides Advanced Life Support from each of our first response apparatus operating from six fire stations. Response to medical emergencies is achieved with three crew members trained in the most current medical treatment standards. All Emergency Medical Technicians and



## Fire Control - Ambulance Rescue

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 that we are currently members of:

1. Broward County Medical Association
2. EMS Subcommittee of Broward County Fire Chief's Association
  - a. Special Medical Issues Subcommittee
  - b. Inter-facility Transport Subcommittee
  - c. Advanced Life Support Committee
3. 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 to respond. We operate our own Emergency Equipment Repair Facility. Most departmental purchasing is handled by Logistics.

~ TRAINING DIVISION - Responsible for the development, scheduling, and implementation of all departmental training. The Training Division manages the performance and educational requirements of all

Fire Department employees. The Division works diligently to provide quality, up-to-date training in a variety of subjects throughout the year.

Effective training helps to achieve:

- Services that meet the needs of the public
- Efficient and effective performance
- Effective use of modern equipment
- Safe operations
- Quality customer services
- Personal and organizational pride

All facility training is accomplished by the Training Division at our own Fire Training Facility which includes a five-story smoke tower with two burn rooms for creating realistic, comprehensive training. The facility also features the addition of a state-of-the-art propane field with several gas-fed props, two flammable liquid pits, and a flashover simulator designed to teach fire behavior and how to recognize and control the signs of impending flashover.

The Training Division completed National Incident Management System (NIMS) - Incident Command System (ICS) training for all Fire Department personnel as required by the Federal Government. The Department has maintained its NIMS compliance since 2006. Each year approximately 80,000 hours of in-service monthly training modules are completed.

## Budget Highlights

Due to economic circumstances, capital purchases and personnel for fiscal year 2010-11 have been significantly reduced. We will work hard to maintain the highest level of service to our customers in the most efficient manner possible.

## 2009-10 Accomplishments

Purchased 2 new rescue ambulances meeting current safety and emission standards.

Purchased new stretchers designed to minimize lifting injuries.

The Public Safety Answering Point (PSAP) began answering 911 calls initiated in our City in 2009 and continues to decrease response times by eliminating Broward County Public Safety handling times.



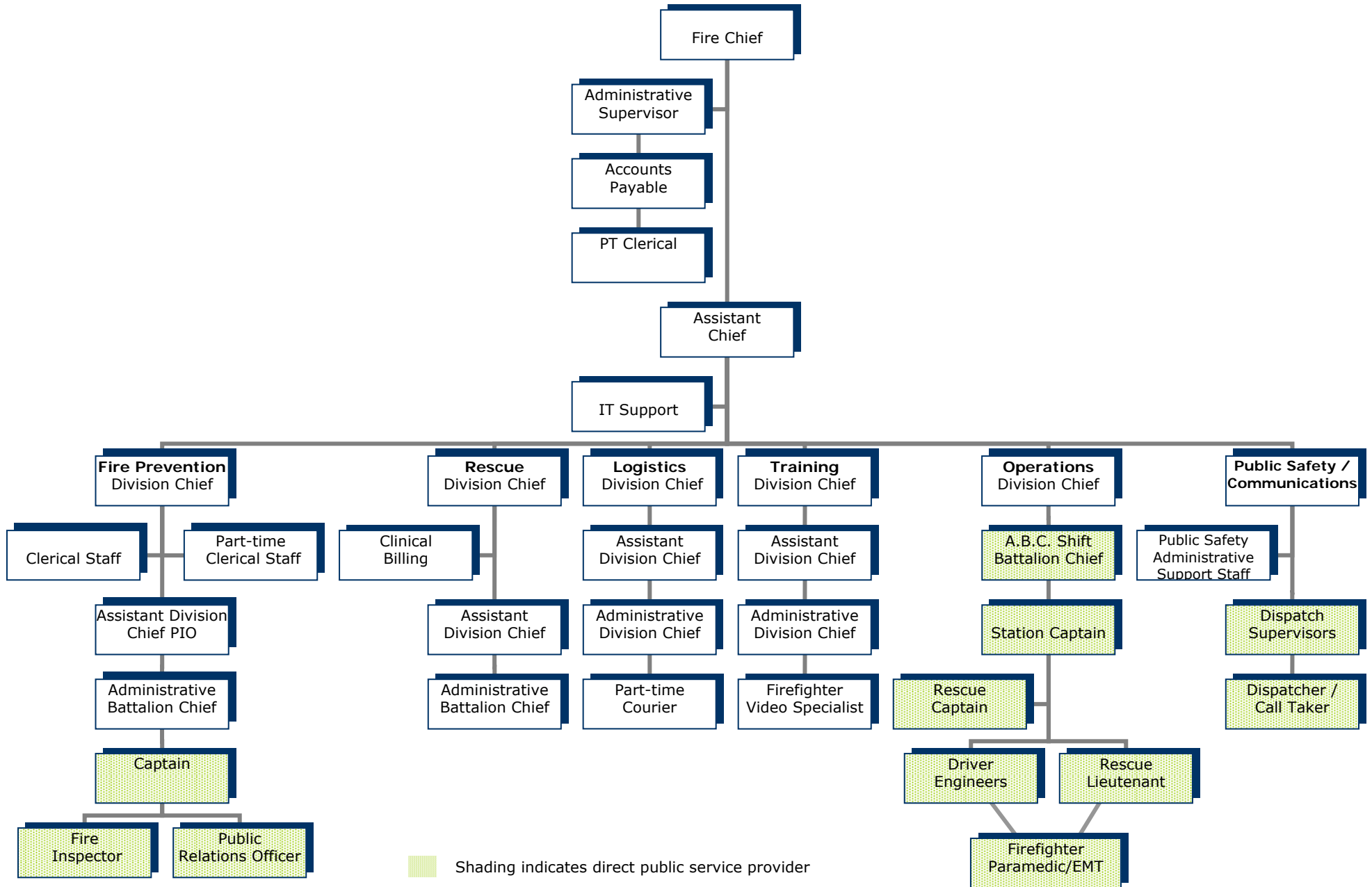
# Fire Control - Ambulance Rescue Performance Measures

Indicator	2007-08		2008-09		2009-10	2010-11
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Training hours for emergency response personnel	81,060	82,300	85,574	82,300	82,000	82,000
Number of public education participants	355	*	577	*	510	550
<b>Effectiveness</b>						
Number of public participants in safety education classes	29,674	30,000	25,321	31,000	31,000	25,000
<b>Efficiency</b>						
Average unit response time from en route to arrival (in minutes)	3.31	4.00	3.4	4.00	<4.00	<4.0
% of dispatch processing time less than 1 minute	97.89%	99.00%	97%	99.00%	95.00%	>95%
% of unit response time less than 6 minutes	92.63%	90.00%	91%	90.00%	90.00%	>90%
Average response time from receipt of 911 calls to dispatch of units to emergencies in seconds	*	*	28	*	30	<30

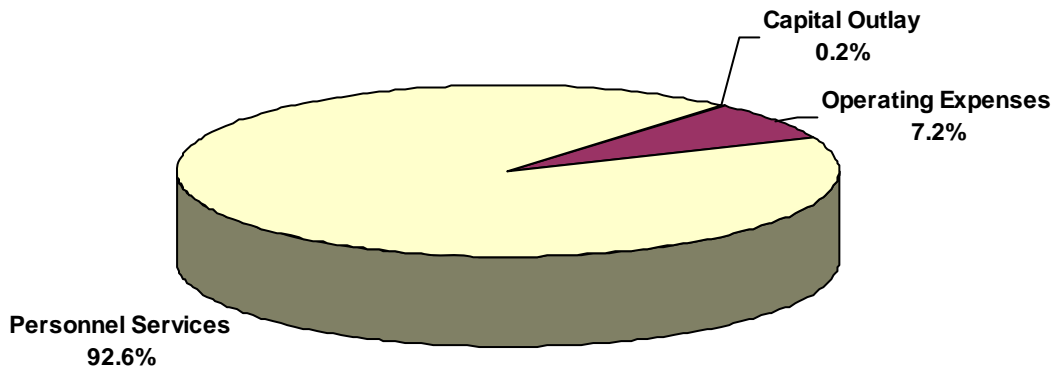
\* New measure - actual and / or goal unavailable.

# FIRE CONTROL – AMBULANCE RESCUE

## Organizational Chart



## Fire Control - Ambulance Rescue - Expenditure Summary



Expenditure Category	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Personnel Services				
Salary	24,311,100	23,500,700	21,101,944	21,179,407
Benefits	19,552,527	20,954,494	21,553,382	22,611,871
Personnel Services Subtotal	43,863,627	44,455,194	42,655,326	43,791,278
Operating Expenses				
Professional Services	269,413	181,582	195,882	195,632
Other Contractual Services	205,805	146,476	133,556	195,529
Pension Benefits	2,181	-	-	-
Travel Per Diem	29,645	-1,627	894	1,900
Communication and Freight Services	183,745	168,575	158,601	154,601
Utility Services	230,078	220,453	197,450	212,650
Rentals and Leases	147,176	841,198	740,800	692,741
Repair and Maintenance Services	658,606	608,857	652,235	728,424
Printing and Binding	5,154	4,944	5,655	6,955
Promotional Activities	3,462	4,026	6,000	6,500
Other Current Charges and Obligatio	292,139	569,646	532,446	589,098
Office Supplies	33,258	24,633	20,506	22,869
Operating Supplies	685,938	529,852	525,408	600,436
Publications and Memberships	4,642	972	1,355	900
Operating Expenses Subtotal	2,751,242	3,299,586	3,170,788	3,408,235
Capital Outlay				
Buildings	265,242	125,956	-	10,000
Improvements Other Than Buildings	-	-	6,311	-
Machinery and Equipment	931,946	937,346	508,136	69,000
Capital Outlay Subtotal	1,197,188	1,063,303	514,447	79,000
<b>Total</b>	<b>47,812,057</b>	<b>48,818,084</b>	<b>46,340,561</b>	<b>47,278,513</b>

## Fire Control - Ambulance Rescue - Personnel Summary

Position Title	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
12010 Insurance Clerk	1	1	1	1
12013 Inspector	10	-	-	-
12082 Chief Building Official	1	-	-	-
12099 Battalion Chief - PM	6	9	9	9
12109 Administrative Supervisor	1	1	1	1
12130 Fire Chief	1	-	-	-
12172 Assistant Division Chief	4	4	4	4
12282 Micro Computer Specialist I	1	1	1	1
12284 Micrographic Technician I	1	-	-	-
12435 Permit Supervisor	1	-	-	-
12465 Programmer	1	-	-	-
12524 Administrative Coordinator I	1	-	-	-
12526 Administrative Coordinator II	1	1	-	-
12528 Administrative Assistant II	1	1	1	1
12535 Assistant Fire Chief	1	1	-	-
12575 Rescue Lieutenant	28	28	28	28
12582 Rescue Captain	6	-	-	-
12598 Plans Examiner	10	-	-	-
12607 Captain - P/M	28	28	37	37
12608 Fire Captain	9	9	-	-
12620 Cashier II	1	-	-	-
12646 Communication 911 Coordinator I	1	-	-	-
12651 Programmer Analyst II	2	1	1	1
12658 Chief Building Inspector	1	-	-	-
12660 Chief Mechanical Inspect	1	-	-	-
12662 Chief Electrical Inspector	1	-	-	-
12668 Chief Plumbing Inspector	1	-	-	-
12679 Clerical Spec I	1	1	1	1
12684 Clerical Spec II	10	3	1	1
12685 Clerical Aide	4	2	1	1
12694 Pub. Saf. Com. Project Chief	-	1	1	1
12788 Division Chief	5	5	5	5
12814 Dispatch Supervisor	4	4	4	5
12815 Public Safety Dispatcher	22	25	26	29
12816 Public Safety Admin Support Dispatch	-	1	1	1
12835 Driver/Engineer	13	13	13	13
12836 Driver Engineer - P/M	24	27	27	27
12912 Fire Inspector/PM	3	3	3	3
12915 Firefighter/EMT	57	57	30	30
12918 Firefighter/PM	47	47	63	63
12925 Fire Inspector	1	1	1	1
12934 Administrative Battalion Chief	3	3	3	3
12936 Fire Prevent Adm Battalion Chief	1	1	1	1

### Fire Control - Ambulance Rescue - Personnel Summary

Position Title		2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
13003	Fire Chief	-	1	1	1
13474	P/T Courier/Custodian	1	1	1	1
13524	P/T Plans Examiner	-	-	-	-
13680	P/T Clerk Spec I	1	1	-	-
13681	P/T Clerk Spec II	4	2	2	2
Total	Full-time	316	280	265	269
	Part-time	6	4	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, Charter School administrative support and budgeting, and Senator Howard C. Forman Human Services Campus operations 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 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.

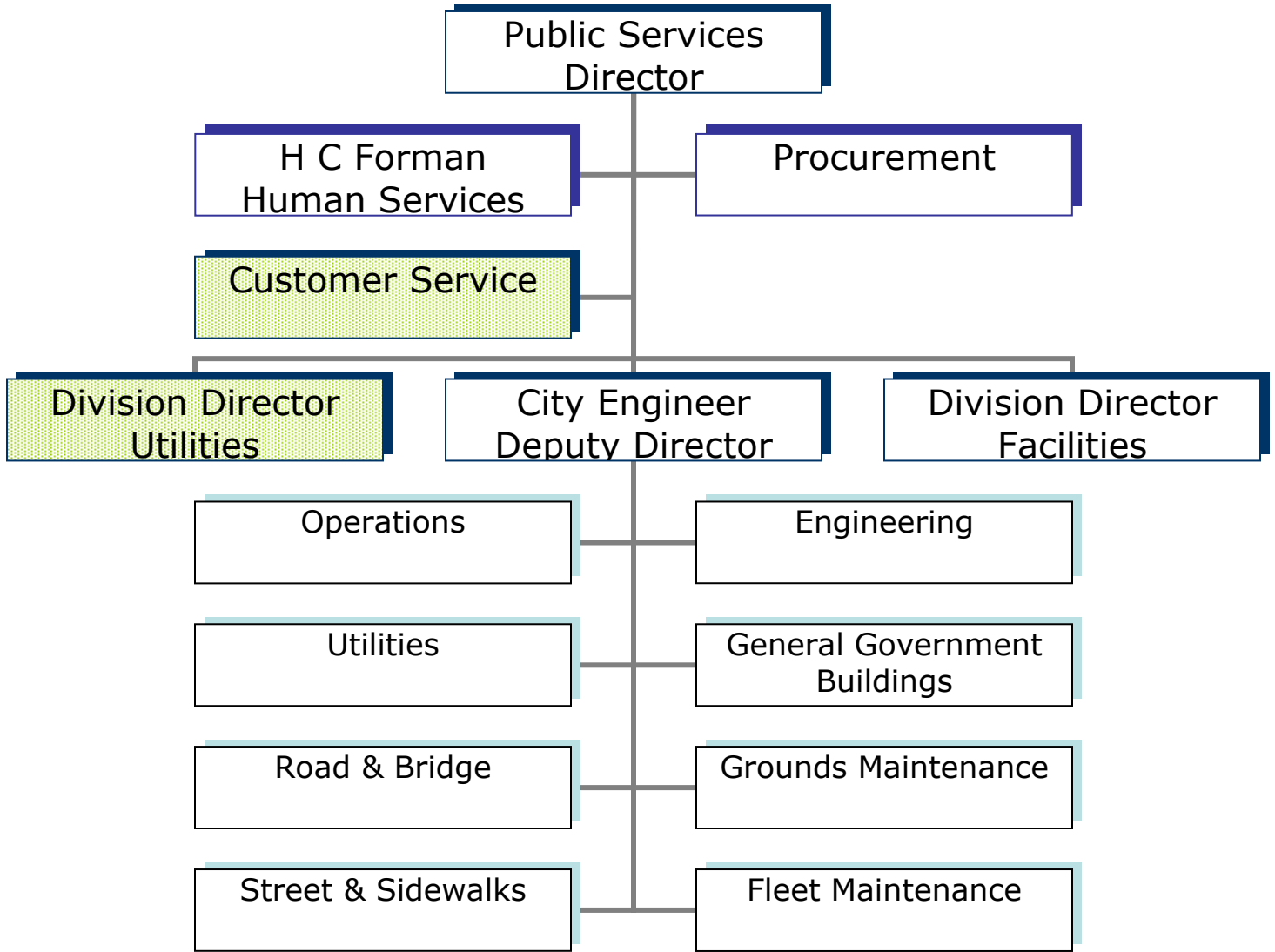
The Public Service Department's level of service requires constant flexibility based on the needs of the City and its citizens. This flexibility requires well-organized supervision of all expenditures affecting the operation of the Department. The Department's already efficient spending practices will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

### 2009-10 Accomplishments

Departmental accomplishments are detailed within each Division's narratives.

# PUBLIC SERVICES DEPARTMENT

## 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 adhered to.

### Objectives

Continue to evaluate the condition of all of the public roads in the City and schedule for milling and resurfacing of the roads as 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 (Engineering) 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, and 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 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.

### Budget Highlights

Maintenance activities include the inspection and cleaning of the drainage systems on an as-needed basis.

Continue to generate and update computerized base maps of new projects, the drainage system, and private sewer lift stations to ensure that these important facilities operate at their design parameters.

Continue to perform traffic studies as requested by residents and by the Police Department.

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.

Inspections of all construction projects to ensure that they meet the sedimentation and erosion control requirements of the NPDES permit for the City.

### 2009-10 Accomplishments

Completed plans and permits for and oversaw the milling and resurfacing of Dykes Road between SW 3rd St. and NW 12th St. and the milling and resurfacing of the following roads:





## Environmental Services (Engineering)

- NW 6th St. from NW 98th Ave. to NW 99th Way
- NW 4th St. from NW 98th Ave. to NW 99th Way
- NW 3rd St. from NW 98th Terr. to NW 99th Way
- NW 98th Terr. from NW 3rd St. to NW 4th St.
- NW 99th Way from NW 3rd St. to NW 6th St.
- NW 7th St. from West railway line
- NW 98th Ave. to the cul-de-sac
- NW 111th Terr. from NW 17th Court to NW 18th Pl.
- NW 111th Ave. from NW 17th Court to NW 18th Pl.
- NW 17th Ct. from NW 111th Ave. to NW 111th Terr.
- NW 18th Pl. from NW 111th Ave. to NW 111th Terr.

Continued to repair city sidewalks, construct new sidewalks and provide pedestrian ramps at various locations throughout the City.

Continued to inspect street lights at night to ensure proper operation throughout the City.

Continued to inspect commercial parking lots throughout the City to ensure compliance with the parking lot maintenance ordinance.

Continued to operate the tree removal program to ensure compliance with the recently modified landscape ordinance.

Completed the construction of the sidewalks on NW 196th Avenue and Pembroke Road authorized by the \$535,000 traffic enhancement stimulus grant.

Completed the construction of the parking lot for Studio 18 in the Pines artist colony at Senator Howard C. Forman Human Services Campus.

Completed the construction of the dual north bound left turn lanes at Pines Boulevard and Hiatus Road.

# Environmental Services (Engineering) Performance Measures

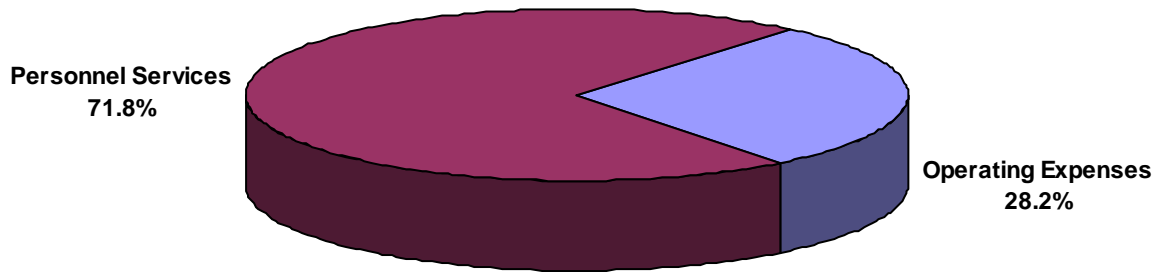
Indicator	2007-08		2008-09		2009-10	2010-11
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Permits issued	180	100	101	200	100~	100
Linear feet of traffic guardrail installed	100	300	0	300	200~	0~
Linear feet of sidewalk replaced	17,787	2,500	5,250	6,000	6,000	5,000
Linear feet of curbing installed +	0 *	500	0	1,000 ^	1,000	0~
Inspections conducted	2,872	7,000	2,952	7,000	3,000~	3,000~
Utility location tickets processed	5,856	7,000	4,950	7,000	5,000~	5,000~
<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%	80%	70%	75%
<b>Efficiency</b>						
Inspections conducted per Engineer Inspector	2,909	1,550	1,240	1,200	1,200	1,200

+ Output reflects new curbing installed, which is not needed as much as replacement of damaged sidewalks.

^ Based on one to two large jobs per year.

~ The reduced fiscal year 2009-10 and 2010-11 Output Goals reflect a combination of limited activity in new construction and budgetary constraints.

## Environmental Services (Engineering) - Expenditure Summary



Expenditure Category	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Personnel Services				
Salary	441,521	387,296	367,946	198,245
Benefits	274,351	200,324	201,336	127,840
Personnel Services Subtotal	715,872	587,620	569,282	326,085
Operating Expenses				
Other Contractual Services	4,453	4,547	26,962	86,994
Travel Per Diem	-	-	250	-
Communication and Freight Services	604	352	500	1,000
Rentals and Leases	141	124	500	500
Repair and Maintenance Services	13,382	22,575	22,500	22,500
Office Supplies	3,587	1,969	2,500	3,000
Operating Supplies	20,702	12,425	12,222	14,222
Publications and Memberships	-	250	128	128
Operating Expenses Subtotal	42,868	42,242	65,562	128,344
<b>Total</b>	<b>758,740</b>	<b>629,862</b>	<b>634,844</b>	<b>454,429</b>

Position Title	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
12189 Landscape Technician	2	1	-	-
12500 City Engineer	0.5	0.5	0.5	-
12597 Supervisor Of Landscape Service	2	-	-	-
12667 Chief Engineering Inspector	1	1	1	1
12679 Clerical Spec I	1	-	-	-
12770 Engineer Inspector	2	2	1	1
12774 Engineer	-	-	-	0.5
12831 CADD Operator	1	-	-	-
13681 P/T Clerk Spec II	1	-	-	-
Total				
Full-time	9.5	4.5	2.5	2.5
Part-time	1	-	-	-



## General Government Buildings

### Goals

To provide the supervision of the design, bidding and construction of all municipal building projects. This section provides continuous construction management support for new Capital Improvement Projects within the City including recreational park facilities, the school construction program, the Senator Howard C. Forman Human Services Campus, and Community Services.

To repair and maintain existing properties and facilities. Skilled trades people are charged with the responsibilities of providing expeditious response time related to emergency repairs of City structures and support systems. Additionally, operational viability of all City facilities is ensured via routine maintenance service. Optimum space utilization of older facilities is achieved through an aggressive remodeling program.

### 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.

Provide services required for maintenance of City vehicles and machinery.

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

### Major Functions and Activities

Develop and estimate municipal building projects.

Execute 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.

Respond to all after-hours emergency calls related to municipal buildings.

### Budget Highlights

Continue to maintain all existing City buildings, including exterior and interior painting, utilizing the most cost-effective methods possible.

Continue to manage the City's construction schedule. Projects include art colony, roadway expansion, educational facilities, public safety buildings, recreational facilities, and utility system upgrades.

Continue to provide construction and administration services related to municipal construction projects associated with the \$90,000,000 general obligation bond issue. Some of the projects include park improvements, transportation upgrades and expansion in major City thoroughfares, and open space purchases.

Continue to provide for energy savings project at the Academic Village thermal energy upgrades.

On September 16th, 2009 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 SF addition to the Pembroke Shores gymnasium facility and construct a 200 vehicle parking facility. Cost of this project was estimated at \$5,000,000.

### 2009-10 Accomplishments

Completed the remodel and addition to Fire Station 99 and the renovation of Fire Station 69 offices.

Managed the completion of construction of several roadway and parking lot expansion and renovation projects throughout the City. Projects including the widening of Sheridan Street, 172nd Avenue, and 184th Avenue.

Maintained miscellaneous building at the Howard C. Forman Health Campus.

Completed the Phase I site development and earthwork for City Center and the phase II spine roads infrastructure and hardscape.

Waterproofed the entire Fire Station #101 building.

Refurbished the office and maintenance building at the Parks and Recreation Raintree location.

Managed the demolition and remodel of three classrooms at the Pembroke Pines Elementary



## General Government Buildings

Charter School East Campus.

Managed the enclosure of the tower at the Pembroke Pines Elementary Charter School East Campus.

Refurbished the batting cages at Pines Recreational.

Built and maintained all public service signs for commission meetings, the flea market and city planning.

Built target training stands for the police gun range.

Refurbished police gun range shoot house.

Rebuilt the moving target range at the police gun range.

Remodeled the day care area and offices spaces the Focal Point Adult Day Care facility.

Installed two new storage areas at the Pembroke Pines Charter Middle School west campus.

Modified parking lot and entry gates and office space at the Pembroke Pines Charter Elementary School west campus.

Modified pre-kindergarten classrooms at the Pembroke Pines Charter School west campus.

Removed and replaced damaged flooring in 8 classrooms at the West Pines Preschool.

Built a crawl through maze at the Fire Training Building to train firemen how to maneuver in confined spaces.

Remodeled the Special Events Building at Pembroke Shores and converted it to classrooms and office space.

Remodeled the Academic Village Cafeteria by installing new wall sections and pocket doors.

Removed and replaced metal doors at the water plant.

Re-roofed all dugouts at Pasadena Park.

Remodeled the concession stands at Pasadena Park and Flamingo Park.

Remodeled offices spaces at Flamingo Park.

Added new walls and doors during the remodel of the office space and bathrooms at Maxwell Park.

Remodeled the office space at Village Preschool.

Removed dishwashers from 40 units at the Senior Residence building.

Installed one additional kitchen cabinet in each of the 40 units that had dishwashers removed at the Senior Residence building.

Managed the completion of 11 projects that were funded by the \$90,000,000 General Obligation Bond. To date 67 of the 115 projects have been completed under this General Obligation Bond issuance.

Renovated 2nd floor of B Building at City Hall for Parks and Recreation move in.

Renovated the City Clerk Storage.

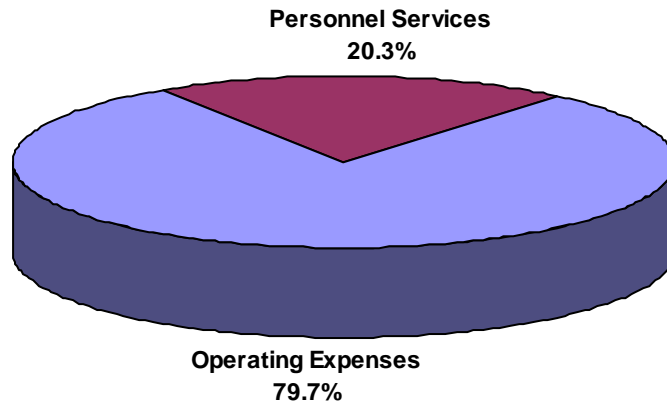
Built a handicap ramp and deck for Fire training facility.

Continually replaced carpets and tile flooring at Senior Residents.

# General Government Buildings Performance Measures

Indicator	2007-08		2008-09		2009-10	2010-11
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Number of requests for routine maintenance services	14,015	7,150	13,002	7,500	8,000	13,500
Number of requests for emergency repairs during business hours	2,840	2,300	3,000	2,700	2,800	3,000
Number of requests for emergency repairs after business hours	720	650	750	700	720	720
Total work orders executed	17,575	10,100	16,752	10,900	12,000	17,220
<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	30	15	20	15	15	30

## General Government Buildings - Expenditure Summary



Expenditure Category	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Personnel Services				
Salary	575,696	646,632	604,806	479,293
Benefits	350,191	300,346	385,289	316,943
Personnel Services Subtotal	925,887	946,979	990,095	796,236
Operating Expenses				
Professional Services	800	-	-	3,000
Other Contractual Services	2,325,758	2,254,788	2,633,378	2,384,289
Travel Per Diem	220	244	500	1,000
Communication and Freight Services	142,233	124,071	125,000	125,000
Utility Services	165,789	133,279	139,850	139,850
Rentals and Leases	474	587	1,750	1,750
Repair and Maintenance Services	476,840	351,782	325,239	348,213
Printing and Binding	104	-	500	500
Promotional Activities	-	1,190	-	1,000
Other Current Charges and Obligatio	2,562	4,123	3,000	3,000
Office Supplies	7,282	5,657	5,000	5,000
Operating Supplies	136,929	95,622	104,066	107,980
Publications and Memberships	153	612	48	1,052
Operating Expenses Subtotal	3,259,143	2,971,954	3,338,331	3,121,634
Capital Outlay				
Buildings	-	-	63,500	-
Improvements Other Than Buildings	-	-	222,843	-
Machinery and Equipment	8,896	15,483	473	-
Capital Outlay Subtotal	8,896	15,483	286,816	-
<b>Total</b>	<b>4,193,926</b>	<b>3,934,416</b>	<b>4,615,242</b>	<b>3,917,870</b>

## General Government Buildings - Personnel Summary

Position Title		2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
12245	Maintenance Worker I	-	-	-	-
12246	Public Service Maintenance Worker I	-	4	3	3
12259	A/C Mechanic II	1	-	-	-
12261	A/C Mechanic III	1	1	-	-
12263	A/C Mechanic I	1	-	-	-
12462	Plumber III	1	1	1	1
12466	Plumber II/AC Mechanic I	1	1	1	1
12533	Electrician II	2	1	1	1
12599	Supervisor Of Construction Service	2	-	-	-
12609	Carpenter Foreman	1	1	1	1
12610	Carpenter III	1	-	-	-
12612	Carpenter II	1	-	-	-
12650	Communication Technician	2	2	1	1
12866	Electrician I	1	-	-	-
13484	P/T Building Inspector	-	1	1	1
Total	Full-time	15	11	8	8
	Part-time	-	1	1	1





## Grounds Maintenance

### Goals

To provide the expertise and labor required for continuous irrigation and regularly scheduled grounds maintenance operations necessary for the preservation of the current community landscaping.

### Objectives

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

### Major Functions and Activities

Maintain all public landscape areas within public right-of-ways (ROW) and municipal building sites.

Inspect and maintain all municipal irrigation systems located within public right of ways and municipal building sites.

Provide support services related to landscape inspection and code compliance.

Administer landscape maintenance contracts.

Oversee landscape fertilization programs.

Maintain all the wetlands and preserve areas within the City.

Maintain various canals throughout the City.

### Budget Highlights

The City continues to enjoy one of the most beautifully landscaped communities in the County. Despite the increased landscaping and irrigation maintenance due to economic growth, the City has, through aggressive budget techniques, mitigated the need to increase the number of personnel by improving efficiency.

The budget provides funding for resources necessary to continue the inspection and maintenance functions required to properly maintain the 93 acres of various municipal wetlands and preserve areas throughout the City in addition to the 622 that are accounted for in the Wetlands Mitigation Trust Fund.

### 2009-10 Accomplishments

Continued to provide for the superior care and maintenance of City-owned landscape.

Maintained 93 acres of wetlands and preserve areas in addition to the 622 that are accounted for in the Wetlands Mitigation Trust Fund.

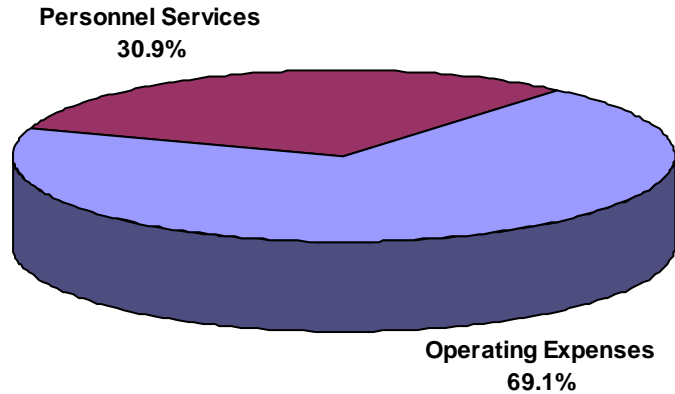
Maintained lawns of abandoned and foreclosed properties which have been issued violations from the code compliance division.

Continued to work with South Broward Drainage District in maintaining canals.

# Grounds Maintenance Performance Measures

Indicator	2007-08		2008-09		2009-10	2010-11
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Acres of maintained landscaping around public buildings	800	590	825	605	800	825
Miles of maintained right-of-ways	465	470	465	465	465	465
Miles of landscaping and irrigation	157	150	160	153	153	160
<b>Effectiveness</b>						
% of projects completed	100%	100%	100%	100%	100%	100%
Licensed wetland acres in Pembroke Pines	620	546	622	634	620	622
<b>Efficiency</b>						
Personnel hours required to inspect a typical municipal irrigation system	4.0	3.5	4.0	4.0	4.0	4.0
Personnel hours required to repair malfunctioning municipal irrigation system	4.00	3.00	4.00	3.50	3.50	4.00

## Grounds Maintenance - Expenditure Summary



Expenditure Category	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Personnel Services				
Salary	672,730	719,194	672,176	577,077
Benefits	343,626	303,081	332,736	286,047
Personnel Services Subtotal	1,016,357	1,022,275	1,004,912	863,124
Operating Expenses				
Other Contractual Services	2,007,963	1,448,741	1,434,524	1,352,012
Travel Per Diem	262	-	500	250
Communication and Freight Services	49,335	46,092	46,750	46,500
Utility Services	111,845	118,706	104,500	119,500
Rentals and Leases	4,853	4,263	5,500	5,000
Repair and Maintenance Services	213,104	182,723	207,410	247,500
Promotional Activities	843	580	1,750	7,000
Other Current Charges and Obligatio	11,015	8,485	17,000	18,000
Office Supplies	7,734	9,112	6,000	9,000
Operating Supplies	143,829	103,608	114,221	122,750
Publications and Memberships	441	155	250	250
Operating Expenses Subtotal	2,551,224	1,922,464	1,938,405	1,927,762
Capital Outlay				
Improvements Other Than Buildings	16,820	-	-	-
Machinery and Equipment	-	10,761	-	-
Capital Outlay Subtotal	16,820	10,761	-	-
<b>Total</b>	<b>3,584,401</b>	<b>2,955,500</b>	<b>2,943,317</b>	<b>2,790,886</b>

## Grounds Maintenance - Personnel Summary

Position Title		2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
12025	Irrigation Mechanic	1	-	-	-
12051	Public Services Director	0.5	-	-	-
12052	Controller/Internal Auditor	0.5	0.5	-	-
12055	Deputy Public Services Director	0.5	0.5	0.5	0.5
12109	Administrative Supervisor	1	1	1	1
12190	Maintenance Worker III	2	1	-	-
12245	Maintenance Worker I	1	1	-	-
12246	Public Service Maintenance Worker I	-	4	4	4
12250	Maintenance Worker II	3	2	2	2
12516	Assistant City Manager	-	-	0.5	0.5
12684	Clerical Spec II	1	1	-	-
12740	Custodian	1	-	-	-
13001	Public Services Director	0.5	0.5	0.5	0.5
13681	P/T Clerk Spec II	1	-	-	-
13738	P/T Custodian	1	1	-	-
Total	Full-time	12	11.5	8.5	8.5
	Part-time	2	1	-	-



## Purchasing

### Goals

To provide the most cost-effective acquisition and delivery of all products and services utilized by the various departments of the City.

### Objectives

Provide the expertise required to ensure that all City departmental 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 and Charter Schools.

To provide for the disposition of obsolete or surplus equipment.

### Budget Highlights

Continue to provide procurement guidance and support to all City departments and Charter Schools.

Utilize the just-in-time procurement techniques to continue efficient progress of the Inventory Reduction Program to minimize inventory levels and its associated costs.

Continue to assist in the administration of future educational projects, and to assist with contracts and purchasing for existing educational facilities.

### 2009-10 Accomplishments

Ensured that all existing maintenance contracts were executed in accordance with regulatory requirements.

Provided administrative support in the procurement of

supplies, equipment, and materials required by the City departments and the Charter Schools.

Assisted in the administration of contracts for projects related to the \$90,000,000 General Obligation Bonds initiative.

Administered the purchase of all bulk chemicals used in the City's utility operations.

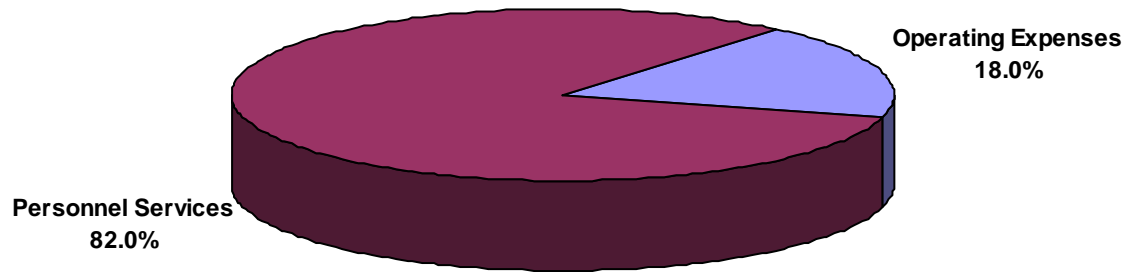
Conducted two surplus equipment auctions.

Assisted with the completion of hurricane preparedness contracts that are in accordance with the Federal Emergency Management Agency's (FEMA) requirements to ensure maximum recovery of City expenses related to any future storms.

# Purchasing Performance Measures

Indicator	2007-08		2008-09		2009-10	2010-11
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Number of City vehicles replaced	3	75	3	75	63	100
Number of bids processed	53	30	73	30	50	50
<b>Effectiveness</b>						
% of City fleet meeting all safety criteria on an annual basis	98%	100%	100%	100%	100%	100%
% of purchasing contracts in compliance with all applicable regulatory statutes	100%	100%	100%	100%	100%	100%
Number of initial bids that required rebidding	4	0	4	0	0	0
Number of formal protests filed related to the bidding process	0	0	1	0	0	0
<b>Efficiency</b>						
Number of days required to fully execute a standard purchase order	5	4	4	4	4	4

## Purchasing - Expenditure Summary



Expenditure Category	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Personnel Services				
Salary	448,398	182,232	325,638	182,773
Benefits	146,216	115,809	89,515	140,400
Personnel Services Subtotal	594,614	298,042	415,153	323,173
Operating Expenses				
Other Contractual Services	3,675	2,932	4,000	19,894
Communication and Freight Services	13,423	13,645	5,000	10,000
Utility Services	11,595	9,973	10,250	10,250
Repair and Maintenance Services	7,894	8,926	9,500	10,000
Other Current Charges and Obligatio	5,563	9,002	5,000	9,000
Office Supplies	465	480	500	500
Operating Supplies	17,900	9,939	11,750	11,000
Publications and Memberships	726	50	185	185
Operating Expenses Subtotal	61,242	54,946	46,185	70,829
<b>Total</b>	<b>655,856</b>	<b>352,988</b>	<b>461,338</b>	<b>394,002</b>

Position Title	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
12175 Division Director of Purchasing	1	-	-	-
12486 Purchasing Manager	-	-	1	1
12487 Purchasing Agent/Contract Analyst	-	-	1	1
12525 Administrative Assistant I	1	1	1	-
12680 Storekeeper	1	-	-	-
12738 Contract Administrator III	1	1	-	-
13175 P/T Purchasing Division Director	-	1	1	-
13681 P/T Clerk Spec II	2	-	-	-
13730 P/T Storekeeper	-	1	1	1
Total				
Full-time	4	2	3	2
Part-time	2	2	2	1



## Support Services

### Goals

Dedicated to providing customers and City departments with the highest quality administrative support services in the most cost-effective manner possible. Services provided are essential to ensure complete and accurate accounting of all financial transactions.

### Objectives

Provide customer service to all water and sewer customers.

Coordinate with the Finance Department to provide information for the annual audits to the City's independent auditors and provide account analyses, reconciliations, and Charter Schools audit schedules.

Provide timely financial data to the Broward County School District.

Provide technical assistance for the SmartStream financial module.

Provide information and administrative support to other departments as needed.

Conducts audits and examinations of City departments, programs, and services.

### Major Functions and Activities

Support Services is comprised of the following sections:

~ UTILITIES ADMINISTRATIVE CUSTOMER SERVICES - This section generates billing information, collects revenues, and addresses all general customer inquiries related to water, sewer, and refuse services, which are provided to over 45,000 customer accounts.

~ CHARTER SCHOOLS BUDGETING - This section is responsible for the preparation of revenue and expenditure projections, and budget instructions for the Charter Schools. This section controls expenditures within approved appropriations, prepares budget resolutions, and budget adjustments.

This section also acts as a liaison between the Charter Schools and other departments throughout the City, thereby enabling the schools to concentrate their efforts on education.

~ CONSTRUCTION FUNDING – This section is

responsible for accounting for financial resources to be used in the acquisition or construction of major capital facilities.

~SYSTEMS - This section is included in the Finance Department's budget, maintains and supports SmartStream, the City's enterprise-wide suite of financials, procurement, and business intelligence client/server applications.

This section also ensures that all levels of City departments and individuals are involved in the preparation for hurricane season, manages the appropriate response and recovery efforts following a disaster, and coordinates the reimbursement process with the Federal Emergency Management Agency (FEMA).

~ ADMINISTRATIVE SUPPORT – This section provides support to the City's administration in the form of administrative requests, special projects, reviews, and presentations as well as administrative representation and support to various City-related functions.

~ INTERNAL AUDIT – The purpose of these audits and examinations is to provide the City Commission and the City Manager with information and evaluations regarding the effectiveness and efficiency with which City resources are employed, the adequacy of systems of internal controls, and compliance with City policies and procedures and regulatory requirements.

### Budget Highlights

Continue to provide the highest level of administrative support to the City and Charter Schools.

### 2009-10 Accomplishments

Provided quality customer service to over 45,000 utility accounts.

Received the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award for the Charter Schools fiscal year beginning July 1st, 2009. This is the sixth year that this award has been received for the Charter School Budget.

Continued to process 100% of invoices within 30 days of the invoice date.

Issued four detailed quarterly General Obligation Bond Project Reports. Reports include a description, financial status, and current phase of each project





## Support Services

approved by the City Commission.

Inventoried and maintained \$88,452 in United States Department of Agriculture (USDA) commodities for the Charter School food service.

Maintained the contract database.

Coordinated the 8th Annual Pembroke Pines Charter School Golf Tournament. This year's tournament raised \$87,836 for the Charter School Foundation.

The Internal Audit Team completed the following audits:

- o Cellular Phones
- o Landline Phones
- o Payroll
- o Life & Health Insurance Invoice Process
- o Youth Organizations Utilizing City Facilities

# Support Services Performance Measures

Indicator	2007-08		2008-09		2009-10	2010-11
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Invoices paid	29,464	31,000	43,646	32,000	30,000	30,000
Number of utility customers assisted	62,707	55,000	67,191	57,000	60,000	65,000
Number of internal audits completed	6	*	5	8	8	7
<b>Effectiveness</b>						
Number of audit findings for the charter schools	0	0	0	0	0	0
Percent of dollars saved as a result of audit findings compared to internal audit budget	33%	*	45%	30%	30%	100%
<b>Efficiency</b>						
% of audits completed on time	100%	100%	100%	100%	100%	100%

\* New measure - actual and / or goal unavailable.



## 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 section will ensure 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 management/site 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 new and existing buildings at the site.

Provide landscape maintenance services for the grounds at the site.

Review all lease agreements related to current and prospective tenants.

### Budget Highlights

The budget provides funding for the continued operation of the Senator Howard C. Forman Human Services Campus. Net revenues from this operation will be used to further improve and expand the facility.

### 2009-10 Accomplishments

Continued to expand rental properties, thereby

increasing revenue which supports site expansion.

Continued improvements to the existing on-site water and sewer infrastructure.

Continued roadway repair and maintenance.

Continued to upgrade the outdated electrical transmission system lines and transformers that provide energy to the Campus.

Conversion of the Laundry Building into an Art Colony.

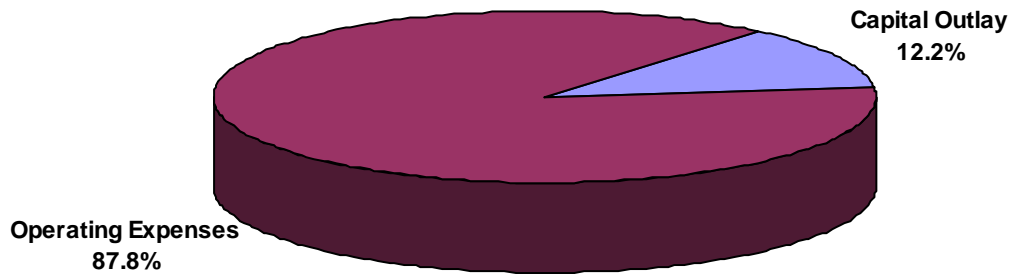
Continued hardening of facilities and utilities for disaster preparedness.

# Howard C. Forman Human Services Campus Performance Measures<sup>8 - 23</sup>

Indicator	2007-08		2008-09		2009-10	2010-11
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Number of executed leases	8	10	8	12	10	10
Total square footage leased	140,562	300,000	193,457	330,000	165,000	200,000
Total square footage available ^	353,497	533,000	353,497	533,000	303,417	303,417
<b>Effectiveness</b>						
% of square footage leased	40%	56%	55%	62%	54%	65%
<b>Efficiency</b>						
Personnel hours required to review individual lease agreements	4	4	5	5	5	5

^ Fluctuation in the available square footage is due to renovations and/or replacement of the facilities.

## Howard C. Forman Human Services Campus - Expenditure Summary



Expenditure Category	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Personnel Services				
Salary	44,855	51,352	-	-
Benefits	8,071	10,597	-	-
Personnel Services Subtotal	52,926	61,949	-	-
Operating Expenses				
Contingency	-	-	43,876	-
Professional Services	34,063	27,485	31,331	22,500
Other Contractual Services	856,373	672,006	805,862	411,517
Communication and Freight Services	7,232	6,560	5,658	3,000
Utility Services	451,593	409,280	381,193	379,500
Rentals and Leases	276,581	279,515	282,888	279,434
Insurance	97,121	66,963	148,617	141,350
Repair and Maintenance Services	329,579	186,628	120,740	181,384
Printing and Binding	17	-	-	-
Other Current Charges and Obligatio	2,025	1,250	22,680	-
Office Supplies	2,780	562	593	-
Operating Supplies	41,660	25,773	29,997	18,000
Operating Expenses Subtotal	2,099,023	1,676,021	1,873,435	1,436,685
Capital Outlay				
Improvements Other Than Buildings	-	-	1,575	-
Machinery and Equipment	19,294	-	1,785	200,000
Capital Outlay Subtotal	19,294	-	3,360	200,000
Grants and Aid				
Aids to Government Agencies	25,372	35,767	25,632	-
Grants and Aid Subtotal	25,372	35,767	25,632	-
<b>Total</b>	<b>2,196,614</b>	<b>1,773,737</b>	<b>1,902,427</b>	<b>1,636,685</b>

## Howard C. Forman Human Services Campus - Personnel Summary

Position Title		2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
12444 Program Coordinator		1	-	-	-
13572 P/T Social Worker- Grant		1	-	-	-
Total	Full-time	1	-	-	-
	Part-time	1	-	-	-



## Parks and Recreation

### Mission

Dedicated to providing a comprehensive program that includes all phases of leisure and recreation services with 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

Provide for all residents a variety of enjoyable leisure opportunities and facilities that are accessible, safe, physically attractive, and well maintained.

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

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

Provide a well-designed and carefully maintained network of parks and other green spaces.

### 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, safety, and maintenance of parks and recreation facilities.

Increase user satisfaction, attendance, and participation rates for our programs and facilities by providing a wide variety of leisure opportunities in our parks and recreation 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 schedule these activities during hours/days that will enable our residents to participate.

Facilitate recreational 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.

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.

Maintain facilities that will ensure the safety of everyone using our parks by eliminating safety hazards and reducing the number of accidents/incidents occurring on 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, aeration, weed control, and soil analysis is followed to provide healthy, safe turf grass.

#### ATHLETICS:

Recruit and train volunteers to coach in our Soccer Leagues.

Provide a variety of specialized sports camps.

Assist youth organizations with programming needs.

#### 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.

#### AQUATICS:

Continue participation in the Swim Central Program for elementary school students.

Increase participation in water aerobics classes.

Conduct swim classes for all experience levels.

#### RECREATION FACILITIES & 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.



## Parks and Recreation

Expand cultural programs for the River of Grass ArtsPark.

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.

Continuation of a public relations/marketing program to increase awareness and participation in all programs and services.

### PRESCHOOL PROGRAMS:

Continue providing high quality programs and maintain the highest standards of care.

Continue to provide a balanced curriculum that promotes high academic standards for our pre-school program, and to meet the social, emotional, and intellectual needs of each child.

### SPECIAL EVENTS:

Continue to expand relationships with various community and nonprofit organizations to assist with their events, using Department 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 Program.

### 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.

Continue to measure our effectiveness by the following:

- User satisfaction
- User participation rates
- Facility cleanliness
- Course conditions
- Helpfulness of staff

Provide a challenging, well-maintained golf course to 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, highly trained, professional staff to greet the public and solve problems.

Increase user participation rates.

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

Increase the amount of golf tournaments held by local churches, businesses, and community organizations.

Promote various marketing programs and activities at the golf course in an effort to increase revenues by attracting not only residents, but also golfers from outside the community.

## Major Functions and Activities

The Parks and Recreation Department is comprised of two divisions:

1 - RECREATION DIVISION: Consists of seven sections that function as an integrated team to provide a wide variety of leisure and educational opportunities for our residents. These sections include Athletics, Tennis, Aquatics, Recreation Facilities/Centers, Pre-School Programs, Special Events, and Special Populations Programs.

~ ATHLETICS –The purpose of the Athletic division is to provide a variety of quality sports programs for the residents in our community so that they can have a well organized affordable sports experience.

Operate two sports facilities that include two gymnasiums, six indoor racquetball courts and locker rooms. City-run programs include soccer leagues for youth and racquetball leagues for adults. Drop-in opportunities are available weekly for adult basketball. Annual memberships are available for our racquetball courts.

~ TENNIS - Offer a wide range of programs for all





## Parks and Recreation

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 50 lighted tennis courts across the City. The tennis courts consist of 45 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.

~ AQUATICS - Operate four neighborhood pools, and one competitive Olympic size pool (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 200 members). Programs offered at these facilities include swimming lessons, water safety instructions, leisure swim time, and other specialized aquatic classes. Spring and summer swimming lessons are available to residents and nonresidents of all age groups and abilities.

~ RECREATION FACILITIES & CENTERS - Includes three community centers and an art and cultural center. The community centers offer a variety of classes and activities and serve as meeting places for non-profit civic organizations and over 40 homeowners associations. These centers host recreational programs and classes taught by both Recreation Division employees and private instructors. Classes offered include art and music, ballet, tap, jazz, gymnastics, yoga, and karate. The community centers are available for rental by residents and nonresidents for weddings and parties. The recreation centers are utilized for the City's ten-week Summer Camp serving children, ages 5 to 15 years old. The Fletcher Park Art & Cultural Center and the River of Grass ArtsPark 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. This section manages the Pembroke Road & Chapel Trail boat/RV storage lots.

~ PRE-SCHOOL - The City of Pembroke Pines Parks and Recreation Department's Youth Division offers a pre-school program at our licensed West Pines Pre-school. The Youth Division is dedicated to serving the youth of our community by providing recreational and educational programs for children in a safe and positive environment. Two programs are offered for

children ages two through five.

~ SPECIAL EVENTS - Typically program 30 events annually. Some examples of these events are 4th of July Fireworks, Annual Art Festival, Kids Konnection, Snow Fest, and various holiday theme events. The City's annual birthday celebration, a.k.a. PINES DAY, features a festival, concert, children's activities, community exhibits, and fireworks. The Special Events personnel coordinate services with various community organizations, schools, and the business community.

~ SPECIAL POPULATIONS PROGRAMS - Responsible for the development and implementation of recreational programs and activities for special populations, including people with disabilities. Summer camp, after-school programs, field trips, socials, participation in Special Olympics, and the county-wide Challenger Baseball and the Miracle League programs are among the leisure activities programmed.

2 - PARKS DIVISION - maintains our parks and recreation facilities to provide opportunities for recreation experiences. The Parks Division also has operational responsibilities for the oversight of the eight youth sports organizations using our facilities.

~ PARKS - 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.

~ DINNER THEATRE CULTURAL ARTS - This center houses a full-service auditorium/theatre with adjoining music and arts rooms. The auditorium/theatre configuration seats 450 and includes dressing rooms, a projection booth, reception lobby, and a room for set design and construction. The cafeteria/dining room area is available to all community organizations for dances, bazaars, club meetings and activities, workshops, etc. Rentals for banquets and receptions have use of a full kitchen for food preparation.

### Budget Highlights

Continuation of special events including the annual birthday celebration; Pines Day.



## Parks and Recreation

Continue providing support and well maintained facilities for our eight youth organizations with around 10,000 children participating in football, soccer, basketball, softball, baseball, roller hockey and track; in recreational and travel leagues.

Host the Florida Gold Coast Open Invitational in 2011.

Plan monthly exhibits featuring well known artists at Studio 18.

Host 13th Annual Art Festival in March at City Center.

Host a Junior Sectional Tennis Tournament in 2011 where the top 32 junior players in the state compete.

Teach over 3,000 children water safety lessons in 2010-2011.

Host the 2nd annual Mayor's Kids Day event in June 2011.

Net staffing changes in the Recreation Department include the deletion one full-time Administrative Assistant I which was reclassified to a part-time Administrative Assistant and the addition of three part-time Teachers and four part-time Teacher Aides required to comply with teacher/student ratios required by the state of Florida for student enrollment increases from 52 to 122 at West Pines Preschool.

### 2009-10 Accomplishments

Produced the 50th Annual Pembroke Pines Birthday Celebration featuring an 11-day festival, outdoor concert and fireworks show.

In addition to the 30 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 12th annual Art Festival in the Pines.

Hosted five major swim meets at the Academic Village pool.

Conducted nine Jazz Concerts at William B. Armstrong Dream Park.

Successfully embarked on the 50 Million Pound Challenge.

Completed Challenger and Miracle League Baseball programs as well as other Special Population programs.

Provided food and/or holiday gift baskets for over 90 families.

Addition of Studio 18 in the Pines to help foster the development of the arts in our community, and to provide art studio space rentals for local artists.

Built a butterfly garden at Fiorendino Park.

Installed 1,000 feet of hedge material at the golf course adjacent to Taft Street.

Installed zero-scape planting areas at Chapel Trail Nature Preserve.

Planted 100 slash pines throughout nine different parks.

Completely renovated the infields at Pembroke Shores fields 5 and 7.

Installed drainage along the sidewalk south of field 3 at Chapel Trail Sports Complex.

Rebuilt and resodded center of field and three side kicks for soccer at the Academic Village.

Completed applications two and three for "white fly" on ficus hedges throughout the parks.

Planted 18 oak trees around fields at the Academic Village.

Planted zero-scape in parking lot landscape at Pasadena North.

Renovated field 4 infield at Flamingo Park.

Restored two south soccer fields at Pines Recreation.

Renovated grass area with St. Augustine and electrified the irrigation system at Tanglewood Park.

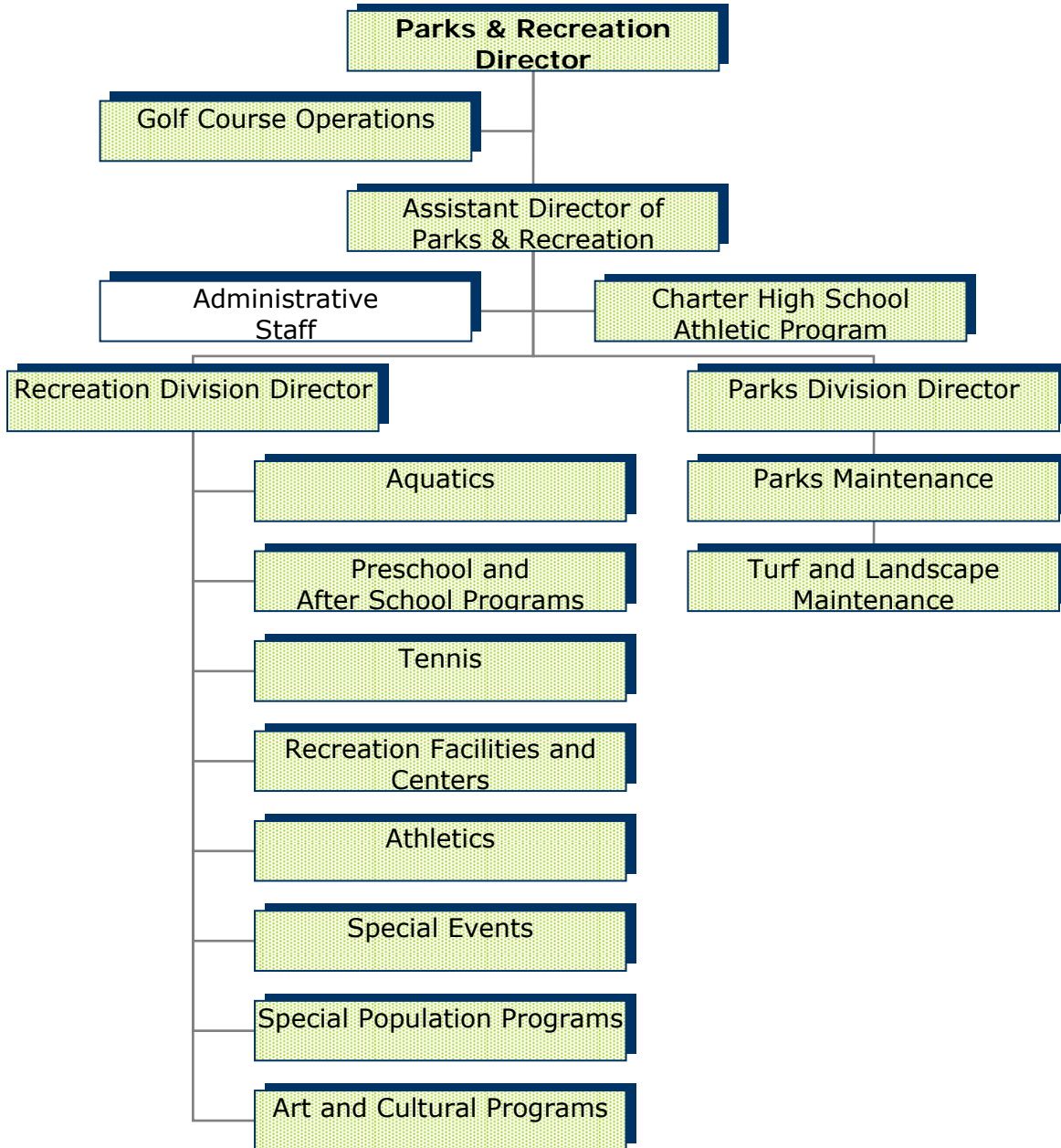
# Parks and Recreation Performance Measures

Indicator	2007-08		2008-09		2009-10	2010-11
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Acres maintained	418	361	421	418	421	421
Number of sports leagues	55	53	52	55	50	50
Number of participants for athletics	12,203	11,085	9,548	13,300	11,970	10,000
Number of swim team members	310	285	340	250	271	350
Number of children in youth programs	178	272	121	178	140	178
Number of special events	27	32	31	30	27	33
Number of participants (for special events / activities)	45,931	102,995	53,095	95,780	70,975	73,600
Number of tennis memberships	178	250	175	240	176	180
Number of golf rounds	44,191	43,000	49,439	49,680	45,539	50,000
Number of specialized recreation classes	56	54	70	50	50	70
Number of participants for specialized recreation classes	27,517	32,153	34,424	42,602	25,000	36,145
Number of safety inspections conducted	360	360	360	360	360	360
<b>Effectiveness</b>						
% of residents rating facilities as satisfactory	92.00%	100.00%	99.72%	100.00%	100.00%	100.00%
% of residents rating programs as satisfactory	91.80%	100.00%	95.96%	100.00%	100.00%	100.00%
% of residents rating physical attractiveness of facilities as satisfactory	90.20%	100.00%	96.01%	100.00%	100.00%	100.00%
% of residents rating hours of operation as satisfactory	90.60%	100.00%	95.89%	100.00%	100.00%	100.00%
% of residents rating the variety of program activities as satisfactory	89.40%	100.00%	93.95%	100.00%	100.00%	100.00%
% of residents rating helpfulness or attitude of staff as satisfactory	93.40%	100.00%	96.79%	100.00%	100.00%	100.00%
% of residents rating cleanliness as satisfactory	90.50%	100.00%	98.33%	100.00%	100.00%	100.00%
% of residents rating the safety of facilities as satisfactory	92.10%	100.00%	97.21%	100.00%	100.00%	100.00%
% of fields maintained on schedule	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Acres of parkland per 1,000 population ranked against the ten largest cities in Broward County	10.4	10.4	10.7	10.38	10.4	10.7
<b>Efficiency</b>						
Cost per acre of athletic fields maintained	\$2,928	\$2,634	2,867	\$2,887	\$4,042	\$3,268
Operating cost per participant for athletic programs	\$46	\$39	\$46	\$45	\$48	\$30 ##
Art and culture supplies cost/participants	\$3.75	\$10.58	\$4.42	\$3.22	\$3.86	\$4.55
Ratio of volunteer hours to total staff hours worked	.53	.23	.41	.47	.50	.50
Average cost per league game	\$94	\$63	\$93	\$53	\$95	\$64 ##

## Basketball expenditures related to the YMCA partnership are not included in the calculation of this performance measure. Now the only athletic program is the Soccer program and the only league is the Adult basketball league.

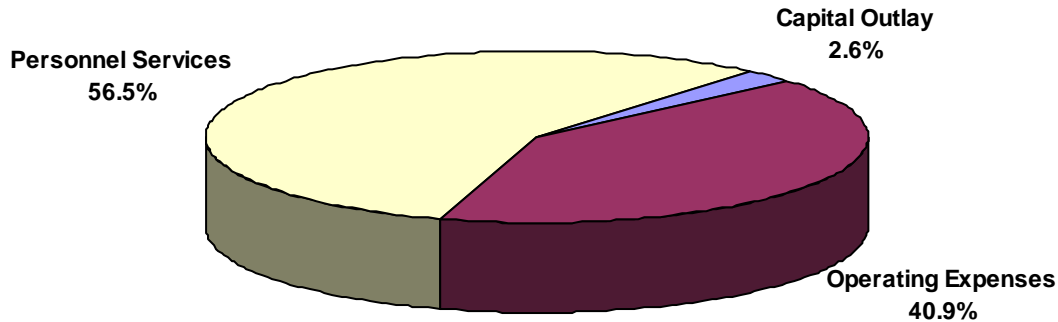
# PARKS AND RECREATION DEPARTMENT

## Organizational Chart



Shading indicates direct public service provider

## Parks and Recreation - Expenditure Summary



Expenditure Category	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Personnel Services				
Salary	7,669,260	6,515,212	6,091,941	5,579,426
Benefits	4,634,746	3,627,936	3,251,515	3,063,880
Personnel Services Subtotal	12,304,007	10,143,148	9,343,456	8,643,306
Operating Expenses				
Professional Services	431,196	419,429	554,946	581,913
Accounting and Auditing	2,146	2,251	2,271	2,320
Other Contractual Services	1,076,541	1,262,410	1,373,541	1,651,351
Travel Per Diem	3,495	3,811	3,057	2,850
Communication and Freight Services	82,691	59,354	66,125	64,680
Utility Services	956,447	1,042,700	1,054,800	1,093,842
Rentals and Leases	511,833	518,821	523,361	534,404
Repair and Maintenance Services	577,822	499,748	589,082	621,700
Printing and Binding	41,721	11,477	16,550	16,050
Promotional Activities	203,370	181,558	127,715	132,000
Other Current Charges and Obligatio	382,506	380,225	546,137	408,760
Office Supplies	15,662	10,328	13,800	15,000
Operating Supplies	1,206,352	991,864	1,101,360	1,126,414
Publications and Memberships	1,759	819	1,900	2,550
Operating Expenses Subtotal	5,493,541	5,384,794	5,974,645	6,253,834
Capital Outlay				
Improvements Other Than Buildings	15,017	19,035	226,063	95,550
Machinery and Equipment	190,125	143,170	168,805	301,578
Capital Outlay Subtotal	205,142	162,205	394,868	397,128
<b>Total</b>	<b>18,002,690</b>	<b>15,690,148</b>	<b>15,712,969</b>	<b>15,294,268</b>

## Parks and Recreation - Personnel Summary

Position Title	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
12004 Athletic Coordinator	1	1	1	1
12006 Assistant Athletic Coordinator	2	1	1	1
12015 Irrigation Maintenance Worker	2	2	2	2
12025 Irrigation Mechanic	1	1	1	1
12109 Administrative Supervisor	1	1	1	1
12151 City Teacher	3	2	2	2
12181 Division Director of Recreation	1	1	1	1
12185 Landscape Maintenance Superintenden	1	1	1	1
12215 Senior Lifeguard	4	2	2	2
12310 Night Supervisor	2	2	2	2
12352 P & R Maint WRK/HEO	3	3	1	1
12355 P & R Maint WRK I	47	33	29	29
12356 P & R MAINT WRK II	8	7	7	7
12357 P & R MAINT WRK III	5	5	3	3
12358 Landscape Maintenance Worker	1	1	1	1
12359 P&R Maint Worker III/Playground Safe	-	1	1	1
12508 Parks & Rec Account Clerk I	2	2	2	2
12509 Parks & Rec Account Clerk II	1	1	-	-
12519 Parks & Recreation Director	1	1	1	1
12521 Assistant Parks & Recreation Director	1	1	1	1
12525 Administrative Assistant I	2	2	2	1
12528 Administrative Assistant II	1	-	-	-
12531 Division Director of Park Operations	1	1	1	1
12546 Aquatic Coordinator	1	1	1	1
12547 Aquatic Coordinator Assistant	2	1	1	1
12548 Head Swim Coach	1	-	-	-
12559 Recreation Supervisor II	2	2	2	2
12563 Special Events Coordinator	1	1	1	1
12564 Special Events- Coordinator Assistant	1	1	1	1
12571 Head Age Group Swim Coach	1	-	-	-
12572 Cultural Arts Coordinator	1	1	1	1
12573 Recreation Specialist	5	4	3	2
12578 Maintenance Crew Leader	2	2	2	2
12579 Aquatic Fac Mgr/AgeGp Swm Coach	1	-	-	-
12581 Recreation Specialist II	3	3	3	4
12615 Cashier I	2	2	-	-
12620 Cashier II	2	1	-	-
12659 Spray Fertilizer Technician	1	1	1	1
12669 Stage Manager/Custodian	2	2	2	2
12676 Child Care Coordinator	1	1	-	-
12683 Parks Maint. Superintendent	2	2	-	-
12684 Clerical Spec II	2	-	-	-
12740 Custodian	1	1	1	1

## Parks and Recreation - Personnel Summary

Position Title	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget	
12744 Tennis Coordinator	1	-	-	-	
12745 Tennis Coordinator Assistant	1	-	-	-	
12891 Special Population Prog Coord	1	1	1	1	
12940 Head Custodian	1	1	1	1	
13405 P/T Art Teacher	5	5	5	5	
13419 P/T Concession/Party Manager	1	1	-	-	
13450 P/T Cashier	3	7	2	2	
13454 P/T Administrative Assistant	1	2	2	3	
13488 P/T Senior Lifeguard	-	2	2	2	
13491 P/T Assistant Swim Coach	1	-	-	-	
13492 P/T Lifeguard	16	14	10	10	
13495 P/T Recreation Aide	38	32	23	23	
13496 P/T Recreation Aide/Driver	2	1	-	-	
13500 P/T Maintenance Worker I	12	14	15	15	
13522 P/T Assistant Swim Coach II	2	-	-	-	
13523 P/T Swim Team Office Manager	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	
13551 P/T Teacher Aide	10	7	4	8	
13552 P/T Teacher - Recreation	5	5	2	5	
13562 P/T Curator	1	1	1	1	
13563 P/T Recreation Leader	5	5	5	5	
13591 P/T Water Safety Instructor	7	11	9	9	
13602 P/T Recreation Specialist	4	3	3	2	
13604 P/T Recreational Therapist	1	-	-	-	
13620 P/T Videographer-Editor	1	1	1	1	
13680 P/T Clerk Spec I	3	3	3	3	
13738 P/T Custodian	8	10	10	10	
13739 P/T Facilities Custodian	1	1	1	1	
Total	Full-time	129	100	84	83
	Part-time	132	129	102	109



## Non-Departmental

### Goals

The Non-Departmental section is a group of accounts that are not directly related to a 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 cost center.

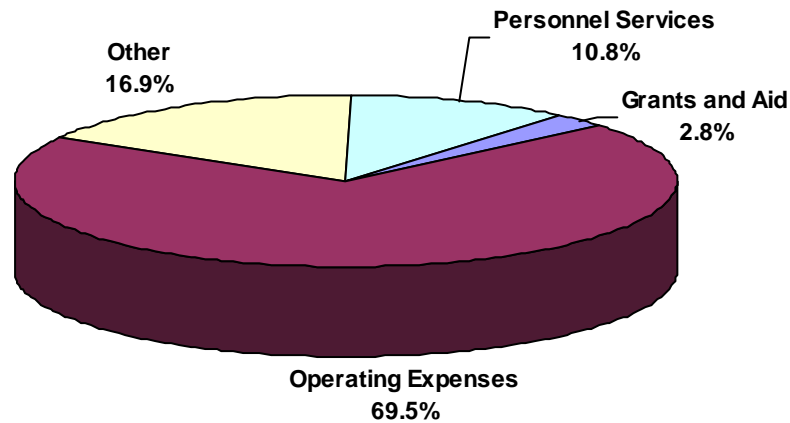
### Major Functions and Activities

All other departments of the General Fund benefit from this Department. Legal fees, employee leave settlements, and liability insurance are examples of costs paid from Non-Departmental line items that benefit all General Fund Departments. Transfers to other funds and other expenses including City grants (Crime Watch, Area Agency on Aging, Women in Distress, Here's Help, Learning for Success – KAPOW and Child Care Program) are all paid from this department.

There are no employees within this division. Budgeted personnel services represent payment for accrued sick and vacation leave.



## Non-Departmental - Expenditure Summary



Expenditure Category	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Personnel Services				
Salary	807,798	1,043,714	1,103,566	263,467
Benefits	60,665	243,786	359,853	266,806
Personnel Services Subtotal	868,463	1,287,500	1,463,419	530,273
Operating Expenses				
Contingency	-	-	207,219	500,000
Professional Services	625,877	754,463	730,000	695,000
Other Contractual Services	75,619	47,836	25,000	26,000
Pension Benefits	34,653	40,473	36,500	45,777
Communication and Freight Services	143,090	124,695	117,175	145,175
Insurance	1,301,411	797,586	1,784,135	1,899,711
Promotional Activities	3,973	2,738	3,500	4,000
Other Current Charges and Obligatio	24,666	78,626	14,500	20,500
Office Supplies	4,762	2,782	3,600	5,000
Publications and Memberships	50,522	43,895	58,000	58,000
Operating Expenses Subtotal	2,264,573	1,893,094	2,979,629	3,399,163
Grants and Aid				
Aids to Government Agencies	79,803	79,843	82,316	84,971
Aids to Private Organizations	128,000	20,000	20,000	20,000
Other Grants and Aids	25,382	30,458	30,458	31,910
Grants and Aid Subtotal	233,185	130,301	132,774	136,881
Other				
Transfers	460,450	515,311	600,288	824,153
Other Subtotal	460,450	515,311	600,288	824,153
<b>Total</b>	<b>3,826,671</b>	<b>3,826,206</b>	<b>5,176,110</b>	<b>4,890,470</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, 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.

Provide construction services in instances where projects require asphalt or concrete installation, such as pathways, foundations, and block walls.

### Budget Highlights

In spite of the fact that the total miles of roads and sidewalks to be maintained continues to increase, improved efficiency prevented the need to increase the number of personnel required to provide this essential service.

### 2009-10 Accomplishments

Performed pothole and sidewalk repairs for approximately 460 miles of City streets.

Provided heavy equipment and dump truck support services to all departments and City projects.

Provided organizational and technical support to other City divisions and departments.

Performed Citywide asphalt and sidewalk repairs for the Water and Sewer Department.

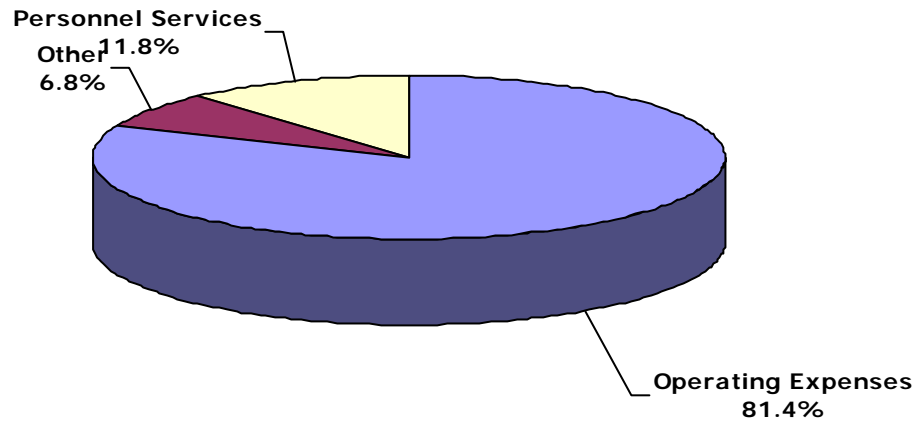
## Streets and Sidewalks Performance Measures

Indicator	2007-08		2008-09		2009-10	2010-11
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Linear feet of curbing installed	0 *	1,000	0	1,000	1,000	0
Number of miles of road to maintain	479	460	465	462	479	465
<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 operation 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	\$9.90	\$12.00	\$10.50	\$10.50	\$10.50	\$10.50
Cost to install concrete curb and gutter in a typical residential street	\$24.00	\$28.00	\$25.00	\$28.00	\$28.00	\$25.00

\* Reflects lack of new activity requiring curbing installation.

### Road & Bridge Fund - Budget Summary

Revenue Category	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
General Sales & Use Taxes	2,785,670	2,696,917	2,664,686	2,723,695
Federal Grants	-	-	526,915	-
State Shared	1,164,985	1,069,677	1,027,800	1,056,700
General Government Charges	355,227	358,348	174,676	200,000
Investment Income	256,129	62,946	103,000	55,900
Disp of Fix Assets / Sale of Equip/ Sc	-	-	500	500
Other Miscellaneous Revenues	94,792	94,792	50,000	50,000
Private Gifts / Contributions	2,853,480	530,692	-	-
Beginning Surplus	-	-	1,480,748	1,326,147
<b>Total</b>	<b>7,510,282</b>	<b>4,813,372</b>	<b>6,028,325</b>	<b>5,412,942</b>



## Road & Bridge Fund - Personnel Summary

Expenditure Category	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Personnel Services				
Salary	475,893	507,708	496,324	412,630
Benefits	255,422	248,704	279,298	223,561
Personnel Services Subtotal	731,315	756,412	775,622	636,191
Operating Expenses				
Professional Services	1,340	11,072	10,000	10,000
Other Contractual Services	1,231,655	1,160,677	1,405,226	1,466,941
Communication and Freight Services	2,130	1,124	2,200	2,200
Utility Services	1,098,610	1,167,348	1,060,123	1,150,000
Rentals and Leases	2,993	8,643	5,500	5,500
Insurance	135,513	89,029	217,885	315,962
Repair and Maintenance Services	825,034	315,786	1,545,451	1,092,800
Other Current Charges and Obligation	2,000	312	1,500	1,500
Office Supplies	344	772	1,500	1,500
Operating Supplies	82,585	55,081	80,000	80,500
Road Materials and Supplies	100,098	66,484	107,525	280,000
Operating Expenses Subtotal	3,482,301	2,876,329	4,436,910	4,406,903
Capital Outlay				
Improvements Other Than Buildings	2,880,276	434,640	552,695	-
Machinery and Equipment	-	3,170	138,515	-
Infrastructure	14,868	117,052	15,056	-
Capital Outlay Subtotal	2,895,144	554,862	706,266	-
Other				
Transfers	854,526	-	109,527	369,848
Other Subtotal	854,526	-	109,527	369,848
<b>Total</b>	<b>7,963,286</b>	<b>4,187,603</b>	<b>6,028,325</b>	<b>5,412,942</b>

Position Title	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
12015 Irrigation Maintenance Worker	1	1	1	1
12091 Pub Works & Facility Supervisor	1	1	1	1
12190 Maintenance Worker III	1	1	-	-
12246 Public Service Maintenance Worker I	-	-	-	-
12250 Maintenance Worker II	2	2	1	1
12578 Maintenance Crew Leader	2	2	2	2
12831 CADD Operator	-	1	1	1
Total				
Full-time	7	8	6	6
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 has nine programs:

- ~ Administration
- ~ Minor Home Repair/Weatherization
- ~ Foreclosure Prevention
- ~ First-Time Home Buyer Assistance
- ~ Finance Assistance
- ~ Home Ownership Counseling
- ~ Public Facility (Children's Harbor)
- ~ Acquisition-Rehabilitation or New Construction
- ~ Multifamily Rental Housing
- ~ 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, homeowners 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. On February 18, 2009, the City Commission approved an amended provision for 2007-2008, 2008-2009, and 2009-2010 Local Housing Assistance Plan (LHAP).

The major provisions are:

1. New or Existing Homes: The maximum purchase price is \$429,620.
2. Minor Home Repair: The maximum award for very low, low, and moderate income is \$50,000. The City's lien for Home Repair 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 the homeowner refinances and obtains funds as a result of the refinancing, the City will not require repayment of the entire loan so long as the City's interest is properly acknowledged in any documents related to the refinancing.
3. 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 is 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.
4. 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, 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



## State Housing Initiative Partnership (SHIP) Grant

projects/neighborhoods for home-ownership opportunities. For-profit and not-for-profit developers will be requested to submit proposals to provide housing that conforms with the City's RFP, neighborhood redevelopment plans, and comprehensive plan.

5. Multifamily Rental Housing: This program is designed to promote the production of affordable multifamily housing in the City. Funds may be provided as deferred loans or low-interest loans to support the acquisition and rehabilitation, or the new construction of multifamily 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.

6. 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 such items as first month's rent, security deposit, 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 current occupied rental unit.

7. Financial assistance for first-time homebuyers: This program is under Fiscal year 2009-2010 Florida Homebuyer Opportunity Program (FHOP). It provides financial assistance to first-time homebuyers eligible to receive the federal first-time homebuyer tax credit established through the American Recovery and Reinvestment Act of 2009. Eligible FL HOP applicants can receive up to \$8,000 in purchase assistance, which is expected to be repaid by the applicant upon receipt of his/her federal tax refund.

### Budget Highlights

The Housing Bill which included the removal of the cap on the Housing Trust Fund was not approved during the 2010 regular session of the Florida Legislature. In addition, the 2010-11 funding for SHIP was swept into the State's general revenue, therefore no 2010-11 allocation is reflected in the City's budget. The balance of SHIP funds from previous years will be carried over to 2010-11 after the budget is adopted.

### 2009-10 Accomplishments

As of September 8, 2010, the City has provided services in the amount of \$1,044,138 through the SHIP grant. Of this amount, approximately \$842,533 has assisted 27 individuals with home repairs, \$124,361 has replaced 4 individuals' mobile homes at Holly Lake, \$10,000 assisted 1 individual with foreclosure prevention, \$27,000 assisted 1 individual with first-time home buyer, and \$2,919 assisted 1 individual with rental deposit-eviction protection program.

# State Housing Initiative Partnership (SHIP) Grant Performance Measures <sup>11-7</sup>

Indicator	2007-08		2008-09		2009-10	2010-11
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Home repairs	30	9	38	9	0^	0 #
First-time home buyer	21	4	0	4	0^	0 #
Foreclosure prevention	0	8	0	8	0^	0 #
Rental deposit / eviction protection	0	10	1	10	0^	0 #
Acquisition-rehabilitation or new construction	0	2	0	2	0^	0 #
Financial Assistance for first-time home buyers.	0	0	0	0	13	0 #
<b>Effectiveness</b>						
% of funds spent to total funds available	25%	25%	31%	25%	0%^	0 #
<b>Efficiency</b>						
Average cost per household assisted:						
Home repairs	\$26,330	\$50,000	\$31,274	\$50,000	\$0^	0 #
Purchase assistance	\$58,095	\$56,666	0	\$56,666	\$0^	0 #
Foreclosure prevention	\$0	\$10,000	0	\$10,000	\$0^	0 #
Rental deposit / eviction protection	\$0	\$3,000	\$1,807	\$3,000	\$0^	0 #
Acquisition-rehabilitation or new construction	\$0	\$100,000	0	\$100,000	\$0^	0 #

^ Undeterminable until carryover, this is a post adoption process.

# No fiscal year 2010-11 funds will be available, therefore there will be no fiscal year 2010-11 goals.



### State Housing Initiative Partnership (SHIP) Grant - Budget Summary

Revenue Category	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
State Grants	2,292,309	1,263,809	2,892,956	-
Investment Income	-	-	27,000	13,400
Beginning Surplus	-	-	-27,000	-13,400
<b>Total</b>	<b>2,292,309</b>	<b>1,263,809</b>	<b>2,892,956</b>	<b>-</b>

Expenditure Category	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Operating Expenses				
Professional Services	131,840	73,605	76,329	-
Other Contractual Services	788,648	1,190,204	2,603,230	-
Other Current Charges and Obligation	1,221,050	-	213,397	-
Operating Expenses Subtotal	2,141,538	1,263,809	2,892,956	-
Capital Outlay				
Improvements Other Than Buildings	150,782	-	-	-
Capital Outlay Subtotal	150,782	-	-	-
<b>Total</b>	<b>2,292,320</b>	<b>1,263,809</b>	<b>2,892,956</b>	<b>-</b>



## HUD Grants CDBG-HOME

### Mission

To utilize the 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 transportation 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 purchase assistance, home repairs, public improvement, new construction and removal of architectural barriers.

To provide safe, reliable, and efficient transportation services to the community via a subscription, and advance reservation, 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 such as 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 the Nation's infrastructure, improve energy efficiency, and expand

educational opportunities and access to health care.

### Major Functions and Activities

1 - The CDBG has eight 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 accounts for a unit of service under the provisions of the Grant.

2 - The HOME grant has two programs:

- ~ Home Repair/Weatherization
- ~ Acquisition-Rehabilitation or New Construction

3 - NSP has two programs:

- ~ Purchase assistance
- ~ Home Repair

4 - DRI has a program ~ Disaster Mitigation/Recovery.

5 - CDBG-R has a program ~ Thermal Storage System-Senior Center.

Eligibility and recapture provisions for CDBG, Home and NSP grants:

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

The maximum allowable income is based on household size and 80% of annual Median Family Income (MFI) for Broward County, provided by the Department of Housing and Urban Development (HUD). Except for the Purchase Assistance Program,



## HUD Grants CDBG-HOME

all properties must be owner-occupied. Verification of ownership, income, homeowners 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 February 18, 2009, the City Commission approved amended provisions for 2007-2008, 2008-2009, and 2009-2010 Local Housing Assistance Plans (LHAP).

The major provisions are:

The existing home's value cannot exceed \$429,615. 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.

### Budget Highlights

The CDBG will continue to provide the same programs, such as minor home repairs, commercial rehabilitation, and transportation as in previous years. The HOME will only provide minor home repair program.

The balance of the CDBG and HOME funds from previous project years will be carried over to fiscal year 2010-2011.

### 2009-10 Accomplishments

As of September 8, 2010, the City has provided services in the amount of \$687,904 through the CDBG grant. Of this amount, approximately \$100,047 has assisted 5 individuals with home repairs, \$136,569 has replaced three Lift Stations, \$286,551 has replaced 6 individuals' mobile homes at Holly Lake, \$6,813 has assisted Tanglewood Park project, and \$114,651 has been used to support the City's Senior Transportation Program.

As of September, 2009 the Senior Transportation Program generated approximately 7,014 trips (units).

As of September 8, 2010, the City has provided services in the amount of \$316,275 through the HOME grant. Of this amount, approximately \$102,940 has assisted 4 individuals with home repairs, and \$213,335 has replaced 6 individuals' mobile homes at Holly Lake.

As of September 8, 2010, the City has provided services in the amount of \$2,217,085 through the NSP grant. Of this amount, approximately \$1,048,628 has assisted 30 individuals with purchase foreclosed homes, \$374,564 has assisted 11 individuals with home repairs, and \$673,918 has purchased 6 foreclosed properties from City.

As of September 8, 2010, the City has provided services in the amount of \$141,141 through the CDBG-ARRA grant. Of this amount, approximately \$125,597 has replaced 20 units air conditions at Senior Center and \$3,540 has assisted the classes for Seniors.

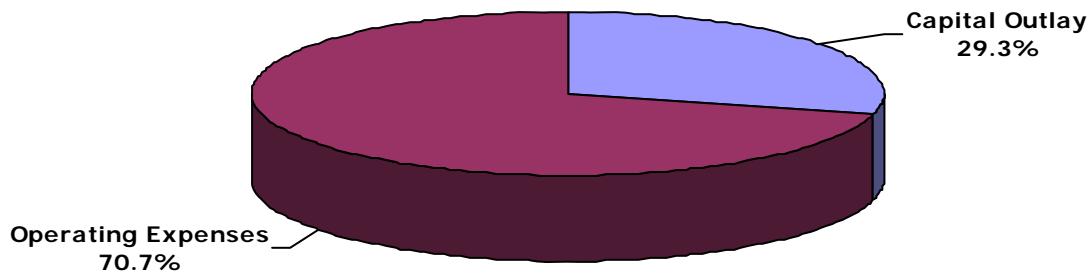
# HUD Grants CDBG-HOME Performance Measures

Indicator	2007-08		2008-09		2009-10	2010-11
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Home repairs - CDBG	33	15	26	15	12	15
New construction - CDBG & Home	N/A	N/A	21	N/A	N/A	4
Number of trips	4,896	7,040	4,845	6,500	6,750	4,605
Number of unduplicated CDBG clients	169	300	148	250	275	165
Home repairs - NSP	0	0	1	0	60	20
Purchase assistance - NSP	0	0	2	0	60	20
Home repairs - HOME	N/A	N/A	7	N/A	N/A	5
<b>Effectiveness</b>						
% of funds spent vs. funds available for home repairs	46%	50%	23%	50%	50%	40%
% of seniors who request transportation and receive it	100%	100%	100%	100%	100%	100%
Number of grievances filed against the system	0	0	0	0	0	0
<b>Efficiency</b>						
Average cost per trip (Transportation expense/number of trips)	\$25.41	\$24.07	\$27.37	\$24.38	\$25.00	\$28.81
Vehicular accidents per 100,000 miles	0.01	0.00	0.004	0.01	0.00	0.00
Road call rate per passenger trip (Calls for assistance due to mechanical problems)	0.01	0.01	0.084	0.01	0.01	0.00
Passengers per mile	0.10	1.0	1.00	0.60	0.15	0.60

N/A - New measure - actual and / or goal unavailable

## HUD Grants CDBG-HOME - Budget Summary

Revenue Category	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Federal Grants	1,444,596	1,632,387	7,647,753	1,195,511
<b>Total</b>	<b>1,444,596</b>	<b>1,632,387</b>	<b>7,647,753</b>	<b>1,195,511</b>



Expenditure Category	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Personnel Services				
Salary	84,429	88,826	-	-
Benefits	39,998	21,275	-	-
Personnel Services Subtotal	124,427	110,101	-	-
Operating Expenses				
Professional Services	172,864	352,380	428,378	190,242
Other Contractual Services	1,124,299	940,624	5,062,663	512,587
Repair and Maintenance Services	-	-	57,582	22,682
Other Current Charges and Obligation	23,006	206,794	1,210,201	-
Operating Supplies	-	22,488	75,093	120,000
Operating Expenses Subtotal	1,320,169	1,522,286	6,833,917	845,511
Capital Outlay				
Improvements Other Than Buildings	-	-	590,152	350,000
Machinery and Equipment	-	-	223,684	-
Capital Outlay Subtotal	-	-	813,836	350,000
<b>Total</b>	<b>1,444,596</b>	<b>1,632,387</b>	<b>7,647,753</b>	<b>1,195,511</b>

**HUD Grants CDBG-HOME - Personnel Summary**

Position Title		2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
12584	Transportation Operation Specialist	1	-	-	-
12754	Transportation Coordinator II	1	-	-	-
Total	Full-time	2	-	-	-
	Part-time	-	-	-	-



## Law Enforcement Grant

### Mission

1 - The 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 - The 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 four major grant assistance categories within the State Homeland Security Grant Programs (SHSGP) funded by the U.S. Department of Homeland Security:

- Urban Area Security Initiative (UASI)
- Buffer Zone Protection Program (BZPP)
- Anti-Terrorism Protection Program (ATPP)
- Metropolitan Medical Response Program (MMRP)

As a result of Homeland Security regional threat and vulnerability analyses, the City of Pembroke Pines continues to be included as a participant in the UASI for fiscal year 2007, 2008, and 2009, and the BZPP for fiscal year 2006-07.

UASI - Increase 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.

3 - Florida Department of Transportation Highway Safety Grant - (2007-2008) To provide funds for police officer overtime and equipment to assist in the reduction of drug and alcohol related traffic crashes and fatalities.

### Goals

1-The VOCA Grant

To provide services to underserved victim population

groups and to meet the immediate needs of victims of crime.

2-The 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 are 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 hazards occurrences through critical facility hardening and sustainment capabilities in order to facilitate the continuity of government.

Recovery from all hazards occurrences through reestablishment of the transportation arteries to hasten social and economic recovery.

3-Florida Department of Transportation Highway Safety Grant.

Improve overall roadway safety in the City.

To decrease incidents of DUI-related crashes; and to remove DUI violators from the City's roadways.

### Objectives

VOCA Grant

To provide referral services to at least 110 victims in underserved populations.

To provide emergency legal advocacy to 25 victims in underserved populations.

To provide personal advocacy to 50 victims in underserved populations.

### Major Functions and Activities

1 - VOCA Grant funds the salary of a part-time Assistant Victim Advocate whose responsibilities are as follows:

Provides 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 continued continuity of government operations; strengthening



## Law Enforcement Grant

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;

Enhance citizen emergency preparedness

3 - Florida Department of Transportation Highway Safety Grant

Funds Police Officer overtime.

Performs DUI check points

Raises public awareness of DUI laws through community meetings and prevention campaigns.

### Budget Highlights

These budget highlights are contingent upon receipt of grant funding for 2010-11.

1 - VOCA Grant.

Part-time Assistant Victim Advocate would be available to provide increased services to victims of crime, as well as to expand services to meet their immediate needs.

2 - The U.S. Department of Homeland Security UASI Grant will be utilized for:

Police - Acquisition of P-25 compliant digital mobile radios to provide communications interoperability; a license plate scanner system; and an armored rescue & recovery vehicle.

3 - The Florida Department of Transportation Highway Safety Grant, contingent upon funding, will be utilized to fund additional personnel overtime. The department received \$20,000 for a safety seatbelt compliance program.

### 2009-10 Accomplishments

1 - 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 2007.

Special focus was placed on Personal Advocacy and Crisis Counseling, while continued progress was being made on various interventions and other services,

such as Legal Advocacy referrals.

2 - The U.S. Department of Homeland Security Urban Area Security Initiative (UASI) Grant was utilized for:

Fire - Rescue - Acquisition of enhanced emergency operations equipment for preparation, response, and recovery during an all-hazards occurrence; specifically 800 MHz communications equipment.

Police - Acquisition of an all-hazards armored response and rescue vehicle. Vehicle projected to have regional benefits for all-hazards responses in Southwest Broward County.



## Law Enforcement Grant Performance Measures

Indicator	2007-08		2008-09		2009-10	2010-11
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
VOCA Direct expenditures	\$16,793	^ \$16,970	\$14,178	^ \$20,152	^ \$20,152	^ \$16,289
VOCA Victim referrals	210	^ 80	273	^ 50	^ 50	^ 250
VOCA Crisis intervention counseling	110	^ 75	200	^ 125	^ 50	^ 100
VOCA Legal advocacy referrals	50	^ 75	28	^ 50	^ 25	^ 25
VOCA Personal advocacy	100	^ 80	88	^ 25	^ 25	^ 50
Homeland Security USAI Grant Expenditures	\$686,786	^ \$550,537	\$399,954	^ \$825,491	+	^ \$430,923
Highway Safety Grant Expenditures	\$28,985	^ \$32,000	0	+	+	^ \$145,000

+ No grant funding is expected.

^ Contingent upon receipt of grant funding.

### Law Enforcement Grant - Budget Summary

Revenue Category	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Federal Grants	732,564	414,132	77,375	17,918
Private Gifts / Contributions	55,915	-	-	-
<b>Total</b>	<b>788,479</b>	<b>414,132</b>	<b>77,375</b>	<b>17,918</b>

Expenditure Category	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Personnel Services				
Salary	33,068	13,170	35,131	16,645
Benefits	1,193	1,008	1,158	1,273
Personnel Services Subtotal	34,261	14,178	36,289	17,918
Operating Expenses				
Operating Supplies	48,360	-	1,168	-
Operating Expenses Subtotal	48,360	-	1,168	-
Capital Outlay				
Machinery and Equipment	705,857	399,954	39,918	-
Capital Outlay Subtotal	705,857	399,954	39,918	-
<b>Total</b>	<b>788,479</b>	<b>414,132</b>	<b>77,375</b>	<b>17,918</b>

Position Title	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
13576 P/T Victim's Advocate	1	1	1	1
Total				
Full-time	-	-	-	-
Part-time	1	1	1	1



## ADA-Paratransit Program

### Mission

To provide safe and efficient transportation service to the community via a subscription, advance reservation, and fixed-route system, while keeping a high priority on client expectations and changing needs.

### Goals

To ensure the availability of transportation services to South Broward residents who are transportation disadvantaged and have physical, cognitive, emotional, visual or other disabilities that render them functionally unable to utilize the regular fixed-route service.

To ensure that safe and quality service is offered through the Americans with Disabilities Act (ADA) Paratransit Program and throughout the system.

To ensure the ADA/Paratransit Program is delivered in the most effective and efficient manner.

To ensure program accountability.

### Objectives

Increase community awareness of ADA/Paratransit Service.

Encourage courteous service and client satisfaction.

Provide a safe and reliable service.

Ensure effective program administration.

Implement appropriate methods and procedures to accomplish cost effective service delivery.

Adhere to state and federal statutes, rules and regulations for the Transportation Disadvantaged Program.

### Major Functions and Activities

Transportation is provided to ADA eligible clients to and from nutrition sites at the Southwest and Southeast Focal Point Senior Centers and the Cooper City Senior Center. This is a free, door-to-door, driver-assisted service that is provided Monday through Friday. Trips are provided on a subscription basis via a 'multi-load' system. Eligibility for Paratransit service is determined exclusively by Broward County Paratransit Services through an application process and/or a functional evaluation of

the client. Client service begins upon receipt of eligibility status and a personal identification number (PIN). A 30-minute window is allowed for drop-off and pickup of the client. A five-minute wait time is applied when the driver arrives at the pickup address and the client is not ready to board.

### Budget Highlights

Effective January 1, 2010 Lucanus Developmental Center was awarded a grant by Broward County for paratransit transportation services. The award is for a period of five years at a rate of \$18.01 per trip. The City provides the actual transportation service and gets compensated by Lucanus Developmental Center at the rate of \$16.21 per trip. In addition, Broward County pays up to 13% in fuel and on-time performance incentives to Lucanus Developmental Center, who in turn pays the City a proportional share of the incentive.

The City in turn subcontracts Transportation Authority who hires bus drivers.

### 2009-10 Accomplishments

A total of 14,157 trips have been provided from October 1, 2009 to April 30, 2010 to clients with disabilities living in the Southwest Broward County.

# ADA-Paratransit Program Performance Measures

Indicator	2007-08		2008-09		2009-10	2010-11
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Number of informational documents distributed	550	575	600	600	600	600
Number of unduplicated ADA clients	198	+ 190	105	220	200	115
Number of trips	30,937	25,500	28,255	33,500 *	27,930	27,930
<b>Effectiveness</b>						
Number of grievances filed against system	0	0	0	0	0	0
% of satisfied clients	100%	100%	100%	100%	100%	100%
% of people who request and receive service	100%	100%	100%	100%	100%	100%
<b>Efficiency</b>						
Passengers per mile	0.20	0.40	0.30	0.40	0.30	0.35
Passengers per trip	6.5	4.2	3.1	6.5	6.0	4.0
Road call rate per passenger trip (Calls for assistance due to mechanical problems)	0	0	0	0	0	0
Vehicular accidents per 100,000 miles	0	0	0	0	0	0
Average cost per trip	\$13.82	\$15.52	\$14.01	\$13.58	\$12.95	\$16.21
Passengers per revenue hour	4.7	7.7	2.8	7.2	6.0	4.0

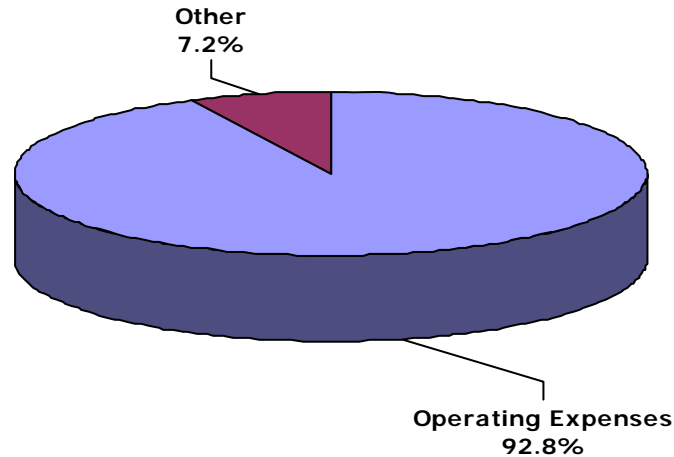
+ Reflects a more accurate reporting than from prior years, when clients from other transportation providers were inadvertently included.

\* The fiscal year 2008-09 goal was overstated.

The Transportation Authority is overseeing the Transportation Division at the Community Services Department since July 1, 2009.

## ADA-Paratransit - Budget Summary

Revenue Category	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Grants from Local Units	936,296	794,654	797,731	452,928
Appropriated Fund Balance	-	-	101,310	-
<b>Total</b>	<b>936,296</b>	<b>794,654</b>	<b>899,041</b>	<b>452,928</b>



Expenditure Category	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Personnel Services				
Salary	215,863	188,106	-	-
Benefits	125,836	84,505	-	-
Personnel Services Subtotal	341,699	272,611	-	-
Operating Expenses				
Professional Services	240	180	480	665
Other Contractual Services	1,006	81,888	423,886	414,192
Communication and Freight Services	1,050	1,175	1,029	1,300
Repair and Maintenance Services	13,296	54,336	2,770	2,770
Office Supplies	307	547	600	1,000
Operating Supplies	67,215	97,648	1,649	500
Operating Expenses Subtotal	83,113	235,775	430,414	420,427
Capital Outlay				
Machinery and Equipment	-	-	101,310	-
Capital Outlay Subtotal	-	-	101,310	-
Other				
Transfers	-	696,176	367,317	32,501
Other Subtotal	-	696,176	367,317	32,501
<b>Total</b>	<b>424,812</b>	<b>1,204,562</b>	<b>899,041</b>	<b>452,928</b>

### ADA-Paratransit - Personnel Summary

Position Title		2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
12140	Van Driver II	6	-	-	-
12751	Transportation Coordinator I	0.9	-	-	-
12763	Data Processing Technician	1	-	-	-
13590	P/T Van Driver - City	-	-	-	-
Total	Full-time	7.9	-	-	-
	Part-time	-	-	-	-



## Police Community Services Grant

### Mission

To enhance community law enforcement services through any one of seven major programmatic categories. Specialized law enforcement technology and equipment not normally placed in the general fund budget is cost center 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

The grant funds have been used primarily for the following purposes: procuring equipment and specific software directly related to basic law enforcement functions and by 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

There is no budget for this grant because the FY2010-11 JAG grant has not yet been awarded to the City. Amounts budgeted in FY2009-10 that have not been spent will be carried over to FY2010-11.

### 2009-10 Accomplishments

In FY2009-10 the City spent \$11,796 using the 2008-09 JAG grant to purchase enhanced security handgun holsters for the City's Police Officers.

The City was awarded the 2009-10 annual JAG, and the 2009-10 ARRA JAG grants in the amounts of \$37,876 and \$155,853 respectively; however only

\$87,445 has been expended for the purchase of Laser Speed Measurement Devices and Portable Ticket Writers.

The 2009 ARRA JAG grant for \$155,853 is slated for the purchase of Laser Speed Measurement Devices, Portable Ticket Writers, and Police Officer Overtime for Selective Traffic Enforcement Programs; grant has an End Date of March 31st, 2013 for funds expenditure.

The 2009 Annual JAG grant for \$37,876 is slated for Enhanced Security Video Projects at the Police Headquarters and the West Station; grant has an End Date of September 30th, 2012 for funds expenditure.

# Police Community Services Grant Performance Measures

Indicator	2007-08		2008-09		2009-10	2010-11
	Actual	Goal	Actual	Goal	Goal	Goal

**Outputs**

Funds spent on equipment	*	*	*	*	*	*
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\* No additional funds anticipated. Unspent funds from prior grants will be carried forward.



### Police Community Services Grant - Budget Summary

Revenue Category	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Federal Grants	26,451	11,142	205,515	-
Investment Income	-	-	702	-
<b>Total</b>	<b>26,451</b>	<b>11,142</b>	<b>206,217</b>	<b>-</b>

Expenditure Category	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Personnel Services				
Salary	-	-	63,853	-
Personnel Services Subtotal	-	-	63,853	-
Operating Expenses				
Repair and Maintenance Services	-	-	12,327	-
Operating Supplies	-	5,168	15,152	-
Operating Expenses Subtotal	-	5,168	27,479	-
Capital Outlay				
Machinery and Equipment	26,451	5,974	114,885	-
Capital Outlay Subtotal	26,451	5,974	114,885	-
<b>Total</b>	<b>26,451</b>	<b>11,142</b>	<b>206,217</b>	<b>-</b>



## Community - Oriented Policing Service (COPS) Grants

### Mission

Uniform Hiring Program (UHP) Grant - To provide the Police Department with financial assistance to hire a community Police Officer to work specifically as a liaison with various local, state, and federal agencies in the Region 7 Joint Terrorism Task Force.

### Goals

The COPS Officer hired with funds from this grant will work with federal authorities to better prepare a large demographic area to respond to the threat or actual loss of critical government infrastructure upon which the general population depends for consequence management.

### Objectives

- To expedite real-time intelligence sharing.
- To expedite validated threat interdiction.
- To facilitate threat analysis validation.
- To improve consequence management for the safety of the community.

### Major Functions and Activities

- To respond and validate intelligence information.
- To respond to validated threats to the community.
- To provide seamless, holistic planning for consequence management in the community.
- To assist in the development and application of community emergency response plans.

### Budget Highlights

Due to insufficient funding of this grant by the U.S. Congress, the Department of Justice COPS Office was only capable of funding 14% of the applications submitted in 2009. The Pembroke Pines application remains active and on-file with the Department of Justice, pending future appropriations by the U.S. Congress.

# Community - Oriented Policing Service (COPS) Grants Performance Measures

Indicator	2007-08		2008-09		2009-10	2010-11
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Number of Officer hours funded by grant:	18	18	*	*	*	*
Number of Officer hours funded by City:	590	590	*	*	*	*
<b>Efficiency</b>						
% of Officer hours financed by grant	3%	3%	*	*	*	*
% retention of Officers graduated from grant-funded status	100%	100%	*	*	*	*

\* The COPS Ahead Grant paid \$25,000 per year for the first three years for one police officer. The grant expired on January 31, 2008.

### Community - Oriented Policing Service (COPS) Grants - Budget Summary

Revenue Category	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Federal Grants	2,500	-	-	-
Interfund Transfers	67,919	-	-	-
<b>Total</b>	<b>70,419</b>	<b>-</b>	<b>-</b>	<b>-</b>

Expenditure Category	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Personnel Services				
Salary	18,470	-	-	-
Benefits	51,949	-	-	-
Personnel Services Subtotal	70,419	-	-	-
<b>Total</b>	<b>70,419</b>	<b>-</b>	<b>-</b>	<b>-</b>



## Community Bus Program

### Mission

To provide safe and efficient transportation service to the community via a subscription, advance reservation, and fixed route system, while keeping client expectations and changing needs as a high priority.

### Goals

To ensure the availability of public transportation services to persons who are transportation disadvantaged in western Pembroke Pines.

To ensure that safe and quality service is offered through the Community Bus Service and throughout the system.

To ensure 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

Provision of public transportation service at designated stops along two fixed routes - green and gold. Service extends west from the Southwest Focal Point Senior Center to US 27 (Holly Lake Club House) in Pembroke Pines. The service is structured to allow for connections to Broward County Transit (BCT) routes 3, 5, 7, and 23. Connections can also be made with the City of Miramar Community Bus Service at Memorial Hospital West and the Pembroke Lakes Mall. There is also a connection with the Cooper City service at Sheridan Street and Flamingo Road. The headway on the green route is 60 minutes, while the headway on the gold route is 30

minutes. The community buses are wheelchair accessible, in compliance with the Americans with Disabilities Act (ADA).

### Budget Highlights

Under the interlocal Agreement between the City of Pembroke Pines and Broward County, the County agrees to pay the City \$15 per hour per vehicle in service.

A requirement of 7.1 passengers per hour remains in place.

Funding for the Green and Gold Routes continues.

# Community Bus Program Performance Measures

Indicator	2007-08		2008-09		2009-10	2010-11
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Number of information documents distributed	12,500	12,000	12,000	12,000	12,000	11,000
Road calls required (Calls for assistance due to mechanical problems)	28*	7	21	5	10	5
Number of trips	197,223	196,500	195,147	203,500	206,650	196,000
<b>Effectiveness</b>						
Number of grievances filed against system	0	0	0	0	0	0
<b>Efficiency</b>						
Passengers per service hour	11.6	11.9	11.4	11.8	12.3	10.0
Passengers per mile	0.8	1.2	1.28	1.2	1.2	1.0
Vehicular accidents per 100,000 miles	0	0	0	0.002	0	0
Average cost per trip	\$2.99	\$3.34	\$2.39	\$2.50	\$3.25	\$3.00

\* Prior year's postponements of vehicle purchases resulted in increase calls due to the age of the vehicles.

### Community Bus Program - Budget Summary

Revenue Category	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Grants from Local Units	345,648	344,511	259,236	260,043
Interfund Transfers	854,526	696,176	476,844	402,349
<b>Total</b>	<b>1,200,174</b>	<b>1,040,687</b>	<b>736,080</b>	<b>662,392</b>

Expenditure Category	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Personnel Services				
Salary	538,132	522,550	-	-
Benefits	393,890	319,483	-	-
Personnel Services Subtotal	932,022	842,033	-	-
Operating Expenses				
Professional Services	830	420	1,260	1,520
Other Contractual Services	3,946	123,379	584,290	571,242
Communication and Freight Services	1,028	1,029	1,480	1,480
Repair and Maintenance Services	75,227	31,918	37,500	37,500
Office Supplies	-	1,387	1,100	1,100
Operating Supplies	187,121	40,521	110,450	49,550
Operating Expenses Subtotal	268,152	198,654	736,080	662,392
<b>Total</b>	<b>1,200,174</b>	<b>1,040,687</b>	<b>736,080</b>	<b>662,392</b>

Position Title	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
12880 Van Driver	13	-	-	-
13590 P/T Van Driver - City	9	-	-	-
13681 P/T Clerk Spec II	1	-	-	-
Total				
Full-time	13	-	-	-
Part-time	10	-	-	-



## 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 fund 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

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

In accordance with "A Guide to Equitable Sharing of Federally Forfeited Property for State and Local Law Enforcement Agencies" by the U.S. Department of 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.

No new funds are available for fiscal year 2010-11.

### 2009-10 Accomplishments

No funds were expended in fiscal year 2009-10.



11-32 Law Enforcement Trust Fund Treasury Confiscated Performance Measures

Indicator	2007-08		2008-09		2009-10	2010-11
	Actual	Goal	Actual	Goal	Goal	Goal

**Outputs**

Funds spent on equipment and building improvements	\$10,572	\$20,900	\$9,690	\$6,649	\$133,376	\$0
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### Law Enforcement Trust Fund Treasury Confiscated - Budget Summary

Revenue Category	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Fines & Forfeitures	73,232	39,928	-	-
Investment Income	5,489	2,112	2,300	1,300
Appropriated Fund Balance	-	-	129,953	-
Beginning Surplus	-	-	131,076	-1,300
<b>Total</b>	<b>78,720</b>	<b>42,041</b>	<b>263,329</b>	<b>-</b>

Expenditure Category	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Operating Expenses				
Professional Services	-	-	2,000	-
Repair and Maintenance Services	-	-	25,927	-
Operating Expenses Subtotal	-	-	27,927	-
Capital Outlay				
Improvements Other Than Buildings	-	-	92,675	-
Machinery and Equipment	10,572	9,690	142,727	-
Capital Outlay Subtotal	10,572	9,690	235,402	-
<b>Total</b>	<b>10,572</b>	<b>9,690</b>	<b>263,329</b>	<b>-</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**

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 provide for salaries.

### **Budget Highlights**

In accordance with "A Guide to Equitable Sharing of Federally Forfeited Property for State and Local Law Enforcement Agencies" 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.

Funds budgeted for the annual support and maintenance of thermal printers that will be assigned to all Road Patrol Officers.

### **2009-10 Accomplishments**

No funds were expended in fiscal year 2009-10.

# Law Enforcement Trust Fund Justice Confiscated Performance Measures <sup>11-35</sup>

Indicator	2007-08		2008-09		2009-10	2010-11
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Funds spent on equipment	\$0	\$12,945	\$22,150	\$25,607	\$10,165	\$20,358

### Law Enforcement Trust Fund Justice Confiscated - Budget Summary

Revenue Category	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Fines & Forfeitures	9,746	8,472	-	-
Investment Income	7,843	2,342	2,500	1,300
Appropriated Fund Balance	-	-	224,871	-
Beginning Surplus	-	-	7,665	19,058
<b>Total</b>	<b>17,589</b>	<b>10,814</b>	<b>235,036</b>	<b>20,358</b>

Expenditure Category	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Operating Expenses				
Professional Services	-	-	17,579	-
Other Contractual Services	-	-	26,150	-
Repair and Maintenance Services	-	-	10,325	20,358
Other Current Charges and Obligation	-	-	17,700	-
Operating Supplies	-	-	23,056	-
Operating Expenses Subtotal	-	-	94,810	20,358
Capital Outlay				
Machinery and Equipment	-	22,150	140,226	-
Capital Outlay Subtotal	-	22,150	140,226	-
<b>Total</b>	<b>-</b>	<b>22,150</b>	<b>235,036</b>	<b>20,358</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 will be utilized to fund various Police Department efforts to improve its quality of service through enhanced training. The area of emphasis will be 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 require dramatic training availability at all levels of the law enforcement endeavor.

This trust fund does not provide for salaries.

### Budget Highlights

~Training

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

~ Travel/Conferences

Funds will be utilized to afford Officers, as well as other law enforcement personnel, the opportunity to attend special conferences and seminars throughout the United States.

### 2009-10 Accomplishments

Funds were used to cover the cost of tuition and state exam fees for training police recruits at the Police Academy.

\$8,785 was expended on advanced leadership courses for police supervisors.

11 <sup>38</sup> Law Enforcement Trust Fund \$2 Police Education Performance Measures

Indicator	2007-08		2008-09		2009-10	2010-11
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
New recruits sent to the Police Academy	7	9	7	8	7	7
<b>Efficiency</b>						
Average cost per recruit	\$2,915	\$2,915	\$3,255	\$2,915	\$3,255	\$3,255

### Law Enforcement Trust Fund \$2 Police Education - Budget Summary

Revenue Category	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Fines & Forfeitures	50,248	54,576	55,281	55,265
Investment Income	5,468	1,715	1,900	1,100
Appropriated Fund Balance	-	-	97,439	-
Beginning Surplus	-	-	-	-1,100
<b>Total</b>	<b>55,716</b>	<b>56,291</b>	<b>154,620</b>	<b>55,265</b>

Expenditure Category	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Operating Expenses				
Travel Per Diem	5,528	7,094	83,865	22,105
Publications and Memberships	39,959	35,143	70,755	33,160
Operating Expenses Subtotal	45,487	42,237	154,620	55,265
<b>Total</b>	<b>45,487</b>	<b>42,237</b>	<b>154,620</b>	<b>55,265</b>





## Law Enforcement Trust Fund FDLE Confiscated

### Goals

Traditionally, these funds have been used by the Police Department to procure state-of-the-art equipment. These funds will support the Department's continued focus on computerization of information systems and the enhancement of anti-drug and crime prevention strategies.

of Pembroke Pines, which is a 501(c)3 not-for-profit organization funded through donations, grants and enrollment fees.

Donated \$5,000 to Crime Stoppers of Broward County which is a 501(c)3 not-for-profit organization. These funds were used for operations and community crime prevention activities.

### Objectives

Monies obtained will be utilized to fund various Police Department efforts to improve its quality of service to the community. The areas of emphasis are communication equipment, specialized vehicle, firearms, research and procurement of less lethal equipment, and related safety mechanisms.

### Major Functions and Activities

Funds will be used to upgrade the Department's records management, specialized vehicles, and computerized information systems.

This trust fund does not provide for salaries.

### Budget Highlights

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 law enforcement department by a court having jurisdiction over the matter.

Increase the allocation of funds for the design and construction of a new training/administration facility. This is a continuation of accumulating funds to construct a building at the Police training facility and gun range. This building will house the Training Unit along with all its classrooms and training equipment.

Funds will be allocated for the purchase of two vehicles for the Crime Suppression Team (CST) which currently has no unmarked vehicles that can be used in daily operations. Unmarked Crown Victorias would allow for a working/functional unmarked vehicle suitable for CST operations but yet still able to function in road patrol duties/activities.

### 2009-10 Accomplishments

Funds were expended for the installation of enhanced emergency lighting and siren packages on all unmarked vehicles.

Donated \$20,000 to the Police Athletic League (PAL)

# Law Enforcement Trust Fund FDLE Confiscated Performance Measures<sup>11 - 41</sup>

Indicator	2007-08		2008-09		2009-10	2010-11
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Funds spent for drug and crime prevention	\$14,961	\$31,348	\$52,190	\$35,994	\$55,277	\$22,514
Funds spent on equipment and building improvements	\$7,500	\$323,355	\$96,675	\$330,689	\$275,383	\$171,080

### Law Enforcement Trust Fund FDLE Confiscated - Budget Summary

Revenue Category	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Fines & Forfeitures	244,179	285,884	-	-
Investment Income	44,357	14,166	15,000	8,400
Appropriated Fund Balance	-	-	1,115,271	-
Beginning Surplus	-	-	315,660	190,973
<b>Total</b>	<b>288,536</b>	<b>300,049</b>	<b>1,445,931</b>	<b>199,373</b>

Expenditure Category	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Operating Expenses				
Professional Services	10,962	1,754	20,007	-
Travel Per Diem	-	-	31,464	5,779
Other Current Charges and Obligation	-	-	5,000	-
Operating Supplies	14,961	120,146	291,466	22,514
Operating Expenses Subtotal	25,923	121,900	347,937	28,293
Capital Outlay				
Buildings	-	-	750,095	81,480
Machinery and Equipment	7,500	28,719	347,899	89,600
Capital Outlay Subtotal	7,500	28,719	1,097,994	171,080
<b>Total</b>	<b>33,423</b>	<b>150,620</b>	<b>1,445,931</b>	<b>199,373</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. In part, funding dollars are provided by the Older Americans Act Grant and the State of Florida Department of Elder Affairs.

### Goals

**TITLE IIIB:** 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 for Adult Day Care and Alzheimer's Day Care Programs. 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** - Personal Care is assistance with eating, dressing, personal hygiene, and other activities of daily living. This service is provided through coordination with a home health agency.

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

~ **RESPITE** - Respite is 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.

~ **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 Countyline 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.

### Budget Highlights

The 7th Annual Swing for the Green Golf Tournament will be held in October, 2010.

Engage in community outreach activities targeting low-income, isolated seniors who will benefit from Heater Meals.

### 2009-10 Accomplishments

Beginning in October, 2009, the Adult Day Care Division was placed under the administration of Easter Seals of South Florida, Inc.

The Levi Strauss Foundation and Levi Strauss



## Older Americans Act (OAA) Grant

Company gave a \$2,000 donation in November, 2009 to be used for senior programming.

The Miami Heat Professional Service made a contribution to the Senior Center in the amount of \$5,000.

The 6th Annual Swing for the Green Golf Tournament held in October, 2009 was a big success bringing in a total of \$27,931.

# Older Americans Act (OAA) Grant Performance Measures

Indicator	2007-08		2008-09		2009-10	2010-11
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Number of clients receiving daycare services	127	164	141	170	150	120
Number of senior clients registered at SW Focal Point Center	2,946	3,303	1,681	3,100	2,960	2,000
Units (1 hour) of service:						
Information	20,417	4,699	7,424	4,700	4,700	5,991*
Referral	841	895	613	695	725	725
Public education	33	29	47	29	48	60
Personal care	5,405	4,237	5,083	4,237	4,576	4,576*
Respite ^	327	300	390	300	390	390
Homemaker ^	3,861	4,579	3,381	3,539	3,381	3,380
Number of trips per year	38,407	30,800	35,878	30,800	32,340	30,269*
Health support-individual	727	3,795	689	695	725	725
Health support-group	1,435	290	1515	890	890	959*
Adult day care ^	96,653	113,299	75,409	151,648	75,417~	60,396*
Counseling-individual	82	73	87	73	96	84
Counseling-group	194	115	115	115	115	115
Transportation (one way trips)^	38,407	30,800	35,878	30,800	32,340	30,269*
Recreation	118,850	105,849	5,778	105,853	5,600(a)	5,596
<b>Effectiveness</b>						
% of service units billed	100%	100%	99%	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	3.4	3.4	3.4	3.0	3.0	3.0
Vehicular accidents per 100,000 miles	0.002	0.000	0.004	0.020	0.000	0.020
Road calls per passenger trip	0.110	0.004	0.084	0.200	0.100	0.100
Grant reimbursement per trip	\$7.52	\$26.96	\$7.90	\$41.86#	\$7.90	\$7.90

# The increase cost per trip is due to anticipated significant increase in fuel costs.

^ Goals based on maximum units of service eligible for reimbursement per OAA contract.

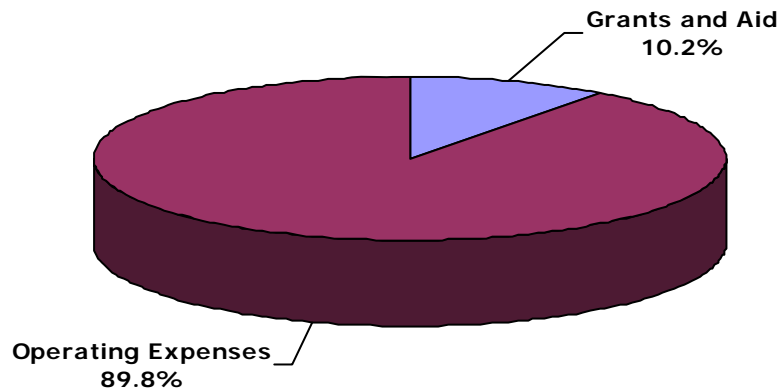
~ Only those unduplicated clients that are funded by IIIB and IIIE are counted. The fiscal year 2009-10 Goal reflects the fact that while the number of clients has not changed, other funding sources are now being used and fewer clients are being funded by IIIB and IIIE.

(a) Due to a new Department of Elder Affairs (DOEA) regulation, individual recreation class attendance will no longer be counted as a service unit. Only classes will be counted, regardless of the number of participants, hence the reduction in the 2009-10.

\* Reductions are due to reduced staff.

## Older Americans Act (OAA) Grant - Budget Summary

Revenue Category	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Federal Grants	631,797	676,800	456,530	444,530
Grants from Local Units	111,085	99,208	139,155	139,151
State Grants	267,839	267,557	255,654	254,388
Other Human Services Charges	31,060	92,290	-	-
Private Gifts / Contributions	56,643	52,888	73,878	93,765
Interfund Transfers	140,601	-	166	-
<b>Total</b>	<b>1,239,024</b>	<b>1,188,743</b>	<b>925,383</b>	<b>931,834</b>



Expenditure Category	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Personnel Services				
Salary	751,293	698,997	-	-
Benefits	277,531	205,435	-	-
Personnel Services Subtotal	1,028,825	904,432	-	-
Operating Expenses				
Professional Services	120	120	120	285
Other Contractual Services	132,488	160,744	805,475	813,027
Promotional Activities	-	891	-	-
Operating Supplies	25,000	25,000	24,500	23,234
Operating Expenses Subtotal	157,608	186,755	830,095	836,546
Grants and Aid				
Aids to Government Agencies	52,591	70,894	95,288	95,288
Grants and Aid Subtotal	52,591	70,894	95,288	95,288
<b>Total</b>	<b>1,239,024</b>	<b>1,162,080</b>	<b>925,383</b>	<b>931,834</b>

### Older Americans Act (OAA) Grant - Personnel Summary

Position Title	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
12140 Van Driver II	3	-	-	-
12443 Activities Coordinator - Grant	1	-	-	-
12498 Senior Aide	1	-	-	-
12583 Intake Worker	2	-	-	-
12586 Accounting Clerk/Contract Specialist F/	-	-	-	-
12630 Certified Nurses Aide	0.25	-	-	-
12751 Transportation Coordinator I	0.1	-	-	-
12752 Trans Operations Clk	1	-	-	-
12758 Adult Day Care Coordinator	2	-	-	-
12962 Receptionist/Cler Asst	1	-	-	-
12964 Health Support Coord	1	-	-	-
12966 C.N.A.	1.01	-	-	-
12967 L.P.N.	1	-	-	-
12971 Social Services Coordinator	1	-	-	-
12975 Social Services Specialist-Grant	1.01	-	-	-
12976 Human Services Administrator	1	-	-	-
12977 Adult Day Care Supervisor	-	-	-	-
13498 P/T Seniors Aide - Grant	1	-	-	-
13499 P/T LPN	2	-	-	-
13570 P/T Van Driver	1	-	-	-
13572 P/T Social Worker- Grant	1	-	-	-
13577 P/T C.N.A.	10	-	-	-
13579 P/T Activities Spec Recreation	-	-	-	-
13581 P/T Social Services Specialist	-	-	-	-
13602 P/T Recreation Specialist	-	-	-	-
13605 P/T Recreation Specialist II	1	-	-	-
13681 P/T Clerk Spec II	-	-	-	-
13962 P/T Receptionist/Clerical Asst	1	-	-	-
13965 P/T I & R Specialist	1	-	-	-
Total				
Full-time	17.37	-	-	-
Part-time	18	-	-	-





## 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 not being financed by proprietary or non-expendable trust funds, and to maintain the highest possible bond ratings for the marketability of the City's debt.

### Major Functions and Activities

The following paragraphs describe the bond issues of the City of Pembroke Pines. The balances outstanding shown in these paragraphs are as of September 30, 2010. All capitalized terms are as defined in each bond issue's official documents.

~ PUBLIC IMPROVEMENT REVENUE BONDS, SERIES 2001:

On October 12, 2001, the City issued \$19,600,000 bonds for the purpose of providing funds for various City projects including a police annex, fire and rescue system improvements, park improvements, and the payoff of the \$10,000,000 Capital Improvement Certificate of Indebtedness, Series 2000. The \$10,985,000 outstanding bonds, maturing on and after October 1, 2014, were advance refunded and defeased on December 1, 2006 by the Public Improvement Revenue Refunding Bonds, Series 2006. The refunding bond proceeds are held in an irrevocable escrow deposit trust for the purpose of generating the required resources for the refunded bonds' debt service and redemption premiums until they are called for redemption on October 1, 2011. The remaining \$3,550,000 outstanding bonds that were not refunded are due in varying installments through October 1, 2013. They bear interest at rates which range from 4.00% to 4.30%, 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 any Additional Parity Bonds. The bonds maturing on and after October 1, 2012 are subject to redemption at the option of the City, on or after October 1, 2011, in

such order of maturity as the City selects, plus accrued interest to the redemption date.

~ TAXABLE COMMUNICATIONS SERVICES TAX REVENUE BONDS, SERIES 2003A:

On October 17, 2003, the City issued \$39,935,000 bonds in order to maintain the City's pension contribution as a percentage of payroll at the level prior to the increased benefits for firefighters under the contributory defined benefit retirement plan known as the City Pension Fund for Firefighters and Police Officers. These bonds have an outstanding balance of \$37,935,000 due in varying installments through October 1, 2033. The outstanding bonds bear an interest rate of 5.97%, 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 2004 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, 2014 are subject to redemption prior to their respective dates of maturity at the option of the City on or after October 1, 2013, in such order of maturity as the City selects, plus accrued interest to the redemption date.

~ TAXABLE COMMUNICATIONS SERVICES TAX REVENUE BONDS, SERIES 2004:

On April 1, 2004, the City issued \$49,910,000 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 \$47,005,000 due in varying installments through October 1, 2033. The outstanding bonds bear interest at rates from 3.75% to 5.25%, payable semi-annually on April 1st and October 1st of each year. The principal and interest on these bonds are



## Debt Service Fund

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 2003A 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, 2015 are subject to redemption prior to their respective dates of maturity at the option of the City on or after October 1, 2014, in such order of maturity as the City selects, plus accrued interest to the redemption date.

### ~ PUBLIC IMPROVEMENT REVENUE BONDS, SERIES 2004A:

On May 6, 2004, the City issued \$20,140,000 bonds for the purpose of funding the acquisition, construction, and equipping of the Senior Housing Project (Tower One), 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 \$20,140,000 due in varying installments through October 1, 2034. The outstanding bonds bear interest at rates from 3.00% 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, and any Additional Parity Bonds. The bonds maturing on or after October 1, 2015 are subject to redemption at the option of the City, on or after October 1, 2014, in such order of maturity as the City selects, plus accrued interest to the redemption date.

### ~ PUBLIC IMPROVEMENT REVENUE BONDS, SERIES 2004B:

On July 14, 2004, the City issued \$15,975,000 bonds for the purpose of funding the cost of planning, designing, constructing, and equipping of the Senior Housing Project (Tower Two), and any remaining or additional Tower One project costs. These bonds have an outstanding balance of \$15,975,000 due in varying installments through October 1, 2034. The

outstanding bonds bear interest at rates from 3.50% to 5.00%, with interest payable semi-annually on April 1st and October 1st. The principal and interest on these bonds are payable from a pledge of and lien upon the City's electric public service tax revenues on a parity with the Public Improvement Revenue Bonds, Series, 2001, 2004A, and any Additional Parity Bonds. The bonds maturing on and after October 1, 2015 are subject to redemption at the option of the City, on or after October 1, 2014, in such order of maturity as the City selects, plus accrued interest to the redemption date.

### ~ 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 \$42,160,000 due in varying installments through September 1, 2035. The outstanding bonds bear interest at rates from 3.20% 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 and after October 1, 2009 totaling \$18,935,000 and all of the Public Improvement Revenue Bonds, Series 2001, maturing on and after October 1, 2014 totaling \$10,985,000. This advance refunding generates a net present value benefit of \$1,268,541. These refunding bonds have an outstanding balance of \$28,685,000 due in varying



## Debt Service Fund

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, and any Additional Parity Bonds. The bonds maturing on and after October 1, 2017 are subject to redemption at the option of the City, on or after October 1, 2016, in such order of maturity as the City selects, plus accrued interest to the redemption date.

### ~ CAPITAL IMPROVEMENT REVENUE REFUNDING BONDS, SERIES 2006:

On December 1, 2006, the City issued \$45,050,000 bonds for the purpose of (1) advance refunding \$28,100,000 outstanding Capital Improvement Revenue Bonds, Series 1999, maturing on and after December 1, 2009 that were not used to refund the Refunded 1995 Bonds and (2) funding various City capital projects. The advance refunding generates a net present value benefit of \$1,778,037. These refunding bonds have an outstanding balance of \$42,640,000 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 the Capital Improvement Revenue Bonds, Series 1999 and any Additional Parity Franchise Revenue Bonds. The bonds maturing on and after December 1, 2017 are subject to redemption at the option of the City, on or after December 1, 2016, in such order of maturity as the City selects, plus accrued interest to the redemption date.

### ~ 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 \$26,290,000 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 Bonds, Series 1999, the Capital Improvement Revenue Refunding Bonds, Series 2006, and any Additional Parity Franchise Revenue Bonds. The bonds maturing on and after December 1, 2017 are subject to redemption at the option of the City, on or after December 1, 2016, in such order of maturity as the City selects, plus accrued interest to the redemption date.

### ~ 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 \$40,900,000 due in varying installments through September 1, 2036. The outstanding bonds bear interest at rates from 4.25% 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:

Charter School Revenue Bonds, Series 2008 - On March 25, 2008, the City issued \$64,095,000 bonds for the purpose of providing funds to: (i) finance the acquisition, construction and equipping of certain additions to existing charter school educational facilities located within the City and (ii) advance refund the outstanding City of Pembroke Pines, Florida Charter School Revenue Bonds, Series 2001A and 2001B (the "Refunded Bonds") in the aggregate principal amount of \$29,405,000 and \$17,715,000, respectively. The 2008 Bonds have an outstanding balance of \$63,495,000 due in varying installments through July 1, 2038. They initially bear interest at the Weekly Rate, but may be converted at the option of the City, to a Fixed Rate. The interest rate during each Weekly Rate Period will be determined by the Remarketing Agent. No 2008 Bond shall bear interest



## Debt Service Fund

at an interest rate higher than 12% per annum. The 2008 Bonds and the City's regular payment obligations under the Series 2008 Swap Transaction, are payable from and secured by a lien upon and pledge of revenues derived by the City from lease payments made to the City as a result of its ownership and operation of the Charter Schools and Charter Lab School, including, fee-based pre-school programs and revenues received pursuant to leases and/or other agreements for use of such facilities. 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 a parity with any Additional Parity Bonds. They 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.

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

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

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

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

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 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.

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,



## Debt Service Fund

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 Bonds, Series 1999, 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.

### ~ 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 \$8,545,700 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.

## Budget Highlights

Future debts will be issued as the Commission deems appropriate.

All of the outstanding bonds are insured and have been having the highest bond rating until the downgrade of the bond insurers by the Rating

Agencies, and consequently the insured rating on these bonds was 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.

## 2009-10 Accomplishments

On June 22, 2010, the City refunded the Capital Improvement Revenue Bonds, Series 1999 which had an outstanding balance of \$8,690,000. This resulted in a net present value savings of \$571,658.45.

All bond issues' obligations were met and covenants complied.

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.

## Debt Service Fund Performance Measures

Indicator	2007-08		2008-09		2009-10	2010-11
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Number of bond issues outstanding	14	15	13	14	13	13
Number of payments	90	40	113*	116 *	112*	112*
<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%

\* Up to fiscal year 2007-08, only debt service payments are reported in the performance measures statistics. As bond structures are becoming more complex and in order to reflect the accurate performance measures of debt servicing, beginning fiscal year 2008-09, the output numbers show all anticipated debt service, derivative settlement, and fee-related payments.

**City of Pembroke Pines, Florida**  
**Schedule of Debt Service on Outstanding Bonds as of September 30, 2010**

	Police Annex, Park & Other Improv	Firefighters Pension	Police Officers & Gen Employees Pension	Senior Housing Project Tower 1	Senior Housing Project Tower 2	Various Capital Projects & Refunding
<u>Type of Bonds</u>	<u>\$19,600,000</u>	<u>\$39,935,000</u>	<u>\$49,910,000</u>	<u>\$20,140,000</u>	<u>\$15,975,000</u>	<u>\$47,000,000</u>
Revenue	Public Improv.	Taxable Comm. Services Tax	Taxable Comm. Services Tax	Public Improv.	Public Improv.	
General Obligation						General Obligation
Fiscal Y/E						
<u>Sep 30</u>	<u>Series 2001</u>	<u>Series 2003A</u>	<u>Series 2004</u>	<u>Series 2004A</u>	<u>Series 2004B</u>	<u>Series 2005</u>
2011	965,800	2,992,332	3,432,188	1,396,747	1,116,527	2,797,053
2012	966,265	2,991,214	3,428,956	1,391,741	1,113,343	2,794,252
2013	964,425	2,987,409	3,426,181	1,390,110	1,114,136	2,794,438
2014	960,210	2,985,768	3,423,431	1,391,610	1,113,879	2,797,377
2015	-	2,985,994	3,426,731	1,391,397	1,112,423	2,797,828
2016	-	2,982,935	3,420,763	1,389,735	1,109,678	2,795,707
2017	-	2,981,445	3,420,331	1,391,835	1,110,760	2,798,583
2018	-	2,981,222	3,416,813	1,387,732	1,110,587	2,798,557
2019	-	2,977,119	3,415,088	1,386,942	1,109,059	2,796,158
2020	-	2,978,838	3,414,919	1,389,365	1,110,701	2,796,757
2021	-	2,976,078	3,412,881	1,384,763	1,105,656	2,795,158
2022	-	2,973,692	3,408,578	1,383,263	1,109,294	2,794,520
2023	-	2,971,381	3,404,791	1,384,831	1,106,253	2,794,495
2024	-	2,963,995	3,406,134	1,383,844	1,106,125	2,796,707
2025	-	2,966,088	3,397,481	1,380,725	1,104,125	2,795,945
2026	-	2,962,210	3,397,212	1,379,750	1,105,500	2,797,208
2027	-	2,957,212	3,389,875	1,380,625	1,105,125	2,795,282
2028	-	2,955,648	3,386,500	1,379,250	1,103,000	2,795,170
2029	-	2,952,069	3,386,563	1,375,625	1,099,125	2,796,745
2030	-	2,946,177	3,384,669	1,374,625	1,098,375	2,799,270
2031	-	2,942,524	3,380,556	1,376,000	1,100,500	2,797,520
2032	-	2,935,662	3,378,831	1,374,625	1,095,500	2,796,495
2033	-	2,934,994	3,374,100	1,370,500	1,098,250	2,795,825
2034	-	2,929,923	3,366,100	1,368,500	1,093,625	2,795,575
2035	-	-	-	1,368,375	1,091,625	2,795,375
2036	-	-	-	-	-	-
2037	-	-	-	-	-	-
2038	-	-	-	-	-	-
2039	-	-	-	-	-	-
Total debt service	<u>\$ 3,856,700</u>	<u>\$ 71,211,929</u>	<u>\$ 81,699,672</u>	<u>\$ 34,572,515</u>	<u>\$ 27,643,171</u>	<u>\$ 69,908,000</u>
Principal outstanding FY 2010	<u>\$ 3,550,000</u>	<u>\$ 37,935,000</u>	<u>\$ 47,005,000</u>	<u>\$ 20,140,000</u>	<u>\$ 15,975,000</u>	<u>\$ 42,160,000</u>

**City of Pembroke Pines, Florida**  
**Schedule of Debt Service on Outstanding Bonds as of September 30, 2010**

Refunding	Various Capital Projects & Refunding	Senior Housing Project Tower 3	Various Capital Projects	Refunding & New Charter School Projects	Refunding Susan B. Anthony Center 2005 Bonds	Refunding	
\$29,720,000	\$45,050,000	\$26,805,000	\$43,000,000	\$64,095,000	\$8,040,000	\$8,545,700	
Public Improv. Refunding	Capital Improv. Refunding	Capital Improv.		Charter School	Variable Rate Cap Improv. Refunding	Capital Improv. Refunding	
			General Obligation	*	**		Total Debt Service/ Principal
Series 2006	Series 2006	Series 2007	Series 2007	Series 2008	Series 2008	Series 2010	
2,345,950	3,372,713	1,715,163	2,680,837	2,557,261	475,637	434,932	26,283,140
2,348,450	3,370,312	1,713,362	2,680,988	2,553,531	467,106	701,192	26,520,712
2,349,150	3,365,513	1,715,663	2,681,787	2,331,102	467,213	705,714	26,292,841
2,348,050	3,373,012	1,716,962	2,680,075	2,333,993	467,665	704,418	26,296,450
3,294,550	3,370,675	1,717,263	2,678,075	2,330,669	609,677	702,021	26,417,303
3,296,675	3,361,088	1,716,562	2,679,675	2,327,345	612,988	703,538	26,396,689
3,293,050	3,369,962	1,714,013	2,678,425	2,336,377	610,478	703,784	26,409,043
3,288,550	3,366,713	1,716,250	2,679,225	2,314,528	610,460	707,676	26,378,313
3,282,925	3,371,350	1,712,319	2,683,112	2,311,213	609,455	705,234	26,359,974
3,285,675	3,363,487	1,716,300	2,679,875	2,314,049	607,400	706,283	26,363,649
3,276,550	3,372,113	1,714,900	2,683,250	2,310,725	600,806	706,141	26,339,021
3,290,800	3,364,237	1,712,300	2,682,675	2,307,401	614,727	708,345	26,349,832
3,284,400	3,363,763	1,713,400	2,684,625	3,451,322	609,106	708,938	27,477,305
-	3,366,363	1,713,100	2,678,875	3,671,009	604,203	707,946	24,398,301
-	3,250,153	1,716,300	2,680,650	3,522,501	603,931	827,893	24,245,792
-	3,249,963	1,717,287	2,679,500	3,525,632	603,042	827,123	24,244,427
-	3,245,028	1,716,038	2,680,425	5,007,102	596,542	829,084	25,702,338
-	1,148,687	1,713,375	2,683,200	6,068,368	607,905		23,841,103
-	1,142,569	1,713,750	2,683,400	6,085,156	603,393		23,838,395
-	1,144,750	1,716,250	2,679,800	6,107,289	598,363		23,849,568
-	1,140,125	1,715,750	2,682,400	6,123,087	601,667		23,860,129
-	1,138,694	1,717,125	2,680,725	5,844,020	598,551		23,560,228
-	-	1,715,250	2,679,775	5,864,107	598,044		22,430,845
-	-	1,715,000	2,684,313	5,882,140	594,303		22,429,479
-	-	1,716,125	2,683,863	5,904,498	592,700		16,152,561
-	-	1,713,500	5,478,425	5,927,109	594,537		13,713,571
-	-	1,716,875	-	5,947,773	594,806		8,259,454
-	-	-	-	5,973,345	589,278		6,562,623
-	-	-	-		585,964		585,964
<u>\$ 38,984,775</u>	<u>\$ 62,611,270</u>	<u>\$ 46,310,182</u>	<u>\$ 72,507,975</u>	<u>\$ 113,232,652</u>	<u>\$ 16,929,947</u>	<u>\$ 12,090,262</u>	<u>\$ 651,559,050</u>
<u>\$ 28,685,000</u>	<u>\$ 42,640,000</u>	<u>\$ 26,290,000</u>	<u>\$ 40,900,000</u>	<u>\$ 63,495,000</u>	<u>\$ 8,040,000</u>	<u>\$ 8,545,700</u>	<u>\$ 385,360,700</u>

\* Based on fixed interest rates of 3.324% and 3.794% payable by the City pursuant to the Series 2008 Swap Transaction.

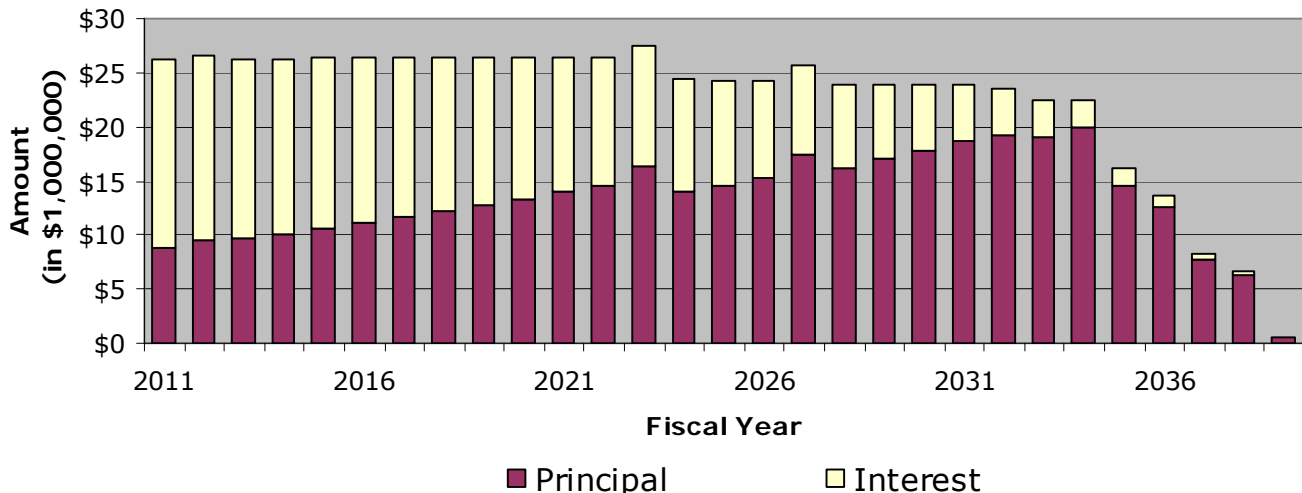
\*\* Interest on the Series 2008 bonds includes letter of credit and remarketing fees. The interest rate on the Bonds is calculated at an assumed rate of 5.17%.



## 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, 2010" regarding the two variable rate bond issues, the total annual debt service will be fairly constant for the next 24 years, 2011 – 2034, at approximately \$22,500,000 to \$27,500,000. 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 FY2011 to FY2039



The debt services and related fees of the Variable Rate Capital Improvement Revenue Refunding Bonds (Susan B. Anthony Center), Series 2008 of \$8,040,000 continue to be paid by the Susan B. Anthony Center (Center) which was built by the City and funded by the City's refunded Variable Rate Capital Improvement Revenue Bonds, Series 2005 (Susan B. Anthony Center). Except servicing the debt and coordinating with the Center, the repayment costs of this bond issue are passed on to the Center. The City receives an annual income of \$50,000 as credit enhancement fee and an annual Site Administrative Charge of \$27,437 from the center.

The total outstanding bond principal balance as of September 30, 2010 is \$385,360,700, representing a decrease of \$8,094,300 from prior year.

### **Property Taxable Value for fiscal Year Ending Sept. 30th, 2010 (2009 Tax Year)**

Just Value	14,727,213,419
Less: Tax Exempt Properties	(1,301,379,660)
Personal Exemptions	(2,165,825,895)
Homestead Assessment Differential <sup>(1)</sup>	(1,635,740,300)
Nonhomestead Residential Property Differential <sup>(2)</sup>	(339,070)
Certain Residential and Nonresidential Real Property Differential <sup>(2)</sup>	(29,537,760)
Value Adjustment Board & Broward County Property Appraiser Adjustments	(41,890,096)
Final Taxable Value	<u><u>\$9,552,500,638</u></u>

(1) Per F.S. 193.155, the reassessed value shall not exceed the lower of a) 3% of the assessed value of the property for the prior year; or b) the percentage change in the CPI.

(2) Per F.S. 193.1554 & 193.1555, the reassessed value may not exceed 10% of the assessed value of the property for the prior year.

## **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>\$143,287,510</b>
<b>General Obligation Bonds:</b>		
General Obligation Bonds, Series 2005	42,160,000	
General Obligation Bonds, Series 2007	40,900,000	
<b>Total General Obligation Bonds subject to debt limitation</b>	<hr/>	<b>83,060,000</b>
<b>Legal debt margin</b>		<hr/> <b>\$60,227,510</b> <hr/>

## **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:

### ***Public Improvement Revenue Bonds, Series 2001***

Additional parity bonds payable from the pledged revenues may be issued for the 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.

### ***Taxable Communications Services Tax Revenue Bonds, Series 2003A and Taxable Communications Services Tax Revenue Bonds, Series 2004***

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 2004A Public Improvement Revenue Bonds, Series 2004B***

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***

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***

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.

### Debt Service Fund - Budget Summary

Revenue Category	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Ad Valorem Taxes	5,264,984	5,520,777	5,433,762	5,452,827
Public Service Taxes	1,678,915	1,785,668	1,784,186	1,790,715
Communications Service Tax	6,385,381	6,442,385	6,444,780	6,455,567
Franchise Fees	809,561	816,710	818,961	817,511
Investment Income	440,269	104,744	129,653	54,658
Rents & Royalties	9,602,414	10,906,060	12,369,540	12,236,040
Interfund Transfers	133,863	605,731	-	-
Debt Proceeds	58,110,154	-	8,545,700	-
Beginning Surplus	-	-	-767,650	-364,256
<b>Total</b>	<b>82,425,541</b>	<b>26,182,075</b>	<b>34,758,932</b>	<b>26,443,062</b>

Expenditure Category	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Debt Services				
Principal Payments	5,830,000	7,140,000	7,950,000	8,872,500
Interest Payments	18,334,763	17,812,377	17,487,374	17,039,957
Other Debt Service Costs	61,071,139	416,391	9,271,268	530,605
Debt Services Subtotal	85,235,902	25,368,768	34,708,642	26,443,062
Other				
Bond Issuance	1,745,904	-	50,290	-
Other Subtotal	1,745,904	-	50,290	-
<b>Total</b>	<b>86,981,806</b>	<b>25,368,768</b>	<b>34,758,932</b>	<b>26,443,062</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 City Planning. Revenues may be derived from funds dedicated by developers, or financed through bank loans or bond issues.

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. The budget for the Municipal Construction Fund does not have any significant (appropriations exceeding \$1,000,000) non-routine capital projects; therefore there is no impact on operating expenses and/or savings to report.

### Budget Highlights

The budget does not reflect the magnitude of the municipal construction projects that will be ongoing in fiscal year 2011 since per policy, total project costs are appropriated in the year the project commences. As a result, projects financed by the General Obligation Bonds were appropriated in the fiscal year 2007 and the unspent portions will become part of the fiscal year 2011 appropriation only after the budget is adopted and the carryover finalized.

The operating impact of the General Obligation Bond projects is provided in the 5 Year Capital Improvement Section 18.

The projects funded from the General Obligation Bonds proceeds include street improvements and traffic flow, new and improved park facilities, a new visual arts center, new community centers with programs for seniors and youths, acquisition of open space and economic development.

### 2009-10 Accomplishments

Continued various rehabilitation projects at the Senator Howard C. Forman Human Services Campus.

Completed the following projects as part of the \$90,000,000 General Obligation Bond Initiative:

- Walter C. Young - Portable Concession Stand & Equipment.
- Academic Village - Resurface & restripe basketball courts.

Began the following projects as part of the \$90,000,000 General Obligation Bond Initiative:

- Flanagan HS (Practice Field) Sports Lighting.
- Renovate/retrofit various Concession Buildings.
- Pembroke Shores YMCA Expansion - 17,000 SF addition to the Pembroke Shores Gymnasium facility & parking.

### Municipal Construction Fund - Budget Summary

Revenue Category	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Franchise Fees	1,850,641	2,298,024	2,314,341	2,551,225
Federal Grants	73,272	8,018,372	3,994,039	-
Grants from Local Units	-	-	74,380	-
State Grants	215,883	342,838	185,930	-
Investment Income	1,769,687	345,408	-	-
Private Gifts / Contributions	8,231,014	4,597,826	-	54,750
Debt Proceeds	14,024,847	-	-	-
Appropriated Fund Balance	-	-	32,435,747	-
Beginning Surplus	-	-	-2,235,041	-2,580,915
<b>Total</b>	<b>26,165,343</b>	<b>15,602,468</b>	<b>36,769,396</b>	<b>25,060</b>

Expenditure Category	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Operating Expenses				
Professional Services	8,842	-	-	-
Repair and Maintenance Services	48,201	12,048	57,267	-
Operating Supplies	142,263	143,003	103,021	-
Road Materials and Supplies	4,090,917	8,417,769	1,139,017	-
Operating Expenses Subtotal	4,290,222	8,572,820	1,299,305	-
Capital Outlay				
Capital Contingency	-	-	2,470,328	-
Land	1,814,244	9,154,126	92,421	-
Buildings	13,236,394	1,732,516	12,203,730	-
Improvements Other Than Buildings	3,270,465	409,663	15,782,438	-
Machinery and Equipment	553,271	385,060	713,258	-
Infrastructure	16,083,212	1,100,702	3,891,063	-
Capital Outlay Subtotal	34,957,587	12,782,067	35,153,238	-
Debt Services				
Interest Payments	420,029	89,765	79,300	25,060
Debt Services Subtotal	420,029	89,765	79,300	25,060
Grants and Aid				
Aids to Government Agencies	19,020	742	105,438	-
Aids to Private Organizations	-27,176	347,386	132,115	-
Grants and Aid Subtotal	-8,156	348,128	237,553	-
Other				
Transfers	133,863	605,731	-	-
Other Subtotal	133,863	605,731	-	-
<b>Total</b>	<b>39,793,546</b>	<b>22,398,511</b>	<b>36,769,396</b>	<b>25,060</b>



## Utilities

### Goals

The goal of the Division of Environmental Services (Utilities) is to provide customers with the highest quality water and wastewater services possible while maintaining a competitive rate structure. The Division 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 per 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 retaining the best fire insurance rating in the State of Florida.

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

Six sections of responsibilities include:

- 1 - Environmental Services (Engineering)
- 2 - Technical Services
- 3 - Water Treatment
- 4 - Water Distribution
- 5 - Wastewater Collection
- 6 - Wastewater Treatment

These six sections 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 Public Services Tab for details pertaining to Environmental Services (Engineering).

~ 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 adhered to. 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 per day, providing our customers with approximately 13.5 million gallons 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 the 24-hour communication link between customers and emergency repair crews. During plant operations, frequent inspections are performed, thereby ensuring all routine/preventative maintenance is performed to prevent degenerative performance.

~ WATER DISTRIBUTION - This section is responsible for the repair and preventative maintenance of more than 489 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 4,121 fire hydrants.

~ WASTEWATER COLLECTION - This section is responsible for the operation, repair, and preventative maintenance of more than 30 miles of force mains and 399 miles of gravity sewer mains, as well as 7,288 associated manholes and 170 lift stations. In addition, the maintenance of over 226 miles of storm drains is provided via the Sewer Collection section.

~ WASTEWATER TREATMENT - The City's Wastewater Treatment Plant is staffed and operated 24 hours a day ensuring that approximately 7.0 million gallons/day of sanitary waste is treated and disposed of in an environmentally safe manner and in conformance with all applicable federal, state and local laws. The plant provides treatment capacity for



## Utilities

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 performed in a timely manner to preclude any degenerative performance.

### Budget Highlights

The budget provides funding for several important utility construction and maintenance projects.

The customer will continue to enjoy a very competitive rate structure and a high quality of service.

A significant number of mainline sanitary sewer mains will continue to be cleaned and inspected to ensure efficient system operation. Other segments of the existing gravity sewer system will undergo complete restoration utilizing trenchless repair technology that drastically reduces negative construction impact to the community. Existing sewer lift stations that are nearing the end of their effective service life are scheduled for replacement.

Plan for the design, permitting and installation of a new forcemain on Washington Street between the entrance to Hollybrook and lift station 34.

Provide approximately \$12.3 million dollars for phase one of the alternative water supply project. The project will treat more than a million gallons of raw sewage per day to drinking water standards. This project is a multi-year, multi-phase project that will extend through fiscal year 2015.

Continue to provide for the maintenance and repair of all existing fire hydrants within the City, helping to ensure that the City maintains the best fire insurance rating in the State of Florida.

Existing water meters will continue to be replaced on a regular schedule in order that the measuring of water utilized by the customers remains fair and accurate.

Provide the funding required to operate and maintain the existing utility infrastructure and customer service operations.

### 2009-10 Accomplishments

- Replaced 5 Lift Stations.

- Continued the meter replacement program throughout the city.
- Continued the valve location and lift station inspection programs and repaired/replaced parts and/or stations as needed.
- Completed plans, permits and construction inspection for forcemain replacement on SW 178 Avenue between Pines Boulevard and SW 12 Street.
- Completed the inflow and infiltration program for lift station 16.
- Completed the tv and inspection portion of the inflow and infiltration program for lift station 17 and Hollybrook (lift Stations 23 and 32).



# Utilities Performance Measures

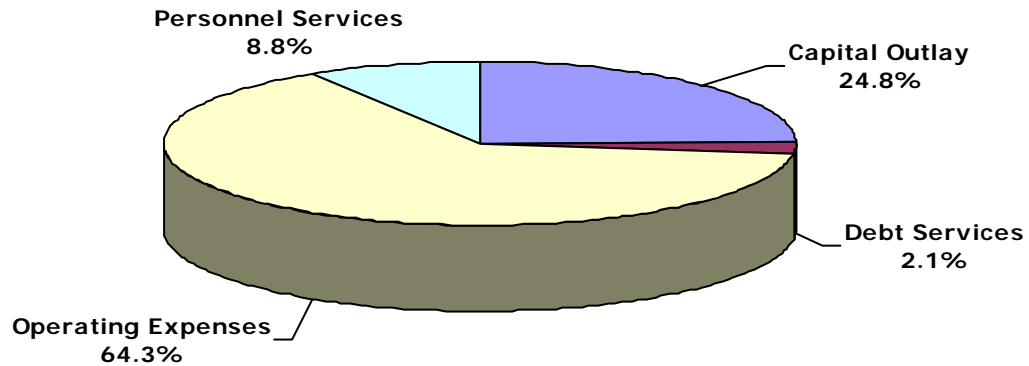
Indicator	2007-08		2008-09		2009-10	2010-11
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Number of potable water meters replaced *	2,090	1,450	1,932	1,450	2,700	2,500
Linear feet of gravity sewer mains rehabilitated eliminating inflow and infiltration into the sanitary sewer system *	4,600~	12,000	5,250	5,000 ~	5,000~	5,000~
Miles of water main maintained	521	503	521	510	521	521
Fire hydrants maintained	4,504	4,450	4,500	4,470	4,510	4,520
Lift stations maintained	187	180	187	185	187	187
Miles of sanitary sewer maintained	410	403	411	420	411	411
Miles of force main maintained	35	31	34	34	35	34
<b>Effectiveness</b>						
PH (County standard 6.5 - 9.1 or higher)	9.20	9.10	9.20	9.20	9.20	9.20
Total Residual Chlorine (County standard 4.0 or lower)	3.26	3.50	3.50	3.50	3.50	3.50
Color (County standard 15.0 or lower)	5.53	6.00	6.00	6.00	6.00	6.00
Fluoride ASF (County standard 0.8 or lower)	0.79	0.80	0.80	0.80	0.80	0.80
Turbidity NTU (County standard 1.0 or lower)	0.05	0.06	0.06	0.06	0.06	0.06
Iron Fe- (County standard 0.3 or lower)	0.02	0.02	0.02	0.02	0.02	0.02
CBOD5 Effluent (County standard 20 or lower)	4.70	5.50	5.25	5.20	5.20	5.25
TSS Effluent (County standard 20 or lower)	3.26	3.00	3.00	3.00	3.00	3.00
<b>Efficiency</b>						
Number of hours required to repair a pressure main break	4	4	4	4	4	4
Number of hours required to respond to after-hours emergency situations	1	1	1	1	1	1

\* Once the goal is met the resources are directed to other needs within the City.

~ Marks the start of a smaller infiltration program due to a reduction in resource availability.

### Utilities - Budget Summary

Revenue Category	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Building Permits	63,032	14,416	20,000	20,000
General Government Charges	41,707	40,913	39,200	39,200
Physical Environment Charges	2,026,044	715,017	620,000	670,000
Water/Sewer Charges	29,738,003	36,532,568	36,676,037	40,850,770
Investment Income	2,488,373	665,177	828,975	386,605
Disp of Fix Assets / Sale of Equip/ Sc	-338,017	-2,573	1,000	1,000
Miscellaneous Revenues	-	-	1,000	1,000
Other Miscellaneous Revenues	10,476	11,723	11,000	11,000
Debt Proceeds	-	-	20,000,000	12,300,000
Water/Sewer Connection	1,875,956	355,884	415,000	370,000
Capital Contributed from Developer	5,431,048	361,261	-	-
<b>Total</b>	<b>41,336,622</b>	<b>38,694,386</b>	<b>58,612,212</b>	<b>54,649,575</b>



### Utilities - Budget Summary

Expenditure Category	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Personnel Services				
Salary	4,670,503	4,366,070	3,805,287	3,048,479
Benefits	3,418,571	3,203,075	2,277,335	1,754,697
<b>Personnel Services Subtotal</b>	<b>8,089,074</b>	<b>7,569,145</b>	<b>6,082,622</b>	<b>4,803,176</b>
Operating Expenses				
Contingency	-	-	-	105,361
Professional Services	256,962	183,427	171,293	183,000
Accounting and Auditing	68,496	71,862	72,194	73,780
Other Contractual Services	2,537,863	2,343,318	3,407,642	3,845,446
Travel Per Diem	697	126	1,200	950
Communication and Freight Services	212,423	212,047	218,000	218,000
Utility Services	9,194,547	7,603,862	7,753,093	8,937,000
Rentals and Leases	101,524	108,297	110,850	110,994
Insurance	1,248,170	771,648	2,055,174	2,293,730
Repair and Maintenance Services	1,082,939	931,304	1,340,858	2,797,300
Printing and Binding	12,287	10,900	15,500	15,500
Promotional Activities	-	1,060	-	1,100
Depreciation	5,750,018	5,784,962	-	-
Other Current Charges and Obligation	12,695,553	14,106,782	13,847,044	14,782,597
Office Supplies	14,614	13,990	15,750	15,750
Operating Supplies	1,585,744	1,554,846	1,633,350	1,679,350
Road Materials and Supplies	20,972	19,674	25,000	25,000
Publications and Memberships	2,424	375	4,250	2,750
<b>Operating Expenses Subtotal</b>	<b>34,785,233</b>	<b>33,718,483</b>	<b>30,671,198</b>	<b>35,087,608</b>
Capital Outlay				
Buildings	-	-	20,082,141	13,300,000
Improvements Other Than Buildings	-	-	1,758,497	255,000
Machinery and Equipment	-	-	17,054	-
<b>Capital Outlay Subtotal</b>	<b>-</b>	<b>-</b>	<b>21,857,692</b>	<b>13,555,000</b>
Debt Services				
Principal Payments	-	-	-	650,000
Interest Payments	-	-	-	500,000
Other Debt Service Costs	-	-	700	700
<b>Debt Services Subtotal</b>	<b>-</b>	<b>-</b>	<b>700</b>	<b>1,150,700</b>
Grants and Aid				
Aids to Government Agencies	-	-	-	53,091
<b>Grants and Aid Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>53,091</b>
<b>Total</b>	<b>42,874,308</b>	<b>41,287,628</b>	<b>58,612,212</b>	<b>54,649,575</b>

### Utilities - Personnel Summary

Position Title	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
12051 Public Services Director	0.5	-	-	-
12052 Controller/Internal Auditor	0.5	0.5	-	-
12055 Deputy Public Services Director	0.5	0.5	0.5	0.5
12109 Administrative Supervisor	3	3	2	2
12149 Division Director Utilities	1	1	1	1
12187 Laboratory Technician II	1	1	-	-
12188 Laboratory Technician I	1	1	-	-
12279 Meter Reader	1	-	-	-
12500 City Engineer	0.5	0.5	0.5	-
12513 Account Clerk III	1	1	1	1
12515 Accounting Clerk II	1	1	-	-
12516 Assistant City Manager	0.5	-	0.5	0.5
12523 Accountant	2	2	-	-
12533 Electrician II	1	-	-	-
12550 Backflow Specialist	1	1	1	1
12552 Budget Analyst	1	1	-	-
12672 Chief Waste Water Operations	1	1	1	1
12673 Chief Water Operations	1	1	1	1
12674 Chief Chemist	1	-	-	-
12684 Clerical Spec II	4	2	-	-
12685 Clerical Aide	1	-	-	-
12740 Custodian	-	1	-	-
12753 Utility Service Worker II/Camera Oper	1	1	1	1
12767 Utility Maintenance Supervisor	4	4	1	1
12770 Engineer Inspector	4	2	-	-
12774 Engineer	-	-	-	0.5
12778 W-Utility Ser Worker I	1	1	-	-
12779 W-Utility Ser Worker II	11	8	6	6
12785 S-Utility Service Worker I	3	3	3	3
12786 S-Utility Service Worker II	9	6	2	2
12831 CADD Operator	1	1	1	1
12926 Water Plant Operator I	3	3	3	3
12927 Water Plant Operator II	1	-	-	-
12928 Water Plant Operator III	9	6	4	4
12946 S-Treatment Plant Operator I	2	2	1	1
12947 S-Treatment Plant Operator II	5	4	4	4
12948 S-Treatment Plant Operator III	5	3	3	3
13001 Public Services Director	0.5	0.5	0.5	0.5
13160 Utility Special Project Manager	-	1	1	1
13475 P/T Courier	2	-	-	-
13502 P/T Meter Reader	1	-	-	-
13674 P/T Chief Chemist	-	1	1	1
13681 P/T Clerk Spec II	-	1	1	1
13926 P/T Water Plant Operator I	-	1	1	1

**Utilities - Personnel Summary**

<b>Position Title</b>		<b>2007-08 Actual</b>	<b>2008-09 Actual</b>	<b>2009-10 Budget</b>	<b>2010-11 Budget</b>
Total	Full-time	84	63	38	38
	Part-time	3	4	4	4



## Public Insurance Fund

### Mission

To effectively administer claims, and to provide a safe and healthy environment for the City's employees 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 Department 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

To 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 claims and fees.

### Major Functions and Activities

The Risk Management Division is responsible for writing the specifications for the insurance program that will best protect the City's financial interests.

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 the administration and monitoring of group health benefits.

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 will be coordinated as necessary.

### Budget Highlights

Continue to provide services and educate employees regarding benefits.

Continue to monitor procedures to control claims cost.

### 2009-10 Accomplishments

Redefined procedures to better control claims cost, workers' compensation costs, and the recovery of subrogation losses.

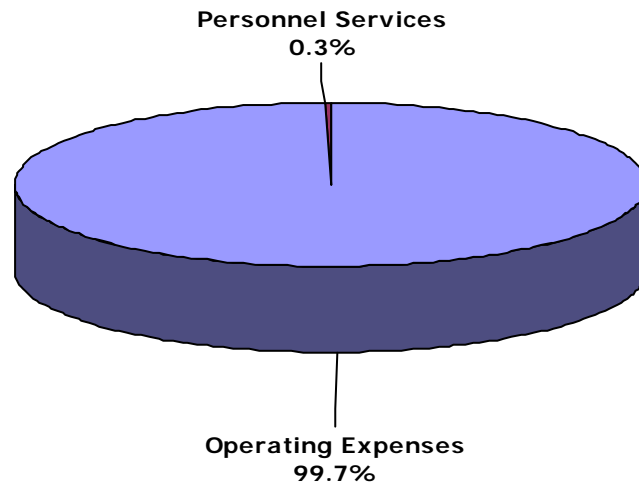
## Public Insurance Fund Performance Measures

Indicator	2007-08		2008-09		2009-10	2010-11
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Safety seminars	41 *	5	6	5	20	5
<b>Effectiveness</b>						
Total claims	181	150	166	100	120	100
<b>Efficiency</b>						
Average WC Insurance cost per FT Employee	\$825	\$2,200	\$1,233	\$1,000	\$2,000	\$1,000

\* The safety seminars have been under reported through fiscal year 2006-07. The fiscal year 2007-08 actual and the fiscal year 2009-10 goal will reflect the corrected reports.

## Public Insurance Fund - Budget Summary

Revenue Category	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
General Government Charges	22,552,864	13,778,097	22,280,833	24,148,617
Investment Income	424,757	417,312	334,749	131,645
Other Miscellaneous Revenues	2,123,445	2,232,565	1,378,018	1,749,970
<b>Total</b>	<b>25,101,065</b>	<b>16,427,974</b>	<b>23,993,600</b>	<b>26,030,232</b>



Expenditure Category	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Personnel Services				
Salary	146,471	116,708	103,606	56,637
Benefits	67,665	63,580	37,922	22,437
Personnel Services Subtotal	214,136	180,288	141,528	79,074
Operating Expenses				
Other Contractual Services	25,000	-	45,829	83,039
Insurance	24,856,492	16,243,742	23,794,743	25,855,620
Repair and Maintenance Services	220	-	1,000	2,000
Printing and Binding	-	-	5,000	5,000
Other Current Charges and Obligation	-	-	-	-1
Office Supplies	5,218	3,818	4,500	4,500
Operating Supplies	-	126	1,000	1,000
Operating Expenses Subtotal	24,886,930	16,247,686	23,852,072	25,951,158
<b>Total</b>	<b>25,101,065</b>	<b>16,427,974</b>	<b>23,993,600</b>	<b>26,030,232</b>



## Public Insurance Fund - Personnel Summary

Position Title		2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
12010	Insurance Clerk	1	1	-	-
12014	Risk Management/Benefits Supervisor	-	1	1	1
12103	Benefits Administrator	2	-	-	-
12557	Risk Management/Benefits Specialist	-	-	-	-
Total	Full-time	3	2	1	1
	Part-time	-	-	-	-



## General Employees Pension

### Mission

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

### Goals

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

### Objectives

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

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

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

To ensure that all employees contribute 8.5% of their gross wages, as required by the Plan.

To correctly pay pension benefits in accordance with stated policy.

### Major Functions and Activities

The General Employees Pension Plan was established by referendum in 1973 and restated on October 1, 1989. It has subsequently been amended by the following Ordinances:

ORDINANCE NUMBER	DATED
992	April 15, 1992
1058	December 15, 1993
1297	March 17, 1999
1413	June 19, 2002
1479	March 17, 2004
1515	May 18, 2005
1520	August 3, 2005
1555	August 16, 2006
1614	September 3, 2008
1668	August 4, 2010

The Pension Plan was established to provide retirement benefits to the general employees of the

City.

The City is required to contribute an actuarially-determined amount that, when combined with participants' contributions, will fully provide for all benefits as they become payable.

Participants are required to contribute 8.5% of their regular wages, while the City's contribution is based on the actuarial valuation using the entry age normal frozen initial liability method with unfunded liabilities being amortized over 30 years. Effective February 1, 2010, employees will contribute 7.25% of regular wages.

As of October 1, 1998, all full-time employees, as defined in the 1973 Referendum, were required to participate in the Pension Plan as a condition of continued employment. Contributions were pre-taxed. Upon normal retirement, a participant would receive a monthly pension amount equal to 2.85% of average yearly earnings for the highest two fiscal years of continuous service multiplied by years of service (not to exceed 28.07 years). Effective June 30, 2010 participation in the Plan is limited. No further contributions shall be made by bargaining unit members and no additional benefits shall accrue to these members.

### Budget Highlights

The GEPP budget includes an estimated annual rate of return of 7.5% which approximates to \$9.8 million in investment income. The actuarial assumption of 7.5% represents the average long term expected rate of return.

The Annual Required Contribution (ARC) for fiscal year 2010-11 is approximately \$2.9 million; this represents a decrease of \$0.6 million or 17.1% over the 2009-10 actual contribution, as a result of union negotiated changes.

### 2009-10 Accomplishments

The ARC for the fiscal year 2009-10 is \$3.5 million. This represents a 45.3% reduction from the initial estimates provided of \$6.4 million. The significant decrease is a result of the union negotiated changes. The City will be making the full contribution by the end of the year.

For the period ending June 30, 2010, the GEPP investments were valued at \$107.5 million. The annualized net rate of return for the GEPP was 13.6% for the twelve months ending June 2010.



## General Employees Pension

In FY2009-10, the Actuarial valuations for the GEEP will now be prepared for the fiscal year in advance as allowed for by the Florida Statutes. This will greatly increase the City efficiency in budgeting for the Annual Required Contribution (ARC). The City's Contribution to the GEPP for FY2010-11 will be \$2.9 million.

On February 17, 2010, the City ratified amendments to the General Employees collective bargaining agreement. Among the material changes made, the amendments affected participation, rates of contribution, and cost of living adjustments. Effective February 1, 2010, employee contributions were reduced from 8.5% to 7.25% of compensation, the COLA was reduced from 3.0% to 2.0%, and employees hired after February 1, 2010 would not be eligible to participate in the Plan.

On June 15 and 16, 2010, respectively, the Federation of Public Employees and the City ratified a Memorandum of Understanding (MOU) that made further significant changes to the Plan, including eliminating the Cost of Living Adjustment for bargaining unit members who retire after July 1, 2010; and freezing the benefits for all current members of the bargaining unit. Active employees will not longer make contributions to the Plan.

# General Employees Pension Performance Measures

Indicator	2007-08		2008-09		2009-10	2010-11
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Retired participants	232	211	303	235	292	350
Benefits (in millions) paid to participants	\$4.9M	\$5.3M	\$7.6M	\$5.9M	\$6.5M	\$8.3M
Average retirement age	55	55	55	55	55	55
Average salary increase	8.41%	8.43%	2.08%	8.41%	3.00%	N/A
<b>Effectiveness</b>						
% of transfers completed within a week of due date	100%	100%	100%	100%	100%	100%
Return on investment	-17.93%	8.00%	-3.78%	8.00%	8.00% **	7.50%
City contribution as a % of covered payroll	31.07%	34.54%	34.40%	31.50%	58.3%	19.40%
<b>Efficiency</b>						
% of administrative costs to total assets	0.05%	0.05%	0.05%	0.05%	0.05%	0.05%

\*\* The actuarial assumption represents the average long term expected rate of return. It was reduced from 8.0% in 2009-10 to 7.5% in 2010-11.

### General Employees Pension - Budget Summary

Revenue Category	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Investment Income	-23,553,575	-4,178,115	6,560,000	9,769,000
Pension Fund Contributions	9,046,399	9,709,936	5,387,410	3,147,335
Beginning Surplus	-	-	-5,325,410	-4,497,335
<b>Total</b>	<b>-14,507,176</b>	<b>5,531,820</b>	<b>6,622,000</b>	<b>8,419,000</b>

Expenditure Category	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Operating Expenses				
Professional Services	93,524	102,009	132,000	88,000
Pension Benefits	4,872,010	7,602,125	6,490,000	8,331,000
Other Current Charges and Obligation	-21,618	-37,584	-	-
Operating Expenses Subtotal	4,943,916	7,666,550	6,622,000	8,419,000
<b>Total</b>	<b>4,943,916</b>	<b>7,666,550</b>	<b>6,622,000</b>	<b>8,419,000</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 and to pay pension benefits as they become due; and to maintain the actuarial soundness of the Plan.

### Objectives

To provide accurate, timely and efficient accounting for the Firefighters and Police Officers Pension Fund related activities, as administered by the Pension Board of Trustees (hereafter referred to as the Board).

To maintain the actuarial soundness of the Plan by funding the full amount of the Annual Required Contribution, as determined by the Plan's actuary.

To invest the assets of the Plan in accordance with the Investment Policy adopted by the Board.

To ensure that all members of the Plan contribute the required 10.4% of regular wages.

To accurately pay pension benefits to retired members and their beneficiaries on a timely basis, and in accordance with stated policy.

### Major Functions and Activities

The Plan, which is a single employer, defined benefit plan, was established to provide retirement benefits to Firefighters and Police Officers in the City. A more detailed description of the Plan and its provisions appears in the City's Code of Ordinances constituting the plan and the summary plan description.

The City of Pembroke Pines Firefighters and Police Officers Pension Fund was established by referendum in 1973. It has subsequently been amended by the following ordinances:

ORDINANCE NUMBER	DATED
557	February 19, 1981
829	March 4, 1987
967	September 19, 1991

1014	November 4, 1992
1067	February 16, 1994
1091	September 8, 1994
1131	September 6, 1995
1198	December 18, 1996
1249	January 7, 1998
1318	November 17, 1999
1321	December 15, 1999
1325	January 19, 2000
1353	September 20, 2000
1360	November 15, 2000
1443	June 18, 2003
1480	March 17, 2004
1521	August 3, 2005
1572	February 21, 2007
1581	May 16, 2007
1669	August 4, 2010

The City is required to contribute an actuarially-determined amount that, when combined with participants' contributions and contributions from the State of Florida, will fully provide for all benefits as they become payable.

Participants were required to contribute 10.4% of regular wages, the State contributed approximately 7.8%, and the City's contribution is based on the actuarial valuation using the frozen initial liability method and the level percent closed amortization method. Unfunded liabilities are amortized over 30 years consistent with Chapter 112, Part VII, Florida Statutes.

All full-time employees, as defined in the Ordinance, are required to participate in the Pension Plan as a condition of continued employment, provided at the time of hiring the employee is at least eighteen years of age and has satisfactorily completed all required medical examinations.

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.

Members who elect to retire or enter the Deferred Retirement Option Plan (DROP) upon, but not after, attaining the earlier of the normal retirement age of twenty (20) years of service or age fifty (50) with 10 years of service will receive the following:

1) the amount of the benefit will be 4% of average monthly earnings for the highest two years of continuous service, multiplied by the years of continuous service, subject to a maximum of 80% of average monthly earnings for the highest two years



## Police and Fire Pension

of continuous service

2) up to 1,000 hours of accrued leave will be included in earnings and

3) a cost of living adjustment, as described below.

Effective April 1, 2005, and each April 1 thereafter, Firefighter retirees, their beneficiaries, and DROP participants will receive a cost of living adjustment (COLA) of 2% per year minimum, on pension benefits received.

Effective October 1, 2009 and each October 1 thereafter, Police Officer members who retired on or after October 1, 2003 will receive a 1.5% cost of living increase in their retirement benefits, and those members who retired on or after October 1, 2006 will receive a 3.0% cost of living increase.

Effective May 1, 2010, the International Association of Firefighters (IAFF), Police Benevolent Association (PBA), and the City negotiated significant changes affecting the Fire and Police Pension Plan. Employees not electing to receive these revised pension changes would receive a 30% reduction in salary. These changes are described below in the section titled "2009-10 Accomplishments".

### Budget Highlights

The Fire and Police Pension budget includes an estimated annual rate of return of 8.0% which approximates to \$22.9 million in investment income. The actuarial assumption of 8.0% represents the average long term expected rate of return.

The Annual Required Contribution (ARC) for fiscal year 2010-11 is approximately \$20.5 million (71.6% of covered payroll); this represents a decrease of \$1.6 million or 7.2% over the 2009-10 actual contribution, as a result of union negotiated changes.

### 2009-10 Accomplishments

The ARC for the fiscal year ending 2009-10 is \$22.1 million. This represents a 9.1% reduction from the initial estimates provided of \$24.3 million. The decrease is a result of the union negotiated changes. The City will be making the full contribution by the end of the year.

For the period ending June 30, 2010, the Fire and Police Pension investments were valued at \$270.9 million. The annualized net rate of return for the Plan

was 8.6% for the twelve months ending June 30, 2010.

As of FY2009-10, the Actuarial valuations will now be prepared for the fiscal year in advance as allowed for by the Florida Statutes. This will greatly increase the City efficiency in budgeting for the Annual Required Contribution (ARC). The City's Contribution for FY2010-11 will be \$20.5 million.

In May 2010, the International Association of Firefighters (IAFF), Police Benevolent Association (PBA), and the City negotiated significant changes affecting the Fire and Police Pension Plan effective retroactively to May 1, 2010. These changes included:

1. COLA – The COLA was reduced from 3.0% to 2.0%

2. Multiplier – The benefit multiplier will be 4.0% for all time accrued through April 30, 2010, and all future years of service at 3.5% up to a maximum of 80% of salary.

3. Accrued time – Only accrued time earned as of April 30, 2010 will be allowed to be included in an individual's pension calculation up to a maximum of 1,000 hours.

4. DROP -DROP Funds will earn a minimum of 5% and up to 8% based on the pension fund gross rate of return.

# Police and Fire Pension Performance Measures

Indicator	2007-08		2008-09		2009-10	2010-11
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Retired participants	208	213	230	200	273	248
Benefits (in millions) paid to participants (including DROP)	\$13.7M	\$11.0M	\$16.1M	\$16.1M	\$15.1M	\$20.9M
<b>Effectiveness</b>						
% of transfers completed within pay period	100%	100%	100%	100%	100%	100%
Return on investment	-13.20%	8.00%	-1.90%	8.00%	8.00% **	8.00%
City contribution as a % of covered payroll	57.00%	57.80% *	80.30%	57.80%	88.20%	71.60%
<b>Efficiency</b>						
% of administrative costs to total assets	0.20%	0.20%	0.26%	0.10%	0.20%	0.30%

\* The increase in the City's contribution from 47.0% to 57.7% is as a result of Plan changes made whereby in lieu of a 13th Check Police members were allowed to receive a COLA in the amount of 2.0% to 3.0% depending on effective retirement date. Also contributing to an increase in the contribution was an update of actuarial assumptions of the Plan, which is recommended every five years by the GFOA.

\*\* The actuarial assumption of 8% represents the average long term expected rate of return.



### Police and Fire Pension - Budget Summary

Revenue Category	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Investment Income	-39,659,943	-4,584,040	17,600,000	22,881,000
Pension Fund Contributions	21,143,427	25,111,444	28,011,359	25,951,382
Beginning Surplus	-	-	-28,226,359	-25,961,582
<b>Total</b>	<b>-18,516,516</b>	<b>20,527,404</b>	<b>17,385,000</b>	<b>22,870,800</b>

Expenditure Category	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Operating Expenses				
Professional Services	1,881,686	1,624,477	1,995,000	1,785,300
Travel Per Diem	-	-	30,000	13,000
Insurance	-	-	20,000	20,500
Other Current Charges and Obligation	13,835,750	16,256,428	15,290,000	21,000,000
Operating Supplies	-	-	50,000	52,000
Operating Expenses Subtotal	15,717,436	17,880,905	17,385,000	22,870,800
<b>Total</b>	<b>15,717,436</b>	<b>17,880,905</b>	<b>17,385,000</b>	<b>22,870,800</b>



## Other Postemployment Benefits

### Mission

To accumulate sufficient financial resources that will be able to provide Other Postemployment Benefits (OPEB), other than pension.

### Goals

To accurately account for all the financial resources of the Retiree Health/Life Insurance Plan (hereafter referred to as the Plan) whether earned through investments or contributed by the City and its retirees, so as to ensure that funds will be available for the payment of benefits as they become due; and to maintain the actuarial soundness of the Plan.

### Objectives

To provide accurate, timely, and efficient accounting of the activities related to the City's Retiree Health/Life Insurance Plan.

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

To correctly pay pension benefits in accordance with stated policy.

### Major Functions and Activities

The Other Postemployment Benefits Fund was established as a result of the new Governmental Accounting Standards Board (GASB) Statements number 43 and 45 regarding OPEB. These new standards call for governments to account for other postemployment benefits, other than pensions, in a similar manner as pension plans. Governmental entities, including the City, previously accounted for these benefits on a pay-as-you go basis.

The City created a retiree health and life insurance program as adopted by Ordinance. Coverage of health and life insurance is provided to all regular, full-time, permanent general and utility employees, certified firefighters and police officer employees, including dependents for those hired before October 1, 1991. For those employees hired on or after October 1, 1991, the City provides single coverage only.

A life insurance benefit is also available to retirees. The amount of the benefit is equal to 100% of final salary at retirement, up to a maximum of \$100,000. The benefit amount is reduced by 50% at age 65.

Employees are eligible to participate upon normal

retirement in the City's pension plan of which the employee is a member. If the employee does not belong to a City's pension plan, that employee upon termination must have completed 10 years of continuous service, and upon attaining age 55 would be eligible.

For employees hired after March 2005, health insurance for retirees is no longer being provided at the City's expense. A retiree may elect to continue health insurance in the City Plan if they pay the blended rate for employees and retirees as provided by state law.

Effective July 1, 2010, all general employees (bargaining unit eligible) will pay the full blended insured equivalent rate if they choose to continue the City's insurance at retirement.

### Budget Highlights

The City will contribute \$9.1 million to the OPEB Trust Fund, the actuarially determined annual OPEB cost for fiscal year 2010-11.

### 2009-10 Accomplishments

As a result of concessions with the General Employees' union, there were significant changes made to the OPEB plan. Based on these changes, the valuation report from the actuary indicated that the fiscal year 2009-10 annual OPEB cost is \$8,834,000, which the City will fully fund.

## Other Postemployment Benefits Performance Measures

Indicator	2007-08		2008-09		2009-10	2010-11
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Retired participants, receiving benefits	246	246	246	266	337	376
Retiree health claim benefits paid	\$4.6M	\$4.2M	\$4.7M	\$4.1M	\$4.8M	\$6.1M
<b>Effectiveness</b>						
Return on investments	2.5%	8.0%	.94%	8.0%	8.0% **	8%
City's ARC as a % of payroll	13.4%	13.4%	13.6%	13.7%	14.0%	9.3%
<b>Efficiency</b>						
City's actual contribution as a % of the ARC	58.2%	55.0%	79.7%	80.0%	80.0%	100.0%
Administrative costs as a % of total assets	6.9%	6.9%	2.5%	5.0%	4.0%	4.0%

\* New measure - actual and/or goal unavailable.

\*\* The actuarial assumption of 8% represents the average long term expected rate of return.

### Other Postemployment Benefits - Budget Summary

Revenue Category	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Investment Income	67,709	332,346	490,000	1,034,000
Other Miscellaneous Revenues	763,799	814,391	250,000	411,580
Pension Fund Contributions	6,636,677	9,636,677	8,834,000	9,138,000
Beginning Surplus	-	-	-4,547,418	-4,212,693
<b>Total</b>	<b>7,468,185</b>	<b>10,783,413</b>	<b>5,026,582</b>	<b>6,370,887</b>

Expenditure Category	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Personnel Services				
Benefits	-	890	1,300	-
Personnel Services Subtotal	-	890	1,300	-
Operating Expenses				
Other Contractual Services	-	15,300	15,000	15,000
Insurance	4,779,665	4,909,508	5,010,282	6,355,887
Operating Expenses Subtotal	4,779,665	4,924,808	5,025,282	6,370,887
<b>Total</b>	<b>4,779,665</b>	<b>4,925,698</b>	<b>5,026,582</b>	<b>6,370,887</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 in perpetuity developed as a diverse multi-habitat ecosystem.

### Objectives

To account for all activities relating to the Wetlands Mitigation Trust, and to invest the revenues earned to achieve the highest yield in order to sustain the wetlands in perpetuity.

### Major Functions and Activities

On October 21, 1992, the City entered into an agreement with the Florida Wetlandsbank™ (FW), a Florida Joint Venture, wherein the City granted FW a license to develop a Wetlands Mitigation Bank at a site comprised of 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 five sites totaling approximately 546 acres of wetlands. 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 Corp. of Engineers, and Broward County. Payments are made quarterly from the investment earnings of the Trust Fund to cover the expenses in 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

Continue to maintain the wetlands using funds equal to the interest earned in order to preserve the principal balance of the fund.

The budget provides funding for resources necessary to continue the inspection and maintenance functions required to properly maintain the 622 acres of wetlands covered by this trust fund.

### 2009-10 Accomplishments

Maintained 622 acres of wetlands and preserve areas.

## Wetlands Mitigation Trust Fund Performance Measures

Indicator	2007-08		2008-09		2009-10	2010-11
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Amount of funds set aside for wetlands maintenance	\$628,827	\$621,000	\$590,648	\$618,000	\$585,302	\$561,000
<b>Effectiveness</b>						
Investment yield	2.84%	5.11%	0.86%	4.50%	1.00%	0.50%

### Wetlands Mitigation Trust Fund - Budget Summary

Revenue Category	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Investment Income	17,768	5,072	6,000	3,000
Beginning Surplus	-	-	10,500	13,500
<b>Total</b>	<b>17,768</b>	<b>5,072</b>	<b>16,500</b>	<b>16,500</b>

Expenditure Category	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Operating Expenses				
Professional Services	1,460	1,460	1,500	1,500
Repair and Maintenance Services	25,750	21,184	15,000	15,000
Operating Expenses Subtotal	27,210	22,644	16,500	16,500
<b>Total</b>	<b>27,210</b>	<b>22,644</b>	<b>16,500</b>	<b>16,500</b>



## Capital Improvement Program (CIP)

The City Charter under Section 5.08 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. The CIP is a planning document and does not authorize or fund any projects. All projects are reviewed 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 \$10,000 or more, and an estimated useful life in excess of one year. On the other hand, capital projects refer to capital outlay related to municipal construction. The CIP should include new facilities and improvement to existing facilities, as well as replacement of vehicles and computers.

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 should also be included in the 5-Year Capital Improvement Program. 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, per GASB 34, all resurfacing and road repairs must be expensed from a repair & maintenance account and not a capital account, since it should be treated as a repair.

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 the timely 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 serve 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:
  - a. normal replacement as equipment completes its useful life
  - b. upgrades to new technology
  - c. additional equipment necessary to serve the needs of the City
4. The City will, according to its Comprehensive Land Use Plan, attempt to ensure that the necessary infrastructure is in place in order to facilitate the orderly development of vacant land.
5. The City will use the following criterion 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 or objectives 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.

### Factors Influencing the 2010-11 Capital Budget

Anticipating reduced tax revenues due to declining property values and a struggling economy, \$2.2 million (57.1%) of the planned capital projects totaling \$3.8 million that would have been funded by General Fund revenues (including ad valorem taxes) were either cancelled or postponed in preparation of the 2010-11 Budget. Cancelled and postponed expenditures totaled \$1.3 million in the Road & Bridge Fund, \$1.2 million in the Municipal Construction Fund, and \$20.1 million in the Utility Fund, including \$18.7 million related to the Alternative Water Supply (discussed below). When determining which plans would be postponed rather than cancelled, each department and division was given discretion as to which future year the postponed 2010-11 expenditures were rescheduled.



**Alternative Water Supply Project:** The water supply requirements of the Lower East Coast Water Supply Plan as required by the South Florida Water Management District (SFWMD) will eliminate deep well injections (3,000 feet below the surface) and recharge the Biscayne Aquifer, thereby replenishing the aquifer for future raw water demands. Included in the 5-year plan is the construction of a new advanced Wastewater Treatment Plant for the western portion of the City, construction of advanced treatment equipment at the existing Wastewater Treatment Plant, and construction of the necessary pumping and piping systems to redirect wastewater flow from Hollywood to the City's existing treatment plant. Projected costs are \$165.0 million, of which \$155.0 million is presented in this 5-year CIP. If the 2010-11 budget (\$12.3 million) is spent, then the plan for 2015-16 will be adjusted accordingly.

If the City of Pembroke Pines elects not to construct the new advanced Wastewater Treatment Plant then the wastewater generated by residents east of Flamingo will continue to be treated at the Hollywood Wastewater Plant. The City of Pembroke Pines pays 20% of the costs of operating the City of Hollywood wastewater plant. The City of Hollywood is also required by the State of Florida to eliminate their current ocean outfalls and meet the required Lower East Coast Water Supply Plan. The upgrade to the City of Hollywood Plant is estimated to cost \$800.0 million. The City could be charged for up to 20% of the cost of the required Hollywood upgrade which could approximate \$160.0 million.

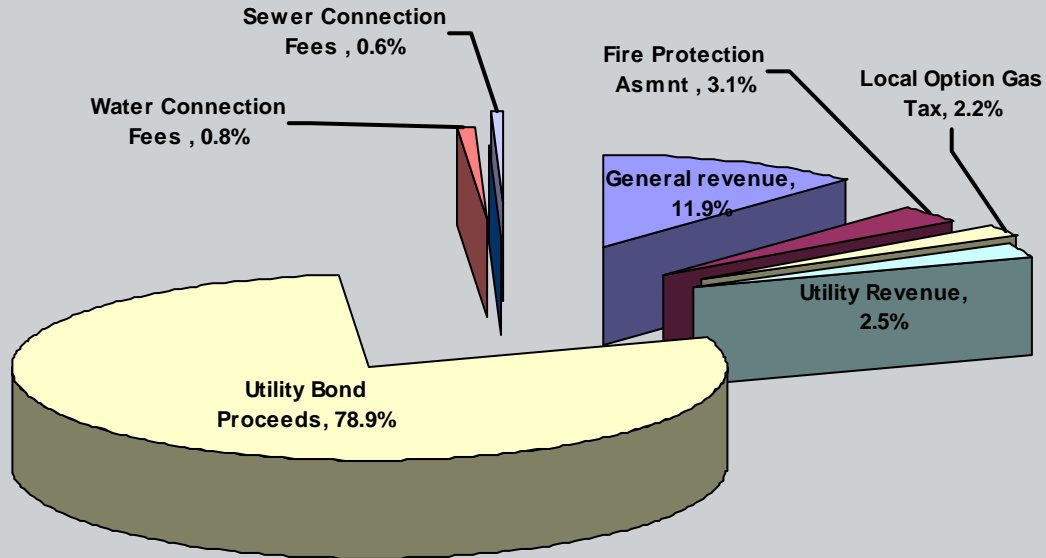
**Overview of the CIP**

The 5-year CIP reflects the combined capital program for the General Fund, the Road and Bridge Fund, the Municipal Construction Fund, and the Utility Fund. The aggregate amount over the five year period from 2011-12 to 2015-16 is \$196.5 million, with the Utility Fund comprising \$162.9 million (82.9%) of that total due to the Alternative Water Supply Project. The other major segment of the CIP is the General Fund, accounting for \$21.4 million (10.9%) and mainly consists of replacement motor vehicles (\$12.4 million, 57.9%) and computer equipment (\$2.2 million, 10.3%). These capital expenditures will be funded from future operating and fire protection assessment revenues.

**CIP Funding Source**

The 5-year 2012-16 CIP which stands at \$196.5 million will be financed mainly by \$155.0 million from Utility Fund Bond Proceeds (78.9%), \$23.5 million (11.9%) from general operating revenues, \$6.0 million (3.0%) from fire protection assessments, \$5.0 million (2.5%) from utility operating revenues, \$4.3 million (2.2%) from local option gas taxes, and \$2.9 million (1.5%) from water and sewer connection fees.

**Capital Improvement Program  
Capital Costs by Funding Source 2011-12 to 2015-16**

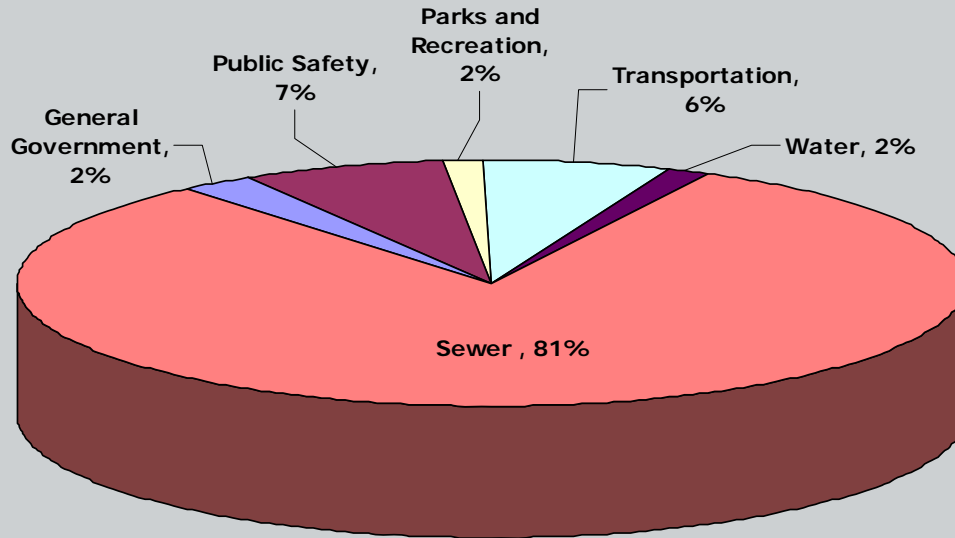


Funding Source	2011-12	2012-13	2013-14	2014-15	2015-16	Total	% of Total
General revenue	\$ 4,689,656	\$ 4,930,136	\$ 4,671,715	\$ 4,420,906	\$ 4,740,036	\$ 23,452,449	11.9%
Fire Protection Assmnt	1,509,382	1,758,902	1,471,323	332,632	881,002	5,953,241	3.0%
Local Option Gas Tax	850,000	850,000	850,000	850,000	850,000	4,250,000	2.2%
Utility Revenue	1,075,000	975,000	975,000	975,000	975,000	4,975,000	2.5%
Utility Bond Proceeds	31,000,000	31,000,000	31,000,000	31,000,000	31,000,000	155,000,000	78.9%
Water Connection Fees	325,000	325,000	325,000	325,000	325,000	1,625,000	0.8%
Grants & shared revenues	-	-	-	-	-	-	0.0%
Sewer Connection Fees	250,000	250,000	250,000	250,000	250,000	1,250,000	0.6%
<b>Total</b>	<b>\$ 39,699,038</b>	<b>\$ 40,089,038</b>	<b>\$ 39,543,038</b>	<b>\$ 38,153,538</b>	<b>\$ 39,021,038</b>	<b>\$ 196,505,690</b>	<b>100%</b>

**CIP Capital Costs**

The CIP spending consists mainly of sewer and public safety projects accounting for \$160.0 million (81.4%) and \$13.8 million (7.0%). The sewer component includes \$155.0 million for the Alternative Water Supply (the aquifer project described previously), while the public safety component includes \$9.3 million in replacement vehicles, \$1.0 million for computer upgrades, and \$0.8 million in fire station refurbishments.

**Capital Improvement Program  
Capital Costs by Project Category 2011-12 to 2015-16**



PROJECT	2011-12	2012-13	2013-14	2014-15	2015-16	Total	% of Total
General Government	\$ 930,038	\$ 1,025,038	\$ 1,089,038	\$ 796,538	\$ 859,038	\$ 4,699,690	2.4%
Public Safety	3,069,000	3,434,000	2,889,000	1,782,000	2,587,000	13,761,000	7.0%
Parks and Recreation	600,000	650,000	575,000	575,000	575,000	2,975,000	1.5%
Transportation	2,450,000	2,430,000	2,440,000	2,450,000	2,450,000	12,220,000	6.2%
Water	575,000	575,000	575,000	575,000	575,000	2,875,000	1.5%
Sewer	32,075,000	31,975,000	31,975,000	31,975,000	31,975,000	159,975,000	81.4%
<b>Total</b>	<b>\$ 39,699,038</b>	<b>\$ 40,089,038</b>	<b>\$ 39,543,038</b>	<b>\$ 38,153,538</b>	<b>\$ 39,021,038</b>	<b>\$ 196,505,690</b>	<b>100.0%</b>

**CIP Impact on the Operating Budget**

The Alternative Water Supply Project is expected to increase the operating expenses by \$7.7 million during 2014-15 and 2015-16. For details, please refer to page 18-8. The discussion of the operating impact of G. O. Bond projects is available on page 18-5.

**Analysis of the Disposition CIP**

As a part of the budget preparation process, departments are expected to analyze the first year of the prior year CIP to determine whether the items planned are still needed. Based upon need, items are then submitted for inclusion in the budget and the status of each planned item is recorded in a Disposition CIP. Note that qualified operating expenses are included in the 5-year CIP that are not reflected in the Adopted Capital Budget, while the Capital Budget incorporates grant-funded activity that is not part of the 5-year CIP.

In last year's CIP, the fiscal year 2010-11 planned expenditures for all funds was \$39.7 million, \$1.9 million in qualified operating expenditures and \$37.8 million in capital expenditures. The Utility Fund, the General Fund, and the Road and Bridge Fund accounted for 82.0%, 9.6% and 5.4%, respectively. Excluding grants, that are not part of the CIP, the fiscal year 2010-11 capital expenditures (shown on page 18-5) for the three funds total \$16.4 million, a deviation of -\$22.2 million (-57.5%) from plan in nominal terms. The adopted budget included \$13.8 million in planned CIP expenditures, a deviation of -\$24.0 million (-63.5%).

**Reconciliation of Net 2010-11 CIP (excluding Operating Expenses)  
with Adopted 2010-11 Capital Budget**

CIP for 2010-11	\$ 39,656,813	2010-11 Capital Budget	\$ 16,901,508
Less: Qualified Operating Expenditures	<u>(1,856,000)</u>	Less Grants (not in CIP)	(521,080)
Net 2010-11 CIP	<u>\$ 37,800,813</u>	Less Non-CIP Capital Items	<u>(2,570,980)</u>
		CIP Items in Capital Budget	<u>\$ 13,809,448</u>
		Variance from 5-year CIP (Cancelled or Postponed)	\$ (23,991,365)
		% Variance	-63.5%

<b>Capital CIP Items ONLY</b>	<b>Cancelled</b>	<b>Postponed</b>	<b>Total</b>
General Fund	\$ 1,771,365	\$ 260,000	\$ 2,031,365
Road & Bridge Fund	60,000	600,000	660,000
Municipal Construction Fund	1,200,000	-	1,200,000
Utility Fund	1,400,000	18,700,000	20,100,000
Total Cancelled & Postponed	<u>\$ 4,431,365</u>	<u>\$ 19,560,000</u>	<u>\$ 23,991,365</u>

**General Fund:** The impact of the economy and other budgeting constraints on the General Fund are reflected in the adopted capital expenditures, which include only \$1.4 million of the \$3.8 million planned 2010-11 Capital Projects reflected in the 2010-15 CIP. While \$1.8 million in planned expenditures were postponed and \$0.4 million in expenditures were cancelled, \$1.4 million in expenditures were added that were not in the 5-year plan. Budgeted capital expenditures that were not in the 5-year plan included:

- \$0.9 million for additional replacement police cars
- \$0.2 million to replace a chiller on the Howard C. Forman Human Services Campus

A table showing the disposition of items in the 2010-11 CIP has been included on pages 18-9 to 18-10 for ease of reference.

**General Fund – Details of Budget Deviation from Plan**

Adopted General Fund CIP for 2010-11	\$ 3,796,813
Less: Qualified Operating Expense items in 2010-11 CIP	(356,000)
Cancelled and Postponed 2010-11 CIP Capital items	(2,031,365)
Add: Non-CIP Capital Expenditures that are in the Adopted Capital Budget	<u>1,415,980</u>
<b>Adopted 2010-11 General Fund Capital Budget</b>	<b><u>\$ 2,825,428</u></b>

**Utility Fund:** The Utility Fund planned capital outlay for fiscal year 2010-11 was \$32.5 million. Of that amount \$12.4 million was actually appropriated in the fiscal year 2010-11 Budget, while \$18.7 million was postponed and \$1.4 million was cancelled. Appropriated capital expenditures that were not in the CIP amount to \$1.2 million and comprise:

- \$1.0 million – Water plant expansion
- \$0.2 million – Forcemain

**Utility Fund – Details of Budget Deviation from Plan**

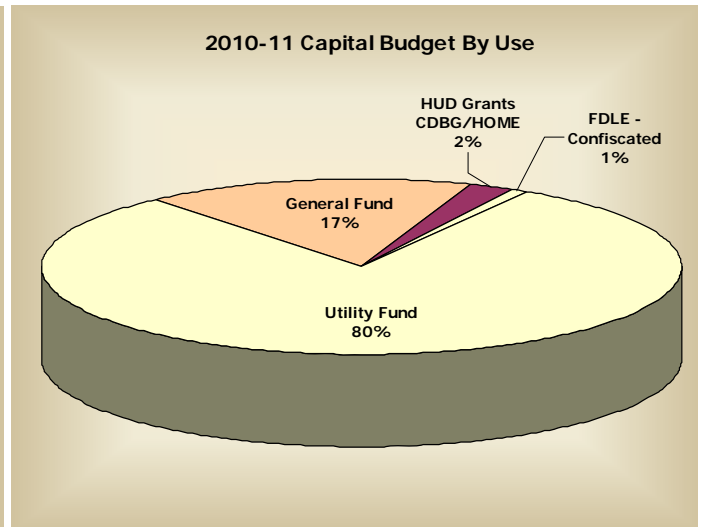
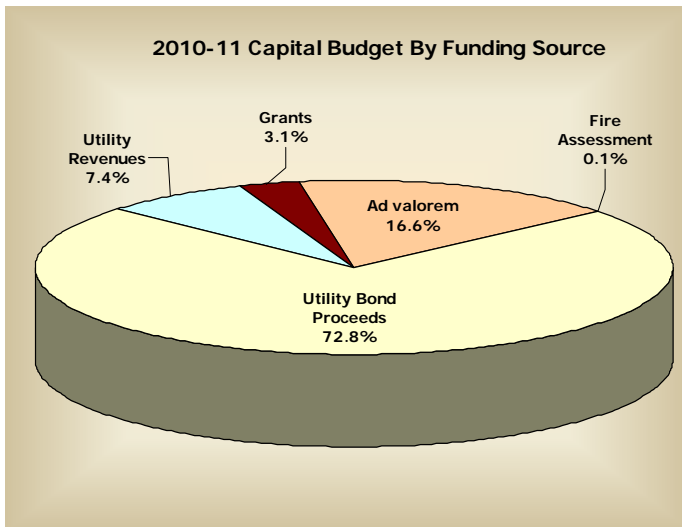
Adopted Utility Fund CIP for 2010-11	\$ 32,500,000
Less: Cancelled and Postponed 2010-11 CIP Capital items	(20,100,000)
Add: Non-CIP Capital Expenditures that are in the Adopted Capital Budget	<u>1,155,000</u>
<b>Adopted 2010-11 Utility Fund Capital Budget</b>	<b><u>\$ 13,555,000</u></b>

**Fiscal Year 2010-11 Capital Budget**

With the exception of the Alternative Water Supply, the City has routine capital expenditures. The fiscal year 2010-11 Capital Budget for all funds is \$16.9 million, and is funded mainly by \$12.3 million in debt proceeds, \$2.8 million in ad valorem taxes, \$1.3 million in utility revenues, and \$0.5 million in grants. The Utility Fund and the General Fund account for 80.2% and 16.7% of the total spending, respectively. The public safety capital budget of \$2.0 million is 12% of the total capital outlay. The major components of the capital budget are:

- \$12.3 million – Design and construction of Alternative Water Supply  
(reverse osmosis wastewater treatment plant)
- \$1.7 million – Replacement police cars
- \$1.0 million – Water plant expansion

**Fiscal Year 2010–11 Capital Budget**



Funding	Amount	% of Total
Ad valorem	\$ 2,811,376	16.6%
Fire Assessment	14,052	0.1%
Utility Bond Proceeds	12,300,000	72.8%
Utility Revenues	1,255,000	7.4%
Grants	521,080	3.1%
<b>Total</b>	<b>\$ 16,901,508</b>	<b>100.0%</b>

By Fund	Amount	% of Total
General Fund	\$ 2,825,428	16.7%
HUD Grants CDBG/HOME	350,000	2.1%
FDLE - Confiscated	171,080	1.0%
Utility Fund	13,555,000	80.2%
<b>Total</b>	<b>\$ 16,901,508</b>	<b>100.0%</b>

**General Obligation (G.O.) Bond Projects**

In a referendum held on March 8, 2005, the voters of the City of Pembroke Pines approved the issuance of up to \$100.0 million General Obligation Bonds, with maturity not exceeding 30 years, which will be repaid from the proceeds of ad valorem taxes. This was the first time that the City used General Obligation Bonds as a funding source. Phase I General Obligation Bonds of \$47.0 million were issued in 2005. During July 2007, \$43.0 million of the General Obligation Bonds were issued, representing Phase II of the voter-approved \$100.0 million total.

The projects which are to be executed over the period include various roadwork projects, recreational and cultural amenities, economic development, and neighborhood revitalization. Some of these projects are direct responses to the requests made from the citizenry, while others are as a result of the visions of progress and the proactive stance of the City Commission.

General Obligation bond projects were appropriated in the fiscal year 2004-05 budget for a total of \$80.0 million. Municipal construction projects are budgeted on a project-length basis rather than an annual basis. As a result of Commission action and the Phase II G.O. Bonds borrowed during 2007, bond projects were revised to a total appropriation of \$90.0 million to date. Since the bond-financed projects are a major undertaking, a financial status report that includes a detailed list of all bond projects are presented on pages 18-11 to 18-25. In addition, a location map of bond projects costing in excess of \$0.5 million has been included on page 18-27.

**Impact of General Obligation Bond Projects on the Operating Budget**

The operating impact of ongoing park improvements that are being funded by the General Obligation Bonds (Phase 1 and Phase 2) is estimated at \$0.5 million from 2012-13 to 2015-16, as shown on page 18-25.

## CAPITAL IMPROVEMENT PROGRAM

Capital Costs by Project Category

## Fund 1 - General Fund

IN PRESENT VALUE AS REVISED BY DEPT DIRECTORS

	SOURCE OF FUNDING	2011-12	2012-13	2013-14	2014-15	2015-16	Total
<b>Div. 8002 - Housing - Pines Point</b>							
Replacement of Air-Conditioning Units and other appliances: Refrigerators, washers, dryers, ranges, water heaters	* Revenues	110,000	101,000	80,000	100,000	100,000	491,000
<b>Div. 8002 - All Ages Housing-Proj. 603-Pines Place</b>							
Replacement of Air-Conditioning Units and other appliances: Refrigerators, washers, dryers, ranges, water heaters	* Revenues	237,000	343,000	502,000	115,000	149,000	1,346,000
<b>Div. 8001 - Community Services</b>							
(3) Van Replacements	Revenues	160,038	160,038	160,038	160,038	160,038	800,190
<b>Div. 9007 - Code Compliance</b>							
Vehicle Replacements	Revenues	15,000	43,000	15,000	40,000	15,000	128,000
Office Equipment	Revenues	5,000	10,000	-	10,000	-	25,000
Other Equipment	Revenues	6,000	10,000	-	5,000	-	21,000
Copy Machines	Revenues	7,000	-	-	-	-	7,000
Computer Equipment	Revenues	10,000	5,000	-	10,000	-	25,000
<b>Div. 3001 - Police</b>							
Vehicles	Revenues	810,000	810,000	810,000	810,000	810,000	4,050,000
Radios	Revenues	55,000	55,000	55,000	55,000	55,000	275,000
Motorcycle	Revenues	100,000	50,000	25,000	25,000	25,000	225,000
Computer System	Revenues	70,000	70,000	70,000	70,000	70,000	350,000
<b>Div. 4003 - Fire Rescue</b>							
(Note: Rev/Fire Asmt = Revenues & Fire Assessment)							
Vehicles	Rev/Fire Asmt	54,000	54,000	54,000	54,000	54,000	270,000
Ladder Truck	Fire Asmt	-	1,000,000	-	-	-	1,000,000
Fire Engine	Fire Asmt	950,000	475,000	475,000	-	475,000	2,375,000
Life Pak 12	Revenues	210,000	60,000	60,000	60,000	60,000	450,000
Ambulances	Revenues	-	210,000	210,000	210,000	420,000	1,050,000
Command Vehicle	Rev/Fire Asmt	90,000	-	-	-	90,000	180,000
Air System	Fire Asmt	50,000	-	-	-	-	50,000
CAD Laptops	Rev/Fire Asmt	100,000	-	-	100,000	-	200,000
Rescue Laptops	Revenues	100,000	100,000	-	-	100,000	300,000
File Servers-combined with CAD servers	Rev/Fire Asmt	-	-	50,000	-	-	50,000
Radios	Fire Asmt	35,000	35,000	35,000	35,000	35,000	175,000
Automated External Defibrillators	Revenues	25,000	25,000	25,000	25,000	25,000	125,000
SCBA Refurbishment	Fire Asmt	-	-	700,000	-	-	700,000
Cargo Van	Rev/Fire Asmt	35,000	-	-	-	-	35,000
Training Facility Upgrades /Fire Academy	Fire Asmt	75,000	-	-	-	75,000	150,000
Training Facility Refurbishment	Fire Asmt	-	-	-	10,000	-	10,000
Station Refurbishment	Rev/Fire Asmt	150,000	150,000	150,000	150,000	150,000	750,000
Fire Prevention vehicle	Fire Asmt	15,000	15,000	18,000	18,000	18,000	84,000
Fire Safety Education Trailer	Fire Asmt	45,000	-	-	-	-	45,000
Computer Programs	Rev/Fire Asmt	-	25,000	-	-	25,000	50,000
Stretchers	Revenues	-	-	-	60,000	-	60,000
Turnout Gear	* Fire Asmt	100,000	100,000	100,000	100,000	100,000	500,000
<b>Div. 4003 - Fire Rescue-Proj. 911-Communications</b>							
(Note: Rev/Fire Asmt = Revenues & Fire Assessment)							
CAD work stations	Rev/Fire Asmt	-	-	52,000	-	-	52,000
Communications upgrade	Rev/Fire Asmt	-	200,000	-	-	-	200,000
<b>Div. 7001 - Parks &amp; Recreation &amp; Div. 7006 - Golf</b>							
Vehicles	Revenues	175,000	175,000	150,000	150,000	150,000	800,000
Heavy Equipment-Park & Rec & Golf	Revenues	125,000	125,000	125,000	125,000	125,000	625,000
Playground Equipment	Revenues	100,000	100,000	100,000	100,000	100,000	500,000
Other Equipment	Revenues	100,000	100,000	100,000	100,000	100,000	500,000
Improvements other than bldg.	Revenues	100,000	150,000	100,000	100,000	100,000	550,000
<b>Div. 2002 - Information Technology</b>							
Micro-computers/Upgrades	Revenues	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 500,000
Computer Programs/Software & Systems Mod.	Revenues	40,000	40,000	40,000	40,000	40,000	200,000
Replace Mainframe	Revenues	-	-	-	-	40,000	40,000
Network Servers	Revenues	25,000	15,000	25,000	40,000	15,000	120,000
Vehicles	Revenues	-	-	-	17,500	-	17,500
Data Storage	Revenues	-	30,000	-	-	-	30,000
Printers	* Revenues	10,000	10,000	10,000	7,000	10,000	\$ 47,000
Switches and Hubs	Revenues	10,000	10,000	10,000	10,000	10,000	50,000
Disaster Recovery Equipment	Revenues	50,000	15,000	-	-	15,000	80,000

**CAPITAL IMPROVEMENT PROGRAM**

Capital Costs by Project Category

**Fund 1 - General Fund (continued)**

IN PRESENT VALUE AS REVISED BY DEPT DIRECTORS

SOURCE OF FUNDING		2011-12	2012-13	2013-14	2014-15	2015-16	Total
<b>Div. 6001 - General Government Buildings</b>							
Vehicles & Heavy Equipment	Revenues	45,000	48,000	52,000	56,000	75,000	276,000
<b>Div. 6004 - Grounds Maintenance</b>							
Vehicles & Heavy Equipment	Revenues	70,000	85,000	70,000	86,000	100,000	411,000
<b>Div. 6005 - Purchasing</b>							
Vehicles & Heavy Equipment	Revenues	30,000	-	25,000	-	30,000	85,000
<b>TOTAL GENERAL FUND</b>		<b>\$ 4,599,038</b>	<b>\$ 5,109,038</b>	<b>\$ 4,553,038</b>	<b>\$ 3,153,538</b>	<b>\$ 4,021,038</b>	<b>\$ 21,435,690</b>

**Fund 100 - Road & Bridge Fund**

IN PRESENT VALUE AS REVISED BY DEPT DIRECTORS

SOURCE OF FUNDING		2011-12	2012-13	2013-14	2014-15	2015-16	Total
<b>Div. 6002 - Maintenance &amp; Div. 6003 - Infrastructure</b>							
Vehicles & Heavy Equipment	Revenues	100,000	80,000	90,000	100,000	100,000	470,000
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	850,000	850,000	850,000	850,000	850,000	4,250,000
<b>TOTAL ROAD &amp; BRIDGE FUND</b>		<b>\$ 2,450,000</b>	<b>\$ 2,430,000</b>	<b>\$ 2,440,000</b>	<b>\$ 2,450,000</b>	<b>\$ 2,450,000</b>	<b>\$ 12,220,000</b>

**Fund 320 - Municipal Construction Fund**

IN PRESENT VALUE AS REVISED BY DEPT DIRECTORS

SOURCE OF FUNDING		2011-12	2012-13	2013-14	2014-15	2015-16	Total
<b>Div. 7001 - Parks &amp; Recreation</b>							
Pembroke Falls Park & Aquatic Ctr. Improvements	Revenue/Grant	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Pines Rec. Ctr. Improvements	Revenue/Grant	-	-	-	-	-	-
Maxwell Pk. Improvements	Revenue/Grant	-	-	-	-	-	-
<b>TOTAL MUNICIPAL CONSTRUCTION FUND</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**Fund 471 - Utility Fund**

IN PRESENT VALUE AS REVISED BY DEPT DIRECTORS

SOURCE OF FUNDING		2011-12	2012-13	2013-14	2014-15	2015-16	Total
<b>Div. 6021-Sewer Collection &amp; Div. 6022-Sewer Treatment</b>							
Wastewater Treatment Plant Odor Control	Sewer Connect	250,000	250,000	250,000	250,000	250,000	1,250,000
Lift Station Replacement	Revenues	250,000	250,000	250,000	250,000	250,000	1,250,000
Forcemain Replacement	Revenues	200,000	100,000	100,000	100,000	100,000	600,000
Sewer Replacement	Revenues	200,000	200,000	200,000	200,000	200,000	1,000,000
SCADA Upgrade	Revenues	100,000	100,000	100,000	100,000	100,000	500,000
Heavy Equipment/Vehicles	Revenues	75,000	75,000	75,000	75,000	75,000	375,000
Alternative Water Supply	+ Bond Proceeds	31,000,000	31,000,000	31,000,000	31,000,000	31,000,000	155,000,000
Sub Total for Wastewater		32,075,000	31,975,000	31,975,000	31,975,000	31,975,000	159,975,000
<b>Div. 6031-Water Plant &amp; Div. 6032-Water Distribution</b>							
Heavy Equipment/Vehicles	Water Connect	75,000	75,000	75,000	75,000	75,000	375,000
Raw Waste Well	Water Connect	100,000	100,000	100,000	100,000	100,000	500,000
Water Master Plan	Water Connect	150,000	150,000	150,000	150,000	150,000	750,000
Water Main Replacement	Revenues	250,000	250,000	250,000	250,000	250,000	1,250,000
Sub Total for Water		575,000	575,000	575,000	575,000	575,000	2,875,000
<b>TOTAL UTILITY FUND</b>		<b>\$ 32,650,000</b>	<b>\$ 32,550,000</b>	<b>\$ 32,550,000</b>	<b>\$ 32,550,000</b>	<b>\$ 32,550,000</b>	<b>\$ 162,850,000</b>
<b>TOTAL - ALL FUNDS</b>		<b>\$ 39,699,038</b>	<b>\$ 40,089,038</b>	<b>\$ 39,543,038</b>	<b>\$ 38,153,538</b>	<b>\$ 39,021,038</b>	<b>\$ 196,505,690</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 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. In addition, per GASB 34, all resurfacing and road repairs must be expensed from an R & M account and not a capital account, since it should be treated as a repair.

+ Note: The Alternative Water Supply will be used to convert wastewater to raw water that will be used to recharge the Biscayne Aquifer as required by the South Florida Water Management District (SFWMD). This project will include the construction of a new advanced Wastewater Treatment Plant for the western portion of the City, along with constructing advanced treatment equipment at the existing Wastewater Treatment Plant and the necessary pumping and piping systems to redirect wastewater flow from Hollywood to the City's existing treatment. This project will be funded through the issuance of bonds.

## ESTIMATED OPERATING IMPACT

### CAPITAL IMPROVEMENT PROGRAM (5 YRS.)

**Note:** Impact related to new, non-reoccurring and non-replacement Capital Expenditures

#### GENERAL FUND

Since all projected General Fund Capital Expenditures are for replacements, there is no future impact on operating expenses, revenues or anticipated savings.

#### ROAD & BRIDGE FUND

Since all projected Road & Bridge Fund Capital Expenditures are for replacements, there is no future impact on operating expenses, revenues or anticipated savings.

#### UTILITY FUND

	SOURCE OF FUNDING	IN PRESENT VALUE AS REVISED BY DEPT DIRECTORS					Total
		2011-12	2012-13	2013-14	2014-15	2015-16	
<b>Wastewater System</b>							
	Personnel	\$ -	\$ -	\$ -	\$ 1,061,308	\$ 1,093,147	\$ 2,154,455
	Operating	-	-	-	2,717,740	2,799,272	5,517,012
Alternative Water Supply *	Total Impact	-	-	-	3,779,048	3,892,419	7,671,467
Sub Total for Wastewater		-	-	-	3,779,048	3,892,419	7,671,467
<b>TOTAL UTILITY FUND</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,779,048</b>	<b>\$ 3,892,419</b>	<b>\$ 7,671,467</b>

<sup>+</sup> The Alternative Water Supply Project would convert wastewater into raw water to meet SWBMD requirement to recharge the Biscayne Aquifer. Since it is an expansion project, rather than a replacement project, no estimated savings is anticipated. The operating costs will be covered by increased Wastewater revenues. Estimated Completion: 2013-14

**Personnel Costs:** Three wastewater plant operators will be needed for each of three daily shifts every day of the year.

**Operating Costs:** The operating costs relate to pumping that is involved in reverse osmosis, the process of forcing wastewater through membrane that will remove all solids and yield clean, raw, non-potable water that can be used to replenish lakes, canals, and/or the Biscayne aquifer. Previously, the City's treated wastewater has been dumped into the deep portion of the aquifer (3,000 feet below the surface), never to be used again. This new approach is more environmentally friendly.

**Note:** Aside from the Alternative Water Supply for Wastewater Treatment and the General Obligation Bond Projects (shown on Pages 06-33), there are no other projects or capital purchases that will have anticipated operating revenue, cost, or savings impact.

## DISPOSITION OF PRIOR CIP

	SOURCE OF FUNDING	Adopted CIP for 2010-11	Revised Nature of Disposition of Items
<b>Fund 1 - General Fund</b>			
<b>Div. 8002 - Housing - Pines Point</b>			
Replace air-conditioning units, refrigerators, washers, dryers, ranges, water heaters.	* Revenues	102,000	\$66,000 is budgeted in 52650-Equip < \$1000 with the balance postponed to 2012-13 and 2013-14.
<b>Div. 8002 - All Ages Housing-Proj. 603-Pines Place</b>			
Replace air-conditioning units, refrigerators, washers, dryers, ranges, water heaters.	* Revenues	144,000	\$53,928 is budgeted with \$17,510 in 46150-R&M Land, Bldg & Impvmts; \$4,502 in 52650-Equip < \$1000; \$31,916 in 46250-R&M Equip with the balance postponed to 2013-14.
<b>Div. 8001 - Community Services</b>			
(3) Van Replacements	Revenues	180,813	Cancelled.
<b>Div. 2002 - Information Technology</b>			
Micro-computers/Upgrades	Revenues	120,000	\$70,000 budgeted in 64053 - Micro computer; balance canceled
Computer Programs/Software & Systems Mod.	Revenues	40,000	\$35,350 budgeted in 64051 - Computer systems; balance canceled
Network Servers	Revenues	15,000	A total of \$65,000 was planned for these four items; \$69,000 in budgeted in 64039 - computer equipment not micro
Data Storage	Revenues	25,000	
Disaster Recovery Equipment	Revenues	15,000	
Switches and Hubs	Revenues	10,000	
Printers	* Revenues	10,000	\$35,000 budgeted in 52653 - equipment < \$1000
<b>Div. 3001 - Police</b>			
Vehicles	Revenues	810,000	\$1,678,000 in 64028 - Vehicles
Radios	Revenues	55,000	Cancelled
Motorcycle	Revenues	25,000	\$26,000 in 64140 - Motorcycle
Laptops	Revenues	70,000	\$105,000 in 64055 - Laptop Computer
<b>Div. 4003 - Fire Rescue</b>			
(Note: Rev/Asmt = Revenues & Fire Assessment)			
Vehicles	Rev/Asmt	54,000	Cancelled
Fire Engine	Fire Asmt	475,000	Cancelled
Life Pak 12	Revenues	210,000	Postponed to 2011-12
Ambulances	Revenues	210,000	Cancelled
Air System	Fire Asmt	50,000	Cancelled
Rescue Laptops	Revenues	100,000	Cancelled
File Servers-combined with CAD servers	Rev/Asmt	50,000	Cancelled
Radios	Fire Asmt	35,000	Cancelled
Automatic External Defibrillators (AEDs)	Revenues	25,000	Cancelled
Training Facility Refurbishment	Fire Asmt	10,000	\$10,000 in 62038 - Fire Training Facility
Station Refurbishment	Rev/Asmt	150,000	Cancelled
Fire Prevention car	Fire Asmt	15,000	Cancelled
Turnout Gear	* Fire Asmt	100,000	\$90,000 budgeted in 52630; balance cancelled.
<b>Div. 4003 - Fire Rescue-Proj. 911-Communications</b>			
Vehicle	Rev/Asmt	18,000	Cancelled
CAD work stations	Rev/Asmt	52,000	\$23,000 in 64039 - Computer equip not micro & \$40,000 in 64054 - Computer programs - Rescue
<b>Div. 7001 - Parks &amp; Recreation &amp; Div. 7006 - Golf</b>			
Truck - pickup	Revenues	150,000	\$105,000 is in 64210-Truck pickup
Heavy Equipment-Park & Rec & Golf	Revenues	125,000	\$123,000 in Div. 7001 & Div. 7006; \$73,000 & \$23,000 in 64139-Mowers-other and \$27,000 in 64198-Sprayers
Playground Equipment	Revenues	50,000	Postponed until 2011-12.
Other Equipment	Revenues	100,000	\$34,098 in 64400-Other equip; balance cancelled.
<b>Div. 6001 - General Government Buildings</b>			
Vehicles & Heavy Equipment	Revenues	42,000	Cancelled.
<b>Div. 6004 - Grounds Maintenance</b>			
Vehicles & Heavy Equipment	Revenues	84,000	Cancelled.



## DISPOSITION OF PRIOR CIP

	SOURCE OF FUNDING	Adopted CIP for 2010-11	Revised Nature of Disposition of Items
<b>Fund 1 - General Fund (continued)</b>			
<b>Div. 9007 - Code Compliance</b>			
Vehicle Replacements	Revenues	40,000	Cancelled.
Office Equipment	Revenues	10,000	Cancelled.
Other Equipment	Revenues	10,000	Cancelled.
Computer Equipment	Revenues	10,000	\$10,000 Budgeted in 64055 - Laptop computers.
<b>TOTAL GENERAL FUND</b>		<b>\$ 3,796,813</b>	

	SOURCE OF FUNDING	Adopted CIP for 2010-11	Revised Nature of Disposition of Items
<b>Fund 100 - Road &amp; Bridge Fund</b>			
<b>Div. 6002 - Maintenance &amp; Div. 6003 - Infrastructure</b>			
Vehicles & Heavy Equipment	Revenues	60,000	Cancelled.
Road Resurfacing	Revenues	1,500,000	\$850,000 in 46150 - R&M Land, Bldg, & Impmt; balance cancelled.
Road, Sidewalk & Drainage Improvements	Add'l Local Opt Gas Tax	600,000	Postponed \$200,000 annually to 2011-12, 2012-13, and 2013-14.
<b>TOTAL ROAD &amp; BRIDGE FUND</b>		<b>\$ 2,160,000</b>	

	SOURCE OF FUNDING	Adopted CIP for 2010-11	Revised Nature of Disposition of Items
<b>Fund 320 - Municipal Construction Fund</b>			
<b>Div. 7001 - Parks &amp; Recreation</b>			
Pembroke Hills Park & Aquatic Ctr. Improvements	Revenue/Grant	400,000	Grants not awarded; Cancelled.
Pines Rec. Ctr. Improvements		400,000	Grants not awarded; Cancelled.
Maxwell Pk. Improvements		400,000	Grants not awarded; Cancelled.
<b>TOTAL MUNICIPAL CONSTRUCTION FUND</b>		<b>\$ 1,200,000</b>	

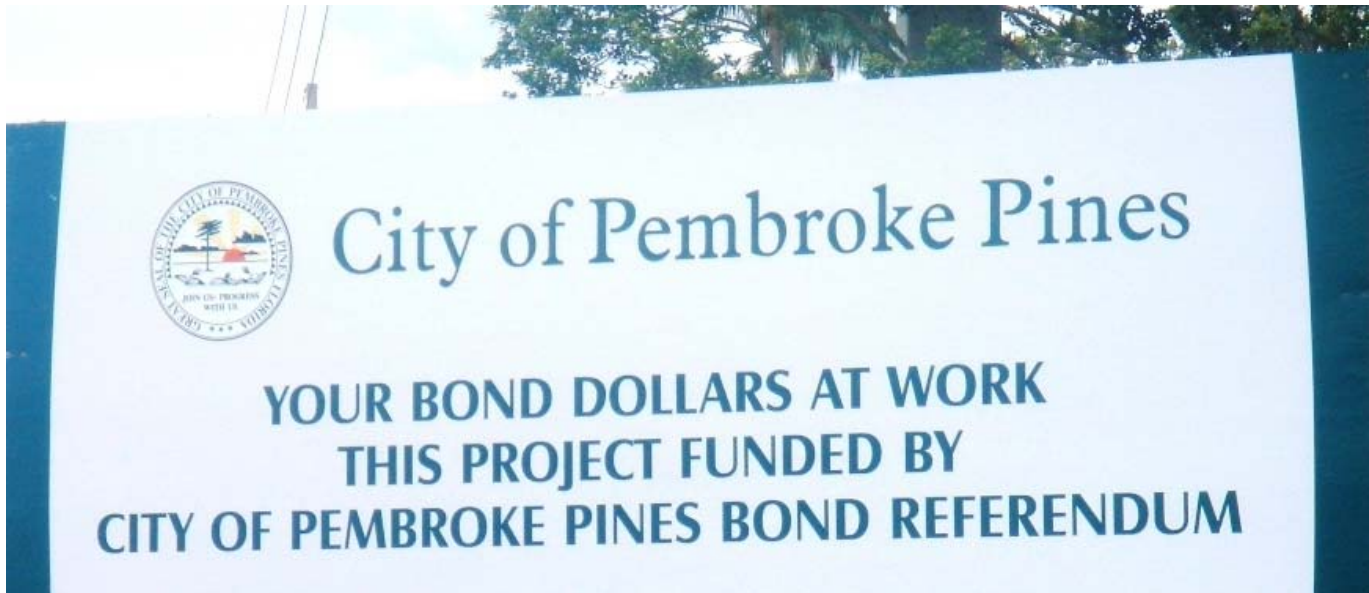
	SOURCE OF FUNDING	Adopted CIP for 2010-11	Revised Nature of Disposition of Items
<b>Fund 471 - Utility Fund</b>			
<b>Div. 6021-Sewer Collection &amp; Div. 6022-Sewer Treatment</b>			
Wastewater Treatment Plant Odor Control	Sewer Connect	250,000	Cancelled
Lift Station Replacement	Revenues	250,000	Cancelled
Forcemain Replacement	Revenues	100,000	\$250,000 in 63065 - Forcemain (Proj. 948)
Sewer Replacement	Revenues	150,000	Cancelled
SCADA Upgrade	Revenues	100,000	Cancelled
Heavy Equipment/Vehicles	Revenues	75,000	Cancelled
Alternative Water Supply	+ Bond Proceeds	31,000,000	\$12,300,000 in 62043 (Proj 117); bal postponed. \$20 million in 2009-10 to be carried over.
Sub Total for Wastewater		31,925,000	

	SOURCE OF FUNDING	Adopted CIP for 2010-11	Revised Nature of Disposition of Items
<b>Div. 6031-Water Plant &amp; Div. 6032-Water Distribution</b>			
Heavy Equipment/Vehicles	Water Connect	75,000	Cancelled
Raw Waste Well		100,000	Cancelled
Water Master Plan		150,000	Cancelled
Water Main Replacement	Revenues	250,000	Cancelled
Sub Total for Water		575,000	
<b>TOTAL UTILITY FUND</b>		<b>\$ 32,500,000</b>	
<b>TOTAL - ALL FUNDS</b>		<b>\$ 39,656,813</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 Capital Improvement Program. Anticipated purchases of more than one (1) unit for which the individual price is less than \$10,000, but for which the aggregate cost exceeds \$10,000 should also be included in the 5-Year Capital Improvement Program.

In addition, per GASB 34, all resurfacing and road repairs must be expensed from an R & M account and not a capital account, since it should be treated as a repair.

+ Note: The Alternative Water Supply will be used to convert wastewater to raw water that will be used to recharge the Biscayne Aquifer as required by the South Florida Water Management District (SFWMD). This project will include the construction of a new advanced Wastewater Treatment Plant for the western portion of the City, along with constructing advanced treatment equipment at the existing Wastewater Treatment Plant and the necessary pumping and piping systems to redirect wastewater flow from Hollywood to the City's existing treatment.



Currently Commission has approved a total of 139 projects. Of these projects, 80 have been completed, 11 projects are in the construction phase, 6 projects are in the design/planning phase, 11 projects have not yet begun, 10 projects have been re-allocated, and 21 projects have been eliminated. For detail on these phases, please refer to the corresponding section for each project category. Of the 90 million dollars, 92.3% or \$83,107,647 has been spent or allocated.

### Summary of General Obligation Projects Quarter Ending June 30, 2010

Description	Original Projects	Changes to Budget	Total Budget	Total Expenditures & Encumb. to Date	Available Budget			Total
					A (2005) Project 675	B (2007) Project 676	C (2009) Project 677	
1 Community Recreation Projects	\$ 620,000	\$ 20,365	\$ 640,365	\$ (580,045)	\$ 60,320	\$ -	\$ -	\$ 60,320
2 New community facilities	25,817,386	(12,601,620)	13,215,766	(6,794,284)	3,319,178	3,033,182	69,121	6,421,482
3 Park sports lighting renovations	397,000	(382,000)	15,000	-	15,000	-	-	15,000
4 Recreation facility improvements	9,265,000	675,475	9,940,475	(8,319,632)	758,052	248,861	613,931	1,620,844
5 Recreation/Playground Equipment	575,000	67,388	642,388	(546,522)	95,866	-	-	95,866
6 Landscaping	2,000,000	-	2,000,000	(450,833)	256,976	765,000	527,191	1,549,167
7 Purchase/development of open space	13,000,000	2,115,336	15,115,336	(15,022,916)	59,714	32,705	1	92,420
8 Transportation Projects	31,000,000	14,817,751	45,817,751	(44,751,228)	(1,365)	843,331	224,557	1,066,523
9 Other	22,246,850	(6,604,663)	15,642,187	(6,642,187)	1,485,114	-	7,514,886	9,000,000
10 Contingency Fund	11,078,764	(8,608,436)	2,470,328	-	25,145	-	2,445,183	2,470,328
<b>TOTAL PROJECTS COST</b>	<b>116,000,000</b>	<b>(10,500,404)</b>	<b>105,499,596</b>	<b>(83,107,647)</b>	<b>6,074,001</b>	<b>4,923,079</b>	<b>11,394,869</b>	<b>22,391,950</b>
Reimbursements for Transportation	(16,000,000)	5,825,724	(10,174,276)	9,698,696	(1,000,000)	-	524,420	(475,580)
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>\$ (3,995,724)</b>	<b>\$ 96,004,276</b>	<b>\$ (74,087,907)</b>	<b>\$ 5,074,001</b>	<b>\$ 4,923,079</b>	<b>\$ 11,919,289</b>	<b>\$ 21,916,370</b>

Note: \* The difference between the \$90,000,000 borrowed and the \$96,004,276 budgeted is due to interest earned, bond discounts and miscellaneous receipts.

## List of Bond Projects

### Community Recreation Projects

Location / Description	Project Timetable		% Complete	Current Project Phase	Total Budget	Total Expenditures & Encumb. to Date	Available Budget Total
	Start	Finish					
<b>1 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	11/01/07	TBD	5%	Planning/Design	25,000	-	25,000
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	150,000	(114,680)	35,320
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)	-
<b>Subtotal</b>					<b>\$ 640,365</b>	<b>\$ (580,045)</b>	<b>\$ 60,320</b>

### Highlights & Updates

- 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 November 4<sup>th</sup>, 2005.
- 1.2 Maxwell Park - Bermuda grass installation field # 2 & 3** – This project is under reconsideration.
- 1.3 Pasadena Park - Resod school athletic field** - The re-sodding of the school's athletic field at Pasadena Park is 100% complete as of October 31<sup>st</sup> 2006.
- 1.4 Pasadena Park - Field & sports lighting renovations** - The field and sports lighting renovations at Pasadena Park are 100% complete as of July 25<sup>th</sup>, 2008. 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 July 8<sup>th</sup>, 2008.
- 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 December 15<sup>th</sup>, 2006.
- 1.7 Towngate - Field renovation with drainage** - the field renovation with drainage for Towngate Park is 100% complete as of September 2<sup>nd</sup> 2005.

### New Community Facilities

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	203,926	(194,949)	8,977
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 Place Passive Park development	01/01/07	TBD	15%	Planning/Design	2,143,486	-	2,143,486
2.6 Citywide Construct 4,000 SF art gallery at City Place	06/01/07	TBD	5%	Planning/Design	855,386	-	855,386
2.7 Citywide Lighting/bermuda sod - Silver Trail MS PE field	11/01/06	02/01/09	100%	Complete	350,000	(347,386)	2,614
2.8 Pembroke Falls Aquatic Ctr Construct 11,000 SF special events/storage bldg.	Closed	Closed	0%	Eliminated	-	-	-

## New Community Facilities (continued)

	Location / Description	Project Timetable		% Complete	Current Project Phase	Total Budget	Total Expenditures & Encumb. to Date	Available Budget Total
		Start	Finish					
2.9	Pembroke Lakes Tennis Ctr New tennis building	01/01/07	03/01/08	100%	Complete	642,704	(639,826)	2,878
2.10	Pembroke Shores Construct 2 lighted ball fields (on adjacent school)	09/01/07	12/01/07	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	203,940	(178,622)	25,318
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	06/01/10	99%	Construction	1,500,000	(884,421)	615,579
2.15	Spring Valley Construction of skate park	Closed	Closed	0%	Eliminated	-	-	-
2.16	City Place Civic center at City Place	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	06/01/07	TBD	7%	Planning/Design	2,000,000	(76,677)	1,923,323
2.23	Citywide Flanagan HS (Practice Field) Sports Lighting	01/01/10	06/01/10	20%	Planning/Design	68,500	(68,500)	-
2.24	Citywide Flanagan HS Locker Room (Remodel Storage Bldg.)	07/01/09	06/01/10	80%	Construction	61,000	(9,726)	51,274
2.25	Citywide Flanagan HS Portable Concession Stand & Equip.	07/01/09	06/01/10	50%	Construction	17,000	(15,620)	1,380
2.26	Walter C. Young Portable Concession Stand & Equip.	07/01/09	12/09/09	100%	Complete	17,000	(7,379)	9,621
2.27	Pembroke Shores YMCA Expansion 17,000 SF addition to the Pemb Shores Gymnasium facility & parking	01/01/10	05/01/11	5%	Planning/Design	5,000,000	(24,888)	4,975,112
<b>Subtotal</b>						<b>\$ 13,215,766</b>	<b>\$ (2,600,818)</b>	<b>\$ 10,614,948</b>

## Highlights &amp; Updates

- 2.1 208<sup>th</sup> Ave (24 acre) Property - 25,000 SF community recreation, teen & senior facility** - Funds totaling \$5,000,000 for this project have been re-allocated to the new project 2.22 12,500 SF community recreation, teen & senior facility on the 5 acre property at Pines Boulevard and 184<sup>th</sup> 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 April 4<sup>th</sup>, 2008.
- 2.3 [Eliminated] Citywide - Flanagan High School restroom / concession building** - On June 27<sup>th</sup>, 2007 Commission approved to eliminate this project and its budget of \$200,000 from the GO Bond project list.
- 2.4 Citywide - Flanagan High School (softball / baseball) field lighting** - The softball / baseball field lighting renovation is 100% complete as of January 19<sup>th</sup>, 2007.
- 2.5 Citywide - City Place Passive Park development** - On June 27<sup>th</sup>, 2007, 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 Recreation 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.
- 2.6 Citywide - Construct 4,000 SF art gallery at City Place** - This project is currently in the conceptual design stage where general activities and ideas are being considered and deliberated.
- 2.7 Citywide - Lighting / Bermuda sod - Silver Trail Middle School Physical Education field** - The lighting and Bermuda sod installation at Silver Trail Middle School are 100% complete as of January 16<sup>th</sup>, 2009.

## List of Bond Projects

- 2.8 [Eliminated] Pembroke Falls Aquatic Center - Construct 11,000 SF special events / storage building** - On June 27<sup>th</sup>, 2007 Commission approved to eliminate this project and its budget of \$2,500,000 from the GO Bond project list.
- 2.9 Pembroke Lakes Tennis Center - New tennis building** - The new building at the Pembroke Lakes Tennis center is 100% complete as of March 1<sup>st</sup>, 2008.
- 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.
- 2.11 [Eliminated] Rose Price Park - New health trail** - On June 27<sup>th</sup>, 2007 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 are 100% complete as of April 4<sup>th</sup>, 2008.
- 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 184<sup>th</sup> Avenue.
- 2.14 Howard C. Forman Human Services Campus - Construction of 7,500 SF Artist Colony** - On May 21<sup>st</sup>, 2008 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.
- 2.15 [Eliminated] Spring Valley - Construction of Skate Park** - On June 27<sup>th</sup>, 2007 Commission approved to eliminate this project and its budget of \$100,000 from the GO Bond project list.
- 2.16 [Eliminated] City Place - Civic center at City Place** - On June 27<sup>th</sup>, 2007 Commission approved to eliminate this project and its budget of \$8,000,000 from the GO Bond project list.
- 2.17 [Eliminated] Citywide - Construct a dog park on west side** - On June 27<sup>th</sup>, 2007 Commission approved to eliminate this project and its budget of \$80,000 from the GO Bond project list.
- 2.18 [Eliminated] Citywide - Lighting / Bermuda sod - Silver Palms Elementary Physical Education field** - On June 27<sup>th</sup>, 2007 Commission approved to eliminate this project and its budget of \$250,000 from the GO Bond project list.
- 2.19 [Eliminated] Pembroke Falls Aquatic Center - Construct 3,500 SF special populations' building** - On June 27<sup>th</sup>, 2007 Commission approved to eliminate this project and its budget of \$750,000 from the GO Bond project list.
- 2.20 [Eliminated] Walter C. Young - Restrooms & storage building with sidewalk from parking lot** - On June 27<sup>th</sup>, 2007 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 February 4<sup>th</sup>, 2009 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<sup>th</sup> Ave. & Pines Blvd (5 Acre Property) - 12,500 SF community recreation, teen & senior facility** - On September 16<sup>th</sup>, 2009 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 Pines Aquatic Center. As a result of this partnership, this project is no longer planned. \$5,000,000 was transferred to Project 2.27 to fund the cost of the Pembroke Shores expansion. The allocation of the balance of \$1,923,323 for this project will be determined at a future date.
- 2.23 Citywide - Flanagan High School (Practice Field) Sports Lighting** - On February 4<sup>th</sup>, 2009, 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 June 1<sup>st</sup>, 2010.

- 2.24 Citywide - Flanagan High School Locker Room (Remodel Storage Building)** - On February 4<sup>th</sup>, 2009, 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 scheduled to be completed by August, 2010.
- 2.25 Citywide - Flanagan High School Portable Concession Stand & Equipment** - On February 4<sup>th</sup>, 2009, 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 scheduled to be completed by August, 2010.
- 2.26 Walter C. Young - Portable Concession Stand & Equipment** - On February 4<sup>th</sup>, 2009, 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 December 9<sup>th</sup>, 2009.
- 2.27 Pembroke Shores YMCA Expansion** - On September 16<sup>th</sup>, 2009 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 SF addition to the Pembroke Shores gymnasium facility, construct a 200 vehicle parking facility, and provide cosmetic improvements to the Pembroke Pines Aquatic Center. Cost of this project was estimated at \$5,000,000. The funding for this expansion was transferred from Project 2.22 which is no longer planned as a result of this new partnership. On January 6<sup>th</sup>, 2010, commission awarded the bid to construct the facility to Kaufmann Lynn.

**Park Sports Lighting Renovations**

Location / Description	Project Timetable		% Complete	Current Project Phase	Total Budget	Total Expenditures & Encumb. to Date	Available Budget Total
	Start	Finish					
<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 TBD	15,000	-	15,000
3.4 Silver Lakes North Park Renovation of sports lighting	10/03/05	04/14/06	100%	Complete	-	-	-
<b>Subtotal</b>					<b>\$ 15,000</b>	<b>\$ -</b>	<b>\$ 15,000</b>

**Highlights & Updates**

- 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 March 31<sup>st</sup>, 2006. Funding has been received by FEMA. Close-out on this project by FEMA is pending. On February 4<sup>th</sup>, 2009 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 April 14<sup>th</sup>, 2006. Funding has been received by FEMA. Close-out on this project by FEMA is pending. On February 4<sup>th</sup>, 2009, 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. The re-allocation of these funds has not yet been determined.
- 3.4 Silver Lakes North Park - Renovation of sports lighting** - The renovation of the sports lighting at Silver Lakes North Park is 100% complete as of April 14<sup>th</sup>, 2006. Funding has been received by FEMA. Close-out on this project by FEMA is pending. On February 4<sup>th</sup>, 2009, 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.

## List of Bond Projects

## Recreation Facility Improvements

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	07/31/09	100%	Complete	\$ 20,000	\$ (16,300)	\$ 3,700
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	35,000	(16,350)	18,650
4.4 Academic Village Resurface & restripe basketball courts	01/01/07	02/01/10	100%	Complete	20,000	(11,222)	8,778
4.5 Citywide Bleacher shade structures	11/01/06	07/25/08	100%	Complete	202,881	(203,081)	(200)
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	3,519,157	(3,513,618)	5,539
4.8 Citywide Golf course renovation Phase II	04/01/07	12/15/07	100%	Complete	3,323,568	(3,224,235)	99,333
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	TBD	15%	Planning/Design	50,000	-	50,000
4.16 Linear Park (Taft-Johnson) Asphalt overlay & landscape-jogging path/ball ct	07/01/05	06/23/05	100%	Complete	37,260	(23,697)	13,563
4.17 Maxwell Park Increase pkg lot lighting	11/01/06	TBD	15%	Planning/Design	20,000	-	20,000
4.18 Maxwell Park Renovation of batting cages	11/02/06	09/01/10	5%	Construction	17,000	-	17,000
4.19 Maxwell Park Optimist building restroom renovation	07/01/05	01/12/06	100%	Complete	11,120	(11,121)	(1)
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)	(1)
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	15,000	(4,822)	10,179
4.25 Pembroke Lakes Tennis Ctr Renovation of walkways & landscaping	01/15/07	12/30/07	100%	Complete	30,000	(29,584)	416
4.26 Pembroke Lakes Tennis Ctr Replacement of perimeter fencing	03/02/07	08/10/06	100%	Complete	61,000	(60,995)	5
4.27 Pembroke Shores Renovate batting cages	12/02/06	01/11/08	100%	Complete	35,900	(3,911)	31,989
4.28 Pines Recreation Center Expansion of existing teen center	03/02/07	TBD	5%	Planning/Design	500,000	-	500,000
4.29 Pines Recreation Center Renovation of field # 3	03/01/07	TBD	5%	Planning/Design	70,000	-	70,000
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)	-
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)	-

4.36\* The expenses for this project were recorded in project 4.60.

## Recreation Facility Improvements (continued)

	Location / Description	Project Timetable		% Complete	Current Project Phase	Total Budget	Total Expenditures & Encumb. to Date	Available Budget Total
		Start	Finish					
4.38	Rose Price Park Upgrade walkway (18 poles) lighting	11/01/06	TBD	15%	Planning/Design	25,000	-	25,000
4.39	Silver Lakes North Park Asphalt overlay walkway	02/07/07	07/20/07	100%	Complete	20,000	(17,538)	2,463
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	11/01/06	TBD	5%	Planning/Design	5,000	-	5,000
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	2/31/08	100%	Complete	22,000	(15,098)	6,902
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	3,923	(3,923)	-
4.51	Citywide Various fence projects	01/01/07	09/01/10	99%	Construction	150,000	(148,657)	1,344
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	09/01/10	99%	Construction	30,000	(29,918)	82
4.54*	Citywide Miscellaneous projects & capital expenditures	11/01/06	TBD	0%	Planning/Design	17,864	-	17,864
4.55	Pasadena Park Completion of parking lot expansion	TBD	TBD	10%	Planning/Design	525,000	(32,310)	492,690
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	20%	Planning/Design	84,000	-	84,000
4.60	Rose Price Park-Miracle League Miracle League Baseball Field	11/04/06	03/23/07	100%	Complete	463,740	(372,480)	91,260
4.61	Pasadena Park Press Box /Storage Building & parking lot lighting	Closed	Closed	0%	Re-Allocated	13,558	(13,558)	0
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	18,000	(16,742)	1,258
4.66	Pasadena Park Ball field Fencing	03/01/09	04/15/09	100%	Complete	20,442	(16,683)	3,759
4.67	Pasadena Park Concession Building Remodeling	02/05/09	04/15/09	100%	Complete	5,000	(1,269)	3,731
4.68	Citywide Renovate/retrofit various Concession Buildings	04/01/10	09/01/10	10%	Planning/Design	145,000	(108,459)	36,541
<b>Subtotal</b>						<b>\$ 9,940,475</b>	<b>\$ (8,319,632)</b>	<b>\$ 1,620,844</b>

4.42\* This project was expensed to FEMA for damages caused by Hurricane Wilma.

4.54\* The original budget for this project was \$500,000. \$479,636 have been used for miscellaneous projects, overruns & expenditures.

## Highlights &amp; Updates

- 4.1 Academic Village - Rubberize track surface** - On June 27<sup>th</sup>, 2007 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 September 30<sup>th</sup>, 2009.



## List of Bond Projects

- 4.2 **Academic Village - Resurface tennis courts** - The resurfacing of the tennis courts at Academic Village is 100% complete as of February 23<sup>rd</sup>, 2007.
- 4.3 **Academic Village - Add light fixtures – tennis** – This project is 100% complete as of June 1<sup>st</sup>, 2010.
- 4.4 **Academic Village - Resurface & restripe basketball courts** - The resurfacing and restriping of the basketball courts at Academic Village is 100% complete as of February 1<sup>st</sup>, 2010.
- 4.5 **Citywide - Bleacher shade structures** - The installation of citywide, bleacher shade structures is 100% complete as of July 25<sup>th</sup>, 2008. Sites include Chapel Trail Park, Fletcher Park, Maxwell Park, Pasadena Park, Pines Recreation Center & the SW Pines Nature & Recreation Soccer Park.
- 4.6 **Citywide - Lighting of Pembroke Road Storage Facility** - On June 27<sup>th</sup>, 2007 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 December 15<sup>th</sup>, 2007. (Note: On December 20<sup>th</sup>, 2006 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.)
- 4.8 **Citywide - Golf course renovation Phase II** - The renovation of the Golf course is 100% complete as of December 15<sup>th</sup>, 2007. (Note: On December 20<sup>th</sup>, 2006 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.)
- 4.9 **Citywide - Resurface Flanagan HS (rubberized) track** - The resurfacing of the rubberized track at Flanagan High School is 100% complete as of April 28<sup>th</sup>, 2006.
- 4.10 **Citywide – Lighting of Chapel Trail Storage Facility** - On June 27<sup>th</sup>, 2007 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 December 16<sup>th</sup>, 2005.
- 4.12 **Flamingo Park - Installation of 2<sup>nd</sup> playground** - The installation of the second playground at Flamingo Park is 100% complete as of March 16<sup>th</sup>, 2007.
- 4.13 **[Eliminated] Flamingo Park - Installation of additional netting for field # 1** - On June 27<sup>th</sup>, 2007 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 December 28<sup>th</sup>, 2006.
- 4.15 **Fletcher - Increase parking lot lighting for softball complex** – Design criteria are under review.
- 4.16 **Linear Park - Asphalt overlay & landscape - jogging path / basketball court** - The asphalt overlay & landscape renovation for both the jogging path and basketball court at Linear Park is 100% complete as of June 23<sup>rd</sup>, 2005.
- 4.17 **Maxwell Park - Increase parking lot lighting** – Design criteria are under review.
- 4.18 **Maxwell Park - Renovation of batting cages** –This project is scheduled to be completed by September, 2010.
- 4.19 **Maxwell Park - Optimist building restroom renovation** - The restroom renovations for the Optimist building at Maxwell Park are 100% complete as of January 12<sup>th</sup>, 2006.
- 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 February 1<sup>st</sup>, 2007.
- 4.21 **[Eliminated] Maxwell Park - Replace tennis perimeter fencing** - On June 27<sup>th</sup>, 2007 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 December 9<sup>th</sup>, 2005.

- 4.23 **Pasadena Park - Renovate restrooms** - The restroom renovations at Pasadena Park are 100% complete as of December 16<sup>th</sup>, 2005.
- 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 May 1<sup>st</sup>, 2010.
- 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 December 30<sup>th</sup>, 2007.
- 4.26 **Pembroke Lakes Tennis Center - Replacement of perimeter fencing** - The replacement of the perimeter fencing at Pembroke Lakes Tennis Center is 100% complete as of August 10<sup>th</sup>, 2006.
- 4.27 **Pembroke Shores - Renovate batting cages** - The batting cage renovations at Pembroke Shores are 100% complete as of January 11<sup>th</sup>, 2008.
- 4.28 **Pines Recreation Center - Expansion of existing teen center** - The scope of this project is under review.
- 4.29 **Pines Recreation Center - Renovation of field # 3** - This project is under reconsideration.
- 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 May 12<sup>th</sup>, 2006.
- 4.31 **Pines Recreation Center – Recreation Center restroom renovation** - The restroom renovation for the Recreation Center at the Pines Recreation Center is 100% complete as of November 4<sup>th</sup>, 2005.
- 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 December 14<sup>th</sup>, 2006.
- 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 January 20<sup>th</sup>, 2006.
- 4.34 **Pines Recreation Center - Replacement of accordion doors in Recreation room** - The replacement of the accordion doors in the Recreation Room at the Pines Recreation Center is 100% complete as of October 6<sup>th</sup>, 2005.
- 4.35 **Rose Price Park – first overlay on walkway** - The construction of the new slab dugouts / fencing at the Rose Price Park Miracle League is 100% complete as of April 6<sup>th</sup>. 2007. (Note: The expenses for this project were recorded in project 4.60.)
- 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 March 23<sup>rd</sup>, 2007. (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 October 10<sup>th</sup>, 2005.
- 4.38 **Rose Price Park - Upgrade walkway (18 poles) lighting** – Design criteria are under review.
- 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 July 20<sup>th</sup>, 2007.
- 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 March 23<sup>rd</sup>, 2007.
- 4.41 **Silver Lakes North Park - Restroom renovation** - The restroom renovation at Silver Lakes North Park is 100% complete as of November 23<sup>rd</sup>, 2005.
- 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 April 12<sup>th</sup>, 2006. 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 December 16<sup>th</sup>, 2005.

## List of Bond Projects

- 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 March 23<sup>rd</sup>, 2007.
- 4.45 Walden Lakes - Security lighting for pool** - Project is currently being redesigned.
- 4.46 Walden Lakes - Parking lot lighting** - The new parking lot lighting at Walden Lakes is 100% complete as of April 6<sup>th</sup>, 2007.
- 4.47 Walter C. Young - Separate pump station / panel for irrigation system** - This project at Walter C. Young is 100% complete as of March 31<sup>st</sup>, 2008.
- 4.48 Walter C. Young - Resurface tennis courts** - The resurfacing of the tennis courts at Walter C. Young is 100% complete as of December 14<sup>th</sup>, 2006.
- 4.49 Citywide - Sealcoat & restripe various parking lots** - On June 27<sup>th</sup>, 2007 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 June 27<sup>th</sup>, 2007 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 99% complete. 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.
- 4.52 [Eliminated] Citywide - Concrete monument signage (\$6,000 x 6)** - On June 27<sup>th</sup>, 2007 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 at various sites is 99% complete. Locations include Pembroke Shores Baseball field #5, Walter C. Young Baseball field, and two south Football fields at Pines Recreation Center.
- 4.54 Citywide - Miscellaneous projects & capital expenditures** - Funds for this project are used for miscellaneous projects, overruns and expenditures.
- 4.55 Pasadena Park - Completion of parking lot expansion** - On March 7<sup>th</sup>, 2007 Commission approved the re-allocation of this project's funds, totaling \$200,000, to project 4.61. However, on August 6<sup>th</sup>, 2008, 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.
- 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 January 11<sup>th</sup>, 2008. On February 18<sup>th</sup>, 2009 Commission approved to transfer the remaining \$57,200 from this project to project 5.1, Playground Shade Structures.
- 4.57 [Eliminated] Pines Recreation Center - Swale parking - basketball courts 35 spaces** - On June 27<sup>th</sup>, 2007 Commission approved to eliminate this project and its budget of \$25,000 from the GO Bond project list.
- 4.58 [Eliminated] Rainbow - Irrigation improvements / landscaping / beautification** - On June 27<sup>th</sup>, 2007 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 is scheduled to be completed in August, 2010.
- 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 March 23<sup>rd</sup>, 2007.
- 4.61 Pasadena Park - Press Box / Storage Building & parking lot lighting** - On February 4<sup>th</sup>, 2009, 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.

## List of Bond Projects

- 4.62 **[Eliminated] Ben Fiorendino Park – Gazebo** - This project was eliminated from the GO Bond project list on July 18<sup>th</sup>, 2007.
- 4.63 **Pasadena Park - Sealcoat & restripe North & South Parking Lots** - The parking lot renovation at Pasadena Park is 100% complete as of February 1<sup>st</sup>, 2008.
- 4.64 **Ben Fiorendino Park - Parking lot renovation** - The parking lot renovation at Ben Fiorendino Park is 100% complete as of February 1<sup>st</sup>, 2008.
- 4.65 **Ben Fiorendino Park - Fitness Trail** - The installation of fitness trail at Ben Fiorendino Park is 100% complete as of July 18<sup>th</sup>, 2008.
- 4.66 **Pasadena Park - Ball field Fencing** - The ball field fencing at Pasadena Park is 100% complete as of March 31<sup>st</sup>, 2009
- 4.67 **Pasadena Park - Concession Building Remodeling** - The Concession Building Remodeling at Pasadena Park is 100% complete as of February 16<sup>th</sup>, 2009.
- 4.68 **Citywide-Renovate retrofit various Concession Buildings** - On October 21<sup>st</sup>, 2009, commission approved to transfer \$145,000 from the remaining funds of Project # 4.8 (Golf Course Renovation) to renovate / retrofit various concession buildings through out the city. Project is scheduled to be completed in September, 2010.

### Recreation/Playground Equipment

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	10/01/10	90%	Construction	\$ 282,200	\$ (210,563)	\$ 71,637
5.2 Citywide Playground equipment replacement (8)	08/01/06	06/22/07	100%	Complete	293,226	(288,997)	4,229
5.3 Citywide Generator Pemb Shores Gym (emergency generator)	04/01/07	TBD	0%	Planning/Design	20,000	-	20,000
5.4 Citywide Fitness equipment	08/01/05	05/26/06	100%	Complete	46,962	(46,962)	-
<b>Subtotal</b>					<b>\$ 642,388</b>	<b>\$ (546,522)</b>	<b>\$ 95,866</b>

### Highlights & Updates

- 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<sup>th</sup> and 111<sup>th</sup> Avenues in Pembroke Lakes. Remaining sites will be completed by October, 2010.
- 5.2 **Citywide - Playground equipment replacement (8)** - The installation of the new playground equipment is 100% complete as of June 22<sup>nd</sup>, 2007. The replacement playground equipment for West Pines Preschool, Chapel Trail Park, Village Community Center, Fletcher Park, Pines Recreation Center, Fahey Park, Pasadena Park, Ashley Hale Park, Silver Lakes Park and for the Kiddie Parks at NW 111<sup>th</sup> Avenue and NW 108<sup>th</sup> Avenue were included in this project.
- 5.3 **Citywide - Generator Pembroke Shores Gym (emergency generator)** – Staff is recommending reprogramming of funds.
- 5.4 **Citywide - Fitness equipment** - The installation of fitness equipment to the Parks is 100% complete as of May 26<sup>th</sup>, 2006.

## List of Bond Projects

### Landscaping

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	TBD	95%	Construction	\$ 400,000	\$ (378,024)	\$ 21,976
6.2 Streetscape Citywide lighting, benches & streetscape Phase I	TBD	TBD	0%	-	235,000	-	235,000
6.3 Streetscape Citywide lighting, benches & streetscape Phase II	TBD	TBD	0%	-	765,000	-	765,000
6.4 Citywide Citywide planting of trees	12/01/06	09/01/10	67%	Construction	100,000	(72,809)	27,191
6.5 Streetscape Citywide lighting, benches & streetscape Phase III	TBD	TBD	0%	-	500,000	-	500,000
<b>Subtotal</b>					<b>\$ 2,000,000</b>	<b>\$ (450,833)</b>	<b>\$ 1,549,167</b>

### Highlights & Updates

- 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.
- 6.2 Streetscape - Citywide lighting, benches & streetscape Phase I** - This project is currently in the conceptual stage where general activities and ideas are being considered and deliberated.
- 6.3 Streetscape - Citywide lighting, benches & streetscape Phase II** - This project is currently in the conceptual stage where general activities and ideas are being considered and deliberated.
- 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 Price Park. Pinus Elliotti/Slash Pines have been planted at various parks throughout the city.
- 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.

### Purchase / Development of Open Space

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	\$ 1,500,000	\$ (1,449,286)	\$ 50,714
7.2 Citywide SW Pines Nature & Recreational Park (196 Ave) Phase II	01/01/07	03/31/08	100%	Complete	1,500,000	(1,467,295)	32,705
7.3 Citywide Purchase & development of open space Phase I	06/01/05	04/30/09	100%	Complete	4,690,378	(4,681,378)	9,000
7.4 Citywide Purchase & development of open space Phase II	Closed	Closed	0%	Re-Allocated	-	-	-
7.5 Citywide Raintree - purchase of 112 Acres	02/04/09	04/30/09	100%	Complete	7,424,958	(7,424,958)	1
<b>Subtotal</b>					<b>\$ 15,115,336</b>	<b>\$ (15,022,916)</b>	<b>\$ 92,420</b>

### Highlights & Updates

- 7.1 Citywide - SW Pines Nature & Recreational Park (196<sup>th</sup> Avenue) Phase I** - The development of the SW Pines Nature & Recreational Park is 100% complete as of March 31<sup>st</sup>, 2008.

## List of Bond Projects

- 7.2 Citywide - SW Pines Nature & Recreational Park (196<sup>th</sup> Avenue) Phase II** - The development of the SW Pines Nature & Recreational Park is 100% complete as of March 31<sup>st</sup>, 2008.
- 7.3 Citywide - Purchase & development of open space Phase I** - Nine acres of open land were 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 SF recreation, teen & senior facility. On February 4<sup>th</sup>, 2009 Commission approved the re-allocation of the remaining \$1,309,622 to project 7.5 Raintree - purchase of 112 Acres.
- 7.4 Citywide - Purchase & development of open space Phase II** - On June 27<sup>th</sup>, 2007 Commission approved to eliminate \$2,000,000 from this project's budget, leaving a balance of \$2,000,000. On February 4<sup>th</sup>, 2009 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 February 4<sup>th</sup>, 2009 Commission approved the purchase of Raintree property; the purchase of this 112-acre property is 100% complete as of April 20<sup>th</sup>, 2009. 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, \$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.

### Transportation Projects

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 136th Ave to 118th	03/01/05	02/17/06	100%	Complete	\$ 7,507,974	\$ (7,507,966)	\$ 8
8.4 118th to Hiatus to Palm	03/01/05	03/21/08	100%	Complete	11,847,423	(11,875,258)	(27,834)
8.13 Pines from Palm to Douglas	12/01/07	09/30/09	100%	Complete	3,151,186	(3,138,380)	12,806
8.15 Pines Blvd. & Hiatus Rd. Traffic Improvements	10/10/08	09/30/10	98%	Construction	303,204	(303,204)	-
<b>Subtotal</b>					<b>22,809,787</b>	<b>(22,824,807)</b>	<b>(15,020)</b>
8.6 Pembroke Road 184th to 196th/196th & Pembroke Rd to Pines	Closed	Closed	0%	Eliminated	1,175,875	(1,175,875)	-
8.7 184th Ave widening (Pmbrk Rd to Shrdn St)	06/01/05	06/30/09	100%	Complete	9,923,936	(9,823,257)	100,679
8.8 172nd Ave 4 lane from Shrdn St to Pmbrk Rd	07/01/05	11/15/07	100%	Complete	8,599,587	(7,859,689)	739,898
8.10 Sheridan St from SW 196th Ave to SW 172nd Ave	01/01/07	03/30/09	100%	Complete	3,108,566	(2,894,816)	213,750
8.11 Sheridan St Consulting & Inspection Fees	11/01/06	03/30/09	100%	Complete	200,000	(172,784)	27,216
<b>Subtotal</b>					<b>23,007,964</b>	<b>(21,926,421)</b>	<b>1,081,543</b>
<b>Total Project Cost</b>					<b>45,817,751</b>	<b>(44,751,228)</b>	<b>1,066,523</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	TBD	TBD	0%	-	(1,000,000)	-	(1,000,000)
8.14* FDOT JPA Agreement	06/17/10	07/31/10	95%	Complete	(3,174,276)	3,698,696	524,420
<b>Total Reimbursements</b>					<b>(10,174,276)</b>	<b>9,698,696</b>	<b>(475,580)</b>
<b>Net Project Cost</b>					<b>\$ 35,643,475</b>	<b>\$ (35,052,532)</b>	<b>\$ 590,943</b>

8.14\* JPA Agreement # AOB-69 was increased by Amendment No. 1 by \$524,420 totaling \$3,698,696. Reimbursement request submitted on 6/17/10 to FDOT for \$3,698,696 is pending final approval.

### Highlights & Updates

- 8.1 Pines and 136<sup>th</sup> Avenue to 118<sup>th</sup>** - This project is 100% complete as of February 17<sup>th</sup>, 2006.
- 8.2 FDOT LAP Agreement** - The full reimbursement of \$5,000,000 has been received.

## List of Bond Projects

- 8.3 Mall Agreement** - The full reimbursement of \$1,000,000 has been received.
- 8.4 118<sup>th</sup> to Hiatus to Palm** - This project is 100% complete as of March 21<sup>st</sup>, 2008.
- 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 [Eliminated] Pembroke Road 184<sup>th</sup> to 196<sup>th</sup>, and 196<sup>th</sup> & Pembroke Road to Pines** - On June 27<sup>th</sup>, 2007 Commission approved to eliminate this project and its budget from the GO Bond project list.
- 8.7 184<sup>th</sup> Avenue widening (Pembroke Road to Sheridan Street)** - This project is 100% complete as of June 30<sup>th</sup>, 2009.
- 8.8 172<sup>nd</sup> Avenue 4 lane from Sheridan Street to Pembroke Road** - This project is 100% complete as of November 15<sup>th</sup>, 2007.
- 8.9 [Eliminated] 184<sup>th</sup> Avenue 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 196<sup>th</sup> Avenue to SW 172<sup>nd</sup> Avenue** - This project is 100% complete as of March 30<sup>th</sup>, 2009.
- 8.11 Sheridan Street Consulting & Inspection Fees** - Consulting and inspection for this project is completed as of September 30<sup>th</sup>, 2009.
- 8.12 Reimbursement from City Center for Pines Expansion** - This reimbursement has not yet been received.
- 8.13 Pines from Palm to Douglas** - This project is 100% complete as of September 30<sup>th</sup>, 2009.
- 8.14 Florida Department of Transportation JPA Agreement** - JPA Agreement # AOB-69 was increased by Amendment No. 1 by \$524,420 totaling \$3,698,696. Reimbursement request submitted on June 17, 2010, to FDOT for \$3,698,696 is pending final approval.
- 8.15 Pines Boulevard & Hiatus Road Traffic Improvements** - On September 17<sup>th</sup>, 2008, 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.

### Other Projects

Description	Project Timetable		% Complete	Current Project Phase	Total Budget	Total Expenditures & Encumb. to Date	Available Budget Total
	Start	Finish					
<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%	-	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

- 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

## List of Bond Projects

**9.4 Signs for GO Bonds** - Project created for signage for various GO Bond project sites. Signs are interchangeable from project to project.

### Contingency Fund

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		
<b>Subtotal</b>		<b>\$ 11,078,764</b>	<b>\$ (8,608,436)</b>	<b>\$ 2,470,328</b>	<b>\$ 25,145</b>	<b>\$ -</b>	<b>\$ 2,445,183</b>	<b>\$ 2,470,328</b>



**CITY OF PEMBROKE PINES, FLORIDA  
PROJECTS FUNDED BY GENERAL OBLIGATION BONDS  
ESTIMATED OPERATING IMPACT**

**Note:** Impact related to new and non-reoccurring, non-replacement, Capital Expenditures.

## GENERAL FUND

		2011-12	2012-13	2013-14	2014-15	2015-16
<b>Recreation</b>						
<b><u>Non-Revenue Producing Projects</u></b>						
Pines Recreation Center - expand existing teen center	Personnel	20,227	20,834	21,459	22,103	22,766
	Operating	20,325	20,934	21,562	22,209	22,876
	Net	<b>40,552</b>	<b>41,769</b>	<b>43,022</b>	<b>44,312</b>	<b>45,642</b>
Fletcher Park Improvements	Operating	1,351	1,391	1,433	1,476	1,520
Walden Lakes Park Imp.	Operating	450	464	478	492	507
Rose Price Park Imp.	Operating	1,688	1,739	1,791	1,845	1,900
Maxwell Park Imp.	Operating	3,039	3,130	3,224	3,321	3,420
Citywide City Passive Park Development	Personnel	10,257	10,565	10,882	11,208	11,544
	Operating	27,700	28,531	29,387	30,269	31,177
	Net	<b>37,957</b>	<b>39,096</b>	<b>40,269</b>	<b>41,477</b>	<b>42,721</b>
<b>Total General Fund</b>		<b>\$ 85,037</b>	<b>\$ 87,588</b>	<b>\$ 90,216</b>	<b>\$ 92,922</b>	<b>\$ 95,710</b>
					<b>Total 2012 - 2016</b>	
					<b>\$ 451,474</b>	

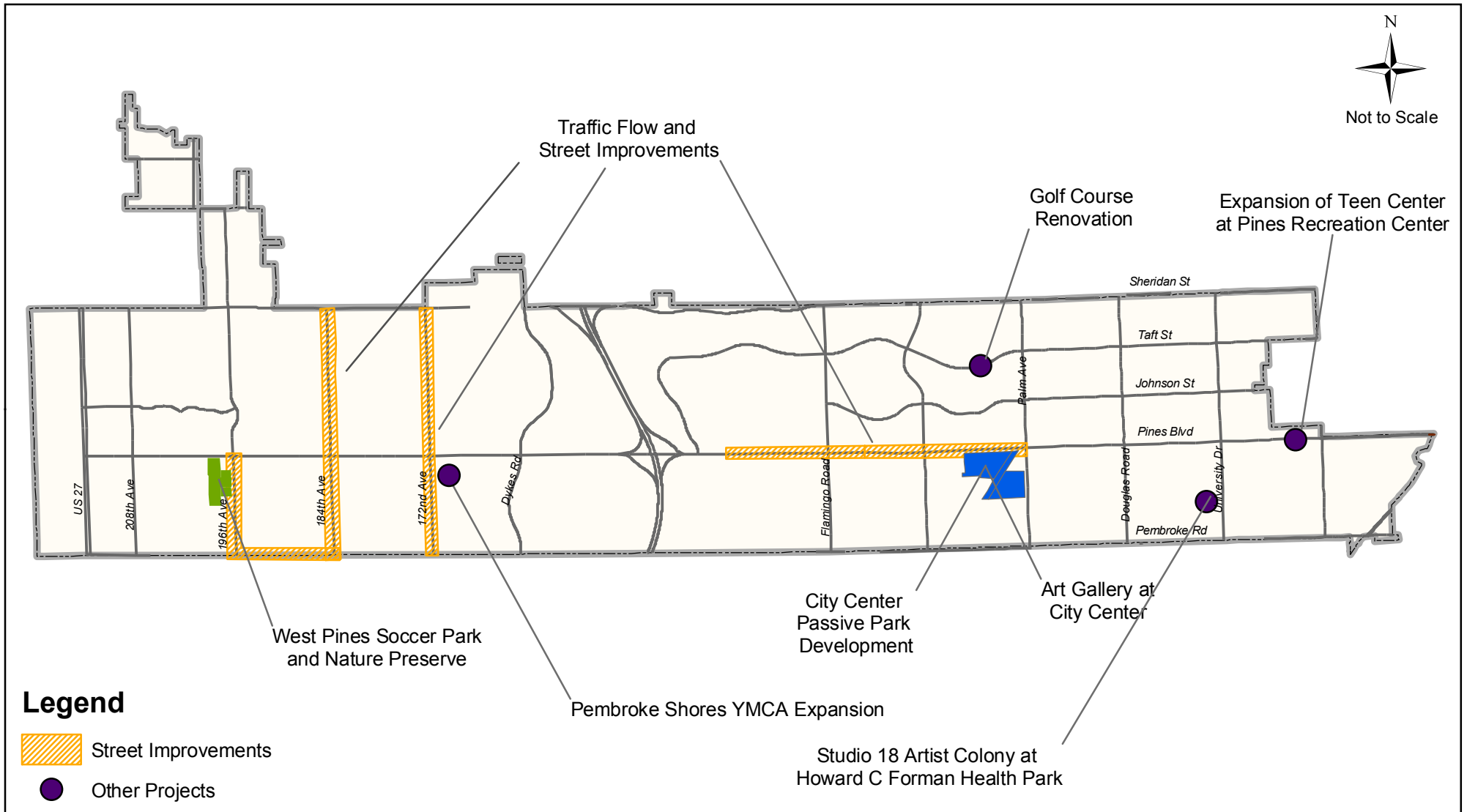
The primary operating impact is tied to the Pines Recreation Teen Center, with added personnel costs of a part-time recreation specialist to program the facility and a part-time custodian. In addition, there will be increase costs in utilities, operating supplies, as well as repairs and maintenance for the expanded facility.

The city-wide Passive Park development will require a part-time maintenance worker to address litter and other small maintenance issues, while operating costs will include mowing (contractual) and fertilization costs.



The parking lot lighting projects (Fletcher Park, Walden Lakes Park, Rose Price Park, and Maxwell Park) will experience increase costs for utilities.

# CITY OF PEMBROKE PINES

## GENERAL OBLIGATION BOND PROJECTS BY LOCATION



### Legend

-  Street Improvements
-  Other Projects

**City of Pembroke Pines, Florida**  
**Revenue Detail**

Account-Division-Project	Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Entity 1 General Fund</b>					
<b>Taxes</b>					
<b>Ad Valorem Taxes</b>					
311001	Current real/personal property tax	47,021,192	45,833,741	46,724,630	45,673,215
311002	Delinq real/personal property taxes	56,545	210,281	70,000	70,000
<b>Ad Valorem Taxes</b>		47,077,737	46,044,021	46,794,630	45,743,215
<b>General Sales &amp; Use Taxes</b>					
312510	Fire Insurance Premium Tax	1,518,301	1,308,039	1,633,000	1,296,000
312520	Casualty Insurance Premium Tax	1,062,842	1,121,537	1,157,000	1,111,000
<b>General Sales &amp; Use Taxes</b>		2,581,143	2,429,576	2,790,000	2,407,000
<b>Public Service Taxes</b>					
314100	Public service taxes- Electric service	6,541,100	6,338,534	7,333,814	7,000,000
314300	Public service taxes- Water	1,495,201	1,675,973	1,743,000	1,666,000
314400	Public service taxes- Gas	142,829	147,868	139,000	164,000
314800	Public service taxes- Propane	81,621	64,050	96,000	62,000
<b>Public Service Taxes</b>		8,260,752	8,226,426	9,311,814	8,892,000
<b>Communications Service Tax</b>					
315000	Communications Services Tax	973,680	2,082,237	1,183,274	1,276,480
<b>Communications Service Tax</b>		973,680	2,082,237	1,183,274	1,276,480
<b>Local Business Tax</b>					
316000	Local business tax - City	3,316,948	3,307,733	3,163,000	3,179,000
<b>Local Business Tax</b>		3,316,948	3,307,733	3,163,000	3,179,000
<b>Taxes</b>		62,210,260	62,089,993	63,242,718	61,497,695

**Permits, Fees & Licenses**

**Franchise Fees**

323100	Franchise fees- Electricity	8,366,868	8,391,407	8,539,489	7,899,000
323400	Franchise fees- Gas	176,395	173,263	169,000	157,000
323600	Privilege fees- Sewer	-	445,336	-	-
323700	Franchise fees- Sanitation-commercial	81,111	91,079	80,000	80,000
323720	Franchise fees- Sanitation-All Refuse	1,946,527	1,983,825	1,999,948	1,981,000
323910	Franchise fees- Bus bench/shelter ad	35,400	108,000	108,000	122,000
323930	Franchise fees- Rsrc Rcvry Host Fee	1,709,562	1,739,868	1,735,900	1,735,900
323940	Franchise fees- Towing service	318,738	331,287	328,845	333,000
<b>Franchise Fees</b>		12,634,601	13,264,065	12,961,182	12,307,900

**Building Permits**

322005-9005	Air conditioning permits	725,484	309,046	-	-
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**City of Pembroke Pines, Florida**  
**Revenue Detail**

Account-Division-Project	Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Building Permits</b>					
322015-9005	Building permits	2,330,132	845,820	-	-
322016-9002	Building permit review	41,663	67,653	56,200	148,500
322020-9005	Certificate of occupancy	23,895	5,541	-	-
322025-9005	Electric permits	1,015,752	411,133	-	-
322037-9002	Special event permit review	3,000	2,550	2,704	2,704
322040-1001	Garage sales	8,735	7,130	8,560	7,250
322041-1001	POD annual permits	500	1,500	500	500
322042-1001	POD site permit fees	-	-	200	-
322050-6006	Landscaping permit	129,237	10,539	50,000	15,000
322053-6006	Landscape replacement contribution	-	4,860	1,000	1,000
322055-6006	Paving/drainage permits	248,358	93,482	100,000	50,000
322060-9005	Plumbing permits	465,925	142,056	-	-
322065-9005	Reinspection fees	220,708	63,653	-	-
322070-9005	Roofing permits	257,095	138,333	-	-
322075-1001	Sign renewal fee	24,512	26,669	26,192	26,375
322077-9002	Sign off premise direct	12,000	-	-	-
<b>Building Permits</b>		5,506,996	2,129,964	245,356	251,329
<b>Special Assessments</b>					
325110-4003	Fire equipment assessment	-	-	6,906	12,000
325130-3001	Police equipment assessment	-	-	18,000	13,200
325220-4003	Fire protection special assmt	-	-	20,383,058	20,331,274
325221-4003	Interim Fire special assmt	-	-	28,794	29,385
363110-4003	Fire equipment assessment	102,412	11,785	-	-
363120-4003	Fire protection special assmt	16,879,482	19,644,277	-	-
363121-4003	Interim Fire special assmt	542,875	69,385	-	-
363130-3001	Police equipment assessment	77,484	8,916	-	-
<b>Special Assessments</b>		17,602,253	19,734,363	20,436,758	20,385,859
<b>Permits, Fees &amp; Licenses</b>		35,743,850	35,128,392	33,643,296	32,945,088

**Intergovernmental Revenue****Federal Grants**

331211-3001	Bulletproof Vest Grant	-	4,049	5,414	-
331280-3001	US Marshals Service - Car	-	-	30,000	-
331500-8001	Elderly energy assistance	6,418	12,253	33,603	33,603
331510-3050	Federal emergency mgmnt agency	-132,456	15,075	-	-
331510-3050-328	Federal emergency mgmnt agency	-	17,671	-	-
331530-3050	FHWA Emergency Relief Program	3,485,286	-	-	-
331694-6008-54	DCF-Transitional Housing Federal	78,206	-	-	-
331694-6008-55	DCF-Transitional Housing Federal	23,465	99,840	77,639	-

**City of Pembroke Pines, Florida  
Revenue Detail**

<b>Account-Division-Project</b>	<b>Description</b>	<b>2007-08 Actual</b>	<b>2008-09 Actual</b>	<b>2009-10 Budget</b>	<b>2010-11 Budget</b>
<b>Federal Grants</b>					
331816-4003	Assistance to Firefighters Grant (AFG)	-	68,400	-	-
	<b>Federal Grants</b>	3,460,919	217,289	146,656	33,603
<b>Grants from Local Units</b>					
337100-7001-301	Grant- Art & Cultural	24,700	20,800	-	-
337200-4003	Broward county EMS grant	4,783	-	-	-
337631-6008-53	In kind revenue	8,506	-	-	-
337631-6008-54	In kind revenue	16,866	-	-	-
337631-6008-55	In kind revenue	-	35,767	44,112	-
337655-6008-53	CSC-Transitional Housing	76,552	19,503	-	-
	<b>Grants from Local Units</b>	131,406	76,070	44,112	0
<b>Occupational Licenses / County</b>					
338000	Local business tax - County	117,796	128,084	131,000	106,000
	<b>Occupational Licenses / County</b>	117,796	128,084	131,000	106,000
<b>State Grants</b>					
334220-4003	Ems state grant	-	7,344	-	-
334694-6008-54	DCF-Transitional Housing State	33,244	-	-	-
334945-800	My Safe Florida Home Program	3,125	21,763	-	-
334960-3050-328	FEMA- State Share	-	2,556	-	-
	<b>State Grants</b>	36,369	31,663	0	0
<b>State Shared</b>					
335121	Sales Tax Proceeds	2,757,027	2,396,050	2,151,000	2,462,900
335140-800	Mobile home licenses	1,662	1,601	1,700	1,600
335150-800	Beverage licenses	46,687	46,486	46,000	45,000
335180	Local gov 1/2cent sale tax	8,523,589	7,636,080	7,207,000	7,897,128
335200-4003	Firefighter supplemental comp	78,951	76,880	78,240	81,000
	<b>State Shared</b>	11,407,916	10,157,097	9,483,940	10,487,628
<b>Intergovernmental Revenue</b>		15,154,406	10,610,202	9,805,708	10,627,231

**Charges for Services**

**Culture / Recreation / Education Charges**

347200-7001	Clean up fees	11,046	7,665	9,100	9,100
347205-7001	Canoe Rentals	489	350	750	350
347210-5002-203	Summer program fees	62,664	41,146	114,624	92,360
347210-5002-205	Summer program fees	222,795	243,264	312,265	289,035
347210-5002-208	Summer program fees	172,517	176,625	221,308	303,475
347210-5002-209	Summer program fees	234,506	248,425	253,530	253,014
347210-7003	Summer program fees	620,361	547,166	537,000	537,000

**City of Pembroke Pines, Florida**  
**Revenue Detail**

Account-Division-Project	Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Culture / Recreation / Education Charges</b>					
347215-5002-203	Summer activity fees	19,439	5,475	16,750	9,500
347215-5002-205	Summer activity fees	28,148	25,084	26,890	27,190
347215-5002-208	Summer activity fees	19,765	26,430	27,400	25,050
347215-5002-209	Summer activity fees	33,367	37,633	38,350	34,820
347220-5002-203	Sch Year Activity Fee	10,505	5,740	7,900	8,450
347220-5002-205	Sch Year Activity Fee	6,305	9,611	9,190	11,550
347220-5002-208	Sch Year Activity Fee	12,548	17,482	22,000	23,820
347220-5002-209	Sch Year Activity Fee	29,965	29,329	37,350	36,600
347225-7001	Youth Athletic Program	-	129,934	159,380	142,000
347400-7003	Special events	22,451	21,720	19,850	24,100
347400-8001	Special events	3,905	-	-	-
347450-7001	Special Population Programs	19,172	23,941	20,000	21,500
347504-7006	Driving range fees	55,399	72,429	51,100	77,000
347508-7006	Golf bag storage	5,773	5,586	6,480	5,500
347512-7006	Golf cart rental	1,102,682	1,170,557	910,800	1,000,000
347516-7006	Golf club rentals	5,000	4,790	3,000	4,800
347520-7006	Golf green fees	505,365	593,706	738,200	742,000
347524-7006	Golf handicaps fees	250	350	250	350
347528-7006	Golf locker rental	4,140	3,504	4,320	3,600
347532-7006	Golf memberships	146,767	172,350	187,700	172,350
347536-7001	Gymnasium fees	1,322	824	434	400
347540-7001	Membership fitness center	22,115	19,379	11,000	11,000
347544-7001	Racquet ball merchandise sale	407	119	-	-
347548-7001	Racquet club fees	15,531	16,448	6,780	6,780
347552-7001	Racquet club memberships	5,172	2,688	1,500	1,500
347556-7001	Recreation classes by staff	2,724	2,243	1,290	1,290
347556-8001	Recreation classes by staff	78,706	58,921	40,087	34,246
347564-7001	Swimming fees	170,913	154,145	10,000	10,000
347565-7001	Athletic fees-non resident	87,511	130,380	100,000	122,000
347566-7001	Youth Soccer Fees	184,510	175,303	178,000	191,900
347568-7001	Swimming lessons by staff	95,122	97,004	81,000	81,000
347572-7001	Swimming pool membership	54,459	49,220	54,400	51,800
347573-7001	Community Swim Team Fees	185,207	3,168	11,250	11,250
347576-7001	Tennis court fees	15,004	15,162	16,600	15,250
347580-7001	Tennis lessons	20,377	18,679	20,400	21,540
347584-7001	Tennis membership fees	45,098	48,308	45,000	45,000
347588-7001	Athletic Program Fees	122,930	155,993	1,488	10,800
347905-7001-204	After school education	24,779	-	-	-
347905-7001-207	After school education	41,842	30,727	26,775	-
347908-7001	Art & Cultural Program Fees	22,271	29,332	39,000	39,300
347909-7001	ArtsPark Program Fees	85,151	67,893	73,600	78,200
347909-7001-301	ArtsPark Program Fees	-	24,670	-	-

**City of Pembroke Pines, Florida**  
**Revenue Detail**

Account-Division-Project	Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Culture / Recreation / Education Charges</b>					
347951-5002-203	EDC Fees - State VPK	-	-	56,824	103,600
347951-5002-205	EDC Fees - State VPK	-	-	83,333	83,333
347951-5002-208	EDC Fees - State VPK	-	-	-	95,000
347951-5002-209	EDC Fees - State VPK	-	-	125,190	239,760
347951-7001-201	EDC Fees - State VPK	-	-	84,000	142,592
347955-5002-203	EDC Fees - State Supplement	-	-	11,030	18,000
347955-5002-205	EDC Fees - State Supplement	-	-	23,430	23,430
347955-5002-209	EDC Fees - State Supplement	-	-	11,181	9,600
347961-5002-203	Early Development Center Fees	523,251	284,817	357,396	389,303
347961-5002-205	Early Development Center Fees	804,126	876,248	828,990	865,346
347961-5002-208	Early Development Center Fees	877,793	958,483	1,338,079	1,311,290
347961-5002-209	Early Development Center Fees	1,162,406	1,223,105	1,095,499	1,032,543
347961-7001-201	Early Development Center Fees	492,283	394,425	199,000	277,159
347969-5002-203	EDC registration fees	4,985	-	7,000	9,251
347969-5002-205	EDC registration fees	19,333	10,866	18,670	18,743
347969-5002-208	EDC registration fees	19,231	15,785	30,140	33,170
347969-5002-209	EDC registration fees	25,697	22,796	23,505	25,004
347974-8001	Annual Registration Fee	-	20,860	5,500	400
<b>Culture / Recreation / Education Charges</b>		<b>8,565,580</b>	<b>8,528,283</b>	<b>8,752,858</b>	<b>9,265,294</b>
<b>General Government Charges</b>					
341200-800	Administrative fees	10,858,635	11,941,830	11,628,755	12,422,732
341210-800	Communication service-utility	72,773	76,780	32,084	32,084
341280-800	Credit enhancement fee	50,000	50,000	50,000	50,000
341292-6008-54	Housing application fee	390	-	-	-
341292-6008-55	Housing application fee	165	535	435	-
341292-8002	Housing application fee	2,800	3,000	2,500	2,750
341292-8002-603	Housing application fee	11,310	17,195	7,300	11,000
341296-6008-670	Maintenance/administrative fees	25,884	27,036	28,000	28,000
341298-800	Payment in lieu of taxes	913,000	859,537	1,073,584	1,225,469
341300-9007	Admin Hearing Fee	-	-	55,000	55,000
341310-800	Adm. Fee - Building Services	-	37,500	150,000	150,000
341904-800	Administrative fee-25% surcharge	67,186	100,730	70,000	90,000
341905-9002	Planning & Zoning Board surcharge	-	2,580	820	1,200
341917-800	Administration fee - Sanitation	165,447	112,456	126,000	106,000
341921-9002	Local business tax review fee	11,090	15,300	14,299	15,540
341928-9005	Building inspection ser	4,001	-	-	-
341932-1001	Certify copy record search	12,212	7,146	7,000	7,000
341934-6006	Engineering charges to Utility	342,908	416,266	396,150	396,150
341936-6006	Engineering plan review fee	8,288	5,137	2,500	2,500
341940-9002	Land use plan amendments	12,800	16,759	16,234	-
341941-9002	(DRI) Development of Regional Impact F	-	6,775	-	-

**City of Pembroke Pines, Florida**  
**Revenue Detail**

Account-Division-Project	Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>General Government Charges</b>					
341942-9002	Flexibility Allocation Fees	-	-	1,643	1,640
341948-2001	Lien research	98,028	149,975	130,000	170,400
341952-1001	Notary fees	185	109	100	100
341956-1001	Other government filing fees	9,731	1,100	3,600	3,600
341957-1001	Passport Fee	87,116	81,039	69,000	50,300
341960-9002	Plat approval fees	7,500	10,672	4,995	12,650
341964-9005	Record retrieval fee	88,320	47,877	-	-
341968-1001	Sale of code of ordinance	211	457	200	400
341972-1001	Sale of maps & publications	120	38	40	40
341973-9002	Map reproduction	-	50	40	30
341976-9002	Sign approval fees	30,000	18,671	9,360	9,360
341979-9002	Group Home Research	-	420	126	300
341980-9002	Site review fees	44,745	52,540	34,342	55,000
341983-9002	Public Request Research > 1/2 hr	-	-	520	200
341984-6006	Street light fees	-	-	1,000	1,000
341985-9002	Site or Zoning Inspection	-	8,585	6,076	13,000
341986-9002	Board of Adjustment review fees	65,750	43,193	28,305	28,305
341987-9002	Deed Restriction processing	-	150	468	300
341991-9002	Zoning letters	5,800	6,820	5,408	2,000
341992-9002	Zoning fees (public hearings)	11,700	16,213	15,609	22,000
341994-9002	Miscellaneous Fees	43,699	26,936	7,497	22,000
341995-9002	Alcoholic Beverage License Review	-	4,500	4,784	4,784
341996-9002	Special Exception Fees	-	-	1,249	-
341997-9002	Deferral Fee	-	925	2,811	1,850
341998-9002	Zoning Exception Fees	-	-	1,249	-
341999-9002	Appeal of Decision	-	-	1,041	1,905
<b>General Government Charges</b>		13,051,795	14,166,832	13,990,124	14,996,589
<b>Physical Environment Charges</b>					
343930-6004	Lot mowing	1,075	-	2,000	2,000
<b>Physical Environment Charges</b>		1,075	0	2,000	2,000
<b>Public Safety Charges</b>					
342100-3001	Police services	72,683	56,952	56,760	56,400
342120-3001	School Resource Officers	132,000	246,756	349,512	452,268
342150-3001	Take Home Vehicle Program	-822	22	-	-
342202-4003-678	Annual Fire Inspection Fee	-	-	413,928	283,567
342202-9005-678	Annual Fire Inspection Fee	409,830	474,637	-	-
342203-4003-678	Life Safety Plan Reviews & Inspections	-	-	110,928	150,788
342203-9005-678	Life Safety Plan Reviews & Inspections	89,188	84,195	-	-
342204-3001	False Alarm Fee	-	-	9,083	54,250
342204-4003-678	False Alarm Fee	-	-	6,400	11,050



**City of Pembroke Pines, Florida  
Revenue Detail**

<b>Account-Division-Project</b>	<b>Description</b>	<b>2007-08 Actual</b>	<b>2008-09 Actual</b>	<b>2009-10 Budget</b>	<b>2010-11 Budget</b>
<b>Public Safety Charges</b>					
342204-9005-678	False Alarm Fee	6,100	12,100	-	-
342205-9005-678	Revisions & Re-inspections	-	48,904	-	-
342600-4003	Rescue transport fees	3,147,322	3,411,933	3,527,900	4,144,376
342900-4003	C p r certification	5,915	14,747	6,027	6,500
342910-4003	911 Service Fees Distribution (PSAP)	69,599	-	-	-
342910-4003-911	911 Service Fees Distribution (PSAP)	-	324,597	432,796	400,000
342930-4003	Fire detail	15,335	18,791	17,000	17,000
342940-3001	Police detail	164,285	205,157	210,000	192,000
342960-3001	Police civilian academy	1,725	3,900	1,500	1,500

<b>Public Safety Charges</b>	4,113,160	4,902,692	5,141,834	5,769,699
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**Transportation Charges**

344910-8001	Transportation Services	1,703	1,531	2,000	600
<b>Transportation Charges</b>		1,703	1,531	2,000	600

<b>Charges for Services</b>	25,733,313	27,599,338	27,888,816	30,034,182
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**Fines & Forfeitures**

**Fines & Forfeitures**

351010-3001	Parking citations	31,792	56,393	60,000	54,000
351020-3001	Parking fines-\$5 surcharge	3,490	4,069	4,500	4,200
354000-9007	Violations of local ordinance	90,045	208,422	130,000	130,000
359000-3001	Court fines & forfeiture	955,710	921,873	1,080,000	1,400,000
359200	Penalty - returned checks	16,549	14,928	-	-
359200-2001	Penalty - returned checks	-	-	16,900	13,500
359400	Fine-late filing campaign report	300	40	-	-
<b>Fines &amp; Forfeitures</b>		1,097,886	1,205,725	1,291,400	1,601,700

<b>Fines &amp; Forfeitures</b>	1,097,886	1,205,725	1,291,400	1,601,700
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**Miscellaneous Revenues**

**Investment Income**

361030	Interest from state board of admin	-919,502	-59,863	-	-
361035	Interest on fire protection assmnt	35,977	25,824	20,000	10,000
361083	Interest on Note Receivable	1,388	-	-	-
361084	Interest on investments	181,951	3,275,852	1,500,000	1,870,000
361085	Interest on Money Market Acct	886,357	32,452	3,500	100
361088	Interest on tax deposits	102,708	58,414	50,000	16,000
361096	Miscellaneous Interest	-	14,877	12,000	-
<b>Investment Income</b>		288,880	3,347,555	1,585,500	1,896,100

**City of Pembroke Pines, Florida**  
**Revenue Detail**

<b>Account-Division-Project</b>	<b>Description</b>	<b>2007-08 Actual</b>	<b>2008-09 Actual</b>	<b>2009-10 Budget</b>	<b>2010-11 Budget</b>
<b>Disp of Fix Assets / Sale of Equip/ Scrap</b>					
364010	Sale of equipment	14,734	11,829	10,000	10,000
<b>Disp of Fix Assets / Sale of Equip/ Scrap</b>		<b>14,734</b>	<b>11,829</b>	<b>10,000</b>	<b>10,000</b>
<b>Miscellaneous Revenues</b>					
365000	Scrap or surplus sales	908	3,253	2,000	2,000
<b>Miscellaneous Revenues</b>		<b>908</b>	<b>3,253</b>	<b>2,000</b>	<b>2,000</b>
<b>Other Miscellaneous Revenues</b>					
369010	Cash - over + short	-282	-213	200	100
369025	ICMA Forfeiture Revenue	213,634	-	-	-
369030	Jury duty & subpoena money	13,274	19,002	13,000	14,100
369039-7001	Concession Sales	59,652	52,022	719	1,500
369040	Other miscellaneous revenue	7,615	30,775	10,000	10,000
369045-5002-203	Food Sales	26,606	13,816	32,500	22,500
369045-5002-205	Food Sales	30,322	23,558	27,500	27,367
369045-5002-208	Food Sales	38,249	44,725	74,750	50,000
369045-5002-209	Food Sales	66,081	55,720	56,250	58,500
369045-7001-201	Food Sales	-	-	5,000	10,000
369058	Purchasing discounts earned	8,103	1,392	1,200	1,200
<b>Other Miscellaneous Revenues</b>		<b>463,254</b>	<b>240,798</b>	<b>221,119</b>	<b>195,267</b>
<b>Private Gifts / Contributions</b>					
366015	Contributions	65,989	82,537	62,000	60,000
366015-7003	Contributions	-	-	38,918	-
366015-8001	Contributions	1,522	-	30,391	-
<b>Private Gifts / Contributions</b>		<b>67,511</b>	<b>82,537</b>	<b>131,309</b>	<b>60,000</b>
<b>Rents &amp; Royalties</b>					
362000-9005	B.R.A. fee commission	2,047	824	-	-
362016-800	Commission-vending machines	1,063	1,280	1,000	1,000
362020-7001	Commission-recreation classes	15,440	13,276	10,000	9,000
362022-800	Commission- Vending machines after tax	146	136	100	100
362023-7006	Commission- Advertising	2,000	6,161	1,000	2,000
362024-800	Commission- Coke machines	38,320	34,184	35,500	6,000
362025-7006	Commission- Pro Shop	4,715	6,128	6,500	7,000
362030-6001	Rental-city facilities	10,155	13,884	173,000	126,400
362030-7001	Rental-city facilities	58,941	45,645	139,729	139,950
362030-8002	Rental-city facilities	14,260	14,930	17,250	14,372
362031-6001	Rental- towers - Exempt	993,784	1,075,989	1,019,700	1,143,600
362032-6001	Rent- Building Dept	145,900	148,500	-	-
362033-7005	Rental - dinner theatre	36,090	19,507	27,000	20,000
362034-7001	Rental-Gymnasium	9,468	15,788	817	3,500
362035-7001	Field Rentals	42,747	63,184	38,600	60,000

**City of Pembroke Pines, Florida**  
**Revenue Detail**

Account-Division-Project	Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Rents &amp; Royalties</b>					
362037-6001	Rental - Fire Control	-	721,630	738,100	688,639
362038-7001	Rental - Storage Lot	282,991	321,603	283,000	270,518
362040-7006	Rental restaurant-facility	27,645	43,560	35,000	43,000
362041-5005	Rental-wcyrc	10,129	5,070	9,000	5,070
362042-8002	Rental-senior housing	1,591,122	1,616,308	1,655,302	1,694,484
362042-8002-603	Rental-senior housing	3,344,312	4,537,768	5,331,666	5,331,027
362043-5005	Rental-exempt organizations	14,462	14,632	14,500	14,500
362043-7005	Rental-exempt organizations	23,205	16,945	17,000	17,000
362046-8001	Rental - Community Services	24,751	3,302	14,000	8,208
362051-6008-54	Rental Misc Fees	475	-	-	-
362051-6008-55	Rental Misc Fees	305	614	1,035	-
362051-7001	Rental Misc Fees	2,950	3,830	3,300	3,400
362051-8002	Rental Misc Fees	1,815	979	1,200	900
362051-8002-603	Rental Misc Fees	9,233	21,628	14,100	29,000
362052-6008-54	Rent-Independent Living Youth	-1,005	-	-	-
362052-6008-55	Rent-Independent Living Youth	12,316	62,671	38,510	-
362053-6008-54	Rent-Young Professionals	50	-	-	-
362053-6008-55	Rent-Young Professionals	-	900	10,810	-
362054-6008-55	Rental - Adult Day Care	-	-	5,400	-
362054-8001	Rental - Adult Day Care	-	-	72,000	82,000
362060-6001	Rental to utility fund	95,311	99,201	99,292	101,994
362070-6008	Rental State Hosp Site- Exempt	732,220	673,270	607,834	634,000
362071-6008	Rental State Hosp Site- Taxable	1,023,857	940,489	1,100,000	1,004,000
<b>Rents &amp; Royalties</b>		<b>8,571,221</b>	<b>10,543,817</b>	<b>11,521,245</b>	<b>11,460,662</b>

<b>Miscellaneous Revenues</b>	9,406,507	14,229,788	13,471,173	13,624,029
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**Other Sources**

**Appropriated Fund Balance**

389920	Appropriated fund balance	-	-	178,806	-
<b>Appropriated Fund Balance</b>		<b>0</b>	<b>0</b>	<b>178,806</b>	<b>0</b>

**Beginning Surplus**

389940	Beginning surplus	-	-	1,847,179	-1,020,016
<b>Beginning Surplus</b>		<b>0</b>	<b>0</b>	<b>1,847,179</b>	<b>-1,020,016</b>

<b>Other Sources</b>	<b>0</b>	<b>0</b>	<b>2,025,985</b>	<b>-1,020,016</b>
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**City of Pembroke Pines, Florida**  
**Revenue Detail**

<b>Account-Division-Project</b>	<b>Description</b>	<b>2007-08 Actual</b>	<b>2008-09 Actual</b>	<b>2009-10 Budget</b>	<b>2010-11 Budget</b>
	<b>Entity 1 General Fund</b>	149,346,221	150,863,438	151,369,096	149,309,909

City of Pembroke Pines, Florida  
Revenue Detail

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Account-Division-Project	Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Entity 51 Wetlands Trust Fund</b>					
<b>Miscellaneous Revenues</b>					
<b>Investment Income</b>					
361030	Interest from state board of admin	17,750	5,072	6,000	3,000
361084	Interest on investments	18	-	-	-
<b>Investment Income</b>		17,768	5,072	6,000	3,000
<b>Miscellaneous Revenues</b>		17,768	5,072	6,000	3,000
<b>Other Sources</b>					
<b>Beginning Surplus</b>					
389940	Beginning surplus	-	-	10,500	13,500
<b>Beginning Surplus</b>		0	0	10,500	13,500
<b>Other Sources</b>		0	0	10,500	13,500
<b>Entity 51 Wetlands Trust Fund</b>		17,768	5,072	16,500	16,500

**City of Pembroke Pines, Florida**  
**Revenue Detail**

Account-Division-Project	Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 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	1,595,801	1,558,784	1,545,742	1,577,426
312421	Addl local option gas tax \$.03	1,017,338	973,104	956,697	979,985
312422	Addl local option gas tax \$.01 (5th cent)	172,531	165,029	162,247	166,284
<b>General Sales &amp; Use Taxes</b>		2,785,670	2,696,917	2,664,686	2,723,695
<b>Taxes</b>		2,785,670	2,696,917	2,664,686	2,723,695
<b>Intergovernmental Revenue</b>					
<b>Federal Grants</b>					
331840-6003	Highway Planning and Construction	-	-	526,915	-
<b>Federal Grants</b>		0	0	526,915	0
<b>State Shared</b>					
335120	Municipal gas tax 8th cent	1,062,446	968,360	926,800	962,300
335122	Motor fuel tax rebate	93,091	94,710	93,000	94,000
335124	Special/motor fuel tax	9,448	6,607	8,000	400
<b>State Shared</b>		1,164,985	1,069,677	1,027,800	1,056,700
<b>Intergovernmental Revenue</b>		1,164,985	1,069,677	1,554,715	1,056,700
<b>Charges for Services</b>					
<b>General Government Charges</b>					
341965-6002	Road repair charges-utility	355,227	358,348	174,676	200,000
<b>General Government Charges</b>		355,227	358,348	174,676	200,000
<b>Charges for Services</b>		355,227	358,348	174,676	200,000
<b>Miscellaneous Revenues</b>					
<b>Investment Income</b>					
361030	Interest from state board of admin	110,764	47,001	53,000	23,900
361084	Interest on investments	10,222	8,343	-	32,000
361085	Interest on Money Market Acct	135,142	7,602	50,000	-
<b>Investment Income</b>		256,129	62,946	103,000	55,900
<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>		0	0	500	500

City of Pembroke Pines, Florida  
Revenue Detail

Account-Division-Project	Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Other Miscellaneous Revenues</b>					
369040	Other miscellaneous revenue	94,792	94,792	50,000	50,000
<b>Other Miscellaneous Revenues</b>		94,792	94,792	50,000	50,000
<b>Private Gifts / Contributions</b>					
366010-6003	Contribution in aid of construction	2,853,480	530,692	-	-
<b>Private Gifts / Contributions</b>		2,853,480	530,692	0	0
<b>Miscellaneous Revenues</b>		3,204,401	688,430	153,500	106,400
<b>Other Sources</b>					
<b>Beginning Surplus</b>					
389940	Beginning surplus	-	-	1,480,748	1,326,147
<b>Beginning Surplus</b>		0	0	1,480,748	1,326,147
<b>Other Sources</b>		0	0	1,480,748	1,326,147
<b>Entity 100 Road &amp; Bridge Fund</b>		7,510,282	4,813,372	6,028,325	5,412,942

**City of Pembroke Pines, Florida  
Revenue Detail**

<b>Account-Division-Project</b>	<b>Description</b>	<b>2007-08 Actual</b>	<b>2008-09 Actual</b>	<b>2009-10 Budget</b>	<b>2010-11 Budget</b>
<b>Entity 120 State Housing Initiative Program</b>					
<b>Intergovernmental Revenue</b>					
<b>State Grants</b>					
334920-600	S.H.I.P.	2,257,967	1,254,942	2,748,473	-
334921-600	Florida Homebuyer Opportunity Program	-	-	117,862	-
334930-600	SHIP Recaptured Income	34,342	8,867	26,621	-
	<b>State Grants</b>	<b>2,292,309</b>	<b>1,263,809</b>	<b>2,892,956</b>	<b>0</b>
<b>Intergovernmental Revenue</b>		<b>2,292,309</b>	<b>1,263,809</b>	<b>2,892,956</b>	<b>0</b>
<b>Miscellaneous Revenues</b>					
<b>Investment Income</b>					
361030	Interest from state board of admin	-	-	27,000	13,400
	<b>Investment Income</b>	<b>0</b>	<b>0</b>	<b>27,000</b>	<b>13,400</b>
<b>Miscellaneous Revenues</b>		<b>0</b>	<b>0</b>	<b>27,000</b>	<b>13,400</b>
<b>Other Sources</b>					
<b>Beginning Surplus</b>					
389940	Beginning surplus	-	-	-27,000	-13,400
	<b>Beginning Surplus</b>	<b>0</b>	<b>0</b>	<b>-27,000</b>	<b>-13,400</b>
<b>Other Sources</b>		<b>0</b>	<b>0</b>	<b>-27,000</b>	<b>-13,400</b>
<b>Entity 120 State Housing Initiative Program</b>		<b>2,292,309</b>	<b>1,263,809</b>	<b>2,892,956</b>	<b>0</b>



City of Pembroke Pines, Florida  
Revenue Detail

Account-Division-Project	Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Entity 121 HUD Grants CDBG/HOME</b>					
<b>Intergovernmental Revenue</b>					
<b>Federal Grants</b>					
331515-600	Federal disaster relief	-	-	689,283	-
331830-600	Community Dev Block Grant Recovery	-	-	240,099	-
331900-600	Community dev block grant	1,036,986	702,501	1,834,802	808,529
331900-8006	Community dev block grant	124,427	132,589	176,290	142,682
331903-600	Neighborhood Stabilization Program (NS	-	333,270	4,065,305	-
331905-600	CDBG Recaptured Income	29,057	-	2,977	-
331907-600	HOME Recapture Income	-	1,411	-	-
331930-600	HOME Grant	254,126	462,616	638,997	244,300
	<b>Federal Grants</b>	1,444,596	1,632,387	7,647,753	1,195,511
<b>Intergovernmental Revenue</b>		1,444,596	1,632,387	7,647,753	1,195,511
<b>Entity 121 HUD Grants CDBG/HOME</b>		1,444,596	1,632,387	7,647,753	1,195,511

**City of Pembroke Pines, Florida  
Revenue Detail**

Account-Division-Project	Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Entity 122 Law Enforcement Grant</b>					
<b>Intergovernmental Revenue</b>					
<b>Federal Grants</b>					
331251-3015	Victims of Crime Act	16,793	14,178	16,289	17,918
331540-3025	Safety Belt Performance Grant	-	-	20,000	-
331810-3030	Urban Area Strategic Initiative (UASI)	686,786	399,954	41,086	-
331812-3025	DUI Reduction Program	28,985	-	-	-
<b>Federal Grants</b>		732,564	414,132	77,375	17,918
<b>Intergovernmental Revenue</b>		732,564	414,132	77,375	17,918
<b>Miscellaneous Revenues</b>					
<b>Private Gifts / Contributions</b>					
366015-3030	Contributions	55,915	-	-	-
<b>Private Gifts / Contributions</b>		55,915	0	0	0
<b>Miscellaneous Revenues</b>		55,915	0	0	0
<b>Entity 122 Law Enforcement Grant</b>		788,479	414,132	77,375	17,918

City of Pembroke Pines, Florida  
Revenue Detail

Account-Division-Project	Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Entity 123 ADA/Paratransit Program</b>					
<b>Intergovernmental Revenue</b>					
<b>Grants from Local Units</b>					
337400-8003	Ada/paratransit program	936,296	794,654	797,731	452,928
<b>Grants from Local Units</b>		936,296	794,654	797,731	452,928
<b>Intergovernmental Revenue</b>		936,296	794,654	797,731	452,928
<b>Other Sources</b>					
<b>Appropriated Fund Balance</b>					
389920	Appropriated fund balance	-	-	101,310	-
<b>Appropriated Fund Balance</b>		0	0	101,310	0
<b>Other Sources</b>		0	0	101,310	0
<b>Entity 123 ADA/Paratransit Program</b>		936,296	794,654	899,041	452,928

**City of Pembroke Pines, Florida  
Revenue Detail**

Account-Division-Project	Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Entity 124 Police Community Services Grant</b>					
<b>Intergovernmental Revenue</b>					
<b>Federal Grants</b>					
331263-3018	Byrne Justice Asst Grant	26,451	11,142	205,515	-
<b>Federal Grants</b>		26,451	11,142	205,515	0
<b>Intergovernmental Revenue</b>		26,451	11,142	205,515	0
<b>Miscellaneous Revenues</b>					
<b>Investment Income</b>					
361030	Interest from state board of admin	-	-	702	-
<b>Investment Income</b>		0	0	702	0
<b>Miscellaneous Revenues</b>		0	0	702	0
<b>Entity 124 Police Community Services Grant</b>		26,451	11,142	206,217	0

City of Pembroke Pines, Florida  
Revenue Detail

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Account-Division-Project	Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Entity 126 COPS Grants</b>					
<b>Intergovernmental Revenue</b>					
<b>Federal Grants</b>					
331230-3007	Cops ahead grant	2,500	-	-	-
<b>Federal Grants</b>		2,500	0	0	0
<b>Intergovernmental Revenue</b>		2,500	0	0	0
<b>Other Sources</b>					
<b>Interfund Transfers</b>					
381020-3007	Transfer from General Fund	67,919	-	-	-
<b>Interfund Transfers</b>		67,919	0	0	0
<b>Other Sources</b>		67,919	0	0	0
<b>Entity 126 COPS Grants</b>		70,419	0	0	0

**City of Pembroke Pines, Florida**  
**Revenue Detail**

Account-Division-Project	Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Entity 128 Community Bus Program</b>					
<b>Intergovernmental Revenue</b>					
<b>Grants from Local Units</b>					
337410-8004	Broward county transit grant	345,648	344,511	259,236	260,043
<b>Grants from Local Units</b>		345,648	344,511	259,236	260,043
<b>Intergovernmental Revenue</b>		345,648	344,511	259,236	260,043
<b>Other Sources</b>					
<b>Interfund Transfers</b>					
381100-8001	Transfer from Road & Bridge Fund	632,005	-	-	369,848
381100-8004	Transfer from Road & Bridge Fund	215,516	-	109,527	-
381100-8004-42	Transfer from Road & Bridge Fund	7,005	-	-	-
381123-8001	Transfer from ADA/Paratransit	-	696,176	277,942	32,501
381123-8004	Transfer from ADA/Paratransit	-	-	89,375	-
<b>Interfund Transfers</b>		854,526	696,176	476,844	402,349
<b>Other Sources</b>		854,526	696,176	476,844	402,349
<b>Entity 128 Community Bus Program</b>		1,200,174	1,040,687	736,080	662,392

City of Pembroke Pines, Florida  
Revenue Detail

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Account-Division-Project	Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Entity 131 Treasury - Confiscated</b>					
<b>Fines &amp; Forfeitures</b>					
<b>Fines &amp; Forfeitures</b>					
351040-3011	Confiscated by Dept of Treasury	73,232	39,928	-	-
	<b>Fines &amp; Forfeitures</b>	73,232	39,928	0	0
<b>Fines &amp; Forfeitures</b>		73,232	39,928	0	0
<b>Miscellaneous Revenues</b>					
<b>Investment Income</b>					
361030	Interest from state board of admin	5,048	2,112	2,300	1,300
361084	Interest on investments	441	-	-	-
	<b>Investment Income</b>	5,489	2,112	2,300	1,300
<b>Miscellaneous Revenues</b>		5,489	2,112	2,300	1,300
<b>Other Sources</b>					
<b>Appropriated Fund Balance</b>					
389920	Appropriated fund balance	-	-	129,953	-
	<b>Appropriated Fund Balance</b>	0	0	129,953	0
<b>Beginning Surplus</b>					
389940	Beginning surplus	-	-	131,076	-1,300
	<b>Beginning Surplus</b>	0	0	131,076	-1,300
<b>Other Sources</b>		0	0	261,029	-1,300
<b>Entity 131 Treasury - Confiscated</b>		78,720	42,041	263,329	0

**City of Pembroke Pines, Florida**  
**Revenue Detail**

Account-Division-Project	Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Entity 132 Justice - Confiscated</b>					
<b>Fines &amp; Forfeitures</b>					
<b>Fines &amp; Forfeitures</b>					
351050-3012	Confiscated by Dept of Justice	9,746	8,472	-	-
	<b>Fines &amp; Forfeitures</b>	9,746	8,472	0	0
<b>Fines &amp; Forfeitures</b>		9,746	8,472	0	0
<b>Miscellaneous Revenues</b>					
<b>Investment Income</b>					
361030	Interest from state board of admin	7,138	2,342	2,500	1,300
361084	Interest on investments	705	-	-	-
	<b>Investment Income</b>	7,843	2,342	2,500	1,300
<b>Miscellaneous Revenues</b>		7,843	2,342	2,500	1,300
<b>Other Sources</b>					
<b>Appropriated Fund Balance</b>					
389920	Appropriated fund balance	-	-	224,871	-
	<b>Appropriated Fund Balance</b>	0	0	224,871	0
<b>Beginning Surplus</b>					
389940	Beginning surplus	-	-	7,665	19,058
	<b>Beginning Surplus</b>	0	0	7,665	19,058
<b>Other Sources</b>		0	0	232,536	19,058
<b>Entity 132 Justice - Confiscated</b>		17,589	10,814	235,036	20,358



City of Pembroke Pines, Florida  
Revenue Detail

Account-Division-Project	Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Entity 133 \$2 Police Education</b>					
<b>Fines &amp; Forfeitures</b>					
<b>Fines &amp; Forfeitures</b>					
351030-3013	Police education \$2.00	50,248	54,576	55,281	55,265
<b>Fines &amp; Forfeitures</b>		50,248	54,576	55,281	55,265
<b>Fines &amp; Forfeitures</b>		50,248	54,576	55,281	55,265
<b>Miscellaneous Revenues</b>					
<b>Investment Income</b>					
361030	Interest from state board of admin	4,938	1,715	1,900	1,100
361084	Interest on investments	530	-	-	-
<b>Investment Income</b>		5,468	1,715	1,900	1,100
<b>Miscellaneous Revenues</b>		5,468	1,715	1,900	1,100
<b>Other Sources</b>					
<b>Appropriated Fund Balance</b>					
389920	Appropriated fund balance	-	-	97,439	-
<b>Appropriated Fund Balance</b>		0	0	97,439	0
<b>Beginning Surplus</b>					
389940	Beginning surplus	-	-	-	-1,100
<b>Beginning Surplus</b>		0	0	0	-1,100
<b>Other Sources</b>		0	0	97,439	-1,100
<b>Entity 133 \$2 Police Education</b>		55,716	56,291	154,620	55,265

**City of Pembroke Pines, Florida**  
**Revenue Detail**

Account-Division-Project	Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Entity 134 FDLE - Confiscated</b>					
<b>Fines &amp; Forfeitures</b>					
<b>Fines &amp; Forfeitures</b>					
351000-3004	Confiscated by FDLE	244,179	285,884	-	-
	<b>Fines &amp; Forfeitures</b>	244,179	285,884	0	0
<b>Fines &amp; Forfeitures</b>		244,179	285,884	0	0
<b>Miscellaneous Revenues</b>					
<b>Investment Income</b>					
361030	Interest from state board of admin	40,365	14,166	15,000	8,400
361084	Interest on investments	3,991	-	-	-
	<b>Investment Income</b>	44,357	14,166	15,000	8,400
<b>Miscellaneous Revenues</b>		44,357	14,166	15,000	8,400
<b>Other Sources</b>					
<b>Appropriated Fund Balance</b>					
389920	Appropriated fund balance	-	-	1,115,271	-
	<b>Appropriated Fund Balance</b>	0	0	1,115,271	0
<b>Beginning Surplus</b>					
389940	Beginning surplus	-	-	315,660	190,973
	<b>Beginning Surplus</b>	0	0	315,660	190,973
<b>Other Sources</b>		0	0	1,430,931	190,973
<b>Entity 134 FDLE - Confiscated</b>		288,536	300,049	1,445,931	199,373

City of Pembroke Pines, Florida  
Revenue Detail

Account-Division-Project	Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Entity 199 Older Americans Act</b>					
<b>Intergovernmental Revenue</b>					
<b>Federal Grants</b>					
331505-8005	Medical Assistance Program	15,814	9,353	-	-
331506-8005	Medical Assistance Program-Channeling	32,850	35,850	-	-
331507-8005	Medical Assistance Program-MAP	124,639	119,793	-	-
331508-8005	Vista Health Care	-	49,850	-	-
331690-8005	Oaa title iii-b&d	373,549	342,787	351,315	351,315
331691-8005	Oaa title iii-e	84,945	92,167	93,215	93,215
331693-8005	GEC Geriatric Education Center	-	27,000	12,000	-
<b>Federal Grants</b>		631,797	676,800	456,530	444,530
<b>Grants from Local Units</b>					
337630-8005	In kind rev from g.f.	52,591	70,894	95,288	95,284
337660-8005	Oaa cash match	58,494	28,315	43,867	43,867
<b>Grants from Local Units</b>		111,085	99,208	139,155	139,151
<b>State Grants</b>					
334692-8005	Local Service Providers (LSP)	267,839	267,557	255,654	254,388
<b>State Grants</b>		267,839	267,557	255,654	254,388
<b>Intergovernmental Revenue</b>		1,010,721	1,043,565	851,339	838,069
<b>Charges for Services</b>					
<b>Other Human Services Charges</b>					
346900-8005	ADC Self Pay Clients	31,060	92,290	-	-
<b>Other Human Services Charges</b>		31,060	92,290	0	0
<b>Charges for Services</b>		31,060	92,290	0	0
<b>Miscellaneous Revenues</b>					
<b>Private Gifts / Contributions</b>					
366050-8005	Recipient donations	56,643	52,888	73,878	93,765
<b>Private Gifts / Contributions</b>		56,643	52,888	73,878	93,765
<b>Miscellaneous Revenues</b>		56,643	52,888	73,878	93,765
<b>Other Sources</b>					
<b>Interfund Transfers</b>					
381020	Transfer from General Fund	140,601	-	166	-

**City of Pembroke Pines, Florida**  
**Revenue Detail**

Account-Division-Project	Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Interfund Transfers</b>					
	Interfund Transfers	140,601	0	166	0
	<b>Other Sources</b>	140,601	0	166	0
	<b>Entity 199 Older Americans Act</b>	1,239,024	1,188,743	925,383	931,834

**City of Pembroke Pines, Florida**  
**Revenue Detail**

<b>Account-Division-Project</b>	<b>Description</b>	<b>2007-08 Actual</b>	<b>2008-09 Actual</b>	<b>2009-10 Budget</b>	<b>2010-11 Budget</b>
<b>Entity 201 Debt Service</b>					
<b>Taxes</b>					
<b>Ad Valorem Taxes</b>					
311001-900	Current real/personal property tax	5,264,984	5,520,777	5,433,762	5,452,827
<b>Ad Valorem Taxes</b>		5,264,984	5,520,777	5,433,762	5,452,827
<b>Public Service Taxes</b>					
314100	Public service taxes- Electric service	1,678,915	1,785,668	1,784,186	1,790,715
<b>Public Service Taxes</b>		1,678,915	1,785,668	1,784,186	1,790,715
<b>Communications Service Tax</b>					
315000	Communications Services Tax	6,385,381	6,442,385	6,444,780	6,455,567
<b>Communications Service Tax</b>		6,385,381	6,442,385	6,444,780	6,455,567
<b>Taxes</b>		13,329,280	13,748,830	13,662,728	13,699,109
<b>Permits, Fees &amp; Licenses</b>					
<b>Franchise Fees</b>					
323100	Franchise fees- Electricity	809,561	816,710	818,961	817,511
<b>Franchise Fees</b>		809,561	816,710	818,961	817,511
<b>Permits, Fees &amp; Licenses</b>		809,561	816,710	818,961	817,511
<b>Miscellaneous Revenues</b>					
<b>Investment Income</b>					
361030	Interest from state board of admin	304,527	97,735	122,362	-
361084	Interest on investments	124,239	-	-	51,445
361088-900	Interest on tax deposits	11,503	7,009	7,291	3,213
<b>Investment Income</b>		440,269	104,744	129,653	54,658
<b>Rents &amp; Royalties</b>					
362042-900	Rental-senior housing	2,881,195	3,514,233	5,041,809	4,973,219
362044-900	Rental- Early Development Centers	366,867	310,270	382,546	386,157
362045-900	Rental Charter School	5,731,312	6,624,877	6,493,728	6,513,538
362047-900	Rental - SBA Center	351,770	183,015	177,037	89,192
362049-900	Rental - Howard C. Forman	271,270	273,666	274,420	273,934
<b>Rents &amp; Royalties</b>		9,602,414	10,906,060	12,369,540	12,236,040
<b>Miscellaneous Revenues</b>		10,042,683	11,010,804	12,499,193	12,290,698

**Other Sources**

**City of Pembroke Pines, Florida  
Revenue Detail**

Account-Division-Project	Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Interfund Transfers</b>					
381040	Transfer from municipal construction	133,863	605,731	-	-
	<b>Interfund Transfers</b>	133,863	605,731	0	0
<b>Debt Proceeds</b>					
384100-656	Bond Issuance	-	-	8,545,700	-
384100-673	Bond Issuance	50,070,154	-	-	-
384100-679	Bond Issuance	8,040,000	-	-	-
	<b>Debt Proceeds</b>	58,110,154	0	8,545,700	0
<b>Beginning Surplus</b>					
389940	Beginning surplus	-	-	-767,650	-364,256
	<b>Beginning Surplus</b>	0	0	-767,650	-364,256
<b>Other Sources</b>		58,244,017	605,731	7,778,050	-364,256
<b>Entity 201 Debt Service</b>		82,425,541	26,182,075	34,758,932	26,443,062

**City of Pembroke Pines, Florida**  
**Revenue Detail**

Account-Division-Project	Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
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**Entity 320 Municipal Construction**

**Permits, Fees & Licenses**

**Franchise Fees**

323600	Privilege fees- Sewer	1,850,641	2,298,024	2,314,341	2,551,225
<b>Franchise Fees</b>		1,850,641	2,298,024	2,314,341	2,551,225

<b>Permits, Fees &amp; Licenses</b>		1,850,641	2,298,024	2,314,341	2,551,225
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**Intergovernmental Revenue**

**Federal Grants**

331528-6003	Federal Aid - Highway Program	-	7,980,469	2,672,339	-
331805-7001-110	LWCF-Silver Lakes North PK	73,272	37,902	-	-
331860-6001	Energy Eff & Conserv Block Grant	-	-	1,321,700	-
<b>Federal Grants</b>		73,272	8,018,372	3,994,039	0

**Grants from Local Units**

337720-7001	Broward County Land Stewardship Progr	-	-	74,380	-
<b>Grants from Local Units</b>		0	0	74,380	0

**State Grants**

334803-7001	Florida Community Trust Grant	-	334,688	-	-
334805-7001-110	FRDAP - Silver Lakes South PK	15,883	-	-	-
334806-7001-111	FRDAP - SW Pines & Nature Rec PK	200,000	-	-	-
334870-7001	FRDAP-Academic Village Rec Complex	-	8,150	185,930	-
<b>State Grants</b>		215,883	342,838	185,930	0

<b>Intergovernmental Revenue</b>		289,156	8,361,209	4,254,349	0
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**Miscellaneous Revenues**

**Investment Income**

361030	Interest from state board of admin	-92,008	-3,673	-	-
361030-626	Interest from state board of admin	-	16,398	-	-
361030-671	Interest from state board of admin	63,173	-80,925	-	-
361030-672	Interest from state board of admin	139,993	93,403	-	-
361030-673	Interest from state board of admin	134,567	22,745	-	-
361030-675	Interest from state board of admin	58,103	272,922	-	-
361030-676	Interest from state board of admin	889,062	24,539	-	-
361084	Interest on investments	94,021	-	-	-
361084-671	Interest on investments	24,361	-	-	-
361084-672	Interest on investments	55,621	-	-	-
361084-675	Interest on investments	44,760	-	-	-

**City of Pembroke Pines, Florida**  
**Revenue Detail**

Account-Division-Project	Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Investment Income</b>					
361084-676	Interest on investments	358,033	-	-	-
	<b>Investment Income</b>	1,769,687	345,408	0	0
<b>Private Gifts / Contributions</b>					
366010-6003	Contribution in aid of construction	-	1,150	-	-
366010-6003-626	Contribution in aid of construction	1,199,993	2,725,000	-	-
366010-6003-674	Contribution in aid of construction	6,855,821	1,377,226	-	-
366035	Municipal dedication fees	175,200	494,450	-	54,750
	<b>Private Gifts / Contributions</b>	8,231,014	4,597,826	0	54,750
<b>Miscellaneous Revenues</b>		10,000,700	4,943,234	0	54,750
<b>Other Sources</b>					
<b>Debt Proceeds</b>					
384100-673	Bond Issuance	14,024,847	-	-	-
	<b>Debt Proceeds</b>	14,024,847	0	0	0
<b>Appropriated Fund Balance</b>					
389920	Appropriated fund balance	-	-	32,435,747	-
	<b>Appropriated Fund Balance</b>	0	0	32,435,747	0
<b>Beginning Surplus</b>					
389940	Beginning surplus	-	-	-2,235,041	-2,580,915
	<b>Beginning Surplus</b>	0	0	-2,235,041	-2,580,915
<b>Other Sources</b>		14,024,847	0	30,200,706	-2,580,915
<b>Entity 320 Municipal Construction</b>		26,165,343	15,602,468	36,769,396	25,060



City of Pembroke Pines, Florida  
Revenue Detail

19 - 31

Account-Division-Project	Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
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**Entity 471 Utility Fund**

**Permits, Fees & Licenses**

**Building Permits**

322085	Utility construction fee	63,032	14,416	20,000	20,000
<b>Building Permits</b>		63,032	14,416	20,000	20,000

<b>Permits, Fees &amp; Licenses</b>		63,032	14,416	20,000	20,000
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**Charges for Services**

**General Government Charges**

341922-6031	Backflow prevention certif fee	36,675	38,775	37,000	37,000
341944-6010	Lien recording/release	-	-	200	200
341990-6010	Utility plan review fee	5,032	2,138	2,000	2,000

<b>General Government Charges</b>		41,707	40,913	39,200	39,200
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**Physical Environment Charges**

343310-6031	Water utility installation fees	41,383	19,405	20,000	20,000
343320-6031	Water utility record/penalty fees	449,534	602,222	500,000	550,000
343330-6031	Water Conservation Surcharge	1,466,966	-	-	-
343600-6010	New account charge	49,010	50,990	50,000	50,000
343910-6010	Lien recording/release	19,151	42,400	50,000	50,000

<b>Physical Environment Charges</b>		2,026,044	715,017	620,000	670,000
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**Water/Sewer Charges**

343300-6031	Water charges	14,315,986	17,381,908	17,629,167	19,590,560
343510-6021	Sewer charges	15,422,017	19,150,659	19,046,870	21,260,210

<b>Water/Sewer Charges</b>		29,738,003	36,532,568	36,676,037	40,850,770
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<b>Charges for Services</b>		31,805,754	37,288,498	37,335,237	41,559,970
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**Miscellaneous Revenues**

**Investment Income**

361030	Interest from state board of admin	115,064	8,307	6,900	6,900
361031	Interest SBA - Water Connection	-20,034	-88,757	-	-
361032	Interest SBA - Sewer Connection	-21,929	-31,424	-	-
361040	Interest revenue from other funds	2,139,173	664,012	728,075	362,705
361081	Int on Invest - Water Connection	293,125	-	-	-
361082	Int on Invest - Sewer Connection	57,643	-	-	-
361084	Interest on investments	-74,668	113,038	94,000	17,000

<b>Investment Income</b>		2,488,373	665,177	828,975	386,605
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**City of Pembroke Pines, Florida**  
**Revenue Detail**

Account-Division-Project	Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Disp of Fix Assets / Sale of Equip/ Scrap</b>					
364010	Sale of equipment	-338,017	-2,573	1,000	1,000
<b>Disp of Fix Assets / Sale of Equip/ Scrap</b>		-338,017	-2,573	1,000	1,000
<b>Miscellaneous Revenues</b>					
365000	Scrap or surplus sales	-	-	1,000	1,000
<b>Miscellaneous Revenues</b>		0	0	1,000	1,000
<b>Other Miscellaneous Revenues</b>					
369010	Cash - over + short	199	-127	500	500
369040	Other miscellaneous revenue	1,189	475	2,000	2,000
369060-6021	Sewer - other revenue	-	-	1,000	1,000
369080	Water - other revenues	9,088	11,376	7,500	7,500
<b>Other Miscellaneous Revenues</b>		10,476	11,723	11,000	11,000
<b>Miscellaneous Revenues</b>		2,160,832	674,327	841,975	399,605
<b>Other Sources</b>					
<b>Debt Proceeds</b>					
384000	Debt proceeds	-	-	20,000,000	-
384000-117	Debt proceeds	-	-	-	12,300,000
<b>Debt Proceeds</b>		0	0	20,000,000	12,300,000
<b>Water/Sewer Connection</b>					
389970-6021	Sewer connection - east	218,379	31,489	50,000	60,000
389980-6021	Sewer connection - west	762,623	150,304	170,000	100,000
389990-6031	Water connection - east	233,756	33,706	55,000	60,000
389995-6031	Water connection - west	661,198	140,384	140,000	150,000
<b>Water/Sewer Connection</b>		1,875,956	355,884	415,000	370,000
<b>Capital Contributed from Developer</b>					
389965-6021	Contrib Cap from Developer	3,072,468	99,613	-	-
389965-6032	Contrib Cap from Developer	2,358,580	261,648	-	-
<b>Capital Contributed from Developer</b>		5,431,048	361,261	0	0
<b>Other Sources</b>		7,307,004	717,144	20,415,000	12,670,000
<b>Entity 471 Utility Fund</b>		41,336,622	38,694,386	58,612,212	54,649,575

**City of Pembroke Pines, Florida**  
**Revenue Detail**

<b>Account-Division-Project</b>	<b>Description</b>	<b>2007-08 Actual</b>	<b>2008-09 Actual</b>	<b>2009-10 Budget</b>	<b>2010-11 Budget</b>
<b>Entity 504 Public Insurance Fund</b>					
<b>Charges for Services</b>					
<b>General Government Charges</b>					
341212-203 -402	Contribution from Charter School	2,750,526	1,953,586	3,664,446	4,284,335
341212-203 -403	Contribution from Charter School	36,917	26,274	32,607	37,143
341212-203 -404	Contribution from Charter School	177,685	109,148	250,775	408,989
341215-203 -402	Contrib from comm development grant	33,007	14,265	-	-
341215-203 -403	Contrib from comm development grant	162	113	-	-
341215-203 -404	Contrib from comm development grant	624	298	-	-
341220-203 -402	Contribution from ada/paratransit	97,847	63,134	-	-
341220-203 -403	Contribution from ada/paratransit	438	357	-	-
341220-203 -404	Contribution from ada/paratransit	12,009	7,157	-	-
341235-203 -402	Contribution from general fund	11,995,705	7,681,450	10,587,680	11,088,284
341235-203 -403	Contribution from general fund	143,190	89,521	94,014	101,397
341235-203 -404	Contribution from general fund	2,930,134	1,113,209	2,291,832	2,833,255
341235-203 -405	Contribution from general fund	1,385,415	834,572	2,094,522	1,996,876
341240-203 -402	Contribution-law enforcement grants	9,489	-	-	-
341240-203 -403	Contribution-law enforcement grants	133	-	-	-
341240-203 -404	Contribution-law enforcement grants	2,454	-	-	-
341245-203 -402	Contribution from pp utility fund	868,849	585,549	717,410	507,675
341245-203 -403	Contribution from pp utility fund	9,371	6,316	5,712	4,876
341245-203 -404	Contribution from pp utility fund	144,180	68,380	137,990	164,156
341245-203 -405	Contribution from pp utility fund	1,248,170	771,648	2,055,174	2,293,730
341260-203 -402	Contribution from OAA	201,119	139,412	-	-
341260-203 -403	Contribution from OAA	1,549	963	-	-
341260-203 -404	Contribution from OAA	16,337	9,982	-	-
341270-203 -402	Contribution from road/bridge	99,786	74,517	99,524	80,748
341270-203 -403	Contribution from road/bridge	872	696	835	712
341270-203 -404	Contribution from road/bridge	27,132	13,450	30,427	30,479
341270-203 -405	Contribution from road/bridge	135,513	89,029	217,885	315,962
341277-203 -402	Contribution from transit system	175,471	104,706	-	-
341277-203 -403	Contribution from transit system	1,314	663	-	-
341277-203 -404	Contribution from transit system	47,465	19,704	-	-
<b>General Government Charges</b>		<b>22,552,864</b>	<b>13,778,097</b>	<b>22,280,833</b>	<b>24,148,617</b>
<b>Charges for Services</b>		<b>22,552,864</b>	<b>13,778,097</b>	<b>22,280,833</b>	<b>24,148,617</b>

**Miscellaneous Revenues**

**Investment Income**

361030-203 -402	Interest from state board of admin	63,231	79,534	27,542	14,300
361030-203 -404	Interest from state board of admin	14,125	-	-	-

**City of Pembroke Pines, Florida**  
**Revenue Detail**

Account-Division-Project	Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Investment Income</b>					
361030-203 -405	Interest from state board of admin	21,534	-	-	-
361084-203 -402	Interest on investments	98,526	237,727	192,107	84,252
361084-203 -403	Interest on investments	2,774	6,604	5,083	3,791
361084-203 -404	Interest on investments	19,416	23,112	15,017	8,941
361084-203 -405	Interest on investments	24,963	62,733	45,000	20,361
361085-203 -402	Interest on Money Market Acct	180,189	7,602	50,000	-
<b>Investment Income</b>		424,757	417,312	334,749	131,645
<b>Other Miscellaneous Revenues</b>					
369022-203 -402	Specific Stop Loss Recovery	795,793	720,213	-	-
369023-203 -402	Subrogation Recovery	-	122	-	-
369052-203 -402	Cobra Premiums	9	37,220	100,000	100,000
369053-203 -402	RX Rebates	112,874	215,499	-	-
369055-203 -402	Health insurance coverage	1,022,288	1,133,292	1,170,828	1,560,110
369056-203 -402	Medical contribution	85,879	-	-	-
369057-203 -403	Supplemental life insurance	106,601	111,227	107,190	89,860
369059-203 -402	Medical Claims - Refund/Adj.	-	14,993	-	-
<b>Other Miscellaneous Revenues</b>		2,123,445	2,232,565	1,378,018	1,749,970
<b>Miscellaneous Revenues</b>		2,548,202	2,649,877	1,712,767	1,881,615
<b>Entity 504 Public Insurance Fund</b>		25,101,065	16,427,974	23,993,600	26,030,232

City of Pembroke Pines, Florida  
Revenue Detail

Account-Division-Project	Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Entity 655 General Pension Trust Fund</b>					
<b>Miscellaneous Revenues</b>					
<b>Investment Income</b>					
361012-204	Investment Income	-23,553,575	-4,178,115	6,560,000	9,769,000
<b>Investment Income</b>		-23,553,575	-4,178,115	6,560,000	9,769,000
<b>Pension Fund Contributions</b>					
368010-204	City contribution - general	6,830,795	7,736,872	3,598,880	2,900,006
368050-204	Employee contribution - general	2,215,604	1,973,064	1,788,530	247,329
<b>Pension Fund Contributions</b>		9,046,399	9,709,936	5,387,410	3,147,335
<b>Miscellaneous Revenues</b>		-14,507,176	5,531,820	11,947,410	12,916,335
<b>Other Sources</b>					
<b>Beginning Surplus</b>					
389940	Beginning surplus	-	-	-5,325,410	-4,497,335
<b>Beginning Surplus</b>		0	0	-5,325,410	-4,497,335
<b>Other Sources</b>		0	0	-5,325,410	-4,497,335
<b>Entity 655 General Pension Trust Fund</b>		-14,507,176	5,531,820	6,622,000	8,419,000

**City of Pembroke Pines, Florida**  
**Revenue Detail**

Account-Division-Project	Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Entity 656 Fire &amp; Police Pension Trust Fund</b>					
<b>Miscellaneous Revenues</b>					
<b>Investment Income</b>					
361000-204	Appreciation of investments	-45,447,514	-9,985,016	15,800,000	20,541,000
361012-204	Investment Income	5,787,571	5,341,976	1,800,000	2,340,000
361097	Other income	-	59,000	-	-
<b>Investment Income</b>		<b>-39,659,943</b>	<b>-4,584,040</b>	<b>17,600,000</b>	<b>22,881,000</b>
<b>Pension Fund Contributions</b>					
368000-204	Casualty insurance premium tax	1,062,842	1,121,537	1,157,000	1,111,000
368005-204	City contribution - fire	7,216,145	9,294,731	10,269,424	10,546,475
368020-204	City contribution - police	7,997,885	10,210,696	11,839,413	9,997,727
368040-204	Employee contribution - fire	1,556,695	1,479,452	1,501,685	1,540,604
368042-204	Employee buybacks	119,833	1,226	-	-
368045-204	Employee Contribution - ESI	16,312	22,993	-	-
368060-204	Employee contribution - police	1,655,413	1,672,770	1,610,837	1,459,576
368090-204	Fire insurance premium tax	1,518,301	1,308,039	1,633,000	1,296,000
<b>Pension Fund Contributions</b>		<b>21,143,427</b>	<b>25,111,444</b>	<b>28,011,359</b>	<b>25,951,382</b>
<b>Miscellaneous Revenues</b>		<b>-18,516,516</b>	<b>20,527,404</b>	<b>45,611,359</b>	<b>48,832,382</b>
<b>Other Sources</b>					
<b>Beginning Surplus</b>					
389940	Beginning surplus	-	-	28,226,359	-25,961,582
<b>Beginning Surplus</b>		<b>0</b>	<b>0</b>	<b>28,226,359</b>	<b>-25,961,582</b>
<b>Other Sources</b>		<b>0</b>	<b>0</b>	<b>28,226,359</b>	<b>-25,961,582</b>
<b>Entity 656 Fire &amp; Police Pension Trust Fund</b>		<b>-18,516,516</b>	<b>20,527,404</b>	<b>17,385,000</b>	<b>22,870,800</b>

City of Pembroke Pines, Florida  
Revenue Detail

Account-Division-Project	Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Entity 657 Other Post Employment Benefits</b>					
<b>Miscellaneous Revenues</b>					
<b>Investment Income</b>					
361012	Investment Income	-	297,870	-	-
361030-204	Interest from state board of admin	62,400	12,628	10,000	-
361084-204	Interest on investments	5,023	-	480,000	1,021,000
361085	Interest on Money Market Acct	286	21,848	-	13,000
<b>Investment Income</b>		67,709	332,346	490,000	1,034,000
<b>Other Miscellaneous Revenues</b>					
369022-204	Specific Stop Loss Recovery	500,045	450,223	-	-
369054	Part D Subsidy	79,454	72,757	65,000	65,000
369056-204	Medical contribution	184,300	268,131	185,000	346,580
369059-204	Medical Claims - Refund/Adj.	-	23,279	-	-
<b>Other Miscellaneous Revenues</b>		763,799	814,391	250,000	411,580
<b>Pension Fund Contributions</b>					
368035-204	City contrib-General retiree health	2,188,614	1,948,677	2,420,000	2,325,000
368036-204	City contrib-Police retiree health	2,083,811	3,847,000	3,449,000	3,342,000
368037-204	City contrib-Fire retiree health	2,325,250	3,804,000	2,917,000	3,423,000
368038-204	City contrib-Schools retiree health	39,001	37,000	48,000	48,000
<b>Pension Fund Contributions</b>		6,636,677	9,636,677	8,834,000	9,138,000
<b>Miscellaneous Revenues</b>		7,468,185	10,783,413	9,574,000	10,583,580
<b>Other Sources</b>					
<b>Beginning Surplus</b>					
389940	Beginning surplus	-	-	-4,547,418	-4,212,693
<b>Beginning Surplus</b>		0	0	-4,547,418	-4,212,693
<b>Other Sources</b>		0	0	-4,547,418	-4,212,693
<b>Entity 657 Other Post Employment Benefits</b>		7,468,185	10,783,413	5,026,582	6,370,887

## City of Pembroke Pines, Florida

## Revenue Detail

## All Funds

Entity	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>1 General Fund</b>	149,346,221	150,863,438	151,369,096	149,309,909
<b>51 Wetlands Trust Fund</b>	17,768	5,072	16,500	16,500
<b>100 Road &amp; Bridge Fund</b>	7,510,282	4,813,372	6,028,325	5,412,942
<b>120 State Housing Initiative Program</b>	2,292,309	1,263,809	2,892,956	-
<b>121 HUD Grants CDBG/HOME</b>	1,444,596	1,632,387	7,647,753	1,195,511
<b>122 Law Enforcement Grant</b>	788,479	414,132	77,375	17,918
<b>123 ADA/Paratransit Program</b>	936,296	794,654	899,041	452,928
<b>124 Police Community Services Grant</b>	26,451	11,142	206,217	-
<b>126 COPS Grants</b>	70,419	-	-	-
<b>128 Community Bus Program</b>	1,200,174	1,040,687	736,080	662,392
<b>131 Treasury - Confiscated</b>	78,720	42,041	263,329	-
<b>132 Justice - Confiscated</b>	17,589	10,814	235,036	20,358
<b>133 \$2 Police Education</b>	55,716	56,291	154,620	55,265
<b>134 FDLE - Confiscated</b>	288,536	300,049	1,445,931	199,373
<b>199 Older Americans Act</b>	1,239,024	1,188,743	925,383	931,834
<b>201 Debt Service</b>	82,425,541	26,182,075	34,758,932	26,443,062
<b>320 Municipal Construction</b>	26,165,343	15,602,468	36,769,396	25,060
<b>471 Utility Fund</b>	41,336,622	38,694,386	58,612,212	54,649,575
<b>504 Public Insurance Fund</b>	25,101,065	16,427,974	23,993,600	26,030,232
<b>655 General Pension Trust Fund</b>	-14,507,176	5,531,820	6,622,000	8,419,000
<b>656 Fire &amp; Police Pension Trust Fund</b>	-18,516,516	20,527,404	17,385,000	22,870,800
<b>657 Other Post Employment Benefits</b>	7,468,185	10,783,413	5,026,582	6,370,887
<b>Total All Funds</b>	<b>314,785,644</b>	<b>296,186,169</b>	<b>356,065,364</b>	<b>303,083,546</b>



**City of Pembroke Pines, Florida**  
**Expenditure Detail**

**Entity 1 General Fund | Function 511 Legislative**

**Division 100 City Commission | Project Blank**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Personnel Services</b>					
11001	Mayor	48,131	47,158	47,764	45,853
11002	Vice - Mayor	24,508	24,136	24,361	23,387
11003	Commissioner	73,764	72,408	73,083	70,161
12884	Executive Assist	63,366	65,203	66,771	65,876
13682	P/T Executive Assistant	33,265	29,574	31,464	30,511
15103	Expense allowance	35,272	35,250	35,250	35,250
21000	Social Security- matching	20,416	20,071	21,348	20,733
22000	Retirement contributions	54,771	55,481	35,905	48,286
22300	General retiree health contrib	2,787	2,369	33,734	36,961
23000	Health Insurance	107,193	76,608	88,396	80,748
23100	Life Insurance	533	372	449	437
24000	Workers compensation	946	204	467	554
	<b>Personnel Services</b>	<b>464,952</b>	<b>428,834</b>	<b>458,992</b>	<b>458,757</b>
<b>Operating Expenses</b>					
34989	Contractual service provider	-	-	-	187,500
40100	Travel/conferences	29,053	18,375	23,086	24,000
51100	Office supplies	3,240	1,961	2,600	1,500
52650	Equip < than \$1000	-	-	64	100
54100	Memberships/ dues/ subscription	13,172	13,536	13,385	13,556
	<b>Operating Expenses</b>	<b>45,464</b>	<b>33,872</b>	<b>39,135</b>	<b>226,656</b>
	<b>Blank</b>	<b>510,416</b>	<b>462,706</b>	<b>498,127</b>	<b>685,413</b>
	<b>City Commission</b>	<b>510,416</b>	<b>462,706</b>	<b>498,127</b>	<b>685,413</b>

**City of Pembroke Pines, Florida**  
**Expenditure Detail**

**Entity 1 General Fund | Function 512 Executive****Division 201 City Manager | Project Blank**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Personnel Services</b>					
12516	Assistant City Manager	84,765	-	-	-
12540	Administrative Svcs Director	160,702	613	-	-
12685	Clerical Aide	5,605	-	-	-
12884	Executive Assist	82,662	23,618	-	-
12993	Accrued vacation	23,013	-23,013	-	-
12994	Accrued sick leave	37,205	-37,205	-	-
13161	Administrative Services Director	-	80,816	-	-
13682	P/T Executive Assistant	-	34,381	52,226	50,644
13685	P/T Clerical Aide	25,754	35,080	39,138	37,952
15006	Compensatory ICMA	1,250	-	-	-
15107	Automobile allowance	4,800	-	-	-
15200	Longevity pay	4,702	644	-	-
21000	Social Security- matching	22,007	11,219	7,061	6,777
22000	Retirement contributions	90,772	-	-	-
22300	General retiree health contrib	11,148	5,922	-	-
23000	Health Insurance	37,561	-	-	-
23100	Life Insurance	1,027	131	-	-
24000	Workers compensation	1,827	432	437	500
<b>Personnel Services</b>		<b>594,800</b>	<b>132,638</b>	<b>98,862</b>	<b>95,873</b>
<b>Operating Expenses</b>					
34990	Contractual services- other	264,229	264,229	244,229	234,460
40100	Travel/conferences	1,762	-	-	-
46250	R & M equipment	95	149	250	200
46800	Maintenance contracts	321	190	500	400
51100	Office supplies	1,438	1,253	1,282	1,250
52650	Equip < than \$1000	-	-	218	-
54100	Memberships/ dues/ subscription	540	270	500	500
<b>Operating Expenses</b>		<b>268,386</b>	<b>266,092</b>	<b>246,979</b>	<b>236,810</b>
<b>Blank</b>		<b>863,187</b>	<b>398,730</b>	<b>345,841</b>	<b>332,683</b>
<b>City Manager</b>		<b>863,187</b>	<b>398,730</b>	<b>345,841</b>	<b>332,683</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	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Personnel Services</b>					
12431	Payroll Coordinator	110,964	114,152	115,740	-
12433	Payroll Supervisor	82,840	85,990	88,410	-
12434	Assistant Payroll Supervisor	61,235	62,879	64,274	-
12440	Human Resources Director	96,579	125,065	128,281	124,980
12442	Human Resources Administrator	88,526	91,906	93,059	89,337
12525	Administrative Assistant I	49,485	27,986	-	-
12557	Risk Management/Benefits	-	6,424	46,884	44,028
12684	Clerical Spec II	69,868	64,717	65,224	32,812
12685	Clerical Aide	88,253	82,200	45,039	44,626
14000	Overtime	-	2,294	-	-
15107	Automobile allowance	2,908	3,600	3,600	3,600
15200	Longevity pay	-	-	4,252	-
21000	Social Security- matching	47,632	48,397	48,836	25,962
22000	Retirement contributions	134,512	208,243	119,301	54,254
22300	General retiree health contrib	30,657	26,056	61,840	30,801
22506	Retiree Health Savings-General	-	-	3,265	-
23000	Health Insurance	128,367	82,427	138,008	68,490
23100	Life Insurance	1,457	1,050	1,114	715
24000	Workers compensation	2,594	1,429	3,318	1,931
<b>Personnel Services</b>		<b>995,877</b>	<b>1,034,815</b>	<b>1,030,445</b>	<b>521,536</b>
<b>Operating Expenses</b>					
31400	Professional services- medical	25,047	17,332	11,400	20,000
31500	Professional services-other	8,148	5,892	5,000	5,000
34990	Contractual services- other	-	-	398	500
40229	Training	-	-	-	10,000
46250	R & M equipment	-	75	102	-
46800	Maintenance contracts	1,981	1,246	700	1,500
47100	Printing	1,031	498	1,000	1,000
49000	Legal/employment ads	6,961	275	2,000	12,000
51100	Office supplies	4,622	3,273	3,000	3,000
52000	Operating supplies	494	461	1,000	1,000
52650	Equip < than \$1000	196	523	400	1,000
52652	Software < than \$1000 &/or	-	-	-	750
52653	Computer equipment < \$1000	-	-	-	7,500
54100	Memberships/ dues/ subscription	-	75	-	-
<b>Operating Expenses</b>		<b>48,480</b>	<b>29,650</b>	<b>25,000</b>	<b>63,250</b>
<b>Blank</b>		<b>1,044,357</b>	<b>1,064,466</b>	<b>1,055,445</b>	<b>584,786</b>

**City of Pembroke Pines, Florida  
Expenditure Detail**

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<b>Human Resources</b>	<b>1,044,357</b>	<b>1,064,466</b>	<b>1,055,445</b>	<b>584,786</b>
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**City of Pembroke Pines, Florida  
Expenditure Detail**

**Entity 1 General Fund | Function 514 Legal counsel**

**Division 300 City Attorney | Project Blank**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Operating Expenses</b>					
31200	Professional services- retainer fees	196,056	211,740	211,735	203,266
31250	Professional services- prosecutor	54,215	58,980	58,975	37,416
31350	Professional services- on site	389,244	424,272	424,265	407,294
31360	Professional services- legal advisor	124,080	135,528	135,520	130,099
31500	Professional services-other	48,156	50,076	50,075	48,072
51100	Office supplies	18,096	19,716	19,710	18,922
52950	Out of pocket expenses	10,066	4,439	10,000	9,600
	<b>Operating Expenses</b>	<b>839,913</b>	<b>904,751</b>	<b>910,280</b>	<b>854,669</b>
	<b>Blank</b>	<b>839,913</b>	<b>904,751</b>	<b>910,280</b>	<b>854,669</b>
	<b>City Attorney</b>	<b>839,913</b>	<b>904,751</b>	<b>910,280</b>	<b>854,669</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	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Personnel Services</b>					
12992	Vacation leave - retire/term	145,201	363,410	388,219	119,178
12996	Sick leave - retire/term	246,374	321,603	646,793	91,924
12997	Sick leave - annual	416,223	358,701	68,554	52,365
21000	Social Security- matching	50,649	87,128	86,356	6,493
22000	Retirement contributions	-	-	65,497	8,313
25000	Unemployment compensation	10,016	156,658	208,000	252,000
<b>Personnel Services</b>		<b>868,463</b>	<b>1,287,500</b>	<b>1,463,419</b>	<b>530,273</b>
<b>Operating Expenses</b>					
30010	Contingency	-	-	207,219	500,000
31100	Professional services- engineering	-	5,656	5,000	5,000
31300	Professional services-Outside Legal	341,609	404,525	339,254	400,000
31500	Professional services-other	281,143	344,282	385,746	290,000
31501	Professional service- CRA admin	3,125	-	-	-
34990	Contractual services- other	75,619	26,073	25,000	26,000
34991	Home repair/weatherization	-	21,763	-	-
36100	Excess benefit	34,653	40,473	36,500	45,777
41225	Cable fees	163	188	175	175
41400	Postage	142,926	124,506	117,000	145,000
45000	Insurance	1,166,017	669,854	1,654,135	1,769,711
45030	Household hazard waste	135,395	127,732	130,000	130,000
48250	Employee award program	3,973	2,738	3,500	4,000
49150	Auto tags & titles	737	3,371	5,000	9,000
49201	Taxes and/or assessments	-521	278	1,500	1,500
49356	Special projects	24,449	8,729	8,000	10,000
49710	Write-off of returned checks	-	66,248	-	-
51100	Office supplies	4,762	2,782	3,600	5,000
54100	Memberships/ dues/ subscription	50,522	43,895	58,000	58,000
<b>Operating Expenses</b>		<b>2,264,573</b>	<b>1,893,094</b>	<b>2,979,629</b>	<b>3,399,163</b>
<b>Grants and Aid</b>					
81001	Grant - Area Agency On Aging	79,803	79,843	82,316	84,971
82005	Grant - Women In Distress	12,000	12,000	12,000	12,000
82011	Grant - Crime Watch	108,000	-	-	-
82013	Grant - Learning for Success-	3,000	3,000	3,000	3,000
82016	Grant - Here's Help	5,000	5,000	5,000	5,000
83013	Grant - Family Central	25,382	30,458	30,458	31,910
<b>Grants and Aid</b>		<b>233,185</b>	<b>130,301</b>	<b>132,774</b>	<b>136,881</b>
<b>Other</b>					
91122	Transfer to Law Enforcement Grants	67,919	-	-	-

**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	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Other</b>					
91171	Transfer to Charter Middle School	251,930	515,311	600,122	824,153
91199	Transfer to OAA	140,601	-	166	-
	<b>Other</b>	<b>460,450</b>	<b>515,311</b>	<b>600,288</b>	<b>824,153</b>
	<b>Blank</b>	<b>3,826,671</b>	<b>3,826,206</b>	<b>5,176,110</b>	<b>4,890,470</b>
<b>General Government</b>		<b>3,826,671</b>	<b>3,826,206</b>	<b>5,176,110</b>	<b>4,890,470</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	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Personnel Services</b>					
12047	City Clerk	120,058	124,433	127,755	124,141
12284	Micrographic Technician I	32,040	35,297	7,719	-
12285	Micrographic Technician II	43,140	44,373	43,673	45,029
12525	Administrative Assistant I	46,848	48,041	47,395	48,786
12620	Cashier II	32,876	35,017	34,380	38,499
12679	Clerical Spec I	33,661	38,058	35,047	42,506
12684	Clerical Spec II	138,617	143,684	145,469	114,629
12775	Deputy City Clerk	54,008	55,548	55,243	55,271
12782	Deputy City Clerk/Occ Lic Admin	56,165	57,711	59,102	56,909
13494	P/T Occupational License Inspector	19,423	11,265	5,135	-
13509	Shared - Secretary	20,579	23,691	30,767	29,835
14000	Overtime	40	-	200	-
15200	Longevity pay	3,319	4,245	4,064	-
21000	Social Security- matching	43,425	44,813	44,633	42,505
22000	Retirement contributions	147,484	174,822	99,661	87,635
22300	General retiree health contrib	33,444	28,424	67,463	61,601
22506	Retiree Health Savings-General	-	-	621	-
23000	Health Insurance	138,701	83,085	149,136	121,122
23100	Life Insurance	1,363	885	945	1,107
24000	Workers compensation	4,002	1,932	4,411	3,149
<b>Personnel Services</b>		<b>969,193</b>	<b>955,323</b>	<b>962,819</b>	<b>872,724</b>
<b>Operating Expenses</b>					
31500	Professional services-other	2,100	-	60,000	111,661
34050	Contractual microfilming	7,359	6,455	6,800	10,000
34989	Contractual service provider	-	-	-	38
40100	Travel/conferences	57	26	200	-
44200	Rents- machinery & equipment	45,735	45,382	42,734	25,000
45440	Insurance- errors & omissions	-	-	360	480
46250	R & M equipment	140	1,203	1,000	1,000
46300	R & M motor vehicles	1,032	2,691	1,700	-
46800	Maintenance contracts	3,278	3,247	5,081	9,081
46801	I.T. Maintenance contracts	11,313	13,172	13,263	13,927
47100	Printing	4,291	3,894	5,000	4,500
47400	Print code of ordinance	8,093	5,857	6,100	6,500
49000	Legal/employment ads	21,554	18,611	9,000	19,000
49100	Recording fees	9,185	5,200	5,000	5,200
51100	Office supplies	14,276	14,163	14,000	14,000
51300	Microfilm supplies	1,410	1,029	-	1,200
52540	Fuel	1,238	58	81	-
52650	Equip < than \$1000	232	315	937	1,000



**City of Pembroke Pines, Florida  
Expenditure Detail**

**Entity 1 General Fund | Function 519 Other general governmental services**

**Division 1001 City Clerk | Project Blank**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Operating Expenses</b>					
52652	Software < than \$1000 &/or	3,539	2,725	4,366	14,465
52653	Computer equipment < \$1000	-	-	63	500
54100	Memberships/ dues/ subscription	487	838	500	600
	<b>Operating Expenses</b>	<b>135,318</b>	<b>124,865</b>	<b>176,185</b>	<b>238,152</b>
	<b>Blank</b>	<b>1,104,511</b>	<b>1,080,189</b>	<b>1,139,004</b>	<b>1,110,876</b>
	<b>City Clerk</b>	<b>1,104,511</b>	<b>1,080,189</b>	<b>1,139,004</b>	<b>1,110,876</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	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Personnel Services</b>					
12086	Finance Director	160,702	160,394	159,474	157,688
12427	Asst. Payables Supervisor	50,136	8,504	-	-
12428	Payables Supervisor	78,603	57,538	54,472	54,647
12431	Payroll Coordinator	-	-	-	115,604
12432	Property Control Specialist	74,866	74,726	52,480	-
12433	Payroll Supervisor	-	-	-	85,883
12434	Assistant Payroll Supervisor	-	-	-	62,220
12513	Account Clerk III	97,521	100,301	101,627	102,014
12515	Accounting Clerk II	93,375	96,025	97,403	97,923
12517	Assistant Finance Director	109,457	113,635	115,814	115,056
12523	Accountant	169,575	174,329	145,716	106,254
12525	Administrative Assistant I	115,616	59,630	60,486	60,950
12552	Budget Analyst	121,717	119,107	108,584	67,225
12556	Budget Manager	76,512	79,555	81,267	80,828
12641	Chief Accountant	78,942	82,045	83,863	80,830
12651	Programmer Analyst II	167,492	172,543	174,805	172,822
12686	Systems Supervisor	107,835	108,262	106,570	98,422
12755	Treasury Clerk	58,370	60,024	45,252	-
13170	P/T Accounts Payable Specialist	-	41,128	48,262	10,458
13400	P/T Accounting Clerk I	-	-	14,883	-
13401	P/T Acct Clerk II	18,979	14,716	337	-
14000	Overtime	728	1,176	-	-
15006	Compensatory ICMA	16,370	-	-	-
15107	Automobile allowance	4,800	4,800	4,800	4,800
15200	Longevity pay	7,633	9,951	10,863	-
21000	Social Security- matching	113,625	107,600	114,695	113,433
22000	Retirement contributions	388,729	415,514	216,790	225,566
22300	General retiree health contrib	64,099	52,111	112,439	123,203
23000	Health Insurance	246,455	165,211	249,560	271,560
23100	Life Insurance	3,625	2,435	2,706	3,046
24000	Workers compensation	6,454	3,365	7,310	8,497
<b>Personnel Services</b>		<b>2,432,216</b>	<b>2,284,622</b>	<b>2,170,458</b>	<b>2,218,929</b>
<b>Operating Expenses</b>					
31500	Professional services-other	16,299	-	-	-
32100	Accounting and auditing fees	53,882	56,530	56,450	58,020
34989	Contractual service provider	-	-	73,696	355,934
34990	Contractual services- other	-	-	13,922	-
40100	Travel/conferences	1,105	1,232	1,000	1,000
41100	Telephone	940	889	900	900
46250	R & M equipment	355	-	-	450

**City of Pembroke Pines, Florida  
Expenditure Detail**

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**Entity 1 General Fund | Function 513 Financial and administrative  
Division 2001 Finance | Project Blank**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Operating Expenses</b>					
46800	Maintenance contracts	1,860	1,750	1,445	1,400
46801	I.T. Maintenance contracts	115,139	101,775	101,686	104,740
51100	Office supplies	12,037	8,605	5,783	5,783
52650	Equip < than \$1000	793	-	378	500
52652	Software < than \$1000 &/or	8,877	8,967	715	220
52653	Computer equipment < \$1000	1,314	1,052	250	1,500
54100	Memberships/ dues/ subscription	2,310	2,501	2,500	2,595
	<b>Operating Expenses</b>	<b>214,910</b>	<b>183,302</b>	<b>258,725</b>	<b>533,042</b>
<b>Capital Outlay</b>					
64039	Computer equipment not micro	-	-	-	5,000
	<b>Capital Outlay</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,000</b>
	<b>Blank</b>	<b>2,647,127</b>	<b>2,467,924</b>	<b>2,429,183</b>	<b>2,756,971</b>
	<b>Finance</b>	<b>2,647,127</b>	<b>2,467,924</b>	<b>2,429,183</b>	<b>2,756,971</b>

**City of Pembroke Pines, Florida**  
**Expenditure Detail**

**Entity 1 General Fund | Function 513 Financial and administrative****Division 2002 Information Technology | Project Blank**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Personnel Services</b>					
12011	Internet Specialist	82,727	84,880	86,146	85,797
12280	Micro Computer Specialist	126,479	130,307	116,030	68,561
12303	Network Specialist II	187,430	192,859	195,525	195,888
12525	Administrative Assistant I	53,529	54,991	55,762	55,756
12644	Help Analyst/Technician	67,338	69,212	70,150	69,917
12645	Help Desk Analyst	56,873	58,373	59,369	59,169
12651	Programmer Analyst II	88,381	90,814	68,481	-
12652	Programmer/Analyst I	165,128	161,812	163,452	163,014
12691	Systems Analyst II	114,210	113,993	83,871	-
12693	Systems Programmer/Analyst II	97,370	100,277	101,624	102,417
12720	Manager of Technical Services	96,501	99,265	101,865	98,183
12721	Project Manager	132,257	132,005	131,248	125,998
12722	Manager of Systems Development	132,257	132,005	131,248	125,998
12723	Systems Administrator	83,530	82,950	87,099	77,922
12900	Web Page Developer	68,773	70,578	71,678	71,189
14000	Overtime	9,695	8,115	8,844	7,800
15115	Beeper pay	15,736	15,670	16,208	16,719
15200	Longevity pay	12,229	14,633	16,143	-
21000	Social Security- matching	113,619	115,691	122,853	100,031
22000	Retirement contributions	406,571	483,900	264,654	224,359
22300	General retiree health contrib	58,526	42,637	101,195	92,402
23000	Health Insurance	229,928	125,193	223,704	201,870
23100	Life Insurance	3,855	2,426	2,947	2,690
24000	Workers compensation	6,860	3,304	7,605	7,258
<b>Personnel Services</b>		<b>2,409,802</b>	<b>2,385,893</b>	<b>2,287,701</b>	<b>1,952,938</b>

**Operating Expenses**

34989	Contractual service provider	-	-	90,122	336,130
34995	I.T. Contractual services	-259	-	-	-
41100	Telephone	-	975	1,747	1,878
41371	Streaming video service fees	-	-	3,541	-
44200	Rents- machinery & equipment	938	17,513	1,133	1,236
46250	R & M equipment	-	-	500	1,000
46800	Maintenance contracts	93	-	1,080	-
46801	I.T. Maintenance contracts	66,756	55,208	53,857	81,402
51100	Office supplies	-35	-	1,250	1,250
52000	Operating supplies	13,590	11,510	13,170	13,500
52470	Computer supplies	2,755	887	2,400	3,000
52540	Fuel	1,242	1,213	1,200	1,300
52650	Equip < than \$1000	745	561	900	1,400
52652	Software < than \$1000 &/or	33,235	24,012	43,892	69,654

**City of Pembroke Pines, Florida**  
**Expenditure Detail**

**Entity 1 General Fund | Function 513 Financial and administrative**  
**Division 2002 Information Technology | Project Blank**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Operating Expenses</b>					
52653	Computer equipment < \$1000	19,003	35,114	28,870	35,000
	<b>Operating Expenses</b>	<b>138,065</b>	<b>146,993</b>	<b>243,662</b>	<b>546,750</b>
<b>Capital Outlay</b>					
64038	Communications systems	-	2,125	4,675	19,600
64039	Computer equipment not micro	5,785	138,033	49,847	69,000
64051	Computer programs	2,590	-	80,309	35,350
64053	Micro computer	-	75,170	28,970	70,000
64055	Laptop Computer	1,135	2,192	4,009	10,500
	<b>Capital Outlay</b>	<b>9,510</b>	<b>217,521</b>	<b>167,810</b>	<b>204,450</b>
	<b>Blank</b>	<b>2,557,377</b>	<b>2,750,407</b>	<b>2,699,173</b>	<b>2,704,138</b>
<b>Information Technology</b>		<b>2,557,377</b>	<b>2,750,407</b>	<b>2,699,173</b>	<b>2,704,138</b>

**City of Pembroke Pines, Florida**  
**Expenditure Detail**

**Entity 1 General Fund | Function 521 Law enforcement****Division 3001 Police | Project Blank**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Personnel Services</b>					
12045	Police Chief	160,702	160,394	159,474	159,474
12046	Deputy Police Chief	143,222	221,261	249,850	197,044
12093	Police Service Aid	579,012	571,490	582,223	577,360
12095	Background Assistant	45,617	-	-	-
12115	Police Captain	585,738	598,521	595,090	595,090
12174	Division Major	189,303	-	-	-
12204	Communication Specialist	127,784	130,840	119,345	-
12205	Communication Specialist	407,511	191,714	228,077	-
12425	Police Officer	12,928,662	12,866,226	12,444,348	12,642,110
12455	Grants/Research Coordinator	74,111	64,040	77,221	76,447
12456	Quartermaster	54,730	55,710	54,836	54,187
12457	PAL Director	52,426	-	-	-
12458	Enforcement Programs Manager	48,692	50,064	50,737	51,092
12459	Assistant Quartermaster	47,022	48,319	48,987	47,276
12467	Property Evidence Technician	73,856	41,928	37,478	34,422
12468	Property Supervisor	44,634	45,833	46,443	46,895
12528	Administrative Assistant II	52,067	53,639	54,302	53,657
12552	Budget Analyst	58,628	60,282	61,104	61,543
12603	Support Services Coordinator	88,873	89,140	87,743	86,720
12631	Crime Scene Technician	230,436	271,912	273,591	266,504
12651	Programmer Analyst II	90,083	92,612	93,893	94,383
12652	Programmer/Analyst I	69,692	71,735	72,729	71,847
12655	Sergeant	2,666,336	2,689,781	2,667,804	2,645,079
12684	Clerical Spec II	720,459	700,242	727,448	716,267
12685	Clerical Aide	51,002	52,449	52,324	34,874
12730	Court Liaison Specialist	48,331	48,242	47,485	46,937
12735	Intelligence Analyst	37,078	38,070	38,585	38,478
12736	Crime Analyst	44,656	50,834	51,555	51,092
12800	Asst. Police Chief	65,207	132,779	135,306	137,738
12885	Victim's Advocate	74,965	74,726	73,555	72,695
12886	Assistant Victim's Advocate	48,226	49,539	48,767	49,671
12913	Finger Print Examiner	53,723	20,957	53,833	55,332
12992	Vacation leave - retire/term	141,992	327,814	279,053	305,196
12996	Sick leave - retire/term	485,039	675,280	392,113	325,829
12997	Sick leave - annual	-	-	72,477	60,488
13681	P/T Clerk Spec II	10,590	-	-	-
14000	Overtime	899,195	1,027,297	700,000	402,000
15000	Incentive pay	186,790	192,448	188,940	199,020
15005	Supplements	-2,784	-	-	-
15006	Compensatory ICMA	6,886	-	-	-
15010	Certification pay	70	120	120	120

**City of Pembroke Pines, Florida**  
**Expenditure Detail**

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**Entity 1 General Fund | Function 521 Law enforcement**

**Division 3001 Police | Project Blank**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Personnel Services</b>					
15015	Payment in lieu of benefits	2,770	2,770	2,770	2,770
15050	Stand-by pay	55,323	47,057	55,800	50,000
15100	Holiday pay	173,481	246,805	227,000	200,000
15101	Uniform cleaning allowance	118,195	113,785	113,160	109,080
15104	Assignment pay	-	-	257,716	-
15105	Shoe allowance	2,200	1,900	2,000	-
15107	Automobile allowance	7,200	7,200	7,200	7,200
15108	Shift Differential	17,220	13,313	13,520	9,360
15109	Shift Differential- Certified Officer	42,650	46,784	57,720	60,840
15110	Dive team equipment allowance	4,200	4,075	4,200	4,200
15115	Beeper pay	24,811	25,038	25,350	25,000
15200	Longevity pay	622,793	647,541	668,910	608,673
21000	Social Security- matching	1,680,814	1,688,389	1,683,545	1,580,698
22000	Retirement contributions	855,753	941,616	464,279	386,165
22100	Retirement contributions P & F	9,038,233	11,332,233	11,840,432	9,997,727
22110	State contribution P&F retirement	-	-	1,157,000	1,111,000
22300	General retiree health contrib	220,171	161,261	382,291	369,881
22305	Police retiree health contrib	2,075,608	3,847,000	3,449,000	3,342,000
22505	Retiree Health Savings-Police	18,279	23,920	18,792	-
22506	Retiree Health Savings-General	-	-	29,762	-
23000	Health Insurance	4,112,914	2,614,447	3,833,840	4,154,304
23100	Life Insurance	47,374	31,389	34,485	38,950
24000	Workers compensation	799,102	344,388	765,577	1,001,661
<b>Personnel Services</b>		<b>41,609,656</b>	<b>43,907,147</b>	<b>45,961,185</b>	<b>43,316,376</b>

**Operating Expenses**

31400	Professional services- medical	5,903	12,660	10,000	17,720
31450	Professional services- veterinarian	5,171	5,571	9,000	12,000
31500	Professional services-other	18,875	12,697	53,250	108,750
34500	Contract- building maintenance	51,064	48,662	50,000	50,000
34990	Contractual services- other	541,931	498,239	580,580	594,885
40100	Travel/conferences	9,775	5,502	12,000	8,000
40200	College classes- education	792	757	2,000	-
40229	Training	11,188	14,463	27,744	36,780
41100	Telephone	179,784	170,463	172,480	139,696
41380	Data communication	150,267	131,014	167,850	120,454
43100	Electric	129,540	123,892	130,000	130,000
43200	Water & sewer	3,896	4,179	5,000	5,000
44100	Rents- land + buildings	1,050	-	-	-
44200	Rents- machinery & equipment	59,285	54,413	68,975	71,735
46150	R & M- land- building &	36,164	162,550	46,300	45,300

**City of Pembroke Pines, Florida**  
**Expenditure Detail**

**Entity 1 General Fund | Function 521 Law enforcement****Division 3001 Police | Project Blank**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Operating Expenses</b>					
46250	R & M equipment	13,265	18,857	34,240	37,050
46300	R & M motor vehicles	428,300	536,279	492,100	515,400
46800	Maintenance contracts	47,034	23,165	46,700	48,700
46801	I.T. Maintenance contracts	238,025	211,539	165,344	166,019
47100	Printing	4,642	5,158	10,000	18,500
49000	Legal/employment ads	1,644	314	3,400	13,400
49354	Drug investigation	5,000	5,000	10,000	10,000
49355	Special investigation	1,699	1,363	5,000	7,200
49680	Special events- miscellaneous	13,361	11,583	20,800	17,300
51100	Office supplies	38,097	37,225	40,000	42,500
51400	Photo supplies	8,503	7,495	6,262	6,000
52000	Operating supplies	19,032	17,018	49,057	72,399
52002	Operating supplies- ID unit	8,019	10,740	9,825	10,000
52003	Operating supplies- Training Unit	59,550	23,074	45,800	57,300
52200	Cleaning/janitorial supplies	5,390	4,078	7,500	7,500
52540	Fuel	942,923	584,659	700,000	700,000
52600	Clothing/uniforms	95,879	91,989	173,944	139,040
52645	S.E.T. Equipment < \$1000	13,484	2,921	2,875	19,075
52650	Equip < than \$1000	52,610	45,460	33,569	45,590
52652	Software < than \$1000 &/or	47,620	48,334	52,150	53,044
52653	Computer equipment < \$1000	4,556	3,447	10,201	11,275
52681	Operating supplies for K-9	2,994	2,156	5,000	9,600
52683	S.E.T. Operating supplies	4,595	15,896	43,740	39,567
54100	Memberships/ dues/ subscription	7,993	6,615	7,370	7,658
<b>Operating Expenses</b>		<b>3,268,900</b>	<b>2,959,429</b>	<b>3,310,056</b>	<b>3,394,437</b>
<b>Capital Outlay</b>					
62017	Building improvement	-	101,050	-	-
63061	Fencing	-	3,270	-	-
64017	Alarm systems	-	25,000	-	-
64023	Camera	-	16,118	-	-
64028	Car	-	-	30,220	1,678,000
64039	Computer equipment not micro	-	1,270	1,724	-
64051	Computer programs	-	4,013	3,000	-
64053	Micro computer	3,579	-	136	-
64055	Laptop Computer	-	244,290	25,000	105,000
64110	K-9 dogs	-	-	4,874	-
64140	Motorcycle	-	-	20,155	26,000
64176	S.E.T. Equipment	-	-	-	68,350
64181	Radio- portable	-	416,864	1,020	-
64182	Radar gun	-	-	1,569	-



**City of Pembroke Pines, Florida  
Expenditure Detail**

**Entity 1 General Fund | Function 521 Law enforcement**

**Division 3001 Police | Project Blank**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Capital Outlay</b>					
64400	Other equipment	-	25,849	45,705	13,000
	<b>Capital Outlay</b>	<b>3,579</b>	<b>837,724</b>	<b>133,403</b>	<b>1,890,350</b>
	<b>Blank</b>	<b>44,882,135</b>	<b>47,704,299</b>	<b>49,404,644</b>	<b>48,601,163</b>

**Entity 1 General Fund | Function 521 Law enforcement**

**Division 3001 Police | Project 3001 Red Light Camera Program**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Operating Expenses</b>					
31305	Prof services-Outside Legal-Red	-	50,376	-	-
49104	License fees	-	250	-	-
	<b>Operating Expenses</b>	<b>0</b>	<b>50,626</b>	<b>0</b>	<b>0</b>
	<b>3001 Red Light Camera Program</b>	<b>0</b>	<b>50,626</b>	<b>0</b>	<b>0</b>

<b>Police</b>	<b>44,882,135</b>	<b>47,754,925</b>	<b>49,404,644</b>	<b>48,601,163</b>
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**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	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Operating Expenses</b>					
45710	Ins Claims Pending-Hurricane	118,579	28,438	-	-
46150	R & M- land- building &	2,590	-	-	-
	<b>Operating Expenses</b>	<b>121,169</b>	<b>28,438</b>	<b>0</b>	<b>0</b>
<b>1609 FEMA-1609-DR - Hurricane Wilma</b>		<b>121,169</b>	<b>28,438</b>	<b>0</b>	<b>0</b>
<b>Emergency &amp; Disaster Relief Services</b>		<b>121,169</b>	<b>28,438</b>	<b>0</b>	<b>0</b>

**City of Pembroke Pines, Florida**  
**Expenditure Detail**

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**Entity 1 General Fund | Function 529 Other public safety**

**Division 4003 Fire/Rescue | Project Blank**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Personnel Services</b>					
12010	Insurance Clerk	37,488	38,246	39,107	39,400
12099	Battalion Chief - PM	578,432	830,488	832,214	841,782
12109	Administrative Supervisor	71,643	73,628	75,393	72,684
12130	Fire Chief	158,432	-	-	-
12172	Assistant Division Chief	340,295	344,891	349,643	356,175
12282	Micro Computer Specialist I	65,265	67,113	68,052	67,840
12526	Administrative Coordinator II	66,527	67,802	49,886	-
12528	Administrative Assistant II	67,929	67,802	66,739	65,953
12535	Assistant Fire Chief	139,405	143,003	145,255	-
12575	Rescue Lieutenant	2,115,073	2,124,544	2,060,739	2,103,961
12582	Rescue Captain	475,588	-	-	-
12607	Captain - P/M	2,214,545	2,197,685	2,622,737	2,995,530
12608	Fire Captain	752,914	761,026	331,742	-
12646	Communication 911 Coordinator I	86,603	-	-	-
12651	Programmer Analyst II	100,082	99,893	98,327	97,181
12679	Clerical Spec I	32,977	33,896	34,350	34,556
12684	Clerical Spec II	38,059	39,123	39,664	39,283
12685	Clerical Aide	36,538	38,318	-	-
12788	Division Chief	494,191	490,718	501,085	513,806
12814	Dispatch Supervisor	180,814	-	-	-
12815	Public Safety Dispatcher	610,690	-	-	-
12835	Driver/Engineer	883,168	870,796	877,970	887,233
12836	Driver Engineer - P/M	1,714,552	1,940,667	1,956,875	1,954,926
12915	Firefighter/EMT	3,042,561	2,900,758	2,092,884	1,592,246
12918	Firefighter/PM	2,953,309	3,040,970	3,628,778	4,146,949
12934	Administrative Battalion Chief	314,977	284,952	292,473	300,524
12992	Vacation leave - retire/term	311,287	20,941	146,593	166,669
12996	Sick leave - retire/term	679,534	195,154	231,616	450,454
12997	Sick leave - annual	3,487	99,615	62,591	80,157
13003	Fire Chief	-	175,811	174,803	174,803
13474	P/T Courier/Custodian	16,977	16,648	15,955	16,437
13681	P/T Clerk Spec II	14,321	14,695	14,607	14,170
14000	Overtime	309,463	176,653	24,360	14,360
14016	Overtime - Non-City details	-	-	19,000	19,000
14017	Overtime - Staffing	-	-	65,200	96,000
14400	Off-duty detail	12,110	8,441	20,000	8,600
15000	Incentive pay	138,900	137,560	136,240	146,120
15040	Inspector certification	181,280	181,080	176,800	177,840
15100	Holiday pay	519,662	485,934	772,717	630,675
15101	Uniform cleaning allowance	10,900	5,080	5,280	4,800
15104	Assignment pay	-	-	75,812	-

**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	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Personnel Services</b>					
15108	Shift Differential	6,354	-	-	-
15111	Assignment pay - Rescue	-	-	42,209	-
15200	Longevity pay	541,257	500,335	520,666	493,365
21000	Social Security- matching	1,467,157	1,355,090	1,418,110	1,395,357
22000	Retirement contributions	356,666	181,188	75,922	66,705
22100	Retirement contributions P & F	8,331,555	10,141,327	9,801,643	10,057,033
22110	State contribution P&F retirement	-	-	1,559,389	1,235,855
22300	General retiree health contrib	-107,996	21,792	50,597	43,121
22310	Fire retiree health contrib	2,443,786	3,629,721	2,805,759	3,285,469
23000	Health Insurance	3,262,575	1,973,384	2,978,108	3,245,676
23100	Life Insurance	40,214	26,174	30,478	33,169
24000	Workers compensation	1,193,242	433,764	981,973	1,198,344
<b>Personnel Services</b>		<b>37,304,784</b>	<b>36,236,705</b>	<b>38,370,341</b>	<b>39,164,208</b>
<b>Operating Expenses</b>					
31300	Professional services-Outside Legal	67,161	12,849	5,000	5,000
31400	Professional services- medical	127,580	121,792	103,095	103,095
31500	Professional services-other	13,125	1,640	-	-
31508	Professional Services Other - Fire	30,634	9,974	12,341	12,341
31509	Professional Services Other -	-	-	40,000	41,000
34300	Contract- laundry & cleaning	68,875	74,163	73,130	73,130
34500	Contract- building maintenance	26,844	15,269	25,600	28,200
34989	Contractual service provider	-	-	21,201	79,074
36100	Excess benefit	2,181	-	-	-
40100	Travel/conferences	309	552	34	600
40200	College classes- education	25,050	-5,511	-	-
40229	Training	-	468	460	-
41100	Telephone	132,918	122,128	121,100	121,100
41380	Data communication	19,135	12,798	18,400	14,400
41400	Postage	779	938	1,000	1,000
43100	Electric	163,107	151,878	141,191	151,191
43200	Water & sewer	16,594	19,202	16,000	19,200
43300	Gas	17,101	15,685	16,614	16,614
44200	Rents- machinery & equipment	1,018	7,818	2,500	2,500
44365	Rentals - Fire	-	668,510	683,800	636,366
46100	R & M office equipment	430	1,481	1,500	1,500
46150	R & M- land- building &	54,480	68,243	68,689	70,000
46250	R & M equipment	54,192	28,115	31,740	31,740
46300	R & M motor vehicles	414,348	372,505	369,000	404,000
46800	Maintenance contracts	34,635	32,429	34,900	36,600
46801	I.T. Maintenance contracts	53,110	15,923	19,400	20,900

**City of Pembroke Pines, Florida**  
**Expenditure Detail**

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**Entity 1 General Fund | Function 529 Other public safety**

**Division 4003 Fire/Rescue | Project Blank**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Operating Expenses</b>					
47100	Printing	4,012	4,832	5,000	5,000
48250	Employee award program	6	180	1,000	500
48500	Promotional activities	3,456	985	1,500	2,000
49104	License fees	157	1,240	2,000	2,000
49105	License renewals	9,075	22,516	12,105	22,105
49180	Administrative fees - Fire	-	346,506	426,869	455,879
49201	Taxes and/or assessments	8,329	27,848	29,187	29,187
49220	Promotional exams	24,850	12,197	15,560	17,560
51100	Office supplies	18,760	16,415	14,000	14,000
51200	Maps	1,701	900	-	2,000
51400	Photo supplies	621	435	-	1,000
52005	Operating supplies - Fire	19,327	20,252	11,555	21,555
52006	Operating supplies - Rescue	137,315	133,014	137,061	137,061
52015	Books	3,938	2,951	2,530	4,530
52160	Pharmaceutical supplies	18,739	23,998	19,301	24,000
52200	Cleaning/janitorial supplies	17,536	13,099	18,062	16,000
52250	Linen/bedding	2,704	4,820	3,220	4,820
52431	Operating chemicals - Fire	6,009	7,454	6,200	6,200
52432	Operating chemicals - Rescue	6,445	6,517	5,138	6,638
52540	Fuel	180,121	105,880	146,372	145,000
52600	Clothing/uniforms	34,308	14,903	25,500	17,500
52630	Protective clothing	48,259	67,195	45,000	90,000
52652	Software < than \$1000 &/or	5,060	3,336	1,645	4,000
52653	Computer equipment < \$1000	9,473	5,842	5,800	8,000
52654	Nozzles < \$1000	-	-	-	4,465
52656	Ladders < \$1000	-	-	-	2,500
52657	Hose < \$1000	-	-	-	2,500
52659	Equip less than \$1000 - Fire	110,521	33,534	35,000	40,000
52660	Equip less than \$1000 - Rescue	28,249	34,466	29,096	35,087
52670	Furniture & Fixtures < \$1000	-	16,340	-	-
52701	Food purchases	621	422	2,000	2,000
54100	Memberships/ dues/ subscription	248	582	855	400
<b>Operating Expenses</b>		<b>2,023,446</b>	<b>2,677,506</b>	<b>2,808,251</b>	<b>2,993,038</b>
<b>Capital Outlay</b>					
62012	Fire Station-72nd Avenue	-	31,245	-	-
62016	Fire station-9500 Pines	58,679	16,426	-	-
62026	Fire station- Pembroke Isles	105,426	64,497	-	-
62031	Fire station- Stirling Rd	37,661	-	-	-
62038	Fire Training Facility	63,477	13,789	-	10,000
63000	Improvement other than building	-	-	6,311	-

**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	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Capital Outlay</b>					
64016	Ambulances	-	554,997	411,694	-
64028	Car	33,214	-	-	-
64038	Communications systems	183,049	-	-	-
64039	Computer equipment not micro	20,071	31,131	1,677	-
64053	Micro computer	23,863	-	-	-
64054	Computer programs - Rescue	-	7,000	-	-
64056	Laptop Computer - Fire	-	36,740	-	-
64057	Laptop Computer - Rescue	-	34,040	-	-
64170	Stretchers	-	-	51,948	-
64180	Radio	15,946	10,212	-	-
64181	Radio- portable	17,685	19,850	13,964	-
64213	Trailer	7,110	-	-	-
64214	Truck	54,899	-	-	-
64228	Video equipment	-	-	-	6,000
64310	Work station	19,304	-	-	-
64350	Special equipment	6,860	-	-	-
64351	Special equipment - Fire	18,497	97,725	-	-
64352	Special equipment - Rescue	-	116,769	-	-
64400	Other equipment	80,959	12,170	5,119	-
64440	Fire apparatus refurbish	8,165	-	-	-
64450	Fire engine	442,324	-	-	-
<b>Capital Outlay</b>		<b>1,197,188</b>	<b>1,046,590</b>	<b>490,713</b>	<b>16,000</b>
<b>Blank</b>		<b>40,525,417</b>	<b>39,960,800</b>	<b>41,669,305</b>	<b>42,173,246</b>

**Entity 1 General Fund | Function 529 Other public safety****Division 4003 Fire/Rescue | Project 678 Fire Prevention**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Personnel Services</b>					
12172	Assistant Division Chief	-	-	100,597	103,778
12607	Captain - P/M	-	-	164,522	168,500
12685	Clerical Aide	-	-	36,903	36,554
12788	Division Chief	-	-	121,739	125,725
12912	Fire Inspector/PM	-	-	197,052	203,356
12925	Fire Inspector	-	-	67,726	67,725
12936	Fire Prevent Adm Battalion Chief	-	-	87,238	90,037
12997	Sick leave - annual	-	-	-	3,915
13681	P/T Clerk Spec II	-	-	14,208	13,780
14000	Overtime	-	-	5,595	5,595

**City of Pembroke Pines, Florida**  
**Expenditure Detail**

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**Entity 1 General Fund | Function 529 Other public safety**  
**Division 4003 Fire/Rescue | Project 678 Fire Prevention**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Personnel Services</b>					
14012	Overtime- Hurricane	-	-	2,716	2,173
15000	Incentive pay	-	-	6,240	7,800
15040	Inspector certification	-	-	16,640	16,640
15050	Stand-by pay	-	-	16,500	16,500
15101	Uniform cleaning allowance	-	-	1,440	1,440
15104	Assignment pay	-	-	6,140	-
15200	Longevity pay	-	-	30,147	30,066
21000	Social Security- matching	-	-	65,377	65,659
22000	Retirement contributions	-	-	6,314	7,084
22100	Retirement contributions P & F	-	-	466,762	489,442
22110	State contribution P&F retirement	-	-	73,611	60,145
22300	General retiree health contrib	-	-	5,622	6,160
22310	Fire retiree health contrib	-	-	111,241	137,531
23000	Health Insurance	-	-	126,280	145,380
23100	Life Insurance	-	-	1,427	1,625
24000	Workers compensation	-	-	44,220	56,928
<b>Personnel Services</b>		<b>0</b>	<b>0</b>	<b>1,776,257</b>	<b>1,863,538</b>
<b>Operating Expenses</b>					
31500	Professional services-other	-	-	32,321	32,321
34500	Contract- building maintenance	-	-	3,173	3,173
34990	Contractual services- other	-	-	-	1,500
40100	Travel/conferences	-	-	-	1,000
41100	Telephone	-	-	2,141	2,141
41380	Data communication	-	-	3,600	3,600
43100	Electric	-	-	8,561	8,561
44200	Rents- machinery & equipment	-	-	200	200
44365	Rentals - Fire	-	-	54,300	52,273
46250	R & M equipment	-	-	2,525	2,525
46300	R & M motor vehicles	-	-	14,322	14,322
46800	Maintenance contracts	-	-	2,132	2,132
47100	Printing	-	-	-	800
47200	Photographing/blueprinting	-	-	655	655
48500	Promotional activities	-	-	3,500	4,000
49104	License fees	-	-	300	300
49180	Administrative fees - Fire	-	-	46,425	51,897
51100	Office supplies	-	-	2,369	2,369
51400	Photo supplies	-	-	2,733	2,500
52000	Operating supplies	-	-	2,108	2,000
52015	Books	-	-	1,443	-
52200	Cleaning/janitorial supplies	-	-	629	600

**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	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Operating Expenses</b>					
52540	Fuel	-	-	9,000	9,000
52650	Equip < than \$1000	-	-	2,243	2,000
52652	Software < than \$1000 &/or	-	-	-	1,000
52653	Computer equipment < \$1000	-	-	4,800	-
54100	Memberships/ dues/ subscription	-	-	500	500
<b>Operating Expenses</b>		<b>0</b>	<b>0</b>	<b>199,980</b>	<b>201,369</b>
<b>Capital Outlay</b>					
64028	Car	-	-	16,897	-
<b>Capital Outlay</b>		<b>0</b>	<b>0</b>	<b>16,897</b>	<b>0</b>
<b>678 Fire Prevention</b>		<b>0</b>	<b>0</b>	<b>1,993,134</b>	<b>2,064,907</b>

**Entity 1 General Fund | Function 529 Other public safety****Division 4003 Fire/Rescue | Project 911 Public Safety Dispatch**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Personnel Services</b>					
12694	Pub. Saf. Com. Project Chief	-	99,684	102,085	98,183
12814	Dispatch Supervisor	-	184,870	196,459	236,402
12815	Public Safety Dispatcher	-	902,615	959,347	1,132,087
12816	Public Safety Admin Support	-	1,169	75,945	37,312
12992	Vacation leave - retire/term	-	7,849	6,218	-
12996	Sick leave - retire/term	-	9,711	9,520	-
12997	Sick leave - annual	-	-	3,786	-
14000	Overtime	-	121,690	100,000	80,000
15100	Holiday pay	-	21,689	75,000	75,000
15101	Uniform cleaning allowance	-	7,040	6,960	7,920
15108	Shift Differential	-	11,790	15,408	15,440
15200	Longevity pay	-	9,358	7,451	-
21000	Social Security- matching	-	103,069	120,291	127,467
22000	Retirement contributions	-	390,305	246,481	251,908
22300	General retiree health contrib	-	89,348	174,280	221,492
22506	Retiree Health Savings-General	-	-	12,920	-
23000	Health Insurance	-	273,907	383,968	463,572
23100	Life Insurance	-	1,961	2,473	3,082
24000	Workers compensation	-	4,116	10,136	13,667
<b>Personnel Services</b>		<b>0</b>	<b>2,240,171</b>	<b>2,508,728</b>	<b>2,763,532</b>

**Operating Expenses**



**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	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Operating Expenses</b>					
31500	Professional services-other	-	3,125	3,125	1,875
34500	Contract- building maintenance	-	9,300	10,452	10,452
40100	Travel/conferences	-	10	400	300
41100	Telephone	-	9,591	12,360	12,360
43100	Electric	-	8,207	13,573	15,573
43200	Water & sewer	-	291	1,511	1,511
44365	Rentals - Fire	-	-	-	1,402
46100	R & M office equipment	-	-	227	227
46150	R & M- land- building &	-	1,284	10,365	8,000
46250	R & M equipment	-	1,958	1,403	1,403
46300	R & M motor vehicles	-	-	2,575	2,575
46802	Maint contracts-Police/Fire Resc	-	136	7,600	13,000
46803	Maint contracts-Fire Rescue	-	-	22,357	48,000
46810	IT Maint contracts-Police/Fire Res	-	-	63,500	71,500
46811	IT Maint contracts-Fire Rescue	-	61,807	-	-
47100	Printing	-	-	-	500
49180	Administrative fees - Fire	-	-	-	10,170
51100	Office supplies	-	223	1,404	1,000
52200	Cleaning/janitorial supplies	-	-	1,905	1,905
52540	Fuel	-	2,500	2,575	2,575
52600	Clothing/uniforms	-	3,841	2,725	5,000
52650	Equip < than \$1000	150	1,461	2,000	2,000
52652	Software < than \$1000 &/or	-	-	2,000	2,000
52653	Computer equipment < \$1000	-	21	500	500
<b>Operating Expenses</b>		<b>150</b>	<b>103,754</b>	<b>162,557</b>	<b>213,828</b>
<b>Capital Outlay</b>					
64039	Computer equipment not micro	-	-	6,837	23,000
64054	Computer programs - Rescue	-	-	-	40,000
<b>Capital Outlay</b>		<b>0</b>	<b>0</b>	<b>6,837</b>	<b>63,000</b>
<b>911 Public Safety Dispatch</b>		<b>150</b>	<b>2,343,925</b>	<b>2,678,122</b>	<b>3,040,360</b>
<b>Fire/Rescue</b>		<b>40,525,567</b>	<b>42,304,725</b>	<b>46,340,561</b>	<b>47,278,513</b>

**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	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Personnel Services</b>					
12120	Sch Accounting Clerk II	26,081	26,492	26,916	25,829
12143	EDC Teacher	106,130	84,176	86,314	82,837
12780	Teacher Aide	92,427	76,525	2,436	-
12781	Site Supervisor	40,217	40,349	41,511	36,805
12972	EDC Clerical Spec I	23,150	-	-	-
12992	Vacation leave - retire/term	6,753	2,919	50	-
12996	Sick leave - retire/term	3,594	2,213	50	-
13551	P/T Teacher Aide	88,067	17,477	71,378	126,342
13680	P/T Clerk Spec I	-	18,586	16,045	14,126
14000	Overtime	6	-	50	100
15015	Payment in lieu of benefits	6,923	2,400	2,400	2,400
21000	Social Security- matching	29,008	19,765	24,905	22,181
22300	General retiree health contrib	2,184	2,357	1,740	1,091
22500	ICMA - city portion	14,281	11,363	11,776	7,731
23000	Health Insurance	119,551	56,929	67,349	67,290
23100	Life Insurance	1,126	504	432	315
24000	Workers compensation	4,843	2,852	4,026	5,861
<b>Personnel Services</b>		<b>564,342</b>	<b>364,906</b>	<b>357,378</b>	<b>392,908</b>
<b>Operating Expenses</b>					
31500	Professional services-other	1,150	-	-	-
34500	Contract- building maintenance	22,794	14,972	50,943	20,000
34990	Contractual services- other	942	500	1,220	600
40100	Travel/conferences	-	-	350	350
41100	Telephone	2,467	1,570	2,000	2,000
43100	Electric	22,907	13,762	15,000	15,000
43200	Water & sewer	1,845	3,589	4,000	3,600
44360	Rentals	87,535	-	-	-
44800	Transportation Rentals	4,069	2,573	2,000	1,000
46150	R & M- land- building &	19,014	4,267	6,000	6,000
46250	R & M equipment	117	56	500	500
46800	Maintenance contracts	1,067	907	1,419	1,100
49104	License fees	193	397	250	250
49674	Special event- summer program	13,532	9,353	14,750	7,000
51100	Office supplies	1,000	840	1,000	1,000
52000	Operating supplies	7,963	9,368	15,000	15,000
52030	Sch year activities	5,949	6,116	7,900	7,750
52050	Playground/athletic supplies	244	-	500	500
52200	Cleaning/janitorial supplies	3,948	2,166	2,500	2,500
52650	Equip < than \$1000	4,221	596	1,500	1,500
52652	Software < than \$1000 &/or	551	-	500	500

**City of Pembroke Pines, Florida**  
**Expenditure Detail**

**Entity 1 General Fund | Function 569 Other human services**

**Division 5002 Early Development Centers | Project 203 Charter EDC - Village Center**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Operating Expenses</b>					
52653	Computer equipment < \$1000	-	344	350	350
52701	Food purchases	29,878	22,374	32,500	32,500
<b>Operating Expenses</b>		<b>231,385</b>	<b>93,750</b>	<b>160,182</b>	<b>119,000</b>
<b>Capital Outlay</b>					
64204	TV- closed circuit	3,999	-	-	-
64400	Other equipment	5,900	-	-	-
<b>Capital Outlay</b>		<b>9,899</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>203 Charter EDC - Village Center</b>		<b>805,626</b>	<b>458,657</b>	<b>517,560</b>	<b>511,908</b>

**Entity 1 General Fund | Function 569 Other human services**

**Division 5002 Early Development Centers | Project 205 WCY EDC**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Personnel Services</b>					
12120	Sch Accounting Clerk II	22,484	20,732	23,731	22,760
12143	EDC Teacher	200,115	215,572	228,688	216,794
12780	Teacher Aide	91,282	88,830	99,043	92,234
12781	Site Supervisor	46,260	46,082	45,906	43,189
12972	EDC Clerical Spec I	47,266	47,546	48,821	45,895
12992	Vacation leave - retire/term	-	-	100	100
12996	Sick leave - retire/term	-	-	100	100
12997	Sick leave - annual	157	-	-	-
13551	P/T Teacher Aide	172,348	180,024	218,520	248,693
13738	P/T Custodian	9,203	8,864	11,554	11,092
14000	Overtime	-	257	50	50
15015	Payment in lieu of benefits	16,154	18,370	19,200	16,800
21000	Social Security- matching	45,043	46,507	55,071	53,564
22300	General retiree health contrib	2,750	3,143	3,478	3,636
22500	ICMA - city portion	20,148	20,993	22,310	22,367
23000	Health Insurance	115,217	109,356	138,908	174,954
23100	Life Insurance	1,709	661	820	911
24000	Workers compensation	8,037	4,117	9,480	15,054
<b>Personnel Services</b>		<b>798,173</b>	<b>811,053</b>	<b>925,780</b>	<b>968,193</b>
<b>Operating Expenses</b>					
34500	Contract- building maintenance	2,093	3,485	5,000	5,000
34990	Contractual services- other	1,100	1,203	2,200	3,000
40100	Travel/conferences	48	-	300	300
44800	Transportation Rentals	4,593	5,245	4,000	4,000

**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	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Operating Expenses</b>					
46150	R & M- land- building &	4,745	8,347	6,000	6,000
46250	R & M equipment	592	316	1,000	1,000
46800	Maintenance contracts	456	632	2,500	3,000
49104	License fees	250	227	300	350
49674	Special event- summer program	23,339	24,168	28,000	32,000
51100	Office supplies	2,500	2,162	2,500	2,500
52000	Operating supplies	21,376	26,154	35,000	36,000
52030	Sch year activities	977	6,245	5,000	5,000
52050	Playground/athletic supplies	389	-	2,000	1,000
52200	Cleaning/janitorial supplies	3,185	2,000	2,000	2,000
52650	Equip < than \$1000	7,728	5,992	7,500	7,500
52652	Software < than \$1000 &/or	-	-	300	300
52653	Computer equipment < \$1000	329	55	189	3,000
52701	Food purchases	36,142	43,146	37,000	37,000
54100	Memberships/ dues/ subscription	100	-	-	-
<b>Operating Expenses</b>		<b>109,941</b>	<b>129,377</b>	<b>140,789</b>	<b>148,950</b>
<b>Capital Outlay</b>					
64053	Micro computer	-	-	2,811	-
64204	TV- closed circuit	4,640	-	-	-
64400	Other equipment	22,268	-	24,000	17,000
<b>Capital Outlay</b>		<b>26,908</b>	<b>0</b>	<b>26,811</b>	<b>17,000</b>
<b>205 WCY EDC</b>		<b>935,023</b>	<b>940,430</b>	<b>1,093,380</b>	<b>1,134,143</b>

**Entity 1 General Fund | Function 569 Other human services****Division 5002 Early Development Centers | Project 208 Charter EDC - West**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Personnel Services</b>					
12120	Sch Accounting Clerk II	25,940	26,344	26,768	25,700
12143	EDC Teacher	172,680	172,576	221,010	235,617
12780	Teacher Aide	78,387	68,615	127,475	112,828
12781	Site Supervisor	39,895	40,533	40,384	39,516
12972	EDC Clerical Spec I	23,836	24,212	24,597	23,617
12992	Vacation leave - retire/term	954	-	150	150
12996	Sick leave - retire/term	711	-	500	500
13551	P/T Teacher Aide	185,841	201,779	250,814	304,224
13680	P/T Clerk Spec I	14,018	9,267	15,730	14,126
14000	Overtime	-	-	100	100

**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	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Personnel Services</b>					
15015	Payment in lieu of benefits	11,077	7,939	9,600	9,600
15100	Holiday pay	-	-	100	100
21000	Social Security- matching	41,326	41,160	55,113	59,263
22300	General retiree heath contrib	2,316	2,515	3,478	3,818
22500	ICMA - city portion	17,013	15,901	22,009	22,393
23000	Health Insurance	176,065	95,835	202,048	228,786
23100	Life Insurance	1,300	532	841	912
24000	Workers compensation	5,515	3,186	8,405	16,217
<b>Personnel Services</b>		<b>796,876</b>	<b>710,395</b>	<b>1,009,122</b>	<b>1,097,467</b>
<b>Operating Expenses</b>					
34500	Contract- building maintenance	47,342	34,287	39,000	45,000
34990	Contractual services- other	1,174	1,373	1,200	1,200
40100	Travel/conferences	-	-	350	350
41100	Telephone	2,772	1,826	3,000	3,000
43100	Electric	28,452	24,566	35,625	35,625
43200	Water & sewer	2,400	2,602	3,375	3,375
44360	Rentals	91,727	117,501	189,655	193,278
44800	Transportation Rentals	5,536	12,723	5,700	10,000
46150	R & M- land- building &	13,578	37,044	18,000	20,000
46250	R & M equipment	222	72	500	500
46800	Maintenance contracts	1,154	655	1,000	1,000
49104	License fees	235	280	300	300
49674	Special event- summer program	12,870	15,199	24,810	28,010
51100	Office supplies	2,131	3,053	2,000	3,000
52000	Operating supplies	9,134	5,959	18,083	16,700
52030	Sch year activities	10,224	10,704	16,420	18,000
52050	Playground/athletic supplies	391	38	1,000	2,000
52200	Cleaning/janitorial supplies	3,771	1,665	5,625	5,625
52650	Equip < than \$1000	125	3,464	14,060	2,000
52652	Software < than \$1000 &/or	1,791	-	1,800	1,800
52653	Computer equipment < \$1000	-	40	5,300	1,000
52701	Food purchases	45,135	52,644	67,025	70,000
<b>Operating Expenses</b>		<b>280,164</b>	<b>325,695</b>	<b>453,828</b>	<b>461,763</b>
<b>Capital Outlay</b>					
62000	Buildings	-	21,065	-	-
64050	Copier machine	-	4,558	-	-
64400	Other equipment	-	-	16,000	-
<b>Capital Outlay</b>		<b>0</b>	<b>25,623</b>	<b>16,000</b>	<b>0</b>

**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	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>208 Charter EDC - West</b>		<b>1,077,040</b>	<b>1,061,714</b>	<b>1,478,950</b>	<b>1,559,230</b>

**Entity 1 General Fund | Function 569 Other human services****Division 5002 Early Development Centers | Project 209 Charter EDC - Central**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Personnel Services</b>					
12120	Sch Accounting Clerk II	22,342	23,682	26,303	25,437
12143	EDC Teacher	201,749	205,697	209,330	200,112
12780	Teacher Aide	115,526	115,870	119,669	114,794
12781	Site Supervisor	41,887	42,578	43,261	41,519
12972	EDC Clerical Spec I	23,149	23,522	23,896	22,492
12992	Vacation leave - retire/term	592	-	-	-
12996	Sick leave - retire/term	50	-	-	-
12997	Sick leave - annual	1,598	2,266	-	-
13551	P/T Teacher Aide	301,943	296,007	286,722	298,036
13680	P/T Clerk Spec I	14,711	15,113	14,715	14,126
14000	Overtime	21	-	250	250
15015	Payment in lieu of benefits	10,985	9,600	9,600	9,600
21000	Social Security- matching	53,915	53,581	56,439	56,633
22300	General retiree health contrib	2,750	2,985	3,304	3,455
22500	ICMA - city portion	20,104	20,568	21,124	21,312
23000	Health Insurance	151,792	98,284	189,420	201,870
23100	Life Insurance	1,650	618	775	869
24000	Workers compensation	7,190	4,265	9,364	15,723
<b>Personnel Services</b>		<b>971,953</b>	<b>914,635</b>	<b>1,014,172</b>	<b>1,026,228</b>

**Operating Expenses**

34500	Contract- building maintenance	27,800	26,069	26,574	26,574
34990	Contractual services- other	587	700	700	700
40100	Travel/conferences	350	500	500	500
41100	Telephone	3,188	2,868	3,334	3,334
43100	Electric	33,033	36,752	33,669	36,780
43200	Water & sewer	4,150	4,936	3,550	4,950
44360	Rentals	187,605	192,768	192,891	192,879
44800	Transportation Rentals	9,129	11,290	10,100	12,000
46150	R & M- land- building &	6,009	10,844	14,000	7,500
46250	R & M equipment	312	911	680	950
46800	Maintenance contracts	4,635	4,498	4,775	4,775
49104	License fees	211	175	250	250
49674	Special event- summer program	21,720	23,112	37,850	24,350

**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	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Operating Expenses</b>					
51100	Office supplies	3,466	1,845	3,605	3,000
52000	Operating supplies	17,069	14,153	14,760	21,000
52030	Sch year activities	20,423	22,066	37,350	34,150
52050	Playground/athletic supplies	-	885	1,700	1,000
52200	Cleaning/janitorial supplies	3,680	1,654	4,000	2,500
52650	Equip < than \$1000	4,036	645	1,500	1,500
52652	Software < than \$1000 &/or	3,480	-	3,113	1,700
52653	Computer equipment < \$1000	716	787	876	4,400
52701	Food purchases	66,935	66,765	61,250	67,650
<b>Operating Expenses</b>		<b>418,533</b>	<b>424,223</b>	<b>457,027</b>	<b>452,442</b>
<b>Capital Outlay</b>					
63000	Improvement other than building	-	-	-	22,500
64050	Copier machine	-	4,558	-	-
64204	TV- closed circuit	-	6,200	-	-
<b>Capital Outlay</b>		<b>0</b>	<b>10,758</b>	<b>0</b>	<b>22,500</b>
<b>209 Charter EDC - Central</b>		<b>1,390,486</b>	<b>1,349,616</b>	<b>1,471,199</b>	<b>1,501,170</b>
<b>Early Development Centers</b>		<b>4,208,175</b>	<b>3,810,416</b>	<b>4,561,089</b>	<b>4,706,451</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	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Personnel Services</b>					
13680	P/T Clerk Spec I	13,624	11,810	13,243	12,844
13738	P/T Custodian	10,189	9,894	9,799	9,075
21000	Social Security- matching	1,822	1,660	1,780	1,706
23100	Life Insurance	99	-	-	-
24000	Workers compensation	2,011	556	1,254	784
<b>Personnel Services</b>		<b>27,744</b>	<b>23,921</b>	<b>26,076</b>	<b>24,409</b>
<b>Operating Expenses</b>					
32100	Accounting and auditing fees	1,163	1,220	1,230	1,260
34500	Contract- building maintenance	2,604	4,042	3,232	3,235
43100	Electric	131	100,932	68,000	68,000
43200	Water & sewer	103	127	4,500	200
46150	R & M- land- building &	100	-	-	1,000
51100	Office supplies	361	213	300	300
52000	Operating supplies	-	-	100	100
52200	Cleaning/janitorial supplies	3,332	869	3,000	3,000
52650	Equip < than \$1000	789	-	-	-
<b>Operating Expenses</b>		<b>8,582</b>	<b>107,403</b>	<b>80,362</b>	<b>77,095</b>
<b>Blank</b>		<b>36,326</b>	<b>131,324</b>	<b>106,438</b>	<b>101,504</b>
<b>W.C.Y Administration</b>		<b>36,326</b>	<b>131,324</b>	<b>106,438</b>	<b>101,504</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	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Personnel Services</b>					
12246	Public Service Maintenance Worker I	-	116,673	136,190	108,184
12261	A/C Mechanic III	57,286	58,556	44,283	-
12462	Plumber III	59,471	61,092	60,540	59,827
12466	Plumber II/AC Mechanic I	56,975	54,334	57,637	56,965
12533	Electrician II	63,294	63,868	56,840	56,371
12599	Supervisor Of Construction Service	83,922	37,159	-	-
12609	Carpenter Foreman	67,962	67,802	66,739	65,953
12650	Communication Technician	106,683	106,366	91,246	51,707
13484	P/T Building Inspector	-	9,694	29,849	32,786
14000	Overtime	42,130	24,497	20,000	24,500
15100	Holiday pay	-	3,600	3,600	-
15105	Shoe allowance	700	700	1,100	-
15115	Beeper pay	23,157	25,639	23,000	23,000
15200	Longevity pay	14,114	16,652	13,782	-
21000	Social Security- matching	43,558	46,057	50,053	34,906
22000	Retirement contributions	119,354	101,269	76,745	66,285
22300	General retiree health contrib	25,083	21,318	61,840	49,281
23000	Health Insurance	121,214	110,485	136,508	107,664
23100	Life Insurance	1,132	794	1,023	815
24000	Workers compensation	39,850	20,423	59,120	57,992
	<b>Personnel Services</b>	<b>925,887</b>	<b>946,979</b>	<b>990,095</b>	<b>796,236</b>
<b>Operating Expenses</b>					
31100	Professional services- engineering	800	-	-	2,500
31400	Professional services- medical	-	-	-	500
34300	Contract- laundry & cleaning	1,555	1,535	1,750	1,750
34500	Contract- building maintenance	54,226	49,496	54,541	54,540
34989	Contractual service provider	-	-	520,011	1,996,261
34990	Contractual services- other	2,242,340	2,203,757	2,057,076	331,738
40100	Travel/conferences	175	244	500	1,000
40200	College classes- education	45	-	-	-
41100	Telephone	142,233	124,071	125,000	125,000
43100	Electric	160,738	128,180	135,000	135,000
43200	Water & sewer	5,014	5,099	4,750	4,750
43300	Gas	36	-	100	100
44200	Rents- machinery & equipment	474	587	1,750	1,750
46150	R & M- land- building &	382,087	264,082	229,527	250,000
46160	R & M garage building	2,640	2,431	2,000	2,000
46250	R & M equipment	15,675	17,541	21,000	18,500
46260	R & M garage equipment	289	210	1,500	1,500
46300	R & M motor vehicles	42,106	40,914	40,000	45,000

**City of Pembroke Pines, Florida**  
**Expenditure Detail**

**Entity 1 General Fund | Function 519 Other general governmental services**

**Division 6001 General Gvt Buildings | Project Blank**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Operating Expenses</b>					
46800	Maintenance contracts	34,043	26,604	31,212	31,213
47100	Printing	104	-	500	500
48100	Advertising	-	1,190	-	1,000
49104	License fees	2,562	4,123	3,000	3,000
51100	Office supplies	7,282	5,657	5,000	5,000
52000	Operating supplies	36,737	20,601	25,000	25,000
52150	First aid, safety equip & supplies	2,566	2,475	3,366	2,000
52200	Cleaning/janitorial supplies	16,505	13,955	14,000	14,000
52300	Expendable tools	5,114	4,779	6,236	4,000
52540	Fuel	47,445	32,374	35,000	36,000
52600	Clothing/uniforms	418	580	500	580
52650	Equip < than \$1000	26,609	20,344	18,764	25,000
52652	Software < than \$1000 &/or	41	110	-	-
52653	Computer equipment < \$1000	1,494	403	1,000	1,200
52701	Food purchases	-	-	200	200
54100	Memberships/ dues/ subscription	153	612	48	1,052
<b>Operating Expenses</b>		<b>3,231,506</b>	<b>2,971,954</b>	<b>3,338,331</b>	<b>3,121,634</b>
<b>Capital Outlay</b>					
62006	City buildings	-	-	63,500	-
63066	Fuel Storage Tanks	-	-	222,843	-
64051	Computer programs	1,275	-	-	-
64095	Garage Equipment	-	2,795	-	-
64204	TV- closed circuit	-	10,963	473	-
64400	Other equipment	7,622	1,725	-	-
<b>Capital Outlay</b>		<b>8,896</b>	<b>15,483</b>	<b>286,816</b>	<b>0</b>
<b>Blank</b>		<b>4,166,289</b>	<b>3,934,416</b>	<b>4,615,242</b>	<b>3,917,870</b>

**Entity 1 General Fund | Function 519 Other general governmental services**

**Division 6001 General Gvt Buildings | Project 510 Security Services**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Operating Expenses</b>					
34990	Contractual services- other	27,637	-	-	-
<b>Operating Expenses</b>		<b>27,637</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>510 Security Services</b>		<b>27,637</b>	<b>0</b>	<b>0</b>	<b>0</b>

City of Pembroke Pines, Florida  
Expenditure Detail

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General Gvt Buildings	4,193,926	3,934,416	4,615,242	3,917,870
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**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	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Personnel Services</b>					
12051	Public Services Director	13,432	-	-	-
12052	Controller/Internal Auditor	79,410	80,152	79,737	-
12055	Deputy Public Services Director	76,506	76,358	55,920	75,920
12109	Administrative Supervisor	81,035	80,877	80,413	77,196
12190	Maintenance Worker III	54,023	53,965	39,536	-
12245	Maintenance Worker I	41,734	37,272	-	-
12246	Public Service Maintenance Worker I	-	102,741	132,757	131,760
12250	Maintenance Worker II	96,986	96,483	94,971	93,874
12516	Assistant City Manager	-	-	18,500	81,779
12684	Clerical Spec II	44,789	46,034	34,746	-
12740	Custodian	37,814	-	-	-
13001	Public Services Director	68,091	80,197	79,737	76,548
13738	P/T Custodian	11,956	11,577	-	-
14000	Overtime	41,812	33,160	40,000	35,000
15006	Compensatory ICMA	3,750	-	-	-
15105	Shoe allowance	400	400	700	-
15115	Beeper pay	5,149	4,599	5,000	5,000
15200	Longevity pay	15,842	15,380	10,159	-
21000	Social Security- matching	45,587	51,471	46,332	41,847
22000	Retirement contributions	96,567	114,360	73,032	61,109
22300	General retiree health contrib	27,870	20,134	56,220	49,281
23000	Health Insurance	138,795	104,816	124,480	94,806
23100	Life Insurance	1,519	872	1,006	907
24000	Workers compensation	33,288	11,427	31,666	38,097
	<b>Personnel Services</b>	<b>1,016,357</b>	<b>1,022,275</b>	<b>1,004,912</b>	<b>863,124</b>
<b>Operating Expenses</b>					
34300	Contract- laundry & cleaning	1,212	1,657	1,890	2,000
34500	Contract- building maintenance	3,500	3,549	4,000	4,000
34989	Contractual service provider	-	-	303,149	1,162,231
34990	Contractual services- other	2,003,251	1,443,535	1,125,485	183,781
40100	Travel/conferences	262	-	500	250
41100	Telephone	48,073	43,797	45,000	45,000
41400	Postage	1,262	2,295	1,750	1,500
43100	Electric	106,974	114,543	100,000	115,000
43200	Water & sewer	4,871	4,163	4,500	4,500
44200	Rents- machinery & equipment	4,853	4,263	5,500	5,000
46150	R & M- land- building &	46,907	46,944	47,410	47,000
46170	R & M irrigation	28,537	31,413	35,000	32,000
46180	R & M mitigation	850	-	5,000	10,000
46250	R & M equipment	10,794	9,192	10,000	15,000

**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	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Operating Expenses</b>					
46300	R & M motor vehicles	118,340	87,148	100,000	135,000
46800	Maintenance contracts	7,677	8,025	10,000	8,500
48100	Advertising	-	-	750	1,000
48500	Promotional activities	843	580	1,000	6,000
49104	License fees	2,211	2,838	2,000	3,000
49600	Trash disposal charges	8,804	5,648	15,000	15,000
51100	Office supplies	7,734	9,112	6,000	9,000
52000	Operating supplies	13,135	9,114	10,000	10,000
52150	First aid, safety equip & supplies	2,574	2,986	3,000	3,000
52200	Cleaning/janitorial supplies	6,661	5,414	7,000	5,500
52300	Expendable tools	1,911	2,183	5,000	5,000
52420	Horticultural chemicals	16,429	43,376	10,000	40,000
52430	Operating chemicals	33,766	5,175	31,000	10,000
52440	Fertilizers	1,101	1,015	4,471	1,500
52540	Fuel	48,537	21,864	32,000	30,000
52600	Clothing/uniforms	418	439	500	500
52650	Equip < than \$1000	17,388	10,798	9,000	15,000
52653	Computer equipment < \$1000	1,494	1,243	1,750	1,750
52800	Horticultural supplies	415	-	500	500
54100	Memberships/ dues/ subscription	441	155	250	250
<b>Operating Expenses</b>		<b>2,551,224</b>	<b>1,922,464</b>	<b>1,938,405</b>	<b>1,927,762</b>
<b>Capital Outlay</b>					
63061	Fencing	5,200	-	-	-
63115	Landscaping	11,620	-	-	-
64039	Computer equipment not micro	-	1,267	-	-
64048	Boat	-	1,295	-	-
64051	Computer programs	-	4,400	-	-
64400	Other equipment	-	3,799	-	-
<b>Capital Outlay</b>		<b>16,820</b>	<b>10,761</b>	<b>0</b>	<b>0</b>
<b>Blank</b>		<b>3,584,401</b>	<b>2,955,500</b>	<b>2,943,317</b>	<b>2,790,886</b>
<b>Grounds Maintenance</b>		<b>3,584,401</b>	<b>2,955,500</b>	<b>2,943,317</b>	<b>2,790,886</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	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Personnel Services</b>					
12175	Division Director of Purchasing	132,436	-	-	-
12486	Purchasing Manager	-	-	18,418	86,506
12487	Purchasing Agent/Contract Analyst	-	-	11,989	58,045
12525	Administrative Assistant I	64,615	64,496	63,485	-
12680	Storekeeper	33,133	-	-	-
12738	Contract Administrator III	95,373	98,111	66,768	-
12993	Accrued vacation	79,734	-79,734	-	-
12994	Accrued sick leave	37,379	-37,379	-	-
13175	P/T Purchasing Division Director	-	100,522	123,964	-
13730	P/T Storekeeper	-	32,032	37,353	36,222
14000	Overtime	-	-	-	2,000
15200	Longevity pay	5,728	4,184	3,661	-
21000	Social Security- matching	23,194	15,985	23,324	21,316
22000	Retirement contributions	33,840	39,810	16,921	28,769
22300	General retiree health contrib	11,148	9,475	11,244	18,480
23000	Health Insurance	64,112	42,879	24,656	40,374
23100	Life Insurance	740	514	298	431
24000	Workers compensation	13,182	7,147	13,072	31,030
<b>Personnel Services</b>		<b>594,614</b>	<b>298,042</b>	<b>415,153</b>	<b>323,173</b>
<b>Operating Expenses</b>					
34300	Contract- laundry & cleaning	455	448	500	500
34500	Contract- building maintenance	3,220	2,483	3,500	2,750
34990	Contractual services- other	-	-	-	16,644
41100	Telephone	13,423	13,645	5,000	10,000
43100	Electric	10,994	9,684	9,500	9,500
43200	Water & sewer	601	290	750	750
46150	R & M- land- building &	1,727	2,100	2,000	2,000
46300	R & M motor vehicles	5,947	5,986	6,500	7,000
46800	Maintenance contracts	220	840	1,000	1,000
49000	Legal/employment ads	5,563	9,002	5,000	9,000
51100	Office supplies	465	480	500	500
52000	Operating supplies	545	-	500	250
52200	Cleaning/janitorial supplies	961	647	1,250	750
52540	Fuel	16,393	9,292	10,000	10,000
54100	Memberships/ dues/ subscription	726	50	185	185
<b>Operating Expenses</b>		<b>61,242</b>	<b>54,946</b>	<b>46,185</b>	<b>70,829</b>
<b>Blank</b>		<b>655,856</b>	<b>352,988</b>	<b>461,338</b>	<b>394,002</b>

City of Pembroke Pines, Florida  
Expenditure Detail

Purchasing/Contract Administration	655,856	352,988	461,338	394,002
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**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	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Personnel Services</b>					
12189	Landscape Technician	55,219	56,671	57,467	-
12500	City Engineer	76,506	76,358	75,920	-
12667	Chief Engineering Inspector	89,978	91,093	89,472	88,425
12679	Clerical Spec I	19,051	-	-	-
12770	Engineer Inspector	132,995	136,143	119,265	64,639
12774	Engineer	-	-	-	30,181
12831	CADD Operator	34,950	-	-	-
14000	Overtime	17,657	14,180	15,000	12,000
15006	Compensatory ICMA	1,250	-	-	-
15105	Shoe allowance	400	400	500	-
15115	Beeper pay	2,897	3,042	3,000	3,000
15200	Longevity pay	10,618	9,410	7,322	-
21000	Social Security- matching	31,482	27,860	27,057	18,204
22000	Retirement contributions	117,085	110,574	65,745	44,785
22300	General retiree health contrib	18,115	15,397	25,299	15,400
23000	Health Insurance	77,190	34,321	56,226	33,645
23100	Life Insurance	994	613	669	467
24000	Workers compensation	29,484	11,558	26,340	15,339
<b>Personnel Services</b>		<b>715,872</b>	<b>587,620</b>	<b>569,282</b>	<b>326,085</b>
<b>Operating Expenses</b>					
34300	Contract- laundry & cleaning	1,484	1,441	2,000	2,000
34500	Contract- building maintenance	2,968	3,106	2,970	2,970
34989	Contractual service provider	-	-	21,992	82,024
40100	Travel/conferences	-	-	250	-
41100	Telephone	604	352	500	1,000
44200	Rents- machinery & equipment	141	124	500	500
46300	R & M motor vehicles	7,856	16,220	16,350	16,350
46800	Maintenance contracts	5,526	6,355	6,150	6,150
51100	Office supplies	3,587	1,969	2,500	3,000
52000	Operating supplies	983	1,636	872	872
52540	Fuel	18,904	10,789	11,000	12,000
52650	Equip < than \$1000	62	-	350	350
52652	Software < than \$1000 &/or	-	-	89	-
52653	Computer equipment < \$1000	753	-	-89	1,000
54100	Memberships/ dues/ subscription	-	250	128	128
<b>Operating Expenses</b>		<b>42,868</b>	<b>42,242</b>	<b>65,562</b>	<b>128,344</b>
<b>Blank</b>		<b>758,740</b>	<b>629,862</b>	<b>634,844</b>	<b>454,429</b>



City of Pembroke Pines, Florida  
Expenditure Detail

Environmental Services (Engineering)	758,740	629,862	634,844	454,429
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**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	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Operating Expenses</b>					
31100	Professional services- engineering	4,640	-	5,000	5,000
31300	Professional services-Outside Legal	12,154	7,094	20,000	15,000
31500	Professional services-other	-	4,210	2,500	2,500
34989	Contractual service provider	-	-	57,992	223,343
34990	Contractual services- other	845,643	632,563	672,063	105,677
41100	Telephone	3,590	2,876	3,500	3,000
43100	Electric	414,215	368,933	350,000	370,000
43200	Water & sewer	-	70	1,000	1,000
43300	Gas	1,184	1,463	3,000	2,000
43500	Sanitation	10,286	6,818	6,000	6,500
44200	Rents- machinery & equipment	5,298	5,120	7,500	5,500
44360	Rentals	271,270	273,666	274,420	273,934
45000	Insurance	44,655	35,926	78,553	64,350
45065	Property insurance-Leasehold	46,766	28,900	70,000	77,000
46150	R & M- land- building &	282,237	119,476	74,000	151,802
46250	R & M equipment	3,612	8,308	7,500	7,500
46300	R & M motor vehicles	2,317	-	-	-
46800	Maintenance contracts	22,752	24,583	22,082	22,082
52000	Operating supplies	5,411	8,298	12,500	7,000
52300	Expendable tools	4,659	1,430	1,000	1,000
52540	Fuel	8,471	2,996	6,000	5,000
52650	Equip < than \$1000	3,826	4,675	4,215	5,000
52653	Computer equipment < \$1000	18	-	-	-
<b>Operating Expenses</b>		<b>1,993,004</b>	<b>1,537,405</b>	<b>1,678,825</b>	<b>1,354,188</b>
<b>Capital Outlay</b>					
64015	Air conditioner	-	-	1,785	-
64400	Other equipment	-	-	-	200,000
<b>Capital Outlay</b>		<b>0</b>	<b>0</b>	<b>1,785</b>	<b>200,000</b>
<b>Blank</b>		<b>1,993,004</b>	<b>1,537,405</b>	<b>1,680,610</b>	<b>1,554,188</b>

**Entity 1 General Fund | Function 569 Other human services****Division 6008 Howard C. Forman Human Services Campus | Project 53 CSC-Transitional Housing**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Personnel Services</b>					
12444	Program Coordinator	36,669	6,278	-	-
12992	Vacation leave - retire/term	-	130	-	-
12996	Sick leave - retire/term	-	156	-	-

City of Pembroke Pines, Florida  
Expenditure Detail

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**Entity 1 General Fund | Function 569 Other human services**

**Division 6008 Howard C. Forman Human Services Campus | Project 53 CSC-Transitional Housing**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Personnel Services</b>					
13572	P/T Social Worker- Grant	8,186	7,275	-	-
21000	Social Security- matching	3,352	1,056	-	-
23000	Health Insurance	4,459	732	-	-
23100	Life Insurance	60	11	-	-
24000	Workers compensation	200	42	-	-
<b>Personnel Services</b>		<b>52,926</b>	<b>15,681</b>	<b>0</b>	<b>0</b>
<b>Operating Expenses</b>					
46150	R & M- land- building &	3,800	-	-	-
46800	Maintenance contracts	920	-	-	-
47100	Printing	17	-	-	-
51100	Office supplies	1,839	-	-	-
52000	Operating supplies	2,442	4,206	-	-
52650	Equip < than \$1000	2,862	90	-	-
52653	Computer equipment < \$1000	430	-	-	-
<b>Operating Expenses</b>		<b>12,310</b>	<b>4,296</b>	<b>0</b>	<b>0</b>
<b>Capital Outlay</b>					
64053	Micro computer	9,416	-	-	-
64055	Laptop Computer	1,949	-	-	-
<b>Capital Outlay</b>		<b>11,365</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Grants and Aid</b>					
81122	In-kind- services	8,506	-	-	-
<b>Grants and Aid</b>		<b>8,506</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>53 CSC-Transitional Housing</b>		<b>85,107</b>	<b>19,976</b>	<b>0</b>	<b>0</b>

**Entity 1 General Fund | Function 569 Other human services**

**Division 6008 Howard C. Forman Human Services Campus | Project 54 DCF-Transitional Housing**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Operating Expenses</b>					
31300	Professional services-Outside Legal	16,544	-	-	-
31500	Professional services-other	725	-	-	-
34990	Contractual services- other	10,730	-	-	-
41100	Telephone	3,642	-	-	-
43100	Electric	22,498	-	-	-
43200	Water & sewer	3,410	-	-	-

**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 54 DCF-Transitional Housing**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Operating Expenses</b>					
44200	Rents- machinery & equipment	13	-	-	-
45065	Property insurance-Leasehold	3,252	-	-	-
46150	R & M- land- building &	13,587	-	-	-
46250	R & M equipment	244	-	-	-
46800	Maintenance contracts	110	-	-	-
49104	License fees	525	-	-	-
49355	Special investigation	1,500	-	-	-
51100	Office supplies	941	-	-	-
52000	Operating supplies	1,134	-	-	-
52650	Equip < than \$1000	12,407	-	-	-
<b>Operating Expenses</b>		<b>91,261</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Capital Outlay</b>					
64400	Other equipment	7,929	-	-	-
<b>Capital Outlay</b>		<b>7,929</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Grants and Aid</b>					
81121	In-kind- salaries	16,866	-	-	-
<b>Grants and Aid</b>		<b>16,866</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>54 DCF-Transitional Housing</b>		<b>116,055</b>	<b>0</b>	<b>0</b>	<b>0</b>

**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	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Personnel Services</b>					
12444	Program Coordinator	-	29,589	-	-
13572	P/T Social Worker- Grant	-	7,924	-	-
21000	Social Security- matching	-	2,827	-	-
23000	Health Insurance	-	5,615	-	-
23100	Life Insurance	-	55	-	-
24000	Workers compensation	-	259	-	-
<b>Personnel Services</b>		<b>0</b>	<b>46,268</b>	<b>0</b>	<b>0</b>
<b>Operating Expenses</b>					
30010	Contingency	-	-	43,876	-
31300	Professional services-Outside Legal	-	16,181	3,831	-
34500	Contract- building maintenance	-	119	382	-

**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	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Operating Expenses</b>					
34989	Contractual service provider	-	-	-	82,497
34990	Contractual services- other	-	39,323	75,425	-
41100	Telephone	-	3,684	2,158	-
43100	Electric	-	26,311	15,976	-
43200	Water & sewer	-	5,684	5,217	-
44200	Rents- machinery & equipment	-	729	968	-
45065	Property insurance-Leasehold	2,448	2,137	64	-
46150	R & M- land- building &	-	32,724	15,710	-
46250	R & M equipment	-	1,119	424	-
46800	Maintenance contracts	-	418	1,024	-
49104	License fees	-	300	-	-
49175	Administrative fees	-	-	22,080	-
49355	Special investigation	-	950	600	-
51100	Office supplies	-	562	593	-
52000	Operating supplies	-	2,261	5,559	-
52650	Equip < than \$1000	-	1,818	723	-
<b>Operating Expenses</b>		<b>2,448</b>	<b>134,321</b>	<b>194,610</b>	<b>82,497</b>
<b>Capital Outlay</b>					
63993	Improvements - Other	-	-	1,575	-
<b>Capital Outlay</b>		<b>0</b>	<b>0</b>	<b>1,575</b>	<b>0</b>
<b>Grants and Aid</b>					
81121	In-kind- salaries	-	35,767	25,632	-
<b>Grants and Aid</b>		<b>0</b>	<b>35,767</b>	<b>25,632</b>	<b>0</b>
<b>55 DCF-Transitional Housing YR2</b>		<b>2,448</b>	<b>216,356</b>	<b>221,817</b>	<b>82,497</b>
<b>I C. Forman Human Services Campus</b>		<b>2,196,614</b>	<b>1,773,737</b>	<b>1,902,427</b>	<b>1,636,685</b>

**City of Pembroke Pines, Florida**  
**Expenditure Detail**

**Entity 1 General Fund | Function 572 Parks and recreation****Division 7001 Recreation | Project Blank**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Personnel Services</b>					
12004	Athletic Coordinator	69,494	71,530	72,612	72,636
12006	Assistant Athletic Coordinator	74,177	46,416	47,125	46,809
12015	Irrigation Maintenance Worker	87,195	89,479	90,846	90,078
12025	Irrigation Mechanic	51,280	52,600	52,324	51,707
12109	Administrative Supervisor	56,629	58,139	59,660	57,448
12181	Division Director of Recreation	88,589	91,977	93,828	93,470
12185	Landscape Maintenance	65,359	67,147	68,216	67,731
12215	Senior Lifeguard	118,634	107,127	106,686	105,322
12310	Night Supervisor	119,575	121,135	123,194	122,641
12352	P & R Maint WRK/HEO	135,731	128,563	82,128	46,937
12355	P & R Maint WRK I	1,608,468	1,244,451	1,100,334	1,027,183
12356	P & R MAINT WRK II	319,893	288,326	287,270	279,607
12357	P & R MAINT WRK III	245,466	247,392	223,246	148,040
12358	Landscape Maintenance Worker	41,185	42,254	42,931	43,333
12359	P&R Maint Worker III/Playground	-	27,010	51,742	51,707
12508	Parks & Rec Account Clerk I	66,223	86,726	87,667	86,602
12509	Parks & Rec Account Clerk II	49,321	43,145	11,456	-
12519	Parks & Recreation Director	160,702	160,394	159,474	153,095
12521	Assistant Parks & Recreation	120,235	124,818	127,194	126,318
12525	Administrative Assistant I	106,031	104,840	106,654	47,335
12528	Administrative Assistant II	49,896	-	-	-
12531	Division Director of Park Operations	87,390	90,732	92,868	92,573
12546	Aquatic Coordinator	87,182	88,970	88,629	85,084
12547	Aquatic Coordinator Assistant	113,374	60,398	61,140	60,950
12548	Head Swim Coach	70,286	-	-	-
12559	Recreation Supervisor II	116,476	122,612	101,931	89,379
12563	Special Events Coordinator	59,723	61,738	62,714	62,095
12564	Special Events- Coordinator	48,836	50,270	51,095	51,092
12571	Head Age Group Swim Coach	38,381	-	-	-
12572	Cultural Arts Coordinator	55,719	57,115	57,993	58,555
12573	Recreation Specialist	165,858	127,421	104,147	72,865
12578	Maintenance Crew Leader	105,485	105,448	108,228	107,950
12579	Aquatic Fac Mgr/AgeGp Swm Coach	50,501	6	-	-
12581	Recreation Specialist II	120,650	124,172	126,134	160,980
12620	Cashier II	44,537	8,289	-	-
12659	Spray Fertilizer Technician	41,916	43,056	43,738	44,075
12683	Parks Maint. Superintendent	167,687	172,131	172,158	-
12684	Clerical Spec II	114,493	-	-	-
12740	Custodian	32,112	32,961	33,479	33,581
12744	Tennis Coordinator	81,035	-	-	-
12745	Tennis Coordinator Assistant	55,070	-	-	-

**City of Pembroke Pines, Florida**  
**Expenditure Detail**

**Entity 1 General Fund | Function 572 Parks and recreation**

**Division 7001 Recreation | Project Blank**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Personnel Services</b>					
12891	Special Population Prog Coord	62,108	63,886	64,717	63,939
12940	Head Custodian	43,708	43,744	43,016	42,506
13405	P/T Art Teacher	39,163	37,480	51,520	49,960
13419	P/T Concession/Party Manager	2,933	5,479	-	-
13450	P/T Cashier	21,560	25,052	34,138	22,380
13454	P/T Administrative Assistant	29,941	66,880	61,037	93,046
13488	P/T Senior Lifeguard	-	28,644	27,078	26,258
13491	P/T Assistant Swim Coach	20,598	-	-	-
13492	P/T Lifeguard	150,965	165,209	118,893	97,603
13495	P/T Recreation Aide	336,297	239,462	191,336	185,538
13500	P/T Maintenance Worker I	119,928	119,723	184,061	181,843
13507	P/T Summer Program	457,878	384,144	347,889	347,889
13522	P/T Assistant Swim Coach II	24,819	-	-	-
13523	P/T Swim Team Office Manager	11,969	-	-	-
13537	P/T Music Teacher	36,686	34,697	47,657	46,212
13539	P/T Drama Teacher	1,658	1,745	9,016	8,743
13549	P/T Storage Lot Attendant	8,375	8,163	9,983	9,684
13562	P/T Curator	27,323	24,290	20,994	20,353
13563	P/T Recreation Leader	43,000	44,488	39,288	38,098
13591	P/T Water Safety Instructor	102,076	116,277	136,724	132,581
13602	P/T Recreation Specialist	18,676	18,960	32,721	43,648
13620	P/T Videographer-Editor	11,562	10,794	10,154	9,847
13680	P/T Clerk Spec I	31,513	30,945	27,017	40,325
13738	P/T Custodian	65,896	82,650	99,832	87,126
14000	Overtime	126,768	104,196	40,800	32,640
15010	Certification pay	710	720	680	720
15100	Holiday pay	10,874	7,511	5,000	5,000
15105	Shoe allowance	7,481	7,300	5,600	-
15108	Shift Differential	23,156	16,667	23,000	23,000
15200	Longevity pay	70,104	84,289	78,146	-
21000	Social Security- matching	536,363	453,999	449,067	377,574
22000	Retirement contributions	1,398,885	1,618,157	738,408	669,441
22300	General retiree health contrib	373,454	284,244	509,740	484,620
22506	Retiree Health Savings-General	-	-	6,193	-
23000	Health Insurance	1,568,587	901,324	1,111,653	1,045,283
23100	Life Insurance	17,832	8,655	8,165	7,794
24000	Workers compensation	453,758	147,854	280,968	318,076
	<b>Personnel Services</b>	<b>11,547,397</b>	<b>9,536,413</b>	<b>8,913,332</b>	<b>8,148,905</b>

**Operating Expenses**

31100	Professional services- engineering	1,950	-	-	-
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**City of Pembroke Pines, Florida**  
**Expenditure Detail**

**Entity 1 General Fund | Function 572 Parks and recreation****Division 7001 Recreation | Project Blank**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Operating Expenses</b>					
31400	Professional services- medical	5	-	200	200
31500	Professional services-other	10,910	5,244	7,500	5,200
34300	Contract- laundry & cleaning	16,558	16,594	14,690	15,000
34500	Contract- building maintenance	12,202	13,053	15,795	13,500
34989	Contractual service provider	-	-	62,751	298,449
34990	Contractual services- other	364,416	456,125	514,853	536,853
40100	Travel/conferences	970	102	500	200
40200	College classes- education	980	-	-	-
40229	Training	1,355	3,689	1,807	1,900
41100	Telephone	58,547	50,865	56,500	54,700
41400	Postage	14,089	489	1,000	1,000
43100	Electric	687,736	740,337	760,000	810,950
43200	Water & sewer	107,788	122,019	119,000	123,000
43320	Gas- Pool	57,131	64,275	60,000	41,875
44200	Rents- machinery & equipment	30,595	19,332	20,800	29,800
44700	Rent - Charter School facilities	468,087	488,215	488,361	501,204
44800	Transportation Rentals	6,547	-	2,400	2,400
46150	R & M- land- building &	237,702	158,425	233,105	269,000
46170	R & M irrigation	40,824	23,797	30,500	26,350
46250	R & M equipment	45,000	50,296	37,400	45,450
46300	R & M motor vehicles	122,218	141,967	138,000	142,000
46600	R & M pool	46,880	64,844	50,012	76,050
46800	Maintenance contracts	12,956	12,005	17,365	15,030
47100	Printing	34,252	3,943	6,050	8,050
48100	Advertising	6,806	20,095	4,000	4,000
48300	Athletic Leagues/Tournament	70,968	63,814	1,545	5,000
48505	Special Population Program	5,786	4,455	7,500	7,500
48555	Youth Soccer	63,969	70,181	81,700	85,000
48560	Community Swim Team Expenses	27,217	-	-	-
49100	Recording fees	146	-	200	-
49105	License renewals	8,212	9,811	8,420	9,800
49400	Bank service charge	6,939	6,761	6,129	7,000
49655	Special events- ArtsPark	7,972	2,982	5,400	7,200
51100	Office supplies	13,391	8,917	11,400	12,700
52000	Operating supplies	43,808	48,520	44,700	46,200
52050	Playground/athletic supplies	11,088	18,465	16,000	19,000
52070	Art & Cultural Supplies	18,575	17,719	26,595	18,670
52071	ArtsPark Supplies	10,232	11,931	11,300	11,080
52150	First aid, safety equip & supplies	4,883	5,916	5,300	5,400
52200	Cleaning/janitorial supplies	56,920	52,827	49,390	55,000
52300	Expendable tools	6,798	4,589	5,400	5,700



**City of Pembroke Pines, Florida  
Expenditure Detail**

**Entity 1 General Fund | Function 572 Parks and recreation**

**Division 7001 Recreation | Project Blank**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Operating Expenses</b>					
52350	Electrical/mechanical supplies	30,416	24,896	33,000	27,660
52420	Horticultural chemicals	65,799	123,209	160,000	122,000
52460	Sand- seed- soil	142,096	80,379	112,000	110,000
52480	Pool Chemicals & Supplies	75,280	119,564	102,000	110,750
52540	Fuel	296,025	129,340	170,000	180,000
52600	Clothing/uniforms	7,557	11,262	6,500	11,000
52650	Equip < than \$1000	122,672	30,884	52,607	42,599
52652	Software < than \$1000 &/or	327	-	678	-
52653	Computer equipment < \$1000	1,273	394	1,800	1,200
52700	Cost of sales	574	194	700	-
52706	Concession Expense	38,993	28,247	278	-
52800	Horticultural supplies	8,555	7,739	14,500	16,000
54100	Memberships/ dues/ subscription	875	462	1,550	1,550
	<b>Operating Expenses</b>	<b>3,533,852</b>	<b>3,339,168</b>	<b>3,579,181</b>	<b>3,940,170</b>
<b>Capital Outlay</b>					
63000	Improvement other than building	13,986	19,035	117,988	65,550
63012	Academic Village - Rec.	-	-	59,555	-
63061	Fencing	-	-	25,000	30,000
63082	September 11th Memorial	1,031	-	-	-
63193	Sidewalk- new	-	-	23,520	-
64011	Air compressor	-	1,227	-	-
64139	Mowers- other	2,751	-	-	73,000
64210	Truck pickup	-	-	-	105,000
64214	Truck	28,552	-	-	-
64400	Other equipment	38,340	11,593	137,300	56,578
	<b>Capital Outlay</b>	<b>84,659</b>	<b>31,855</b>	<b>363,363</b>	<b>330,128</b>
	<b>Blank</b>	<b>15,165,908</b>	<b>12,907,436</b>	<b>12,855,876</b>	<b>12,419,203</b>

**Entity 1 General Fund | Function 572 Parks and recreation**

**Division 7001 Recreation | Project 201 West Pines pre-school**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Personnel Services</b>					
12151	City Teacher	101,886	67,147	67,155	66,998
12559	Recreation Supervisor II	-	-	23,580	35,276
12676	Child Care Coordinator	61,612	14,582	-	-
13551	P/T Teacher Aide	63,634	57,762	40,296	72,005
13552	P/T Teacher - Recreation	36,859	33,623	23,214	53,938

**City of Pembroke Pines, Florida**  
**Expenditure Detail**

**Entity 1 General Fund | Function 572 Parks and recreation****Division 7001 Recreation | Project 201 West Pines pre-school**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Personnel Services</b>					
13680	P/T Clerk Spec I	9,454	10,236	14,982	14,383
13738	P/T Custodian	-	-	-	9,680
14000	Overtime	827	99	400	320
15010	Certification pay	-	-	40	120
15200	Longevity pay	1,659	464	548	-
21000	Social Security- matching	20,871	14,011	13,293	13,821
22000	Retirement contributions	45,104	35,099	15,775	27,219
22300	General retiree health contrib	11,148	9,475	13,098	14,353
23000	Health Insurance	58,144	22,958	29,423	31,357
23100	Life Insurance	752	197	173	286
24000	Workers compensation	1,417	2,752	3,204	8,133
<b>Personnel Services</b>		<b>413,367</b>	<b>268,405</b>	<b>245,181</b>	<b>347,889</b>
<b>Operating Expenses</b>					
34500	Contract- building maintenance	1,342	1,342	1,400	1,400
40229	Training	190	20	750	750
43100	Electric	13,502	13,643	12,200	12,200
43200	Water & sewer	2,052	2,361	2,000	2,000
46150	R & M- land- building &	610	986	1,000	1,000
46250	R & M equipment	65	-	100	100
46800	Maintenance contracts	300	300	420	420
48100	Advertising	-	-	2,470	-
49104	License fees	165	170	295	165
51100	Office supplies	754	408	800	800
52000	Operating supplies	6,315	5,949	6,282	5,880
52050	Playground/athletic supplies	-	21	100	100
52150	First aid, safety equip & supplies	-	-	100	100
52200	Cleaning/janitorial supplies	1,753	1,298	2,026	2,000
52600	Clothing/uniforms	-	208	660	660
52650	Equip < than \$1000	1,520	814	2,150	1,500
52701	Food purchases	21	113	6,200	10,000
54510	Media Books	884	358	350	1,000
<b>Operating Expenses</b>		<b>29,474</b>	<b>27,991</b>	<b>39,303</b>	<b>40,075</b>
<b>201 West Pines pre-school</b>		<b>442,841</b>	<b>296,396</b>	<b>284,484</b>	<b>387,964</b>

**Entity 1 General Fund | Function 572 Parks and recreation****Division 7001 Recreation | Project 204 Village after-care**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
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**City of Pembroke Pines, Florida**  
**Expenditure Detail**

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**Entity 1 General Fund | Function 572 Parks and recreation**

**Division 7001 Recreation | Project 204 Village after-care**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Personnel Services</b>					
13496	P/T Recreation Aide/Driver	7,490	-	-	-
13602	P/T Recreation Specialist	1,274	-	-	-
21000	Social Security- matching	670	-	-	-
23100	Life Insurance	53	-	-	-
24000	Workers compensation	98	-	-	-
<b>Personnel Services</b>		<b>9,585</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Operating Expenses</b>					
49104	License fees	127	-	-	-
52200	Cleaning/janitorial supplies	1,005	-	-	-
<b>Operating Expenses</b>		<b>1,131</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>204 Village after-care</b>		<b>10,717</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Entity 1 General Fund | Function 572 Parks and recreation**

**Division 7001 Recreation | Project 207 Rose Price after-care**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Personnel Services</b>					
13496	P/T Recreation Aide/Driver	6,553	4,403	-	-
13602	P/T Recreation Specialist	9,909	16,929	11,918	-
14000	Overtime	29	-	-	-
21000	Social Security- matching	1,262	1,632	912	-
23100	Life Insurance	53	-	-	-
24000	Workers compensation	98	510	659	-
<b>Personnel Services</b>		<b>17,903</b>	<b>23,474</b>	<b>13,489</b>	<b>0</b>
<b>Operating Expenses</b>					
44800	Transportation Rentals	5,640	10,440	10,800	-
49104	License fees	192	76	150	-
51100	Office supplies	-	-	100	-
52000	Operating supplies	-	597	1,000	-
52050	Playground/athletic supplies	-	-	100	-
52150	First aid, safety equip & supplies	-	-	50	-
52200	Cleaning/janitorial supplies	961	647	1,671	-
52600	Clothing/uniforms	-	-	83	-
52650	Equip < than \$1000	-	-	200	-
<b>Operating Expenses</b>		<b>6,793</b>	<b>11,760</b>	<b>14,154</b>	<b>0</b>

**City of Pembroke Pines, Florida  
Expenditure Detail**

**Entity 1 General Fund | Function 572 Parks and recreation**

**Division 7001 Recreation | Project 207 Rose Price after-care**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
	<b>207 Rose Price after-care</b>	<b>24,695</b>	<b>35,234</b>	<b>27,643</b>	<b>0</b>

**Entity 1 General Fund | Function 572 Parks and recreation**

**Division 7001 Recreation | Project 301 Grants- Arts & Culture**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Operating Expenses</b>					
34990	Contractual services- other	46,800	31,200	-	-
	<b>Operating Expenses</b>	<b>46,800</b>	<b>31,200</b>	<b>0</b>	<b>0</b>
	<b>301 Grants- Arts &amp; Culture</b>	<b>46,800</b>	<b>31,200</b>	<b>0</b>	<b>0</b>

<b>Recreation</b>	<b>15,690,962</b>	<b>13,270,265</b>	<b>13,168,003</b>	<b>12,807,167</b>
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**City of Pembroke Pines, Florida  
Expenditure Detail**

**Entity 1 General Fund | Function 574 Special events**

**Division 7003 Special Events | Project Blank**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Operating Expenses</b>					
49649	Special events	9,932	11,486	25,807	20,000
49651	Special event- teen program	3,150	2,812	3,000	4,000
49656	Special event- Xmas/Chanukah	21,576	22,171	24,600	25,000
49659	Special Event- Kids Konnection	6,865	6,587	7,100	7,000
49660	Special event- Easter egg hunt	8,601	7,419	10,325	8,500
49662	Special Event- 4th Of July	8,241	29,131	33,400	32,000
49666	Special event- Halloween contest	6,017	6,774	7,517	7,000
49670	Special event- Pines Day	28,057	29,296	121,574	30,000
49674	Special event- summer program	211,163	186,602	239,475	195,000
	<b>Operating Expenses</b>	<b>303,601</b>	<b>302,278</b>	<b>472,798</b>	<b>328,500</b>
	<b>Blank</b>	<b>303,601</b>	<b>302,278</b>	<b>472,798</b>	<b>328,500</b>
	<b>Special Events</b>	<b>303,601</b>	<b>302,278</b>	<b>472,798</b>	<b>328,500</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	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Personnel Services</b>					
12669	Stage Manager/Custodian	71,201	71,778	71,733	75,282
13739	P/T Facilities Custodian	2,788	2,808	3,327	3,227
14000	Overtime	4,599	61	1,600	-
15108	Shift Differential	2,060	2,028	2,080	2,080
15200	Longevity pay	2,013	2,092	1,569	-
21000	Social Security- matching	6,297	6,001	6,247	6,016
22000	Retirement contributions	18,739	22,135	12,906	14,589
22300	General retiree health contrib	5,574	4,737	11,244	12,320
23000	Health Insurance	25,595	17,119	24,656	26,916
23100	Life Insurance	166	110	133	154
24000	Workers compensation	4,795	2,090	4,776	5,928
	<b>Personnel Services</b>	<b>143,826</b>	<b>130,959</b>	<b>140,271</b>	<b>146,512</b>
<b>Operating Expenses</b>					
31500	Professional services-other	16,538	15,845	16,975	16,975
34500	Contract- building maintenance	2,840	-	-	-
34990	Contractual services- other	22,000	22,000	22,000	22,000
41100	Telephone	955	1,006	930	930
46150	R & M- land- building &	65	160	3,000	1,500
46250	R & M equipment	778	750	2,000	2,000
47100	Printing	558	1,699	3,500	2,000
48100	Advertising	425	680	500	500
49104	License fees	795	400	585	585
52000	Operating supplies	748	85	400	400
52200	Cleaning/janitorial supplies	595	177	700	700
52650	Equip < than \$1000	176	-	200	-
	<b>Operating Expenses</b>	<b>46,472</b>	<b>42,802</b>	<b>50,790</b>	<b>47,590</b>
	<b>Blank</b>	<b>190,298</b>	<b>173,761</b>	<b>191,061</b>	<b>194,102</b>
<b>Walter C Young Dinner Theatre</b>		<b>190,298</b>	<b>173,761</b>	<b>191,061</b>	<b>194,102</b>

## Expenditure Detail

## Entity 1 General Fund | Function 575 Special recreation facility

## Division 7006 Golf Course | Project Blank

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Personnel Services</b>					
12615	Cashier I	51,985	44,224	4,311	-
12620	Cashier II	34,636	35,605	2,286	-
12992	Vacation leave - retire/term	-	-	3,468	-
12996	Sick leave - retire/term	-	-	4,708	-
13450	P/T Cashier	-	25,980	3,849	-
14000	Overtime	274	871	808	-
15100	Holiday pay	-	2,340	865	-
15200	Longevity pay	-	-	66	-
21000	Social Security- matching	6,465	8,159	929	-
22000	Retirement contributions	23,862	28,710	3,703	-
22300	General retiree health contrib	8,361	7,106	1,874	-
23000	Health Insurance	45,699	30,564	4,209	-
23100	Life Insurance	232	143	21	-
24000	Workers compensation	413	196	86	-
<b>Personnel Services</b>		<b>171,927</b>	<b>183,898</b>	<b>31,183</b>	<b>0</b>
<b>Operating Expenses</b>					
31500	Professional services-other	401,793	398,340	530,271	559,538
32100	Accounting and auditing fees	2,146	2,251	2,271	2,320
34500	Contract- building maintenance	3,286	2,856	3,200	3,200
34900	Contract- cart rental	103,570	125,463	129,782	129,782
34950	Contract- maintenance	496,214	588,133	603,600	625,467
34990	Contractual services- other	7,313	5,645	5,470	5,700
41100	Telephone	6,690	6,134	6,700	7,000
41225	Cable fees	2,409	754	745	800
41400	Postage	-	105	250	250
43100	Electric	75,522	87,201	86,000	89,817
43200	Water & sewer	5,479	6,461	7,800	7,000
43340	Gas- restaurant	7,237	6,402	7,800	7,000
44200	Rents- machinery & equipment	964	835	1,000	1,000
46150	R & M- land- building &	45,533	38,522	69,000	31,300
46170	R & M irrigation	1,835	179	500	2,500
46250	R & M equipment	21,556	6,018	5,000	7,000
46800	Maintenance contracts	1,500	1,500	1,680	2,000
47100	Printing	6,910	5,835	7,000	6,000
48100	Advertising	28,198	22,333	30,000	30,000
49105	License renewals	-	2,010	1,500	510
49201	Taxes and/or assessments	26,603	25,240	22,660	24,000
49400	Bank service charge	27,755	30,498	28,000	31,000
51100	Office supplies	1,517	1,003	1,500	1,500
52000	Operating supplies	19,745	11,945	17,500	17,500

**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	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Operating Expenses</b>					
52150	First aid, safety equip & supplies	300	-	100	100
52200	Cleaning/janitorial supplies	4,017	4,148	5,000	5,000
52300	Expendable tools	1,370	2,061	1,550	1,350
52350	Electrical/mechanical supplies	5,270	2,148	3,000	3,000
52420	Horticultural chemicals	151,966	158,553	169,120	228,620
52460	Sand- seed- soil	43,039	46,273	44,200	44,600
52650	Equip < than \$1000	13,772	22,324	4,370	2,900
52652	Software < than \$1000 &/or	100	-	350	1,745
52800	Horticultural supplies	11,808	18,429	21,500	18,000
	<b>Operating Expenses</b>	<b>1,525,419</b>	<b>1,629,596</b>	<b>1,818,419</b>	<b>1,897,499</b>
<b>Capital Outlay</b>					
64051	Computer programs	-	-	1,700	-
64139	Mowers- other	109,013	56,885	-	23,000
64198	Sprayer	-	-	-	27,000
64400	Other equipment	11,470	73,465	29,805	17,000
	<b>Capital Outlay</b>	<b>120,483</b>	<b>130,350</b>	<b>31,505</b>	<b>67,000</b>
	<b>Blank</b>	<b>1,817,829</b>	<b>1,943,844</b>	<b>1,881,107</b>	<b>1,964,499</b>
	<b>Golf Course</b>	<b>1,817,829</b>	<b>1,943,844</b>	<b>1,881,107</b>	<b>1,964,499</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	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Personnel Services</b>					
12007	Assistant Director Community	145,757	-	-	-
12084	Community Service Director	160,702	21,287	53,690	52,656
12224	L.P.N.	88,681	81,002	-	-
12510	Activities Specialist	40,655	32,187	-	-
12525	Administrative Assistant I	57,281	58,964	44,607	-
12543	Activities Coordinator	46,741	48,008	48,765	48,209
12559	Recreation Supervisor II	64,495	60,210	60,552	6,990
12562	Recreation Supervisor I	54,423	43,145	-	-
12630	Certified Nurses Aide	75,779	76,659	-	-
12685	Clerical Aide	32,675	33,484	34,018	33,668
12690	Clerical I/Custodian	43,545	43,571	-	-
12884	Executive Assist	-	-	28,335	-
12992	Vacation leave - retire/term	-	10,306	-	-
12996	Sick leave - retire/term	-	5,307	-	-
13162	Community Services Director	-	60,339	-	-
13548	P/T Senior Center Aide	7,533	6,864	-	-
13563	P/T Recreation Leader	35,670	16,727	-	-
13602	P/T Recreation Specialist	29,541	-	-	-
13681	P/T Clerk Spec II	67,161	47,760	-	-
14000	Overtime	14,856	17,558	5,000	2,000
15100	Holiday pay	-	967	-	-
15107	Automobile allowance	3,683	-	-	-
15108	Shift Differential	884	611	-	-
15115	Beeper pay	440	475	-	-
15200	Longevity pay	12,370	11,789	4,240	-
21000	Social Security- matching	67,333	48,684	20,700	10,609
22000	Retirement contributions	236,388	145,514	45,227	27,231
22300	General retiree health contrib	60,617	30,201	28,109	15,400
23000	Health Insurance	135,939	71,737	49,912	33,645
23100	Life Insurance	2,582	816	547	280
24000	Workers compensation	40,493	7,919	5,605	2,456
<b>Personnel Services</b>		<b>1,526,224</b>	<b>982,092</b>	<b>429,307</b>	<b>233,144</b>

**Operating Expenses**

34500	Contract- building maintenance	93,149	93,259	97,459	102,459
34989	Contractual service provider	-	-	37,534	108,137
34990	Contractual services- other	72,670	64,156	53,934	34,246
34995	I.T. Contractual services	-	-	7,000	-
40100	Travel/conferences	525	-	555	-
41100	Telephone	33,794	29,202	25,400	33,000
43100	Electric	120,783	127,570	120,000	135,000

**City of Pembroke Pines, Florida  
Expenditure Detail**

**Entity 1 General Fund | Function 569 Other human services**

**Division 8001 Community Services | Project Blank**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Operating Expenses</b>					
43200	Water & sewer	4,761	5,215	5,000	6,780
43300	Gas	917	485	900	600
44200	Rents- machinery & equipment	277	293	500	400
46150	R & M- land- building &	44,894	23,195	51,200	40,000
46250	R & M equipment	3,481	2,247	3,000	3,000
46300	R & M motor vehicles	5,779	3,955	5,000	5,000
46800	Maintenance contracts	9,319	8,771	8,690	2,180
46801	I.T. Maintenance contracts	3,450	3,000	3,000	3,000
47100	Printing	964	955	633	1,000
48252	Volunteer Appreciation Program	1,841	-	-	-
49652	Special event- adult dance	2,180	-	-	-
51100	Office supplies	8,502	6,248	5,500	6,000
52000	Operating supplies	5,659	2,499	3,920	5,000
52200	Cleaning/janitorial supplies	6,550	7,801	10,000	10,000
52350	Electrical/mechanical supplies	3,993	6,619	6,900	7,000
52540	Fuel	11,913	8,956	10,600	6,000
52600	Clothing/uniforms	829	-	-	-
52650	Equip < than \$1000	3,235	3,691	7,400	400
52653	Computer equipment < \$1000	1,144	324	300	300
52701	Food purchases	1,364	-	77	200
54100	Memberships/ dues/ subscription	949	781	1,440	670
<b>Operating Expenses</b>		<b>442,922</b>	<b>399,221</b>	<b>465,942</b>	<b>510,372</b>
<b>Capital Outlay</b>					
64207	Television	1,522	-	-	-
64227	Telephone system	-	13,990	-	-
64400	Other equipment	2,935	-	-	-
<b>Capital Outlay</b>		<b>4,457</b>	<b>13,990</b>	<b>0</b>	<b>0</b>
<b>Grants and Aid</b>					
82012	Grant- elderly energy assistance	5,733	11,827	29,571	29,571
<b>Grants and Aid</b>		<b>5,733</b>	<b>11,827</b>	<b>29,571</b>	<b>29,571</b>
<b>Blank</b>		<b>1,979,336</b>	<b>1,407,130</b>	<b>924,820</b>	<b>773,087</b>
<b>Community Services</b>		<b>1,979,336</b>	<b>1,407,130</b>	<b>924,820</b>	<b>773,087</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	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Personnel Services</b>					
12084	Community Service Director	-	10,337	26,845	26,327
12182	Division Director of Housing	50,655	32,378	-	-
12525	Administrative Assistant I	23,066	23,685	24,108	48,167
14000	Overtime	4,141	4,605	5,000	5,000
15200	Longevity pay	830	711	813	-
21000	Social Security- matching	5,945	5,290	3,589	6,123
22000	Retirement contributions	25,233	23,212	7,378	15,018
22300	General retiree health contrib	4,180	2,369	3,513	4,620
23000	Health Insurance	20,259	8,784	7,593	3,364
23100	Life Insurance	214	115	70	155
24000	Workers compensation	994	415	330	872
	<b>Personnel Services</b>	<b>135,515</b>	<b>111,899</b>	<b>79,239</b>	<b>109,646</b>
<b>Operating Expenses</b>					
34500	Contract- building maintenance	43,840	44,486	45,350	49,350
34989	Contractual service provider	-	-	26,240	169,896
34990	Contractual services- other	137,392	119,500	109,194	-
41100	Telephone	4,468	4,016	4,769	5,007
41225	Cable fees	52,889	24,918	26,215	27,525
43100	Electric	49,437	56,927	54,075	59,774
43200	Water & sewer	48,902	55,338	63,181	82,136
44200	Rents- machinery & equipment	38	981	1,000	1,000
44330	Credit application	2,545	2,285	2,835	2,835
44360	Rentals	744,905	751,526	752,072	675,784
45000	Insurance	55,928	36,777	96,918	54,317
46150	R & M- land- building &	58,051	76,664	78,250	78,250
46250	R & M equipment	2,825	1,213	3,250	5,250
46300	R & M motor vehicles	107	281	315	315
46800	Maintenance contracts	20,476	21,760	22,562	27,562
48100	Advertising	7,522	7,299	8,500	7,300
49175	Administrative fees	205,253	244,947	127,610	126,968
51100	Office supplies	3,160	2,167	3,000	3,000
52000	Operating supplies	1,703	2,218	5,000	5,000
52200	Cleaning/janitorial supplies	2,848	3,081	5,000	5,000
52540	Fuel	-	500	3,150	3,150
52650	Equip < than \$1000	33,422	63,809	64,700	66,000
52652	Software < than \$1000 &/or	110	-	-	-
52653	Computer equipment < \$1000	288	387	2,000	2,000
54100	Memberships/ dues/ subscription	250	-	-	-
	<b>Operating Expenses</b>	<b>1,476,360</b>	<b>1,521,079</b>	<b>1,505,186</b>	<b>1,457,419</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	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
	<b>Blank</b>	<b>1,611,876</b>	<b>1,632,978</b>	<b>1,584,425</b>	<b>1,567,065</b>

**Entity 1 General Fund | Function 554 Housing and urban development****Division 8002 Housing Division | Project 603 Senior rental - Pines Place**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Personnel Services</b>					
12084	Community Service Director	-	10,337	26,845	26,327
12182	Division Director of Housing	50,654	32,378	-	-
12525	Administrative Assistant I	87,151	88,035	87,593	110,919
12884	Executive Assist	72,090	74,013	28,754	-
14000	Overtime	3,848	4,605	5,000	5,000
15200	Longevity pay	2,842	2,802	2,740	-
21000	Social Security- matching	16,340	15,929	9,888	10,924
22000	Retirement contributions	48,783	65,986	25,061	27,179
22300	General retiree health contrib	6,967	7,106	11,947	10,780
23000	Health Insurance	34,506	27,842	26,535	16,822
23100	Life Insurance	414	328	258	283
24000	Workers compensation	1,350	704	814	1,218
	<b>Personnel Services</b>	<b>324,946</b>	<b>330,066</b>	<b>225,435</b>	<b>209,452</b>

**Operating Expenses**

31300	Professional services-Outside Legal	18,107	9,155	12,000	12,000
34500	Contract- building maintenance	79,407	97,044	104,000	108,272
34989	Contractual service provider	-	-	63,091	207,194
34990	Contractual services- other	302,964	301,115	255,976	161,036
41100	Telephone	6,607	7,894	6,000	7,894
41225	Cable fees	51,026	53,346	55,275	60,000
43100	Electric	204,909	210,824	181,906	247,744
43200	Water & sewer	97,372	147,304	169,236	180,000
44200	Rents- machinery & equipment	2,198	251	2,500	2,500
44330	Credit application	7,679	10,705	10,500	10,500
44360	Rentals	2,136,290	2,762,706	4,289,737	4,297,435
45000	Insurance	118,815	92,015	264,916	108,498
46150	R & M- land- building &	41,607	64,964	90,000	64,964
46250	R & M equipment	2,815	9,286	14,791	46,707
46800	Maintenance contracts	918	815	2,000	2,000
46801	I.T. Maintenance contracts	1,200	1,200	1,200	1,200
48100	Advertising	5,529	1,108	1,000	5,000
49104	License fees	1,528	2,161	1,528	2,161
49175	Administrative fees	390,632	490,703	244,191	253,237

**City of Pembroke Pines, Florida  
Expenditure Detail**

**Entity 1 General Fund | Function 554 Housing and urban development  
Division 8002 Housing Division | Project 603 Senior rental - Pines Place**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Operating Expenses</b>					
51100	Office supplies	4,649	2,260	3,635	4,635
52000	Operating supplies	6,418	4,367	6,000	6,000
52200	Cleaning/janitorial supplies	8,052	6,161	13,010	13,010
52300	Expendable tools	-	105	409	209
52540	Fuel	2,966	1,233	3,000	3,000
52650	Equip < than \$1000	3,128	1,368	4,502	4,502
52653	Computer equipment < \$1000	-	758	498	-
54100	Memberships/ dues/ subscription	-	115	115	115
<b>Operating Expenses</b>		<b>3,494,815</b>	<b>4,278,963</b>	<b>5,801,016</b>	<b>5,809,813</b>
<b>Capital Outlay</b>					
64055	Laptop Computer	1,949	-	-	-
64400	Other equipment	1,632	-	-	-
<b>Capital Outlay</b>		<b>3,582</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>603 Senior rental - Pines Place</b>		<b>3,823,343</b>	<b>4,609,029</b>	<b>6,026,451</b>	<b>6,019,265</b>
<b>Housing Division</b>		<b>5,435,219</b>	<b>6,242,007</b>	<b>7,610,876</b>	<b>7,586,330</b>

**City of Pembroke Pines, Florida**  
**Expenditure Detail**

**Entity 1 General Fund | Function 515 Comprehensive planning****Division 9002 Planning | Project Blank**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Personnel Services</b>					
12184	Zoning Administrator	85,222	85,061	84,573	81,190
12518	Associate Planner	87,411	87,153	88,774	85,223
12520	Assistant Planner	117,932	121,238	122,479	122,070
12524	Administrative Coordinator I	58,666	58,555	57,637	56,965
12684	Clerical Spec II	39,638	40,761	41,339	41,255
12840	Economic Development Coordinator	93,900	-	-	-
13161	Administrative Services Director	-	-	80,933	77,696
13449	P/T CADD Operator	1,887	1,149	14,826	14,377
14000	Overtime	1,489	3,241	1,840	1,840
15200	Longevity pay	8,765	7,633	6,987	-
21000	Social Security- matching	37,085	30,155	38,490	36,768
22000	Retirement contributions	128,318	151,114	68,971	69,108
22300	General retiree health contrib	19,509	16,581	33,732	36,961
23000	Health Insurance	90,495	50,017	74,568	80,748
23100	Life Insurance	1,112	750	730	803
24000	Workers compensation	1,980	1,053	2,340	2,694
<b>Personnel Services</b>		<b>773,409</b>	<b>654,460</b>	<b>718,219</b>	<b>707,698</b>
<b>Operating Expenses</b>					
34990	Contractual services- other	5,925	3,500	4,000	5,000
40100	Travel/conferences	-	-	37	1,200
41100	Telephone	3,626	3,108	3,120	3,120
41400	Postage	70,826	20	69,039	45,000
44200	Rents- machinery & equipment	4,275	4,519	5,000	4,700
45440	Insurance- errors & omissions	73	-	150	150
46250	R & M equipment	495	-	220	220
46300	R & M motor vehicles	613	697	700	700
46800	Maintenance contracts	-	-	980	980
47100	Printing	-5,860	-3,431	2,000	2,000
48510	Economic Development Activities	24,080	17,471	33,963	24,000
49000	Legal/employment ads	8,472	-1,490	3,000	8,000
51100	Office supplies	3,396	3,792	5,000	7,000
52000	Operating supplies	-	-1,750	260	260
52540	Fuel	327	191	320	950
52650	Equip < than \$1000	-	-	500	500
52652	Software < than \$1000 &/or	2,840	1,295	4,500	5,500
52653	Computer equipment < \$1000	-	144	-	1,000
54100	Memberships/ dues/ subscription	-	644	820	820
<b>Operating Expenses</b>		<b>119,087</b>	<b>28,710</b>	<b>133,609</b>	<b>111,100</b>

**City of Pembroke Pines, Florida**  
**Expenditure Detail**

**Entity 1 General Fund | Function 515 Comprehensive planning**

**Division 9002 Planning | Project Blank**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
	<b>Blank</b>	<b>892,496</b>	<b>683,170</b>	<b>851,828</b>	<b>818,798</b>
	<b>Planning</b>	<b>892,496</b>	<b>683,170</b>	<b>851,828</b>	<b>818,798</b>

**City of Pembroke Pines, Florida  
Expenditure Detail**

**Entity 1 General Fund | Function 524 Protective Inspections**

**Division 9005 Building | Project Blank**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Personnel Services</b>					
12013	Inspector	792,358	380,258	-	-
12082	Chief Building Official	138,799	103,436	-	-
12284	Micrographic Technician I	38,096	24,005	-	-
12435	Permit Supervisor	64,189	49,125	-	-
12465	Programmer	54,537	42,075	-	-
12524	Administrative Coordinator I	44,756	34,273	-	-
12598	Plans Examiner	820,848	527,513	-	-
12620	Cashier II	36,651	27,953	-	-
12651	Programmer Analyst II	89,014	68,456	-	-
12658	Chief Building Inspector	92,097	69,951	-	-
12660	Chief Mechanical Inspect	83,299	54,990	-	-
12662	Chief Electrical Inspector	75,279	57,643	-	-
12668	Chief Plumbing Inspector	92,341	58,699	-	-
12684	Clerical Spec II	319,784	316,029	-	-
12685	Clerical Aide	103,178	77,789	-	-
12992	Vacation leave - retire/term	10,526	296,432	-	-
12996	Sick leave - retire/term	40,085	436,173	-	-
12997	Sick leave - annual	56,447	2,162	-	-
13524	P/T Plans Examiner	-	35,371	-	-
13681	P/T Clerk Spec II	28,906	15,206	-	-
14000	Overtime	120,571	36,989	-	-
15010	Certification pay	1,580	829	-	-
15105	Shoe allowance	2,500	2,100	-	-
15107	Automobile allowance	5,000	3,846	-	-
15200	Longevity pay	50,524	39,397	-	-
21000	Social Security- matching	231,117	202,460	-	-
22000	Retirement contributions	741,379	839,812	-	-
22300	General retiree health contrib	128,201	97,117	-	-
23000	Health Insurance	520,646	325,112	-	-
23100	Life Insurance	7,016	4,330	-	-
24000	Workers compensation	209,721	69,953	-	-
<b>Personnel Services</b>		<b>4,999,446</b>	<b>4,299,484</b>	<b>0</b>	<b>0</b>
<b>Operating Expenses</b>					
34300	Contract- laundry & cleaning	5,445	3,514	-	-
34500	Contract- building maintenance	8,627	6,706	-	-
34990	Contractual services- other	92,934	34,864	-	-
40100	Travel/conferences	4,286	2,854	-	-
41100	Telephone	19,948	13,929	-	-
41380	Data communication	8,886	6,360	-	-
43100	Electric	24,964	18,078	-	-



**City of Pembroke Pines, Florida**  
**Expenditure Detail**

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**Entity 1 General Fund | Function 524 Protective Inspections**

**Division 9005 Building | Project Blank**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Operating Expenses</b>					
44200	Rents- machinery & equipment	259	-	-	-
44360	Rentals	145,900	111,750	-	-
46250	R & M equipment	639	272	-	-
46300	R & M motor vehicles	27,888	13,480	-	-
46800	Maintenance contracts	4,144	964	-	-
47100	Printing	1,141	112	-	-
49105	License renewals	1,352	257	-	-
49175	Administrative fees	248,181	127,706	-	-
51100	Office supplies	9,580	5,614	-	-
52000	Operating supplies	105	102	-	-
52015	Books	-	1,004	-	-
52200	Cleaning/janitorial supplies	2,362	1,060	-	-
52540	Fuel	36,948	13,702	-	-
52650	Equip < than \$1000	115	-	-	-
52652	Software < than \$1000 &/or	2,178	1,251	-	-
52653	Computer equipment < \$1000	1,145	509	-	-
54100	Memberships/ dues/ subscription	4,004	-	-	-
<b>Operating Expenses</b>		<b>651,031</b>	<b>364,087</b>	<b>0</b>	<b>0</b>
<b>Capital Outlay</b>					
64039	Computer equipment not micro	-	16,713	-	-
<b>Capital Outlay</b>		<b>0</b>	<b>16,713</b>	<b>0</b>	<b>0</b>
<b>Blank</b>		<b>5,650,477</b>	<b>4,680,284</b>	<b>0</b>	<b>0</b>

**Entity 1 General Fund | Function 524 Protective Inspections**

**Division 9005 Building | Project 678 Fire Prevention**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Personnel Services</b>					
12172	Assistant Division Chief	95,360	98,154	-	-
12607	Captain - P/M	150,210	157,855	-	-
12685	Clerical Aide	37,316	36,499	-	-
12788	Division Chief	115,549	118,788	-	-
12912	Fire Inspector/PM	198,331	201,180	-	-
12925	Fire Inspector	64,674	66,361	-	-
12936	Fire Prevent Adm Battalion Chief	82,690	85,108	-	-
12996	Sick leave - retire/term	-	9,874	-	-
12997	Sick leave - annual	-	9,637	-	-
13681	P/T Clerk Spec II	13,762	14,138	-	-

**City of Pembroke Pines, Florida**  
**Expenditure Detail**

**Entity 1 General Fund | Function 524 Protective Inspections****Division 9005 Building | Project 678 Fire Prevention**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Personnel Services</b>					
14000	Overtime	7,779	19,620	-	-
15000	Incentive pay	6,240	6,360	-	-
15040	Inspector certification	16,640	16,640	-	-
15050	Stand-by pay	16,488	16,373	-	-
15100	Holiday pay	-	1,768	-	-
15101	Uniform cleaning allowance	1,440	1,440	-	-
15200	Longevity pay	25,672	28,478	-	-
21000	Social Security- matching	60,464	65,101	-	-
22000	Retirement contributions	9,270	11,581	-	-
22100	Retirement contributions P & F	395,082	461,443	-	-
22300	General retiree health contrib	2,787	2,369	-	-
22310	Fire retiree health contrib	70,282	143,279	-	-
23000	Health Insurance	135,292	86,570	-	-
23100	Life Insurance	1,736	1,189	-	-
24000	Workers compensation	52,334	19,031	-	-
<b>Personnel Services</b>		<b>1,559,398</b>	<b>1,678,835</b>	<b>0</b>	<b>0</b>
<b>Operating Expenses</b>					
31500	Professional services-other	30,912	32,202	-	-
34500	Contract- building maintenance	3,081	2,660	-	-
41100	Telephone	2,079	1,757	-	-
41380	Data communication	-	1,075	-	-
43100	Electric	8,312	7,112	-	-
44365	Rentals - Fire	-	53,120	-	-
46250	R & M equipment	150	-	-	-
46300	R & M motor vehicles	13,512	9,293	-	-
46800	Maintenance contracts	1,078	968	-	-
48500	Promotional activities	-	2,862	-	-
49104	License fees	195	60	-	-
49180	Administrative fees - Fire	-	31,317	-	-
51100	Office supplies	1,621	1,530	-	-
51200	Maps	-	-745	-	-
51400	Photo supplies	976	261	-	-
52000	Operating supplies	936	359	-	-
52015	Books	-	2,286	-	-
52200	Cleaning/janitorial supplies	595	296	-	-
52540	Fuel	12,298	7,309	-	-
52650	Equip < than \$1000	40	35	-	-
52653	Computer equipment < \$1000	440	93	-	-
54100	Memberships/ dues/ subscription	390	390	-	-

**City of Pembroke Pines, Florida  
Expenditure Detail**

**Entity 1 General Fund | Function 524 Protective Inspections**

**Division 9005 Building | Project 678 Fire Prevention**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Operating Expenses</b>					
	<b>Operating Expenses</b>	<b>76,615</b>	<b>154,240</b>	<b>0</b>	<b>0</b>
	<b>678 Fire Prevention</b>	<b>1,636,013</b>	<b>1,833,075</b>	<b>0</b>	<b>0</b>
	<b>Building</b>	<b>7,286,490</b>	<b>6,513,358</b>	<b>0</b>	<b>0</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	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Personnel Services</b>					
12085	Code Compliance Administrator	97,092	100,825	102,787	98,422
12192	Lead Code Officer	53,631	55,055	55,877	56,286
12193	Code Comp. Officer/Landscape Insp.	-	-	-	57,515
12684	Clerical Spec II	79,790	81,997	83,239	72,419
12715	Code Compliance Officer	333,277	341,446	345,422	296,950
14000	Overtime	2,366	523	5,000	5,000
15010	Certification pay	240	240	240	240
15105	Shoe allowance	900	900	900	-
15116	Cell Phone Pay	-	1,940	2,160	3,640
15200	Longevity pay	3,702	6,396	7,176	-
21000	Social Security- matching	42,670	44,015	46,677	45,173
22000	Retirement contributions	148,214	177,914	109,280	104,602
22300	General retiree health contrib	30,657	26,056	67,463	67,761
23000	Health Insurance	128,451	85,911	148,536	148,038
23100	Life Insurance	1,252	891	1,029	1,194
24000	Workers compensation	4,055	1,965	4,869	5,292
<b>Personnel Services</b>		<b>926,298</b>	<b>926,073</b>	<b>980,655</b>	<b>962,532</b>
<b>Operating Expenses</b>					
31300	Professional services-Outside Legal	4,900	3,855	5,850	6,850
34990	Contractual services- other	1,595	1,563	3,700	3,700
40100	Travel/conferences	30	-	-	-
41100	Telephone	760	1,482	2,100	1,500
41380	Data communication	-	-	4,960	6,560
44200	Rents- machinery & equipment	358	42	-	-
46250	R & M equipment	-	-	500	1,500
46300	R & M motor vehicles	7,445	8,135	8,000	10,000
46800	Maintenance contracts	234	501	900	900
47100	Printing	2,858	935	1,300	2,800
49100	Recording fees	4,845	6,740	5,000	7,000
51100	Office supplies	3,411	2,510	3,032	3,275
51400	Photo supplies	-	-	500	500
52000	Operating supplies	1,723	1,918	1,700	1,700
52540	Fuel	18,397	11,740	13,000	13,000
52600	Clothing/uniforms	-	-	400	400
52650	Equip < than \$1000	1,080	83	1,500	1,500
52653	Computer equipment < \$1000	99	-	2,200	2,200
54100	Memberships/ dues/ subscription	795	315	243	-
<b>Operating Expenses</b>		<b>48,530</b>	<b>39,820</b>	<b>54,885</b>	<b>63,385</b>

**Capital Outlay**

**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	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Capital Outlay</b>					
64050	Copier machine	-	4,558	-	-
64055	Laptop Computer	-	-	10,000	10,000
	<b>Capital Outlay</b>	<b>0</b>	<b>4,558</b>	<b>10,000</b>	<b>10,000</b>
	<b>Blank</b>	<b>974,828</b>	<b>970,451</b>	<b>1,045,540</b>	<b>1,035,917</b>

<b>Code Compliance</b>	<b>974,828</b>	<b>970,451</b>	<b>1,045,540</b>	<b>1,035,917</b>
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<b>General Fund</b>	<b>149,127,526</b>	<b>148,137,974</b>	<b>151,369,096</b>	<b>149,309,909</b>
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**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	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Operating Expenses</b>					
31750	Custodial fees	1,460	1,460	1,500	1,500
46180	R & M mitigation	25,750	21,184	15,000	15,000
	<b>Operating Expenses</b>	<b>27,210</b>	<b>22,644</b>	<b>16,500</b>	<b>16,500</b>
	<b>Blank</b>	<b>27,210</b>	<b>22,644</b>	<b>16,500</b>	<b>16,500</b>
	<b>Mitigation Trust</b>	<b>27,210</b>	<b>22,644</b>	<b>16,500</b>	<b>16,500</b>
	<b>Wetlands Trust Fund</b>	<b>27,210</b>	<b>22,644</b>	<b>16,500</b>	<b>16,500</b>

## Expenditure Detail

Entity 100 Road &amp; Bridge Fund | Function 541 Road and street facilities

Division 6002 Maintenance | Project Blank

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Personnel Services</b>					
12015	Irrigation Maintenance Worker	50,968	50,775	49,730	49,141
12091	Pub Works & Facility Supervisor	74,072	73,689	72,257	71,415
12190	Maintenance Worker III	53,289	53,196	38,921	-
12250	Maintenance Worker II	96,792	97,005	82,808	46,937
12578	Maintenance Crew Leader	120,307	110,106	121,073	119,654
12831	CADD Operator	-	59,639	60,513	58,915
12992	Vacation leave - retire/term	-	-	-	547
12996	Sick leave - retire/term	-	-	-	16,021
14000	Overtime	48,190	29,055	40,000	32,000
15105	Shoe allowance	700	700	700	-
15115	Beeper pay	17,564	16,445	18,000	18,000
15200	Longevity pay	14,011	17,098	12,322	-
21000	Social Security- matching	36,030	40,742	40,628	30,190
22000	Retirement contributions	72,093	102,719	62,909	44,471
22300	General retiree health contrib	19,509	16,581	44,975	36,961
23000	Health Insurance	99,786	74,517	99,524	80,748
23100	Life Insurance	872	696	835	712
24000	Workers compensation	27,132	13,450	30,427	30,479
<b>Personnel Services</b>		<b>731,315</b>	<b>756,412</b>	<b>775,622</b>	<b>636,191</b>
<b>Operating Expenses</b>					
34300	Contract- laundry & cleaning	1,353	1,866	1,700	1,700
34989	Contractual service provider	-	-	220,679	845,031
34990	Contractual services- other	1,200,759	1,153,645	1,177,347	614,710
41100	Telephone	2,130	1,124	2,200	2,200
43400	Street lighting	1,098,610	1,167,348	1,060,123	1,150,000
44200	Rents- machinery & equipment	2,993	8,643	3,000	3,000
45000	Insurance	135,513	89,029	217,885	315,962
46150	R & M- land- building &	70,456	37,920	68,800	49,800
46250	R & M equipment	7,735	5,157	8,000	8,000
46300	R & M motor vehicles	65,885	115,128	88,000	115,000
49104	License fees	-	312	-	-
51100	Office supplies	344	772	500	500
52000	Operating supplies	7,384	5,263	8,000	7,500
52150	First aid, safety equip & supplies	2,797	2,501	3,000	3,000
52200	Cleaning/janitorial supplies	1,323	838	1,500	1,500
52300	Expendable tools	1,823	1,288	2,000	2,000
52540	Fuel	65,323	43,034	55,000	60,000
52600	Clothing/uniforms	166	-	500	500
52650	Equip < than \$1000	3,768	2,156	10,000	6,000
53100	Road/street materials	37,633	32,170	35,525	45,000

**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	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Operating Expenses</b>					
53200	Road signs	4,979	2,454	6,000	5,000
53300	Street lighting material	56,386	31,860	41,000	50,000
	<b>Operating Expenses</b>	<b>2,767,359</b>	<b>2,702,508</b>	<b>3,010,759</b>	<b>3,286,403</b>
<b>Capital Outlay</b>					
63115	Landscaping	8,460	-	25,000	-
64012	Backhoe	-	-	41,400	-
64210	Truck pickup	-	-	34,156	-
64213	Trailer	-	-	12,420	-
64221	Van	-	-	21,735	-
64400	Other equipment	-	3,170	28,804	-
	<b>Capital Outlay</b>	<b>8,460</b>	<b>3,170</b>	<b>163,515</b>	<b>0</b>
	<b>Blank</b>	<b>3,507,134</b>	<b>3,462,090</b>	<b>3,949,896</b>	<b>3,922,594</b>

**Entity 100 Road & Bridge Fund | Function 541 Road and street facilities**

**Division 6002 Maintenance | Project 674 Sheridan St - Brwd County**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Operating Expenses</b>					
34990	Contractual services- other	24,376	-	-	-
	<b>Operating Expenses</b>	<b>24,376</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>674 Sheridan St - Brwd County</b>	<b>24,376</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Maintenance</b>	<b>3,531,510</b>	<b>3,462,090</b>	<b>3,949,896</b>	<b>3,922,594</b>
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**City of Pembroke Pines, Florida**  
**Expenditure Detail**

**Entity 100 Road & Bridge Fund | Function 541 Road and street facilities**

**Division 6003 Infrastructure | Project Blank**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Operating Expenses</b>					
31100	Professional services- engineering	1,340	11,072	10,000	10,000
34990	Contractual services- other	5,167	5,167	5,500	5,500
44400	Rental- aerial maps	-	-	2,500	2,500
46150	R & M- land- building &	664,294	117,722	1,323,321	850,000
46165	R & M Drainage	16,665	39,860	57,330	70,000
49102	Permit fees	2,000	-	1,500	1,500
51200	Maps	-	-	1,000	1,000
53400	Traffic Light owned by Other G'vt.	1,100	-	25,000	-
53999	Transp Proj owned by Other G'vt	-	-	-	180,000
	<b>Operating Expenses</b>	<b>690,566</b>	<b>173,821</b>	<b>1,426,151</b>	<b>1,120,500</b>
<b>Capital Outlay</b>					
63041	Drainage	1,197,368	109,916	-	-
63070	Guard rails	-	-	780	-
63173	Road improvement	-	-	526,915	-
63186	Repaving/Road improvement	1,674,448	324,724	-	-
67041	IF - Drainage	-	-	12,670	-
67193	IF - Sidewalk	4,342	110,052	2,386	-
67205	IF - Curbing	10,526	7,000	-	-
	<b>Capital Outlay</b>	<b>2,886,684</b>	<b>551,692</b>	<b>542,751</b>	<b>0</b>
	<b>Blank</b>	<b>3,577,249</b>	<b>725,513</b>	<b>1,968,902</b>	<b>1,120,500</b>
	<b>Infrastructure</b>	<b>3,577,249</b>	<b>725,513</b>	<b>1,968,902</b>	<b>1,120,500</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	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Other</b>					
91128	Transfer to Community Bus Program	854,526	-	109,527	369,848
	<b>Other</b>	<b>854,526</b>	<b>0</b>	<b>109,527</b>	<b>369,848</b>
	<b>Blank</b>	<b>854,526</b>	<b>0</b>	<b>109,527</b>	<b>369,848</b>
<b>Transit System</b>		<b>854,526</b>	<b>0</b>	<b>109,527</b>	<b>369,848</b>
<b>Road &amp; Bridge Fund</b>		<b>7,963,286</b>	<b>4,187,603</b>	<b>6,028,325</b>	<b>5,412,942</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 2004 2004 Grant Year**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Operating Expenses</b>					
34940	Acquisition-Rehabilitation or New	-840	-	-	-
34991	Home repair/weatherization	175,159	-	-	-
49206	1st Time Home Buyer Assistance	470,000	-	-	-
<b>Operating Expenses</b>		<b>644,319</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>2004 2004 Grant Year</b>		<b>644,319</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Entity 120 State Housing Initiative Program | Function 554 Housing and urban development**  
**Division 600 Community Development | Project 2005 2005 Grant Year**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Operating Expenses</b>					
34940	Acquisition-Rehabilitation or New	-420	-	-	-
34991	Home repair/weatherization	577,371	430,963	-	-
49206	1st Time Home Buyer Assistance	100,000	-	-	-
<b>Operating Expenses</b>		<b>676,951</b>	<b>430,963</b>	<b>0</b>	<b>0</b>
<b>Capital Outlay</b>					
63000	Improvement other than building	62,885	-	-	-
<b>Capital Outlay</b>		<b>62,885</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>2005 2005 Grant Year</b>		<b>739,835</b>	<b>430,963</b>	<b>0</b>	<b>0</b>

**Entity 120 State Housing Initiative Program | Function 554 Housing and urban development**  
**Division 600 Community Development | Project 2006 2006 Grant Year**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Operating Expenses</b>					
34991	Home repair/weatherization	36,053	749,961	459,986	-
49206	1st Time Home Buyer Assistance	200,000	-	-	-
49208	Home owner counseling	1,050	-	-	-
<b>Operating Expenses</b>		<b>237,103</b>	<b>749,961</b>	<b>459,986</b>	<b>0</b>
<b>Capital Outlay</b>					
63000	Improvement other than building	87,897	-	-	-
<b>Capital Outlay</b>		<b>87,897</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>2006 2006 Grant Year</b>		<b>325,001</b>	<b>749,961</b>	<b>459,986</b>	<b>0</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 2007 2007 Grant Year**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Operating Expenses</b>					
31501	Professional service- CRA admin	70,690	-	1,692	-
34940	Acquisition-Rehabilitation or New	-	-	775,286	-
34991	Home repair/weatherization	1,325	7,406	364,273	-
49206	1st Time Home Buyer Assistance	240,000	-	-	-
49208	Home owner counseling	-	-	5,000	-
<b>Operating Expenses</b>		<b>312,015</b>	<b>7,406</b>	<b>1,146,251</b>	<b>0</b>
<b>2007 2007 Grant Year</b>		<b>312,015</b>	<b>7,406</b>	<b>1,146,251</b>	<b>0</b>

**Entity 120 State Housing Initiative Program | Function 554 Housing and urban development  
Division 600 Community Development | Project 2008 2008 Grant Year**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Operating Expenses</b>					
31120	Foreclosure Prevention	-	-	50,000	-
31501	Professional service- CRA admin	61,150	73,605	12,851	-
34930	Rental Deposit-Eviction Protection	-	1,807	28,194	-
34940	Acquisition-Rehabilitation or New	-	-	721,796	-
34991	Home repair/weatherization	-	69	253,645	-
49206	1st Time Home Buyer Assistance	210,000	-	92,321	-
49208	Home owner counseling	-	-	10,000	-
<b>Operating Expenses</b>		<b>271,150</b>	<b>75,480</b>	<b>1,168,807</b>	<b>0</b>
<b>2008 2008 Grant Year</b>		<b>271,150</b>	<b>75,480</b>	<b>1,168,807</b>	<b>0</b>

**Entity 120 State Housing Initiative Program | Function 554 Housing and urban development  
Division 600 Community Development | Project 2009 2009 Grant Year**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Operating Expenses</b>					
31501	Professional service- CRA admin	-	-	11,786	-
34991	Home repair/weatherization	-	-	50	-
49206	1st Time Home Buyer Assistance	-	-	106,076	-
<b>Operating Expenses</b>		<b>0</b>	<b>0</b>	<b>117,912</b>	<b>0</b>
<b>2009 2009 Grant Year</b>		<b>0</b>	<b>0</b>	<b>117,912</b>	<b>0</b>

<b>Community Development</b>	<b>2,292,320</b>	<b>1,263,809</b>	<b>2,892,956</b>	<b>0</b>
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City of Pembroke Pines, Florida  
Expenditure Detail

State Housing Initiative Program	2,292,320	1,263,809	2,892,956	0
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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 2003 2003 Grant Year**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Operating Expenses</b>					
34460	Contract- removal arch barrier	24,925	75	-	-
<b>Operating Expenses</b>		<b>24,925</b>	<b>75</b>	<b>0</b>	<b>0</b>
<b>Capital Outlay</b>					
63122	Lift station	-	-	100,000	-
<b>Capital Outlay</b>		<b>0</b>	<b>0</b>	<b>100,000</b>	<b>0</b>
<b>2003 2003 Grant Year</b>		<b>24,925</b>	<b>75</b>	<b>100,000</b>	<b>0</b>

**Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development  
Division 600 Community Development | Project 2003HOME 2003 HOME Grant Year**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Operating Expenses</b>					
34991	Home repair/weatherization	114,278	-	-	-
<b>Operating Expenses</b>		<b>114,278</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>2003HOME 2003 HOME Grant Year</b>		<b>114,278</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development  
Division 600 Community Development | Project 2004 2004 Grant Year**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Operating Expenses</b>					
31501	Professional service- CRA admin	1,179	-	-	-
34460	Contract- removal arch barrier	3,160	38,634	24,414	-
34940	Acquisition-Rehabilitation or New	100,000	-	-	-
34991	Home repair/weatherization	-12,330	-	-	-
<b>Operating Expenses</b>		<b>92,009</b>	<b>38,634</b>	<b>24,414</b>	<b>0</b>
<b>Capital Outlay</b>					
63000	Improvement other than building	-	-	152	-
<b>Capital Outlay</b>		<b>0</b>	<b>0</b>	<b>152</b>	<b>0</b>
<b>2004 2004 Grant Year</b>		<b>92,009</b>	<b>38,634</b>	<b>24,566</b>	<b>0</b>

**City of Pembroke Pines, Florida**  
**Expenditure Detail**

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**Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development**  
**Division 600 Community Development | Project 2004HOME 2004 HOME Grant Year**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Operating Expenses</b>					
34940	Acquisition-Rehabilitation or New	75,000	5,000	-	-
34991	Home repair/weatherization	6,998	13,895	-	-
<b>Operating Expenses</b>		<b>81,998</b>	<b>18,895</b>	<b>0</b>	<b>0</b>
<b>2004HOME 2004 HOME Grant Year</b>		<b>81,998</b>	<b>18,895</b>	<b>0</b>	<b>0</b>

**Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development**  
**Division 600 Community Development | Project 2005 2005 Grant Year**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Operating Expenses</b>					
31501	Professional service- CRA admin	10,705	1,350	-	-
34460	Contract- removal arch barrier	-	25,338	74,663	-
34940	Acquisition-Rehabilitation or New	100,000	-	-	-
34991	Home repair/weatherization	175,839	13,701	-	-
<b>Operating Expenses</b>		<b>286,544</b>	<b>40,389</b>	<b>74,663</b>	<b>0</b>
<b>2005 2005 Grant Year</b>		<b>286,544</b>	<b>40,389</b>	<b>74,663</b>	<b>0</b>

**Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development**  
**Division 600 Community Development | Project 2005DRI 2005 DRI Grant Year**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Operating Expenses</b>					
31501	Professional service- CRA admin	-	-	82,714	-
34997	Disaster Mitigation/Recovery	-	-	606,569	-
<b>Operating Expenses</b>		<b>0</b>	<b>0</b>	<b>689,283</b>	<b>0</b>
<b>2005DRI 2005 DRI Grant Year</b>		<b>0</b>	<b>0</b>	<b>689,283</b>	<b>0</b>

**Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development**  
**Division 600 Community Development | Project 2005HOME 2005 HOME Grant Year**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Operating Expenses</b>					
34940	Acquisition-Rehabilitation or New	56,196	103,804	-	-
34991	Home repair/weatherization	1,655	54,538	-	-
<b>Operating Expenses</b>		<b>57,851</b>	<b>158,342</b>	<b>0</b>	<b>0</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 2005HOME 2005 HOME Grant Year**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>2005HOME 2005 HOME Grant Year</b>		<b>57,851</b>	<b>158,342</b>	<b>0</b>	<b>0</b>

**Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development  
Division 600 Community Development | Project 2006 2006 Grant Year**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Operating Expenses</b>					
34460	Contract- removal arch barrier	-	-	900	-
34940	Acquisition-Rehabilitation or New	80,000	-	99,100	-
34991	Home repair/weatherization	292,765	44,077	-	-
<b>Operating Expenses</b>		<b>372,765</b>	<b>44,077</b>	<b>100,000</b>	<b>0</b>
<b>Capital Outlay</b>					
63122	Lift station	-	-	100,000	-
<b>Capital Outlay</b>		<b>0</b>	<b>0</b>	<b>100,000</b>	<b>0</b>
<b>2006 2006 Grant Year</b>		<b>372,765</b>	<b>44,077</b>	<b>200,000</b>	<b>0</b>

**Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development  
Division 600 Community Development | Project 2006HOME 2006 HOME Grant Year**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Operating Expenses</b>					
34940	Acquisition-Rehabilitation or New	-	160,000	-	-
34991	Home repair/weatherization	-	20,123	23,695	-
<b>Operating Expenses</b>		<b>0</b>	<b>180,123</b>	<b>23,695</b>	<b>0</b>
<b>2006HOME 2006 HOME Grant Year</b>		<b>0</b>	<b>180,123</b>	<b>23,695</b>	<b>0</b>

**Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development  
Division 600 Community Development | Project 2007 2007 Grant Year**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Operating Expenses</b>					
31501	Professional service- CRA admin	160,980	-	-	-
34940	Acquisition-Rehabilitation or New	86,598	73,402	-	-
34991	Home repair/weatherization	19,215	124,201	117,147	-
49212	Relocation Assistance	23,006	75,869	21,126	-
<b>Operating Expenses</b>		<b>289,800</b>	<b>273,472</b>	<b>138,273</b>	<b>0</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 2007 2007 Grant Year**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Capital Outlay</b>					
63122	Lift station	-	-	100,000	-
<b>Capital Outlay</b>		<b>0</b>	<b>0</b>	<b>100,000</b>	<b>0</b>
<b>2007 2007 Grant Year</b>		<b>289,800</b>	<b>273,472</b>	<b>238,273</b>	<b>0</b>

**Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development  
Division 600 Community Development | Project 2007HOME 2007 HOME Grant Year**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Operating Expenses</b>					
34940	Acquisition-Rehabilitation or New	-	106,666	53,335	-
34991	Home repair/weatherization	-	-	100,406	-
<b>Operating Expenses</b>		<b>0</b>	<b>106,666</b>	<b>153,741</b>	<b>0</b>
<b>2007HOME 2007 HOME Grant Year</b>		<b>0</b>	<b>106,666</b>	<b>153,741</b>	<b>0</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	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Operating Expenses</b>					
31501	Professional service- CRA admin	-	155,230	21,555	-
34940	Acquisition-Rehabilitation or New	-	5,774	154,227	-
34991	Home repair/weatherization	-	144,851	49,700	-
49212	Relocation Assistance	-	-	80,000	-
<b>Operating Expenses</b>		<b>0</b>	<b>305,855</b>	<b>305,482</b>	<b>0</b>
<b>Capital Outlay</b>					
63014	Fletcher park- improvement	-	-	140,000	-
<b>Capital Outlay</b>		<b>0</b>	<b>0</b>	<b>140,000</b>	<b>0</b>
<b>2008 2008 Grant Year</b>		<b>0</b>	<b>305,855</b>	<b>445,482</b>	<b>0</b>

**Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development  
Division 600 Community Development | Project 2008HOME 2008 HOME Grant Year**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Operating Expenses</b>					
34940	Acquisition-Rehabilitation or New	-	-	80,000	-

**City of Pembroke Pines, Florida  
Expenditure Detail**

**Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development  
Division 600 Community Development | Project 2008HOME 2008 HOME Grant Year**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Operating Expenses</b>					
34991	Home repair/weatherization	-	-	135,911	-
<b>Operating Expenses</b>		<b>0</b>	<b>0</b>	<b>215,911</b>	<b>0</b>
<b>2008HOME 2008 HOME Grant Year</b>		<b>0</b>	<b>0</b>	<b>215,911</b>	<b>0</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	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Operating Expenses</b>					
31501	Professional service- CRA admin	-	195,800	123,200	-
34940	Acquisition-Rehabilitation or New	-	-	1,629,575	-
34991	Home repair/weatherization	-	6,545	1,343,455	-
49216	Home Buyer Assistance	-	130,925	969,075	-
<b>Operating Expenses</b>		<b>0</b>	<b>333,270</b>	<b>4,065,305</b>	<b>0</b>
<b>2008NSP 2008 NSP Grant Year</b>		<b>0</b>	<b>333,270</b>	<b>4,065,305</b>	<b>0</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	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Operating Expenses</b>					
31501	Professional service- CRA admin	-	-	176,900	-
34991	Home repair/weatherization	-	-	287,902	-
49206	1st Time Home Buyer Assistance	-	-	140,000	-
<b>Operating Expenses</b>		<b>0</b>	<b>0</b>	<b>604,802</b>	<b>0</b>
<b>Capital Outlay</b>					
63190	Tanglewood Park improvement	-	-	150,000	-
<b>Capital Outlay</b>		<b>0</b>	<b>0</b>	<b>150,000</b>	<b>0</b>
<b>2009 2009 Grant Year</b>		<b>0</b>	<b>0</b>	<b>754,802</b>	<b>0</b>

**Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development  
Division 600 Community Development | Project 2009HOME 2009 HOME Grant Year**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Operating Expenses</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 2009HOME 2009 HOME Grant Year**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Operating Expenses</b>					
34940	Acquisition-Rehabilitation or New	-	-	80,000	-
34991	Home repair/weatherization	-	-	165,650	-
<b>Operating Expenses</b>		<b>0</b>	<b>0</b>	<b>245,650</b>	<b>0</b>
<b>2009HOME 2009 HOME Grant Year</b>		<b>0</b>	<b>0</b>	<b>245,650</b>	<b>0</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	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Operating Expenses</b>					
31501	Professional service- CRA admin	-	-	-	190,242
34991	Home repair/weatherization	-	-	-	268,287
<b>Operating Expenses</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>458,529</b>
<b>Capital Outlay</b>					
63049	Water/Road Improvements	-	-	-	350,000
<b>Capital Outlay</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>350,000</b>
<b>2010 2010 Grant Year</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>808,529</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	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Operating Expenses</b>					
34940	Acquisition-Rehabilitation or New	-	-	-	80,000
34991	Home repair/weatherization	-	-	-	164,300
<b>Operating Expenses</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>244,300</b>
<b>2010HOME 2010 HOME Grant Year</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>244,300</b>

**Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development**  
**Division 600 Community Development | Project CDBGR Community Dev Block Grant Recovery**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Operating Expenses</b>					
31501	Professional service- CRA admin	-	-	24,009	-
34990	Contractual services- other	-	-	36,014	-

**City of Pembroke Pines, Florida  
Expenditure Detail**

**Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development**

**Division 600 Community Development | Project CDBG Community Dev Block Grant Recovery**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Operating Expenses</b>					
	<b>Operating Expenses</b>	<b>0</b>	<b>0</b>	<b>60,023</b>	<b>0</b>
<b>Capital Outlay</b>					
64015	Air conditioner	-	-	180,076	-
	<b>Capital Outlay</b>	<b>0</b>	<b>0</b>	<b>180,076</b>	<b>0</b>
	<b>R Community Dev Block Grant Recovery</b>	<b>0</b>	<b>0</b>	<b>240,099</b>	<b>0</b>
<b>Community Development</b>		<b>1,320,169</b>	<b>1,499,798</b>	<b>7,471,470</b>	<b>1,052,829</b>

**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	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Personnel Services</b>					
12584	Transportation Operation Specialist	33,536	27,019	-	-
12754	Transportation Coordinator II	50,893	40,857	-	-
12992	Vacation leave - retire/term	-	8,306	-	-
12996	Sick leave - retire/term	-	12,643	-	-
21000	Social Security- matching	6,204	6,599	-	-
23000	Health Insurance	33,007	14,266	-	-
23100	Life Insurance	162	113	-	-
24000	Workers compensation	624	298	-	-
<b>Personnel Services</b>		<b>124,427</b>	<b>110,101</b>	<b>0</b>	<b>0</b>
<b>Operating Expenses</b>					
46300	R & M motor vehicles	-	-	57,582	22,682
52540	Fuel	-	22,488	75,093	120,000
<b>Operating Expenses</b>		<b>0</b>	<b>22,488</b>	<b>132,675</b>	<b>142,682</b>
<b>Capital Outlay</b>					
64028	Car	-	-	43,608	-
<b>Capital Outlay</b>		<b>0</b>	<b>0</b>	<b>43,608</b>	<b>0</b>
<b>6 Senior center transportation</b>		<b>124,427</b>	<b>132,589</b>	<b>176,283</b>	<b>142,682</b>
<b>Transportation</b>		<b>124,427</b>	<b>132,589</b>	<b>176,283</b>	<b>142,682</b>
<b>HUD Grants CDBG/HOME</b>		<b>1,444,596</b>	<b>1,632,387</b>	<b>7,647,753</b>	<b>1,195,511</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	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Personnel Services</b>					
13576	P/T Victim's Advocate	15,600	13,170	15,131	16,645
21000	Social Security- matching	1,193	1,008	1,158	1,273
	<b>Personnel Services</b>	<b>16,793</b>	<b>14,178</b>	<b>16,289</b>	<b>17,918</b>
	<b>Blank</b>	<b>16,793</b>	<b>14,178</b>	<b>16,289</b>	<b>17,918</b>
<b>Victims of Crime Act Grant</b>		<b>16,793</b>	<b>14,178</b>	<b>16,289</b>	<b>17,918</b>

**City of Pembroke Pines, Florida  
Expenditure Detail**

**Entity 122 Law Enforcement Grant | Function 521 Law enforcement  
Division 3025 Highway Safety | Project Blank**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Personnel Services</b>					
14000	Overtime	17,468	-	20,000	-
	<b>Personnel Services</b>	<b>17,468</b>	<b>0</b>	<b>20,000</b>	<b>0</b>
<b>Capital Outlay</b>					
64228	Video equipment	5,073	-	-	-
64400	Other equipment	6,444	-	-	-
	<b>Capital Outlay</b>	<b>11,517</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Blank</b>	<b>28,985</b>	<b>0</b>	<b>20,000</b>	<b>0</b>
	<b>Highway Safety</b>	<b>28,985</b>	<b>0</b>	<b>20,000</b>	<b>0</b>

**City of Pembroke Pines, Florida  
Expenditure Detail**

**Entity 122 Law Enforcement Grant | Function 521 Law enforcement  
Division 3030 Homeland Security | Project Blank**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Operating Expenses</b>					
52650	Equip < than \$1000	41,140	-	739	-
	<b>Operating Expenses</b>	<b>41,140</b>	<b>0</b>	<b>739</b>	<b>0</b>
<b>Capital Outlay</b>					
64051	Computer programs	131,942	-	-	-
64055	Laptop Computer	22,868	-	-	-
64207	Television	16,300	-	-	-
64400	Other equipment	61,895	-	9,126	-
	<b>Capital Outlay</b>	<b>233,004</b>	<b>0</b>	<b>9,126</b>	<b>0</b>
	<b>Blank</b>	<b>274,145</b>	<b>0</b>	<b>9,865</b>	<b>0</b>

**Entity 122 Law Enforcement Grant | Function 521 Law enforcement  
Division 3030 Homeland Security | Project 2007 2007 Grant Year**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Operating Expenses</b>					
52650	Equip < than \$1000	7,220	-	429	-
	<b>Operating Expenses</b>	<b>7,220</b>	<b>0</b>	<b>429</b>	<b>0</b>
<b>Capital Outlay</b>					
64180	Radio	76,448	-	-	-
64181	Radio- portable	384,888	-	-	-
64400	Other equipment	-	-	22,443	-
	<b>Capital Outlay</b>	<b>461,337</b>	<b>0</b>	<b>22,443</b>	<b>0</b>
	<b>2007 2007 Grant Year</b>	<b>468,557</b>	<b>0</b>	<b>22,872</b>	<b>0</b>

**Entity 122 Law Enforcement Grant | Function 521 Law enforcement  
Division 3030 Homeland Security | Project 2008 2008 Grant Year**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Capital Outlay</b>					
64181	Radio- portable	-	399,954	8,349	-
	<b>Capital Outlay</b>	<b>0</b>	<b>399,954</b>	<b>8,349</b>	<b>0</b>
	<b>2008 2008 Grant Year</b>	<b>0</b>	<b>399,954</b>	<b>8,349</b>	<b>0</b>



City of Pembroke Pines, Florida  
Expenditure Detail

<b>Homeland Security</b>	<b>742,701</b>	<b>399,954</b>	<b>41,086</b>	<b>0</b>
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<b>Law Enforcement Grant</b>	<b>788,479</b>	<b>414,132</b>	<b>77,375</b>	<b>17,918</b>
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**City of Pembroke Pines, Florida**  
**Expenditure Detail**

**Entity 123 ADA/Paratransit Program | Function 544 Transit system**

**Division 8003 ADA/Paratransit Program | Project 2 Grant - year 2**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Personnel Services</b>					
12140	Van Driver II	146,874	108,287	-	-
12751	Transportation Coordinator I	39,849	27,381	-	-
12763	Data Processing Technician	26,217	21,316	-	-
12992	Vacation leave - retire/term	-	8,108	-	-
12996	Sick leave - retire/term	-	10,171	-	-
13590	P/T Van Driver - City	-	11,025	-	-
14000	Overtime	2,908	1,818	-	-
15115	Beeper pay	15	-	-	-
21000	Social Security- matching	15,541	13,857	-	-
23000	Health Insurance	97,847	63,134	-	-
23100	Life Insurance	438	357	-	-
24000	Workers compensation	12,009	7,157	-	-
<b>Personnel Services</b>		<b>341,699</b>	<b>272,611</b>	<b>0</b>	<b>0</b>
<b>Operating Expenses</b>					
31400	Professional services- medical	240	180	480	665
34300	Contract- laundry & cleaning	1,006	1,089	1,322	700
34990	Contractual services- other	-	80,799	422,564	413,492
41100	Telephone	698	672	800	800
41400	Postage	352	503	229	500
46300	R & M motor vehicles	13,296	54,336	2,770	2,770
51100	Office supplies	307	547	600	1,000
52000	Operating supplies	-	232	500	500
52540	Fuel	67,215	97,416	-	-
52652	Software < than \$1000 &/or	-	-	1,149	-
<b>Operating Expenses</b>		<b>83,113</b>	<b>235,775</b>	<b>430,414</b>	<b>420,427</b>
<b>Capital Outlay</b>					
64221	Van	-	-	101,310	-
<b>Capital Outlay</b>		<b>0</b>	<b>0</b>	<b>101,310</b>	<b>0</b>
<b>Other</b>					
91128	Transfer to Community Bus Program	-	696,176	367,317	32,501
<b>Other</b>		<b>0</b>	<b>696,176</b>	<b>367,317</b>	<b>32,501</b>
<b>2 Grant - year 2</b>		<b>424,812</b>	<b>1,204,562</b>	<b>899,041</b>	<b>452,928</b>
<b>ADA/Paratransit Program</b>		<b>424,812</b>	<b>1,204,562</b>	<b>899,041</b>	<b>452,928</b>

City of Pembroke Pines, Florida  
Expenditure Detail

<b>ADA/Paratransit Program</b>	<b>424,812</b>	<b>1,204,562</b>	<b>899,041</b>	<b>452,928</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 2007 2007 Grant Year**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Operating Expenses</b>					
52000	Operating supplies	-	5,168	680	-
<b>Operating Expenses</b>		<b>0</b>	<b>5,168</b>	<b>680</b>	<b>0</b>
<b>Capital Outlay</b>					
64038	Communications systems	7,500	-	-	-
64400	Other equipment	18,951	5,974	-	-
<b>Capital Outlay</b>		<b>26,451</b>	<b>5,974</b>	<b>0</b>	<b>0</b>
<b>2007 2007 Grant Year</b>		<b>26,451</b>	<b>11,142</b>	<b>680</b>	<b>0</b>

**Entity 124 Police Community Services Grant | Function 521 Law enforcement****Division 3018 Byrne | Project 2008 2008 Grant Year**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Operating Expenses</b>					
52650	Equip < than \$1000	-	-	11,808	-
<b>Operating Expenses</b>		<b>0</b>	<b>0</b>	<b>11,808</b>	<b>0</b>
<b>2008 2008 Grant Year</b>		<b>0</b>	<b>0</b>	<b>11,808</b>	<b>0</b>

**Entity 124 Police Community Services Grant | Function 521 Law enforcement****Division 3018 Byrne | Project 2009 2009 Grant Year**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Personnel Services</b>					
14000	Overtime	-	-	63,853	-
<b>Personnel Services</b>		<b>0</b>	<b>0</b>	<b>63,853</b>	<b>0</b>
<b>Operating Expenses</b>					
46800	Maintenance contracts	-	-	12,327	-
52650	Equip < than \$1000	-	-	2,664	-
<b>Operating Expenses</b>		<b>0</b>	<b>0</b>	<b>14,991</b>	<b>0</b>
<b>Capital Outlay</b>					
64023	Camera	-	-	27,406	-
64182	Radar gun	-	-	19,300	-
64400	Other equipment	-	-	68,179	-
<b>Capital Outlay</b>		<b>0</b>	<b>0</b>	<b>114,885</b>	<b>0</b>

**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	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>2009 2009 Grant Year</b>		<b>0</b>	<b>0</b>	<b>193,729</b>	<b>0</b>
	<b>Byrne</b>	<b>26,451</b>	<b>11,142</b>	<b>206,217</b>	<b>0</b>
<b>Police Community Services Grant</b>		<b>26,451</b>	<b>11,142</b>	<b>206,217</b>	<b>0</b>

**City of Pembroke Pines, Florida  
Expenditure Detail**

**Entity 126 COPS Grants | Function 521 Law enforcement**

**Division 3007 Cops Ahead | Project 2004 2004 Grant Year**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Personnel Services</b>					
12425	Police Officer	18,470	-	-	-
21000	Social Security- matching	1,365	-	-	-
22100	Retirement contributions P & F	30,304	-	-	-
22305	Police retiree health contrib	8,203	-	-	-
23000	Health Insurance	9,489	-	-	-
23100	Life Insurance	133	-	-	-
24000	Workers compensation	2,454	-	-	-
<b>Personnel Services</b>		<b>70,419</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>2004 2004 Grant Year</b>		<b>70,419</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Cops Ahead</b>		<b>70,419</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>COPS Grants</b>		<b>70,419</b>	<b>0</b>	<b>0</b>	<b>0</b>

**City of Pembroke Pines, Florida**  
**Expenditure Detail**

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**Entity 128 Community Bus Program | Function 544 Transit system**

**Division 8001 Community Services | Project Blank**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Personnel Services</b>					
12880	Van Driver	237,455	186,353	-	-
12992	Vacation leave - retire/term	-	26,111	-	-
12996	Sick leave - retire/term	-	31,933	-	-
13590	P/T Van Driver - City	18,373	-	-	-
15200	Longevity pay	2,076	2,552	-	-
21000	Social Security- matching	18,921	13,968	-	-
22000	Retirement contributions	64,427	74,013	-	-
22300	General retiree health contrib	-	16,581	-	-
23000	Health Insurance	95,787	51,411	-	-
23100	Life Insurance	605	415	-	-
24000	Workers compensation	22,383	8,880	-	-
	<b>Personnel Services</b>	<b>460,028</b>	<b>412,217</b>	<b>0</b>	<b>0</b>
<b>Operating Expenses</b>					
31400	Professional services- medical	530	60	420	475
34300	Contract- laundry & cleaning	2,386	1,529	2,579	800
34990	Contractual services- other	-	49,372	269,943	224,665
46300	R & M motor vehicles	45,812	2,515	5,000	5,000
52540	Fuel	123,249	-	-	-
	<b>Operating Expenses</b>	<b>171,977</b>	<b>53,476</b>	<b>277,942</b>	<b>230,940</b>
	<b>Blank</b>	<b>632,005</b>	<b>465,693</b>	<b>277,942</b>	<b>230,940</b>
	<b>Community Services</b>	<b>632,005</b>	<b>465,693</b>	<b>277,942</b>	<b>230,940</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	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Personnel Services</b>					
12880	Van Driver	178,655	147,554	-	-
12992	Vacation leave - retire/term	-	19,586	-	-
12996	Sick leave - retire/term	-	23,576	-	-
13590	P/T Van Driver - City	46,512	41,753	-	-
13681	P/T Clerk Spec II	10,828	10,817	-	-
14000	Overtime	36,237	18,651	-	-
15108	Shift Differential	2,145	1,618	-	-
15115	Beeper pay	62	48	-	-
21000	Social Security- matching	20,450	16,502	-	-
22000	Retirement contributions	48,677	58,217	-	-
22300	General retiree health contrib	16,722	14,212	-	-
23000	Health Insurance	79,684	53,295	-	-
23100	Life Insurance	690	248	-	-
24000	Workers compensation	24,328	10,307	-	-
<b>Personnel Services</b>		<b>464,989</b>	<b>416,382</b>	<b>0</b>	<b>0</b>
<b>Operating Expenses</b>					
31400	Professional services- medical	300	360	780	950
34300	Contract- laundry & cleaning	1,559	1,187	700	910
34990	Contractual services- other	-	71,291	293,428	344,772
41100	Telephone	1,028	1,029	1,200	1,200
46300	R & M motor vehicles	29,416	29,403	29,500	29,500
51100	Office supplies	-	1,387	1,000	1,000
52000	Operating supplies	395	105	1,400	500
52540	Fuel	63,478	40,416	105,000	45,000
52650	Equip < than \$1000	-	-	400	400
<b>Operating Expenses</b>		<b>96,175</b>	<b>145,178</b>	<b>433,408</b>	<b>424,232</b>
<b>Blank</b>		<b>561,164</b>	<b>561,560</b>	<b>433,408</b>	<b>424,232</b>

**Entity 128 Community Bus Program | Function 544 Transit system**

**Division 8004 Transit System | Project 42 CBS Blue Route**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Personnel Services</b>					
13590	P/T Van Driver - City	5,789	11,999	-	-
21000	Social Security- matching	443	918	-	-
23100	Life Insurance	19	-	-	-
24000	Workers compensation	754	517	-	-
<b>Personnel Services</b>		<b>7,005</b>	<b>13,434</b>	<b>0</b>	<b>0</b>



**City of Pembroke Pines, Florida  
Expenditure Detail**

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**Entity 128 Community Bus Program | Function 544 Transit system**

**Division 8004 Transit System | Project 42 CBS Blue Route**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Operating Expenses</b>					
31400	Professional services- medical	-	-	60	95
34300	Contract- laundry & cleaning	-	-	980	95
34990	Contractual services- other	-	-	16,660	-
41100	Telephone	-	-	280	280
46300	R & M motor vehicles	-	-	3,000	3,000
51100	Office supplies	-	-	100	100
52000	Operating supplies	-	-	200	200
52540	Fuel	-	-	3,000	3,000
52650	Equip < than \$1000	-	-	450	450
<b>Operating Expenses</b>		<b>0</b>	<b>0</b>	<b>24,730</b>	<b>7,220</b>
<b>42 CBS Blue Route</b>		<b>7,005</b>	<b>13,434</b>	<b>24,730</b>	<b>7,220</b>
<b>Transit System</b>		<b>568,169</b>	<b>574,994</b>	<b>458,138</b>	<b>431,452</b>
<b>Community Bus Program</b>		<b>1,200,174</b>	<b>1,040,687</b>	<b>736,080</b>	<b>662,392</b>

**City of Pembroke Pines, Florida  
Expenditure Detail**

**Entity 131 Treasury - Confiscated | Function 521 Law enforcement**

**Division 3011 Treasury Confiscated | Project Blank**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Operating Expenses</b>					
31300	Professional services-Outside Legal	-	-	2,000	-
46150	R & M- land- building &	-	-	25,927	-
	<b>Operating Expenses</b>	<b>0</b>	<b>0</b>	<b>27,927</b>	<b>0</b>
<b>Capital Outlay</b>					
63061	Fencing	-	-	53,577	-
63166	Shooting range	-	-	39,098	-
64023	Camera	-	-	1,044	-
64400	Other equipment	10,572	9,690	141,683	-
	<b>Capital Outlay</b>	<b>10,572</b>	<b>9,690</b>	<b>235,402</b>	<b>0</b>
	<b>Blank</b>	<b>10,572</b>	<b>9,690</b>	<b>263,329</b>	<b>0</b>
<b>Treasury Confiscated</b>		<b>10,572</b>	<b>9,690</b>	<b>263,329</b>	<b>0</b>
<b>Treasury - Confiscated</b>		<b>10,572</b>	<b>9,690</b>	<b>263,329</b>	<b>0</b>

**City of Pembroke Pines, Florida  
Expenditure Detail**

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**Entity 132 Justice - Confiscated | Function 521 Law enforcement**

**Division 3012 Justice Confiscated | Project Blank**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Operating Expenses</b>					
31300	Professional services-Outside Legal	-	-	5,000	-
31500	Professional services-other	-	-	12,579	-
34990	Contractual services- other	-	-	26,150	-
46800	Maintenance contracts	-	-	10,325	20,358
49355	Special investigation	-	-	17,700	-
52000	Operating supplies	-	-	23,056	-
	<b>Operating Expenses</b>	<b>0</b>	<b>0</b>	<b>94,810</b>	<b>20,358</b>
<b>Capital Outlay</b>					
64039	Computer equipment not micro	-	22,150	-	-
64051	Computer programs	-	-	54,197	-
64181	Radio- portable	-	-	43,724	-
64400	Other equipment	-	-	42,305	-
	<b>Capital Outlay</b>	<b>0</b>	<b>22,150</b>	<b>140,226</b>	<b>0</b>
	<b>Blank</b>	<b>0</b>	<b>22,150</b>	<b>235,036</b>	<b>20,358</b>
	<b>Justice Confiscated</b>	<b>0</b>	<b>22,150</b>	<b>235,036</b>	<b>20,358</b>
	<b>Justice - Confiscated</b>	<b>0</b>	<b>22,150</b>	<b>235,036</b>	<b>20,358</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	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Operating Expenses</b>					
40100	Travel/conferences	5,528	7,094	83,865	22,105
54000	Police Training- Std Bnd \$2	39,959	35,143	70,755	33,160
	<b>Operating Expenses</b>	<b>45,487</b>	<b>42,237</b>	<b>154,620</b>	<b>55,265</b>
	<b>Blank</b>	<b>45,487</b>	<b>42,237</b>	<b>154,620</b>	<b>55,265</b>

<b>\$2 Police Education</b>		<b>45,487</b>	<b>42,237</b>	<b>154,620</b>	<b>55,265</b>
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<b>\$2 Police Education</b>		<b>45,487</b>	<b>42,237</b>	<b>154,620</b>	<b>55,265</b>
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**City of Pembroke Pines, Florida  
Expenditure Detail**

**Entity 134 FDLE - Confiscated | Function 521 Law enforcement**

**Division 3004 FDLE | Project Blank**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Operating Expenses</b>					
31300	Professional services-Outside Legal	10,962	1,754	20,007	-
40100	Travel/conferences	-	-	31,464	5,779
49000	Legal/employment ads	-	-	5,000	-
52600	Clothing/uniforms	-	-	30,000	-
52620	Drug & crime prevention	14,961	52,190	89,526	22,514
52650	Equip < than \$1000	-	67,956	171,940	-
	<b>Operating Expenses</b>	<b>25,923</b>	<b>121,900</b>	<b>347,937</b>	<b>28,293</b>
<b>Capital Outlay</b>					
62000	Buildings	-	-	750,095	81,480
64028	Car	-	-	-	60,000
64053	Micro computer	-	-	21,500	-
64055	Laptop Computer	-	-	76,457	-
64110	K-9 dogs	7,500	15,000	-	-
64176	S.E.T. Equipment	-	-	89,145	-
64181	Radio- portable	-	-	45,057	-
64182	Radar gun	-	4,800	-	-
64228	Video equipment	-	-	54,986	-
64400	Other equipment	-	8,919	60,754	29,600
	<b>Capital Outlay</b>	<b>7,500</b>	<b>28,719</b>	<b>1,097,994</b>	<b>171,080</b>
	<b>Blank</b>	<b>33,423</b>	<b>150,620</b>	<b>1,445,931</b>	<b>199,373</b>
	<b>FDLE</b>	<b>33,423</b>	<b>150,620</b>	<b>1,445,931</b>	<b>199,373</b>
	<b>FDLE - Confiscated</b>	<b>33,423</b>	<b>150,620</b>	<b>1,445,931</b>	<b>199,373</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	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Personnel Services</b>					
12140	Van Driver II	74,404	61,852	-	-
12443	Activities Coordinator - Grant	21,576	3,412	-	-
12583	Intake Worker	64,555	25,600	-	-
12586	Accounting Clerk/Contract	-	15,527	-	-
12751	Transportation Coordinator I	5,281	3,042	-	-
12752	Trans Operations Clk	26,336	20,637	-	-
12758	Adult Day Care Coordinator	104,265	23,839	-	-
12962	Receptionist/Cler Asst	28,330	22,994	-	-
12964	Health Support Coord	23,232	-	-	-
12966	C.N.A.	19,718	20,501	-	-
12967	L.P.N.	29,492	30,940	-	-
12971	Social Services Coordinator	46,154	23,694	-	-
12975	Social Services Specialist-Grant	15,639	-	-	-
12976	Human Services Administrator	63,232	66,150	-	-
12977	Adult Day Care Supervisor	-	54,569	-	-
12992	Vacation leave - retire/term	2,699	36,013	-	-
12996	Sick leave - retire/term	6,347	30,275	-	-
13498	P/T Seniors Aide - Grant	10,186	9,607	-	-
13570	P/T Van Driver	15,249	7,171	-	-
13572	P/T Social Worker- Grant	870	-	-	-
13577	P/T C.N.A.	80,393	83,154	-	-
13579	P/T Activities Spec Recreation	-	13,010	-	-
13581	P/T Social Services Specialist	-	11,597	-	-
13602	P/T Recreation Specialist	-	26,219	-	-
13605	P/T Recreation Specialist II	17,947	13,803	-	-
13965	P/T I & R Specialist	13,588	14,472	-	-
14000	Overtime	-	97	-	-
21000	Social Security- matching	50,274	46,696	-	-
23000	Health Insurance	176,181	126,349	-	-
23100	Life Insurance	1,374	891	-	-
24000	Workers compensation	15,204	9,345	-	-
<b>Personnel Services</b>		<b>912,527</b>	<b>801,456</b>	<b>0</b>	<b>0</b>
<b>Operating Expenses</b>					
31400	Professional services- medical	120	120	120	285
34989	Contractual service provider	-	-	73,355	336,773
34990	Contractual services- other	132,488	160,744	732,120	476,254
48100	Advertising	-	891	-	-
52920	Heater Meals	25,000	25,000	24,500	23,234
<b>Operating Expenses</b>		<b>157,608</b>	<b>186,755</b>	<b>830,095</b>	<b>836,546</b>

**City of Pembroke Pines, Florida  
Expenditure Detail**

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**Entity 199 Older Americans Act | Function 569 Other human services  
Division 8005 SW Multipurpose Center | Project 24 Multipurpose center**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Grants and Aid</b>					
81121	In-kind- salaries	41,788	59,169	83,429	83,429
<b>Grants and Aid</b>		<b>41,788</b>	<b>59,169</b>	<b>83,429</b>	<b>83,429</b>
<b>24 Multipurpose center</b>		<b>1,111,923</b>	<b>1,047,380</b>	<b>913,524</b>	<b>919,975</b>

**Entity 199 Older Americans Act | Function 569 Other human services  
Division 8005 SW Multipurpose Center | Project 45 III E Funds**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Personnel Services</b>					
12443	Activities Coordinator - Grant	11,542	556	-	-
12498	Senior Aide	22,292	23,318	-	-
12630	Certified Nurses Aide	10,333	10,453	-	-
12966	C.N.A.	2,689	2,947	-	-
12975	Social Services Specialist-Grant	2,133	-	-	-
12992	Vacation leave - retire/term	-	6,623	-	-
12996	Sick leave - retire/term	-	270	-	-
13577	P/T C.N.A.	21,450	22,016	-	-
13581	P/T Social Services Specialist	-	1,859	-	-
13962	P/T Receptionist/Clerical Asst	10,963	12,353	-	-
14000	Overtime	1	11	-	-
15200	Longevity pay	398	413	-	-
21000	Social Security- matching	6,164	6,116	-	-
22000	Retirement contributions	1,392	1,673	-	-
22300	General retiree health contrib	697	592	-	-
23000	Health Insurance	24,938	13,063	-	-
23100	Life Insurance	175	73	-	-
24000	Workers compensation	1,133	637	-	-
<b>Personnel Services</b>		<b>116,298</b>	<b>102,975</b>	<b>0</b>	<b>0</b>
<b>Grants and Aid</b>					
81121	In-kind- salaries	10,803	11,725	11,859	11,859
<b>Grants and Aid</b>		<b>10,803</b>	<b>11,725</b>	<b>11,859</b>	<b>11,859</b>
<b>45 III E Funds</b>		<b>127,102</b>	<b>114,700</b>	<b>11,859</b>	<b>11,859</b>

<b>SW Multipurpose Center</b>	<b>1,239,024</b>	<b>1,162,080</b>	<b>925,383</b>	<b>931,834</b>
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**City of Pembroke Pines, Florida  
Expenditure Detail**

<b>Older Americans Act</b>	<b>1,239,024</b>	<b>1,162,080</b>	<b>925,383</b>	<b>931,834</b>
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**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	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Debt Services</b>					
71440	Bond Principal \$24,055,000	900,000	940,000	-	-
71470	Bond Principal \$45,240,000	1,170,000	1,220,000	310,000	-
71490	Bond Principal \$19,600,000	750,000	775,000	800,000	835,000
71493	Bond Principal \$39,935,000	630,000	665,000	705,000	750,000
71494	Bond Principal \$49,910,000	415,000	1,025,000	1,060,000	1,095,000
71495	Bond Principal \$20,140,000	-	-	-	475,000
71496	Bond Principal \$15,975,000	-	-	-	365,000
71499	Bond Principal \$26,805,000	-	-	515,000	535,000
71550	Bond Principal \$29,720,000	15,000	15,000	1,005,000	1,040,000
71551	Bond Principal \$45,050,000	465,000	475,000	1,470,000	1,530,000
71553	Bond Principal \$64,095,000	-	300,000	300,000	300,000
71555	Bond Principal \$8,545,700	-	-	-	102,500
72440	Bond Interest \$24,055,000	59,545	20,210	-	-
72470	Bond interest \$45,240,000	522,750	474,340	442,820	-
72490	Bond interest \$19,600,000	223,625	195,000	163,500	130,800
72491	Bond interest \$31,910,000	727,072	-	-	-
72492	Bond interest \$20,060,000	437,034	-	-	-
72493	Bond interest \$39,935,000	2,365,314	2,326,658	2,285,764	2,242,332
72494	Bond interest \$49,910,000	2,433,838	2,411,475	2,376,269	2,337,188
72495	Bond interest \$20,140,000	928,873	928,873	928,873	921,748
72496	Bond interest \$15,975,000	757,915	757,915	757,915	751,528
72497	Bond interest \$7,910,000	303,076	-	-	-
72499	Bond interest \$26,805,000	1,211,463	1,211,463	1,201,163	1,180,163
72550	Bond interest \$29,720,000	1,367,850	1,367,250	1,346,850	1,305,950
72551	Bond interest \$45,050,000	1,960,413	1,941,613	1,902,713	1,842,713
72553	Bond interest \$64,095,000	1,023,743	2,283,743	2,265,571	2,329,457
72554	Bond interest \$8,040,000	16,638	141,053	120,600	32,755
72555	Bond interest \$8,545,700	-	-	-	332,432
73300	Payment to refunded bond escrow	48,447,857	-	8,752,651	-
73302	Payment to refund bond trustee	7,910,000	-	-	-
73305	Advance refunding escrow	4,605,591	-	-	-
73450	Escrow agent fees	700	700	700	700
73800	Variable Rate Bond Fees	27,923	-	-	-
73801	Variable Rate Bond Fees - SBA 08	300	50,862	54,937	54,937
73805	Variable Rate Bond Fees - CS	72,068	358,930	455,580	467,968
73850	Fiscal agent fees	5,900	5,100	6,600	6,200
<b>Debt Services</b>		<b>79,754,485</b>	<b>19,890,183</b>	<b>29,227,506</b>	<b>20,964,371</b>
<b>Blank</b>		<b>79,754,485</b>	<b>19,890,183</b>	<b>29,227,506</b>	<b>20,964,371</b>

**City of Pembroke Pines, Florida**  
**Expenditure Detail**

**Entity 201 Debt Service | Function 517 Debt service payments****Division 900 General Debt Service | Project 656 CIRRB 2010**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Other</b>					
99540	Bond issue cost	-	-	50,290	-
	<b>Other</b>	<b>0</b>	<b>0</b>	<b>50,290</b>	<b>0</b>
	<b>656 CIRRB 2010</b>	<b>0</b>	<b>0</b>	<b>50,290</b>	<b>0</b>

**Entity 201 Debt Service | Function 517 Debt service payments****Division 900 General Debt Service | Project 673 Schools Expansion**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Other</b>					
99540	Bond issue cost	1,622,467	-	-	-
	<b>Other</b>	<b>1,622,467</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>673 Schools Expansion</b>	<b>1,622,467</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Entity 201 Debt Service | Function 517 Debt service payments****Division 900 General Debt Service | Project 675 GO Bonds 2005**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Debt Services</b>					
71498	Bond Principal \$47,000,000	935,000	965,000	995,000	1,025,000
72498	Bond interest \$47,000,000	1,859,898	1,831,848	1,802,898	1,772,053
73850	Fiscal agent fees	400	400	400	400
	<b>Debt Services</b>	<b>2,795,298</b>	<b>2,797,248</b>	<b>2,798,298</b>	<b>2,797,453</b>
	<b>675 GO Bonds 2005</b>	<b>2,795,298</b>	<b>2,797,248</b>	<b>2,798,298</b>	<b>2,797,453</b>

**Entity 201 Debt Service | Function 517 Debt service payments****Division 900 General Debt Service | Project 676 GO Bonds 2007B**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Debt Services</b>					
71552	Bond Principal \$43,000,000	550,000	760,000	790,000	820,000
72552	Bond interest \$43,000,000	2,135,719	1,920,938	1,892,438	1,860,838
73850	Fiscal agent fees	400	400	400	400
	<b>Debt Services</b>	<b>2,686,119</b>	<b>2,681,338</b>	<b>2,682,838</b>	<b>2,681,238</b>
	<b>676 GO Bonds 2007B</b>	<b>2,686,119</b>	<b>2,681,338</b>	<b>2,682,838</b>	<b>2,681,238</b>

**City of Pembroke Pines, Florida  
Expenditure Detail**

**Entity 201 Debt Service | Function 517 Debt service payments**

**Division 900 General Debt Service | Project 679 SBA Refunding**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Other</b>					
99540	Bond issue cost	123,437	-	-	-
	<b>Other</b>	<b>123,437</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>679 SBA Refunding</b>	<b>123,437</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>General Debt Service</b>	<b>86,981,806</b>	<b>25,368,768</b>	<b>34,758,932</b>	<b>26,443,062</b>
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<b>Debt Service</b>	<b>86,981,806</b>	<b>25,368,768</b>	<b>34,758,932</b>	<b>26,443,062</b>
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**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	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Operating Expenses</b>					
52650	Equip < than \$1000	130,737	143,003	-	-
	<b>Operating Expenses</b>	<b>130,737</b>	<b>143,003</b>	<b>0</b>	<b>0</b>
<b>Capital Outlay</b>					
62000	Buildings	10,533,715	1,344,511	4,552	-
63115	Landscaping	21,035	82,492	424,205	-
64005	FF & E	235,056	-	-	-
64053	Micro computer	97,672	380,647	5,053	-
64055	Laptop Computer	-	1,760	-	-
64325	School bus	-	-	573,159	-
64400	Other equipment	-	2,654	-	-
	<b>Capital Outlay</b>	<b>10,887,478</b>	<b>1,812,064</b>	<b>1,006,969</b>	<b>0</b>
<b>Grants and Aid</b>					
81007	Funding to Broward County	19,020	742	-	-
	<b>Grants and Aid</b>	<b>19,020</b>	<b>742</b>	<b>0</b>	<b>0</b>
	<b>673 Schools Expansion</b>	<b>11,037,236</b>	<b>1,955,808</b>	<b>1,006,969</b>	<b>0</b>
	<b>Charter Schools</b>	<b>11,037,236</b>	<b>1,955,808</b>	<b>1,006,969</b>	<b>0</b>

**City of Pembroke Pines, Florida**  
**Expenditure Detail**

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**Entity 320 Municipal Construction | Function 519 Other general governmental services**

**Division 6001 General Gvt Buildings | Project Blank**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Capital Outlay</b>					
62196	Thermal Storage System - AV	-	-	1,216,262	-
	<b>Capital Outlay</b>	<b>0</b>	<b>0</b>	<b>1,216,262</b>	<b>0</b>
<b>Grants and Aid</b>					
81121	In-kind- salaries	-	-	105,438	-
	<b>Grants and Aid</b>	<b>0</b>	<b>0</b>	<b>105,438</b>	<b>0</b>
	<b>Blank</b>	<b>0</b>	<b>0</b>	<b>1,321,700</b>	<b>0</b>
<b>General Gvt Buildings</b>		<b>0</b>	<b>0</b>	<b>1,321,700</b>	<b>0</b>

**City of Pembroke Pines, Florida  
Expenditure Detail**

**Entity 320 Municipal Construction | Function 541 Road and street facilities**

**Division 6003 Infrastructure | Project 626 I-75 & Pines Blvd.**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Operating Expenses</b>					
53999	Transp Proj owned by Other G'vt	1,199,987	8,417,769	4,779,316	-
	<b>Operating Expenses</b>	<b>1,199,987</b>	<b>8,417,769</b>	<b>4,779,316</b>	<b>0</b>
	<b>626 I-75 &amp; Pines Blvd.</b>	<b>1,199,987</b>	<b>8,417,769</b>	<b>4,779,316</b>	<b>0</b>

**Entity 320 Municipal Construction | Function 541 Road and street facilities**

**Division 6003 Infrastructure | Project 674 Sheridan St - Brwd County**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Capital Outlay</b>					
67999	IF - Transportation Projects	5,800,112	98,050	1,358,382	-
	<b>Capital Outlay</b>	<b>5,800,112</b>	<b>98,050</b>	<b>1,358,382</b>	<b>0</b>
	<b>674 Sheridan St - Brwd County</b>	<b>5,800,112</b>	<b>98,050</b>	<b>1,358,382</b>	<b>0</b>

**Entity 320 Municipal Construction | Function 541 Road and street facilities**

**Division 6003 Infrastructure | Project 675 GO Bonds 2005**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Operating Expenses</b>					
53999	Transp Proj owned by Other G'vt	-	-	-1,012,420	-
	<b>Operating Expenses</b>	<b>0</b>	<b>0</b>	<b>-1,012,420</b>	<b>0</b>
<b>Capital Outlay</b>					
63995	Improvements - Landscaping	72,073	66,331	352,237	-
67999	IF - Transportation Projects	264,130	120,875	962,983	-
	<b>Capital Outlay</b>	<b>336,203</b>	<b>187,206</b>	<b>1,315,220</b>	<b>0</b>
	<b>675 GO Bonds 2005</b>	<b>336,203</b>	<b>187,206</b>	<b>302,800</b>	<b>0</b>

**Entity 320 Municipal Construction | Function 541 Road and street facilities**

**Division 6003 Infrastructure | Project 676 GO Bonds 2007B**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Operating Expenses</b>					
53999	Transp Proj owned by Other G'vt	-	-	-17,062	-
	<b>Operating Expenses</b>	<b>0</b>	<b>0</b>	<b>-17,062</b>	<b>0</b>
<b>Capital Outlay</b>					

City of Pembroke Pines, Florida  
Expenditure Detail

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**Entity 320 Municipal Construction | Function 541 Road and street facilities**

**Division 6003 Infrastructure | Project 676 GO Bonds 2007B**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Capital Outlay</b>					
63995	Improvements - Landscaping	-	-	765,000	-
67999	IF - Transportation Projects	8,664,486	651,778	868,794	-
	<b>Capital Outlay</b>	<b>8,664,486</b>	<b>651,778</b>	<b>1,633,794</b>	<b>0</b>
	<b>676 GO Bonds 2007B</b>	<b>8,664,486</b>	<b>651,778</b>	<b>1,616,732</b>	<b>0</b>

**Entity 320 Municipal Construction | Function 541 Road and street facilities**

**Division 6003 Infrastructure | Project 677 GO Bonds 2009C**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Operating Expenses</b>					
53999	Transp Proj owned by Other G'vt	2,890,930	-	-2,610,817	-
	<b>Operating Expenses</b>	<b>2,890,930</b>	<b>0</b>	<b>-2,610,817</b>	<b>0</b>
<b>Capital Outlay</b>					
63995	Improvements - Landscaping	31,265	11,125	545,235	-
67999	IF - Transportation Projects	1,354,484	229,999	700,904	-
	<b>Capital Outlay</b>	<b>1,385,749</b>	<b>241,124</b>	<b>1,246,139</b>	<b>0</b>
	<b>677 GO Bonds 2009C</b>	<b>4,276,680</b>	<b>241,124</b>	<b>-1,364,678</b>	<b>0</b>

<b>Infrastructure</b>		<b>20,277,467</b>	<b>9,595,927</b>	<b>6,692,552</b>	<b>0</b>
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**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	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Operating Expenses</b>					
52650	Equip < than \$1000	4,813	-	-	-
	<b>Operating Expenses</b>	<b>4,813</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Capital Outlay</b>					
63400	HCF-Renovation Emerg Services	35,055	6,681	16,212	-
63401	HCF-Senior Center	9,203	3,599	986,991	-
63402	HCF-Career Education Facility	-	-	1,490,825	-
63403	HCF-Medical Support Facility	523	-	-	-
63404	HCF-Central Kitchen Facility	-	8,036	14,897	-
64055	Laptop Computer	482	-	-	-
64115	Kitchen equipment	7,373	-	-	-
64400	Other equipment	2,810	-	-	-
	<b>Capital Outlay</b>	<b>55,446</b>	<b>18,316</b>	<b>2,508,925</b>	<b>0</b>
	<b>672 Cap Improv - 2006</b>	<b>60,259</b>	<b>18,316</b>	<b>2,508,925</b>	<b>0</b>
<b>I C. Forman Human Services Campus</b>		<b>60,259</b>	<b>18,316</b>	<b>2,508,925</b>	<b>0</b>



**City of Pembroke Pines, Florida  
Expenditure Detail**

20 - 113

**Entity 320 Municipal Construction | Function 572 Parks and recreation  
Division 7001 Recreation | Project Blank**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Capital Outlay</b>					
63012	Academic Village - Rec.	-	-	200,000	-
63995	Improvements - Landscaping	-	63,461	10,919	-
<b>Capital Outlay</b>		<b>0</b>	<b>63,461</b>	<b>210,919</b>	<b>0</b>
<b>Blank</b>		<b>0</b>	<b>63,461</b>	<b>210,919</b>	<b>0</b>

**Entity 320 Municipal Construction | Function 572 Parks and recreation  
Division 7001 Recreation | Project 110 Park construction plan**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Capital Outlay</b>					
63201	Silver Lakes South Park	-	-	39,076	-
63202	Silver Lakes North Park	-	93,765	89,245	-
<b>Capital Outlay</b>		<b>0</b>	<b>93,765</b>	<b>128,321</b>	<b>0</b>
<b>Debt Services</b>					
72900	Interest expense	420,029	89,765	79,300	25,060
<b>Debt Services</b>		<b>420,029</b>	<b>89,765</b>	<b>79,300</b>	<b>25,060</b>
<b>110 Park construction plan</b>		<b>420,029</b>	<b>183,530</b>	<b>207,621</b>	<b>25,060</b>

**Entity 320 Municipal Construction | Function 572 Parks and recreation  
Division 7001 Recreation | Project 672 Cap Improv - 2006**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Operating Expenses</b>					
52650	Equip < than \$1000	1,513	-	-	-
<b>Operating Expenses</b>		<b>1,513</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Capital Outlay</b>					
61999	Purchase/development of open	-	1,724,478	-	-
63207	SW Pines Nature/Recreation Park	1,997,299	5,277	10,636	-
64115	Kitchen equipment	10,473	-	-	-
64185	Refrigerator	2,491	-	-	-
64400	Other equipment	5,530	-	-	-
<b>Capital Outlay</b>		<b>2,015,792</b>	<b>1,729,755</b>	<b>10,636</b>	<b>0</b>
<b>672 Cap Improv - 2006</b>		<b>2,017,305</b>	<b>1,729,755</b>	<b>10,636</b>	<b>0</b>

**City of Pembroke Pines, Florida**  
**Expenditure Detail**

**Entity 320 Municipal Construction | Function 572 Parks and recreation****Division 7001 Recreation | Project 675 GO Bonds 2005**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Operating Expenses</b>					
31500	Professional services-other	8,842	-	-	-
46150	R & M- land- building &	-	-	25,000	-
46250	R & M equipment	-	-	7,000	-
52650	Equip < than \$1000	5,200	-	84,400	-
<b>Operating Expenses</b>		<b>14,041</b>	<b>0</b>	<b>116,400</b>	<b>0</b>
<b>Capital Outlay</b>					
60010	Capital contingency	-	-	25,145	-
61999	Purchase/development of open	611,125	4,947,078	59,715	-
62999	Buildings - New Comm Facilities	42,801	379,961	7,921,101	-
63994	Improvements - Recreation	110,117	9,058	768,118	-
63996	Improvements - Park Sports	-	-	15,000	-
63998	Improvements - Comm Rec Projects	290,860	-	60,320	-
64053	Micro computer	-	-	5,000	-
64400	Other equipment	-	-	15,000	-
64999	Equipment - Recreation/Playground	191,385	-	115,046	-
<b>Capital Outlay</b>		<b>1,246,288</b>	<b>5,336,097</b>	<b>8,984,445</b>	<b>0</b>
<b>Grants and Aid</b>					
82998	Grant - Silver Trail MS	-	347,386	2,615	-
82999	Grant - Flanagan High School	-27,176	-	-	-
<b>Grants and Aid</b>		<b>-27,176</b>	<b>347,386</b>	<b>2,615</b>	<b>0</b>
<b>675 GO Bonds 2005</b>		<b>1,233,153</b>	<b>5,683,482</b>	<b>9,103,460</b>	<b>0</b>

**Entity 320 Municipal Construction | Function 572 Parks and recreation****Division 7001 Recreation | Project 676 GO Bonds 2007B**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Operating Expenses</b>					
46997	R & M - Recreation Facilities	-	-	20,000	-
52650	Equip < than \$1000	-	-	17,600	-
<b>Operating Expenses</b>		<b>0</b>	<b>0</b>	<b>37,600</b>	<b>0</b>
<b>Capital Outlay</b>					
61999	Purchase/development of open	1,203,119	2,004,690	32,706	-
62999	Buildings - New Comm Facilities	823,512	758	3,033,184	-
63994	Improvements - Recreation	326,557	17,371	347,838	-
<b>Capital Outlay</b>		<b>2,353,188</b>	<b>2,022,819</b>	<b>3,413,728</b>	<b>0</b>

City of Pembroke Pines, Florida  
Expenditure Detail

**Entity 320 Municipal Construction | Function 572 Parks and recreation**  
**Division 7001 Recreation | Project 676 GO Bonds 2007B**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>676 GO Bonds 2007B</b>		<b>2,353,188</b>	<b>2,022,819</b>	<b>3,451,328</b>	<b>0</b>

**Entity 320 Municipal Construction | Function 572 Parks and recreation**  
**Division 7001 Recreation | Project 677 GO Bonds 2009C**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Operating Expenses</b>					
46997	R & M - Recreation Facilities	48,201	12,048	5,267	-
52650	Equip < than \$1000	-	-	1,021	-
<b>Operating Expenses</b>		<b>48,201</b>	<b>12,048</b>	<b>6,288</b>	<b>0</b>
<b>Capital Outlay</b>					
60010	Capital contingency	-	-	2,445,183	-
61999	Purchase/development of open	-	477,880	-	-
62999	Buildings - New Comm Facilities	17,488	7,286	28,631	-
63992	Contingency - Recreation Facilities	-	-	17,864	-
63994	Improvements - Recreation	376,478	42,467	627,820	-
<b>Capital Outlay</b>		<b>393,967</b>	<b>527,632</b>	<b>3,119,498</b>	<b>0</b>
<b>Grants and Aid</b>					
82999	Grant - Flanagan High School	-	-	129,500	-
<b>Grants and Aid</b>		<b>0</b>	<b>0</b>	<b>129,500</b>	<b>0</b>
<b>677 GO Bonds 2009C</b>		<b>442,168</b>	<b>539,680</b>	<b>3,255,286</b>	<b>0</b>

	<b>Recreation</b>	<b>6,465,844</b>	<b>10,222,728</b>	<b>16,239,250</b>	<b>25,060</b>
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**City of Pembroke Pines, Florida  
Expenditure Detail**

**Entity 320 Municipal Construction | Function 554 Housing and urban development**

**Division 8002 Housing Division | Project 671 Tower III-Senior Housing**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Capital Outlay</b>					
62000	Buildings	1,818,878	-	-	-
	<b>Capital Outlay</b>	<b>1,818,878</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other</b>					
91201	Transfer to debt service fund	133,863	605,731	-	-
	<b>Other</b>	<b>133,863</b>	<b>605,731</b>	<b>0</b>	<b>0</b>
	<b>671 Tower III-Senior Housing</b>	<b>1,952,741</b>	<b>605,731</b>	<b>0</b>	<b>0</b>
	<b>Housing Division</b>	<b>1,952,741</b>	<b>605,731</b>	<b>0</b>	<b>0</b>

**City of Pembroke Pines, Florida  
Expenditure Detail**

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**Entity 320 Municipal Construction | Function 515 Comprehensive planning**

**Division 9002 Planning | Project 675 GO Bonds 2005**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Capital Outlay</b>					
63993	Improvements - Other	-	-	1,485,114	-
	<b>Capital Outlay</b>	<b>0</b>	<b>0</b>	<b>1,485,114</b>	<b>0</b>
	<b>675 GO Bonds 2005</b>	<b>0</b>	<b>0</b>	<b>1,485,114</b>	<b>0</b>

**Entity 320 Municipal Construction | Function 515 Comprehensive planning**

**Division 9002 Planning | Project 677 GO Bonds 2009C**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Capital Outlay</b>					
63993	Improvements - Other	-	-	7,514,886	-
	<b>Capital Outlay</b>	<b>0</b>	<b>0</b>	<b>7,514,886</b>	<b>0</b>
	<b>677 GO Bonds 2009C</b>	<b>0</b>	<b>0</b>	<b>7,514,886</b>	<b>0</b>

<b>Planning</b>	<b>0</b>	<b>0</b>	<b>9,000,000</b>	<b>0</b>
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<b>Municipal Construction</b>	<b>39,793,546</b>	<b>22,398,511</b>	<b>36,769,396</b>	<b>25,060</b>
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**City of Pembroke Pines, Florida  
Expenditure Detail**

**Entity 471 Utility Fund | Function 519 Other general governmental services**

**Division 900 General Debt Service | Project 117 Phase II - AWS**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Debt Services</b>					
71505	Loan Principal \$12,300,000	-	-	-	650,000
72505	Loan interest \$12,300,000	-	-	-	500,000
<b>Debt Services</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>1,150,000</b>
<b>117 Phase II - AWS</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>1,150,000</b>
<b>General Debt Service</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>1,150,000</b>

**City of Pembroke Pines, Florida**  
**Expenditure Detail**

20 - 119

**Entity 471 Utility Fund | Function 536 Water-sewer combined service**  
**Division 6010 Utilities Admin Services | Project Blank**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Personnel Services</b>					
12009	Assistant Director of Public Services	1,705	-	-	-
12051	Public Services Director	13,432	-	-	-
12052	Controller/Internal Auditor	79,410	80,152	79,737	-
12055	Deputy Public Services Director	76,506	76,358	-6,860	75,920
12109	Administrative Supervisor	224,078	226,104	206,373	142,910
12149	Division Director Utilities	111,110	115,235	118,130	114,876
12474	Administrative Project Manager	-	-	-720	-
12500	City Engineer	74,800	76,358	75,920	-
12513	Account Clerk III	61,627	61,505	60,540	59,827
12515	Accounting Clerk II	41,651	33,221	-	-
12516	Assistant City Manager	81,183	638	18,500	81,779
12523	Accountant	111,927	120,383	99,050	-
12550	Backflow Specialist	58,851	58,457	57,637	56,965
12552	Budget Analyst	63,131	58,135	38,749	-
12684	Clerical Spec II	119,672	67,831	19,442	-
12770	Engineer Inspector	80,153	76,012	56,359	-
12774	Engineer	-	-	-	30,181
12786	S-Utility Service Worker II	108,319	109,541	109,320	56,965
12831	CADD Operator	55,602	57,151	57,975	58,088
12992	Vacation leave - retire/term	-	-	-	92,536
12993	Accrued vacation	-3,607	36,074	-	-
12994	Accrued sick leave	-5,826	-8,808	-	-
12996	Sick leave - retire/term	-	-	-	87,996
13001	Public Services Director	68,091	80,197	79,737	76,548
13160	Utility Special Project Manager	-	54,688	62,909	79,593
13681	P/T Clerk Spec II	-	26,687	28,880	28,002
14000	Overtime	25,449	15,749	25,755	11,000
15006	Compensatory ICMA	6,250	-	-	-
15105	Shoe allowance	400	300	300	300
15108	Shift Differential	1,065	1,088	1,040	1,040
15115	Beeper pay	6,752	6,751	6,800	6,800
15200	Longevity pay	27,196	26,348	25,666	-
21000	Social Security- matching	103,472	99,609	90,863	68,110
22000	Retirement contributions	309,281	346,814	169,519	92,927
22300	General retiree health contrib	294,764	299,385	162,723	114,466
22506	Retiree Health Savings-General	-	-	4,537	-
22900	Retirement contribution - Lump	50,125	47,484	-	-
23000	Health Insurance	297,840	188,373	219,790	114,993
23100	Life Insurance	3,398	2,184	1,996	1,470
24000	Workers compensation	46,529	16,589	32,788	31,097

**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	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Personnel Services</b>					
	<b>Personnel Services</b>	<b>2,594,335</b>	<b>2,456,591</b>	<b>1,903,455</b>	<b>1,484,389</b>
<b>Operating Expenses</b>					
31100	Professional services- engineering	3,115	-	-	10,000
31300	Professional services-Outside Legal	23,740	27,704	25,000	25,000
31500	Professional services-other	-	13,415	19,986	19,000
32100	Accounting and auditing fees	68,496	71,862	72,194	73,780
34300	Contract- laundry & cleaning	724	624	1,114	1,100
34500	Contract- building maintenance	4,435	4,206	5,000	5,000
34989	Contractual service provider	-	-	288,552	1,110,557
34990	Contractual services- other	1,470,501	1,416,443	1,501,786	328,638
40100	Travel/conferences	116	-	200	200
41100	Telephone	52,483	51,017	53,000	53,000
41400	Postage	159,940	161,030	165,000	165,000
44200	Rents- machinery & equipment	996	898	1,000	1,000
45000	Insurance	1,248,170	771,648	2,055,174	2,293,730
46150	R & M- land- building &	12,350	2,216	5,000	5,000
46250	R & M equipment	1,911	624	2,000	5,000
46300	R & M motor vehicles	77,447	74,401	60,000	70,000
46800	Maintenance contracts	3,188	2,747	5,000	5,000
47100	Printing	12,287	10,900	15,000	15,000
49100	Recording fees	2,428	3,023	3,000	3,000
49104	License fees	532	769	600	600
51100	Office supplies	12,289	10,894	12,500	12,500
52000	Operating supplies	9,230	2,325	2,500	2,500
52150	First aid, safety equip & supplies	1,027	852	1,000	1,000
52200	Cleaning/janitorial supplies	2,334	1,148	2,500	2,500
52300	Expendable tools	14	-	500	500
52540	Fuel	63,309	40,103	40,000	40,000
52600	Clothing/uniforms	1,420	141	1,500	1,500
52650	Equip < than \$1000	813	1,207	5,000	5,000
52652	Software < than \$1000 &/or	706	1,120	1,000	1,000
52653	Computer equipment < \$1000	1,269	809	2,000	2,000
54100	Memberships/ dues/ subscription	2,350	350	4,000	2,500
	<b>Operating Expenses</b>	<b>3,237,619</b>	<b>2,672,475</b>	<b>4,351,106</b>	<b>4,260,605</b>
	<b>Blank</b>	<b>5,831,954</b>	<b>5,129,066</b>	<b>6,254,561</b>	<b>5,744,994</b>



**City of Pembroke Pines, Florida  
Expenditure Detail**

20 - 121

**Entity 471 Utility Fund | Function 536 Water-sewer combined service  
Division 6010 Utilities Admin Services | Project 510 Security Services**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Personnel Services</b>					
22900	Retirement contribution - Lump	1,011	958	-	-
	<b>Personnel Services</b>	<b>1,011</b>	<b>958</b>	<b>0</b>	<b>0</b>
<b>Operating Expenses</b>					
34990	Contractual services- other	123,620	208,313	185,983	196,000
	<b>Operating Expenses</b>	<b>123,620</b>	<b>208,313</b>	<b>185,983</b>	<b>196,000</b>
	<b>510 Security Services</b>	<b>124,632</b>	<b>209,271</b>	<b>185,983</b>	<b>196,000</b>
<b>Utilities Admin Services</b>		<b>5,956,586</b>	<b>5,338,336</b>	<b>6,440,544</b>	<b>5,940,994</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	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Personnel Services</b>					
12992	Vacation leave - retire/term	94,379	73,122	147,617	5,396
12996	Sick leave - retire/term	110,603	132,763	137,830	1,890
12997	Sick leave - annual	86,065	65,213	15,298	9,780
21000	Social Security- matching	15,174	20,032	16,645	1,309
22000	Retirement contributions	-	-	13,114	1,625
25000	Unemployment compensation	-	-	15,000	28,000
	<b>Personnel Services</b>	<b>306,221</b>	<b>291,131</b>	<b>345,504</b>	<b>48,000</b>
<b>Operating Expenses</b>					
30010	Contingency	-	-	-	105,361
44110	Interfund rental	95,311	99,201	99,292	101,994
49175	Administrative fees	9,073,060	9,605,639	9,784,009	10,298,669
49201	Taxes and/or assessments	913,000	859,537	1,073,584	1,225,469
49204	Road repair charges	355,227	358,348	174,676	200,000
49205	Communication service- utility	72,773	76,780	32,084	32,084
49207	Engineering Charges From General	342,908	416,266	396,150	396,150
49211	Privilege fees	1,850,641	2,743,360	2,314,341	2,551,225
49990	Interest customer deposit	75,633	18,809	50,000	50,000
52460	Sand- seed- soil	80	-	1,000	1,000
53100	Road/street materials	20,972	19,674	25,000	25,000
59000	Reserve for Capital Replacement	5,750,018	5,784,962	-	-
	<b>Operating Expenses</b>	<b>18,549,622</b>	<b>19,982,576</b>	<b>13,950,136</b>	<b>14,986,952</b>
<b>Debt Services</b>					
73450	Escrow agent fees	-	-	700	700
	<b>Debt Services</b>	<b>0</b>	<b>0</b>	<b>700</b>	<b>700</b>
<b>Grants and Aid</b>					
81008	Brwd Water Conservation Program	-	-	-	53,091
	<b>Grants and Aid</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>53,091</b>
	<b>Blank</b>	<b>18,855,844</b>	<b>20,273,707</b>	<b>14,296,340</b>	<b>15,088,743</b>
<b>Non-Departmental Expense</b>		<b>18,855,844</b>	<b>20,273,707</b>	<b>14,296,340</b>	<b>15,088,743</b>

## Expenditure Detail

## Entity 471 Utility Fund | Function 535 Sewer/wastewater services

## Division 6021 Sewer Collection | Project Blank

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Personnel Services</b>					
12753	Utility Service Worker II/Camera	61,621	61,505	60,540	59,827
12767	Utility Maintenance Supervisor	85,191	85,096	83,562	82,595
12785	S-Utility Service Worker I	126,813	132,875	140,948	138,563
12786	S-Utility Service Worker II	117,342	112,285	57,637	56,965
12993	Accrued vacation	-1,443	3,067	-	-
12994	Accrued sick leave	-14,824	-10,990	-	-
14000	Overtime	10,162	12,640	10,000	10,000
15105	Shoe allowance	700	600	600	700
15115	Beeper pay	7,657	7,735	8,000	8,000
15200	Longevity pay	12,652	12,023	7,800	-
21000	Social Security- matching	32,208	32,329	28,704	26,619
22000	Retirement contributions	110,789	98,756	38,127	28,425
22300	General retiree health contrib	95,969	97,473	55,791	80,800
22900	Retirement contribution - Lump	22,037	20,876	-	-
23000	Health Insurance	97,899	64,706	73,968	80,748
23100	Life Insurance	933	620	635	690
24000	Workers compensation	13,470	6,882	13,498	23,590
<b>Personnel Services</b>		<b>779,174</b>	<b>738,479</b>	<b>579,810</b>	<b>597,522</b>
<b>Operating Expenses</b>					
31400	Professional services- medical	-	-	500	500
34300	Contract- laundry & cleaning	1,207	1,389	1,600	1,500
34989	Contractual service provider	-	-	65,663	252,704
44200	Rents- machinery & equipment	87	134	500	500
46150	R & M- land- building &	43,014	38,919	208,491	208,000
46250	R & M equipment	9,329	4,596	25,972	150,000
46300	R & M motor vehicles	98,187	59,887	55,000	80,000
49104	License fees	115	-	400	200
51100	Office supplies	43	114	500	500
52000	Operating supplies	1,873	2,563	2,000	2,000
52150	First aid, safety equip & supplies	2,588	1,791	2,600	2,000
52200	Cleaning/janitorial supplies	1,583	1,148	2,000	2,000
52300	Expendable tools	3,857	4,376	4,000	4,000
52350	Electrical/mechanical supplies	-	-	500	500
52430	Operating chemicals	12	-	500	500
52460	Sand- seed- soil	-	-	500	500
52540	Fuel	57,098	33,962	40,000	40,000
52600	Clothing/uniforms	-	338	500	500
52650	Equip < than \$1000	10,068	3,829	5,000	5,000
52701	Food purchases	-	-	200	200

**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	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Operating Expenses</b>					
	<b>Operating Expenses</b>	<b>229,061</b>	<b>153,044</b>	<b>416,426</b>	<b>751,104</b>
<b>Capital Outlay</b>					
63066	Fuel Storage Tanks	-	-	89,821	-
64165	Pump	-	-	1,462	-
64400	Other equipment	-	-	4,954	-
	<b>Capital Outlay</b>	<b>0</b>	<b>0</b>	<b>96,237</b>	<b>0</b>
	<b>Blank</b>	<b>1,008,235</b>	<b>891,524</b>	<b>1,092,473</b>	<b>1,348,626</b>

**Entity 471 Utility Fund | Function 535 Sewer/wastewater services****Division 6021 Sewer Collection | Project 812 Lift station upgrade**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Capital Outlay</b>					
63122	Lift station	-	-	61,737	-
	<b>Capital Outlay</b>	<b>0</b>	<b>0</b>	<b>61,737</b>	<b>0</b>
	<b>812 Lift station upgrade</b>	<b>0</b>	<b>0</b>	<b>61,737</b>	<b>0</b>

**Entity 471 Utility Fund | Function 535 Sewer/wastewater services****Division 6021 Sewer Collection | Project 828 Infiltration & inflow correction**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Operating Expenses</b>					
31100	Professional services- engineering	91,514	-	-	-
34100	Contract- outside repairs	316,444	138,190	324,832	300,000
	<b>Operating Expenses</b>	<b>407,958</b>	<b>138,190</b>	<b>324,832</b>	<b>300,000</b>
	<b>828 Infiltration &amp; inflow correction</b>	<b>407,958</b>	<b>138,190</b>	<b>324,832</b>	<b>300,000</b>

**Entity 471 Utility Fund | Function 535 Sewer/wastewater services****Division 6021 Sewer Collection | Project 948 Wastewater master plan**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Capital Outlay</b>					
63001	Engineering fees	-	-	-	5,000
63065	Force main	-	-	-	250,000

**City of Pembroke Pines, Florida  
Expenditure Detail**

**Entity 471 Utility Fund | Function 535 Sewer/wastewater services**

**Division 6021 Sewer Collection | Project 948 Wastewater master plan**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Capital Outlay</b>					
	<b>Capital Outlay</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>255,000</b>
	<b>948 Wastewater master plan</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>255,000</b>
	<b>Sewer Collection</b>	<b>1,416,193</b>	<b>1,029,714</b>	<b>1,479,042</b>	<b>1,903,626</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	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Personnel Services</b>					
12188	Laboratory Technician I	48,692	29,681	-	-
12672	Chief Waste Water Operations	93,847	93,596	92,128	91,055
12767	Utility Maintenance Supervisor	169,746	121,253	62,689	-
12786	S-Utility Service Worker II	58,954	58,786	43,042	-
12946	S-Treatment Plant Operator I	73,419	71,382	36,973	52,152
12947	S-Treatment Plant Operator II	198,050	195,776	188,189	177,159
12948	S-Treatment Plant Operator III	182,477	144,983	161,952	160,145
12993	Accrued vacation	2,148	-21,899	-	-
12994	Accrued sick leave	-9,921	-44,837	-	-
14000	Overtime	107,664	63,883	50,000	65,000
15100	Holiday pay	11,662	9,686	11,500	11,500
15105	Shoe allowance	1,200	900	1,000	1,200
15108	Shift Differential	6,542	4,541	4,160	3,120
15115	Beeper pay	5,767	2,435	6,000	3,000
15200	Longevity pay	17,807	15,493	13,169	-
21000	Social Security- matching	73,048	60,847	59,320	42,613
22000	Retirement contributions	233,738	277,002	142,929	76,673
22300	General retiree health contrib	205,649	208,872	120,880	121,200
22900	Retirement contribution - Lump	34,497	32,679	-	-
23000	Health Insurance	177,695	120,993	162,364	123,522
23100	Life Insurance	1,973	1,378	1,190	987
24000	Workers compensation	28,409	15,203	26,886	31,814
<b>Personnel Services</b>		<b>1,723,062</b>	<b>1,462,634</b>	<b>1,184,371</b>	<b>961,140</b>
<b>Operating Expenses</b>					
31100	Professional services- engineering	94,914	91,561	60,700	50,000
31300	Professional services-Outside Legal	6,335	1,841	5,000	5,000
31500	Professional services-other	2,495	6,072	9,757	8,000
34300	Contract- laundry & cleaning	5,859	4,730	6,243	6,000
34450	Contract- sludge removal	200,197	197,850	260,000	250,000
34500	Contract- building maintenance	5,900	4,522	6,000	6,000
34989	Contractual service provider	-	-	168,625	641,658
34990	Contractual services- other	243,547	241,814	179,972	-
40100	Travel/conferences	132	123	750	750
43100	Electric	1,143,673	1,192,780	1,148,347	1,250,000
43200	Water & sewer	36,601	42,326	37,000	37,000
43600	Wastewater treatment charges	7,434,712	5,784,870	6,000,000	7,000,000
44200	Rents- machinery & equipment	2,634	3,980	7,058	3,000
46150	R & M- land- building &	42,014	40,571	209,252	1,457,000
46250	R & M equipment	406,198	387,996	292,950	400,000
46300	R & M motor vehicles	25,221	26,923	25,000	25,000

**City of Pembroke Pines, Florida  
Expenditure Detail**

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**Entity 471 Utility Fund | Function 535 Sewer/wastewater services**

**Division 6022 Sewer Treatment Plant | Project Blank**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Operating Expenses</b>					
46800	Maintenance contracts	2,234	2,030	2,300	2,300
49104	License fees	5,542	8,961	6,000	9,000
49105	License renewals	40	3,253	1,000	3,500
51100	Office supplies	1,505	2,088	1,500	1,500
52000	Operating supplies	7,186	7,779	8,000	8,000
52150	First aid, safety equip & supplies	10,996	14,451	11,500	7,500
52200	Cleaning/janitorial supplies	3,056	2,811	3,200	3,000
52300	Expendable tools	8,019	11,608	8,000	8,000
52350	Electrical/mechanical supplies	-	-	1,000	1,000
52410	Lab chemicals & supplies	17,433	24,654	25,000	25,000
52430	Operating chemicals	133,131	114,050	180,000	180,000
52540	Fuel	30,470	14,153	30,000	25,000
52600	Clothing/uniforms	-	255	500	500
52650	Equip < than \$1000	24,481	15,774	15,000	25,000
52701	Food purchases	-	-	500	500
54100	Memberships/ dues/ subscription	74	25	250	250
<b>Operating Expenses</b>		<b>9,894,598</b>	<b>8,249,850</b>	<b>8,710,404</b>	<b>11,439,458</b>
<b>Capital Outlay</b>					
64165	Pump	-	-	3,050	-
<b>Capital Outlay</b>		<b>0</b>	<b>0</b>	<b>3,050</b>	<b>0</b>
<b>Blank</b>		<b>11,617,660</b>	<b>9,712,483</b>	<b>9,897,825</b>	<b>12,400,598</b>

**Entity 471 Utility Fund | Function 535 Sewer/wastewater services**

**Division 6022 Sewer Treatment Plant | Project 117 Phase II - AWS**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Capital Outlay</b>					
62043	Bldg/Reverse Osmosis Plant	-	-	-	12,300,000
<b>Capital Outlay</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>12,300,000</b>
<b>117 Phase II - AWS</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>12,300,000</b>

**Entity 471 Utility Fund | Function 535 Sewer/wastewater services**

**Division 6022 Sewer Treatment Plant | Project 834 Plant Rehabilitation**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Capital Outlay</b>					
63183	Sewer treatment rehabilitation	-	-	74,140	-

**City of Pembroke Pines, Florida  
Expenditure Detail**

**Entity 471 Utility Fund | Function 535 Sewer/wastewater services  
Division 6022 Sewer Treatment Plant | Project 834 Plant Rehabilitation**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Capital Outlay</b>					
	<b>Capital Outlay</b>	<b>0</b>	<b>0</b>	<b>74,140</b>	<b>0</b>
	<b>834 Plant Rehabilitation</b>	<b>0</b>	<b>0</b>	<b>74,140</b>	<b>0</b>

**Entity 471 Utility Fund | Function 535 Sewer/wastewater services  
Division 6022 Sewer Treatment Plant | Project 845 Alternative Water Supply**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Capital Outlay</b>					
62043	Bldg/Reverse Osmosis Plant	-	-	18,556,458	-
63001	Engineering fees	-	-	1,443,542	-
	<b>Capital Outlay</b>	<b>0</b>	<b>0</b>	<b>20,000,000</b>	<b>0</b>
	<b>845 Alternative Water Supply</b>	<b>0</b>	<b>0</b>	<b>20,000,000</b>	<b>0</b>

<b>Sewer Treatment Plant</b>	<b>11,617,660</b>	<b>9,712,483</b>	<b>29,971,965</b>	<b>24,700,598</b>
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## Expenditure Detail

Entity 471 Utility Fund | Function 533 Water utility services

Division 6031 Water Plants | Project Blank

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Personnel Services</b>					
12187	Laboratory Technician II	59,028	59,251	43,310	-
12673	Chief Water Operations	94,224	94,525	92,128	91,055
12674	Chief Chemist	50,713	-	-	-
12740	Custodian	-	37,740	24,520	-
12779	W-Utility Ser Worker II	117,565	92,857	57,750	56,965
12926	Water Plant Operator I	113,315	129,098	131,144	150,266
12928	Water Plant Operator III	418,869	389,885	351,438	263,390
12993	Accrued vacation	-5,541	1,397	-	-
12994	Accrued sick leave	-14,908	-16,170	-	-
13674	P/T Chief Chemist	-	54,909	72,496	70,303
13926	P/T Water Plant Operator I	-	19,722	22,728	22,035
14000	Overtime	90,810	40,462	30,000	50,000
15100	Holiday pay	6,288	6,816	10,000	7,500
15105	Shoe allowance	1,158	1,000	1,000	200
15108	Shift Differential	6,699	5,563	6,240	5,200
15115	Beeper pay	-	1,539	500	1,500
15200	Longevity pay	22,062	20,759	18,305	-
21000	Social Security- matching	73,972	70,129	72,537	54,432
22000	Retirement contributions	223,982	263,681	136,895	95,496
22300	General retiree health contrib	191,939	208,872	122,516	121,200
22506	Retiree Health Savings-General	-	-	3,899	-
22900	Retirement contribution - Lump	48,620	46,058	-	-
23000	Health Insurance	194,898	142,065	174,392	121,122
23100	Life Insurance	2,005	1,397	1,343	1,152
24000	Workers compensation	36,452	19,449	45,607	54,285
	<b>Personnel Services</b>	<b>1,732,148</b>	<b>1,691,003</b>	<b>1,418,748</b>	<b>1,166,101</b>

**Operating Expenses**

31100	Professional services- engineering	1,764	163	-	25,000
31500	Professional services-other	33,084	35,741	34,850	34,000
34300	Contract- laundry & cleaning	3,592	3,455	4,150	3,500
34450	Contract- sludge removal	160,586	120,424	250,007	150,000
34989	Contractual service provider	-	-	97,250	365,850
40100	Travel/conferences	125	-	-	-
40200	College classes- education	325	-	-	-
43100	Electric	579,561	583,887	567,746	650,000
44200	Rents- machinery & equipment	1,062	3,881	1,500	3,000
46150	R & M- land- building &	20,031	33,014	25,000	35,000
46250	R & M equipment	121,357	149,849	170,000	125,000
46300	R & M motor vehicles	42,642	24,980	25,000	25,000
46800	Maintenance contracts	2,052	2,161	2,500	2,500

**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	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Operating Expenses</b>					
47100	Printing	-	-	500	500
48100	Advertising	-	1,060	-	1,100
49104	License fees	3,570	10,421	9,000	10,500
49105	License renewals	-	1,616	2,000	2,000
51100	Office supplies	733	894	1,000	1,000
52000	Operating supplies	4,313	2,792	4,000	3,000
52150	First aid, safety equip & supplies	2,085	1,734	8,000	2,000
52200	Cleaning/janitorial supplies	2,039	1,487	2,100	2,000
52300	Expendable tools	2,096	3,717	5,100	2,500
52410	Lab chemicals & supplies	9,734	8,607	10,000	10,000
52430	Operating chemicals	867,950	986,175	925,000	985,000
52540	Fuel	99,215	73,650	80,000	80,000
52600	Clothing/uniforms	-	255	500	500
52650	Equip < than \$1000	3,193	5,315	6,200	3,200
52653	Computer equipment < \$1000	932	-	1,000	1,000
52701	Food purchases	-	-	200	200
<b>Operating Expenses</b>		<b>1,962,040</b>	<b>2,055,277</b>	<b>2,232,603</b>	<b>2,523,350</b>
<b>Blank</b>		<b>3,694,188</b>	<b>3,746,279</b>	<b>3,651,351</b>	<b>3,689,451</b>

**Entity 471 Utility Fund | Function 533 Water utility services**

**Division 6031 Water Plants | Project 838 Water Treatment Plant Expansion Phase III**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Capital Outlay</b>					
62029	Water plant	-	-	1,525,683	1,000,000
<b>Capital Outlay</b>		<b>0</b>	<b>0</b>	<b>1,525,683</b>	<b>1,000,000</b>
<b>er Treatment Plant Expansion Phase III</b>		<b>0</b>	<b>0</b>	<b>1,525,683</b>	<b>1,000,000</b>
<b>Water Plants</b>		<b>3,694,188</b>	<b>3,746,279</b>	<b>5,177,034</b>	<b>4,689,451</b>

## Expenditure Detail

## Entity 471 Utility Fund | Function 533 Water utility services

## Division 6032 Water Distribution | Project Blank

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Personnel Services</b>					
12767	Utility Maintenance Supervisor	85,160	77,876	569	-
12778	W-Utility Ser Worker I	50,784	50,236	20,582	-
12779	W-Utility Ser Worker II	338,708	346,322	286,075	283,192
12993	Accrued vacation	-158	449	-	-
12994	Accrued sick leave	4,200	-13,644	-	-
14000	Overtime	41,636	40,589	42,000	30,000
15105	Shoe allowance	800	800	600	-
15115	Beeper pay	19,670	17,766	20,000	17,500
15200	Longevity pay	15,525	16,575	12,029	-
21000	Social Security- matching	41,685	41,529	29,605	23,960
22000	Retirement contributions	96,763	131,742	67,529	32,801
22300	General retiree health contrib	109,679	111,398	65,090	67,334
22900	Retirement contribution - Lump	27,769	26,306	-	-
23000	Health Insurance	100,518	69,413	86,896	67,290
23100	Life Insurance	1,063	737	548	577
24000	Workers compensation	19,320	10,257	19,211	23,370
<b>Personnel Services</b>		<b>953,123</b>	<b>928,350</b>	<b>650,734</b>	<b>546,024</b>
<b>Operating Expenses</b>					
31100	Professional services- engineering	-	6,932	15,000	6,000
31400	Professional services- medical	-	-	500	500
34300	Contract- laundry & cleaning	1,252	1,359	1,700	1,500
34989	Contractual service provider	-	-	59,165	225,439
40100	Travel/conferences	-	3	250	-
44200	Rents- machinery & equipment	1,433	203	1,500	1,500
46150	R & M- land- building &	124,960	56,946	158,955	125,000
46250	R & M equipment	2,216	2,728	28,438	40,000
46300	R & M motor vehicles	35,746	20,717	25,000	22,500
46700	R & M fire hydrants	12,842	-	15,000	15,000
49105	License renewals	85	-	200	200
51100	Office supplies	43	-	250	250
52000	Operating supplies	2,030	6,515	2,000	4,000
52150	First aid, safety equip & supplies	3,390	1,130	3,500	3,500
52200	Cleaning/janitorial supplies	1,393	986	1,500	1,500
52300	Expendable tools	5,557	5,013	6,000	5,500
52540	Fuel	54,665	34,618	50,000	47,000
52600	Clothing/uniforms	-	405	500	500
52650	Equip < than \$1000	3,750	5,596	5,000	5,000
52651	Meters < than \$1000	131,349	115,606	125,000	125,000
52701	Food purchases	-	-	250	250

**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	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Operating Expenses</b>					
	<b>Operating Expenses</b>	<b>380,714</b>	<b>258,759</b>	<b>499,708</b>	<b>630,139</b>
<b>Capital Outlay</b>					
64165	Pump	-	-	1,462	-
64400	Other equipment	-	-	6,126	-
	<b>Capital Outlay</b>	<b>0</b>	<b>0</b>	<b>7,588</b>	<b>0</b>
	<b>Blank</b>	<b>1,333,837</b>	<b>1,187,109</b>	<b>1,158,030</b>	<b>1,176,163</b>

**Entity 471 Utility Fund | Function 533 Water utility services**

**Division 6032 Water Distribution | Project 957 Water main master plan**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Capital Outlay</b>					
63233	Water main	-	-	89,257	-
	<b>Capital Outlay</b>	<b>0</b>	<b>0</b>	<b>89,257</b>	<b>0</b>
	<b>957 Water main master plan</b>	<b>0</b>	<b>0</b>	<b>89,257</b>	<b>0</b>

<b>Water Distribution</b>	<b>1,333,837</b>	<b>1,187,109</b>	<b>1,247,287</b>	<b>1,176,163</b>
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<b>Utility Fund</b>	<b>42,874,308</b>	<b>41,287,628</b>	<b>58,612,212</b>	<b>54,649,575</b>
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## Expenditure Detail

Entity 504 Public Insurance Fund | Function 519 Other general governmental services

Division 203 Self Insurance | Project 401 Administration

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Personnel Services</b>					
12010	Insurance Clerk	49,143	50,500	37,172	-
12014	Risk Management/Benefits	-	8,055	63,415	55,191
12103	Benefits Administrator	92,929	30,843	-	-
12557	Risk Management/Benefits	-	17,452	-	-
12993	Accrued vacation	2,745	4,343	-	-
12994	Accrued sick leave	58	3,085	-	-
12997	Sick leave - annual	-	-	-	1,446
15200	Longevity pay	1,596	2,429	3,019	-
21000	Social Security- matching	10,627	8,062	8,659	4,299
22000	Retirement contributions	43,374	45,940	18,022	11,978
22300	General retiree health contrib	8,361	7,106	11,241	6,160
22900	Retirement contribution - Lump	5,302	2,472	-	-
<b>Personnel Services</b>		<b>214,136</b>	<b>180,288</b>	<b>141,528</b>	<b>79,074</b>
<b>Operating Expenses</b>					
34989	Contractual service provider	-	-	15,829	59,039
34990	Contractual services- other	25,000	-	30,000	24,000
45025	Hazardous cleanup	-	1,965	7,500	5,000
45050	Insurance- administrative fees	132,045	163,894	219,644	210,000
46800	Maintenance contracts	220	-	1,000	2,000
47100	Printing	-	-	5,000	5,000
49857	Allocation of Adm Expenses	-376,618	-350,091	-426,001	-389,613
51100	Office supplies	5,218	3,818	4,500	4,500
52650	Equip < than \$1000	-	126	1,000	1,000
<b>Operating Expenses</b>		<b>-214,136</b>	<b>-180,288</b>	<b>-141,528</b>	<b>-79,074</b>
<b>401 Administration</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Entity 504 Public Insurance Fund | Function 519 Other general governmental services

Division 203 Self Insurance | Project 402 Health Insurance

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Operating Expenses</b>					
45053	Health- Administrative fees	561,246	592,567	630,072	661,576
45085	Dental/Cobra Fees	1,156	221	2,000	2,000
45420	Health- Premium	327,887	325,370	389,183	447,560
45808	Health Claims	17,476,120	11,936,947	15,303,425	16,343,318
49857	Allocation of Adm Expenses	224,180	207,713	284,857	265,250
<b>Operating Expenses</b>		<b>18,590,589</b>	<b>13,062,819</b>	<b>16,609,537</b>	<b>17,719,704</b>

**City of Pembroke Pines, Florida  
Expenditure Detail**

**Entity 504 Public Insurance Fund | Function 519 Other general governmental services**

**Division 203 Self Insurance | Project 402 Health Insurance**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>402 Health Insurance</b>		<b>18,590,589</b>	<b>13,062,819</b>	<b>16,609,537</b>	<b>17,719,704</b>

**Entity 504 Public Insurance Fund | Function 519 Other general governmental services**

**Division 203 Self Insurance | Project 403 Life Insurance**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Operating Expenses</b>					
45095	Insurance- Life	297,215	240,072	241,334	234,217
49857	Allocation of Adm Expenses	6,105	2,661	4,107	3,562
<b>Operating Expenses</b>		<b>303,320</b>	<b>242,733</b>	<b>245,441</b>	<b>237,779</b>
<b>403 Life Insurance</b>		<b>303,320</b>	<b>242,733</b>	<b>245,441</b>	<b>237,779</b>

**Entity 504 Public Insurance Fund | Function 519 Other general governmental services**

**Division 203 Self Insurance | Project 404 Workers Compensation**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Operating Expenses</b>					
45070	Insurance-excess wrkrs	358,909	300,506	375,000	468,750
45080	State assessment- self ins wrkrs	144,064	113,948	150,000	150,000
45742	Workers compensation 1985-86	90,118	-346,930	-	-
45743	Workers compensation 1986-87	738	-7,287	-	-
45744	Workers compensation 1987-88	-1,408	-59,588	-	-
45745	Workers compensation 1988-89	-2,117	51,083	-	-
45746	Workers compensation 1989-90	5,267	-30,188	-	-
45747	Workers compensation 1990-91	-54,531	11,037	-	-
45748	Workers compensation 1991-92	-	37,497	-	-
45749	Workers compensation 1992-93	31,837	537	-	-
45751	Workers compensation 1993-94	-27,718	0	-	-
45752	Workers compensation 1994-95	-1,550	315,811	-	-
45753	Workers compensation 1995-96	44,002	-20,709	-	-
45754	Workers compensation 1996-97	0	-2,475	-	-
45755	Workers compensation 1997-98	227,212	-211,968	-	-
45756	Workers compensation 1998-99	-8,829	-13,478	-	-
45757	Workers compensation 1999-00	10,749	35,461	-	-
45758	Workers compensation 2000-01	-58,173	42,633	-	-
45759	Workers compensation 2001-02	1,339	1,615	-	-
45760	Workers compensation 2002-03	79,911	-47,569	-	-
45761	Workers compensation 2003-04	840,555	-153,703	-	-
45762	Workers compensation 2004-05	61,705	29,123	-	-

## Expenditure Detail

## Entity 504 Public Insurance Fund | Function 519 Other general governmental services

## Division 203 Self Insurance | Project 404 Workers Compensation

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Operating Expenses</b>					
45763	Workers compensation 2005-06	6,321	-311,992	-	-
45764	Workers compensation 2006-07	-340,212	-325,374	-	-
45765	Workers compensation 2007-08	1,929,862	-870,735	-	-
45766	Workers compensation 2008-09	-	1,768,289	-	-
45767	Workers compensation 2009-10	-	-	2,144,668	-
45768	Workers compensation 2010-11	-	-	-	2,775,490
45776	Workers compensation	-	1,000,000	-	-
49857	Allocation of Adm Expenses	53,510	58,895	56,373	51,580
<b>Operating Expenses</b>		<b>3,391,562</b>	<b>1,364,440</b>	<b>2,726,041</b>	<b>3,445,820</b>
<b>404 Workers Compensation</b>		<b>3,391,562</b>	<b>1,364,440</b>	<b>2,726,041</b>	<b>3,445,820</b>

## Entity 504 Public Insurance Fund | Function 519 Other general governmental services

## Division 203 Self Insurance | Project 405 Property &amp; Casualty Insurance

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Operating Expenses</b>					
45060	Insurance- excess property	1,503,548	833,649	1,500,000	1,650,000
45200	Insurance- Gallagher package	774,344	638,302	750,000	825,000
45600	Insurance- fidelity bonds	7,433	7,188	7,917	8,709
45714	Insurance claims paid 2010-11	-	-	-	1,700,000
45715	Insurance claims paid 2009-10	-	-	1,700,000	-
45716	Insurance claims paid 2008-09	-	382,454	-	-
45717	Insurance claims paid 2007-08	68,692	249,969	-	-
45718	Insurance claims paid 2006-07	-11,721	-43,555	-	-
45719	Insurance claims paid 2005-06	-154,478	-60,168	-	-
45720	Insurance claims paid 1991-92	30,093	-37,497	-	-
45721	Insurance claims paid 1992-93	-31,837	-537	-	-
45722	Insurance claims paid 1993-94	3,479	0	-	-
45723	Insurance claims paid 1994-95	-20,862	25,825	-	-
45724	Insurance claims paid 1995-96	-10,936	5,033	-	-
45725	Insurance claims paid 1996-97	0	-774	-	-
45726	Insurance claims paid 1997-98	-7,592	-69,849	-	-
45727	Insurance claims paid 1998-99	-42,194	-6,858	-	-
45728	Insurance claims paid 1999-00	-12,476	-12,396	-	-
45729	Insurance claims paid 2000-01	-70,220	-1,357	-	-
45731	Insurance claims paid 2001-02	10,537	-3,347	-	-
45732	Insurance claims paid 2002-03	8,066	-13,178	-	-
45733	Insurance claims paid 2003-04	426,046	-166,656	-	-
45734	Insurance claims paid 2004-05	742	-37,120	-	-

**City of Pembroke Pines, Florida  
Expenditure Detail**

**Entity 504 Public Insurance Fund | Function 519 Other general governmental services**

**Division 203 Self Insurance | Project 405 Property & Casualty Insurance**

Object	Object Description	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Operating Expenses</b>					
45736	Insurance claims paid 1985-86	2,886	-30,441	-	-
45737	Insurance claims paid 1986-87	-738	7,287	-	-
45738	Insurance claims paid 1987-88	1,408	59,588	-	-
45739	Insurance claims paid 1988-89	-1,094	-51,083	-	-
45740	Insurance claims paid 1989-90	-5,267	30,188	-	-
45741	Insurance claims paid 1990-91	24,437	-23,160	-	-
45770	Claims not part of Gallagher	-	-	160,000	160,000
45775	Claims - non-voucher	230,476	-4,348	214,000	214,000
49857	Allocation of Adm Expenses	92,823	80,822	80,664	69,220
	<b>Operating Expenses</b>	<b>2,815,594</b>	<b>1,757,982</b>	<b>4,412,581</b>	<b>4,626,929</b>
	<b>405 Property &amp; Casualty Insurance</b>	<b>2,815,594</b>	<b>1,757,982</b>	<b>4,412,581</b>	<b>4,626,929</b>
	<b>Self Insurance</b>	<b>25,101,065</b>	<b>16,427,974</b>	<b>23,993,600</b>	<b>26,030,232</b>
	<b>Public Insurance Fund</b>	<b>25,101,065</b>	<b>16,427,974</b>	<b>23,993,600</b>	<b>26,030,232</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	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Operating Expenses</b>					
31500	Professional services-other	52,739	67,583	82,500	38,000
31700	Professional service-investment mgt	40,786	34,426	49,500	50,000
36000	Retirement benefits	4,872,010	7,602,125	6,490,000	8,331,000
49851	Contribution refund	-21,618	-37,584	-	-
	<b>Operating Expenses</b>	<b>4,943,916</b>	<b>7,666,550</b>	<b>6,622,000</b>	<b>8,419,000</b>
	<b>Blank</b>	<b>4,943,916</b>	<b>7,666,550</b>	<b>6,622,000</b>	<b>8,419,000</b>
<b>Post Employment Benefits</b>		<b>4,943,916</b>	<b>7,666,550</b>	<b>6,622,000</b>	<b>8,419,000</b>
<b>General Pension Trust Fund</b>		<b>4,943,916</b>	<b>7,666,550</b>	<b>6,622,000</b>	<b>8,419,000</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	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Operating Expenses</b>					
31500	Professional services-other	418,328	537,523	245,000	255,300
31600	Actuarial services	-	-	130,000	150,000
31700	Professional service-investment mgt	1,463,358	1,086,954	1,542,000	1,300,000
31750	Custodial fees	-	-	78,000	80,000
40100	Travel/conferences	-	-	30,000	13,000
45650	Fiduciary bond Insurance	-	-	20,000	20,500
49910	Retirement benefits	13,695,158	16,103,776	8,472,800	20,900,000
49911	Drop Plan Benefits	-	-	6,657,200	-
49952	Contribution refund	140,592	152,652	160,000	100,000
52950	Out of pocket expenses	-	-	50,000	52,000
<b>Operating Expenses</b>		<b>15,717,436</b>	<b>17,880,905</b>	<b>17,385,000</b>	<b>22,870,800</b>
<b>Blank</b>		<b>15,717,436</b>	<b>17,880,905</b>	<b>17,385,000</b>	<b>22,870,800</b>
<b>Post Employment Benefits</b>		<b>15,717,436</b>	<b>17,880,905</b>	<b>17,385,000</b>	<b>22,870,800</b>
<b>Fire &amp; Police Pension Trust Fund</b>		<b>15,717,436</b>	<b>17,880,905</b>	<b>17,385,000</b>	<b>22,870,800</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	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>Personnel Services</b>					
21000	Social Security- matching	-	890	1,300	-
	<b>Personnel Services</b>	<b>0</b>	<b>890</b>	<b>1,300</b>	<b>0</b>
<b>Operating Expenses</b>					
34990	Contractual services- other	-	15,300	15,000	15,000
45053	Health- Administrative fees	77,655	117,399	126,000	140,225
45095	Insurance- Life	26,693	23,069	30,000	31,500
45420	Health- Premium	80,835	75,824	89,700	118,573
45808	Health Claims	4,594,481	4,693,216	4,764,582	6,065,589
	<b>Operating Expenses</b>	<b>4,779,665</b>	<b>4,924,808</b>	<b>5,025,282</b>	<b>6,370,887</b>
	<b>Blank</b>	<b>4,779,665</b>	<b>4,925,698</b>	<b>5,026,582</b>	<b>6,370,887</b>
<b>Post Employment Benefits</b>		<b>4,779,665</b>	<b>4,925,698</b>	<b>5,026,582</b>	<b>6,370,887</b>
<b>Other Post Employment Benefits</b>		<b>4,779,665</b>	<b>4,925,698</b>	<b>5,026,582</b>	<b>6,370,887</b>

**City of Pembroke Pines, Florida**  
**Expenditure Detail**  
**All Funds**

	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
<b>1 General Fund</b>	149,127,526	148,137,974	151,369,096	149,309,909
<b>51 Wetlands Trust Fund</b>	27,210	22,644	16,500	16,500
<b>100 Road &amp; Bridge Fund</b>	7,963,286	4,187,603	6,028,325	5,412,942
<b>120 State Housing Initiative Program</b>	2,292,320	1,263,809	2,892,956	-
<b>121 HUD Grants CDBG/HOME</b>	1,444,596	1,632,387	7,647,753	1,195,511
<b>122 Law Enforcement Grant</b>	788,479	414,132	77,375	17,918
<b>123 ADA/Paratransit Program</b>	424,812	1,204,562	899,041	452,928
<b>124 Police Community Services Grant</b>	26,451	11,142	206,217	-
<b>126 COPS Grants</b>	70,419	-	-	-
<b>128 Community Bus Program</b>	1,200,174	1,040,687	736,080	662,392
<b>131 Treasury - Confiscated</b>	10,572	9,690	263,329	-
<b>132 Justice - Confiscated</b>	-	22,150	235,036	20,358
<b>133 \$2 Police Education</b>	45,487	42,237	154,620	55,265
<b>134 FDLE - Confiscated</b>	33,423	150,620	1,445,931	199,373
<b>199 Older Americans Act</b>	1,239,024	1,162,080	925,383	931,834
<b>201 Debt Service</b>	86,981,806	25,368,768	34,758,932	26,443,062
<b>320 Municipal Construction</b>	39,793,546	22,398,511	36,769,396	25,060
<b>471 Utility Fund</b>	42,874,308	41,287,628	58,612,212	54,649,575
<b>504 Public Insurance Fund</b>	25,101,065	16,427,974	23,993,600	26,030,232
<b>655 General Pension Trust Fund</b>	4,943,916	7,666,550	6,622,000	8,419,000
<b>656 Fire &amp; Police Pension Trust Fund</b>	15,717,436	17,880,905	17,385,000	22,870,800
<b>657 Other Post Employment Benefits</b>	4,779,665	4,925,698	5,026,582	6,370,887

<b>Total All Funds</b>	<b>384,885,522</b>	<b>295,257,750</b>	<b>356,065,364</b>	<b>303,083,546</b>
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## 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, 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, moving from the patio of the first mayor, Dr. Kipnis. In 1976, the building was finished with primarily donated materials and labor, and 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 were 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 4,749 as of October 2010, 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 5,553 students in 2010-11.

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 have 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 50 baseball diamonds, 19 football/soccer fields, 25 paddleball courts, 11 indoor racquetball courts and 11 in-line hockey rinks. Tennis programs and lessons are available on the 50-lighted courts throughout the City. The community centers offer a wide variety of classes and activities and serve as a meeting place for over 70 non-profit civic organizations. Two theatres provide plays and entertainment throughout the year. Three full-service Broward County library branches are located within the City.

Recognizing the need to provide services for senior residents, the 52,000 square foot Southwest Focal Point Senior Center was constructed in 1996 for residents over 55 years of age. The facility includes a library, gym, billiard room, classrooms, computer labs, and a main hall as well as over 5,000 square feet dedicated to Adult Day Care and Alzheimer's Day Care Programs.

In 1997, Pines Point was built. Pines Point is a 190-apartment complex adjacent to the Southwest Focal Point Senior Center. This complex offers affordable housing to seniors over 55 years of age capable of independent living.

Additionally, during a period of three years (2005-2008), Pines Place Senior Residences was constructed. Pines Place consists of three towers with a combined total of 614 affordable apartments. Originally these apartments were available to seniors over 55 years of age. However in the summer of 2008, City Commission lowered the age restriction to 18.

Pembroke Pines now has an area of 34.25 square miles. It is a full-service City with its own Police and Fire Department. While providing above average services and amenities to approximately 150,587 (as of April 2010) residents, this year's budget stands at \$303,083,546 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	GASB	Government Accounting Standards Board
AHAC	Affordable Housing Advisory Committee	GEPP	General Employees Pension Plan
ALS	Advanced Life Support	GFOA	Government Finance Officer's Association
APB	Accounting Principles Board	GIS	Geographical Information System
ARC	Annual Required Contribution	GRADE	Gang Resistance and Drug Education
ARRA	American Recovery and Reinvestment Act	HBI	Home Builders Institute
ATPP	Anti-Terrorism Protection Program	HIPAA	Health Insurance Portability Accountability Act
ATS	American Traffic Solutions	HOME	HOME Investment Partnerships Program
BAS	Boundary Annexation Survey	HUD	Housing and Urban Development
BCT	Broward County Transit	ICPS	I Can Problem Solve
BLS	Basic Life Support	ICS	Incident Command System
BZPP	Buffer Zone Protection Program	ISO	Insurance Service Organization
CADD	Computer-Aided Drafting Design	IT	Information Technology
CAD	Computer Aided Dispatch	JAG	Justice Assistance Program
CBOD5	Carbonaceous Biochemical Oxygen Demand 5-Day	JPA	Joint Participation Agreement
CDBG	Community Development Block Grant	KAPOW	Kids & the Power of Work
CERT	Community Emergency Response Team	LAP	Local Agency Program
CIP	Capital Improvement Program	LEACH	Law Enforcement Against Child Harm
COLA	Cost of Living Adjustment	LHAP	Local Housing Assistance Plan
COPS	Community Oriented Policing Service	LPR	License Plate Recognition
CPI	Consumer Price Index	LSP	Local Service Program
CRA	Community Redevelopment Association	MAGTF	Multi-Agency Gang Task Force
CPR	Cardio Pulmonary Resuscitation	MFI	Median Family Income
CST	Crime Suppression Team	MGD	Million Gallons per Day
DCA	Department of Community Affairs	MMRP	Metropolitan Medical Response Program
DCF	Department of Children & Families	NAEYC	National Association for the Education of Young Children
DOEA	Department of Elder Affairs	NFPA	National Fire Protection Association
DRI	Developments of Regional Impact	NIMS	National Incident Management System
DROP	Deferred Retirement Option Plan	NPDES	National Pollutant Discharge Elimination System
DUI	Driving Under the Influence	NSP	Neighborhood Stabilization Program
EAR	Evaluation and Appraisal Report	NTU	Nephelometric Turbidity Unit
EHEAP	Emergency Home Energy Assistance Program	OAA	Older American Act
ESOL	English for Speakers of Other Language	OCTV	Our City Television
F/T	Full Time	OPEB	Other Post Employment Benefits
FASB	Financial Accounting Standards Board	P/T	Part Time
FCAT	Florida Comprehensive Assessment Test	PAL	Police Athletic League
FDLE	Florida Department of Law Enforcement	PES	Parking Enforcement Specialist
FDOT	Florida Department of Transportation	PIN	Personal Identification Number
FEMA	Federal Emergency Management Association	PSAP	Public Safety Answering Point
FHOP	Florida Homebuyer Opportunity Program	RDA	Recommended Daily Allowance
FSU	Florida State University	RFP	Request for Proposal
FTE	Full-time Equivalent	ROSC	Return of Spontaneous Circulation
FW	Florida Wetlandsbank TM	ROW	Right of Way
FY	Fiscal Year	SBA	State Board of Administration
GAAP	Generally Accepted Accounting Principles		

SCADA	Supervisory Control & Data Acquisition	TSS	Total Suspended Solids
SFWMD	South Florida Water Management District	UASI	Urban Area Security Initiative
SHIP	State Housing Initiative Partnership	USDA	United States Department of Agriculture
SIFMA	Securities Industry and Financial Markets Association	USLBA	United States Local Business Association
SOU	Special Operations Unit	USTA	United States Tennis Association
SQL	Structured Query Language	VOCA	Victims of Crime Act
TIL	Transitional Independent Living	VPK	Voluntary Pre-Kindergarten
TOPS	Transportation Options	WCY	Walter C. Young



## 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 appropriation 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.

**Assessment Ratio** – The ratio at which the millage rate is applied to the tax base.

**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.

**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 Appropriated Revenues and Estimated Budget Savings equal or exceed the Appropriated Expenditures, the budget is considered balanced. Should the Appropriated Expenditures exceed the Appropriated Revenues and Estimated Budget Savings, the difference would be shown in the revenue section as Beginning Surplus. The amount of the Beginning Surplus would specify the amount by which the Fund Balance would be reduced.

**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.

**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.

**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).

**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.

**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** – the projection of a budget variance for both revenue and expenditures based on historical data.

**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.

**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 .5 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 liabilities reported in a governmental or trust fund. The fund balance may be reserved for various purposes, or the fund balance may be unreserved.

**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** – Geographical 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.

**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.

**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-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.

**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 unliquidated encumbrances.



**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.

**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".

**Reserve** – An account used either to set aside budgeted revenues that are not required for expenditure in the current budget year, or to earmark a portion of a governmental fund's net assets that is not available for appropriation.

**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 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, not measures of workload.

**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."

**Unencumbered Balance** – The amount of an appropriation that is neither expended nor encumbered. It is essentially the amount of money still available for future purposes.

**Unreserved Fund Balance** – The portion of a fund's balance that is not restricted for a specific purpose and is available for general appropriation.

**Unrestricted Fund Balance** - This refers to the cumulative value of the excess of revenues over expenses/expenditures remaining from prior years, which are available for appropriation and expenditure in the current year. In the government-wide or proprietary fund statement of net assets, this is named "Net Assets – Unrestricted".

**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.

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## PROPOSED ORDINANCE NO. 2010-24

Revision 1

ORDINANCE NO. 1673

**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 2010-2011 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 0.6780 towards the payment of principal, interest and other related fees of those bonds issued by the City in 2005 and 2007; and

**PROPOSED ORDINANCE NO. 2010-24****Revision 1****ORDINANCE NO. 1673**

**WHEREAS**, the City of Pembroke Pines, Florida, pursuant to State Statute, now desires to fix the City's operating millage at 5.6880;

**NOW, THEREFORE, BE IT ORDAINED BY THE CITY COMMISSION OF THE CITY OF PEMBROKE PINES, FLORIDA, THAT:**

**Section 1** The foregoing "Whereas" clauses are hereby incorporated herein.

**Section 2.** The requisite advertisements, public hearings and ordinances necessary to establish the City millage shall be conducted and prepared.

**Section 3.** Pursuant to Chapter 200, Florida Statutes, a Public Hearing shall be held on the 7th day of September, 2010 and a second Public Hearing shall be held on the 21st day of September, 2010.

**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 0.6780.

**Section 6.** The City's operating millage shall be set at 5.6880, which is 1.89% below the rolled-back rate of 5.7976.

Page 2 of 4

JFK:

S:\Finance\Budget Annual\Budget 2011\2nd Hearing 9-21-10\Proposed Ordinance 2010-24, Revision 1.doc

**PROPOSED ORDINANCE NO. 2010-24**

**Revision 1**

**ORDINANCE NO. 1673**

**Section 7.** The City's aggregate millage is 6.3660, which consists of an operating millage of 5.6880 and a debt service millage of 0.6780.

**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. 2010-24

Revision 1

ORDINANCE NO. 1673

PASSED AND ADOPTED BY THE CITY COMMISSION OF THE CITY OF PEMBROKE PINES, FLORIDA, ON FIRST READING THIS 7<sup>th</sup> DAY OF September, 2010. TIME ADOPTED 8:12 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, 2010. TIME ADOPTED 7:20 PM.

CITY OF PEMBROKE PINES, FLORIDA

By: [Signature]  
MAYOR FRANK C. ORTIS

ATTEST: [Signature] 9/22/10  
JUDITH A. NEUGENT, CITY CLERK

- ORTIS AYE
- CASTILLO AYE
- McCLUSKEY 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 above foregoing is a true and correct copy of

Ordinance No. 1673  
as recorded in the Office of the City Clerk.  
Witness my hand and official seal this  
22 day of September A.D., 2010  
CITY OF PEMBROKE PINES

By: [Signature]  
Judith A. Neugent, City Clerk

JFK:

**PROPOSED ORDINANCE NO. 2010-25**

Revision 2

**ORDINANCE NO. 1675**

**AN ORDINANCE OF THE CITY COMMISSION OF THE CITY OF PEMBROKE PINES, FLORIDA, ADOPTING A BUDGET FOR FISCAL YEAR 2010-2011 FOR THE CITY OF PEMBROKE PINES, FLORIDA, PROVIDING FOR CONFLICTS; PROVIDING FOR SEVERABILITY; AND PROVIDING FOR AN EFFECTIVE DATE.**

**WHEREAS**, the 2010-2011 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, 2010 and terminating on September 30, 2011.

Section 2. There is hereby appropriated from the General Fund and other



**PROPOSED ORDINANCE NO. 2010-25**

Revision 2

**ORDINANCE NO. 1675**

funds of the City as set forth in detail in the Budget Estimates as set forth in **Exhibit "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 2010-2011, 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 2010-2011.

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

PROPOSED ORDINANCE NO. 2010-25

Revision 2

ORDINANCE NO. 1675

eliminated and so not affecting the validity of the remaining portions or applications 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 7th DAY OF September, 2010. TIME ADOPTED 8:15 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, 2010. TIME ADOPTED 8:50 PM.

CITY OF PEMBROKE PINES, FLORIDA

ATTEST:

JAN JUDITH A. NEUGENT, CITY CLERK

By: FRANK C. ORTIS, MAYOR

ORTIS	<u>AYE</u>
CASTILLO	<u>NAY</u>
McCLUSKEY	<u>AYE</u>
SHECHTER	<u>AYE</u>
SIPLE	<u>NAY</u>

APPROVED AS TO FORM:

OFFICE OF THE CITY ATTORNEY

**Exhibit A  
Summary of Budget Estimates  
Proposed Ordinance NO. 2010-25**

**Revision 2**

Fund #	Fund Description	Estimated Beginning Fund Balance	Revenues	Expenditures	Excess (Deficit) Revenues Over Expenditures	Estimated Ending Balance
1	General Fund	\$ 34,656,902	\$ 150,329,925	\$ 149,309,909	\$ 1,020,016	\$ 35,676,918
51	Wetlands Trust Fund	580,148	3,000	16,500	(13,500)	566,648
100	Road & Bridge Fund	5,709,789	4,086,795	5,412,942	(1,326,147)	4,383,642
120	State Housing Initiative Program	27,000	13,400	-	13,400	40,400
121	HUD Grants CDBG/HOME	-	1,195,511	1,195,511	-	-
122	Law Enforcement Grant	-	17,918	17,918	-	-
123	ADA/Paratransit Program	182,928	452,928	452,928	-	182,928
128	Community Bus Program	-	662,392	662,392	-	-
131	Treasury - Confiscated	(11,199)	1,300	-	1,300	(9,899)
132	Justice - Confiscated	9,598	1,300	20,358	(19,058)	(9,460)
133	\$2 Police Education	94,086	56,365	55,265	1,100	95,186
134	FDLE - Confiscated	176,923	8,400	199,373	(190,973)	(14,050)
199	Older Americans Act	26,663	931,834	931,834	-	26,663
201	Debt Service	14,296,670	26,807,318	26,443,062	364,256	14,660,926
320	Municipal Construction	(4,982,764)	2,605,975	25,060	2,580,915	(2,401,849)
471	Utility Fund	216,715,322	54,649,575	54,649,575	-	216,715,322
504	Public Insurance Fund	-	26,030,232	26,030,232	-	-
655	General Pension Trust Fund	113,336,941	12,916,335	8,419,000	4,497,335	117,834,276
656	Fire & Police Pension Trust Fund	237,787,445	48,832,382	22,870,800	25,961,582	263,749,027
657	Other Post Employment Benefits	13,093,653	10,583,580	6,370,887	4,212,693	17,306,346
		631,700,105	340,186,465	303,083,546	37,102,919	668,803,024



STATE OF FLORIDA  
COUNTY OF BROWARD

I HEREBY CERTIFY that the above and foregoing is a true and correct copy of Ordinance No. 1675

as recorded in the Office of the City Clerk. WITNESS my hand and official seal this

14 day of October A.D. 2010

CITY OF PEMBROKE PINES  
By: R. Rogers  
Deputy City Clerk



# CERTIFICATION OF TAXABLE VALUE

DR-420  
R. 6/10  
Rule 12D-16.002  
Florida Administrative Code

Year	2010	County	Broward
Principal Authority	Pembroke Pines	Taxing Authority	Pembroke Pines

## SECTION I: COMPLETED BY PROPERTY APPRAISER

1.	Current year taxable value of real property for operating purposes	\$	8,137,901,370	(1)
2.	Current year taxable value of personal property for operating purposes	\$	327,420,782	(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>	\$	8,465,322,152	(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.)	\$	21,168,440	(5)
6.	Current year adjusted taxable value <i>(Line 4 minus Line 5)</i>	\$	8,444,153,712	(6)
7.	Prior year FINAL gross taxable value from prior year applicable Form DR-403 series	\$	9,552,500,638	(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	(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 forms DR-420DEBT, <i>Certification of Voted Debt Millage</i> for each debt service levy.)	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Number 2	(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 July 1, 2010

## SECTION II: COMPLETED BY TAXING AUTHORITY

If this portion of the form is not completed in FULL your authority will be denied TRIM certification and possibly lose its millage levy privilege for the tax year. If any line is not applicable, -0-

10.	Prior year operating millage levy <i>(If prior year millage was adjusted then use adjusted millage from Form DR-422)</i>	5.1249	per \$1,000	(10)
11.	Prior year ad valorem proceeds <i>(Line 7 multiplied by Line 10, divided by 1,000)</i>	\$	48,955,611	(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>	\$	48,955,611	(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>	\$	8,444,153,712	(15)
16.	Current year rolled-back rate <i>(Line 13 divided by Line 15, multiplied by 1,000)</i>	5.7976	per \$1000	(16)
17.	Current year proposed operating millage rate	5.7976	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>	\$	49,078,552	(18)

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)

**DEPENDENT SPECIAL DISTRICTS AND MSTUs**



**STOP HERE - SIGN AND SUBMIT**

22.	Enter the total adjusted prior year ad valorem proceeds of the principal authority, all dependent special districts, and MSTUs levying a millage. <i>(The sum of Line 13 from all DR-420 forms)</i>	\$	48,955,611	(22)
23.	Current year aggregate rolled-back rate <i>(Line 22 divided by Line 15, multiplied by 1,000)</i>		5.7976 per \$1,000	(23)
24.	Current year aggregate rolled-back taxes <i>(Line 4 multiplied by Line 23, divided by 1,000)</i>	\$	49,078,552	(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>(Total of Line 18 from all DR-420 forms)</i>	\$	49,078,552	(25)
26.	Current year proposed aggregate millage rate <i>(Line 25 divided by Line 4, multiplied by 1,000)</i>		5.7976 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>		0.00 %	(27)

<b>First public budget hearing</b>	Date 09/07/2010	Time 6:00 pm	Place Commission Chambers, 10100 Pines Boulevard, Pembroke Pines, FL 33026
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<b>SIGN HERE</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			Date 08/04/2010
	Title City Manager	Contact Name Rene Gonzalez		
	Mailing Address 10100 Pines Boulevard	Physical Address 10100 Pines Boulevard, Pembroke Pines, FL 33026		
	City, State, Zip Pembroke Pines, FL 33026	Phone Number 954-435-6515	Fax Number 954-435-6524	