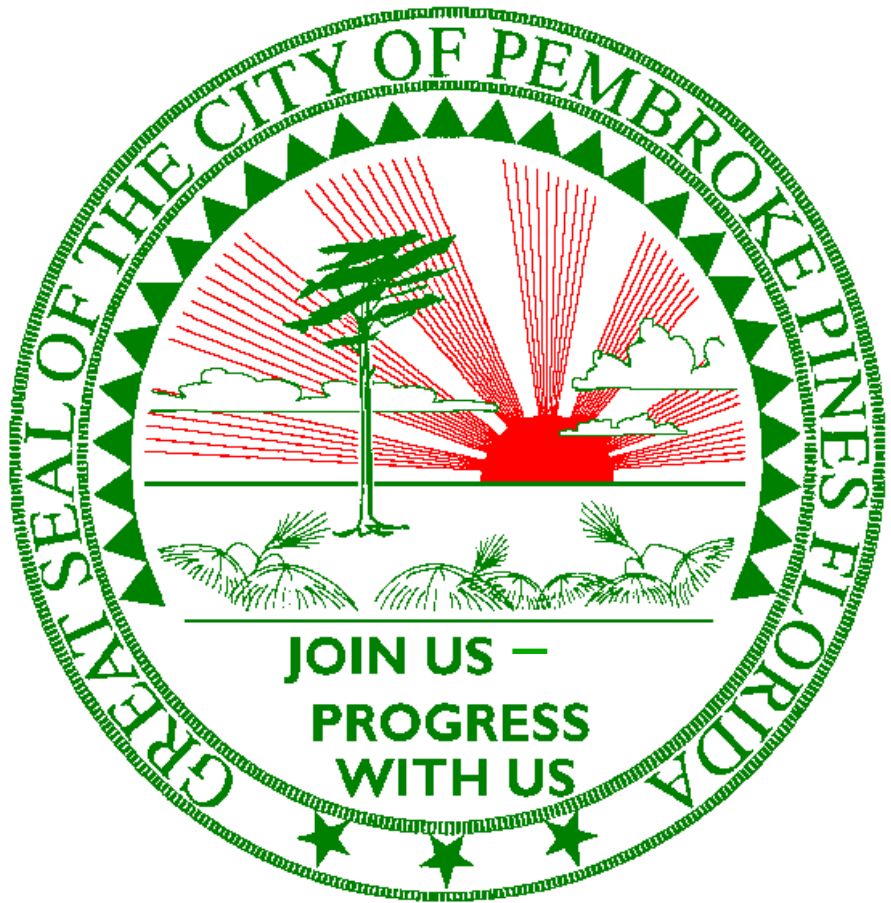


# 2012 BUDGET



## CITY OF PEMBROKE PINES — FLORIDA



## 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

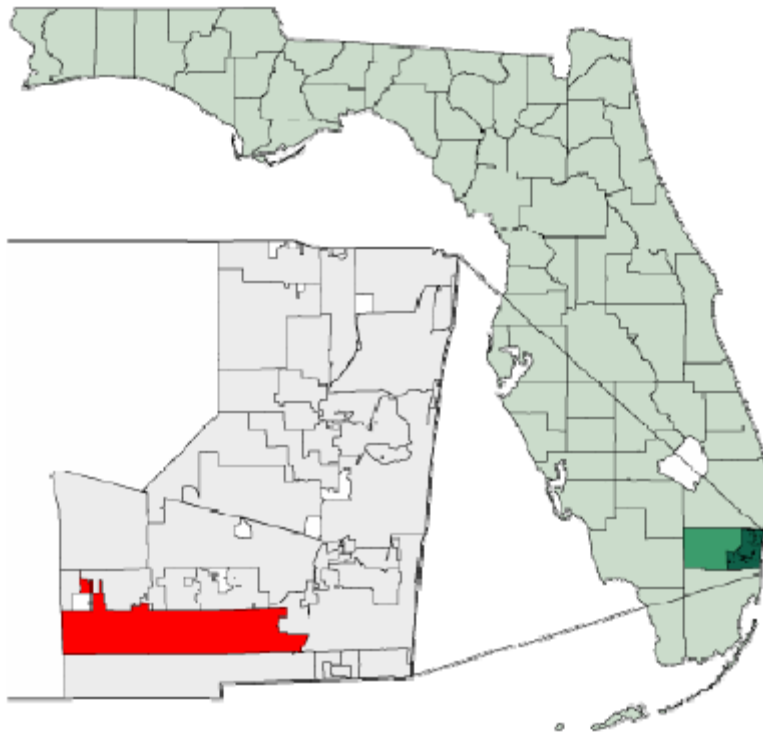
12. Special Revenues
13. Debt Service
14. Capital Projects
15. Enterprise
16. Pension
17. Permanent

### Detailed Information

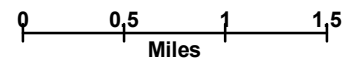
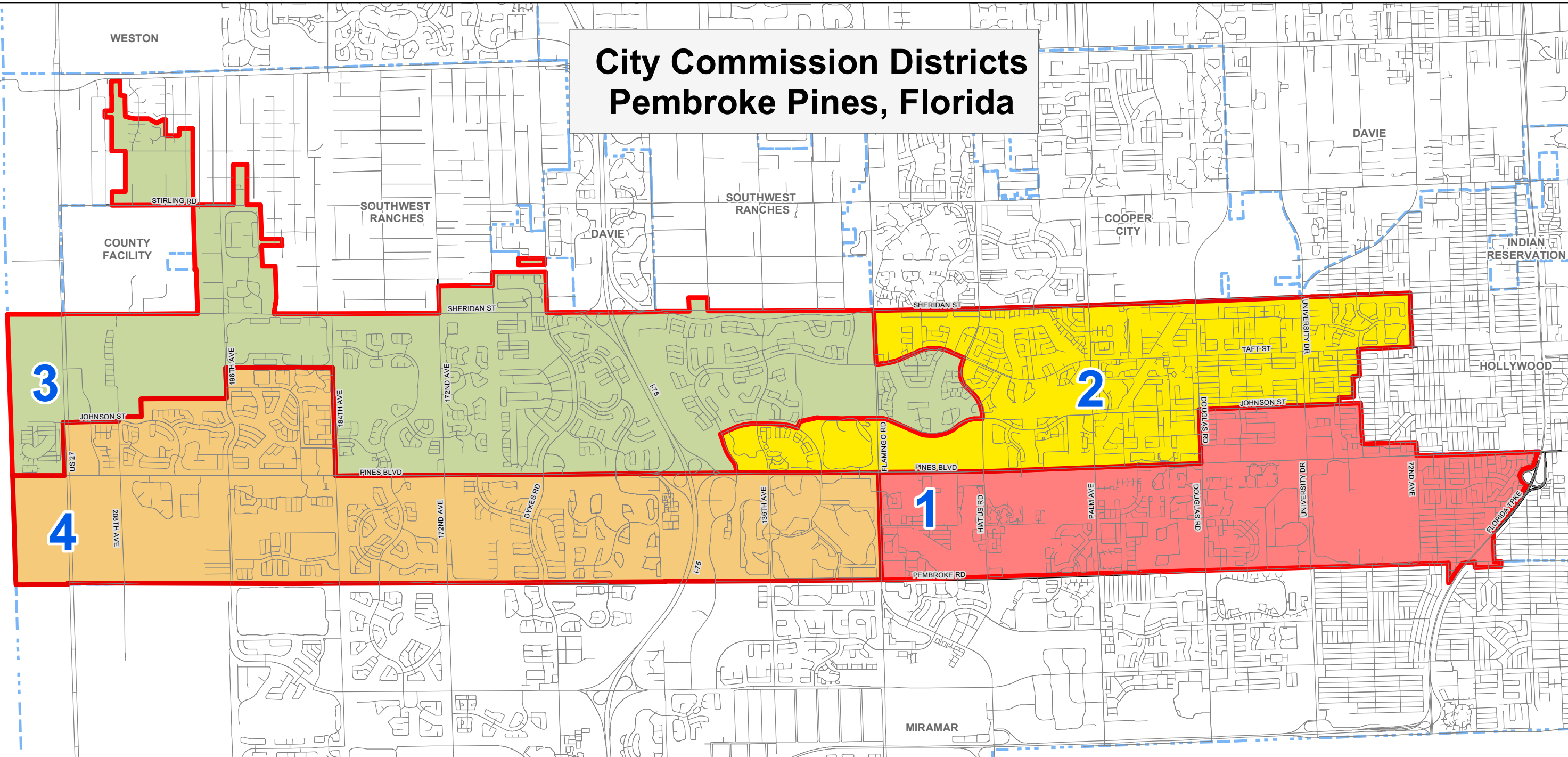
18. Five-Year Capital Improvement
19. Revenue Detail
20. Expenditure Detail
21. Appendix

## 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



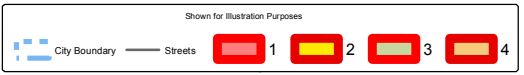
1 inch equals 5,000 feet



### 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.



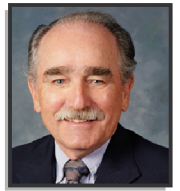
**Frank C. Ortis**  
Mayor



**Carl Shechter**  
District 1



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



**Jack McCluskey**  
District 2



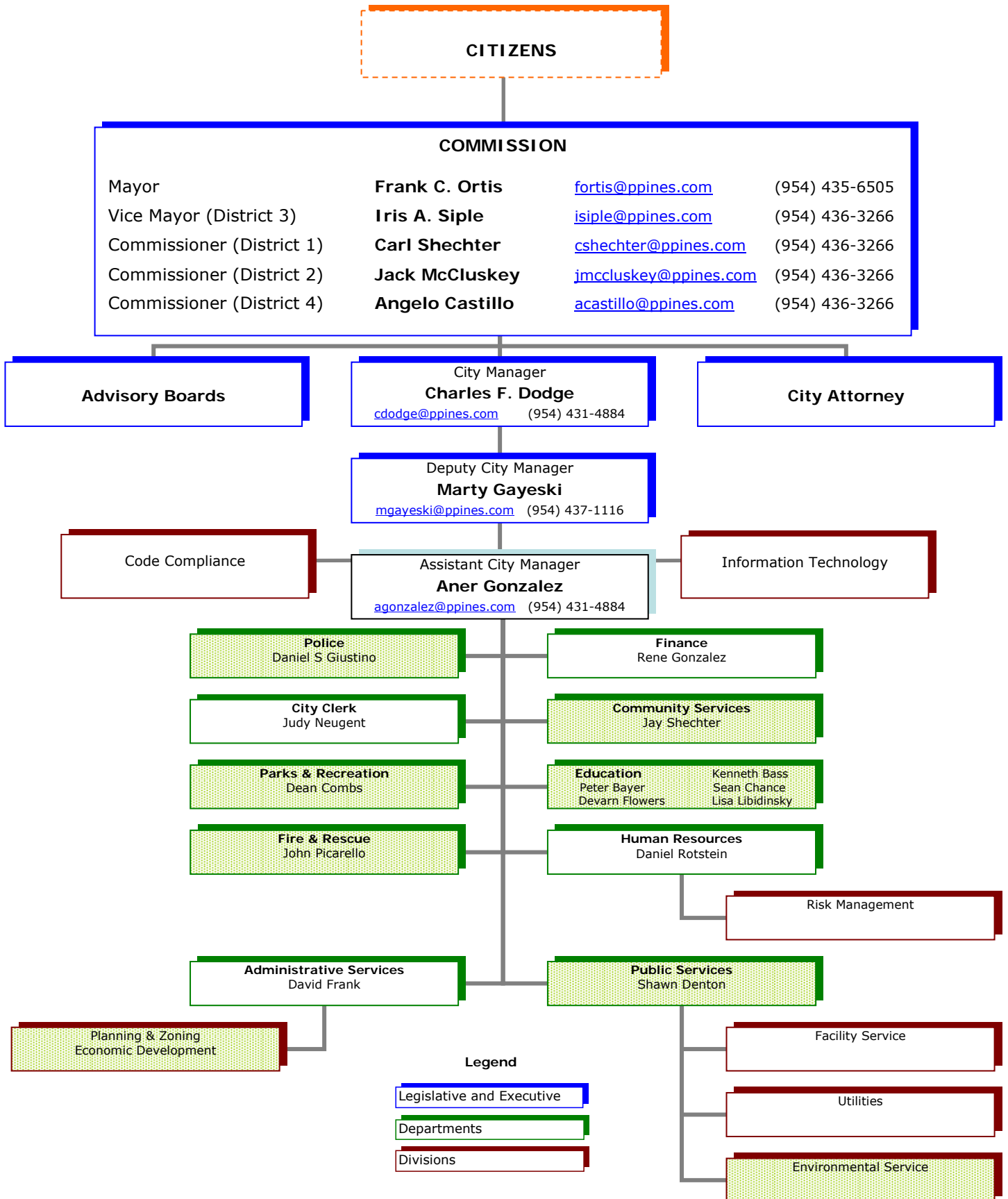
**Angelo Castillo**  
District 4



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



CITY OF PEMBROKE PINES, FLORIDA, 2011-12 BUDGET  
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# City of Pembroke Pines



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

Angelo Castillo, Commissioner  
Jack McCluskey, Commissioner  
Carl Shechter, Commissioner

September 30, 2011

Honorable Mayor and Commissioners:

The economic downturn which started in December 2007 has shown modest recovery as evidenced by persistent high unemployment, the collapse of values and prices of housing, tight lending markets, the stagnant construction industry, and weak returns on investments. City, county and state governments alike continue to search earnestly for new and innovative ways to counter the accompanying financial challenges. In most cases it has dictated a new way of doing business. At Pembroke Pines, the budget process started one month earlier than usual in order to determine the magnitude of the budgetary gap and allow adequate time for solutions through negotiations and collaborations.

As in previous years, the priority remains the provision of high quality key services to our residents while maintaining sound finances to ensure a sustainable premier quality of life. The challenge is meeting this priority by reducing cost so as not to unduly increase the tax burden on residents given the current economic climate. The goal is to achieve a delicate balance between reducing costs while maintaining the quality, range, and level of service that our residents expect.

In terms of cost reduction efforts, the City has revamped its School Resource Officer (SRO) Program in order to bring costs down, more in line with revenues. The City has hired retired Police Officers to work in the public schools operated by the Broward County School Board, the City of Pembroke Pines and the Somerset Academy Charter Schools instead of assigning current active City Police Officers to this duty.

In recent years, there have been numerous discussions that collaboration on services between communities could lead to greater efficiencies and reduced costs. To this end, the City entered into an interlocal agreement with the Town of Southwest Ranches to provide emergency medical, fire protection, and fire prevention services effective 9-1-11. This will provide savings to both entities by utilizing excess capacity at the City's Fire Station 101 and by creating greater efficiencies through economies of scale. The 2011-12 fire and rescue operations of the "Southwest Ranches Project" show a budgeted surplus of \$0.1 million. As a result of this project, the city-wide residential fire assessment rate decreased by 3.04% or \$7.38. The contract is for an initial term of five years and provides for 3.0% annual increases.

The pending sale of 16.7 acres of land at City Center, the City's developing government-planned downtown area, for \$11.0 million to Mills Creek Residential Trust LLC has sparked renewed interest in the City Center project despite the current real estate market. The developer plans to break ground by year end with a subdivision of 422 rental garden apartments and rental townhomes. Mills Creek also has an option to purchase an additional 10.5 acres of land at City Center for \$7.2 million to build another 278 rental garden apartments and rental townhomes. The Mills Creek development will create jobs and is expected to act as a catalyst for the sale of other vacant City Center parcels. In terms of expansion of the tax base, it is expected that new construction from this project will be reflected on the 2012 tax roll and impact the 2012-13 property tax and fire assessment revenues. The cost associated with serving an expanded community will be absorbed to a large extent by the fire assessment and property tax revenues generated from that expansion as well as the utilization of existing capacity and the efficiencies of economies of scale.

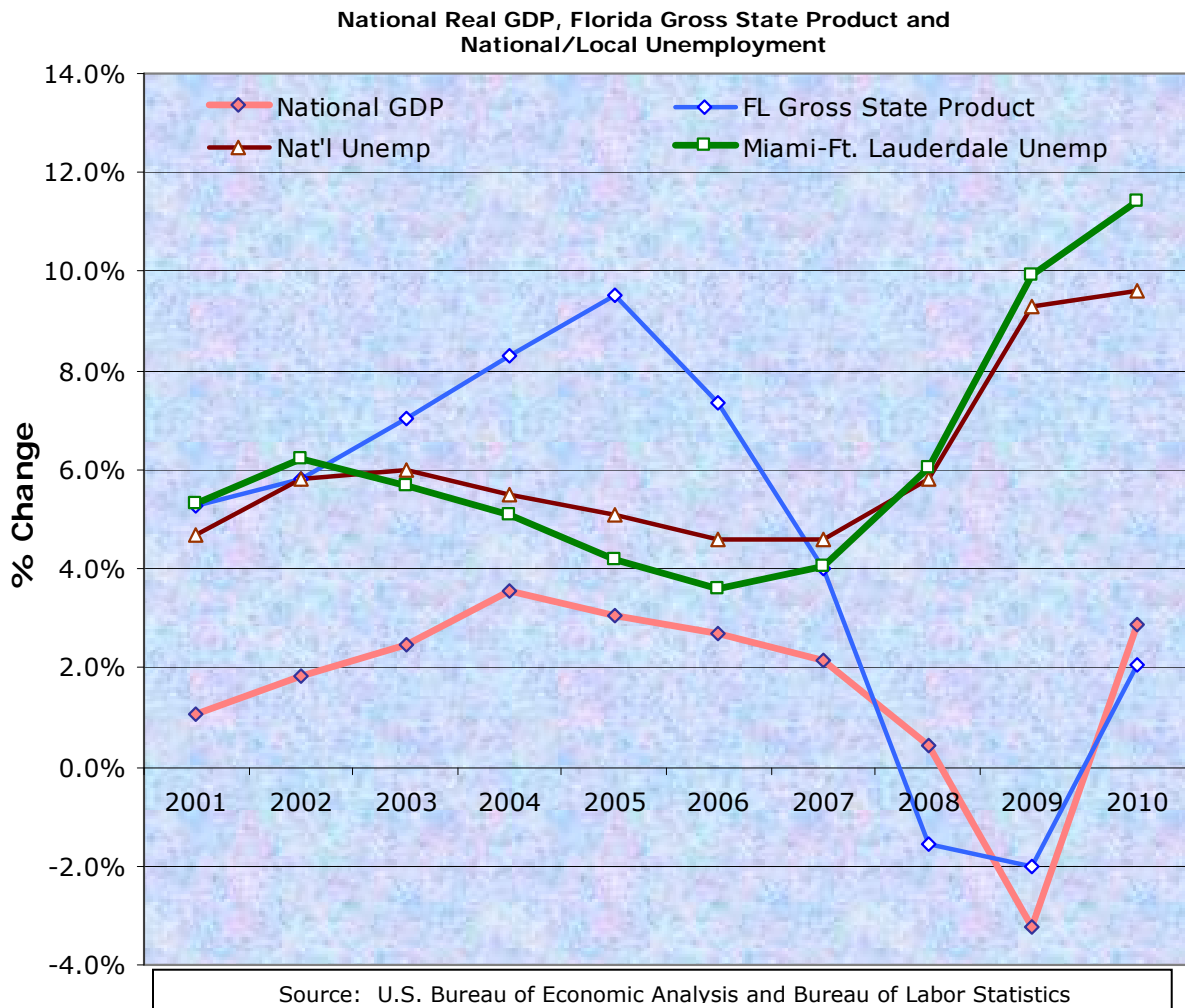
10100 Pines Boulevard • Pembroke Pines, Florida 33026 • 954-431-4330

## Economic Analysis

Although economic conditions have improved since the extended recession of 2007 (4<sup>th</sup> quarter) through 2009 (1st quarter), many leading indicators remain stagnant at levels that predict little if any economic growth in the near term that would enhance municipal revenues.

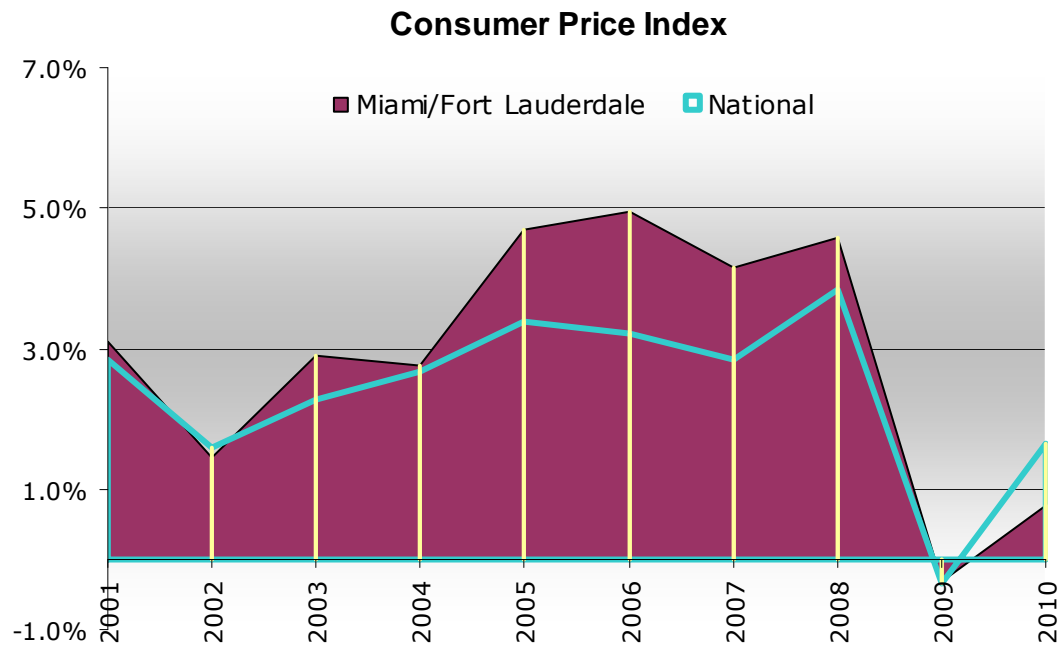
High levels of unemployment continue in the region. In March 2011, the unemployment rate in the Miami-Fort Lauderdale-Pompano Beach MSA (Metropolitan Statistical Area) was 10.9%; the national rate at that time was 9.0%. In 2010, Pembroke Pines enjoyed one of the lowest unemployment rates in the tri-county region at 9.3%, but that rate was increasing during that year faster than those of its neighboring areas. The City's rate was growing at 12.0% while Miami-Fort Lauderdale-Pompano Beach MSA was increasing by 6.0% and the nation's rate at 4.0%. Unemployment in Pembroke Pines averaged 8.9% during the first half of 2011 and was trending upward at the end of that period. It has since leveled off at rates hovering around 9.0%.

The Congressional Budget Office (CBO), working with other federal agencies and the Federal Reserve, is forecasting a national decline in the unemployment rate to 9.2% by the end of 2011, 8.2 percent at the end of 2012, and 7.4% at the end of 2013. All levels being well above what is considered the "natural" rate of unemployment, 4.5% to 5.0%. There is no known reason to expect South Florida's rate to decline faster than the national average. The creation of new jobs has been hindered by businesses' continued lack of confidence in the recovery's sustainability and by limitations on access to credit. Businesses are also unsure and concerned about how they will be affected by the implementation of recently enacted financial and health care legislation, and by possible future changes in tax and related policies.



Parallel statistics 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 Gross Domestic Product (GDP) and Florida's Gross State Product, and positive growth for 2009-10 (less than 1.0%). Both entities then forecast Gross Product growth ranging from 3.0% to 3.2% in 2011 and 2012. Consumer spending followed a similar pattern to GDP, though spending changes were smaller than those of GDP on both the downside in 2009 and the subsequent upsides. The state's early forecast of consumer spending change for 2011-12 is 3.0% (OEDR Estimating Conference, 2/11/11), and related sales tax revenues account for more than 6.0% of the City's General Fund revenues.

As shown in the graph below, the Consumer Price Indices (CPIs) for both the national and Miami-Fort Lauderdale-Pompano Beach MSA markets reached negative levels for 2009 (-0.4% and -0.3% respectively). This change followed a five-year period in which the local rate averaged more than 3.0% and consistently exceeded the national rate. The annual CPI for 2010 shows a rate of 1.6% increase for the nation which is twice as great as that experienced locally, due to the high local unemployment rate. Both the CBO and Florida's OEDR anticipate their respective CPI rate changes to range over 1.0% to 1.8% in each of the next two years.

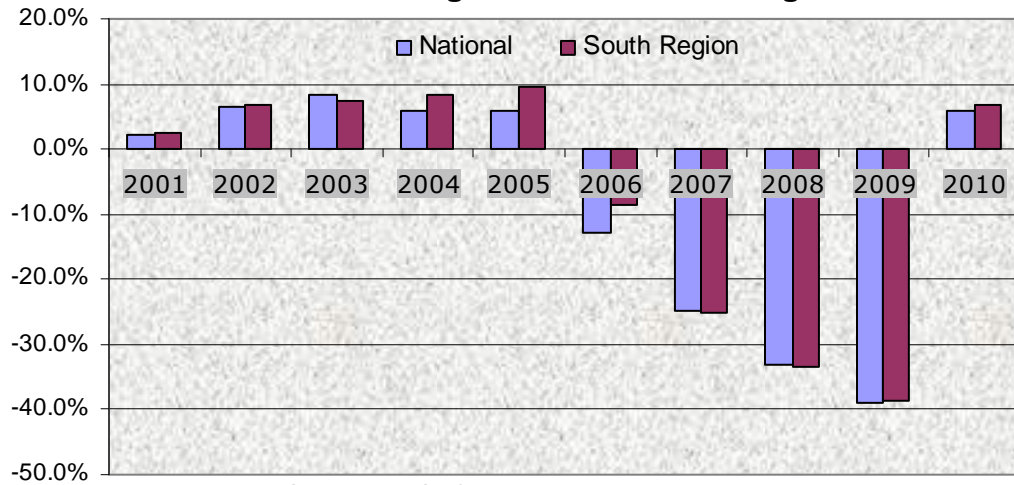


Source: Bureau of Labor Statistics

The effects of housing on the economic environment are best seen from two perspectives: (1) the collapse of values and prices and (2) the devastating effect on South Florida's residential and commercial construction industry. South Florida has been one of the hardest hit areas in the nation, and its unfavorable numbers exceed those of the Southern U.S. Region as a whole. Housing starts began to recover state-wide near the end of 2009. After four years of negative annual rates of change, the measure of privately owned housing starts increased 5.9% nationally and 6.9% regionally for 2010 (See the graph following). Yet the number of housing-unit starts in the Southern Region of the country was only one-third the level of 2006 and was only a small fraction of the regional starts for each year going back to 1959.

Pembroke Pines is well built-out and not expected to see significant growth. The median sales price of single-family homes in Broward County declined 8.0% in 2008, 21.3% in 2009, and another 18.3% in 2010 (*Sun-Sentinel*, 5/27/11). Obtaining financing for a residential purchase became more difficult for many potential buyers in early 2010 and has remained so. 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. Additionally, commercial and industrial real estate continues to lag the residential market.

### Total Housing Starts-National & Regional



Source: U. S. Census Bureau, Economic Indicators

Closer to home, the table that follows shows the ten-year history of building permits and the valuation of construction in Pembroke Pines since 2001. The effect of the recent recession on gross assessed values and the declines of construction activities in various categories are evident in the data provided.

#### City of Pembroke Pines, Florida

Property Value and Construction (1)  
Last Ten Fiscal Years

Year	Total Permits Issued	Miscellaneous Permits		Residential		Commercial		Total Value of Construction	Gross Assessed Value (3)
		Issued (2)	Valuation	Number of Units	Valuation	Number of Units	Valuation		
2001	10,368	8,899	\$ 65,639,331	1,446	\$ 186,519,453	23	\$ 12,987,592	\$ 265,146,376	\$ 6,855,447,486
2002	10,140	9,117	45,421,312	1,005	152,912,991	18	9,069,036	207,403,339	7,579,681,777
2003	9,170	8,792	54,660,725	361	40,571,126	17	14,659,667	109,891,518	8,678,811,181
2004	9,457	8,939	52,063,598	505	26,524,490	13	5,664,939	84,253,027	10,220,280,583
2005	10,991	10,761	73,078,888	214	17,326,438	16	26,553,469	116,958,795	11,606,680,186
2006	16,996	16,853	151,071,862	132	12,850,765	11	19,898,203	183,820,830	13,606,059,092
2007	10,837	10,267	161,924,777	554	50,298,274	16	25,169,009	237,392,060	17,145,457,817
2008	7,411	7,365	95,057,849	27	1,939,720	19	42,172,649	139,170,218	19,252,698,267
2009	6,318	6,289	62,524,850	24	2,106,616	5	4,331,001	68,962,467	17,848,661,534
2010	5,274	5,205	64,069,445	66	6,585,866	3	2,409,185	73,064,496	14,727,213,419

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

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

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

Deeper analysis of the table above shows that the valuations of residential construction declined at a compounding annual rate of 31.0% each year and commercial construction at a 17.1% compounding rate each year, from 2001 through 2010.

Recovery from the economic recession will be protracted and slow, given the financial and employment environments and the sharp drop in the values of major assets. Taking this into account, City administration has made difficult decisions that are expected to promote long-term fiscal balance. This budget for 2011-12 is the result of careful consideration, judicious choices, and decisions on how our residents would be affected. It also places great emphasis on minimizing 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, 2011, was estimated to be 154,889 by the University of Florida, 139 above 2010. During 2010, Pembroke Pines was ranked as the 10th 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, Walmart, Publix, Cheesecake Factory, Brinker International, AutoNation (Maroone), Zinn Automotive Group, Holman Family Enterprise 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 following table.

### Overall Long-term Municipal Goals

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

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

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 real-estate development project. Both are noteworthy, notwithstanding the fact that no direct appropriations for them are in this adopted budget.

### **Building Our Future Program**

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 2004-05 and 2006-07 budgets, unspent appropriations will be carried forward to the 2011-12 working budget. The Building Our Future bonds provided funding for the following projects:

- Street Improvements and Traffic Flow at various locations 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. 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.

Many of the General Obligation Bond projects authorized by the March 8, 2005, referendum have been completed and others have commenced. As of June 2011, Commission had approved a total of 141 projects. Of this amount, 90 projects had been completed, 7 were in the construction phase, 8 were in the design/planning phase, 8 had not yet begun, 7 had been re-allocated, and 21 projects had been eliminated. The total G.O. bonds project budget of \$95.0 million, includes \$5.0 million of interest earned, bond discounts, and miscellaneous receipts. Of the \$95.0 million, 76.7% or \$72.9 million has been spent or encumbered. One of the projects completed during the current fiscal year is a 17,000-square-foot addition to the Pembroke Shores Gym facility and construction of a 200-vehicle parking facility in keeping with the ten year lease agreement with the YMCA of Broward County.

The City has re-bid the remaining projects and City commission will prioritize these in November 2011. Details of the status of the G. O. bond projects are provided in Section 18 of this document.

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

### **City Center**

The completion of the mixed-use City Center, which consists of 142.89 acres (adjoining the current site of City Hall), has been delayed as a result of market conditions. The project is in its second phase with 49.16 acres of land available for sale and further development, and 27.20 acres under contract with Mills Creek Residential Trust LLC.

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 a communications alerting system upgrade for use by the Fire/Rescue and Police departments.
2. To maintain business occupancy levels. The Eastern Redevelopment Programs and the Shop-Local Website Program are being implemented. In addition, it is anticipated that the City's procurement code will be revised to include a 5.0% evaluation credit to businesses located within the City. This will allow local vendors who submit a quote that is within 5.0% of the lowest price submitted by any vendor the option to submit another bid which is a least 1.0% lower than the lowest responsive bid. At the time of this writing, the "Local Vendor Preference" Ordinance was pending second hearing by City Commission.
3. To pursue all avenues to reduce crime and make Pembroke Pines the safest place to live in Broward County. The City will purchase a Talon robot for use by the Police Department's Special Response Team. The robot is equipped with: one and two-way communications, night-vision and thermal cameras, breaching capability, sensor emplacement, and a choice of lethal and non-lethal weaponry.
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. Among the special events planned for 2012 are the 14<sup>th</sup> annual Art Festival, the Florida Gold Coast Open Swimming Invitational, a Junior Sectional Tennis Tournament, and the 3<sup>rd</sup> annual Mayor's Kids Day.
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 is the expansion of the number of locations where over-the-counter credit-card payments are accepted to include the Charter Schools, Early Development Centers, the housing facilities and the SW Focal Point Senior Center. Also, acceptance of online credit-card payments for local business tax is planned.

## Budget in Brief

### All Funds

#### Revenues/Sources:

The 2011-12 adopted revenue budget for all funds totals \$341.4 million, an increase of \$1.2 million or 0.4% over the 2010-11 adopted budget. This increase reflects mainly investment income associated with the pension trust funds and funding for increase health insurance cost; these are partly offset by a reduction in bond proceeds as shown in the following summary.

#### Summary of Net Revenue Changes – by Fund

The \$1.2 million increase in revenues is mainly attributable to the following:

- General Pension Trust Fund - \$6.1 million increase consisting mainly of a \$5.2 million increase in investment income and a \$0.8 million increase in the City's contribution,
- Fire & Police Pension Trust Fund - \$5.5 million increase which consists of a \$4.5 million net increase in investment income and a \$1.0 million increase in the City's contribution,
- Public Insurance Fund - \$1.8 million increase due directly to funding the increase in health care cost,

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- Utility Fund - \$11.5 million decrease is due mainly to the 2010-11 debt proceeds budget of \$12.3 million for the Alternative Water Supply (AWS) project, which is not budgeted in 2011-12, combined with a \$0.7 million increase in water and sewer revenues, and
- General Fund - \$1.0 million decline reflects the net decrease of several revenue sources the largest being investment income at \$1.5 million. The 2011-12 budget is in line with the actual 2010-11 revenue receipts.

#### **Expenditures/Uses:**

The 2011-12 adopted expenditure budget for all funds (including inter-fund transfers) totals \$302.9 million, a decrease of \$0.2 million or 0.1% from the 2010-11 adopted budget. This decrease occurred principally as a result of the Utility Fund's Alternative Water Supply (AWS) Project which has a 2010-11 adopted budget of \$12.3 million but no 2011-12 budget. This decrease was almost entirely off-set by increases in several other funds as shown in the following summary:

#### **Summary of Net Expenditure Changes – by Fund**

The \$0.2 million reduction in expenditures is mainly attributable to the following:

- Utility Fund - \$11.5 million reduction relates primarily to the \$12.3 million decline in the budget for the AWS project. This project is on hold pending finalization of Broward County standards.
- Municipal Construction Fund - \$3.6 million increase ties primarily to the \$2.6 million principal repayment to the Utility Fund and the \$1.0 million transfer to the Debt Service Fund of unspent Series 2006 Capital Improvement Revenue Refunding bonds, which will be used to pay interest on the Charter School bonds. Both of these items were not included in the 2010-11 adopted budget. The working budget was adjusted to reflect these transactions; however, the 2011-12 transfer to the Debt Service Fund is \$0.6 million higher than the 2010-11 working budget due to unspent funds related to a different bond issue.
- General Fund - \$2.2 million increase relates primarily to the \$1.8 million increase in the City's contribution to Fire/Police and General employees' pension. This increase is mainly attributable to the net effect of prior years' investment losses which are being recognized in the current year's actuarial valuations. Investment gains and losses are recognized over 4-5 years.
- Public Insurance Fund - \$1.8 million increase is directly attributable to the increase in health insurance claims associated with rising health care costs.
- Fire & Police Pension Trust Fund - \$1.5 million increase due to the \$1.1 million increase in retirement benefits and \$0.4 million increase in investment management services.
- Other Post Employment Benefits - \$1.0 million increase related directly to the rise in health insurance claims associated with the increase in retiree health care costs and the number of retirees.



**Comparison - Adopted 2011-12 to 2010-11**

Revenues/Sources	2010-11 Adopted	2011-12 Adopted	Change from 2010-11	
			\$	%
General Fund	\$ 150,329,925	\$ 149,312,444	\$ (1,017,481)	-0.7%
Road & Bridge Fund	4,086,795	4,262,900	176,105	4.3%
Utility Fund	54,649,575	43,137,784	(11,511,791)	-21.1%
Debt Service	26,807,318	26,698,750	(108,568)	-0.4%
Municipal Construction	2,605,975	2,661,081	55,106	2.1%
Public Insurance Fund	26,030,232	27,849,925	1,819,693	7.0%
General Pension Trust Fund	12,916,335	19,009,516	6,093,181	47.2%
Fire & Police Pension Trust Fund	48,832,382	54,308,536	5,476,154	11.2%
Other Post-Employment Benefits	10,583,580	10,642,667	59,087	0.6%
All Other Funds	3,344,348	3,537,060	192,712	5.8%
<b>Total Revenue</b>	<b>340,186,465</b>	<b>341,420,663</b>	<b>1,234,198</b>	<b>0.4%</b>
<b>Expenditures/Uses</b>				
General Fund	149,309,909	151,556,066	2,246,157	1.5%
Road & Bridge Fund	5,412,942	5,616,126	203,184	3.8%
Utility Fund	54,649,575	43,137,784	(11,511,791)	-21.1%
Debt Service	26,443,062	26,778,770	335,708	1.3%
Municipal Construction	25,060	3,585,874	3,560,814	14209.2%
Public Insurance Fund	26,030,232	27,849,925	1,819,693	7.0%
General Pension Trust Fund	8,419,000	9,080,000	661,000	7.9%
Fire & Police Pension Trust Fund	22,870,800	24,415,000	1,544,200	6.8%
Other Post-Employment Benefits	6,370,887	7,376,427	1,005,540	15.8%
All Other Funds	3,552,079	3,536,007	(16,072)	-0.5%
<b>Total Expenditures</b>	<b>\$ 303,083,546</b>	<b>\$ 302,931,979</b>	<b>\$ (151,567)</b>	<b>-0.1%</b>

**The General Fund**

The General Fund is the City's chief operating fund and accounts for 50.0% of total expenditure appropriations in the adopted 2011-12 budget. Compared to the 2010-11 adopted budget, the 2011-12 adopted revenue budget shows a \$1.0 million decrease while expenditures (including transfers) show a \$2.2 million increase. The adopted 2011-12 appropriated expenditures exceed revenues by \$2.2 million. City administration is currently in discussion with Broward County regarding participation in a Southwest Regional Public Safety Communication Center that has the potential to save the City an estimated \$2.1 million. City programs and services will be reevaluated if an agreement is not reached with the county.

**Revenue Highlights (General Fund)**

The main components of the \$1.0 million budgeted decline consist of the following reductions: \$1.3 million in interest on investments, \$1.1 million in administrative fee associated with the reduction in the cost of the administrative departments mainly as a result of lower benefit cost due to labor negotiations in fiscal year 2009-10, \$0.7 million in franchise fees electricity, and \$0.6 million in rescue transport fees. These reductions were partially offset by \$2.5 million in new, gross revenue for the provision of fire, rescue and prevention services to the Town of Southwest Ranches, \$0.4 million in ½-cent sales tax, and \$0.4 million in public service tax on electric and water services. Like the 2010-11 adopted budget this budget does not include any rate increases to existing fees, except for a 10.0% increase in the storage lot rental rate and adjustments for inflation to other rates where applicable. The only new source of revenue relates to the charge for the provision of services to the Town of Southwest Ranches, mentioned earlier.

The largest revenue source, Ad Valorem (property) Tax, which is 30.4% of total revenues, is budgeted at the rolled-back millage rate of 5.6368, generating \$45.4 million, which is \$0.3 million below the current year's budget. The adopted operating millage rate is 0.0512 mills below the current millage rate of 5.6880, a decrease of \$0.05 on every \$1,000 of taxable value. The debt service millage reflects a reduction of 0.0067 mills, moving from 0.6780 to 0.6713 mills due to the increase in taxable value. Ad Valorem taxes associated with the debt service millage are recorded in the Debt Service Fund.

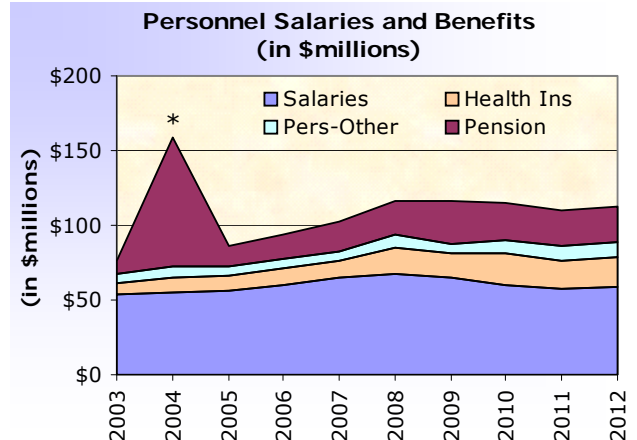
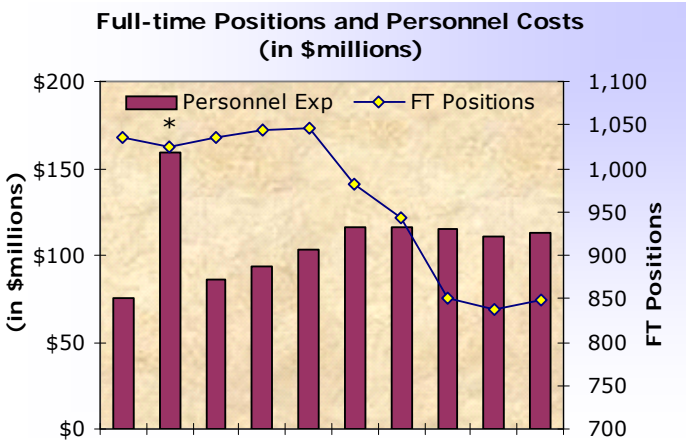
The second largest revenue source in the General Fund, the Fire Protection Assessment Fee, which is 13.5% of total revenues, is budgeted at \$20.1 million and represents 100% of assessable fire protection costs. The contract revenue from the Town of Southwest Ranches reduced the assessable fire protection cost and by extension, the Fire Protection Assessment revenue. The \$23.30 increase over the prior year in the residential rate per unit is driven mainly by the higher residential demand for services as shown in the Government Services Group, Inc. (GSG) Fire Assessment Study of June 2011. The ratio of fire calls from residents increased from 54.6% to 58.2% as shown in the GSG 2008 and 2011 studies, respectively.

### Fire Assessment Synopsis

	2010-11 Adopted	2011-12 Adopted	Change
Residential (per unit)	\$ 212.14	\$ 235.44	\$ 23.30
Commercial (per sq. ft.)	0.6383	0.5212	-0.1171
Industrial/Warehouse (per sq. ft.)	0.1425	0.1409	-0.0016
Institutional (per sq. ft.)	0.6886	0.6779	-0.0107
Assessable Fire Cost	\$ 24,877,528	\$ 24,671,274	\$ (206,254)
Rounding Difference	(3,350)	(433)	2,917
Less: Exempt Properties	(3,472,838)	(3,298,242)	174,596
Less: Statutory Discount	(1,070,067)	(1,233,564)	(163,497)
<b>Budgeted Fire Assessment Revenue</b>	<b>\$ 20,331,273</b>	<b>\$ 20,139,035</b>	<b>\$ (192,238)</b>
% of Assessable Cost Levied (including exempt)	100%	100%	

### Expenditure Highlights (General Fund)

The adopted expenditure budget (including inter-fund transfers) shows an increase of \$2.2 million or 1.5% from \$149.3 million in 2010-11 to \$151.6 million 2011-12. This increase is attributable mainly to a \$3.2 million increase in appropriations for operating costs of which \$2.7 million relates to personnel costs. The primary components of rising personnel costs include: \$1.0 million increase in annual sick leave expense as a result police and fire union members cashing out their excess hours above the 120-hour cap imposed on May 1, 2010; \$1.0 million in pension costs; and \$0.9 million in health insurance costs. Personnel costs account for \$113.1 million or 74.6% of the General Fund 2011-12 budget. The most significant increase in appropriations for non-personnel operating expenditures relate to \$0.4 million in repairs and maintenance for land and building improvement at Howard C. Forman Human Services Campus. The increase in appropriations for operating cost is partially mitigated by a \$0.9 million reduction in appropriations for capital consisting primarily of \$0.6 million in replacement cars for the Police Department. The following chart shows a ten-year comparison of personnel costs.



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

In total, all but two functional areas of service show a reduction in appropriations compared to prior year. The General Government Services group (which consists of the administrative departments), Public Safety, Physical Environment, and Human Services reflect an average increase of 2.5% over the prior year attributable mainly to the cost of annual sick leave pay-out, health insurance and pension. The largest area of service, Public Safety, accounts for 65.5% of total expenditure appropriations and reflects a \$2.4 million or 2.5% increase over the current. The table below shows the changes in appropriations by function. On the other hand, the areas of decline are Culture and Recreation at 5.3% and Economic Environment at 1.2%. The reduction in Culture and Recreation reflects a net loss of 5 full-time and 4 part-time vacant positions. Additional savings were achieved through the city's expanded partnership with the YMCA as they now provide the summer camps formally operated by the Parks and Recreation Department. The table below shows the changes in appropriations by function.

**Comparison of 2011-12 and 2010-11 Expenditure Budget by Function**

	2010-11 Adopted	2011-12 Adopted	% of Total	Change from 2010-11 \$	%
General Gov. Services	\$ 21,059,293	\$ 21,651,998	14.3%	\$ 592,705	2.8%
Public Safety	96,915,593	99,302,653	65.5%	2,387,060	2.5%
Physical Environment	2,790,886	2,847,653	1.9%	56,767	2.0%
Human Services	5,663,539	5,776,000	3.8%	112,461	2.0%
Economic Environment	7,586,330	7,491,699	4.9%	(94,631)	-1.2%
Culture/Recreation	15,294,268	14,486,063	9.6%	(808,205)	-5.3%
<b>Total</b>	<b>\$ 149,309,909</b>	<b>\$ 151,556,066</b>	<b>100.0%</b>	<b>\$ 2,246,157</b>	<b>1.5%</b>

### **The Utility Fund**

In accordance with City Ordinance No. 1674 adopted on September 21, 2010, the water and sewer rates are adjusted annually using the Consumer Price Index – All urban Consumers for the 12 months ending April of each year. Accordingly, effective October 1, 2011, there will be a 3.16% increase in water and sewer rates translating approximately to a 1.6% or \$0.7 million increase over the prior year budgeted water and sewer revenues.

The adopted expenditure budget for the Utility Fund shows an \$11.5 million decrease compared to the fiscal year 2010-11 adopted budget. This decrease is attributable primarily to funds not being appropriated to the Alternative Water Supply (AWS) Project in fiscal year 2011-12. The AWS Project will modify the existing wastewater plant to convert more than a million gallons of raw sewage per day to near drinking water standards. This water will then be used to recharge the Biscayne Aquifer as mandated by the South Florida Water Management District. Phase I of the Alternative Water Supply (AWS) Project has been completed. Phase II of the project is on hold pending a future City Commission workshop to discuss the rapidly changing regulatory environment and to determine whether the project could be delayed for 1-2 years without having a negative impact on the City's ability to supply water and sewer services to its customers. City administration is also exploring options with neighboring communities.

Apart from the \$12.3 million decrease associated with the AWS Project there were other reductions in the budget. Appropriations for the Johnson Street water plant expansion decreased from \$1.0 million to zero signaling the completion of this project, repairs and maintenance for land and building was reduced by \$0.7 million and the administrative fee, an interdepartmental charge, reduced by \$0.6 million reflecting the reduction in the overhead cost of the administrative departments brought about mainly by changes in employee benefits. These changes were partially offset by increases of \$2.1 million for capital replacement reserve as required by the bond covenant for the \$12.3 million loan for the AWS Project, \$0.5 million for the replacement of 2,500 linear feet of waterline and \$0.4 million for additional contractual personnel.

### **Accomplishments**

Despite the economic hardships, the City has managed to move forward with various expansions, upgrades, and maintenance of its facilities and infrastructure in an effort not only to maintain but also to enhance municipal services provided to its residents. In this regard a number of road work projects were completed. Several roads were resurfaced: Johnson Street – Palm Avenue to University Drive; Taft Street – Flamingo Road to Hiatus Road; NW 77 Way – Johnson Street to NW 13 Street; NW 10 Street – NW 77 Way to NW 76 Terrace; NW 11 Street – NW 78 Avenue to NW 76 Terrace; NW 11 Court – NW 77 Way to NW 76 Terrace; and NW 12 Street – NW 77 Way to NW 76 Terrace. New sidewalks and pedestrian ramps were constructed at various locations throughout the City. Traffic Improvements financed with General Obligation Bond proceeds were also completed: the addition of a northbound left turn lane on Hiatus Road at Pines Boulevard, replacement of a signal mast arm for northbound traffic on Hiatus Road, and installation of the final lift of asphalt and traffic markings on Hiatus Road between Pines Boulevard and Johnson Street.

Additionally, the City has replaced five lift stations and completed the plans, permits and construction inspection for forcemain replacement on Washington Street between Douglas Road and Lift Station 34. The City's Utility Department has also completed plans and permits and begun the rehabilitation of the wastewater treatment plant unit number one, located at the current Public Services compound.

The City continues to receive recognition for the services it provides. It was one of five finalists at the National Tap Water Taste Competition, which highlights the importance of sanitized and clean water. Additionally, three of Pembroke Pines' Police Officers were winners of the three categories of awards: Community Oriented Policing Officer, Officer of the Year, and Valor Award from the ASIS International, Ft. Lauderdale (formerly known as the American Society for Industrial Security). This is the first time in the history of the ASIS Awards (established in 1977) that one agency has won in each category.

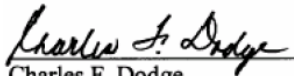
The City hired a Commission Auditor to analyze and evaluate the financial management systems, operational controls and procedures of the City. Based on this review, the Commission Auditor will make recommendations on policies, procedures and cost efficiencies. An Annual Audit Plan has since been finalized. The voters approved the creation of a Commission Auditor position on November 2, 2010.

## Conclusion

The development of the City's budget for fiscal year 2011-12 has been difficult despite the tough decisions instituted during the last two years. We have strategically changed the way we do business, implementing measures that continue to keep us on a fiscally sustainable path. Notwithstanding, the imperatives remain the same: the City must continue to align expenditures with revenues to eliminate the existing imbalance, weigh the cost versus the benefits of all the services it provides, pursue efficiencies through streamlining processes, exercise fiscal restraint and reprioritize its needs as necessary. The immediate challenge remains to effectively balance the General Fund budget over the next few months without compromising the quality and level of services to our residents and business partners alike.

Improvements to City facilities will continue and services will be provided in order to attract new businesses and residents to our City. We will forge ahead with the development of a vibrant downtown. Through the support of a loyal community, diligent employees, and thriving businesses we will overcome the challenges and stay on the course of progress. It is my strong belief that the economic viability of Pembroke Pines will prevail and the resilience of our community will be reaffirmed.

Sincerely,

  
Charles F. Dodge  
City Manager

cfD



GOVERNMENT FINANCE OFFICERS ASSOCIATION


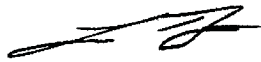
*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Pembroke Pines  
Florida**

For the Fiscal Year Beginning

**October 1, 2010**



President

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, 2010. 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-10						
Su	M	T	W	Th	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

December-10						
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January-11						
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23	24	25	26	27	28	29
30	31					

February-11						
Su	M	T	W	Th	F	S
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27	28					

March-11						
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April-11						
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## NOVEMBER / DECEMBER 2010

Monitoring of all Budgets

## JANUARY 2011

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

## FEBRUARY 2011

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 2011

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 2011

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 2011

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 2011

Budget Workshop (Review of 2011-12 Proposed Budget)

## JULY 2011

Complete 5-year capital improvement plan  
 City Manager submits proposed budget to City Commission

## AUGUST 2011

Establish Maximum Millage Rate to Advertise in the Trim Notice  
 Budget Workshop (Review of 2011-12 Proposed Budget)

## SEPTEMBER 2011

- 7** First Budget Hearing
- 14** Fire Assessment Hearing
- 20** 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 2011

- 1** Adopted budget goes into effect

May-11						
Su	M	T	W	Th	F	S
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June-11						
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July-11						
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31						

August-11						
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September-11						
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October-11						
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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:
  - a. Mission
  - b. Goals
  - c. Objectives
  - d. Major Functions and Activities
  - e. Budget Highlights
  - f. Current-year Accomplishments
  - g. Performance Measures
  - h. Organizational Chart
  - i. Revenue and/or Expenditure projections by line item
3. During February and March, the 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 public workshops and special meetings to review the proposed budget.

### **Budget Adoption**

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

### **Budget Amendment**

9. The adopted budget may be amended as follows:
  - a. The City Manager and Finance Director approve line item adjustments within a department or a division.
  - b. The City Commission approves budget adjustments that transfer monies from fund to fund or interdepartmentally.
  - c. The City Commission may approve supplemental appropriations of revenues and expenditures. If this is done, adoption of an amended budget Ordinance is required.



**Budget Monitoring/Control**

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

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

The hierarchy for reporting and budgetary control is as follows:

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

**Capital Budget Process**

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

## FUND STRUCTURE AND BASIS OF BUDGETING

### Fund Structure

For accounting purposes the City is not viewed as a single entity, but rather as a collection of smaller, separate entities known as funds. Funds are the control structures that ensure that public monies are spent only for those purposes authorized and within the limits authorized. Each 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 2011-12 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 2011-12 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 2011-12 Budget is the Utility Fund.

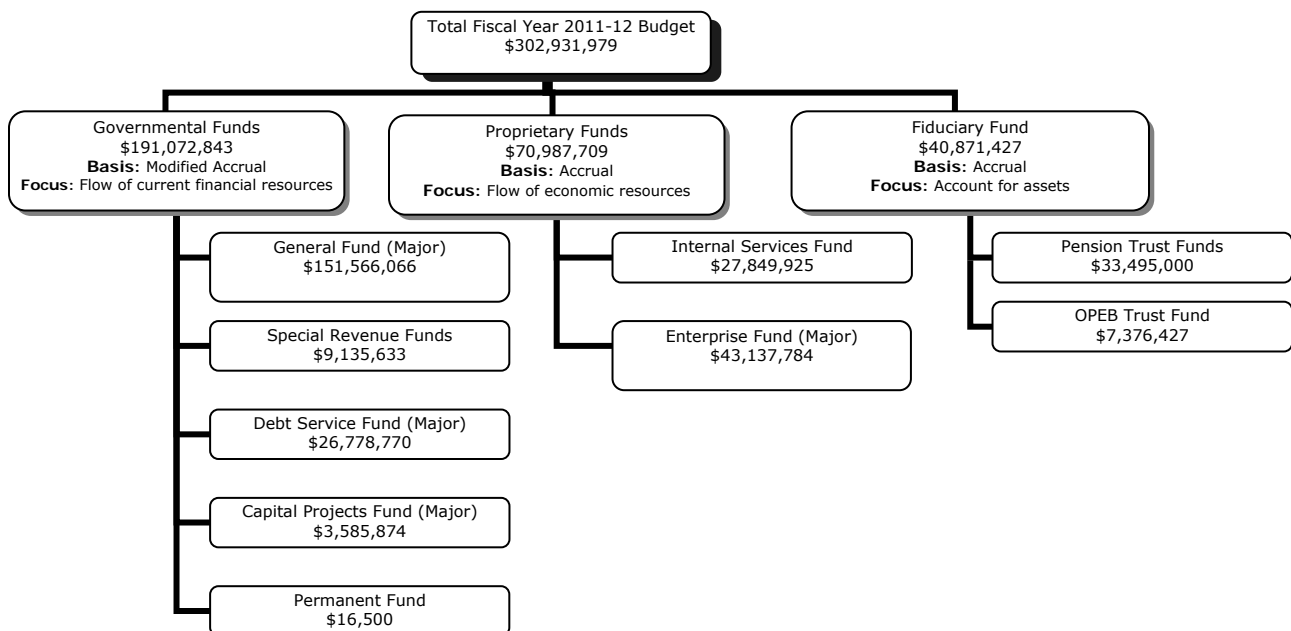
Internal service funds account for operations that provide services to other departments or agencies of the City, or to other governments, on a cost-reimbursement basis. The Public Insurance [Risk Management] Fund is the only Internal Service Fund in the fiscal year 2011-12 Budget.

### 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 comprehensive annual financial reports.

### **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 Performance Summary Section, determine the departmental goals (refer to crosswalk in the Performance Summary Section) and provide a point of reference for programs and services as they relate to the development of the budget.

The City's strategy for achieving these goals is to pursue a moderate course, taking into account the currently 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 74.6% of the General Fund operating expenses. This budget reflects expenditure containment in response to the rising cost of employee 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 nine full-time and five part-time positions as a result of aligning resources to meet existing needs. In the Police Department, six full-time Police Officer slots were deleted while six School Resource Officer slots were added. During the fiscal year 2011-12, six additional full-time Police Officer slots will be converted to School Resource Officer slots as employees retire. These changes are associated with the revamped School Resource Officer Program, where the City hires retired Police Officers to work in the public schools instead of assigning current Police Officers to this duty. The Recreation Department (including W.C.Y Administration) shows a net decrease of five full-time and five part-time positions due mainly to the consolidation of job responsibilities and duties throughout the Department. The staff count for the Public Services Department (which includes Environmental Service, Maintenance, and Utilities Administration Services) reflects a net reduction of 3 full-time positions related primarily to the elimination of vacant positions. In addition, the Finance Department shows a net loss of 1 full-time position, which was converted to contractual. These changes are presented in tabular form on pages 2-26 and 2-27.

### 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 6.3018, which is comprised of an operating millage of 5.6368 (the rolled-back millage rate) and a debt service millage of 0.6713.

**Adopted**

**Components of Property Tax Bill: 2011-12**

South Broward Hospital District	0.7500
S. Florida Water Management District	0.4363
Florida Inland Navigational District	0.0345
<b>City of Pembroke Pines</b>	<b>5.6368</b>
Broward County School Board	7.4180
Broward County Government Services	5.1860
Children's Council	0.4789

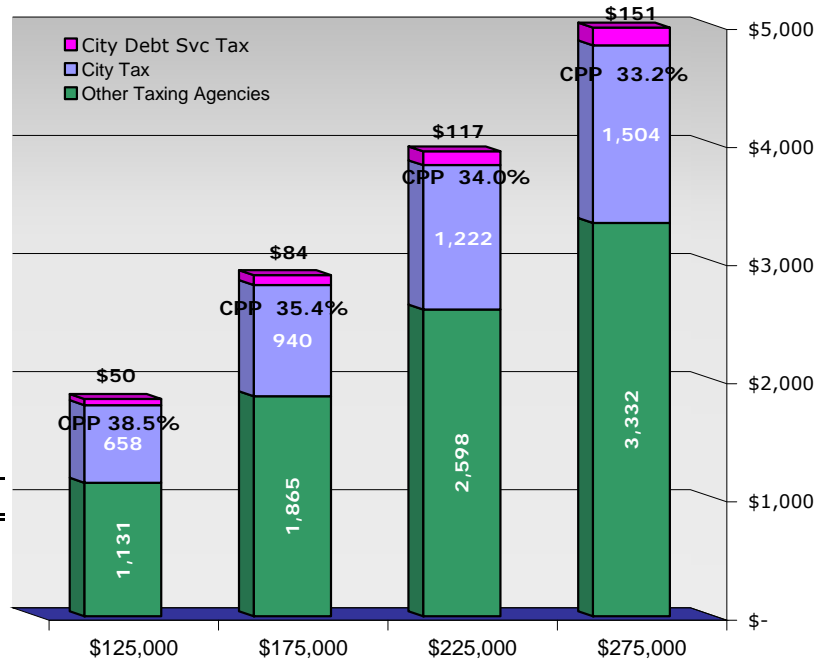
**Voter Approved Debt Payments**

<b>City of Pembroke Pines</b>	<b>0.6713</b>
County	0.3670
<b>Total Millage Rate</b>	<b>20.9788</b>

**Special Assessments**

<b>Pembroke Pines Fire</b>	<b>\$ 235.44</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>\$ 266.44</b>

**Your Total Property Tax Bill**



**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 with assessed values in excess of \$75,000.

- Fund Balance Goal:** The City will plan the budget in such a way to retain a General Fund unassigned fund balance of not less than 10% of the total budgeted expenditures.
- User Fees for Services:** Fees for services will be set with the goal to recover 100 percent of costs, except in specific instances in which the City Commission determines that it is in the public interest to offset some of the cost through use of other revenues, such as general tax support. The same logic applies to services that are funded by grants. In relation to the Utility Fund, which is an enterprise fund, the water and sewer fees are updated annually by the change in the Consumer Price Index for the 12 months ending April of the current year. 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 65.5% 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.

## Financial Policies

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

Most of the policies represent long-standing principles; traditions and practices that have guided the City in the past and have helped maintain financial stability over the last 51 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, Beginning Surplus, and Estimated Budget Savings equal the Appropriated Expenditures, the budget is considered balanced. Should the Appropriated Expenditures be different from the Appropriated Revenues, the difference would be shown in the Fund Summaries Section as Excess (Deficit) Revenues over Expenditures and as Beginning Surplus and/or Estimated Budget Savings in the Revenue Detail Section. The amount of the Beginning Surplus would specify the amount by which the Fund Balance is expected to change. Estimated Budget refers to an amount of projected favorable budget variances expected to be realized during the budget year but that is not identifiable before the start of the year in a way that could be attributed to one or more specific line items.

### Operating Budget Policies

1. The City will maintain, at a minimum, an accessible cash reserve equivalent to eight weeks of operating costs.
2. As of July 1, 2010, General employees contribute \$100 per month towards the cost of their health insurance. Employees hired after October 1, 1991 assume the cost associated with dependent coverage.
3. No new or expanded services shall be implemented without implementing trade-offs of expenses or revenues at the same time. This applies to personnel, equipment, and any other ancillary expenses associated with the service.
4. The City shall continue to support a scheduled level of maintenance and replacement of its infrastructure and fleet. Expansions to the fleet 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 criteria to evaluate the relative merit of each capital project. Capital expenditures will foster goals of:
  - a. Economic and neighborhood vitality.
  - b. Infrastructure and heritage preservation.
  - c. Capital projects that implement a component of an approved redevelopment plan.
  - d. Projects specifically included in an approved replacement schedule.
  - e. Projects that reduce the cost of operations. Projects that increase the cost of operations shall have identified trade-offs to support those additional costs.
  - f. Projects that significantly improve safety and reduce risk exposure.
  - g. Projects supporting private development must include return on investment ratios, or a fully documented cost/benefit analysis.

#### **Revenue Policies**

1. The City will attempt to maintain a diversified and stable revenue system as a shelter from short-run fluctuations in any single revenue source.
2. The City will attempt to obtain additional major revenue sources as a way of ensuring a balanced budget.
3. The City will establish user charges and fees at a level to recover the full cost (direct and indirect) of providing the service in the Utility Fund, which is self-sustaining. User fees in the Recreation Department provide approximately 27.5% 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. The City will manage its financial assets so as to protect the principal, provide sufficient liquidity and maximize the return on investments within an acceptable exposure to risk.
3. The City will collect revenues aggressively, including any past due amounts owed.

#### **Debt Management Policies**

1. Authorization of projects financed by debt shall occur only after the Commission has received a report of the impact of the contemplated borrowing on the existing Capital Improvement Plan and operating budget together with a recommendation from the City Manager and the Finance Director.
2. Projects that are financed fall into one of two categories:
  - a) Projects that generate revenue and require no subsidy for payment of debt service.
  - b) Projects requiring subsidy for payment of debt service shall enhance the quality of life for the citizens of the City.
3. The City will publish and distribute an official statement for each bond issue.
4. General obligation debt will only be issued if approved by the voters in a referendum.
5. The amount of direct unlimited tax general obligation ("UTGO") debt outstanding at any time that is subject to approval by the voters should not exceed 1.5% of the City's taxable assessed valuation.



6. The amount of direct, non-self-supporting, limited tax general obligation ("LTGO") debt and lease purchase obligations outstanding at any time that are not subject to approval by the voters should not exceed 1.5% of the City's taxable assessed valuation. Furthermore, the City shall strive to limit the annual debt service requirements on these obligations to an amount that is not greater than 10% of annual General Fund and Debt Service Fund revenues.
7. The City will maintain bond reserves and sinking funds as required by the various bond issues.
8. The City may issue advance refunding bonds (as defined for federal tax law purposes) when advantageous, legally permissible, prudent, and net present value savings, expressed as a percentage of the par amount of the refunding bonds, equals or exceeds 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.

#### **Fund Balance Policy**

1. The unassigned fund balance for the General Fund shall be not less than 10% of the total budgeted expenditures of the General Fund.
2. Compliance with the provisions of this policy shall be reviewed as part of the annual budget adoption process, and the amounts of non-spendable, restricted, committed, and assigned fund balance shall be determined during this process.
3. The estimated 2011-12 General Fund unassigned ending fund balance of \$35.2 million represents 23.2% of the total General Fund expenditures of \$151.6 million.

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

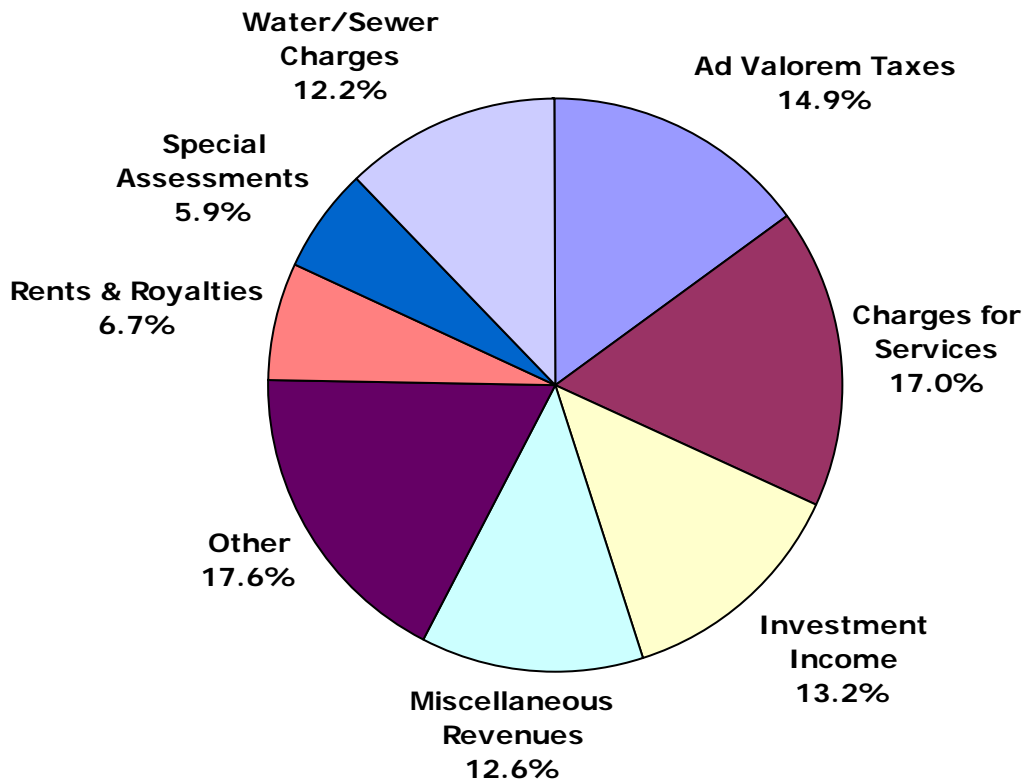
1. An independent audit in accordance with Government Auditing Standards will be performed annually.
2. The City will produce annual financial reports in accordance with Generally Accepted Accounting Principles (GAAP) as outlined by the Governmental Accounting Standards Board (GASB).

## BASIS OF REVENUE AND EXPENDITURE ESTIMATES

The preceding guidelines are the foundation upon which (1) the annual 2011-12 budget and (2) the fiscal year 2012-13 to 2016-17 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%.

### 2011-12 All Funds Revenue - By Category

**Total Revenues \$341,420,663**



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

## Basis of Revenue Estimates

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

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

**Primary Forecast Drivers**  
 Projected Rate of Inflation: +2.01%  
 [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 10 to June 11.  
 Projected Population Change: +0.02%  
 [Based on the April 1, 2010 U.S. Census Population estimate)

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

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

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

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

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

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

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

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

### 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.

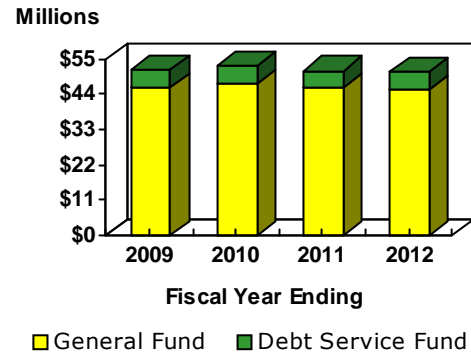
The 2011-12 Budget is based on an operating millage of 5.6368.

*Forecast Methodology and Analysis*

The combined operating and debt service millage of 6.3081 multiplied by the taxable value, less 5% for possible adjustments to assessed values and/or discounts taken for early payment.

The \$1.1 million (2.2%) increase in fiscal year 2009-10 relates to the allowable increase in the State change in personnel income, while the \$1.5 million (2.9%) decrease in operating Ad Valorem taxes in fiscal year 2010-11 reflects an 11.4% decrease in taxable values. The \$0.1 million (0.1%) projected growth in fiscal year 2011-12 reflects the impact of anticipated 1.1% growth in Taxable Property Value, the first increase since 2006, after declines of 7.7%, 10.5%, and 12.1% during 2007, 2008, and 2009 respectively.

Fiscal Year Ending	Operating Millage Rate	General Fund	Debt Millage	Debt Service	Total	% Change
2012	5.6368	\$ 45,445,147	0.6713	\$ 5,412,172	\$ 50,857,319	(0.7%)
2011	5.6880	45,743,215	0.6780	5,452,827	51,196,042	(2.9%)
2010	5.1249	47,224,460	0.5951	5,482,360	52,706,820	2.2%
2009	4.4312	46,044,022	0.5318	5,520,777	51,564,799	-



### Water & Sewer Charges

*Description*

Charges paid by residents and businesses for the use of water and sewer services. Water and sewer charges are billed monthly and include a monthly minimum charge to cover administrative costs and specified monthly minimum gallons. Consumption above the minimum is billed at a rate per one thousand gallons or any fraction thereof.

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

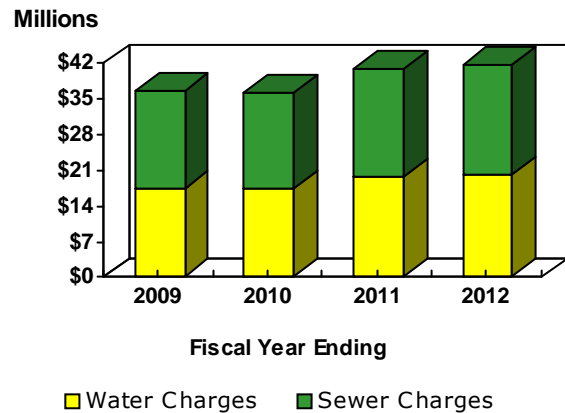
These revenues are accounted for in the Utility Fund.

*Forecast Methodology and Analysis*

The main factors considered in projecting these revenues are (1) historical trend, (2) estimated new connections, and (3) estimated new rates based on the change in the Consumer Price Index (All Urban Consumers - U.S. City Average) for the 12 months ending April of the current year, and (4) other rate increases. New rates are effective October 1st of each fiscal year.

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 and a 11.31% base rate increase effective October 1, 2010. The decline of \$0.4 million during 2009-10 may relate directly to the two prior rate increases. A 3.16% inflation adjustment will take effect on October 1, 2011.

Fiscal Year Ending	Water Charges	Sewer Charges	Total	% Change
2012	\$ 20,054,304	\$ 21,457,280	\$ 41,511,584	1.6%
2011	19,590,560	21,260,210	40,850,770	13.0%
2010	17,461,751	18,689,072	36,150,823	(1.0%)
2009	17,381,908	19,150,659	36,532,567	-



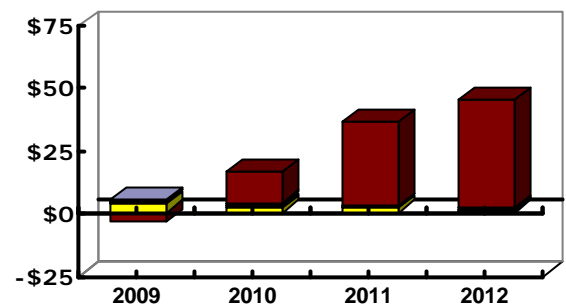
## Interest and Other Earnings

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

### Forecast Methodology and Analysis

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

Actuarial gains in the General Employees Pension Fund and the Fire & Police Employees Pension Fund are the main reasons for the \$35.0 million return in fiscal year 2009-10. There are wide fluctuations in asset return on a market value basis.

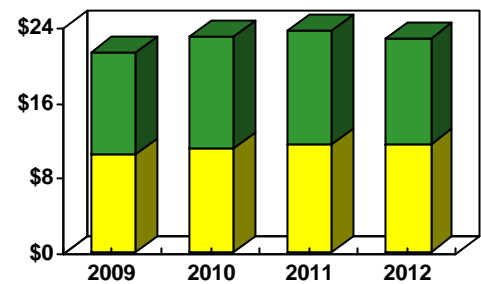
Fiscal Year Ending	General Fund	Debt Service Fund	Municipal Construction Fund	Other Gov. Funds	Proprietary Fund	Fiduciary Funds	Total	% Change
2012	\$ 624,100	\$ 102,437	\$ 0	\$ 556,152	\$ 422,000	\$ 43,404,300	\$ 45,108,989	24.5%
2011	1,896,100	54,658	0	188,493	417,688	33,684,000	36,240,939	123.2%
2010	1,853,584	147,066	516,684	696,466	665,360	12,358,794	16,237,954	1346.2%
2009	3,347,556	104,744	345,408	505,665	665,176	-3,845,769	1,122,780	-

## Rentals

### Description

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

Millions



Fiscal Year Ending

■ General Fund  
■ Debt Service Fund

### Forecast Methodology and Analysis

Unless other information is available, it is assumed that rentals that are based on contracts will be in place the following year. Therefore, the revenue forecast is based on the contracts that are currently in effect. The non-contractual rental is estimated based on historical trend.

The increase in fiscal year 2009-10 reflected the removal of the minimum age restriction for apartment rental. This change to an "All Ages" residential population has resulted in 91% occupancy rates in both Pines Point and Pines Place.

Fiscal Year Ending	General Fund	Debt Service Fund	Total Amount	% Change
2012	\$ 11,618,450	\$ 11,343,869	\$ 22,962,319	(3.5%)
2011	11,519,684	12,269,808	23,789,492	2.8%
2010	11,134,929	12,014,253	23,149,182	8.2%
2009	10,481,827	10,906,061	21,387,888	-

## 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.

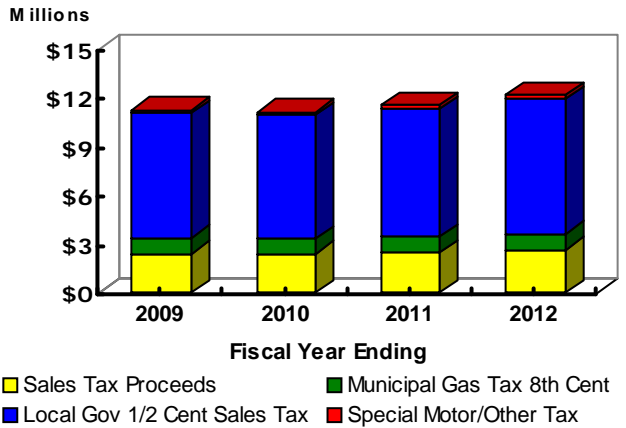
The City's share increases with the overall growth of the economy and the City's population. The 2010 US Census showed City population as 154,750, compared to the University of Florida Bureau of Economics and Business Research (BEBR) estimate of 150,587.

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

### Forecast Methodology and Analysis

The main factors considered in projecting these revenues are (1) historical trend, (2) estimated population increase, and (3) estimated inflation. The City also takes into consideration 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 3.4% increase for fiscal year 2010-11, followed by 5.1% increase for fiscal year 2011-12, reflect modest but positive trends in the current economic environment.



Fiscal Year Ending	Sales Tax Proceeds	Municipal Gas Tax 8th Cent	Local Gov 1/2 Cent Sales Tax	Special Motor/Other Tax	Total	% Change
2012	\$ 2,600,000	\$ 1,052,000	\$ 8,290,000	\$ 218,100	\$ 12,160,100	5.1%
2011	2,462,900	962,300	7,897,128	242,253	11,564,581	3.7%
2010	2,356,020	973,769	7,622,304	203,175	11,155,268	(1.2%)
2009	2,396,050	968,360	7,703,843	226,284	11,294,537	-

## Franchise Fees

### Description

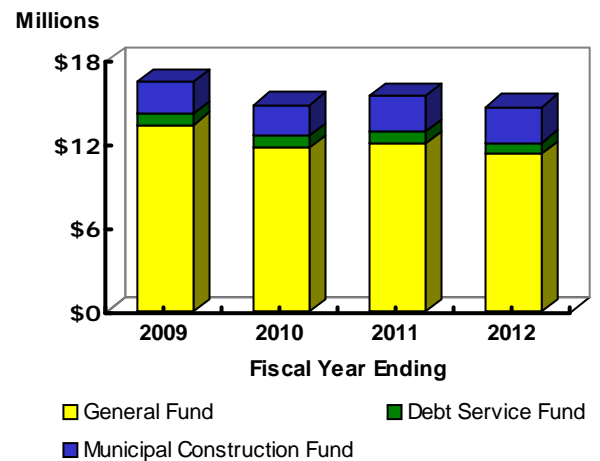
Franchise fees are established by franchise agreements between the City and private service providers of electric, natural gas, sanitation, sewer, towing, resource recovery, and recycling.

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 and Analysis

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

Electricity Franchise Fees for fiscal year 2011-12 projections are \$0.78 million less than fiscal year 2010-11, due in large part to an approximate 11.4% fuel rate reduction during March 2010. KWH usage has been even for the last 12 months.



Fiscal Year Ending	General Fund	Debt Service Fund	Municipal Construction Fund	Total	% Change
2012	\$ 11,282,900	\$ 811,650	\$ 2,574,874	\$ 14,669,424	(4.9%)
2011	12,057,900	817,511	2,551,225	15,426,636	4.1%
2010	11,758,179	820,652	2,242,686	14,821,517	10.0%
2009	13,356,925	816,710	2,298,024	16,471,659	-

## Public Services Taxes

### Description

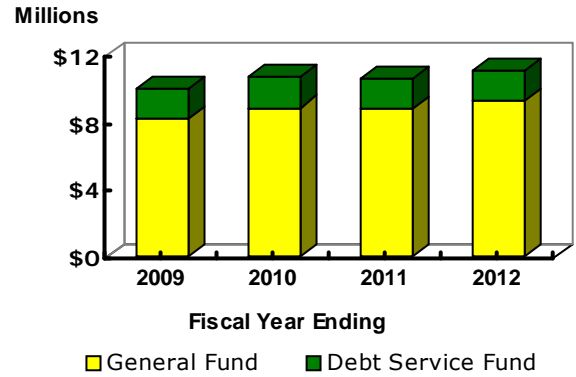
A tax levied on the purchase of electric, natural gas, propane, and water.

This revenue is based on a contracted percentage applied to the taxable amounts charged by the seller of the service. Fuel rate adjustments related to electricity service do not impact this revenue. This revenue is accounted for in the General Fund and the Debt Service Fund.

### Forecast Methodology and Analysis

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

Fiscal year 2009-10 receipts included \$270,000 in delinquent accounts that artificially inflated the difference between prior and subsequent years. Growth in consumption in the current year is leading to projecting a slight increase in fiscal year 2011-12.



Fiscal Year Ending	General Fund	Debt Service Fund	Total	% Change
2012	\$ 9,294,000	\$ 1,787,007	\$ 11,081,007	3.7%
2011	8,892,000	1,790,715	10,682,715	(0.3%)
2010	8,919,926	1,790,358	10,710,284	6.9%
2009	8,228,934	1,785,668	10,014,602	-

## Fire Protection Special Assessment

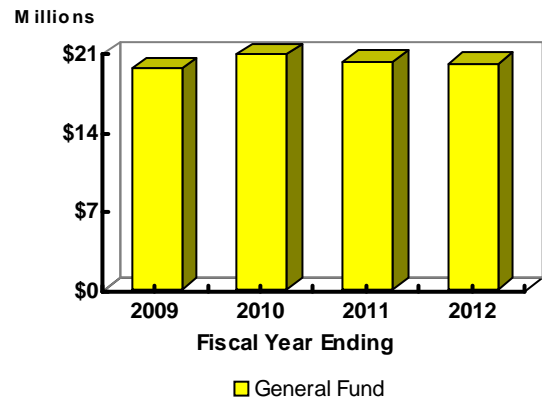
### Description

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 assessable costs.

### Forecast Methodology and Analysis

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 2.7% reduction during fiscal year 2010-11 was due to lower assessable Fire Protection costs than fiscal year 2009-10.

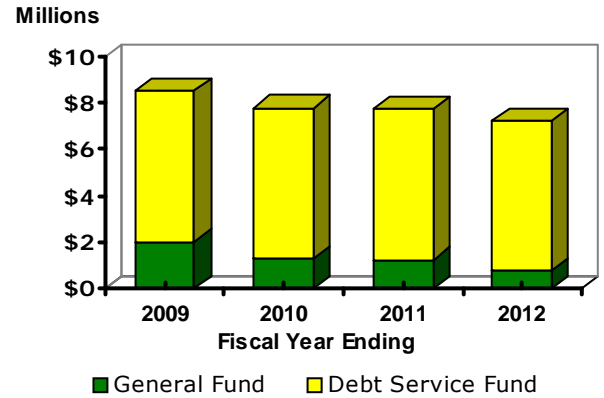


Fiscal Year Ending	General Fund	% Change
2012	\$ 20,139,035	(0.9%)
2011	20,331,274	(2.7%)
2010	20,902,426	6.4%
2009	19,644,277	-

### 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.



*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 and has adjusted projections for prior years due to State Audits. Please refer to the "Basis of Revenue Estimates" in this section for the projected population growth rate and projected inflation rate.

Fiscal 2008-09 receipts were inflated by \$1.0 million in initial proceeds from the State Audit that was completed during 2008, causing an apparent but artificial loss of 9.1% during fiscal year 2009-10. Taxes earned during fiscal years 2000-01 through 2007-08 that had been paid erroneously to other cities also impacted fiscal years 2009-10 and 2010-11 (\$0.25 million each) and are expected to bring \$0.1 million during fiscal year 2011-12. The projected 2011-12 shortfall of \$0.5 million reflects a confluence of a declining trend relative to this revenue and the culmination of the 2008 Audit distributions during March 2012.

Fiscal Year Ending	General Fund	Debt Service Fund	Total	% Change
2012	\$ 812,088	\$ 6,440,655	\$ 7,252,743	(6.2%)
2011	1,276,480	6,455,567	7,732,047	(0.6%)
2010	1,317,888	6,463,395	7,781,283	(8.3%)
2009	2,040,486	6,442,385	8,482,871	-

### Education and Recreational/Cultural Charges

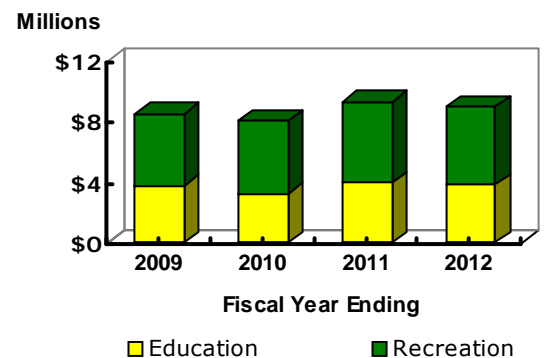
*Description*

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

These revenues are accounted for in the General Fund.

*Forecast Methodology and Analysis*

The main factors considered in projecting these revenues are (1) historical trend, and (2) any approved rate increases. \$0.9 million of the increase in fiscal year 2010-11 is projected to be earned by the Early Development Centers, including the Voluntary Pre-Kindergarten Program (VPK).



Fiscal Year Ending	Education Charges	Recreation Charges	Total	% Change
2012	\$ 3,820,359	\$ 5,150,337	\$ 8,970,696	(3.4%)
2011	3,957,809	5,325,485	9,283,294	15.6%
2010	3,268,150	4,759,276	8,027,426	(5.9%)
2009	3,786,526	4,741,759	8,528,285	-



## Local Option Gas Tax

### Description

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

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

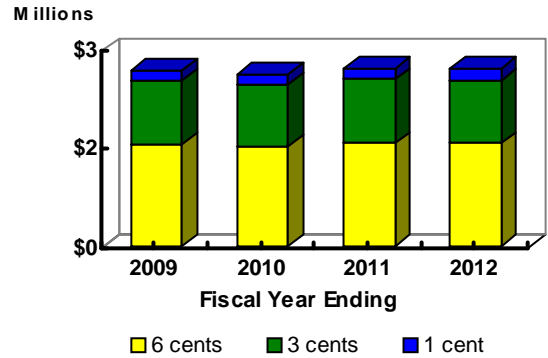
Pursuant to F.S. 336.025(1)(b)(2) the county has exercised its authority in levying a 1 cent tax on every gallon of motor fuel (excluding diesel fuel) sold in the county. The proceeds may be used for transportation expenditures needed to meet the requirements of the capital improvement elements of the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

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

### Forecast Methodology and Analysis

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

The anticipated modest increase during fiscal year 2010-11 following the decline in fiscal year 2009-10 reflects the expectation of the beginning of a recovery for the weakened economy.



Fiscal Year Ending	\$0.06	\$0.03	\$0.01	Total	% Change
2012	\$ 1,576,000	\$ 973,000	\$ 165,000	\$ 2,714,000	(0.4%)
2011	1,577,426	979,985	166,284	2,723,695	3.4%
2010	1,530,913	943,358	159,985	2,634,256	(2.3%)
2009	1,555,742	974,575	165,279	2,695,596	-

## Local Business Tax

### Description

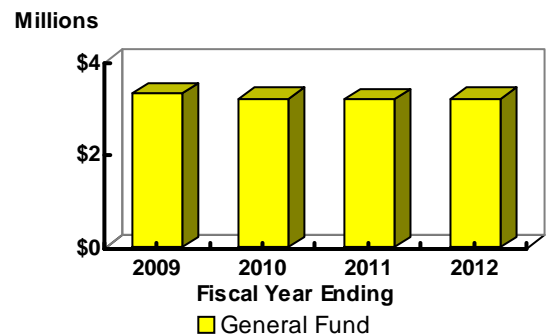
A license issued by the City as a prerequisite to conducting and maintaining a business, service, or profession. Payment is received annually and is due on or before October 1st of each year. The annual fee for the Local Business Tax receipt varies depending on the nature of the business.

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

### Forecast Methodology and Analysis

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

Anticipated business activity associated with a modest recovery from the economic recession is reflected in these projections.



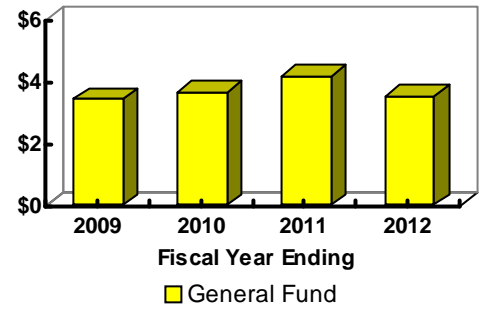
Fiscal Year Ending	General Fund	% Change
2012	\$ 3,191,000	0.4%
2011	3,179,000	(0.4%)
2010	3,191,395	(3.5%)
2009	3,307,733	-

### Rescue Transport Fees

*Description*

This revenue is derived from charges to individuals for use of the City's emergency medical transportation services. The Fire Department handles the billing and collection from private insurance carriers, self-insured individuals, Medicare, and Medicaid. The fiscal year 2010-11 increase reflects enhanced collection efforts.

Millions



*Forecast Methodology and Analysis*

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

A trend toward more uninsured patient and the use of false identity and/or insurance information casts some doubt on the 13.4% projected increase in fiscal year 2010-11 following the 7.2% increase in fiscal year 2009-10. The fiscal year 2011-12 decrease is conservative due to current collection uncertainty.

Fiscal Year Ending	General Fund	% Change
2012	\$ 3,500,000	(15.5%)
2011	4,144,376	13.4%
2010	3,656,089	7.2%
2009	3,411,933	-

### Fines & Forfeitures

*Description*

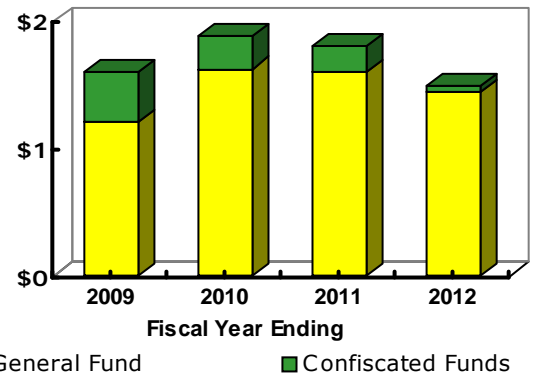
Includes revenues received from traffic citations issued and confiscation of forfeited abandoned property.

*Forecast Methodology and Analysis*

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

The variation in percentage change over the last two fiscal years relates to the unpredictability of confiscation of assets and citations issued. The decrease in fiscal year year 2011-12 is due to decreased Traffic citations and other court fines, as well as Treasury Confiscations that cannot be budgeted until received.

Millions



Fiscal Year Ending	General Fund	Confiscated Funds	Total	% Change
2012	\$ 1,433,980	\$ 55,245	\$ 1,489,225	(17.4%)
2011	1,601,700	201,540	1,803,240	(4.1%)
2010	1,619,654	259,916	1,879,570	17.9%
2009	1,205,725	388,860	1,594,585	-

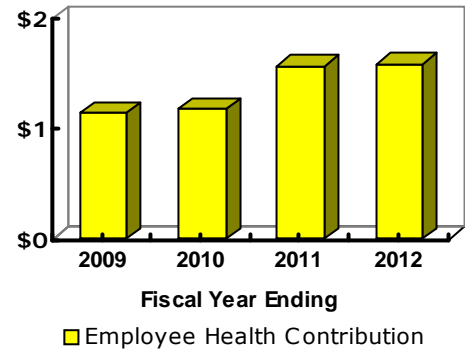
## Employee Health Contributions

### Description

Until October 1, 1991, the City provided health insurance for all general and utility employees and their dependents at no charge. For employees hired on or after October 1, 1991, health insurance provided for dependent coverage is subject to employee contributions, per union contracts. Health insurance premiums for employee dependent coverage may be increased no more than 20% over a three-year period, but no more than 10% in any one year.

This contribution is accounted for as revenue in the Public Insurance Fund.

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 in 1991, the cost to the employees for dependent coverage has never been 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
2012	\$ 1,576,869	1.1%
2011	1,560,110	33.2%
2010	1,171,260	3.4%
2009	1,133,292	-

## City Pension Contribution

### Description

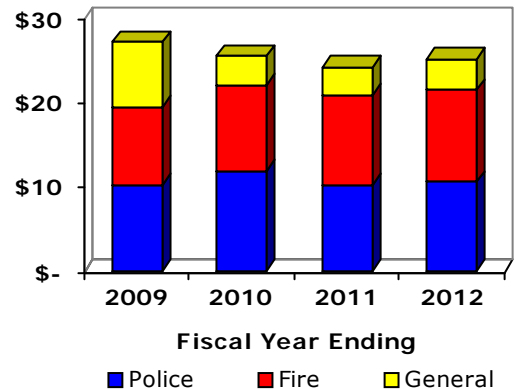
Per GASB, the City's Annual Required Contribution (ARC) must be made into the appropriate Pension Trust Funds.

### Forecast Methodology and Analysis

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 instituted to effect cost savings.

Millions



Fiscal Year Ending	Fire	Police	General	Total	% Change
2012	\$ 10,972,521	\$ 10,572,120	\$ 3,742,497	\$ 25,287,138	4.2%
2011	10,756,004	10,196,354	3,317,988	24,270,346	(5.2%)
2010	10,268,405	11,840,432	3,502,940	25,611,777	(6.0%)
2009	9,294,731	10,210,696	7,736,872	27,242,299	-

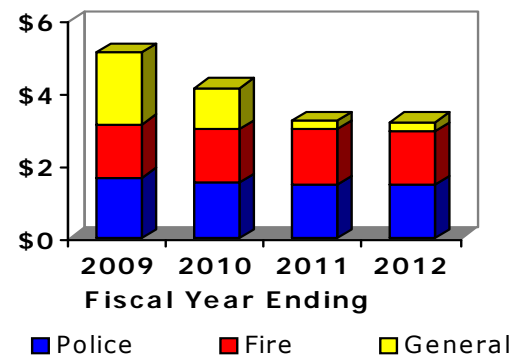
## Employee Pension Contribution

### 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 contract.

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

Millions



### Forecast Methodology and Analysis

Projection factors include (1) the projected salary multiplied by the (2) required percentage of regular wages: General Employees pay 7.25%, 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.

Fiscal Year Ending	Fire	Police	General	Total	% Change
2012	\$ 1,475,978	\$ 1,472,917	\$ 267,019	\$ 3,215,914	(1.0%)
2011	1,540,604	1,459,576	247,329	3,247,509	(21.9%)
2010	1,490,786	1,511,236	1,157,825	4,159,847	(18.8%)
2009	1,479,452	1,672,770	1,973,064	5,125,286	-

## Basis of Expenditure Estimates

### Personnel Services

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

#### **Significant Assumptions**

The personnel services budget is based on the following 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 budget for general employees bargaining members.
- ◆ No cost of living (COLA) increases are reflected in this budget.
- ◆ Workers' Compensation - The risk rates for each employment classification are modified based on projected cost.

### Operating Expenses

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

#### **Significant Assumptions**

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

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

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

### Capital Outlay

**Description** 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 minimal threshold of \$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 capital expenditures is reflected within the department's target budget.

Capital outlays are ranked in the order of management priorities.

Capital Projects

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

**Significant**

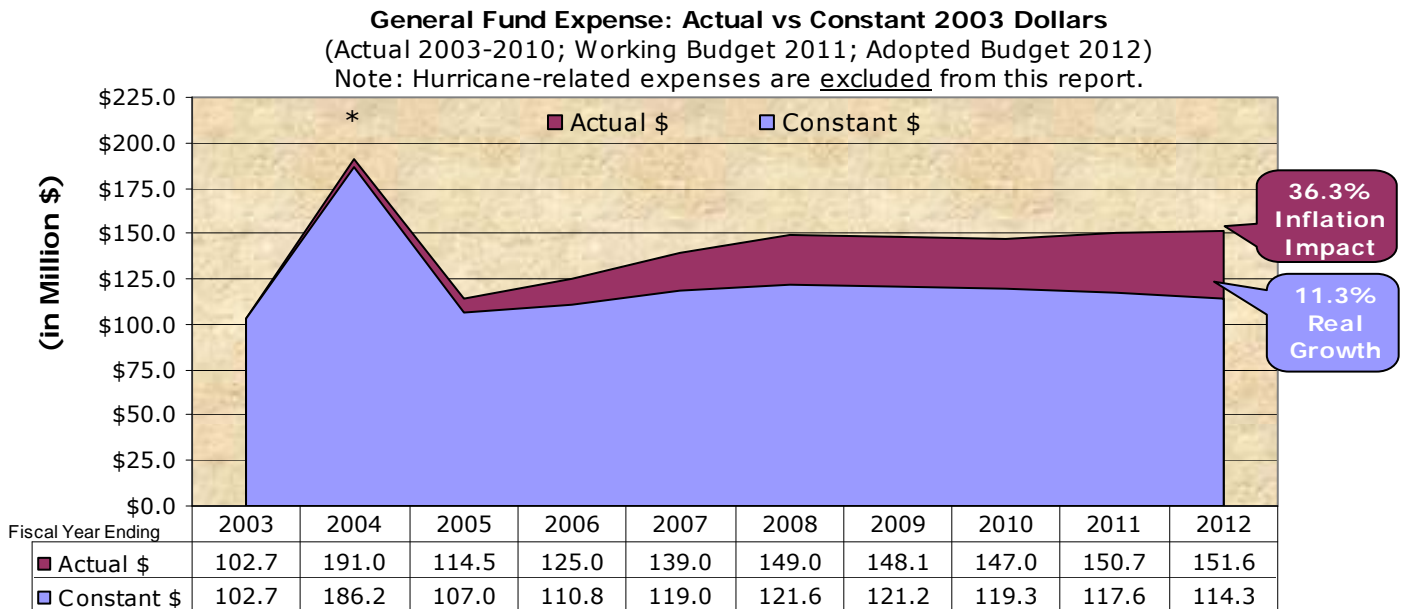
**Assumptions** Projected expenditures are based on an estimated cost to completion.

**General Fund 10-Year Expenditure Analysis**

**Growth in Constant 2003 Dollars:** Consistent with guidelines expenditure containment has been the underpinning principle of budget development with notable recent results. The 2011-12 Adopted Budget is \$3.3 million less than the 2010-11 expenses in constant 2003 dollars. Over the past ten years the General Fund budget has experienced real growth of \$11.6 million or 11.3%, excluding the impact of inflation, compared to \$48.6 million or 47.6% in unadjusted dollars. The \$11.6 million increase is attributable to rising personnel expenses of \$9.6 million or 12.7% and operating expenses of \$3.3 million or 14.0%. These increases were mitigated by a decline of \$1.8 million or -55.5% in capital expenses.

The \$9.6 million personnel cost increase was due to pension (\$10.5 million or 127.4%) and health insurance (\$8.1 million or 111.8%) increases that were partially offset by salary reductions of \$9.7 million or -18.1% associated with a reduction of more than 180 full-time positions since 2002-03 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 24.2% of the 2011-12 personnel costs.

The \$3.3 constant dollar increase in operating expense is connected chiefly to \$3.3 million in debt service related to the construction of three rental apartment towers, \$0.9 million in internal charges to the Fire Department, and \$0.3 million for fuel. Reductions include \$0.4 million each in Professional Services - other and Prof Services - outside legal, \$0.3 million in Equipment less than \$1,000, and \$0.2 million in Special Events.



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

## City of Pembroke Pines, Florida

Personnel Additions / Deletions / Changes

2011-12 Budget as Compared to 2010-11 Working Budget

	Full Time	Part Time
<b>1 General Fund</b>		
<b>2001 Finance</b>		
12434 Assistant Payroll Supervisor	-1	-
<b>2001 Finance</b>	-1	0
<b>3001 Police</b>		
12425 Police Officer	-6	-
<b>3001 Police SRO program</b>		
12426 School Resource Officer	6	-
<b>3001 Police</b>	0	0
<b>4003 Fire/Rescue</b>		
12915 Firefighter/EMT	-3	-
12918 Firefighter/PM	3	-
<b>4003 Fire/Rescue</b>	0	0
<b>5005 W.C.Y Administration</b>		
13738 P/T Custodian	-	-1
<b>5005 W.C.Y Administration</b>	0	-1
<b>6006 Environmental Services (Engineering)</b>		
12774 Engineer	-0.5	-
<b>6006 Environmental Services (Engineering)</b>	-0.5	0
<b>7001 Recreation</b>		
12185 Landscape Maintenance Superintendent	-1	-
12355 P & R Maint WRK I	-2	-
12559 Recreation Supervisor II	1	-
12564 Special Events- Coordinator Assistant	-1	-
12581 Recreation Specialist II	-1	-
12940 Head Custodian	-1	-
13450 P/T Cashier	-	-1
13454 P/T Administrative Assistant	-	-1
13620 P/T Videographer-Editor	-	-1
13680 P/T Clerk Spec I	-	-1
<b>7001 Recreation</b>	-5	-4
<b>1 General Fund Total</b>	<b>-6.5</b>	<b>-5</b>

## City of Pembroke Pines, Florida

Personnel Additions / Deletions / Changes

2011-12 Budget as Compared to 2010-11 Working Budget

	Full Time	Part Time
<b>100 Road &amp; Bridge Fund</b>		
<b>6002 Maintenance</b>		
12831 CADD Operator	-1	-
<b>6002 Maintenance</b>	-1	0
<b>100 Road &amp; Bridge Fund Total</b>	-1	0
<b>471 Utility Fund</b>		
<b>6010 Utilities Admin Services</b>		
12149 Division Director Utilities	-1	-
12774 Engineer	-0.5	-
13160 Utility Special Project Manager	-	-1
13163 Division Director of Utilities	-	1
<b>6010 Utilities Admin Services</b>	-1.5	0
<b>471 Utility Fund Total</b>	-1.5	0
<b>Total All Funds</b>	-9	-5



**City of Pembroke Pines, Florida**  
**Position Count History by Department**

	2008-09		2009-10		2010-11		2011-12	
	Actual		Actual		Budget		Budget	
	FT	PT	FT	PT	FT	PT	FT	PT
100 City Commission	1	6	1	6	1	6	1	6
1001 City Clerk	12	3	10	2	10	2	10	2
2001 Finance	21	2	16	1	20	-	19	-
2002 Information Technology	18	-	15	-	15	-	15	-
201 City Manager	-	4	-	3	0.5	3	0.5	3
202 Human Resources	11	-	9	-	5	-	5	-
3001 Police	306	-	294	-	287	-	281	-
3001 Police SRO program	-	-	-	-	-	-	6	-
4003 Fire/Rescue	238	3	223	2	223	2	223	2
4003 Fire/Rescue Fire Prevention	-	-	10	1	10	1	10	1
4003 Fire/Rescue Public Safety Dispatch	31	-	32	-	36	-	36	-
5002 Early Development Centers Charte	10	11	6	11	5	10	5	10
5002 Early Development Centers WCY E	20	21	20	21	20	21	20	21
5002 Early Development Centers Charte	17	23	22	33	22	33	22	33
5002 Early Development Centers Charte	19	31	19	31	18	31	18	31
5005 W.C.Y Administration	-	3	-	2	-	2	-	1
6001 General Gvt Buildings	11	1	8	1	8	1	8	1
6004 Grounds Maintenance	11.5	1	8.5	-	8	-	8	-
6005 Purchasing/Contract Administratio	2	2	3	2	2	1	2	1
6006 Environmental Services (Engineeri	4.5	-	2.5	-	2.5	-	2	-
7001 Recreation	92	111	79.67	93	78.5	94	73.5	90
7001 Recreation West Pines pre-school	3	13	2.33	7	2.5	15	2.5	15
7001 Recreation Rose Price after-care	-	2	-	1	-	-	-	-
7005 Walter C Young Dinner Theatre	2	1	2	1	2	1	2	1
7006 Golf Course	3	2	-	-	-	-	-	-
8001 Community Services	4.5	-	2.5	-	2.5	-	2.5	-
8002 Housing Division	0.75	-	0.75	-	0.75	-	0.75	-
8002 Housing Division Rental - Pines Pla	2.75	-	1.75	-	1.75	-	1.75	-
9002 Planning	6	1	6	2	6	2	6	2
9005 Building	1	-	-	-	-	-	-	-
9005 Building Fire Prevention	10	1	-	-	-	-	-	-
9007 Code Compliance	11	-	11	-	11	-	11	-
<b>General Fund</b>	<b>869</b>	<b>242</b>	<b>805</b>	<b>220</b>	<b>798</b>	<b>225</b>	<b>791.5</b>	<b>220</b>
6002 Maintenance	8	-	6	-	6	-	5	-
<b>Road &amp; Bridge Fund</b>	<b>8</b>	<b>0</b>	<b>6</b>	<b>0</b>	<b>6</b>	<b>0</b>	<b>5</b>	<b>0</b>
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>
6010 Utilities Admin Services	19	2	9	2	9	2	7.5	2
6021 Sewer Collection	7	-	6	-	6	-	6	-

**City of Pembroke Pines, Florida**  
**Position Count History by Department**

	2008-09 Actual		2009-10 Actual		2010-11 Budget		2011-12 Budget	
	FT	PT	FT	PT	FT	PT	FT	PT
6022 Sewer Treatment Plant	15	-	9	-	9	-	9	-
6031 Water Plants	14	2	9	2	9	2	9	2
6032 Water Distribution	8	-	5	-	5	-	5	-
<b>Utility Fund</b>	<b>63</b>	<b>4</b>	<b>38</b>	<b>4</b>	<b>38</b>	<b>4</b>	<b>36.5</b>	<b>4</b>
203 Self Insurance Administration	2	-	1	-	1	-	1	-
<b>Public Insurance Fund</b>	<b>2</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>

<b>Total All Funds</b>	<b>942</b>	<b>247</b>	<b>850</b>	<b>225</b>	<b>843</b>	<b>230</b>	<b>834</b>	<b>225</b>
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	2008-09	2009-10	2010-11	2011-12
<b>Total Full Time Equivalents (FTE):</b>	<b>1065.5</b>	<b>962.5</b>	<b>958</b>	<b>946.5</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 (November, 1912 - February, 2011)

Source: SW Regional Climate Center (Ft. Lauderdale)	
Average minimum temperature (F)	70.75
Average maximum temperature (F)	79.72
Avg. annual temperature (degrees)	75.53
Average annual precipitation (inches) since 1912	63.36

#### Future Land Use Designation (2011) (%)

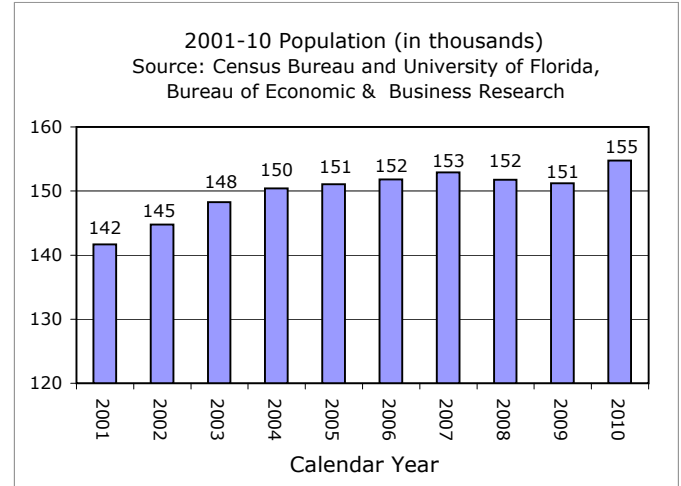
Source: City of Pembroke Pines Planning Department	
Recreation & Open Space/Conservation/ Commercial Recreation	5%
Residential	70%
Agricultural	5%
Commercial	10%
Industrial	3%
Community Facility	3%
Transportation / Utility	4%
	25%
Total Planning Area (acres)	22,470

#### Elections (January 2011)

Source: Broward County Supervisor of Elections	
Active Voters [as of August 2011]	94,909
Votes Cast Last City Election	1,787
City Commissioner [District #4 only] - January 11, 2011	
% Voting Last City Election	1.88%

#### Racial Composition

Source: 2010 US Census and American Community Survey		
White	31.1%	48,127
Hispanic or Latino	41.9%	64,840
Black or African American	18.9%	29,248
Asian	5.6%	8,666
Other	<u>2.5%</u>	<u>3,869</u>
	100.0%	154,750



#### Median Age

Source: 2010 US Census and American Community Survey	
2010	39.1

#### Age Composition

Source: 2010 US Census and American Community Survey		
Under 5 years	5.2%	8,047
5-14 years	14.3%	22,129
15-19 years	5.9%	9,130
20-24 years	6.5%	10,059
25-34 years	12.5%	19,344
35-44 years	14.3%	22,129
45-54 years	16.9%	26,153
55-64 years	10.2%	15,785
65 + years	14.2%	21,974
	100.0%	154,750

#### Gender Composition

Source: 2010 US Census and American Community Survey		
Male	45.9%	71,030
Female	54.1%	83,720
		154,750

#### Housing Tenure [Occupied Housing Units]

Source: 2010 US Census and American Community Survey		
Owner-occupied	75%	40,749
Renter-occupied	25%	13,892

<u>Average Household</u> (persons)	2.82
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Source: 2010 US Census and American Community Survey

**DEMOGRAPHICS** (continued)

Educational Attainment - Population 25 years and over (%)

Source: 2010 American Community Survey (Census Bureau)

Less than High School Diploma	11,052	10.5%
High School Diploma	27,750	26.2%
Some college, no degree	21,781	20.6%
Associates Degree	10,409	9.8%
Bachelor's Degree	23,371	22.1%
Graduate or Professional Degree	11,395	10.8%
	<u>105,758</u>	<u>100.0%</u>

Household Income - in 2010 Inflation-adjusted dollars

Source: 2010 American Community Survey (Census Bureau)

Less than \$24,999	18.51%	10,114
\$25,000-\$49,999	22.18%	12,120
\$50,000-\$74,999	17.84%	9,746
\$75,000-\$99,999	14.46%	7,902
\$100,000 +	27.01%	14,759
	<u>100.0%</u>	<u>54,641</u>
Median Household Income		\$61,163

**ECONOMICS**

Occupation Composition

Source: 2010 American Community Survey (Census Bureau)

Management, professional & related occupations	29,141
Service occupations	11,106
Sales and office occupations	24,664
Farming, fishing and forestry occupations	-
Construction, extraction & maintenance occupations	4,607
Production, Transportation, and Material Moving occupations	4,302
	<u>73,820</u>

Unemployment Rate (%)

Source: Florida Dept. of Labor for Pembroke Pines

2009-10	9.5%
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%

Industrial Composition - Civilian employed, 16 years and over

Source: 2010 American Community Survey (Census Bureau)

Agriculture, forestry, fishing/hunting, and mining	171
Construction	3,118
Manufacturing	3,620
Wholesale Trade	3,188
Retail Trade	10,825
Transportation, warehousing and utilities	6,178
Information	2,489
Finance, insurance, real estate/rental and leasing	5,463
Professional, scientific, management, administrative and waste management svcs.	8,771
Educational, health and social services	16,077
Arts, entertainment, recreation, accommodation and food services	6,330
Other services (except public admin.)	3,386
Public Administration	4,204
	<u>73,820</u>

Building Permits

Number

Total Value of Construction

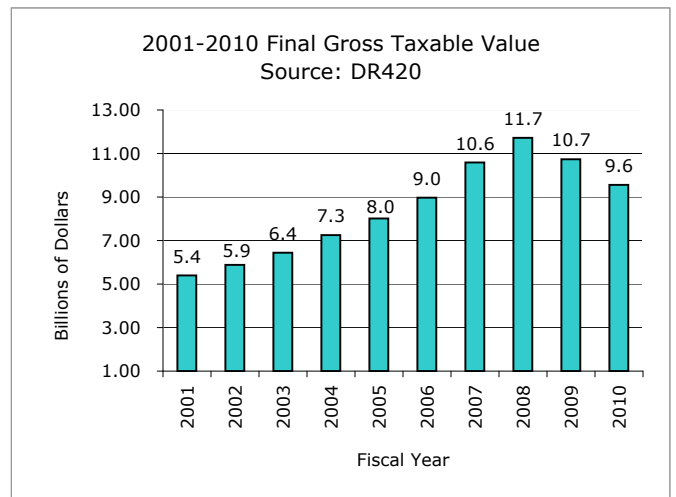
Source: Building Dept 2000-01 through 2007-08; Calvin Giorodano & Associates, Inc. starting 2008-09

2009-10	5,274	\$ 73,064,496
2008-09	6,318	68,962,467
2007-08	7,365	139,170,218
2006-07	10,267	237,392,060
2005-06	16,910	183,846,230
2004-05	10,800	116,958,795
2003-04	9,457	84,253,027
2002-03	9,171	109,883,816
2001-02	10,140	207,403,339
2000-01	10,368	265,146,376

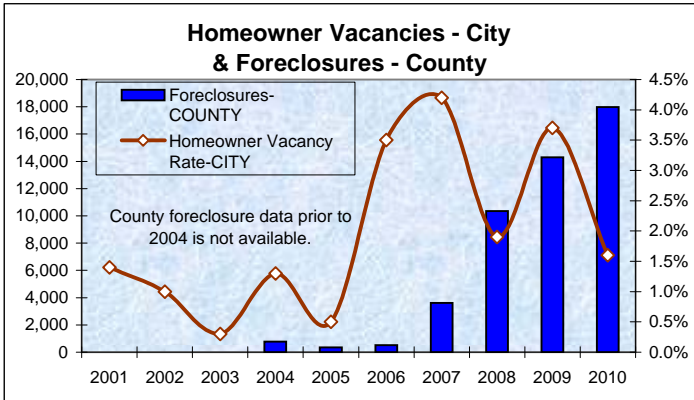
Per Capita Income - using inflation-adjusted dollars

Source: 2010 American Community Survey (Census Bureau)

2010 (American Community Survey)	28,600
2009 (American Community Survey)	25,766
2008 (American Community Survey)	25,964
2007 (American Community Survey)	26,982
2006 (American Community Survey)	28,377



**ECONOMICS** (continued)



(Source: American Community Survey & County Appraiser Office)

Fiscal Year 2009-10 Property Taxable and Assessed Valuation

Source: Broward County Property Appraiser [DR403V amd DR420]

Total Just Value	\$12,597,755,293
Less: Tax Exempt Property	-1,369,374,188
Differentials (Just Value - Assessed)	-739,111,603
Personal Exemptions	-2,067,960,606
Value Adjustment Board/Appraiser Adjmts	-26,651,836
<b>Operating Taxable Value</b>	<b>\$8,394,657,060</b>

Tax Rates (2012)

Local Retail Sales Tax Rate	6.00%
Property Tax Millage-2012 Assessment	5.6368
Debt Service Millage-2012 Assessment	0.6713

Police Protection (December 31, 2010)

Employees (full-time)	287.5
Sworn	231
Non-Sworn	56.5
Grant Positions	0.5
Crime Index (fiscal year)	5,302
Crime Rate (per 1,000 population)	35.1
Traffic Accidents	5,023
Traffic/Parking Citations	45,201
Total Calls for Police Service	96,831

Fire Protection (December 31, 2010)

Stations	6
Employees (full-time)	262
Structure Fires	57
Adv Life Support Rescue Responses	13,633
Basic Life Support Rescue Responses	2,434
Other Rescue Calls	2,123
Other Emergencies	3,495
Fire Inspections (various kinds)	9,963
Fire Investigations	14

Municipal Parks (September 30, 2010)

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

**SERVICE STATISTICS**

Water (September 30, 2010)

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, 2010)

Miles of Sanitary Sewers	410.9
Average Daily Treatment (MGD)	7.1
Average Daily Treatment Capacity (MGD)	9.5

Public Works (September 30, 2010)

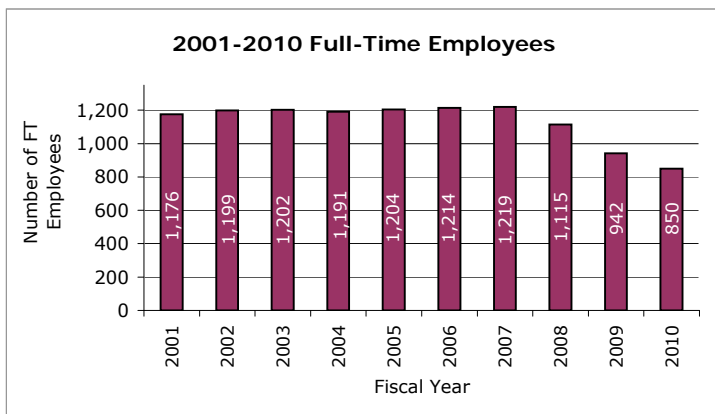
Residential Solid Waste Customers	37,736
Solid Waste Collected (tons)	97,935

Educational System (July 2010)

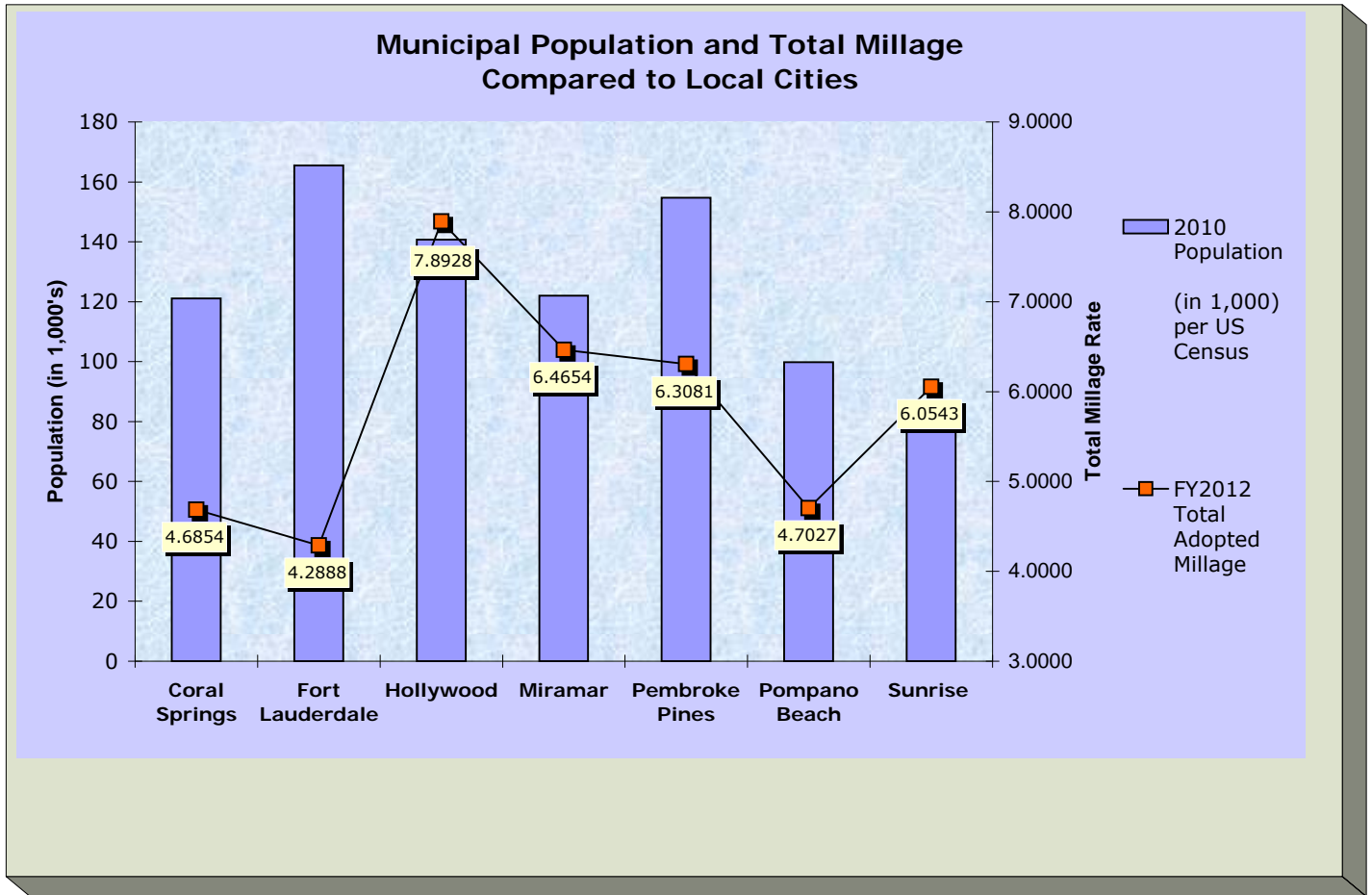
	City Charter	Other
Elementary:	4	12
Middle School:	2	4
High School:	1	3
Community College (1) /Universities (4)		5

Center for Arts (2010)

Number of Event Days	319
Theaters	2



**COMPARISON TO LOCAL CITIES**



# City of Pembroke Pines

## Performance Measures

### Overview

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

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	Administrative Svcs	Code Compliance	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			
Develop and establish standards and ordinances that ensure positive effects on property value, community appearance, and neighborhood pride.							X					
<b>2. Promote and pursue a positive economic environment.</b>												
To finance projects utilizing the most cost effective methods, while minimizing the restrictions that would hinder the future borrowing capacity of the City.	X											X
To provide services for the design, construction, maintenance, procurement, beautification, and preservation of all facilities, roadways, properties, materials, and equipment.				X								
To 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			



# City and Departmental Goals Matrix (continued)

City and Departmental Goals	City Manager	Police	Fire and Rescue	Public Services	Parks & Recreation	Administrative Svcs	Code Compliance	City Clerk	Community Svcs	Housing Rental	Finance	Human Resources
<b>4. Provide a positive work environment that encourages teamwork, initiative, productivity, and individual development.</b>												
Implementation and monitoring of the insurance and safety programs of the City.												X
Expand the City's outreach efforts to reach a diverse group of competent workers when recruiting for City vacancies.												X
Institute a citywide program to enhance employee development through supervisory, technical, professional, and competency training.												X
To maintain a comprehensive, competitive pay and classification system, linking various elements of performance to merit.												X
<b>5. Commitment to excellence in leadership and management skills; instill confidence in integrity of City government.</b>												
To keep staff positioned to take full advantage of new technological developments so as to enhance efficiency in the performance of our duties and responsibilities.								X				
To provide capable and inspiring administrative leadership for the City staff; to make day-to-day decisions that allow for the most effective use of available resources; and most importantly, to operate in a manner that improves and enhances the quality of life in our community.	X											
To develop and implement systems to enhance the financial viability of the City, and provide financial information and analyses that are valuable as management tools and that are readily understood by our citizens.											X	
<b>6. Preserve and promote the ecological and environmental quality within the City.</b>												
To maintain, protect and preserve the wetlands in perpetuity developed as a diverse multi-habitat ecosystem.				X								
To provide a well designed and carefully maintained network of parks and other green spaces.					X							
To provide customers with the highest quality water and wastewater services possible while maintaining a competitive rate structure.				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>  <b>To deter crime, apprehend criminals and enhance public safety.</b>	<ul style="list-style-type: none"> <li>• Clearance rate Part I offenses <sup>(1)</sup></li> <li>• Average emergency call response time [min]</li> <li>• Average calls for service per 1,000 resident population</li> <li>• Crime Rate per 100,000 for the following types of offenses:                             <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> </ul> </li> </ul>
<i>(1) Consists of homicides, rapes, robberies, assaults, burglaries, auto thefts, and larcenies.</i>	
<i>KPI: Insurance Service Organization (ISO) evaluation compared to other cities nationally with 24,999 or more population</i>	
<b>Fire</b>  <b>Conduct pre-fire planning for all commercial and multifamily structures.</b>	<ul style="list-style-type: none"> <li>• % of buildings that received annual pre-fire plan surveys</li> <li>• Number of public participants in safety education classes (non-CPR) classes</li> </ul>
<b>To reduce loss to property from fire, flood, domestic terrorism or natural disaster.</b>	<ul style="list-style-type: none"> <li>• Average response time from receipt of Broward Sheriff's Office call to dispatch of units (in seconds)</li> <li>• % of dispatch processing time less than 1 minute</li> <li>• Average unit response time from en route to arrival (in minutes)</li> <li>• % of unit response time less than 6 minutes</li> </ul>
<i>KPI: Social service client hours per each unduplicated client</i>	
<b>Community Services</b> <b>To plan and implement recreation, health support, transportation, in-home services coordination, counseling, public education, nutrition program, senior housing and relief/respite services for senior residents.</b>	<ul style="list-style-type: none"> <li>• Units of service (services covered by OAA Title IIIB Grant)</li> <li>• Number of unduplicated clients</li> </ul>
<i>KPI: Potable water quality ranking among Broward cities</i>	
<b>Utilities [Water]</b> <b>Ensure both treatment plants operate at maximum efficiency in order to provide high quality potable water.</b>	<b>Finished Water Quality:</b> <ul style="list-style-type: none"> <li>• pH</li> <li>• 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/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> <b>To maintain a low tax burden.</b>	<ul style="list-style-type: none"> <li>• % Change over 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> <b>Maintain 90% compliance on cases prior to hearings.</b>	<ul style="list-style-type: none"> <li>• % of cases closed prior to Code Board and/or Special Master hearing</li> </ul>

# Performance Measures Crosswalk (continued)

<p><b>City Manager</b>                  Enhance the educational environment at the Charter Schools.</p>	<p><b>Charter School FCAT Scores ranking:</b></p> <ul style="list-style-type: none"> <li>• Elementary Schools</li> <li>• Middle Schools</li> <li>• High Schools</li> </ul>
<p><b>CITY GOAL #4: Provide a positive work environment that encourages teamwork, initiative, productivity, and individual development.</b></p>	
<p><b>KPI: % change in FT employee retention rate within one year of employment</b></p>	
<p><b>Human Resources</b>                  Implement sound recruitment practices to ensure competent candidates are hired.</p>	<ul style="list-style-type: none"> <li>• FT employee turnover rate within one year of employment</li> </ul>
<p><b>KPI: % change in sick leave hours used per FT employee</b></p>	
<p><b>Human Resources (Risk Management)</b>                  Continue to monitor group health claims and fees.</p>	<ul style="list-style-type: none"> <li>• Sick leave hours used per FT employee</li> </ul>
<p><b>CITY GOAL #5: Commitment to excellence in leadership and management skills; instill confidence in integrity of City government.</b></p>	
<p><b>KPI: City underlying bond rating compared to peer cities in Florida</b></p>	
<p><b>City Manager</b>                  Manage City finances to ensure financial benchmarks are met.</p>	<ul style="list-style-type: none"> <li>• Unreserved Fund Balance as a % of annual General Fund expenditures</li> <li>• Total direct debt as a % of property market value</li> <li>• Debt service as a % of General Fund budget</li> <li>• Direct debt per capita</li> </ul>
<p><b>Finance</b>                  Maintain high levels of professional accounting and reporting standards worthy of the Government Finance Officers Association (GFOA) awards.</p>	<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>
<p><b>KPI: Monitor average number of days to complete routine public requests.</b></p>	
<p><b>City Clerk</b>                  Comply with all applicable Florida Statutes for public record requests.</p>	<ul style="list-style-type: none"> <li>• Average number of days to complete routine public requests.</li> </ul>
<p><b>CITY GOAL #6: Preserve/promote the ecological and environmental quality within the City.</b></p>	
<p><b>KPI: Comparison of licensed wetlands per total acres with other Broward County cities</b></p>	
<p><b>Public Services [Environmental]</b>                  Conserve, protect, maintain or improve wetlands.</p>	<ul style="list-style-type: none"> <li>• Licensed wetland acres in Pembroke Pines</li> </ul>
<p><b>KPI: Wastewater quality ranking among Broward cities</b></p>	
<p><b>Public Services [Water]</b>                  Ensure the treatment plant operates at maximum efficiency to facilitate the environmentally sound disposal of wastewater.</p>	<ul style="list-style-type: none"> <li>• Carbonaceous Biochemical Oxygen Demand 5-Day (CBOD5) Effluent</li> <li>• Total Suspended Solids (TSS) Effluent</li> </ul>
<p><b>KPI: Acres of parkland per 1,000 population</b></p>	
<p><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.</p>	<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

Wellness classes: "Taking Control over your Diabetes" and "Chronic Disease Management" classes will continue to be offered to our members. We will be adding these classes in Spanish to meet the needs of our growing Hispanic population. Each six week workshop teaches seniors how to manage their medical condition and maintain their well-being. Workshops are taught by staff members from the YMCA.

Bereavement groups will be added to our program, once our partnership with VITAS Hospice is approved. This support group will allow those who recently lost a loved one to find comfort and strength as they move on with their lives. The group facilitator will be a licensed staff member from VITAS.

FREE recreation and exercise classes will continue. Classes continue to enhance services, promote participation and decrease isolation among our members. Classes are funded by the Community Development Block Grant.

Social Work and Mental Health Counseling Interns from Barry University, Florida International University and Nova Southeastern University continue to provide social services and counseling to those residing in Southwest Broward County.

In order to further extend our services and programs to the community, age restrictions have been lifted. Anyone is welcome to register and take advantage of our daily program. Specific services require participants to be 60 years of age or older.

Paradise Café opened its doors in January of 2011 and has been a great success. The Café is open for both breakfast and lunch. The community benefits from fresh and healthy meals on a daily basis.

Community Services is now the home of Pines Care Medical Center. Medical services are accessible to all those who qualify.

### 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.

# Initiative / Action Steps Summary that Support Strategic Objectives

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

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.
- Participation with the Broward Alliance, to improve knowledge base as it relates to county and state programs that support business activity.

PLANNING (cont.)

- 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.

**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.

MATH

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.

# Initiative / Action Steps Summary that Support Strategic Objectives

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

Strategic Objective: Improve academic performance at schools

Middle School

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 after school writing tutorial program.
- Complete an outdoor classroom in partnership with the City Parks and Recreation department as part of our green school movement.

Provide space and funds for an additional 25 students in the Apex Learning program, thereby helping more students to recover failed course credits and get back on track to meet high school graduation requirements without having to transfer to another school or pay to earn credits at a private institution.

- 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.

- Make the New England Prep SAT Program available to students during Sustained Silent Reading (SSR).

- Enroll more students in our programs leading to industry certification in Adobe software products.
- 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, including additional college level computer and science courses offered by Broward College.

### 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.

ELEMENTARY SCHOOL

READING

# Initiative / Action Steps Summary that Support Strategic Objectives

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

Strategic Objective: Improve academic performance at schools

ELEMENTARY SCHOOL (cont.)	Students with Disabilities	<p><b>Action steps created for student subgroups not making Adequate Yearly Progress in reading</b></p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• Support staff will participate in all school-wide trainings and interventions (e.g. Differentiated Instruction) to increase student achievement.</li> <li>• ESE Support staff will meet monthly with classroom teachers to share best practices and align instructional and intervention strategies.</li> </ul>
	MATH	<p><b>Students in grades 3 to 5 achieving proficiency (FCAT Level 3) in mathematics.</b></p> <ul style="list-style-type: none"> <li>• Implementation of new mathematics series, Go Math!</li> <li>• 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.</li> <li>• Teachers will receive professional development in Differentiated Instruction.</li> </ul>
		<p><b>Students in grades 3 to 5 achieving above proficiency (FCAT Levels 4 or 5) in mathematics.</b></p> <ul style="list-style-type: none"> <li>• Use of enrichment strategies and materials from Go Math! Series</li> <li>• Utilize the technology component of the Go Math! Series.</li> <li>• Increased use of interactive centers.</li> </ul>
	MATH (cont.)	<p><b>Students in grades 3 to 5 making Learning Gains in mathematics.</b></p> <ul style="list-style-type: none"> <li>• Implementation of new mathematics series, Go Math!</li> <li>• 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.</li> <li>• Teachers will receive professional development in Differentiated Instruction.</li> </ul>
		<p><b>Students in grades 3 to 5 in the lowest 25% making learning gains in mathematics.</b></p> <ul style="list-style-type: none"> <li>• Use of targeted small group instruction as per the Go Math! Series.</li> <li>• Use of technology to differentiate instruction and target specific needs.</li> <li>• Discovery learning through hands-on experience to assist with concrete learning of mathematical skills.</li> </ul>
	SCIENCE	<p><b>Students in grade 5 achieving proficiency (FCAT Level 3) in science.</b></p> <ul style="list-style-type: none"> <li>• Teachers will implement an Instructional Focus calendar for Science.</li> <li>• Science facilitators will conduct Learning Communities to align standards, implement curriculum.</li> <li>• Teacher-guided science experiments will expose and involve students in the scientific method.</li> </ul>
		<p><b>Students in grade 5 achieving above proficiency (FCAT Levels 4 and 5 in science.</b></p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• Science Facilitators will conduct Professional Learning Communities to share enrichment Best Practices.</li> </ul>
	WRITING	<p><b>Students in grade 4 who scored at or above a 3.0 on the FCAT Writes! assessment.</b></p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> <li>• Teachers will participate in cross-campus professional development with a focus on horizontal alignment of research-based writing strategies.</li> <li>• Teachers will use a variety of strategies to differentiate instruction during writing lessons.</li> </ul>

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

Strategic Objective: Reduce employee turnover

HR	<ul style="list-style-type: none"> <li>• Maintain competitive pay, provide a safe environment, and provide professional training to enhance the development of employees.</li> </ul>
HR	<ul style="list-style-type: none"> <li>• The establishment of the four-day work week has assisted in reducing employee absenteeism, and cultivates a positive environment for the employees.</li> </ul>

# Initiative / Action Steps Summary that Support Strategic Objectives

## **(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.
- Outsource the day care services at the South West Focal Point Center.
- Outsource the staffing of the golf shop at the Pembroke Lakes Golf and Racquet Club.
- Facilitate electronic transfer of funds from Pines Point tenants' bank accounts, for payment of rent, to the City's bank account.

## **(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

- Implementation of the AWS project has been delayed by a 12-month review of current regulations by state and local agencies. This project was brought about by the water re-use regulatory requirements promulgated by the South Florida Water Management District (SFWMD) 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	2010 Benchmark	2010 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	↓	4,554	3,521	80.8%	12.0%	9.7%		
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	↑	61.85	72.77	64.6%	4.0%	2.6%		
Provide high quality potable water	Potable water quality ranking among Broward cities	=	45.8%	58.6%	87.5%	12.0%	10.5%		
<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	↑	50,426	61,163	82.9%	4.0%	^ 3.3%		
Maintain tax base	% change in taxable value in relation to other Broward County Cities	↑	-1.70%	1.09%	83.2%	8.0%	6.7%		
Foster business growth	Local Business Tax Revenue per capita	↑	\$ 18.24	\$ 20.62	68.2%	8.0%	5.5%		
<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	↑	539.5	616.3	86.9%	8.0%	7.0%		
<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	↑	81.0%	77.8%	34.9%	4.0%	1.4%		
Reduce employee absenteeism	Sick leave hours used per FT employee compared to prior years	↓	38.71	33.84	93.3%	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	↑	88.0%	92.0%	80.7%	8.0%	6.5%		
<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	=	3.0%	11.1%	91.4%	4.0%	3.7%		
Control the quality of the wastewater	Wastewater quality ranking among Broward cities	↑	49.6%	71.0%	76.5%	8.0%	6.1%		
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	↑	6.56	10.24	96.1%	4.0%	3.8%		
* = The 2007 ISO rating was 90.23. While the rating is updated every five years, the benchmark based on 2005 data will not be updated due to unavailable data.						<b>Overall Operating Performance Score</b>		<b>100.0%</b>	<b>82.4%</b>



The 2.9 percentage point increase in the City's overall score, from 79.5% to 82.4%, was due primarily to

- a 1.1% increase in Taxable Value compared to a 1.7% decline county-wide;
- significant reduction in crime rate per 100,000, from 3,761 to 3,521;
- a 2.9 percentage point increase in City Median Household Income contrasted with a 1.4% decline among cohorts;
- improved retention rate for new hires during their first year, from 71% to 78%;
- and an improved bond rating in relation to peers.

Social service client-hours per unduplicated client declined, as well as Local Business Tax per capita from \$21.67 to \$20.62.

## Key Performance Indicators [KPIs]

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

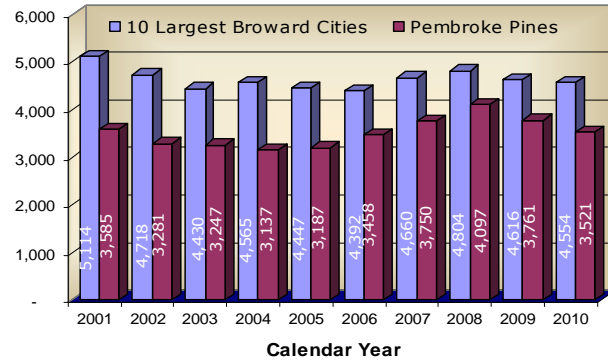
The standardized score was then multiplied by the respective weight factor (assigned by City Commission to reflect relative importance) to determine the weighted score, which is the basis of the City's overall operating performance score. The target is to exceed the prior year's operating performance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

**Benchmark:** 4,554 (average crime rate per 100,000 population for ten largest Broward cities during calendar year 2010).

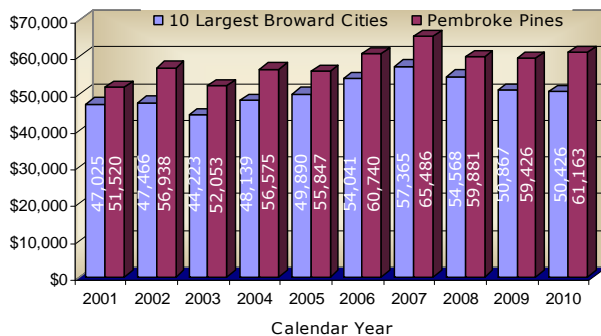
**Analysis:** During 2010 the City's crime rate per 100,000 residents declined by 6.4%, while the rate declined less for the ten largest cities (1.3%) and the county (3.1%). The City improved from the 3<sup>rd</sup> to the 2<sup>nd</sup> lowest crime rate among the ten largest Broward County cities, behind only Coral Springs (2,469).

Ft. Lauderdale, Hollywood, and Miramar had crime rates in 2010 of 6,277, 5,520, and 3,708, respectively.

### Crime Rate per 100,000 Population



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

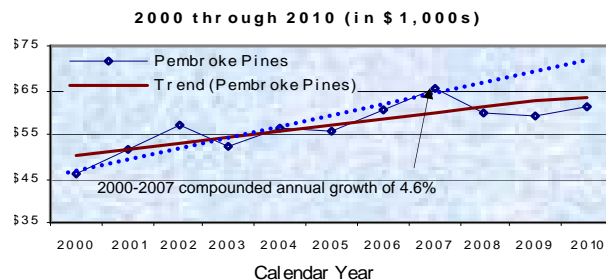


**Benchmark:** \$50,426 (median household income for 10 largest Broward cities in 2010.)

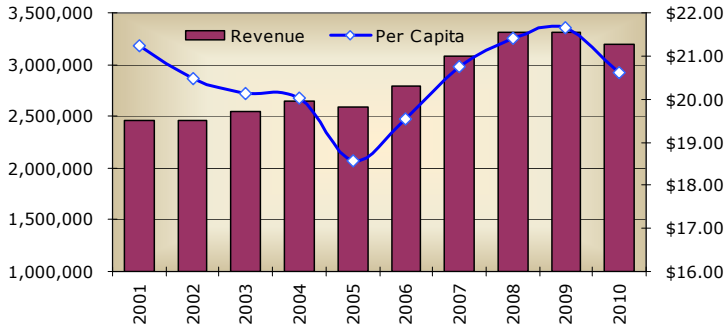
**Analysis:** Since 1999 the median household income (in inflation-adjusted dollars) for Pembroke Pines has averaged 14.1% greater than the average of the ten largest cities in Broward County. During 2010, City's median household income grew by 2.9% while the average loss for the County was 1.6%, while top ten cities declined by 0.9%. The average decline among the other nine cities was 1.4%.

Calendar Year 2000 to 2007 reflected a 4.6% compounded annual increase (shown as a blue dotted line) that projected a 2010 Median Household Income of \$71,500. However, the impact of the struggling economy during the last three years resulted in an Median Household Income of \$61,000, a 2000 to 2010 compounded annual growth rate of 1.7% (shown as a solid brown line).

### City Median Household Income and Trend



### Change in Local Business Tax Revenue



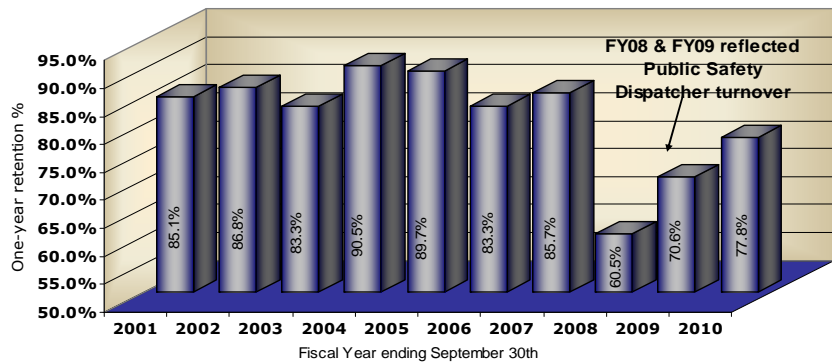
**Benchmark:** \$18.24 (Average per capita revenue since 1982-83 in constant 2010 dollars)

**Analysis:** Given that local business tax rates have not changed since their introduction, this measure is driven by growth in population and business activity. Population growth averaged 0.9% while revenue growth averaged 2.9% since fiscal year 2000-01 in constant 2010 dollars.

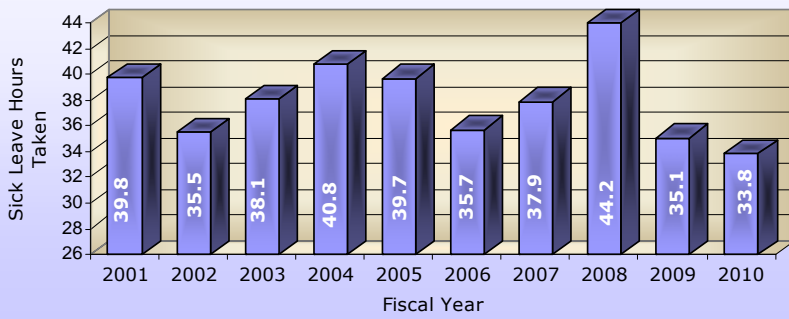
**Benchmark:** 81.0% (Average City retention rate since 1997-1998)

**Analysis:** After averaging 84.4% from 1997-98 to 2006-07, the average of 65.5% for fiscal years 2006-07 through 2008-09 was primarily due to the challenging and unique Public Safety Dispatcher function. During fiscal year 2009-10, seven of the nine new employees completed their first year.

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



### Sick Leave Hours Used per Employee



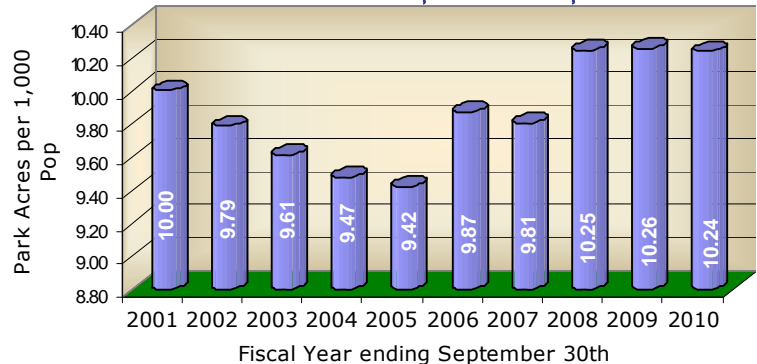
**Benchmark:** 38.7 hours (Average annual paid sick leave hours per employee since 1999-2000)

**Analysis:** The City 10-year average has been 38.1 hours of annual paid sick leave. The dramatic change in average sick leave hours taken, from 44.2 hours per employee in 2007-08 to 35.1 hours in 2008-09, represented a 20.6% decrease of 9.1 hours. Part of this decrease is attributable to the move to a four-day work week, implemented during October 2008.

**Benchmark:** 6.56 acres of parkland per 1,000 population for the ten largest Broward cities for fiscal year 2009-10.

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

### 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.

Police		Department Performance Measures Report					
		2008-09		2009-10		2011	2012
City Goal: (1) Promote health, safety & welfare of the community.		Actual	Goal	Actual	Goal	Goal	Goal
KPI: Crime rate per 100,000 population ranked against the ten largest cities in Broward County							
Measurement Type: <b>Outputs</b>							
1	Calls for service per 1,000 residents	↓	664	700	626	700	700
Measurement Type: <b>Effectiveness</b>							
2	Clearance rate for Part I offenses <sup>(1)</sup>	↑	20%	26%	24%	26%	26%
Crime index for the following types of offenses:							
3	Murder	↓	4	0	4	0	0
4	Forcible rape	↓	10	15	12	15	15
5	Robbery	↓	101	100	92	100	100
6	Aggravated assault	↓	184	150	168	200	200
7	Burglary	↓	1,091	600	1,102	750	800
8	Larceny	↓	3,954	3,000	3,619	4,000	4,000
9	Motor vehicle theft	↓	341	300	305	350	350
10	Crime index	↓	5,685	4,165	5,302	5,000	5,000
11	Crime rate (per 100,000 residents)	↓	3,740	3,000	3,521	3,500	3,500

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

Fire		Department Performance Measures Report					
		2008-09		2009-10		2011	2012
City Goal: (1) Promote health, safety & welfare of the community.		Actual	Goal	Actual	Goal	Goal	Goal
KPI: Insurance Service Organization (ISO) evaluation compared with national cities with 24,999 or more population							
Measurement Type: <b>Efficiency</b>							
2	Average unit response time from en route to arrival (in minutes)	↓	3.40	4.00	3.40	4.00	<4.00
4	% of dispatch processing time less than 1 minute	↑	97%	99%	98%	99%	>95%
5	% of unit response time less than 6 minutes	↑	91%	90%	92%	90%	>90%
Measurement Type: <b>Effectiveness</b>							
6	Number of public participants in safety education classes (non-CPR) classes	↑	25,321	31,000	16,752	31,000	25,000

Community Services		Department Performance Measures Report					
		2008-09		2009-10		2011	2012
City Goal: (1) Promote health, safety & welfare of the community.		Actual	Goal	Actual	Goal	Goal	Goal
KPI: Social service client hours per each unduplicated client							
Measurement Type: <b>Outputs</b>							
1	Number of unduplicated clients	↑	3,250	3,583	1,835	3,900	3,300
2	Units of service (services covered by OAA Title IIIB and IIIIE Grant)	↑	101,888	229,138	87,248	149,750	82,997

Finance		Department Performance Measures Report					
		2008-09		2009-10		2011	2012
City Goal: (5) Commitment to excellence in leadership and management skills; instill confidence in integrity of City government.		Actual	Goal	Actual	Goal	Goal	Goal
KPI: City's underlying bond rating compared to peer cities in Florida							
Measurement Type: <b>Efficiency</b>							
1	Number of years to receive Award for Certificate of Achievement for Excellence in Financial Reporting from GFOA	↑	25	25	26	26	27
2	Number of years to receive Distinguished Budget Presentation Award from GFOA	↑	12	12	13	13	14

## Department Performance Measures Report (continued)

### Public Services

<b>City Goal: (1) Promote health, safety &amp; welfare of the community.</b>		<b>2008-09</b>		<b>2009-10</b>		<b>2011</b>	<b>2012</b>
<b>KPI: Potable water quality ranking among Broward cities</b>		<u>Actual</u>	<u>Goal</u>	<u>Actual</u>	<u>Goal</u>	<u>Goal</u>	<u>Goal</u>
Measurement Type: Effectiveness							
<b>Finished Water Quality:</b>							
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)	↓	6.00	6.00	6.00	6.00	6.00
4	Fluoride ASF (County Standard 0.8 or lower)	↑	0.80	0.80	0.80	0.80	0.80
5	Turbidity NTU (Nephelometric Turbidity Unit) (County standard 1.0 or lower)	↓	0.60	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
<b>City Goal: (6) Preserve and promote the ecological and environmental quality within the City.</b>							
<b>KPI: Wastewater quality ranking among Broward cities</b>							
Measurement Type: Effectiveness							
7	CBOD5 (Carbonaceous Biochemical Oxygen Demand 5-Day) Effluent (County standard 20 or lower)	↓	5.25	5.20	5.20	5.20	5.25
8	TSS (Total Suspended Solids) Effluent (County standard 20 or lower)	↓	3.00	3.00	3.00	3.00	3.00
<b>KPI: Comparison of licensed wetlands per total acres with other Broward County cities</b>							
Measurement Type: <b>Effectiveness</b>							
9	Licensed wetland acres in Pembroke Pines	=	622	634	622	620	622

### City Manager

<b>City Goal: (2) Promote and pursue a positive economic environment.</b>		<b>2008-09</b>		<b>2009-10</b>		<b>2011</b>	<b>2012</b>
<b>KPI: Median household income 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>
Measurement Type: <b>Efficiency</b>							
1	Change over operating rolled-back millage rate	↓	-2.85%	-2.85%	2.50%	2.50%	-1.89%
<b>City Goal: (3) Provide diverse recreational, educational, and cultural opportunities and maintain a full range of municipal services.</b>							
<b>KPI: Charter School FCAT (Florida Comprehensive Assessment Test) Scores ranking among Broward schools</b>							
Measurement Type: <b>Effectiveness</b>							
<b>Charter School FCAT Scores for:</b>							
2	Elementary Schools	↑	650	N/A	621	600	625
3	Middle Schools	↑	644	N/A	663	600	625
4	High Schools	↑	592	N/A	578	550	575
5	FSU Elementary	↑	669	N/A	603	600	625
<b>City Goal: (5) Commitment to excellence in leadership and management skills; instill confidence in integrity of City government.</b>							
<b>KPI: City's underlying bond rating compared to peer cities in Florida</b>							
Measurement Type: <b>Effectiveness</b>							
6	Unreserved undesignated Fund Balance as a % of annual General Fund expenditures ^	↑	23%	25%	25%	25%	22%
7	Total direct debt as a % of property market value	=	3.3%	3.7%	4.0%	4.1%	4.6%
8	Debt service as a % of General Fund budget	↓	16%	16%	17%	15%	18%
9	% of principal retired in 10 years	↑	27%	26%	N/A	28%	30%
10	Direct debt per capita	↓	\$2,548	\$2,610	\$2,447	\$2,602	\$2,549

^ Policy stipulates a range from 10% to 30%

## Department Performance Measures Report (continued)

### Code Compliance

<b>City Goal: (2)</b> Promote and pursue a positive economic environment.		<b>2008-09</b>		<b>2009-10</b>		<b>2011</b>	<b>2012</b>
<i>KPI: % change in taxable value in relation to other Broward County Cities</i>		<u>Actual</u>	<u>Goal</u>	<u>Actual</u>	<u>Goal</u>	<u>Goal</u>	<u>Goal</u>
Measurement Type: <b>Effectiveness</b>							
1	% of cases closed prior to Code Board and/or Special Master hearing	↑	92%	95%	92%	95%	95%

### Parks & Recreation

<b>City Goal: (6)</b> Preserve and promote the ecological and environmental quality within the City.		<b>2008-09</b>		<b>2009-10</b>		<b>2011</b>	<b>2012</b>
<i>KPI: Acres of parkland per 1,000 population compared to the ten largest cities in Broward County</i>		<u>Actual</u>	<u>Goal</u>	<u>Actual</u>	<u>Goal</u>	<u>Goal</u>	<u>Goal</u>
Measurement Type: <b>Effectiveness</b>							
1	Acres of parkland per 1,000 population ranked against the ten largest cities in Broward County	↑	10.26	10.38	10.24	10.38	10.70

### City Clerk

<b>City Goal: (2)</b> Promote and pursue a positive economic environment.		<b>2008-09</b>		<b>2009-10</b>		<b>2011</b>	<b>2012</b>
<i>KPI: Local business tax revenue per capita</i>		<u>Actual</u>	<u>Goal</u>	<u>Actual</u>	<u>Goal</u>	<u>Goal</u>	<u>Goal</u>
Measurement Type: <b>Effectiveness</b>							
1	Local business tax revenue per capita (in constant dollars)	↑	18.24	\$19.00	20.62	\$19.00	\$20.00

### Human Resources

<b>City Goal: (4)</b> Provide a positive work environment that encourages teamwork, initiative, productivity, and individual development.		<b>2008-09</b>		<b>2009-10</b>		<b>2011</b>	<b>2012</b>
<i>KPI: % change in new FT employee retention rate within one year of employment</i>		<u>Actual</u>	<u>Goal</u>	<u>Actual</u>	<u>Goal</u>	<u>Goal</u>	<u>Goal</u>
Measurement Type: <b>Effectiveness</b>							
1	New FT employee turnover rate within one year of employment	↓	29.4%	16.0%	22.2%	14.0%	20.0%

<b>City Goal: (4)</b> Provide a positive work environment that encourages teamwork, initiative, productivity, and individual development.		<b>2008-09</b>		<b>2009-10</b>		<b>2011</b>	<b>2012</b>
<i>KPI: Sick leave hours used per FT employee compared to prior years</i>		<u>Actual</u>	<u>Goal</u>	<u>Actual</u>	<u>Goal</u>	<u>Goal</u>	<u>Goal</u>
Measurement Type: <b>Effectiveness</b>							
2	Sick leave hours used per FT employee	↓	35.09	36.00	33.84	36.00	34.00

## Budget Summary for Fiscal Year 2011-12 - All Funds By Category

	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget	% of Total	% Change from 2010-11
<b>BEGINNING BALANCE</b>	\$ 627,719,032	628,647,451	674,862,004	678,525,776		
<b>REVENUES/SOURCES</b>						
Ad Valorem Taxes	51,564,798	52,706,820	51,196,042	50,857,319	14.9%	(0.7%)
General Sales & Use Taxes	5,126,493	4,970,696	5,130,695	5,101,000	1.5%	(0.6%)
Public Service Taxes	10,012,094	10,710,284	10,682,715	11,081,007	3.2%	3.7%
Communication Services Tax	8,524,622	7,748,084	7,732,047	7,252,743	2.1%	(6.2%)
Local Business Tax	3,307,733	3,191,395	3,179,000	3,191,000	0.9%	0.4%
Franchise Fees	16,378,799	14,712,823	15,426,636	14,669,424	4.3%	(4.9%)
Building Permits	2,144,381	304,070	271,329	293,500	0.1%	8.2%
Intergovernmental Revenue	25,545,288	21,664,049	25,257,636	14,957,251	4.4%	(40.8%)
Special Assessments	19,734,363	21,015,296	20,385,859	20,156,035	5.9%	(1.1%)
Charges for Services	42,584,003	43,237,143	55,209,201	57,920,505	17.0%	4.9%
Water/Sewer Charges	36,532,568	36,150,822	40,850,770	41,511,584	12.2%	1.6%
Fines & Forfeitures	1,594,585	1,879,569	1,803,240	1,489,225	0.4%	(17.4%)
Investment Income	(3,461,261)	34,974,996	36,240,939	45,108,989	13.2%	24.5%
Miscellaneous Revenues	53,128,776	49,407,852	42,096,255	42,876,739	12.6%	1.9%
Rents & Royalties	21,449,877	23,207,993	23,814,692	23,034,819	6.7%	(3.3%)
Interfund Transfers	1,301,907	561,101	613,309	1,469,523	0.4%	139.6%
Debt Proceeds	-	8,545,700	12,300,000	-	-	(100.0%)
Water/Sewer Connection	355,884	574,813	370,000	450,000	0.1%	21.6%
Capital Contributed from Deve	361,261	105,740	-	-	-	-
<b>Total Revenues</b>	296,186,169	335,669,247	352,560,365	341,420,663	100.0%	(3.2%)
<b>EXPENDITURES/USES</b>						
General Government Service	66,990,899	71,167,767	97,433,410	91,391,063	30.2%	(6.2%)
Public Safety	98,221,868	97,825,716	99,437,814	99,602,303	32.9%	0.2%
Physical Environment	2,978,144	2,741,285	2,691,199	2,864,153	0.9%	6.4%
Transportation	16,161,367	7,980,746	12,814,538	7,006,204	2.3%	(45.3%)
Human Services	8,703,091	6,502,417	7,534,241	6,687,570	2.2%	(11.2%)
Economic Environment	9,633,108	12,107,776	17,253,613	9,370,908	3.1%	(45.7%)
Culture-Recreation	25,912,876	16,424,473	32,689,264	17,110,937	5.6%	(47.7%)
Debt Service	25,368,768	34,675,040	26,707,230	26,778,770	8.8%	0.3%
Water Utility Services	4,933,388	4,318,216	5,978,780	5,515,478	1.8%	(7.7%)
Sewer-Wastewater Services	10,742,197	10,946,520	23,806,270	13,962,889	4.6%	(41.3%)
Utility Administration	25,612,043	24,764,737	22,550,234	22,641,704	7.5%	0.4%
<b>Total Expenditures/Uses</b>	295,257,750	289,454,694	348,896,593	302,931,979	100.0%	(13.2%)
Excess (Deficit) Revenues over Expenditures	928,419	46,214,553	3,663,772	38,488,684		
<b>ENDING BALANCE</b>	\$ 628,647,451	674,862,004	678,525,776	717,014,460		

**Notes:**

The fiscal year 2008-09 ending fund balance was hurt by investment losses totaling \$3.5 million.

The fiscal year 2009-10 ending fund balance increased by \$46.2 million due in large part to a recovery of more than \$38.0 million in pension investment earnings compared to the prior year and spending reductions of \$8.2 million in Transportation and \$9.5 million in Culture/Recreation. The net increase in fund balance saw \$7.2 million used to fund future pension benefits for general employees, \$26.0 million for those of police and fire employees, and \$11.4 million to fund Other Post Employment Benefits.

The fiscal year 2010-11 ending fund balance was projected originally to increase by \$37.1 million of which \$30.5 million and \$4.2 million related to expected surpluses that will fund future pensions and Other Post Employment Benefits, respectively. Activity after October 1 reduced the projected increase to \$3.7 million, primarily after use of prior year accumulations in the Municipal Construction fund.

The fiscal year 2011-12 ending fund balance is estimated to increase by \$38.5 million. The largest component of this increase relates to \$43.1 million for future pension and other retirement benefits which is partially offset by the General Fund and the Other Governmental funds expected draw down (from prior year accumulations) of \$2.2 million and \$1.5 million respectively, to fund operating deficits.

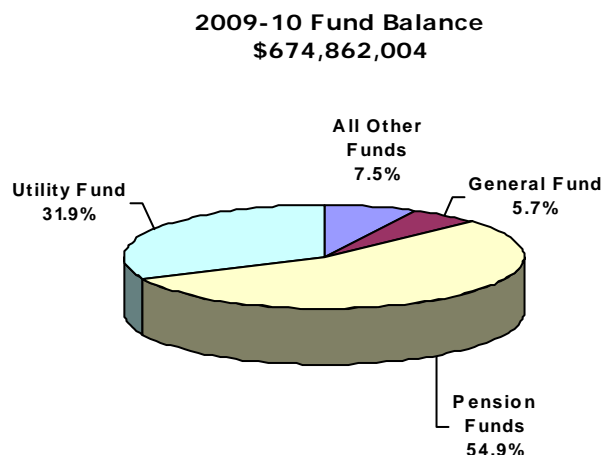
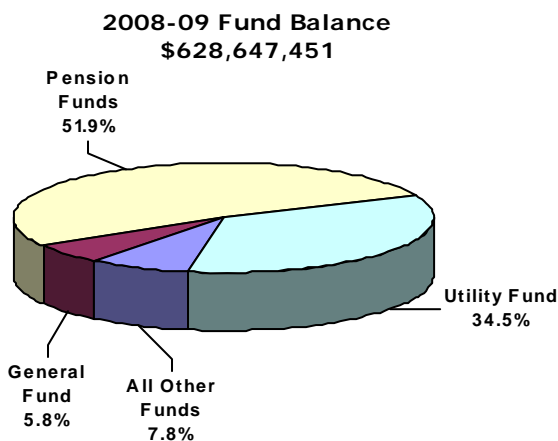
### Budget Summary for Fiscal Year 2011-12 - All Funds By Fund

	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget	% of Total	% Change from 2010-11
<b>BEGINNING BALANCE</b>	\$ 627,719,032	628,647,451	674,862,004	678,525,776		
<b>REVENUES/SOURCES</b>						
General Fund	150,863,438	148,938,735	150,536,674	149,312,444	43.7%	(0.8%)
Debt Service	26,182,075	35,263,783	27,071,486	26,858,790	7.9%	(0.8%)
Municipal Construction Fund	15,602,468	5,750,337	4,485,625	2,661,081	0.8%	(40.7%)
Utility Fund	38,694,386	38,351,045	54,680,658	43,137,784	12.6%	(21.1%)
Public Insurance	16,427,974	17,206,900	26,018,232	27,849,925	8.2%	7.0%
General Pension	5,531,820	16,095,638	13,334,317	19,009,516	5.6%	42.6%
Fire and Police Pension	20,527,404	46,354,721	49,240,538	54,308,536	15.9%	10.3%
Other Post Employment Benefi	10,783,413	15,366,510	10,583,580	10,642,667	3.1%	0.6%
All Other Funds	11,573,191	12,341,579	16,609,255	7,639,920	2.2%	(54.0%)
<b>Total Revenues</b>	296,186,169	335,669,247	352,560,365	341,420,663	100.0%	(3.2%)
<b>EXPENDITURES/USES</b>						
General Fund	148,137,974	147,033,815	150,010,051	151,556,066	50.0%	1.0%
Debt Service	25,368,768	34,675,040	26,707,230	26,778,770	8.8%	0.3%
Municipal Construction Fund	22,398,511	3,866,091	35,936,559	3,585,874	1.2%	(90.0%)
Utility Fund	41,287,628	40,029,474	52,729,258	43,137,784	14.2%	(18.2%)
Public Insurance	16,427,974	17,206,900	26,018,232	27,849,925	9.2%	7.0%
General Pension	7,666,550	8,868,167	8,419,000	9,080,000	3.0%	7.9%
Fire and Police Pension	17,880,905	20,341,749	22,870,800	24,415,000	8.1%	6.8%
Other Post Employment Benefi	4,925,698	3,970,589	6,370,887	7,376,427	2.4%	15.8%
All Other Funds	11,163,741	13,462,868	19,834,576	9,152,133	3.0%	(53.9%)
<b>Total Expenditures</b>	295,257,750	289,454,694	348,896,593	302,931,979	100.0%	(13.2%)
Excess (Deficit) Revenues over Expenditures	928,419	46,214,553	3,663,772	38,488,684		
<b>ENDING BALANCE</b>	\$ 628,647,451	674,862,004	678,525,776	717,014,460		



**Components of Fund Balance/Retained Earnings/Net Assets -  
All Funds for 2008-09 and 2009-10**

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



<u>All Funds</u>	<u>2008-09</u>	<u>2009-10</u>	<u>Change</u>
Asset	814,982,758	873,612,145	58,629,388
Liability	186,335,307	198,750,141	12,414,835
Fund Balance	628,647,451	674,862,004	46,214,553

<u>General Fund</u>	<u>2008-09</u>	<u>2009-10</u>	<u>Change</u>
Cash & Investments	87,098,847	104,512,870	17,414,023
Taxes Receivable	5,277,915	5,051,162	-226,753
Accounts Receivable	8,237,830	943,142	-7,294,688
Other Assets	19,399,812	16,493,423	-2,906,389
<b>Asset Total</b>	<b>120,014,405</b>	<b>127,000,598</b>	<b>6,986,193</b>
Accounts Payable	7,235,858	11,109,277	3,873,419
Deposits	1,501,922	1,601,443	99,521
Deferred Revenue	2,792,121	3,087,212	295,091
Advances from Other Funds	67,450,177	68,266,588	816,411
Other Liabilities	4,351,440	4,348,271	-3,169
<b>Liability Total</b>	<b>83,331,518</b>	<b>88,412,791</b>	<b>5,081,273</b>
Encumbrances	2,635	767	-1,868
Inventory	412,405	306,332	-106,072
Less Assigned for Disaster	2,125,000	2,125,000	0
Unassigned Fund Balance	34,142,847	36,155,707	2,012,860
<b>Fund Balance Total</b>	<b>36,682,887</b>	<b>38,587,806</b>	<b>1,904,920</b>

**Components of Fund Balance/Retained Earnings/Net Assets -  
All Funds for 2008-09 and 2009-10**

<u>Utility Fund</u>	<u>2008-09</u>	<u>2009-10</u>	<u>Change</u>
Cash & Investments	558,125	585,714	27,589
Accounts Receivable	4,231,518	4,270,870	39,352
Restricted Investments	2,747,275	2,753,511	6,236
Land, Buildings, Equipment & Improvements	205,372,648	205,881,355	508,707
Accumulated Depreciation	-70,070,872	-75,541,038	-5,470,166
Construction in Progress	17,496,005	18,987,139	1,491,134
Advances to Other Funds	75,884,271	74,530,660	-1,353,611
Other Assets	2,722,609	2,588,566	-134,043
<b>Asset Total</b>	<b>238,941,580</b>	<b>234,056,778</b>	<b>-4,884,802</b>
Accounts Payable	60,171	78,304	18,133
Deposits	2,747,275	2,754,092	6,817
Due to Other Funds	18,036,165	15,000,001	-3,036,164
Other Liabilities	1,382,648	1,187,488	-195,160
<b>Liability Total</b>	<b>22,226,259</b>	<b>19,019,886</b>	<b>-3,206,373</b>
Retained Earnings - Unreserved	214,494,322	215,036,893	542,571
Encumbrances	2,221,000	0	-2,221,000
<b>Retained Earnings Total</b>	<b>216,715,322</b>	<b>215,036,893</b>	<b>-1,678,429</b>
<b><u>Pension Funds</u></b>	<b><u>2008-09</u></b>	<b><u>2009-10</u></b>	<b><u>Change</u></b>
Cash & Investments	376,990,846	428,585,443	51,594,597
Accounts Receivable	402,924	5,692,858	5,289,934
Restricted Investments	583,899	227,042	-356,857
Land, Buildings, Equipment & Improvements	457,984	440,612	-17,372
Other Assets	1,098,622	947,054	-151,568
<b>Asset Total</b>	<b>379,534,275</b>	<b>435,893,009</b>	<b>56,358,734</b>
Accounts Payable	300,429	1,623,964	1,323,534
Other Liabilities	53,114,993	63,513,829	10,398,836
<b>Liability Total</b>	<b>53,415,422</b>	<b>65,137,793</b>	<b>11,722,370</b>
Net Assets - Reserved	326,118,852	370,755,216	44,636,363
<b>Net Assets Held In Trust Total</b>	<b>326,118,852</b>	<b>370,755,216</b>	<b>44,636,363</b>
<b><u>All Other Funds</u></b>	<b><u>2008-09</u></b>	<b><u>2009-10</u></b>	<b><u>Change</u></b>
Cash & Investments	24,432,920	73,229,852	48,796,932
Taxes Receivable	441,667	443,834	2,167
Accounts Receivable	1,532,637	1,864,382	331,744
Restricted Investments	49,321,869	0	-49,321,869

**Components of Fund Balance/Retained Earnings/Net Assets -  
All Funds for 2008-09 and 2009-10**

<u>All Other Funds</u>	<u>2008-09</u>	<u>2009-10</u>	<u>Change</u>
Other Assets	763,404	1,123,693	360,289
<b>Asset Total</b>	<b>76,492,498</b>	<b>76,661,761</b>	<b>169,263</b>
Accounts Payable	1,593,514	2,136,516	543,002
Deposits	32,831	31,108	-1,723
Due to Other Funds	635,699	1,007,671	371,972
Deferred Revenue	2,830,180	1,660,933	-1,169,247
Advances from Other Funds	8,434,094	6,264,073	-2,170,022
Other Liabilities	13,835,789	15,079,370	1,243,581
<b>Liability Total</b>	<b>27,362,107</b>	<b>26,179,671</b>	<b>-1,182,436</b>
Fund Balance - Restricted	28,978,676	27,382,702	-1,595,974
Encumbrances	8,808,896	7,984,033	-824,863
Inventory	24,500	23,223	-1,277
Unassigned Fund Balance	11,318,319	15,092,132	3,773,813
<b>Fund Balance Total</b>	<b>49,130,391</b>	<b>50,482,090</b>	<b>1,351,699</b>

## Expenditure Category Matrix For 2011-12 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	495,915	289,156					785,071
City Manager	215,333	236,560					451,893
Human Resources	568,898	76,750	8,000				653,648
City Attorney		854,669					854,669
General Government	331,328	3,070,137			147,588	753,221	4,302,274
City Clerk	1,005,570	224,016					1,229,586
Finance	2,237,601	553,484	2,600				2,793,685
Information Technology	2,184,949	484,231	271,250				2,940,430
Police	45,348,310	3,367,563	1,235,870				49,951,743
Fire/Rescue	44,255,067	3,774,907	200,000				48,229,974
Early Development Centers	3,608,080	1,269,609					4,877,689
W.C.Y Administration	14,017	47,263					61,280
General Gvt Buildings	816,684	3,310,793					4,127,477
Grounds Maintenance	802,172	2,045,481					2,847,653
Purchasing/Contract Administrat	263,697	155,030					418,727
Environmental Services (Engine	273,028	131,145	30,000				434,173
Howard C. Forman Human Servi		1,808,160					1,808,160
Recreation	8,219,515	3,824,046	127,230				12,170,791
Special Events		142,000					142,000
Walter C Young Dinner Theatre	157,363	45,550					202,913
Golf Course		1,968,509	1,850				1,970,359
Community Services	243,346	570,332			23,353		837,031
Housing Division	273,680	7,218,019					7,491,699
Planning	744,305	107,900					852,205
Code Compliance	1,044,486	61,450	15,000				1,120,936
General Fund Total	113,103,344	35,636,760	1,891,800	-	170,941	753,221	151,556,066
% of General Fund	74.6%	23.5%	1.2%	-	0.1%	0.5%	100%
<b>Road &amp; Bridge Fund</b>							
Maintenance	586,503	3,400,600					3,987,103
Infrastructure		1,120,500					1,120,500
Transit System						508,523	508,523
Road & Bridge Fund Total	586,503	4,521,100	-	-	-	508,523	5,616,126
% of Road & Bridge Fund	10.4%	80.5%	-	-	-	9.1%	100%
<b>HUD Grants CDBG/HOME</b>							
Community Development		718,209	200,000				918,209
Transportation		118,924					118,924
HUD Grants CDBG/HOME Total	-	837,133	200,000	-	-	-	1,037,133
% of HUD Grants CDBG/HOME	-	80.7%	19.3%	-	-	-	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 2011-12 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		452,928					452,928
ADA/Paratransit Program Total	-	452,928	-	-	-	-	452,928
% of ADA/Paratransit Program	-	100.0%	-	-	-	-	100%
<b>Community Bus Program</b>							
Community Services		266,188					266,188
Transit System		552,038					552,038
Community Bus Program Total	-	818,226	-	-	-	-	818,226
% of Community Bus Program	-	100.0%	-	-	-	-	100%
<b>Treasury - Confiscated</b>							
Treasury Confiscated			33,150				33,150
Treasury - Confiscated Total	-	-	33,150	-	-	-	33,150
% of Treasury - Confiscated	-	-	100.0%	-	-	-	100%
<b>Justice - Confiscated</b>							
Justice Confiscated			88,097				88,097
Justice - Confiscated Total	-	-	88,097	-	-	-	88,097
% of Justice - Confiscated	-	-	100.0%	-	-	-	100%
<b>\$2 Police Education</b>							
\$2 Police Education		55,245					55,245
\$2 Police Education Total	-	55,245	-	-	-	-	55,245
% of \$2 Police Education	-	100.0%	-	-	-	-	100%
<b>FDLE - Confiscated</b>							
FDLE		13,163	87,077		5,000		105,240
FDLE - Confiscated Total	-	13,163	87,077	-	5,000	-	105,240
% of FDLE - Confiscated	-	12.5%	82.7%	-	4.8%	-	100%
<b>Older Americans Act</b>							
SW Multipurpose Center		816,283			95,287		911,570
Older Americans Act Total	-	816,283	-	-	95,287	-	911,570
% of Older Americans Act	-	89.5%	-	-	10.5%	-	100%
<b>Debt Service</b>							
General Debt Service				26,778,770			26,778,770
Debt Service Total	-	-	-	26,778,770	-	-	26,778,770
% of Debt Service	-	-	-	100.0%	-	-	100%
<b>Municipal Construction</b>							
Recreation				2,624,874			2,624,874
Housing Division						961,000	961,000
Municipal Construction Total	-	-	-	2,624,874	-	961,000	3,585,874
% of Municipal Construction	-	-	-	73.2%	-	26.8%	100%

## Expenditure Category Matrix For 2011-12 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				1,017,713			1,017,713
Utilities Admin Services	1,319,403	4,493,444					5,812,847
Non-Departmental Expense	35,844	16,739,222		700	53,091		16,828,857
Sewer Collection	653,357	1,119,019	65,000				1,837,376
Sewer Treatment Plant	1,032,638	11,092,875					12,125,513
Water Plants	1,222,191	2,579,370					3,801,561
Water Distribution	563,817	585,100	565,000				1,713,917
Utility Fund Total	4,827,250	36,609,030	630,000	1,018,413	53,091	-	43,137,784
% of Utility Fund	11.2%	84.9%	1.5%	2.4%	0.1%	-	100%
<b>Public Insurance Fund</b>							
Self Insurance	88,831	27,761,094					27,849,925
Public Insurance Fund Total	88,831	27,761,094	-	-	-	-	27,849,925
% 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		9,080,000					9,080,000
General Pension Trust Fund Tot	-	9,080,000	-	-	-	-	9,080,000
% of General Pension Trust Fun	-	100.0%	-	-	-	-	100%
<b>Fire &amp; Police Pension Trust Fund</b>							
Post Employment Benefits		24,415,000					24,415,000
Fire & Police Pension Trust Fun	-	24,415,000	-	-	-	-	24,415,000
% of Fire & Police Pension Trust	-	100.0%	-	-	-	-	100%
<b>Other Post Employment Benefits</b>							
Post Employment Benefits		7,376,427					7,376,427
Other Post Employment Benefit	-	7,376,427	-	-	-	-	7,376,427
% of Other Post Employment Be	-	100.0%	-	-	-	-	100%
<b>TOTAL</b>	118,623,846	148,408,889	2,930,124	30,422,057	324,319	2,222,744	302,931,979
<b>% OF BUDGET</b>	39.2%	49.0%	1.0%	10.0%	0.1%	0.7%	100%

**City of Pembroke Pines, Florida**

**Transfers Matrix**

<b>Fund</b>	<b>Transfer From</b>	<b>Transfer To</b>
Municipal Construction	961,000	-
General Fund	753,221	-
Road & Bridge Fund	508,523	-
Debt Service Fund	-	961,000
Community Bus Program	-	508,523
Charter Middle School	-	753,221
	\$2,222,744	\$2,222,744

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

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

	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget	% of Total	% Change from 2010-11
<b>Beginning Fund Balance</b>	<b>\$ 33,957,423</b>	<b>36,682,887</b>	<b>38,587,806</b>	<b>39,114,429</b>		
<b>Revenues/Sources</b>						
Ad Valorem Taxes	46,044,021	47,224,460	45,743,215	45,445,147	30.4%	(0.7%)
General Sales & Use Taxes	2,429,576	2,337,509	2,407,000	2,387,000	1.6%	(0.8%)
Public Service Taxes	8,226,426	8,919,926	8,892,000	9,294,000	6.2%	4.5%
Communication Services Tax	2,082,237	1,284,689	1,276,480	812,088	0.5%	(36.4%)
Local Business Tax	3,307,733	3,191,395	3,179,000	3,191,000	2.1%	0.4%
Franchise Fees	13,264,065	11,649,485	12,057,900	11,282,900	7.6%	(6.4%)
Building Permits	2,129,964	296,534	251,329	263,500	0.2%	4.8%
Intergovernmental Revenue	10,610,202	10,491,933	10,758,556	11,171,167	7.5%	3.8%
Special Assessments	19,734,363	21,015,296	20,385,859	20,156,035	13.5%	(1.1%)
Charges for Services	27,599,338	27,540,989	30,135,832	31,290,777	21.0%	3.8%
Fines & Forfeitures	1,205,725	1,619,653	1,601,700	1,433,980	1.0%	(10.5%)
Investment Income	3,347,555	1,853,584	1,896,100	624,100	0.4%	(67.1%)
Miscellaneous Revenues	338,416	319,539	406,819	269,800	0.2%	(33.7%)
Rents & Royalties	10,543,817	11,193,742	11,544,884	11,690,950	7.8%	1.3%
<b>Total Revenues</b>	<b>150,863,438</b>	<b>148,938,735</b>	<b>150,536,674</b>	<b>149,312,444</b>	<b>100.0%</b>	<b>(0.8%)</b>
<b>Expenditures/Uses</b>						
General Government Service	19,556,145	19,417,695	21,439,380	21,651,998	14.3%	1.0%
Public Safety	97,571,898	97,401,662	96,733,387	99,302,653	65.5%	2.7%
Physical Environment	2,955,500	2,731,465	2,674,699	2,847,653	1.9%	6.5%
Human Services	5,585,203	5,118,138	6,015,970	5,776,000	3.8%	(4.0%)
Economic Environment	6,263,770	7,140,641	7,589,953	7,491,699	4.9%	(1.3%)
Culture-Recreation	15,690,148	14,771,035	15,556,662	14,486,063	9.6%	(6.9%)
<b>Total Expenditures</b>	<b>147,622,664</b>	<b>146,580,637</b>	<b>150,010,051</b>	<b>151,556,066</b>	<b>100.0%</b>	<b>1.0%</b>
Excess (Deficit) of Revenues over Expenditures	3,240,775	2,358,098	526,623	(2,243,622)		
Transfers Out	(515,311)	(453,178)	-	-		
<b>Ending Fund Balance</b>	<b>\$ 36,682,887</b>	<b>38,587,806</b>	<b>39,114,429</b>	<b>36,870,807</b>		
Less Nonspendable						
Inventory	412,405	306,332	-	-		
Less Assigned Encumbrances	2,635	767	767	767		
Less Assigned for Disaster	2,125,000	2,125,000	2,125,000	2,125,000		
<b>Unassigned Fund Balance</b>	<b>34,142,847</b>	<b>36,155,707</b>	<b>36,989,429</b>	<b>34,745,807</b>		
<b>% of Expenses</b>	<b>23%</b>	<b>25%</b>	<b>25%</b>	<b>23%</b>		

**Note:**

The fiscal year 2009-10 ending fund balance increased by \$1.9 million, due in large part to cost savings in General Government Services after transferring \$5.0 million to the OPEB fund, in excess of the Annual Required Contribution.

The fiscal year 2010-11 ending fund balance was projected originally to increase by \$1.0 million. The increase was largely expected to be due to increases in revenue categories like Charges for Services (\$2.5 million) and the additional movement of City personnel positions to an outside contractor, at lower cost. The revised increase is now projected to be \$0.5 million due to higher than anticipated pension costs.

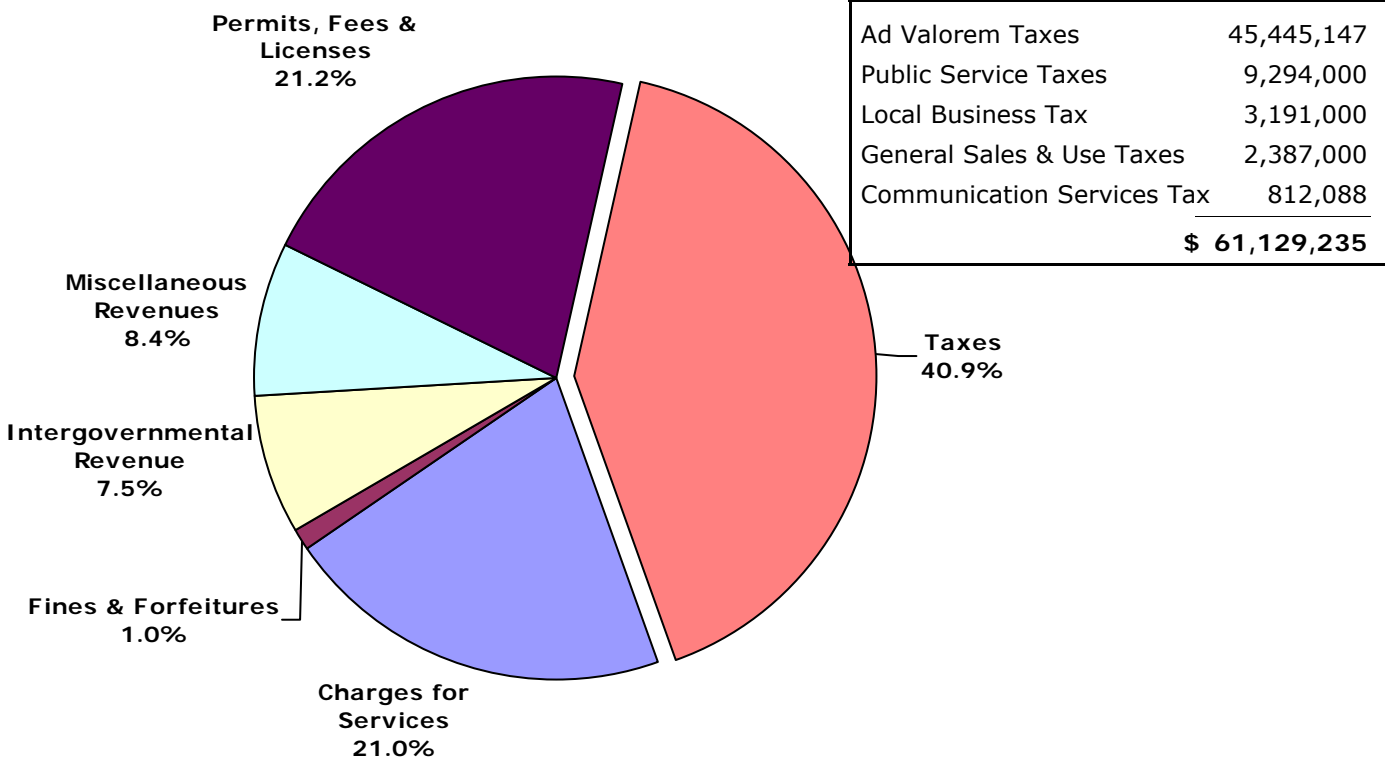
The largest revenue category for fiscal year 2011-12 is Ad Valorem (property) Taxes, for which a decrease of \$0.3 million is budgeted at the operating millage rate of 5.6368.

Public Safety (Fire, Police, Code Compliance) represents about two-thirds of the General Fund's total budget.

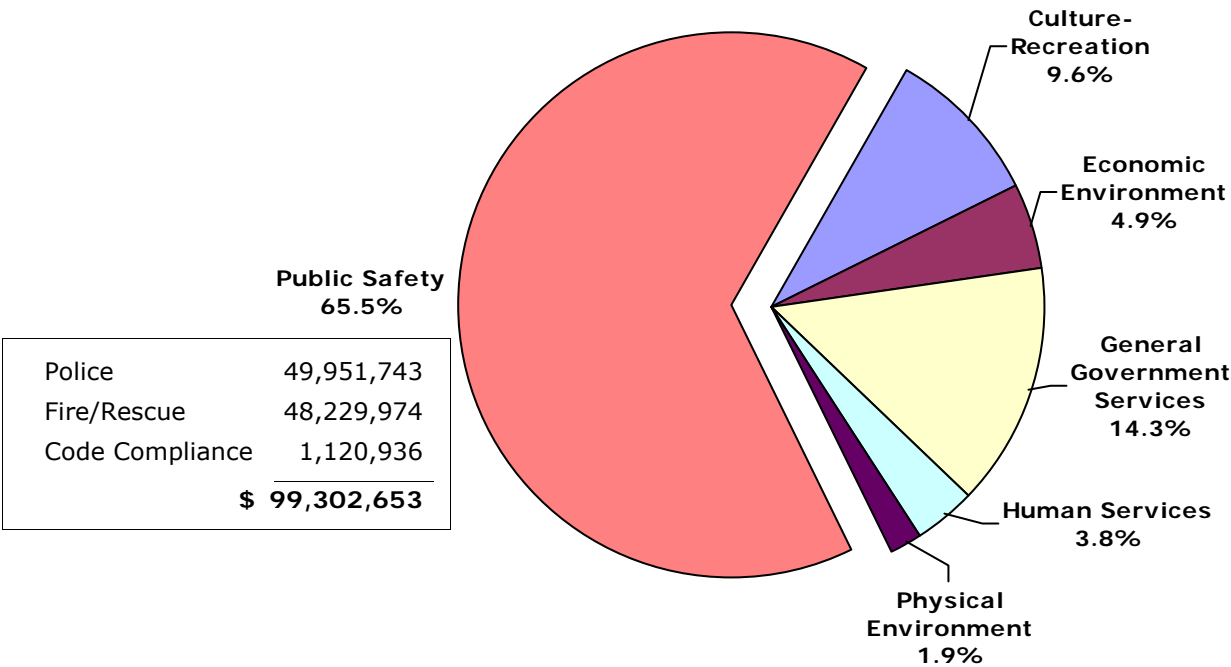
The unassigned portion of the general-fund balance as a percentage of annual expenditures remains healthy and within policy guidelines.



### General Fund Revenues



### General Fund Expenditures



**Projected Changes in Fund Balances - Fund 51 Wetlands Mitigation Trust Fund**

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

	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget	% of Total	% Change from 2010-11
<b>Beginning Balance</b>	\$ 608,220	590,648	582,509	569,009	-	-
<b>Revenues/Sources</b>						
Investment Income	5,072	1,681	3,000	34,000	100.0%	1033.3%
Total Revenues	5,072	1,681	3,000	34,000	100.0%	1033.3%
<b>Expenditures/Uses</b>						
Physical Environment	22,644	9,820	16,500	16,500	100.0%	-
Total Expenditures	22,644	9,820	16,500	16,500	100.0%	-
Excess (Deficit)	(17,572)	(8,139)	(13,500)	17,500		
<b>Ending Balance</b>	<b>\$ 590,648</b>	<b>582,509</b>	<b>569,009</b>	<b>586,509</b>		
<b>Percent Change</b>	-	<b>(1.4%)</b>	<b>(2.3%)</b>	<b>3.1%</b>		

**Note(s):**

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 surplus budgeted for 2011-12 is predicated on obtaining greater flexibility of investment options to include preferred equity issues.

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

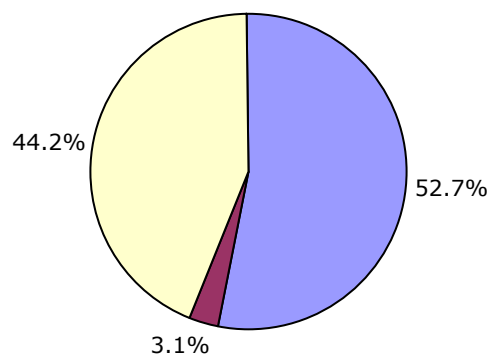
Debt Service Fund - To account for the revenues and expenditures resulting from the City's outstanding debt obligations.

	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget	% of Total	% Change from 2010-11
<b>Beginning Balance</b>	\$ 12,715,714	13,529,020	14,117,762	14,482,018	-	-
<b>Revenues/Sources</b>						
Ad Valorem Taxes	5,520,777	5,482,360	5,452,827	5,412,172	20.2%	(0.7%)
Public Service Taxes	1,785,668	1,790,358	1,790,715	1,787,007	6.7%	(0.2%)
Communication Services Ta	6,442,385	6,463,395	6,455,567	6,440,655	24.0%	(0.2%)
Franchise Fees	816,710	820,652	817,511	811,650	3.0%	(0.7%)
Investment Income	104,744	147,066	54,658	102,437	0.4%	87.4%
Rents & Royalties	10,906,060	12,014,252	12,269,808	11,343,869	42.2%	(7.5%)
Interfund Transfers	605,731	-	230,400	961,000	3.6%	317.1%
Debt Proceeds	-	8,545,700	-	-	-	-
<b>Total Revenues</b>	<b>26,182,075</b>	<b>35,263,783</b>	<b>27,071,486</b>	<b>26,858,790</b>	<b>100.0%</b>	<b>(0.8%)</b>
<b>Expenditures/Uses</b>						
Debt Service	25,368,768	34,675,040	26,707,230	26,778,770	100.0%	0.3%
<b>Total Expenditures</b>	<b>25,368,768</b>	<b>34,675,040</b>	<b>26,707,230</b>	<b>26,778,770</b>	<b>100.0%</b>	<b>0.3%</b>
Excess (Deficit)	813,306	588,742	364,256	80,020		
<b>Ending Balance</b>	<b>\$ 13,529,020</b>	<b>14,117,762</b>	<b>14,482,018</b>	<b>14,562,038</b>		
<b>Percent Change</b>	-	<b>4.4%</b>	<b>2.6%</b>	<b>0.6%</b>		

**Note(s):**

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

The fund balance is expected to increase by \$0.4 million in 2010-11 and \$0.1 million in 2011-12.

**Revenues**

■ Taxes ■ Permits, Fees & Licenses □ Miscellaneous Revenues

Ad valorem (property) taxes of \$5.5 million will cover the debt service in fiscal year 2011-12 on the \$47.0 million and \$43.0 million of GO bonds issued in fiscal years 2004-05 and 2006-07, respectively. Miscellaneous Revenues include charges to City facilities (such as Charter Schools and rental housing units), which are pledged revenues 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, housing residences, schools and various public safety facilities.

	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget	% of Total	% Change from 2010-11
<b>Beginning Balance</b>	\$ 32,013,985	25,217,942	27,102,188	(4,348,746)	-	-
<b>Revenues/Sources</b>						
Franchise Fees	2,298,024	2,242,686	2,551,225	2,574,874	96.8%	0.9%
Intergovernmental Revenue	8,361,209	2,575,837	1,623,594	-	-	(100.0%)
Investment Income	345,408	516,684	-	-	-	-
Miscellaneous Revenues	4,597,826	415,130	310,806	86,207	3.2%	(72.3%)
<b>Total Revenues</b>	<b>15,602,467</b>	<b>5,750,337</b>	<b>4,485,625</b>	<b>2,661,081</b>	<b>100.0%</b>	<b>(40.7%)</b>
<b>Expenditures/Uses</b>						
General Government Service	18,316	909,489	11,921,137	-	-	(100.0%)
Transportation	9,595,927	859,402	6,089,206	-	-	(100.0%)
Human Services	1,955,808	443,762	563,214	-	-	(100.0%)
Economic Environment	605,731	-	230,400	961,000	26.8%	317.1%
Culture-Recreation	10,222,728	1,653,437	17,132,602	2,624,874	73.2%	(84.7%)
<b>Total Expenditures</b>	<b>22,398,510</b>	<b>3,866,091</b>	<b>35,936,559</b>	<b>3,585,874</b>	<b>100.0%</b>	<b>(90.0%)</b>
Excess (Deficit)	(6,796,043)	1,884,246	(31,450,934)	(924,793)		
<b>Ending Balance</b>	<b>\$ 25,217,942</b>	<b>27,102,188</b>	<b>(4,348,746)</b>	<b>(5,273,539)</b>		
<b>Percent Change</b>	-	<b>7.5%</b>	<b>(116.0%)</b>	<b>21.3%</b>		

**Note(s):**

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

The decrease in fund balance for fiscal year 2008-09 was the result of debt proceeds that were received and recorded as revenues in prior years having been spent in 2008-09.

The main component of revenues is "franchise fees" (privilege fee) paid by the Utility Fund budgeted at \$2.6 million in fiscal years 2010-11 and 2011-12. This is the source of funding for the repayment of an internal loan taken from the Utility fund.

The current budget shows an operating deficit of \$31.5 million, which would create a negative fund balance of \$4.3 million. The negative fund balance is mainly comprised of \$2.6 million owed to the Utility Fund.

Because this fund is on a project-length basis, additional spending plans for 2011-12 will be recognized as revisions to the adopted budget when the unspent balances are carried forward.

### Projected Changes in Fund Balances Other Governmental Funds

Other governmental funds exclude the General Fund, the Debt Service Fund and the Municipal Construction Fund. In aggregate, these funds represent less than 3% of all the City's funds combined.

	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget	% of Total	% Change from 2010-11
<b>Beginning Balance</b>	\$ 9,365,759	9,792,781	8,679,631	5,467,810	-	-
<b>Revenues/Sources</b>						
General Sales & Use Taxes	2,696,917	2,633,187	2,723,695	2,714,000	35.7%	(0.4%)
Intergovernmental Revenue	6,573,876	8,403,879	12,875,486	3,786,084	49.8%	(70.6%)
Charges for Services	450,638	174,676	200,000	200,000	2.6%	-
Fines & Forfeitures	388,860	259,916	201,540	55,245	0.7%	(72.6%)
Investment Income	83,281	176,832	81,400	207,000	2.7%	154.3%
Miscellaneous Revenues	678,372	130,308	141,225	135,068	1.8%	(4.4%)
Interfund Transfers	696,176	561,100	382,909	508,523	6.7%	32.8%
<b>Total Revenues</b>	<b>11,568,120</b>	<b>12,339,898</b>	<b>16,606,255</b>	<b>7,605,920</b>	<b>100.0%</b>	<b>(54.2%)</b>
<b>Expenditures/Uses</b>						
Public Safety	649,971	424,053	2,704,427	299,650	3.3%	(88.9%)
Transportation	6,565,440	7,121,344	6,725,332	7,006,204	76.7%	4.2%
Human Services	1,162,080	940,517	955,057	911,570	10.0%	(4.6%)
Economic Environment	2,763,607	4,967,134	9,433,260	918,209	10.1%	(90.3%)
<b>Total Expenditures</b>	<b>11,141,098</b>	<b>13,453,048</b>	<b>19,818,076</b>	<b>9,135,633</b>	<b>100.0%</b>	<b>(53.9%)</b>
Excess (Deficit)	427,022	(1,113,150)	(3,211,821)	(1,529,713)		
<b>Ending Balance</b>	<b>\$ 9,792,781</b>	<b>8,679,631</b>	<b>5,467,810</b>	<b>3,938,097</b>		
<b>Percent Change</b>	<b>-</b>	<b>(11.4%)</b>	<b>(37.0%)</b>	<b>(28.0%)</b>		

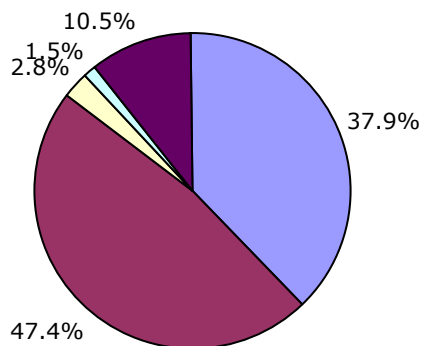
#### Note(s):

This group of funds includes the Road and Bridge Fund, grant funds like those from the Department of Housing and Urban Development (HUD), and other funds with restricted revenues like Justice-Confiscated and the Florida Department of Law Enforcement fund. In prior years, this group included the Wetlands Mitigation Trust Fund, which has now been moved to a separate reporting category.

The fiscal year 2010-11 fund balance is projected to decrease by \$3.2 million (-34.8% compared to the prior year's ending balance) due principally to plans to utilize \$3.4 million of reserves (primarily by the Road and Bridge Fund, \$1.3 million, and the FDLE-Confiscated Fund, \$1.4 million).

The fiscal year 2011-12 fund balance in this group of funds is projected to decrease by \$1.5 million, due primarily to the Road and Bridge Fund's plan to utilize \$1.4 million of reserves accumulated in prior years and partly to underwrite the Community Bus Program's planned deficit of \$0.5 million.

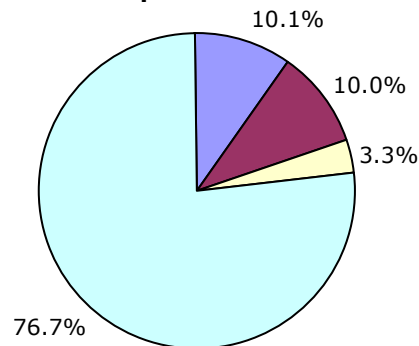
#### Revenues



■ Taxes  
 □ Charges for Services  
 ■ Other

More than half of the revenues come from Intergovernmental sources consisting of Federal and local grants, and State Shared monies.

#### Expenditures



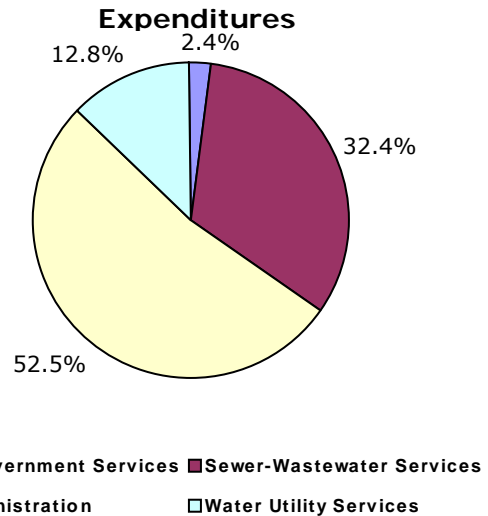
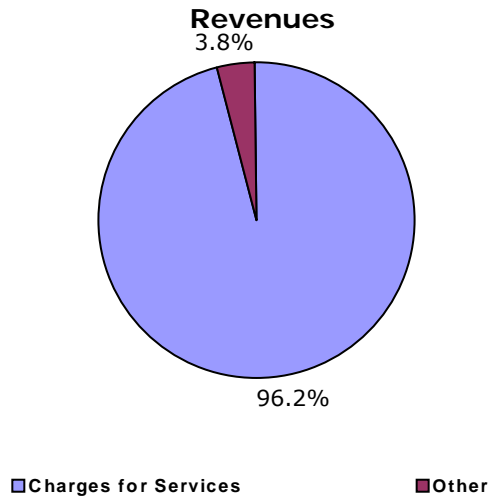
■ Economic Environment  
 ■ Human Services  
 □ Public Safety

Of the \$7.0 million in City-wide Transportation expenditures, the Road and Bridge Fund accounts for \$5.6 million or approximately 80% of that total.

**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.

	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget	% of Total	% Change from 2010-11
<b>Beginning Balance</b>	\$ 219,308,564	216,715,322	215,036,893	216,988,293	-	-
<b>Revenues/Sources</b>						
Building Permits	14,416	7,536	20,000	30,000	0.1%	50.0%
Intergovernmental Revenue	-	192,400	-	-	-	-
Charges for Services	755,930	651,921	709,200	716,200	1.7%	1.0%
Water/Sewer Charges	36,532,568	36,150,822	40,850,770	41,511,584	96.2%	1.6%
Investment Income	665,177	665,360	417,688	422,000	1.0%	1.0%
Miscellaneous Revenues	9,150	2,453	13,000	8,000	-	(38.5%)
Debt Proceeds	-	-	12,300,000	-	-	(100.0%)
Water/Sewer Connection	355,884	574,813	370,000	450,000	1.0%	21.6%
Capital Contributed from De	361,261	105,740	-	-	-	-
<b>Total Revenues</b>	<b>38,694,386</b>	<b>38,351,045</b>	<b>54,680,658</b>	<b>43,137,784</b>	<b>100.0%</b>	<b>(21.1%)</b>
<b>Expenditures/Uses</b>						
General Government Service	-	-	393,974	1,017,713	2.4%	158.3%
Water Utility Services	4,933,388	4,318,216	5,978,780	5,515,478	12.8%	(7.7%)
Sewer-Wastewater Services	10,742,197	10,946,520	23,806,270	13,962,889	32.4%	(41.3%)
Utility Administration	25,612,043	24,764,737	22,550,234	22,641,704	52.5%	0.4%
<b>Total Expenditures</b>	<b>41,287,628</b>	<b>40,029,474</b>	<b>52,729,258</b>	<b>43,137,784</b>	<b>100.0%</b>	<b>(18.2%)</b>
Excess (Deficit)	(2,593,243)	(1,678,429)	1,951,400	-		
<b>Ending Balance</b>	<b>\$ 216,715,322</b>	<b>215,036,893</b>	<b>216,988,293</b>	<b>216,988,293</b>		
<b>Percent Change</b>		<b>(0.8%)</b>	<b>0.9%</b>			



Water and sewer charges account for 96% of revenues in the Utility Fund. The remainder consists primarily of connection and other user fees.

Expenditures include water and sewer services, debt service, and administration. The budget for fiscal year 2011-12 includes \$2.1 million for future capital replacement, as required by the bond. The projected utility fund balance at the end of fiscal year 2011-12 is \$217.0 million.

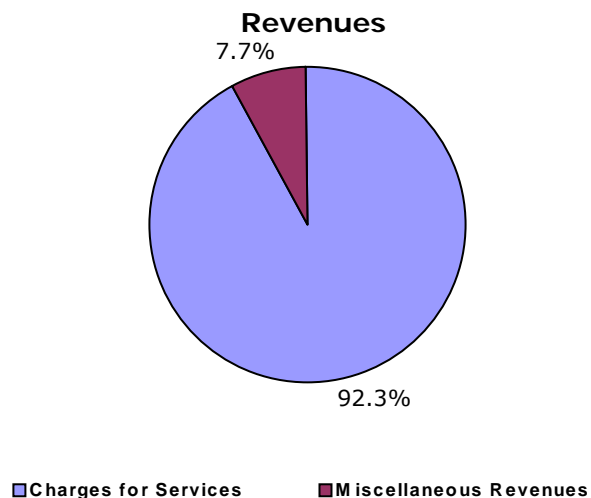
### Projected Changes in Fund Balances - Fund 504 Public Insurance

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

	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget	% of Total	% Change from 2010-11
<b>Beginning Balance</b>	\$ -	-	-	-	-	-
<b>Revenues/Sources</b>						
Charges for Services	13,778,097	14,869,557	24,164,169	25,713,528	92.3%	6.4%
Investment Income	417,312	517,954	104,093	315,152	1.1%	202.8%
Miscellaneous Revenues	2,232,565	1,819,389	1,749,970	1,821,245	6.5%	4.1%
<b>Total Revenues</b>	<b>16,427,974</b>	<b>17,206,900</b>	<b>26,018,232</b>	<b>27,849,925</b>	<b>100.0%</b>	<b>7.0%</b>
<b>Expenditures/Uses</b>						
General Government Service	16,427,974	17,206,900	26,018,232	27,849,925	100.0%	7.0%
<b>Total Expenditures</b>	<b>16,427,974</b>	<b>17,206,900</b>	<b>26,018,232</b>	<b>27,849,925</b>	<b>100.0%</b>	<b>7.0%</b>
Excess (Deficit)	-	-	-	-		
<b>Ending Balance</b>	\$ -	-	-	-		
<b>Percent Change</b>	-	-	-	-		

**Note(s):**

The Public Insurance Fund consists of health, life, workers' compensation, property, and casualty liability insurances, and the cost of administering those plans. All employees of the City, including Charter Schools, participate in the health and life insurance plans.



The largest source of revenue is contributions from the General Fund of \$16.6 million (59.5%) for fiscal year 2011-12. Charges to recover administrative costs of this fund are distributed to all funds. The Charter Schools obtain their property and casualty insurance policies directly from the Florida League of Cities.

**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.

	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget	% of Total	% Change from 2010-11
<b>Beginning Balance</b>	\$ 110,146,260	108,011,531	115,239,001	120,154,318	-	-
<b>Revenues/Sources</b>						
Investment Income	(4,178,115)	11,434,873	9,769,000	15,000,000	78.9%	53.5%
Miscellaneous Revenues	9,709,936	4,660,765	3,565,317	4,009,516	21.1%	12.5%
<b>Total Revenues</b>	<b>5,531,821</b>	<b>16,095,638</b>	<b>13,334,317</b>	<b>19,009,516</b>	<b>100.0%</b>	<b>42.6%</b>
<b>Expenditures/Uses</b>						
General Government Service	7,666,550	8,868,167	8,419,000	9,080,000	100.0%	7.9%
<b>Total Expenditures</b>	<b>7,666,550</b>	<b>8,868,167</b>	<b>8,419,000</b>	<b>9,080,000</b>	<b>100.0%</b>	<b>7.9%</b>
Excess (Deficit)	(2,134,729)	7,227,470	4,915,317	9,929,516		
<b>Ending Balance</b>	<b>\$ 108,011,531</b>	<b>115,239,001</b>	<b>120,154,318</b>	<b>130,083,834</b>		
<b>Percent Change</b>	-	<b>6.7%</b>	<b>4.3%</b>	<b>8.3%</b>		

**Note(s):**

Effective July 1, 2010, the General Employees Pension Plan was frozen for all collective bargaining unit members and no additional benefits are being accrued for these employees. Collective bargaining unit members are no longer required to contribute to the Plan.

The fiscal year 2008-09 fund balance decreased by \$2.1 million. The largest component of the decrease was market losses of \$4.2 million.

The fiscal year 2009-10 fund balance increased by \$7.2 million due largely to an \$11.4 million increase in the valuation of investments. City and employee contributions decreased by \$5.0 million, partly 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 expected to increase by \$4.9 million (4%), \$2.3 million less than fiscal year 2009-10's surplus due partly to a \$1.5 million reduction in City and employee contributions associated with pension plan changes implemented in fiscal year 2009-10.

The fiscal year 2011-12 fund balance is expected to increase by \$9.9 million. Investment earnings of \$15.0 million, City contributions of \$3.7 million, and \$0.3 million of employee contributions will be offset by \$9.1 million of expenses.



**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.

	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget	% of Total	% Change from 2010-11
<b>Beginning Balance</b>	\$ 206,914,587	209,561,086	235,574,058	261,943,796	-	-
<b>Revenues/Sources</b>						
Investment Income	(4,584,040)	18,737,041	22,881,000	27,397,000	50.4%	19.7%
Miscellaneous Revenues	25,111,444	27,617,680	26,359,538	26,911,536	49.6%	2.1%
<b>Total Revenues</b>	<b>20,527,404</b>	<b>46,354,721</b>	<b>49,240,538</b>	<b>54,308,536</b>	<b>100.0%</b>	<b>10.3%</b>
<b>Expenditures/Uses</b>						
General Government Service	17,880,905	20,341,749	22,870,800	24,415,000	100.0%	6.8%
<b>Total Expenditures</b>	<b>17,880,905</b>	<b>20,341,749</b>	<b>22,870,800</b>	<b>24,415,000</b>	<b>100.0%</b>	<b>6.8%</b>
Excess (Deficit)	2,646,499	26,012,972	26,369,738	29,893,536		
<b>Ending Balance</b>	<b>\$ 209,561,086</b>	<b>235,574,058</b>	<b>261,943,796</b>	<b>291,837,332</b>		
<b>Percent Change</b>	-	<b>12.4%</b>	<b>11.2%</b>	<b>11.4%</b>		

**Note(s):**

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

The fiscal year 2008-09 fund balance showed a modest increase of 1.3% despite continued investment losses. This was offset by an increase in City contributions of \$4.3 million.

The fiscal year 2009-10 fund balance reflected a \$26.0 million increase due to a \$23.4 million increase in investment earnings (offset by \$1.4 million of investment expenses) and a \$2.7 million increase in the City's contribution, while contributions from the State and the employees continued to decline.

The fiscal year 2010-11 fund balance is expected to increase by approximately \$26.4 million. Within that estimate are a \$4.1 million increase in investment earnings, an almost unchanged City contribution of \$21.0 million, an almost unchanged employee contribution of \$3.0 million, and a \$2.6 million increase in current benefits paid.

The fiscal year 2011-12 fund balance is expected to increase by \$29.9 million, \$3.5 million more than the increase in the prior year due mainly to an anticipated \$4.5 million increase in investment earnings and a \$1.5 million increase in investment expenses and benefit payments.

**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.

	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget	% of Total	% Change from 2010-11
<b>Beginning Balance</b>	\$ 2,688,520	8,546,235	19,942,156	24,154,849	-	-
<b>Revenues/Sources</b>						
Investment Income	332,346	923,921	1,034,000	1,007,300	9.5%	(2.6%)
Miscellaneous Revenues	10,451,067	14,442,588	9,549,580	9,635,367	90.5%	0.9%
<b>Total Revenues</b>	<b>10,783,413</b>	<b>15,366,510</b>	<b>10,583,580</b>	<b>10,642,667</b>	<b>100.0%</b>	<b>0.6%</b>
<b>Expenditures/Uses</b>						
General Government Service	4,925,698	3,970,589	6,370,887	7,376,427	100.0%	15.8%
<b>Total Expenditures</b>	<b>4,925,698</b>	<b>3,970,589</b>	<b>6,370,887</b>	<b>7,376,427</b>	<b>100.0%</b>	<b>15.8%</b>
Excess (Deficit)	5,857,715	11,395,921	4,212,693	3,266,240		
<b>Ending Balance</b>	<b>\$ 8,546,235</b>	<b>19,942,156</b>	<b>24,154,849</b>	<b>27,421,089</b>		
<b>Percent Change</b>	-	<b>133.3%</b>	<b>21.1%</b>	<b>13.5%</b>		

**Note(s):**

This fund was established as a result of GASB Standard 45 to recognize and account 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 health and life insurance costs for retirees over the working life of the employee, similar to a pension fund. The plan includes Charter School employees. The Other Post Employment Benefits (OPEB) Fund remains a relatively young plan, which means that the current claims are lower than the contributions being 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 greater portion of the Annual Required Contribution (ARC).

The fund balance for fiscal year 2009-10 increased by \$11.4 million, an increase larger than the prior year's, despite the discontinuation of the OPEB benefit to bargaining members of the General Employees Union who retire after July 1, 2010. Some of the increase resulted from an additional contribution of \$5.0 million in excess of the ARC.

The fund balance for fiscal year 2010-11 is anticipated to increase by \$4.2 million. Miscellaneous Revenues consist of City contributions of \$9.1 million, a reduction from the \$13.8 million contributed in the prior year, and \$0.3 million in retiree contributions to their health insurance plan.

The fund balance in fiscal year 2011-12 is expected to increase by \$3.3 million. The City's contribution remains relatively level at \$9.2 million, an increase of \$0.1 million over last year. Expenditures are expected to increase by \$1.0 million: \$0.1 million in health premiums and \$0.9 million in health claims.

## SOURCE OF REVENUE DOLLARS: GENERAL FUND Adopted Budget 2011-12



(5)  
Rents &  
Royalties  
\$0.08

(6)  
Inter-  
gov'tal  
\$0.07

(8)  
Other  
\$0.04

(7)  
Public  
Service  
Taxes  
\$0.06

(2)  
Charges for  
Services  
\$0.21

(1)  
Ad Valorem  
Taxes  
\$0.30

(9)  
Investments &  
Local Bus  
Taxes  
\$0.03

(4)  
Franchise  
Fees  
\$0.08

(3)  
Special  
Assess-  
ments  
\$0.13

## GENERAL FUND REVENUES

Revenue Category	2008-09 Actual	2009-10 Actual	2010-11 Working Budget	2011-12 Adopted Budget
(1) Ad Valorem Taxes	\$ 46,044,021	\$ 47,224,460	\$ 45,743,215	\$ 45,445,147
(2) Charges for Services	27,599,338	27,540,989	30,135,832	31,290,777
(3) Special Assessments	19,734,363	21,015,296	20,385,859	20,156,035
(4) Franchise Fees	13,264,065	11,649,485	12,057,900	11,282,900
(5) Rents & Royalties	10,543,817	11,193,742	11,544,884	11,690,950
(6) Intergovernmental Revenue	10,610,202	10,491,933	10,758,556	11,171,167
(7) Public Services Taxes	8,226,426	8,919,926	8,892,000	9,294,000
(8) General Sales & Use Taxes	2,429,576	2,337,509	2,407,000	2,387,000
(8) Fines & Forfeitures	1,205,725	1,619,653	1,601,700	1,433,980
(8) Communication Services Tax	2,082,237	1,284,689	1,276,480	812,088
(8) Building Permits	2,129,964	296,534	251,329	263,500
(8) Miscellaneous Revenues	338,416	319,539	406,819	269,800
(9) Investment Income	3,347,555	1,853,584	1,896,100	624,100
(9) Local Business Tax	3,307,733	3,191,395	3,179,000	3,191,000
	<b>150,863,438</b>	<b>148,938,734</b>	<b>150,536,674</b>	<b>149,312,444</b>

## USE OF REVENUE DOLLARS: GENERAL FUND Adopted Budget 2011-12



(1)  
Police  
\$0.33

(2)  
Fire & Rescue  
\$0.32

(3)  
Parks  
& Rec  
\$0.10

(4)  
Public  
Services  
\$0.06

(5)  
Comm.  
Services  
\$0.05

(6)  
Gen  
Gov't  
\$0.03

(7)  
Educa.  
\$0.03

(8)  
Admin  
Svcs.  
\$0.03

(9)  
Other  
\$0.05

## GENERAL FUND EXPENDITURES

Expenditure Category	2008-09 Actual	2009-10 Actual	2010-11 Working Budget	2011-12 Adopted Budget
(1) Police	\$ 47,754,925	\$ 49,945,513	\$ 48,470,028	\$ 49,951,743
(2) Fire & Rescue	48,818,084	46,453,384	47,206,502	48,229,974
(3) Parks & Recreation	15,690,148	14,771,036	15,556,662	14,486,063
(4) Public Services	9,646,503	9,368,257	9,523,021	9,636,190
(5) Community Services	7,649,138	8,017,749	8,431,308	8,328,730
(6) General Government	3,985,967	3,865,139	4,859,010	4,363,554
(7) Education (EDCs)	3,810,416	4,004,485	4,833,682	4,877,689
(8) Admin Services	3,433,577	3,313,518	3,618,793	3,792,635
(9) Finance	2,467,924	2,385,104	2,785,953	2,793,685
(9) Legislative/Executive/Legal	1,766,187	1,700,267	1,950,836	2,091,633
(9) City Clerk	1,080,189	1,179,003	1,125,367	1,229,586
(9) Human Resources	1,064,466	1,027,595	592,032	653,648
(9) Code Compliance	970,451	1,002,765	1,056,857	1,120,936
	<b>148,137,975</b>	<b>147,033,815</b>	<b>150,010,051</b>	<b>151,556,066</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.

### 2010-11 Accomplishments

The City has sold the first City Center, government-planned downtown area, parcel of 16.7 acres for \$11.0 million to Mills Creek Residential Trust LLC. The developer plans to break ground by year end with a subdivision of 422 rental garden apartments and rental townhomes. Mills Creek has an option to purchase an additional 10.5 acres of land at City Center for \$7.2 million to build another 278 rental garden apartments and rental townhomes. The Mills Creek development will create jobs and act as a catalyst for the sale of other vacant City Center parcels.

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 2011-12 City budget and Charter School budget.

Through special workshops that included participation from professionals, residents, and City administration, City Commission has adopted a revised purchasing policy that reinforced the existing policy.

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

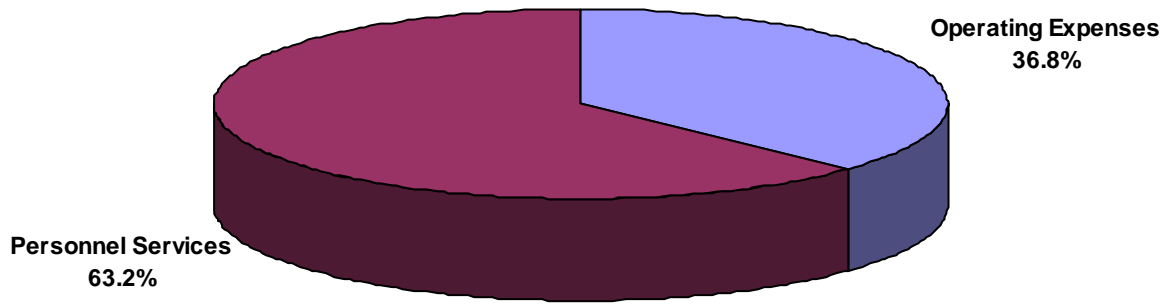
Conducted numerous Town Hall meetings on topics such as the City budget, procurement, boards and committees, redevelopment of Pembroke Pines, update on the General Obligation (G.O.) Bond projects, Streetscape Guidelines, the City Center Project, the 911 Memorial, Code Enforcement, Charter Schools and other City issues.

Awarded Commission Auditor to the firm of Moore, Stephens, Lovelace. This new position was approved by residents in a referendum election held on 11/2/10.

## City Commission Performance Measures

Indicator	2008-09		2009-10		2010-11	2011-12
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Number of ordinances adopted during the year	26	50	20	50	35	25
Number of resolutions adopted during the year	37	30	36	40	45	35

### City Commission - Budget Summary



Expenditure Category	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Personnel Services				
Salary	273,729	278,749	271,038	271,014
Benefits	155,104	171,644	203,374	224,901
Personnel Services Subtotal	428,834	450,393	474,412	495,915
Operating Expenses				
Other Contractual Services	-	-	167,777	250,000
Travel Per Diem	18,375	19,821	24,000	24,000
Other Current Charges and Obligation	-	-	360	-
Office Supplies	1,961	2,646	1,500	1,500
Operating Supplies	-	190	100	100
Publications and Memberships	13,536	13,384	13,556	13,556
Operating Expenses Subtotal	33,872	36,041	207,293	289,156
<b>Total</b>	<b>462,706</b>	<b>486,434</b>	<b>681,705</b>	<b>785,071</b>

Position Title	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 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 of 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 comparable challenges from last year in completing the 2011-12 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.

### 2010-11 Accomplishments

Oversaw the completion of 11 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 such as City Center Project, Procurement, Board and Committees, Streetscape, General Obligation Bond Projects and the 911 Memorial.

Conducted budget workshops specifically geared toward addressing the budget deficits.

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

Prepared Request for proposals for 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 51th anniversary (Pines Annual Fair) that included fund-raising events such as a carnival, the K5 race, Taste of Pines event, and the annual Golf Tournament.



# City Manager Performance Measures

Indicator	2008-09		2009-10		2010-11	2011-12
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Number of resolutions reviewed	38	50	36	50	45	50
Number of ordinances reviewed during the year	29	30	25	35	30	35
<b>Effectiveness</b>						
% of General Fund actual revenues to budgeted revenues	95%	100%	100%	100%	100%	100%
% of General Fund actual expenditures to budgeted expenditures	92%	100%	87%	100%	100%	100%
Total direct debt as a % of property market value	3.3%	3.7%	4.0%	4.1%	4.6%	4.5%
Debt service as a % of General Fund budget	16%	16%	17%	15%	18%	18%
Direct debt per capita	\$2,548	\$2,610	\$2,447	\$2,602	\$2,549	\$2,512
% of principal retired in 10 years	27%	26%	N/A	28%	30%	33%
Unassigned Fund Balance as a % of annual General Fund expenditures ^	23%	25%	25%	25%	22%	24%
Charter School FCAT Scores for:						
Elementary School	650	N/A	621	600	625	630
Middle School	644	N/A	663	600	625	630
High School	592	N/A	578	550	575	600
FSU Elementary	669	N/A	603	600	625	630
<b>Efficiency</b>						
% Change over operating rolled-back millage rate	-2.85%	-2.85%	2.50%	2.50%	-1.89%	0.91%
FT staff per 1,000 population	6.2	7.2	5.5	5.9	5.6	5.4

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

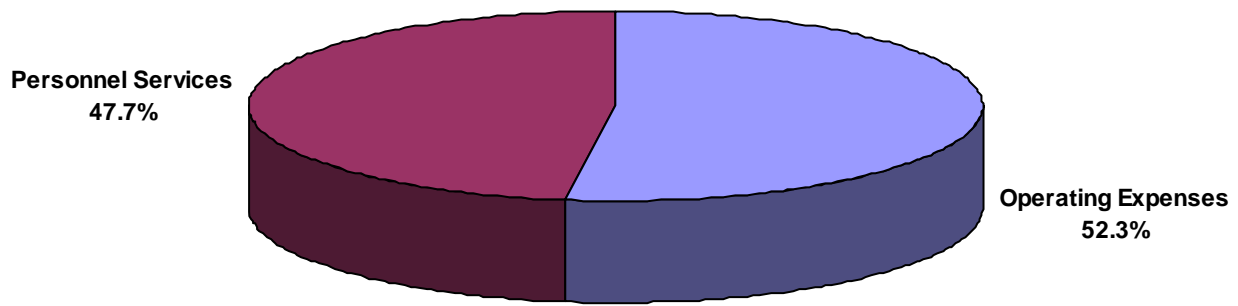
N/A - not yet available.

# CITY MANAGER

## Organizational Chart



### City Manager - Budget Summary



Expenditure Category	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Personnel Services				
Salary	114,934	77,300	170,375	170,375
Benefits	17,704	6,377	7,277	44,958
Personnel Services Subtotal	132,638	83,676	177,652	215,333
Operating Expenses				
Other Contractual Services	264,229	244,229	234,460	234,460
Repair and Maintenance Services	339	316	600	600
Office Supplies	1,253	802	1,250	1,000
Operating Supplies	-	596	-	-
Publications and Memberships	270	442	500	500
Operating Expenses Subtotal	266,092	246,385	236,810	236,560
<b>Total</b>	<b>398,730</b>	<b>330,062</b>	<b>414,462</b>	<b>451,893</b>

Position Title	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
12516 Assistant City Manager	-	-	0.5	0.5
13161 Administrative Services Director	1	-	-	-
13682 P/T Executive Assistant	1	1	1	1
13685 P/T Clerical Aide	2	2	2	2
Total				
Full-time	-	-	0.5	0.5
Part-time	4	3	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.



## Administrative Services

Each division provides its expertise to a major area of the development process. Coordination of services, consistency of information and review are the primary objectives for the next fiscal year.

Division staff also provides technical assistance to the Economic Development Board and coordinates Board activities with the City Commission, other Boards, and the Chamber of Commerce.

### 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 the "Information Technology" narrative for details.

## Budget Highlights

Implementation of Eastern Redevelopment Programs

Conduct business seminars and activities to support the business community.

Initiate the evaluation and appraisal report process by conducting workshops and identifying major issues.

Coordinate the Neighborhood Stabilization Program (NSP-3) with CRA, which will assist people to acquire and rehabilitate foreclosed homes.

Worked with consultants and advisory boards to recommend new streetscape guidelines to the City Commission.

Implement simplified code of ordinances

Put into action the Shop Local website and program to support local businesses

## 2010-11 Accomplishments

Implemented Code of Ordinance changes relating to news racks and pet hotels.

Division staff in conjunction with the Economic Development Board, Miramar-Pembroke Pines Chamber of Commerce and the Greater Fort Lauderdale-Broward Alliance conducted educational, networking and appreciation events for small businesses.

Coordinated with Purchasing Division in the preparation of the Streetscape Request for Qualifications and attended Streetscape Committee meetings for the purpose of hearing proposals from qualified consulting firms for the creation of streetscape guidelines.

Reformatted the City's Comprehensive Plan into adoption and support documents. Adopted the annual update to the Capital Improvement and Public School Facility Elements.

Conducted workshops with the Planning and Zoning Board to revise and simplify the sign code pursuant to input from Economic Development Board.

Worked with the City Clerk's office to reorganize occupational license process for the purpose of the shop local campaign.

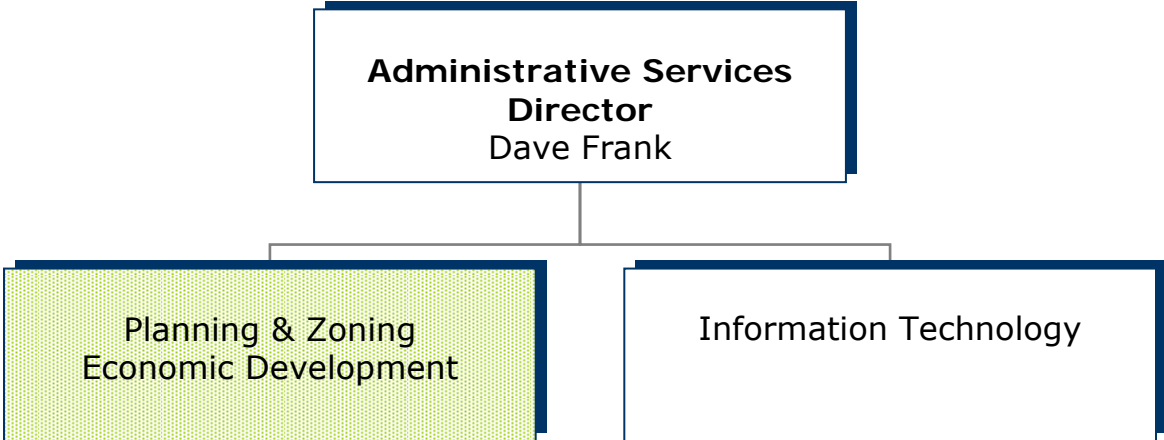
Actively participated with the Greater Fort Lauderdale-Broward Alliance Partner's council to support the local and regional business communities.

## Administrative Services Performance Measures

Indicator	2008-09		2009-10		2010-11	2011-12
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Number of Planning and Zoning Board meetings held	17	18	19	18	18	18
Number of Development Review Committee meetings	21	35	28	35	25	28
Number of Board of Adjustment meetings	12	10	11	10	12	11
Number of intergovernmental coordination meetings attended	13	13	10	13	15	10
<b>Effectiveness</b>						
% of public information requests answered within three working days	99%	99%	99%	99%	99%	99%
<b>Efficiency</b>						
% of building plans reviewed within ten days for zoning compliance	100%	100%	100%	100%	100%	100%

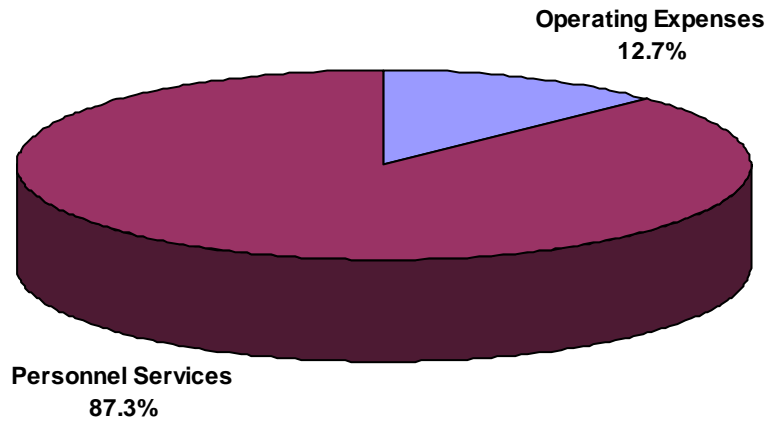
# ADMINISTRATIVE SERVICES

## Organizational Chart



■ Shading indicates direct public service provider

## Administrative Services - Budget Summary



Expenditure Category	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Personnel Services				
Salary	404,790	486,294	479,655	476,080
Benefits	249,670	211,916	245,738	268,225
<b>Personnel Services Subtotal</b>	<b>654,460</b>	<b>698,209</b>	<b>725,393</b>	<b>744,305</b>
Operating Expenses				
Other Contractual Services	3,500	3,500	5,000	5,000
Travel Per Diem	-	37	1,200	1,200
Communication and Freight Services	3,129	16,230	48,120	48,120
Rentals and Leases	4,519	4,292	4,700	4,500
Insurance	-	-	150	150
Repair and Maintenance Services	697	324	1,900	1,900
Printing and Binding	-3,431	-764	2,000	2,000
Promotional Activities	17,471	8,842	24,000	24,000
Other Current Charges and Obligation	-1,490	493	4,000	6,000
Office Supplies	3,792	3,318	7,000	6,000
Operating Supplies	-120	-1,589	3,210	8,210
Publications and Memberships	644	97	820	820
<b>Operating Expenses Subtotal</b>	<b>28,710</b>	<b>34,781</b>	<b>102,100</b>	<b>107,900</b>
<b>Total</b>	<b>683,170</b>	<b>732,990</b>	<b>827,493</b>	<b>852,205</b>



### Administrative Services - Personnel Summary

Position Title		2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 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
13161	Administrative Services Director	-	1	1	1
13449	P/T CADD Operator	1	1	1	1
Total	Full-time	6	6	6	6
	Part-time	1	2	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

Server / Storage Virtualization - resulting in more efficient use of server resources and elimination of server sprawl

Expand the online account system to include Local Business Taxes

Provide data lookup capabilities on the internet for cashiering data and Local Business Tax data.

Replace 100 workstations

Accept credit cards for utility payments online

Accept credit cards for face to face payments at the City Hall and the Utility Department

### 2010-11 Accomplishments

Updated the payroll system to handle the changes that took place with the modified general, fire, and police contracts.



## Information Technology

Created the online account system for internet users to control their city accounts

Implemented enterprise imaging and deployment software

Replaced 100 outdated workstations

Installed Radius server for implementation of increased WIFI security

Implemented help-desk software

Added functionality to the utility system to manage the newest wireless meters

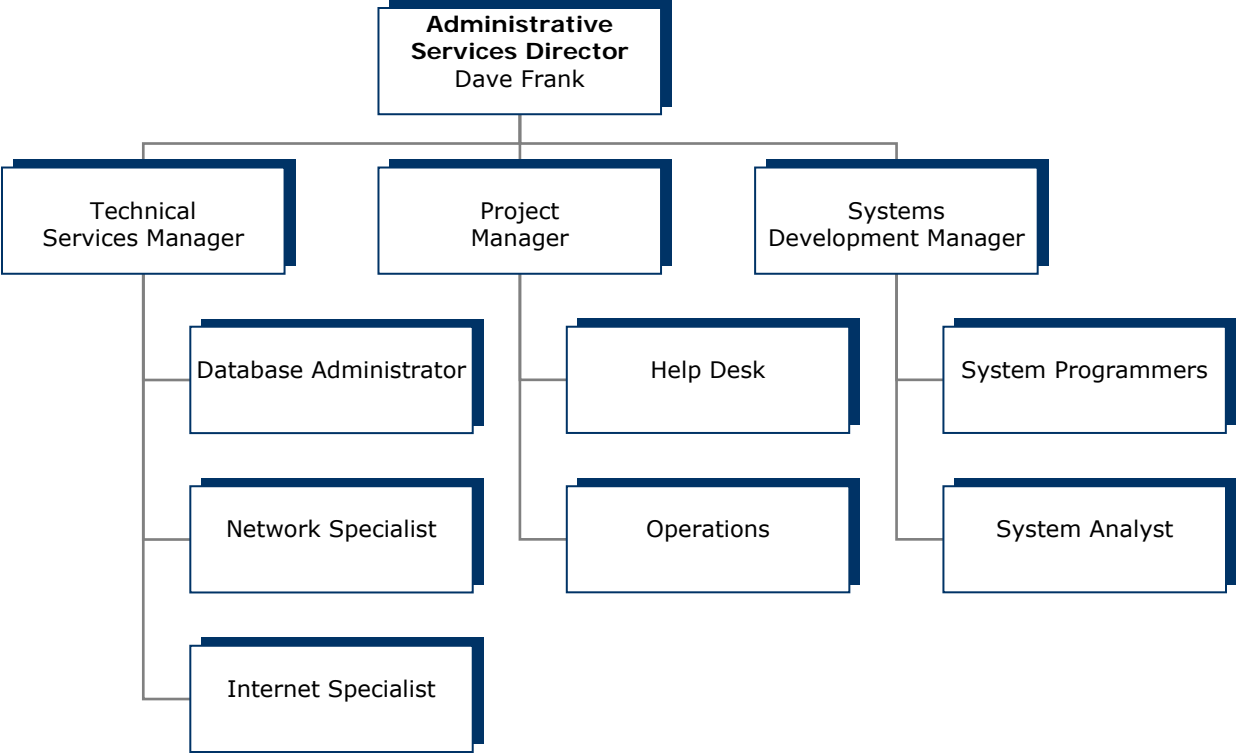
Automated the bank reconciliation process for red light cameras

## Information Technology Performance Measures

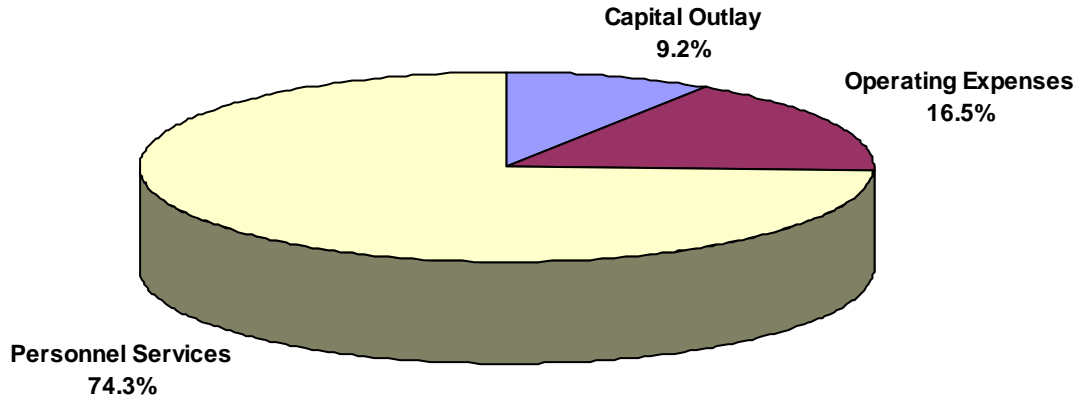
Indicator	2008-09		2009-10		2010-11	2011-12
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
<b>Effectiveness</b>						
Network availability (% uptime)	99.99%	99.99%	99.99%	99.99%	99.99%	99.99%
% of messages blocked because they are spam	97.20%	93.50%	95.90%	93.50%	97.20%	96.00%
<b>Efficiency</b>						
Network devices per computer technician	368	330	364	350	375	370
Annual maintenance cost per computer	\$617	\$775	\$632	\$610	\$610	\$625

# INFORMATION TECHNOLOGY

## Organizational Chart



## Information Technology - Budget Summary



Expenditure Category	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Personnel Services				
Salary	1,612,741	1,566,198	1,324,328	1,430,584
Benefits	773,152	667,258	682,684	754,365
Personnel Services Subtotal	2,385,893	2,233,456	2,007,012	2,184,949
Operating Expenses				
Other Contractual Services	-	80,877	278,793	291,250
Communication and Freight Services	975	5,439	26,878	29,200
Rentals and Leases	17,513	1,236	1,236	2,898
Repair and Maintenance Services	55,208	63,316	82,902	100,326
Office Supplies	-	594	1,250	500
Operating Supplies	73,297	80,930	89,144	60,057
Operating Expenses Subtotal	146,993	232,392	480,203	484,231
Capital Outlay				
Machinery and Equipment	217,521	80,632	304,085	271,250
Intangible Assets	-	34,048	-	-
Capital Outlay Subtotal	217,521	114,680	304,085	271,250
<b>Total</b>	<b>2,750,407</b>	<b>2,580,528</b>	<b>2,791,300</b>	<b>2,940,430</b>

### Information Technology - Personnel Summary

Position Title	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
12011 Internet Specialist	1	1	1	1
12280 Micro Computer Specialist	2	1	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	-	-	-
12652 Programmer/Analyst I	2	2	2	2
12691 Systems Analyst II	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	15	15	15
Part-time	-	-	-	-



## Human Resources

### Mission

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

### 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 services 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.

### 2010-11 Accomplishments

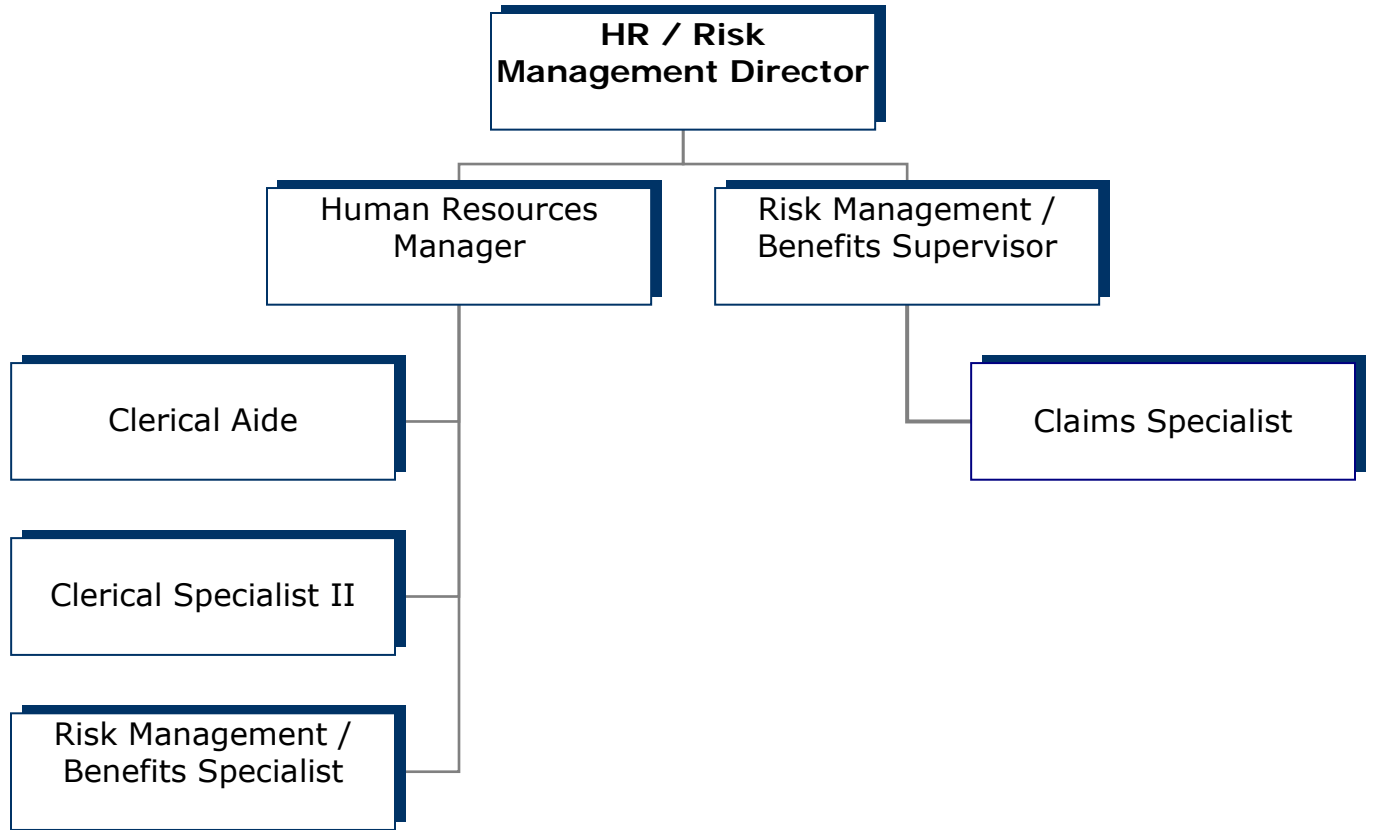
Established the City's first disease management and wellness program. Reviewed various department operations to find alternatives to improve cost structures.



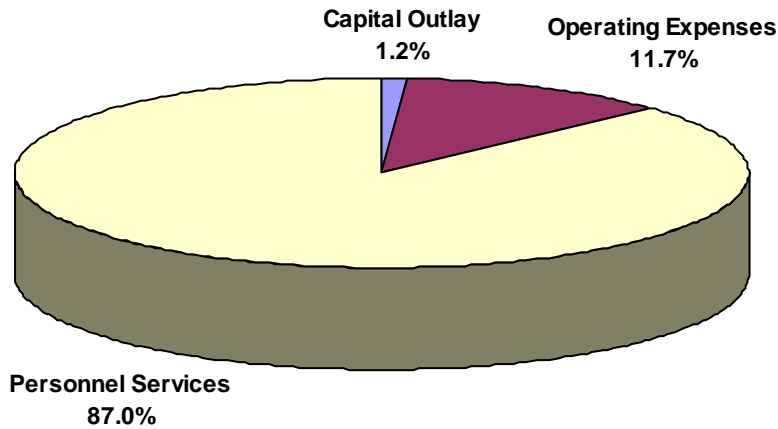
Indicator	2008-09		2009-10		2010-11	2011-12
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Quarterly recognition program to honor employees	On Hold	Yes	On Hold	Yes	On Hold	On Hold
Number of positions processed for recruitment and promotions	64	75	89	20	20	31
Number of internal seminars offered	28	15	21	15	15	21
Number of employment applications received and processed (FT/PT City)	3,512	2,000	1,780	1,000	1,000	2,000
Number of applicants hired (FT/PT City and School)	296	400	266	200	20	31
<b>Effectiveness</b>						
New FT employee turnover rate within one year of employment	29.4%	16.0%	22.2%	14.0%	20.0%	20.0%
Sick leave hours used per FT employee	35.09	36.00	33.84	34.00	34.00	36.00
<b>Efficiency</b>						
Ratio of employees (including Charter Schools) to HR staff	144:1	150:1	236:1	162:1	160:1	422:1

## HUMAN RESOURCES/RISK MANAGEMENT

### Organizational Chart



### Human Resources - Budget Summary



Expenditure Category	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Personnel Services				
Salary	667,213	630,019	303,863	351,465
Benefits	367,602	369,595	197,219	217,433
Personnel Services Subtotal	1,034,815	999,614	501,082	568,898
Operating Expenses				
Professional Services	23,224	18,516	25,000	17,000
Other Contractual Services	-	3,239	28,200	29,000
Travel Per Diem	-	-	10,000	10,000
Repair and Maintenance Services	1,321	1,204	1,500	1,500
Printing and Binding	498	540	1,000	1,000
Other Current Charges and Obligation	275	798	12,000	5,000
Office Supplies	3,273	2,641	3,000	3,000
Operating Supplies	984	1,043	10,250	10,250
Publications and Memberships	75	-	-	-
Operating Expenses Subtotal	29,650	27,981	90,950	76,750
Capital Outlay				
Machinery and Equipment	-	-	-	8,000
Capital Outlay Subtotal	-	-	-	8,000
<b>Total</b>	<b>1,064,466</b>	<b>1,027,595</b>	<b>592,032</b>	<b>653,648</b>

### Human Resources - Personnel Summary

Position Title		2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
12431	Payroll Coordinator	2	2	-	-
12433	Payroll Supervisor	1	1	-	-
12434	Assistant Payroll Supervisor	1	1	-	-
12440	Human Resources Director	1	1	1	1
12442	Human Resources Administrator	1	1	-	-
12525	Administrative Assistant I	1	-	-	-
12557	Risk Management/Benefits Specialist	-1	1	1	1
12684	Clerical Spec II	2	1	1	1
12685	Clerical Aide	3	1	1	1
12790	Human Resources Manager	-	-	1	1
Total	Full-time	11	9	5	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.

### Budget Highlights

The 2011-12 budget provides the same level of service as the current year.

### 2010-11 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.

Prepared purchase and sale agreement with Mill Creek for the sale of a residential parcel of City



## City Attorney

Center and assisted with the purchaser's due diligence related to this transaction.

Provided legal advice and related services in conjunction with several real property transactions, including those associated with the Neighborhood Stabilization Program funded through grants from the federal government.

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

Coordinated with the City staff in drafting revisions to the City's procurement code.

Continued assistance regarding legal matters associated with the construction and repair of the I-75/Pines Boulevard interchange, including funding issues by the federal government and other legal matters related to the Agreements with the property owners surrounding the interchange relative to the interchange improvements.

Assisted with legal matters pertaining to the improvements to Sheridan Street.

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

On-going general assistance with the City's management and operation of the Howard C. Forman Human Services Campus site, including the preparation and review of multiple sub-subleases ensuring that such leases are issued and renewed in a manner consistent with the goals 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.

Provided continued assistance in reviewing lease documents and regulations for potential residents of the City's Transitional Independent Living Facility pursuant to the City's Program Agreement with the Florida Department of Children and Families, participated in meetings with involved agencies and attended court hearings directly affecting the programming and residents in the 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 a resolution of continuing disputes associated with this matter.

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

Actively coordinated with the City and its outside consultants regarding pending legislation, including providing the City with memoranda on pending legislative proposals.

Assisted the City and its consultants with 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 application for subsequent phases of the Neighborhood Stabilization Program of the U.S. Department of Housing and Urban Development to implement the City's rehabilitation strategy by facilitating the purchase, rehabilitation and eventual resale of foreclosed homes within the community to private homeowners.

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 all election matters, including those associated with a commission vacancy and special election.

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

Advised the City in all labor and collective bargaining matters.

Effectively prosecuted municipal ordinance violations issued by the City's Police Department, including parking matters.

Facilitated the City's implementation of its red light camera program with the City's Police Department and prosecuted violators in County Court as compelled by the Court and defended the City in matters on appeal.



## City Attorney

Negotiated Amendments with American Traffic Solutions (ATS) relating to the expansion of the red light camera program.

Continued to coordinate with the Florida and Broward League of Cities relating to proposed legislation addressing red light camera enforcement programs.

Reviewed and approved leases at the City's Residential Facilities. Coordinated with City staff to enforce compliance with lease terms at such residential facilities, including processing of tenant evictions as necessary.

Facilitated the leasing of the City's new Art Colony by drafting and revising lease agreements and coordinating compliance with the lease terms by the artist tenants.

Coordinated with the City's defense counsel in litigation pertaining to pension matters.

Assisted the City with the reconstitution of its Charter Review Board, provided legal research and advice as to potential amendments to the City's Charter.

Assisted the City Commission in review of its advisory boards and the drafting of the relevant ordinances.

Provided legal guidance to the City's advisory boards on an on-going or as needed basis as warranted for each board. Provided an overview of relevant laws, such as the Sunshine law and Public Records laws, as they pertain to advisory board operations.

Monitored ongoing legislative efforts to regulate pain clinics associated with the City's ordinance to prevent the misuse and improper distribution of narcotic drugs and regulation of such businesses within the City.

Drafted legislation to implement the Charter position of Commission Auditor. Further assisted the City Commission and City staff to identify the desired job duties and functions, as well as to develop the job description for the position. Facilitated the development of the bid documents necessary to procure the desired services.

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.

Continued on-going efforts between the Broward County Court system, Broward County Court Administrator, Broward County Clerk of Court and Broward County Commission with the City associated

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

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

Researched issues and assisted City staff with issues associated with the City's transition of the City's Building Department to a private contractor.

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

Provided oversight of the appointment of qualified Special Masters for Code Enforcement matters and supervised the implementation of the special magistrate process to ensure equity and due process.

Coordinated 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.

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

Researched the Broward County Code of Ethics, advised the City of its application to the City and its officials, and continued coordinated efforts with the Broward County Attorney's Office, personally and in conjunction with the Broward League of Cities, regarding the implementation ordinance to be adopted by the County Commission to implement the County's Code of Ethics upon the cities within Broward County.

Provided research to the City Commission regarding the tethering of dogs and coordinated with activists and the City staff to draft an ordinance to regulate this activity.

Reviewed the flooding issues at SW 196 Avenue and researched available potential solutions to present to the City.

Coordinated with the City's Planning staff to amend and update the City's Comprehensive Plan.

Coordinated with the City's Public Services Department and the City Engineer to draft an ordinance amending the City's landscaping and irrigation regulations.



## City Attorney

Researched and prepared an ordinance to regulate news racks within the City.

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

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

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

Assisted City staff in reviewing regional communications and dispatch proposals in order to determine feasibility.

Represented the City in the prosecution of all Police forfeiture matters.

Advised 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, including those in which the City is not a party.

Advised the City regarding legal issues associated with the City's payroll and benefits.

Advised City staff regarding the operational implications of Senate Bill 360 adopted by the Florida Legislature, and the subsequent adoption of Senate Bill 1752 regarding permit extension.

Monitored and provided updates to City Commission and City staff related to litigation filed by the City of Weston regarding the application of Senate Bill 360 and its progeny.

Reviewed the U.S. Federal Trade Commission's Rules and Regulations related to identity protection and Red Flag Rules as related to the City's Utility Accounts, credit transactions and other activities.

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

Negotiated the termination of the Leachate Treatment Agreement between the City and Broward County.

Advised the City Commission and City staff regarding the appropriate use of the City Seal.

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

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

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 Ordinances to adapt to the needs of the growth of the City.



# City Attorney Performance Measures

Indicator	2008-09		2009-10		2010-11	2011-12
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Number of ordinances prepared for consideration by City Commission	39	40	31	40	40	40
Number of resolutions prepared for consideration by City Commission	38	50	46	45	45	45
Number of contracts reviewed, negotiated and drafted weekly	39	37	42	45	45	45
Number of real estate transactions	18	5	16	4	10	10
Number of bond issues	1	3	1	3	2	2
Number of Commission meetings attended	36	35	34	35	35	35
Number of verbal, written and electronic (E-mail) correspondence processed weekly	650	645	670	650	650	650

**City Attorney - Budget Summary**

<b>Expenditure Category</b>	<b>2008-09 Actual</b>	<b>2009-10 Actual</b>	<b>2010-11 Budget</b>	<b>2011-12 Budget</b>
Operating Expenses				
Professional Services	880,596	860,596	824,959	824,959
Office Supplies	19,716	19,716	19,710	19,710
Operating Supplies	4,439	3,459	10,000	10,000
Operating Expenses Subtotal	904,751	883,771	854,669	854,669
<b>Total</b>	<b>904,751</b>	<b>883,771</b>	<b>854,669</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 meetings of Boards and Committees.

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 cashing 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.

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

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

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

~ 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 that will advance, encourage, and enhance the education of the City's Charter Elementary and Middle School students.

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

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

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

~ ECONOMIC DEVELOPMENT BOARD - Holds meetings throughout the year to assist 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. It also serves to protect and preserve the character and stability of residential, business, institutional and industrial areas, and to conserve the value of land and buildings on surrounding properties and neighborhoods.

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

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

~ RIVER OF GRASS CULTURAL ARTS CENTER ADVISORY BOARD - Advises the City Commission of matters relating to the River of Grass Cultural Arts

Center and facilitates the management and production of the cultural programming to foster a positive and creative liaison between the City Commission and the community.

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

~ 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

The 2010 Charter Review Board is currently convened and may recommend to Commission proposed changes to the City Charter. Changes to the Charter must be voted on by the electorate. Accordingly, the City Clerk's budget has provided for such an election.

In 2012, the City must hold a general municipal election for the purpose of electing the Mayor and District 2 and District 3 Commissioners for four-year terms. It is anticipated that the election will be held concurrently with the County election. The Clerk's office has budgeted accordingly.

The City utilizes the "Legistar" automated agenda processing system. Legistar was originally purchased in 2003 and upgrades have been minimal. Funds have been appropriated for an upgrade that will update the current software by three versions. The newest version will be web-based, will facilitate preparation and maintenance of the Commission agendas, and will utilize the host server to store data.

## 2010-11 Accomplishments

In November of 2010, a referendum election was held, putting a question to the voters of Pembroke Pines for the addition of a "Commission Auditor" position. The City's cost for placing an item on the Broward County Supervisor of Elections' ballot was



## City Clerk

approximately \$22,000. A voter turnout of 34% passed the referendum.

In January of 2011, the City of Pembroke Pines held a Special Stand-Alone Election to fill a vacancy in the District 4 Commission seat. The cost of the Election was approximately \$50,000. The City is responsible for the cost of poll workers, supervisors, technicians, security and all other costs associated with contracting with the Supervisor of Elections for a stand-alone election. Approximately seven percent (7%) of the registered voters in District 4 participated.

Completed the tracking of all Anzio based plans/jobs located in the second floor storage area. With the plans successfully tracked, the response time to public records requests is greatly shortened.

With the assistance of the Information Technology Department, began the upgrade of the FileNet system, the City's electronic records storage system. This system contains approximately 350,000 of the City's short and long term retention records. The upgrade will provide easier system access for the entire City, as well as facilitate the workflow of the storage and retrieval of City records.

The City Clerk's Office served, on average, 25 to 35 customers per day at City Hall, including processing an average of 11 passport applications per day. The Clerk's office also received and processed an average of 894 public records requests per month. Central Cashiering made approximately 200 cashiering transactions per day.

The Local Business Tax Receipts Division monitored a total of 7,866 businesses for compliance with the Local Business Tax licensing requirements and distributed 5,185 renewal notices for the 2011-2012 fiscal year.

At virtually no cost to the City, a new storage area was created to house residential and commercial building plans. The newly created area allows for orderly housing of the documents. Staff from the City Clerk's Department were cross-trained and utilized to begin tracking the location of stored plans into the Anzio system to facilitate timely response time to records requests.

## City Clerk Performance Measures

Indicator	2008-09		2009-10		2010-11	2011-12
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Commission minutes transcribed and prepared for approval by next Commission meeting	7	30	3	27	22	22
Subpoenas for records processed	134	125	129	130	125	130
Commission agenda books prepared	595^^	336	440	352	352	440
Local business tax receipts monitored for compliance	8,584	7,600	8,107	8,000	8,000	8,107
Local Business Tax Receipts issued	7,121	6,500	6,945##	7,100	7,100	6,945
Public records requests processed	6,489	6,000	8,972^	7,000^	6,500	6,000^
Passport applications processed	2,743	3,200	1,712	2,888	2,700	1,725
Number of documents imaged and microfilmed	254,762	285,000	108,824	295,000	200,000##	125,000
Staff training hours	20	22	48	36	18	50
Garage sale permits issued	1,426	1,600	1,553	1,500	1,500	1,600
Cashiering transactions (in millions)	\$43.9M	\$46.0M	\$34.5M	\$51.0M	\$42.0M	\$35.0M
Cashiering transactions (number)	67,818	98,000	49,155	77,000	67,900	50,000
Agenda packets prepared	1,007	1,100	730	950	1,000	730
Number of Board and Committee meetings held	66	114	101	95	66	90
Customers served at City Clerk window	6,051	5,500	4,519	7,900	6,000	4,500
<b>Effectiveness</b>						
Average number of days to complete routine public requests.	1.8	*	5.3*	*	*	4.0
% of passport applications processed within 24 hours of appointment	100%	100%	100%	100%	100%	100%
% of documents accurately imaged	98%	98%	98%	100%	100%	100%
Commission meeting minutes made available on City's website within 2 days after approval	100%	100%	100%	100%	100%	50%
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%	100%	100%	100%
Local business tax revenue per capita (in constant dollars)	\$21.67	\$19.00**	\$21.19	\$19.00**	\$20.00	\$21.00
Summary of Board actions submitted within 24 hours	100%	100%	100%	100%	100%	100%
% of minutes of all board meetings transcribed and ready for approval prior to next meeting	100%	100%	100%	100%	100%	100%
<b>Efficiency</b>						
Commission agendas prepared per year per F/T Employee	297^^	189	220	176	176	220
# 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	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	1,298	857	1,795	1,400	1,300	1,200
# of Fulltime employees on this task	5.0	7.0	5.0	5.0	5.0	5.0
Passports processed per day per F/T employee	1.6	1.5	1.2	1.4	2.0	1.2
# of Fulltime employees on this task	8	10	7	8	8	7
Cashiering Transactions per year per F/T Employee	33,909	49,000	32,770	38,500	32,000	33,000
# of Fulltime employees/contractors on this task	2.0	2	2.0	2.0	2.0	2.0

\* New measure - goal unavailable; added note: the 2009-10 increase was due to the combination of a 38% increase in records requests and a 20% reduction in personnel.

\*\* Not expressed in constant dollars.

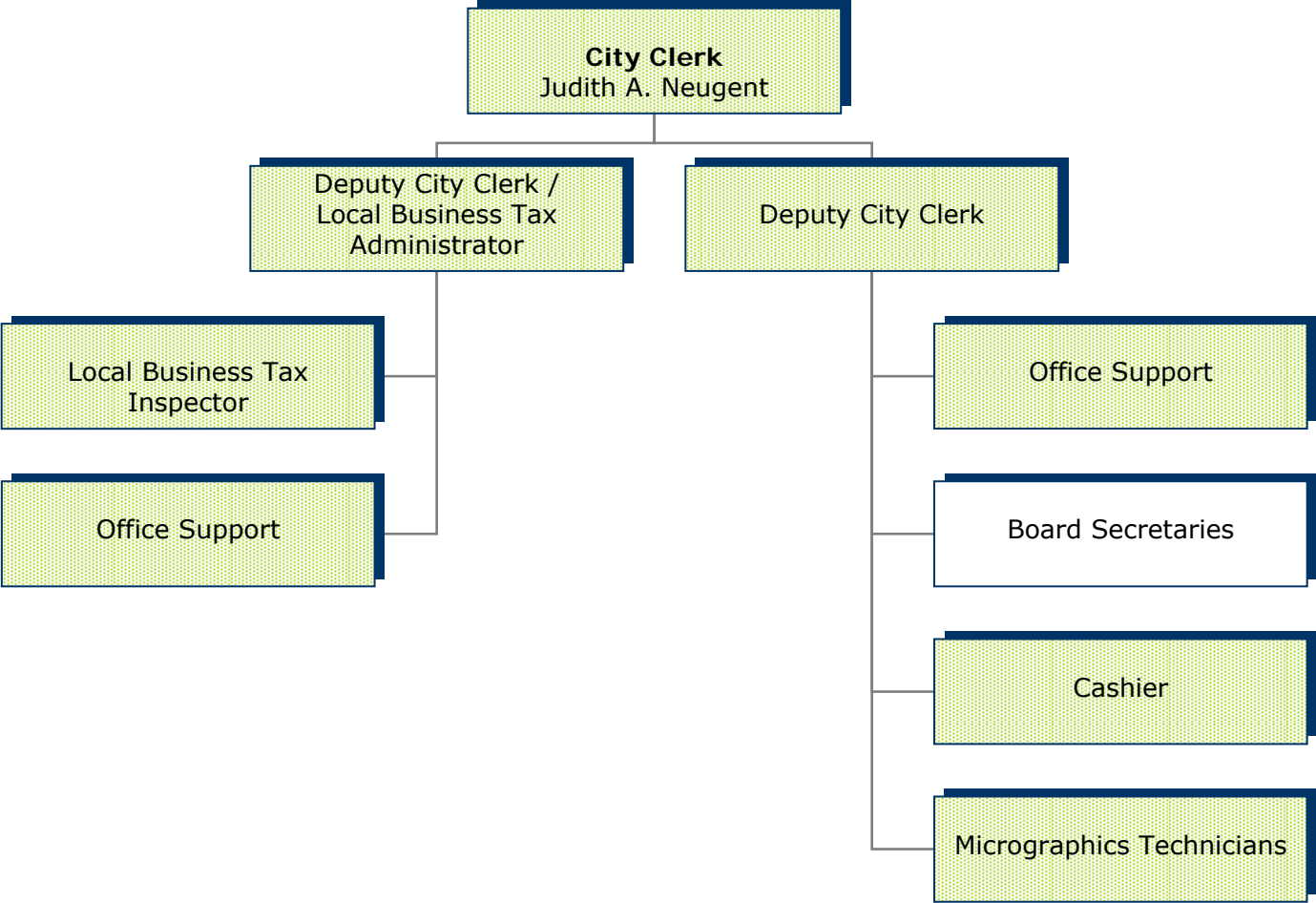
^ Reflects replacement of Blue Frog with WebQA, which reflects separate records requests more accurately.

^^ "Commission agenda books prepared" (Outputs) and "Commission agendas prepared per year per F/T employee" (Efficiency) reflect additional special meetings that occurred during 2008-09.

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

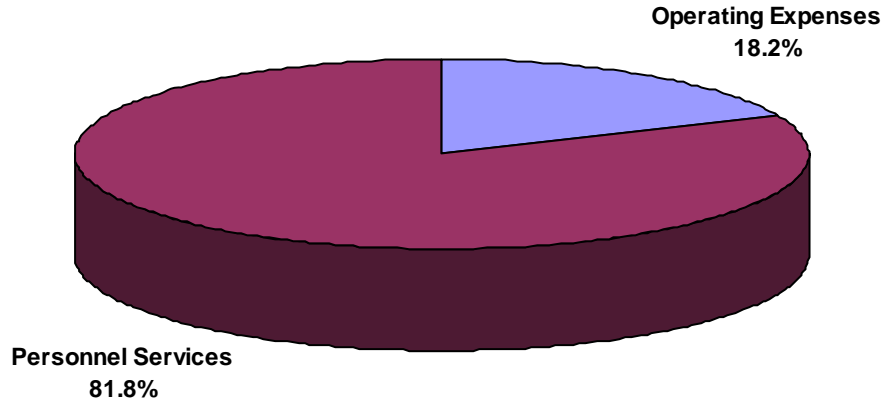
# CITY CLERK

## Organizational Chart



 Shading indicates direct public service provider

## City Clerk - Budget Summary



Expenditure Category	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Personnel Services				
Salary	621,363	600,976	550,144	625,457
Benefits	333,960	360,335	344,241	380,113
<b>Personnel Services Subtotal</b>	<b>955,323</b>	<b>961,310</b>	<b>894,385</b>	<b>1,005,570</b>
Operating Expenses				
Professional Services	-	131,311	85,922	46,000
Other Contractual Services	6,455	9,446	28,607	43,600
Travel Per Diem	26	-	-	-
Rentals and Leases	45,382	21,103	25,000	22,300
Insurance	-	145	480	360
Repair and Maintenance Services	20,313	18,097	24,008	50,101
Printing and Binding	9,751	8,406	11,440	9,800
Other Current Charges and Obligation	23,811	12,327	23,760	17,500
Office Supplies	15,192	13,133	15,200	15,000
Operating Supplies	3,098	3,303	15,965	18,955
Publications and Memberships	838	420	600	400
<b>Operating Expenses Subtotal</b>	<b>124,865</b>	<b>217,692</b>	<b>230,982</b>	<b>224,016</b>
<b>Total</b>	<b>1,080,189</b>	<b>1,179,003</b>	<b>1,125,367</b>	<b>1,229,586</b>



### City Clerk - Personnel Summary

Position Title		2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
12047	City Clerk	1	1	1	1
12284	Micrographic Technician I	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	3	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	-	-	-
13509	Shared - Secretary	2	2	2	2
Total	Full-time	12	10	10	10
	Part-time	3	2	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:

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

#### ~ ASSET MANAGEMENT:

Records, reports, tracks, and retires 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

The Finance personnel budget has been reduced by approximately \$83,000 to reflect the elimination of 1 full-time Assistant Payroll Supervisor position. The Payroll Supervisor retired and the position was filled by the Assistant Payroll Supervisor. The Assistant Payroll Supervisor slot has been converted to contractual.

The operating budget contains \$15,000 for IT consultants to assist with the planned upgrade of the Accounting Software "SmartStream" to version 8.0 - which is necessary to be compatible with Windows 7. The last major upgrade was in 2007 and necessitated the use of IT consultants at a cost of \$10,000.

## 2010-11 Accomplishments

Awarded the Distinguished Budget Presentation Award by the Government Finance Officers Association (GFOA) for the fourteenth consecutive year since October 1, 1997, for the FY2010-11 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, 2010. If awarded, this will be the 26th consecutive year the award will be received.

Successfully completed the 2010 independent audits of the Charter Schools and the City. The City received an unqualified opinion for both audits, and there were no auditor adjustments recommended. The external audit firm that conducted those audits was GLSC & Company, PLLC.

Completely transitioned all fixed assets into the new system that was developed in-house. This fixed assets system allows for a more streamlined process for the entering, reconciling, and reporting of fixed assets and accommodates additional features that were not available in the old system.

Coordinated the issuance of the Consolidated Utility System Revenue Bond, Series 2010 in the amount of \$12.3 million in December 2010. This will be used to finance Phase 2 of Alternative Water Supply (AWS) Project mandated by the South Florida Water Management District.

In May 2011, coordinated the Wells Fargo direct purchase of the Charter School Revenue Bonds, Series 2008, and in September, 2011, the Direct



## Finance

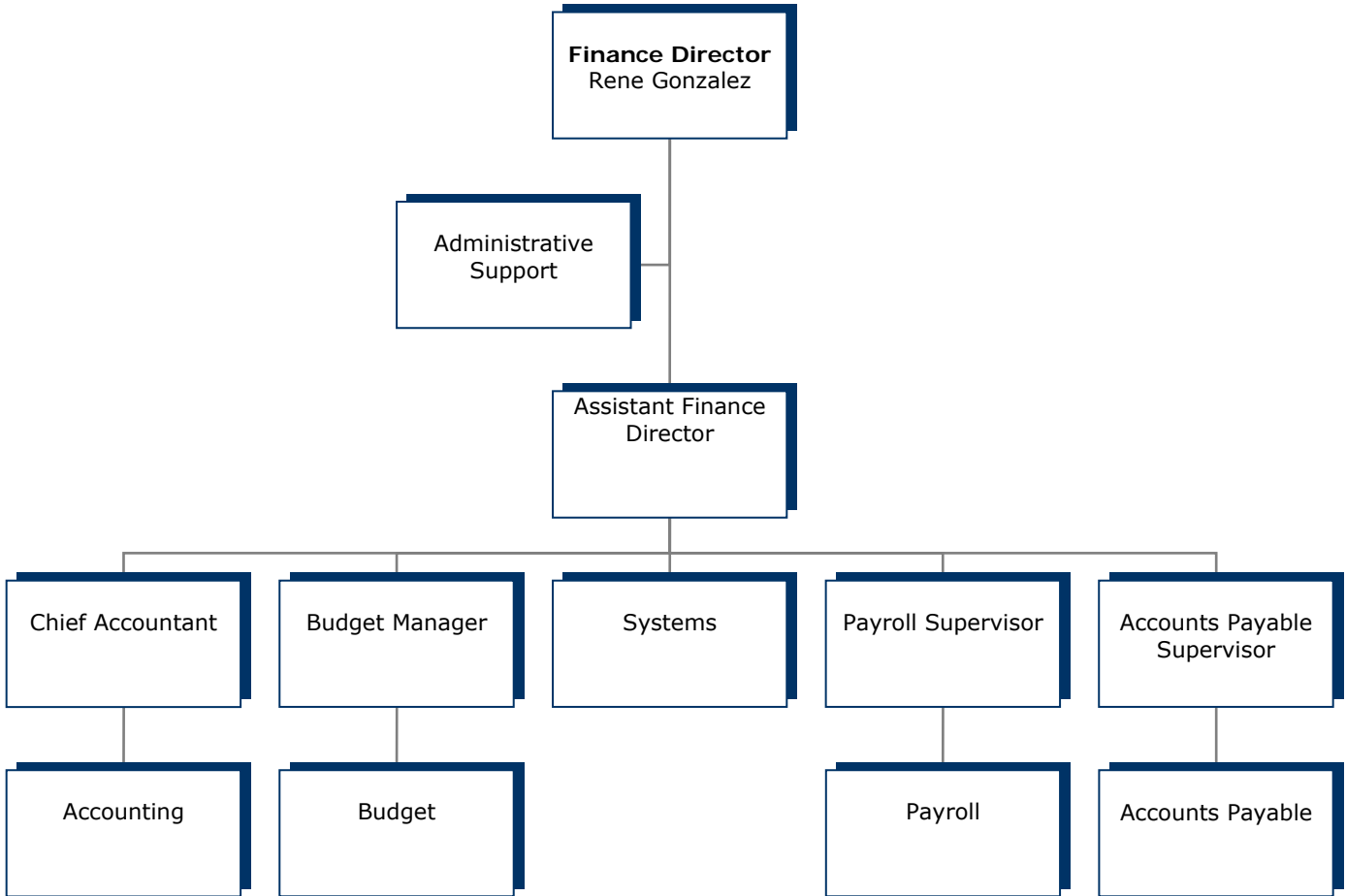
Purchase of the Variable Rate Capital Improvement Revenue Refunding Bonds (Susan B. Anthony Center), Series 2008 by TD Bank, N.A. will be finalized.

# Finance Performance Measures

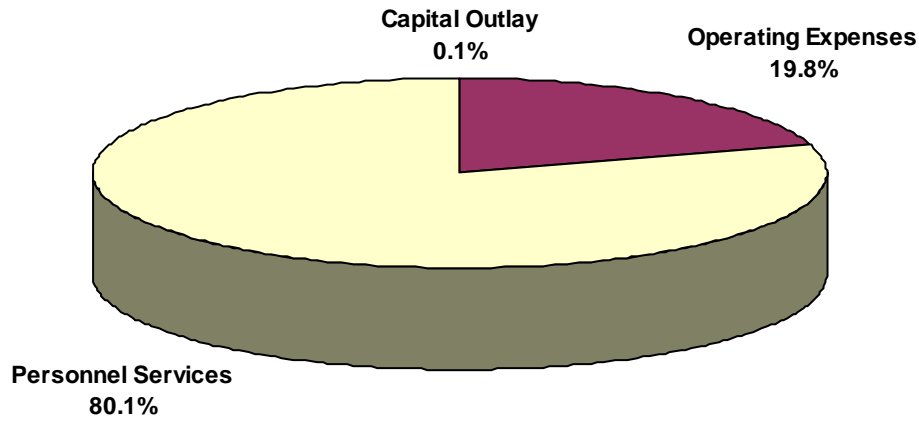
Indicator	2008-09		2009-10		2010-11	2011-12
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Invoices paid	43,646	32,000	44,906	30,000	30,000	38,000
Charter schools' special purpose financial statements	2	2	4	2	4	2
Monthly financial statements	12	1	12	1	12	12
Comprehensive Annual Financial Report	1	1	1	1	1	1
Annual Budget	1	1	1	1	1	1
<b>Effectiveness</b>						
Number of audit adjustments by auditors	0	0	0	0	0	0
Number of 10-hour working days to complete the Comprehensive Annual Financial Report	58	64*	69	64*	64*	64
Average number of 10-hour working days after the month end to distribute the monthly financial statements (excluding October and September)	3.8	4*	4	4*	4*	4
Average number of 10-hour working days to close year end	23	20*	24	20*	20*	20
Average number of 10-hour working days after the receipt of the statement to complete bank reconciliations	8*	8*	4	8*	8*	8
% accuracy in forecasting approximately 25% of general fund revenues	99%	98%	100%	95%	100%	100%
Number of annual consecutive awards for Certificate of Achievement for Excellence in Financial Reporting from GFOA.	25	25	26	26	27	28
Number of annual consecutive Distinguished Budget Presentation Awards from GFOA	12	12	13	13	14	15
<b>Efficiency</b>						
Manual response time on lien searches and inquiries in 10-hour working days	1 day	2 days	1 day	1 day	1 day	1 day

# FINANCE

## Organizational Chart



### Finance - Budget Summary



Expenditure Category	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Personnel Services				
Salary	1,538,387	1,468,505	1,474,106	1,368,201
Benefits	746,236	652,519	806,798	869,400
Personnel Services Subtotal	2,284,622	2,121,024	2,280,904	2,237,601
Operating Expenses				
Accounting and Auditing	56,530	56,450	41,278	42,519
Other Contractual Services	-	66,988	355,452	406,200
Travel Per Diem	1,232	516	1,000	1,900
Communication and Freight Services	889	814	900	900
Repair and Maintenance Services	103,525	103,046	90,499	86,170
Office Supplies	8,605	5,460	5,783	10,000
Operating Supplies	10,019	1,099	2,542	3,125
Publications and Memberships	2,501	2,447	2,595	2,670
Operating Expenses Subtotal	183,302	236,821	500,049	553,484
Capital Outlay				
Machinery and Equipment	-	-	5,000	2,600
Intangible Assets	-	27,259	-	-
Capital Outlay Subtotal	-	27,259	5,000	2,600
<b>Total</b>	<b>2,467,924</b>	<b>2,385,104</b>	<b>2,785,953</b>	<b>2,793,685</b>

### Finance - Personnel Summary

Position Title		2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
12086	Finance Director	1	1	1	1
12428	Payables Supervisor	1	1	1	1
12431	Payroll Coordinator	-	-	2	2
12432	Property Control Specialist	1	-	-	-
12433	Payroll Supervisor	-	-	1	1
12434	Assistant Payroll Supervisor	-	-	1	-
12513	Account Clerk III	2	2	1	1
12515	Accounting Clerk II	2	2	2	2
12517	Assistant Finance Director	1	1	1	1
12523	Accountant	3	2	3	3
12525	Administrative Assistant I	2	1	1	1
12552	Budget Analyst	2	1	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	-	-	-
13170	P/T Accounts Payable Specialist	1	1	-	-
13401	P/T Acct Clerk II	1	-	-	-
Total	Full-time	21	16	20	19
	Part-time	2	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

Bright Beginnings is entering our 4th successful Voluntary Pre-Kindergarten Program (VPK). During 2010-11 our VPK Readiness Rate Score was a "big" 188 out of 200. We were honored with such a great score.

Our staff continue to update their education credentials, attending VPK conferences, obtaining CPR/FIRST AID/AED training and keeping up with their renewals regarding their CDA certification. Bright Beginnings is entering our 22nd year of being a childcare center that puts the "caring" first in childcare.

East Campus –  
Complete our fifth year of Florida's Voluntary Prekindergarten (VPK) program. Continue to improve/maintain Readiness rate.  
Continue to increase/maintain 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.

West Campus Pre-School  
This year the West Pre-School started out the year with 12 operating classrooms.



## Early Development Centers

Completed our first year of the VPK program with the opening of 6 classrooms.  
The 1-yr. old classroom was a success with a waiting list of 20 children.

Central Campus -

Complete the fifth year of Florida's Voluntary Pre-kindergarten (VPK) program, the state-funded program that 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 for our center a class size of twenty children to two Florida Child Care Professional Credentialed teachers.

Obtain Southern Association of Colleges and Schools accreditation (SACS). Our commitment to accreditation assures parents and the community that our school is focused on providing a safe and enriching educational environment, maintaining an efficient and effective program, and ensuring the highest overall quality and accountability in early childhood education based on the latest early childhood education research and developmentally appropriate practices.

### 2010-11 Accomplishments

Bright Beginnings continued enrollment with a minimal wait.

Our staff has Educational Credentials; i.e. CDA's, Associates Degrees, Bachelor and/or Master Degrees. All staff have DCF in-service training.

We offered many annual educational events: Taste of Black History Month, made homemade Valentines Day cards for our Seniors at the Pembroke Pines Southwest Focal Point Center; we encouraged the importance of early literacy recognizing Dr. Seuss's birthday; March was everything green for St. Patrick's Day; we created our gardens of love; the students cooked homemade tacos for Cinco De Mayo; 4th of July brought our Bike and Wagon Rally and BBQ fun; Mothers Day Tea and Fathers Day Ice Cream Social were both still a huge success; our Halloween Parade around WCY was still a popular event, Thanksgiving Feast was not only enjoyed by our students but our families as well; we recognized many holidays during the winter months such as Kwanzaa, Hanukkah and even had a visit from Jolly Old St. Nick, himself; we even celebrated the Chinese New Year flying our homemade kites and hanging our homemade lanterns.

Our summer camp program was a huge success. We continued to offer a wonderful array of summertime fun-filled events.

~ East Campus ~

Completed the fourth year of Florida's Voluntary Prekindergarten (VPK) Program. Scored a VPK Provider Kindergarten Readiness Rate of 193 out of a possible 200.

Preschool classes 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.

Our Scholastic Book fair raised over \$800 in "Scholastic" dollars, supplying dozens of books to our classroom libraries.

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

~ West Campus ~

The West Campus Pre-School started out the year opening three new classrooms, bringing the total from 9 to 12 operating classrooms. It started the year with 6 VPK classrooms for the first time at this campus. The new one-year-old classroom was a success by being filled to capacity and having a waiting list of 20 children.

~ Central Campus ~

Scored A Voluntary Pre-kindergarten (VPK) Readiness Rate of 185 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.

Obtained Advanc-ed SACS CASI Accreditation. This accreditation is only given to schools that offer the highest quality of care and education to young children.

Preschool classes participated in water survival skills training classes conducted by Swim Central, Stranger Danger classes taught by the City of Pembroke Pines



## Early Development Centers

Police Department, and Fire Prevention classes taught by the City's Fire Department.

Two additional teaching staff completed their bachelor's degrees in early childhood education. Two teaching staff obtained their Florida Child Care Professional Credentials. All staff (teaching and administration) completed professional development courses in early childhood CPR, First Aid, and the Creative Curriculum and the Creative Curriculum Child Assessments.

Four Charter High School students interested in early childhood education, and looking to fulfill community service hours for graduation, participated in our early childhood development volunteer program.

6 - 48 FY2012 Adopted **Early Development Centers Performance Measures**

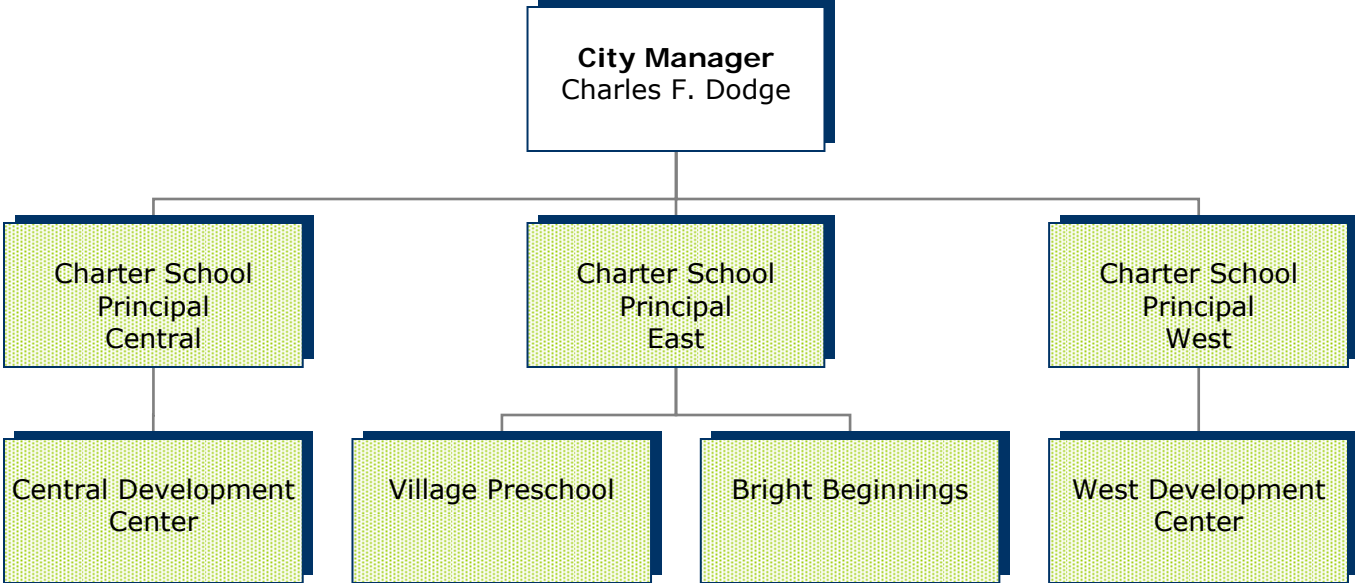
Indicator	2008-09		2009-10		2010-11	2011-12
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Number of students	593	671	621*	610	660 ^	675
<b>Effectiveness</b>						
Met state mandated student to teacher ratio of 21 to 1	Yes	Yes	Yes	Yes	Yes	Yes

\* 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

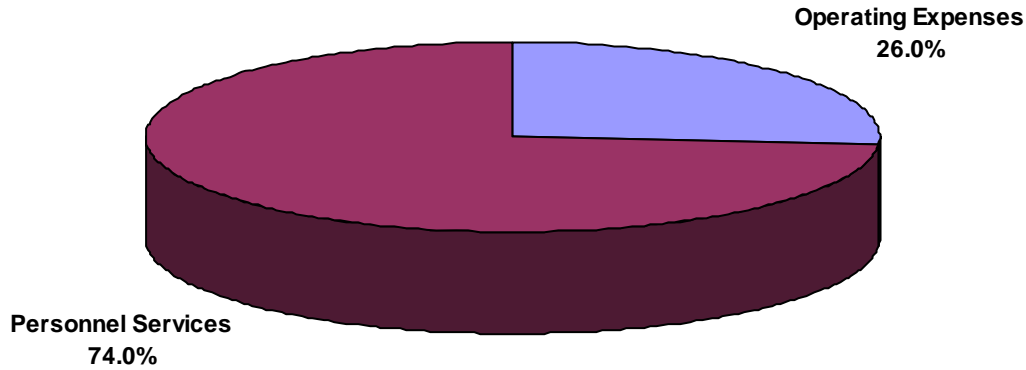
# EARLY DEVELOPMENT CENTERS

## Organizational Chart



■ Shading indicates direct public service provider

## Early Development Centers - Budget Summary



Expenditure Category	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Personnel Services				
Salary	2,183,014	2,230,978	2,505,869	2,569,603
Benefits	617,975	690,237	986,891	1,038,477
<b>Personnel Services Subtotal</b>	<b>2,800,989</b>	<b>2,921,215</b>	<b>3,492,760</b>	<b>3,608,080</b>
Operating Expenses				
Other Contractual Services	82,589	74,785	163,295	178,824
Travel Per Diem	500	-	4,000	1,500
Communication and Freight Services	6,264	6,308	8,334	8,334
Utility Services	86,208	79,614	96,830	91,925
Rentals and Leases	342,100	409,161	413,157	412,956
Repair and Maintenance Services	68,551	64,927	70,025	69,050
Other Current Charges and Obligation	72,910	73,124	100,810	88,500
Office Supplies	7,899	8,781	10,500	12,500
Operating Supplies	306,024	325,496	387,343	406,020
<b>Operating Expenses Subtotal</b>	<b>973,045</b>	<b>1,042,196</b>	<b>1,254,294</b>	<b>1,269,609</b>
Capital Outlay				
Buildings	21,065	-	-	-
Improvements Other Than Buildings	-	-	46,295	-
Machinery and Equipment	15,316	41,075	40,333	-
<b>Capital Outlay Subtotal</b>	<b>36,381</b>	<b>41,075</b>	<b>86,628</b>	<b>-</b>
<b>Total</b>	<b>3,810,416</b>	<b>4,004,485</b>	<b>4,833,682</b>	<b>4,877,689</b>

### Early Development Centers - Personnel Summary

Position Title		2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
12120	Sch Accounting Clerk II	4	4	4	4
12143	EDC Teacher	34	37	35	35
12780	Teacher Aide	20	18	18	18
12781	Site Supervisor	4	4	4	4
12972	EDC Clerical Spec I	4	4	4	4
13551	P/T Teacher Aide	82	92	91	91
13680	P/T Clerk Spec I	3	3	3	3
13738	P/T Custodian	1	1	1	1
Total	Full-time	66	67	65	65
	Part-time	86	96	95	95



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

## 2010-11 Accomplishments

Walter C. Young Resource Center is one of the area's prominent educational facilities. Approximately 1,496 students attended WCY Middle School during the school year.

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

WCY Dinner Theater is a multi-functional facility that was utilized daily during the school year to provide breakfast and lunch to 1,496 middle school students.

Many forms of entertainment, such as, meetings, reception, parties, comedies, musical concerts and fashion shows were held at the theater.

Conducted six Teen Dances at the Walter C. Young resource center.

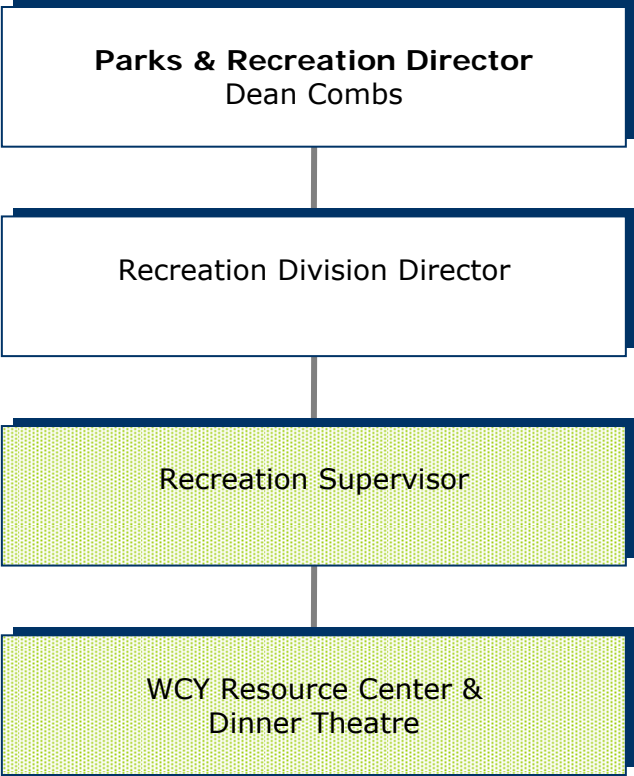
## Walter C. Young Resource Center Performance Measures

Indicator	2008-09		2009-10		2010-11	2011-12
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Number of days the center is in use	343	358	347	340	344	347
Number of days the theatre is in use	300*	355	278	355	352	290
Number of civic, charitable, and religious organizations which use the center	40	35	41	40	40	41
<b>Effectiveness</b>						
% of organizations not accommodated	0%	0%	0%	0%	0%	0%
Actual as a % of budgeted revenue - dinner theatre	84%	100%	68%	100%	100%	100%
Actual as a % of budgeted revenue - resource center	83%	100%	78%	100%	100%	100%

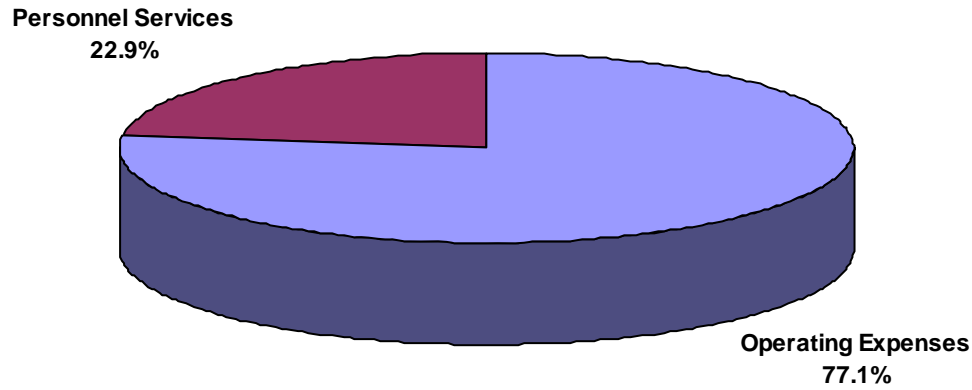
\* The actual number of theatre-days for 2008-09 was revised June 8, 2011.

# WALTER C. YOUNG RESOURCE CENTER

## Organizational Chart



### Walter C. Young Resource Center - Budget Summary



Expenditure Category	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Personnel Services				
Salary	21,704	14,122	21,919	12,844
Benefits	2,216	2,300	2,490	1,173
Personnel Services Subtotal	23,921	16,422	24,409	14,017
Operating Expenses				
Accounting and Auditing	1,220	1,217	1,260	923
Other Contractual Services	4,042	3,363	3,235	-
Utility Services	101,059	38,891	68,200	43,000
Repair and Maintenance Services	-	312	1,000	500
Office Supplies	213	133	300	200
Operating Supplies	869	2,244	3,100	2,640
Operating Expenses Subtotal	107,403	46,160	77,095	47,263
<b>Total</b>	<b>131,324</b>	<b>62,583</b>	<b>101,504</b>	<b>61,280</b>

Position Title	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
13680 P/T Clerk Spec I	1	1	1	1
13738 P/T Custodian	2	1	1	-
Total				
Full-time	-	-	-	-
Part-time	3	2	2	1



## Community Services

### Mission

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

### Goals

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

### Objectives

To plan and implement the following services for our members:

- 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/respice

### Major Functions and Activities

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

The complex is an approximately 53,000 square-foot facility offering eleven core social services developed to meet the needs of the community. Specific programs are designed to meet the needs of the geriatric population. The facility includes a library, 2 gyms, a billiard room, classrooms, a computer lab, a main hall, and 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 members are certified in first aid and CPR to assist in medical emergencies.

~ COUNSELING - The supportive counseling program is facilitated via mental health professionals. The program is designed to assist by means of assessment. The counselor formulates a basic strategy to help the client address issues, resolve pressing problems, reduce or eliminate stress, and develop solid coping mechanisms. Both one-on-one and group counseling are offered on location. When psychiatric evaluation or specialized counseling is warranted, a referral is initiated and alternative resources are offered in an effort to deliver appropriate case management and secure appropriate placement.

~ ADULT DAY CARE - Coordinated under the supervision of a Day Care Coordinator, this program is specifically designed to provide a protective, 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.

~ SPECIAL PROGRAMS - The Community Services Department hosts and sponsors several special programs. An on-site nutrition program is available to provide seniors with a hot meal meeting the one-third recommended daily allowance (RDA) requirements via the Broward County Meals on Wheels. Other programs include the Energy Assistance Program and programs coordinated for the visually impaired, hearing impaired, and handicapped persons. 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.

~ TRANSPORTATION - The Community bus service provides shuttle services within the City limits and transportation for residents 60 years of age and older without access to a vehicle and/or not holding a valid Florida driver's license. Transportation services are provided for medical and dental appointments, pharmacies, social service agencies, supermarkets, shopping malls, banks, post offices, center-sponsored field trips, as well as cultural and civic events. 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. For more details, please see the sections relative to the Americans with Disabilities Act (ADA)-Paratransit Program, the Community Bus Program, and the Older American Act (OAA) Grant.

## Budget Highlights

The 15th Antiques & Collectibles Shows will be held in April and October. These are very successful fundraisers with over 50 dealers and proceeds go to enhance services at the Community Services Center.

## 2010-11 Accomplishments

Since January 2011 our Gift Shop has been leased to "Paradise Cafe." This has enhanced the services we offer to our members and the community at large.

A medical office, Pines Care Medical Center, has been established at the Southwest Focal Point Senior Center since February, 2011, and is offering services to our clientele and the community.

The Southern Handcraft Society held their first three-day show, "Crafting Fantasies," at our center bringing lots of shoppers and potential clients interested in our classes and memberships.

Gym III was introduced to our members: 10 new machines consisting of treadmills, a chest & leg press, bike & arm extensions, and more. All guests must be a registered member to use our machines.

Wireless Fidelity (WiFi) has been added so the members can access the internet when they visit us. Also, two computers have been added to the Library for members to use.

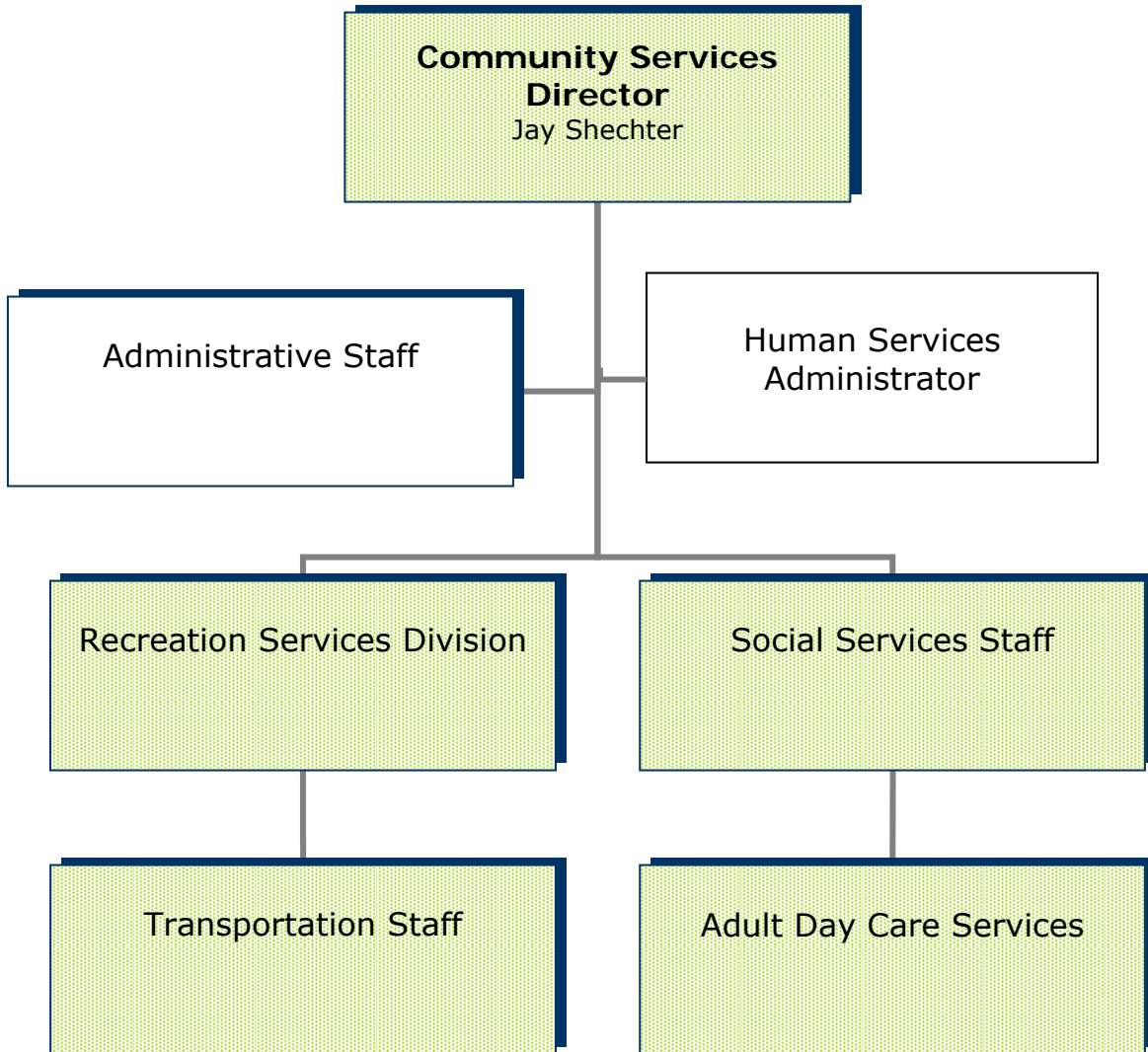
# Community Services Performance Measures General Government 6 - 59


Indicator	2008-09		2009-10		2010-11	2011-12
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Number of unduplicated clients	3,250	3,583	1,835	3,900	3,300	2,000
Units of service (Services covered by OAA Title IIIB and IIIE Grant)	101,888	229,138*	87,248	149,750	82,997	81,803
<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	1,730	1,585	1,918	1,615	1,880	2,000

\* 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.

# COMMUNITY SERVICES

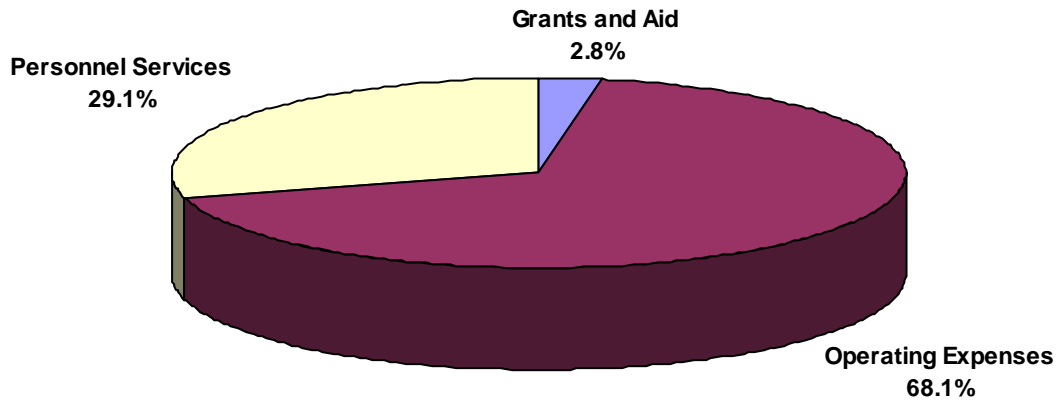
## Organizational Chart



 Shading indicates direct public service provider



## Community Services - Budget Summary



Expenditure Category	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Personnel Services				
Salary	677,222	266,971	143,298	137,098
Benefits	304,870	151,882	97,168	106,248
<b>Personnel Services Subtotal</b>	<b>982,092</b>	<b>418,853</b>	<b>240,466</b>	<b>243,346</b>
Operating Expenses				
Professional Services	-	2,021	1,979	1,000
Other Contractual Services	157,415	176,067	296,496	293,847
Travel Per Diem	-	505	310	-
Communication and Freight Services	29,202	22,357	28,775	30,000
Utility Services	133,270	112,092	136,594	141,650
Rentals and Leases	293	476	400	500
Repair and Maintenance Services	41,167	78,565	64,850	59,500
Printing and Binding	955	819	789	1,000
Promotional Activities	-	-	841	-
Office Supplies	6,248	4,863	4,225	6,000
Operating Supplies	29,890	37,296	32,262	35,600
Publications and Memberships	781	1,375	670	1,235
<b>Operating Expenses Subtotal</b>	<b>399,221</b>	<b>436,437</b>	<b>568,191</b>	<b>570,332</b>
Capital Outlay				
Machinery and Equipment	13,990	-	3,968	-
<b>Capital Outlay Subtotal</b>	<b>13,990</b>	<b>-</b>	<b>3,968</b>	<b>-</b>
Grants and Aid				
Aids to Private Organizations	11,827	21,818	28,730	23,353
<b>Grants and Aid Subtotal</b>	<b>11,827</b>	<b>21,818</b>	<b>28,730</b>	<b>23,353</b>
<b>Total</b>	<b>1,407,130</b>	<b>877,108</b>	<b>841,355</b>	<b>837,031</b>

### Community Services - Personnel Summary

Position Title		2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
12084	Community Service Director	0.5	0.5	0.5	0.5
12525	Administrative Assistant I	1	-	-	-
12543	Activities Coordinator	1	1	1	1
12559	Recreation Supervisor II	1	-	-	-
12685	Clerical Aide	1	1	1	1
Total	Full-time	4.5	2.5	2.5	2.5
	Part-time	-	-	-	-



## 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.

Maintain playground for children.

#### PINES POINT:

Lease vacant office space to a podiatrist and general practitioner. 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.

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. 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 senior residents to lead an independent lifestyle and provide a secure and family friendly community for all residents.

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

### Budget Highlights

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



## Housing Division

### 2010-11 Accomplishments

Distributed 6,800 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 three 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.

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

#### PINES PLACE:

Implemented the "Promoting Health through Physical Activity" program through a partnership with Nova southeastern University. Seniors volunteered to assist the Nova researchers in developing a physical activity program for Pines Place residents. The goals are to lose weight, lower their cholesterol, glucose and blood pressure and increase regular participation in active leisure and fitness activities. Classes are offered three days a week. Through this program seniors enjoy the camaraderie of their neighbors and form relationships while engaging in health promoting activities.

Coordinated speaking engagement on "Medical Wisdom" with Betty Rose from Broward County Elderly and Veterans Services Division informing residents of using and misusing certain medications. Humana discussed and answered questions from residents regarding Medicare. Discount Pharmacy donated a gift basket for a raffle and also handed out goodie bags.

Coordinated presentation for in-home care services with Med-Tech Services. They offered residents free foot screenings for diabetic peripheral neuropathy.

Coordinated a Halloween party for the residents and their families. Approximately 45 residents enjoyed

refreshments, raffles, and prizes for best Halloween costume.

Entered into a new contract with Guarantee Floridian providing pest control services for an annual cost savings of 26%.

#### PINES POINT:

Replaced over 80 appliances and 50 water heaters to reduce energy costs.

Replaced 34 air conditioning units to reduce energy costs.

Installed a new canopy by the north entrance of the 601 building.

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 \$8,040 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 \$5,880 in revenue annually.

Sponsored our third annual Fourth 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.

Coordinated a Holiday Party for the residents. Approximately 60 residents enjoyed finger foods, desserts and dancing.

Sponsored a monthly dinner/dance at the Senior Center for all residents and family members.

Established a new answering service for faster response to emergencies.

Organized monthly meetings with the tenants to encourage participation in the preparation of weekly activities and hear their concerns and observations to improve Pines Point as a Senior Residential Complex.

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

Entered into a new contract with Guarantee Floridian providing pest control services for an annual cost savings of 15%.

# Housing Division Performance Measures

Indicator	2008-09		2009-10		2010-11	2011-12
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Number of units occupied at Pines Point	175	190	172	180^	180	180
Number of units occupied at Pines Place:						
Tower I (opened April 2005)	175	200	194	197^	198	198
Tower II (opened July 2005)	166	175	166	176^	177	177
Tower III (opened January 2008)	170	208	203	209^	209	209
<b>Effectiveness</b>						
Average occupancy rate at Pines Point	93%	100%	91%	95%^	95%	95%
Average occupancy rate at Pines Place	84%	95%	91%	95%^	95%	95%
Rental rate below market	Yes	Yes	Yes	Yes	Yes	Yes

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

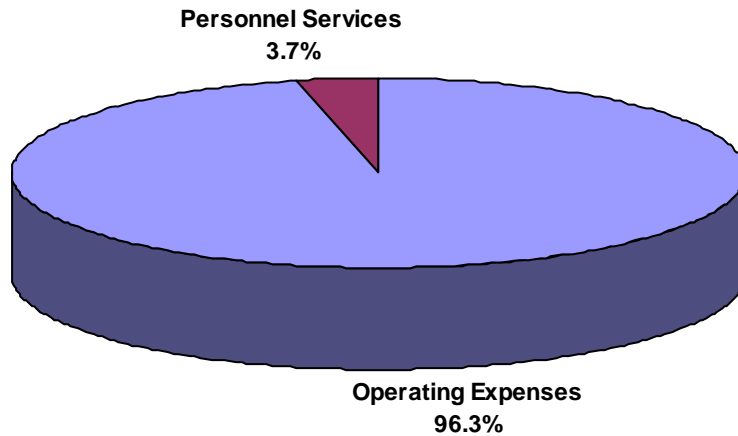
# HOUSING DIVISION

## Organizational Chart



 Color indicates direct public service provider

## Housing Division - Budget Summary



Expenditure Category	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Personnel Services				
Salary	283,885	204,016	212,658	173,592
Benefits	158,080	97,079	107,063	100,088
<b>Personnel Services Subtotal</b>	<b>441,966</b>	<b>301,095</b>	<b>319,721</b>	<b>273,680</b>
Operating Expenses				
Professional Services	9,155	22,438	15,000	15,000
Other Contractual Services	562,145	599,139	679,252	697,112
Communication and Freight Services	90,174	93,614	100,426	102,001
Utility Services	470,393	435,567	569,454	571,447
Rentals and Leases	3,528,455	4,839,233	4,990,054	5,009,593
Insurance	128,792	154,459	162,815	151,297
Repair and Maintenance Services	176,182	205,678	236,344	250,780
Promotional Activities	8,407	7,309	12,300	12,300
Other Current Charges and Obligation	737,811	372,971	382,566	289,868
Office Supplies	4,427	4,002	7,120	7,635
Operating Supplies	83,986	105,138	113,436	110,871
Publications and Memberships	115	-	115	115
<b>Operating Expenses Subtotal</b>	<b>5,800,042</b>	<b>6,839,547</b>	<b>7,268,882</b>	<b>7,218,019</b>
Capital Outlay				
Machinery and Equipment	-	-	1,350	-
<b>Capital Outlay Subtotal</b>	<b>-</b>	<b>-</b>	<b>1,350</b>	<b>-</b>
<b>Total</b>	<b>6,242,007</b>	<b>7,140,641</b>	<b>7,589,953</b>	<b>7,491,699</b>

Position Title	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
12084 Community Service Director	0.5	0.5	0.5	0.5
12525 Administrative Assistant I	2	2	2	2
12884 Executive Assist	1	-	-	-
Total				
Full-time	3.5	2.5	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.

### 2010-11 Accomplishments

Continued to bring Red Light Enforcement cases before the Special Magistrate.

Distributed 125 gallons of paint to Pembroke Pines residents in an effort to assist them in painting their homes.

Attended eleven Homeowners association meetings in an effort to maintain good communication between the Code Division and the residents.

Continue to utilize laptop computers in the code officers vehicles to enable the officers to access data concerning property ownership instantly.



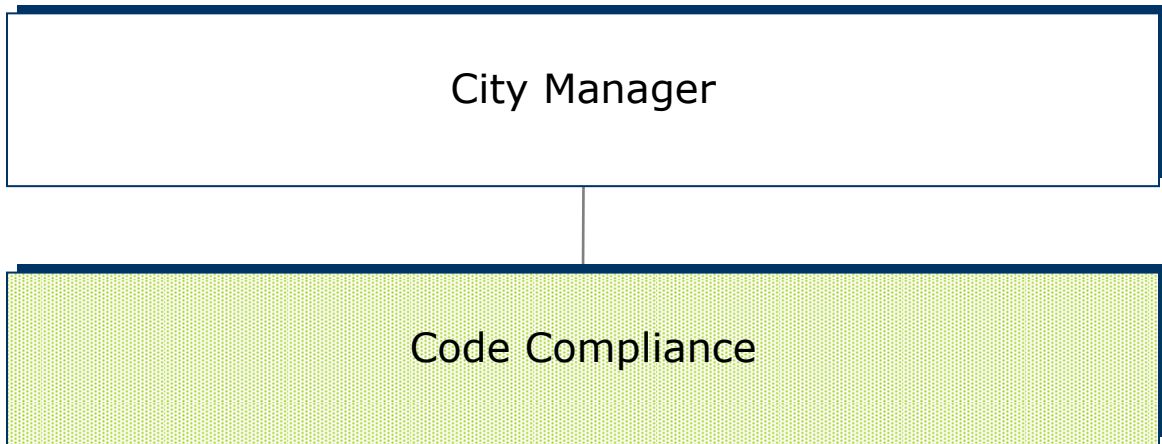
# Code Compliance Performance Measures


Indicator	2008-09		2009-10		2010-11	2011-12
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Number of citations issued	158	50	127	100	125	125
Number of violations issued ^	18,731	16,500	14,953	18,500	19,000	19,000
<b>Effectiveness</b>						
% of cases closed prior to Code Board and/or Special Master hearing	92%	95%	92%	95%	95%	95%

^ Goals are based on the norm, whereas the actual reflect unanticipated events such as hurricanes and water restrictions.

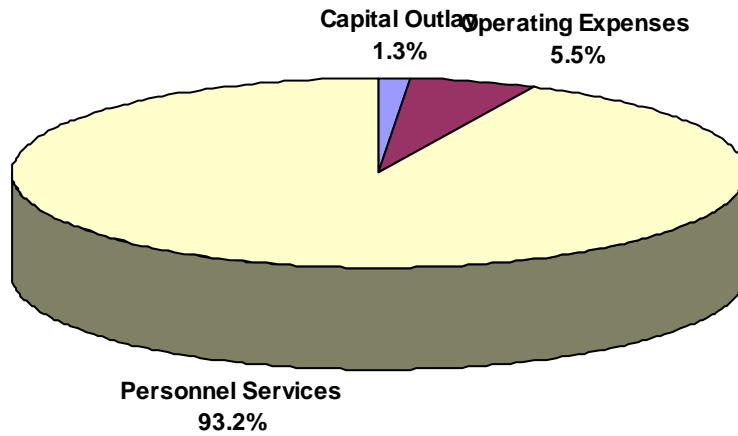
## CODE COMPLIANCE DIVISION

### Organizational Chart



 Shading indicates direct public service provider

### Code Compliance - Budget Summary



Expenditure Category	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Personnel Services				
Salary	589,322	590,451	583,695	577,359
Benefits	336,752	368,313	403,076	467,127
Personnel Services Subtotal	926,073	958,764	986,771	1,044,486
Operating Expenses				
Professional Services	3,855	3,822	4,850	6,850
Other Contractual Services	1,563	1,601	3,101	3,700
Communication and Freight Services	1,482	4,275	5,360	8,060
Rentals and Leases	42	-	-	-
Repair and Maintenance Services	8,636	9,595	11,900	12,400
Printing and Binding	935	-	1,100	1,400
Other Current Charges and Obligation	6,740	4,624	6,000	7,000
Office Supplies	2,510	1,255	2,375	3,000
Operating Supplies	13,742	18,586	17,250	18,800
Publications and Memberships	315	243	150	240
Operating Expenses Subtotal	39,820	44,001	52,086	61,450
Capital Outlay				
Machinery and Equipment	4,558	-	18,000	15,000
Capital Outlay Subtotal	4,558	-	18,000	15,000
<b>Total</b>	<b>970,451</b>	<b>1,002,765</b>	<b>1,056,857</b>	<b>1,120,936</b>

Position Title	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 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	1
12684 Clerical Spec II	2	2	2	2
12715 Code Compliance Officer	7	6	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 prepare reports pertaining to allegations of misconduct on the part of

members of the Department; maintain comprehensive records of the investigations.

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

Prepare and manage the departmental budget.

Work to provide safe school campuses.

Maintain and improve the Gang Resistance And Drug Education (GRADE) program where kids can learn about drug abuse, setting goals for themselves, resisting peer pressure, learning how to resolve conflicts, and understanding how gangs impact their lives.

#### 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.

#### B) INVESTIGATIONS DIVISION:

The Investigations Division is composed of separate units as follows:

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

~ 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



## Police

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, 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.

### C) 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



## Police

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 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

The City will revamp its School Resource Officer (SRO) Program in order to bring costs more in line with revenues. The City will hire retired Police Officers to work in the public schools operated by the Broward County School Board, the City of Pembroke Pines and the Somerset Academy instead of assigning current active City Police Officers to this duty. As a result six Police Officer slots will be deleted with another six scheduled to be deleted during fiscal year 2011-12 as employees retire. These 12 positions will be converted to School Resource Officer slots.

Purchase a Talon robot for utilization by our Special Response Team (SRT). The robot will be purchased utilizing Law Enforcement Trust Funds. The Talon robot is a multi-mission robot specifically equipped for scenarios frequently encountered by police special response teams. It is configured with the following equipment:

- Loudspeaker and audio receiver for one- or two-way communications
- Night vision and thermal cameras
- Breaching capabilities
- Sensor emplacement
- Choice of weapons for lethal or less lethal responses

Purchase a biometric clock to enhance accountability as it relates to court attendances. This proven technology has been utilized in time clocks for more than a decade to deliver accurate, reliable, and auditable real time data, the foundation of effective labor management.

## 2010-11 Accomplishments

Added two more Detectives and a Sergeant to our Crime Suppression Team (CST). This made CST a full-time unit and increased its effectiveness by impacting specific problems throughout the community. Their directed patrol focused on issues that require a proactive police presence. This allowed



## Police

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.

Purchased five unmarked vehicles to be used by our highly proactive Crime Suppression Team. These vehicles were purchased from our FDLE Confiscated Fund. This fund consists of proceeds from the sale of items 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.

Jointly purchased a Lenco 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 Weapon and Tactics (SWAT) teams for the rescue of citizens and personnel as well as the delivery of emergency action teams in dangerous situations. Due to our close proximity with the City of Miramar, the partnership will allow both cities to benefit from the purchase of this vehicle while reducing the overall costs for each police agency. This vehicle was purchased using funds awarded from the Urban Area Security Initiative (UASI) 2009 Federal Grant.

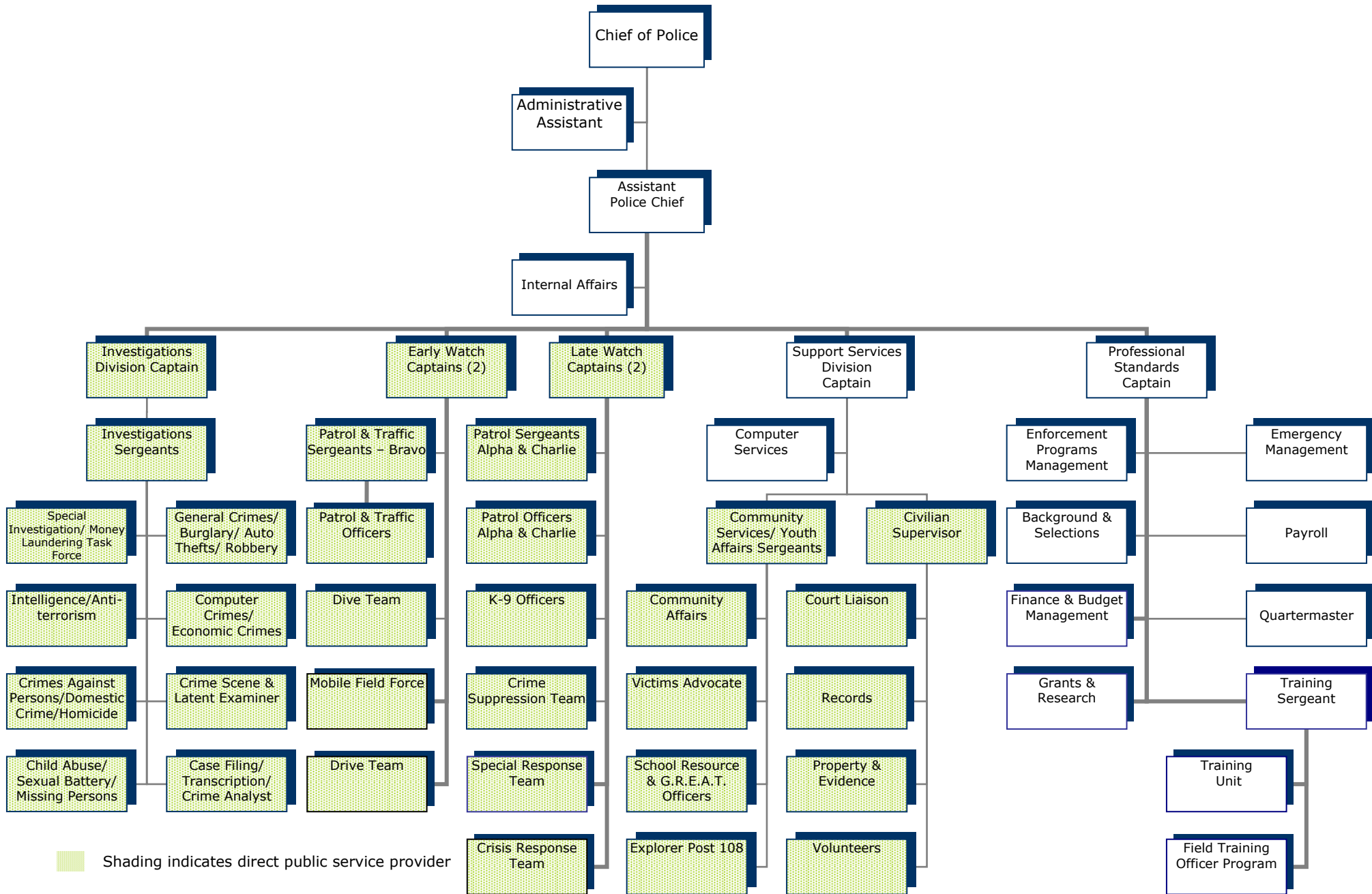


## Police Performance Measures

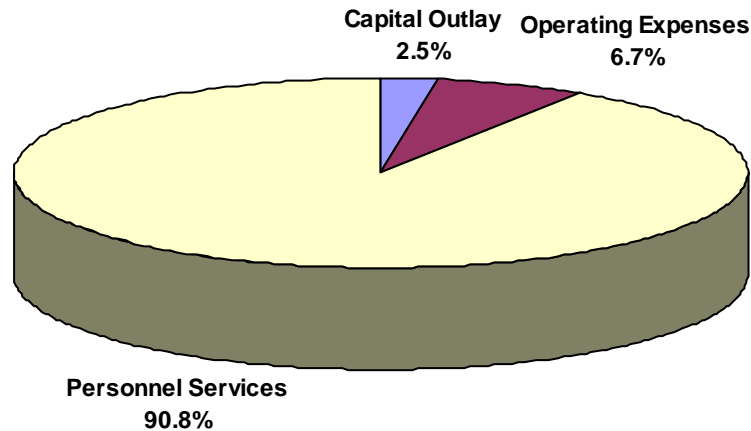
Indicator	2008-09		2009-10		2010-11	2011-12
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Total calls for police service	100,904	107,000	96,831	107,000	107,000	170,000
Number of arrests	4,007	3,500	3,715	4,000	4,000	4,000
Traffic accidents	5,129	5,000	5,023	5,000	5,000	5,000
Traffic/parking citations	53,798	45,000	45,201	60,000	60,000	55,000
Number of patrol zones patrolled 24 hrs/day	36	15	36	36	36	36
Calls for service per 1,000 resident population	647	700	626	700	700	700
<b>Effectiveness</b>						
% of felony cases filed at the office of the State Attorney within 21 calendar days	89%	80%	98%	80%	80%	98%
Clearance rate Part I offenses ^	20%	26%	24%	26%	26%	26%
Felony arrests per calls for service	1%	3%	1%	3%	3%	3%
% of arrests at sobriety check points	1.5%	2.0%	1.7%	2.0%	2.0%	2.0%
Traffic accidents per citation issued	10%	10%	12%	10%	10%	10%
Crime index for the following types of offenses during calendar year:						
Murder	4	0	4	0	0	0
Forcible rape	10	15	12	15	10	15
Robbery	101	100	92	100	100	100
Aggravated assault	184	150	168	200	200	200
Burglary	1,091	600	1,102	750	800	800
Larceny	3,954	3,000	3,619	4,000	4,000	4,000
Motor vehicle theft	341	300	305	350	350	350
Crime index	5,685	4,165	5,302	5,000	5,000	5,000
Crime rate (per 100,000)	3,740	3,000	3,521	3,500	3,500	3,500
<b>Efficiency</b>						
Expenditures per resident population	\$323	\$321	\$331	\$368	\$322	\$327

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

Organizational Chart



## Police - Budget Summary



Expenditure Category	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Personnel Services				
Salary	22,922,503	22,347,860	21,108,091	21,710,018
Benefits	20,984,644	24,648,543	22,105,536	23,638,292
<b>Personnel Services Subtotal</b>	<b>43,907,147</b>	<b>46,996,403</b>	<b>43,213,627</b>	<b>45,348,310</b>
Operating Expenses				
Professional Services	81,304	75,799	71,712	65,141
Other Contractual Services	546,901	575,156	658,052	619,660
Travel Per Diem	20,722	22,648	44,780	30,679
Communication and Freight Services	301,478	200,674	260,150	257,056
Utility Services	128,071	112,188	135,000	122,500
Rentals and Leases	54,413	51,592	71,735	70,483
Repair and Maintenance Services	952,390	785,742	812,469	851,751
Printing and Binding	5,158	5,995	18,500	18,375
Other Current Charges and Obligation	18,510	15,692	60,711	55,074
Office Supplies	44,720	38,674	45,843	47,040
Operating Supplies	849,773	970,500	1,178,147	1,222,070
Publications and Memberships	6,615	6,529	7,658	7,734
<b>Operating Expenses Subtotal</b>	<b>3,010,054</b>	<b>2,861,190</b>	<b>3,364,757</b>	<b>3,367,563</b>
Capital Outlay				
Buildings	101,050	-	-	-
Improvements Other Than Buildings	3,270	-	-	-
Machinery and Equipment	733,403	87,920	1,891,644	1,235,870
<b>Capital Outlay Subtotal</b>	<b>837,724</b>	<b>87,920</b>	<b>1,891,644</b>	<b>1,235,870</b>
<b>Total</b>	<b>47,754,925</b>	<b>49,945,513</b>	<b>48,470,028</b>	<b>49,951,743</b>

### Police - Personnel Summary

Position Title		2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
12045	Police Chief	1	1	1	1
12046	Deputy Police Chief	2	2	-	-
12093	Police Service Aid	14	14	14	14
12115	Police Captain	5	5	7	7
12204	Communication Specialist Supervisor	3	2	-	-
12205	Communication Specialist	6	5	-	-
12425	Police Officer	201	191	191	185
12426	School Resource Officer	-	-	-	6
12455	Grants/Research Coordinator	1	1	1	1
12456	Logistics Coordinator II	1	1	1	1
12458	Enforcement Programs Manager	1	1	1	1
12459	Logistics Coordinator I	1	1	1	1
12467	Property Evidence Technician	1	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	6	6	5	5
12633	Crime Scene Investigator	-	-	1	1
12651	Programmer Analyst II	1	1	-	-
12652	Programmer/Analyst I	1	1	2	2
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
Total	Full-time	306	294	287	287
	Part-time	-	-	-	-



## 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.



## Fire Control - Ambulance Rescue

### COMMUNICATIONS DIVISION:

Provide high quality service to the citizens, Fire and 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 when encountered.

The Fire Department provides Advanced Life Support from each of our first response apparatuses operating



## Fire Control - Ambulance Rescue

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 Paramedics individually receive over 20 hours of medical continuing education each year which satisfies and exceeds State of Florida requirements. All members of the Department are recertified in the American Heart Association BLS or ACLS.

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

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

The City has entered into an interlocal agreement with the Town of Southwest Ranches to provide emergency medical, fire protection, and fire prevention services effective 10-1-11. This collaboration will provide savings to both entities by utilizing excess capacity at the City's Fire Station 101 and by creating greater efficiencies through economies of scale. The 2011-12 fire and rescue operations of the "Southwest Ranches Project" show a budgeted surplus of \$0.1 million. In addition, there is a 3.04% or \$7.38 reduction in the residential fire assessment rate compared to the preliminary rate. The contract is for an initial term of five years and provides for 3.0% annual increases.

The Fire Department capital budget has increased by \$121,000, from \$79,000 to \$200,000, and provides funding for the following:



## Fire Control - Ambulance Rescue

A communications alerting system upgrade to improve reliability and reduce maintenance costs.

Replacement of 25 laptops to be used in rescue report writing and computer-aided dispatch.

### 2010-11 Accomplishments

The Fire Department received a commercial grade, purpose built Aircraft Rescue Fire Fighting truck (ARFF) from Broward County. This upgrade in fire/crash protection will support growing activity at North Perry Field.

Recertified police, charter school and parks/recreation staff in CPR/AED.

Awarded a FEMA Grant worth over \$442,000 for cardiac defibrillator/monitors, fire station improvements and physical fitness evaluation/conditioning equipment.

Recertified department Paramedics in Advanced Cardiac Life Support and CPR.

Renewed all fire department EMT's and Paramedics with State of Florida licensure.

Hired 14 Firefighters to fill slots for the new Southwest Ranches coverage area.

Initiated contract service to the Town of Southwest Ranches.

Assisted the Police Department with two Community Emergency Response Team (CERT) classes.

The Training and Operations Divisions completed the development and delivery of our new Captain and Battalion Chief "Officer Development Program" (ODP). Thirty-four candidates completed the "ODP2" course (Captain) and 19 candidates completed the "ODP3" course (Battalion Chief) to satisfy their eligibility criteria for the upcoming promotional process.

Delivered two 40-hour Incident Safety Officer Courses for 41 fire department personnel.



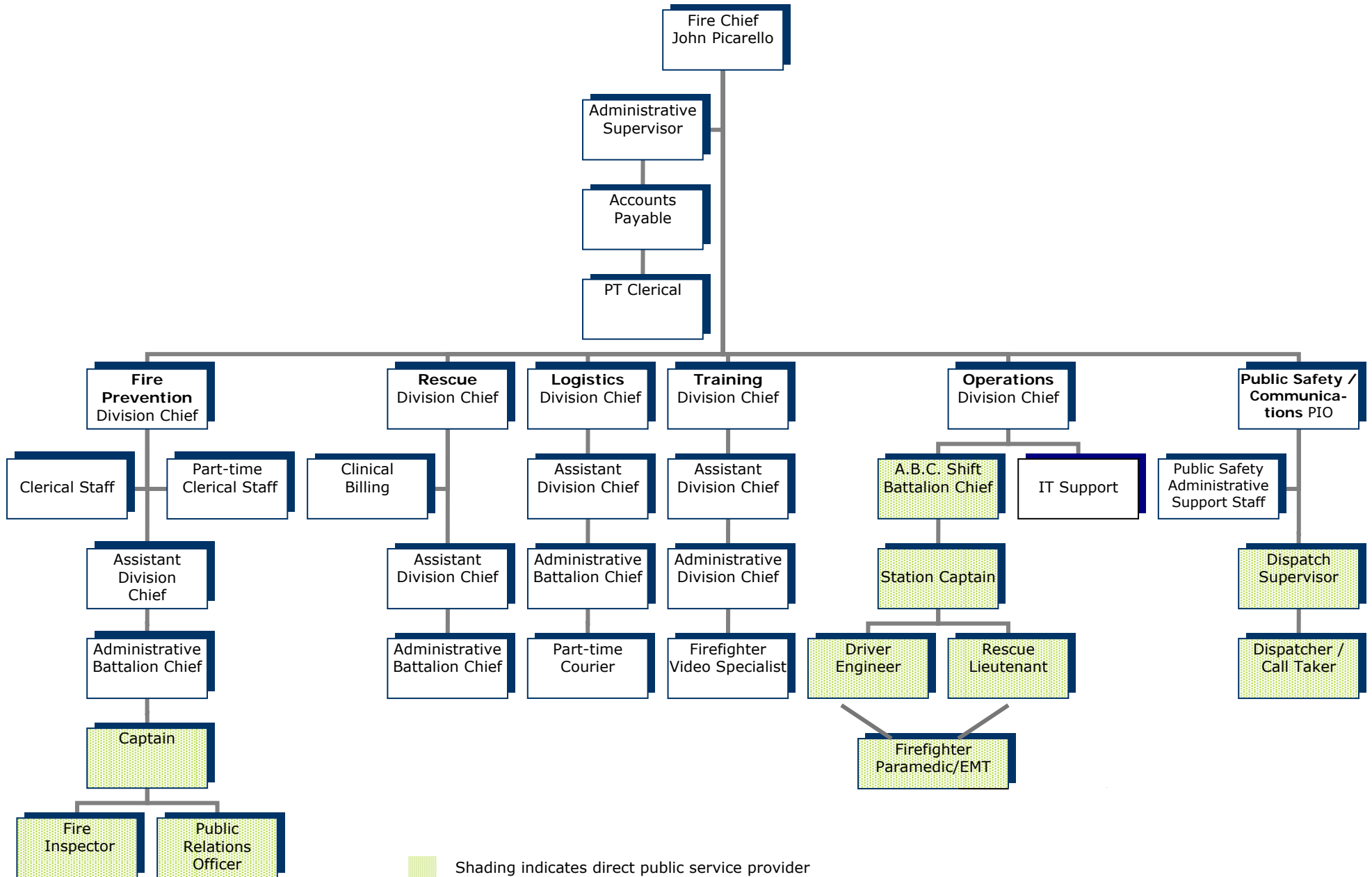
## Fire Control - Ambulance Rescue Performance Measures

Indicator	2008-09		2009-10		2010-11	2011-12
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Medical transports	10,738	*	10,367	*	*	11,500
Number of public CPR education participants	577	*	978	510	550	600
<b>Effectiveness</b>						
Number of public participants in safety education (non-CPR) classes	25,321	31,000	16,752	31,000	25,000	16,000
<b>Efficiency</b>						
Average unit response time from en route to arrival (in minutes)	3.4	4.0	3.4	<4.0	<4.0	<3.5
% of dispatch processing time less than 1 minute	97%	99%	98%	95%	>95%	>97%
% of unit response time less than 6 minutes	91%	90%	92%	90%	>90%	>92%
Average response time from receipt of 911 calls to dispatch of units to emergencies in seconds	28	*	25	30	<30	<27

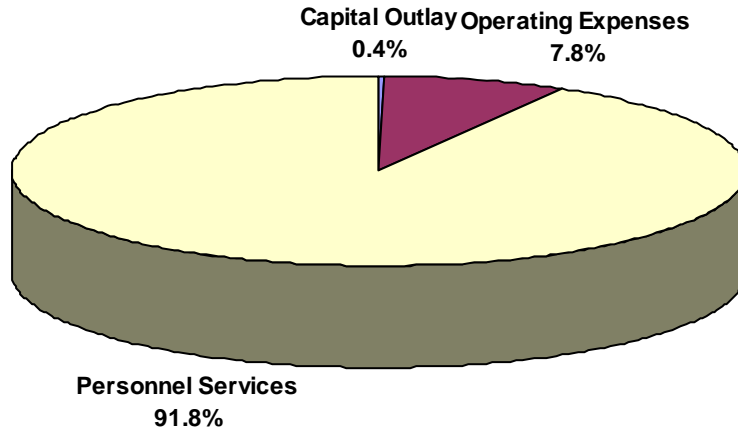
\* New measure - goal unavailable.

# FIRE CONTROL – AMBULANCE RESCUE

## Organizational Chart



## Fire Control - Ambulance Rescue - Budget Summary



Expenditure Category	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Personnel Services				
Salary	23,500,700	20,901,615	20,882,330	21,884,291
Benefits	20,954,494	21,961,654	22,754,733	22,370,776
<b>Personnel Services Subtotal</b>	<b>44,455,194</b>	<b>42,863,269</b>	<b>43,637,063</b>	<b>44,255,067</b>
Operating Expenses				
Professional Services	181,582	168,623	233,932	169,336
Other Contractual Services	146,476	117,373	185,603	193,289
Travel Per Diem	-1,627	775	51,900	1,100
Communication and Freight Services	168,575	162,135	154,601	164,441
Utility Services	220,453	180,517	210,268	192,900
Rentals and Leases	841,198	739,430	692,741	833,112
Repair and Maintenance Services	608,857	669,982	703,631	777,862
Printing and Binding	4,944	3,191	6,955	5,955
Promotional Activities	4,026	4,140	6,500	9,000
Other Current Charges and Obligation	569,646	527,077	594,194	782,012
Office Supplies	24,633	18,863	22,869	23,169
Operating Supplies	529,852	483,631	605,215	621,331
Publications and Memberships	972	823	1,120	1,400
<b>Operating Expenses Subtotal</b>	<b>3,299,586</b>	<b>3,076,558</b>	<b>3,469,529</b>	<b>3,774,907</b>
Capital Outlay				
Buildings	125,956	-	14,630	-
Improvements Other Than Buildings	-	5,422	-	-
Machinery and Equipment	937,346	508,135	85,280	200,000
<b>Capital Outlay Subtotal</b>	<b>1,063,303</b>	<b>513,557</b>	<b>99,910</b>	<b>200,000</b>
<b>Total</b>	<b>48,818,084</b>	<b>46,453,384</b>	<b>47,206,502</b>	<b>48,229,974</b>

### Fire Control - Ambulance Rescue - Personnel Summary

Position Title	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
12010 Insurance Clerk	1	1	1	1
12099 Battalion Chief - PM	9	9	9	9
12109 Administrative Supervisor	1	1	1	1
12172 Assistant Division Chief	4	4	4	4
12282 Micro Computer Specialist I	1	1	1	1
12526 Administrative Coordinator II	1	-	-	-
12528 Administrative Assistant II	1	1	1	1
12535 Assistant Fire Chief	1	-	-	-
12575 Rescue Lieutenant	28	28	28	28
12607 Captain - P/M	28	37	37	37
12608 Fire Captain	9	-	-	-
12651 Programmer Analyst II	1	1	1	1
12679 Clerical Spec I	1	1	1	1
12684 Clerical Spec II	3	1	1	1
12685 Clerical Aide	2	1	1	1
12694 Pub. Saf. Com. Project Chief	1	1	1	1
12788 Division Chief	5	5	5	5
12814 Dispatch Supervisor	4	4	5	5
12815 Public Safety Dispatcher	25	26	29	29
12816 Public Safety Admin Support Dispatch	1	1	1	1
12835 Driver/Engineer	13	13	13	13
12836 Driver Engineer - P/M	27	27	27	27
12912 Fire Inspector/PM	3	3	3	3
12915 Firefighter/EMT	57	30	30	27
12918 Firefighter/PM	47	63	63	66
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
13003 Fire Chief	1	1	1	1
13474 P/T Courier/Custodian	1	1	1	1
13680 P/T Clerk Spec I	1	-	-	-
13681 P/T Clerk Spec II	2	2	2	2
Total				
Full-time	280	265	269	269
Part-time	4	3	3	3



## Public Services Department

### Mission

To ensure that all municipal infrastructures are designed, constructed, operated, and maintained at the highest possible level of technical standards and fiscal accountability.

### Goals

The Department of Public Services takes health, safety, and environmental responsibilities seriously. We are mindful of these challenges and confident in our ability to succeed through the utilization of extraordinary technical and organizational fundamentals. We are dedicated to providing the most responsive and cost-effective services to the community. These services are the essential functions required to provide for the health and safety of the citizens through an adequate supply of high quality water, and environmentally safe disposal of waste products. At the same time, this Department provides services for the design, construction, maintenance, procurement, beautification, and preservation of all facilities, roadways, properties, materials, and equipment.

Our pledge to the citizens of the City of Pembroke Pines is to strive for constant improvement and to always attempt to exceed their expectations in the delivery of these services.

### Major Functions and Activities

The Department is responsible for the design, construction, operation, and maintenance of the civil infrastructure of the City, as well as all municipal buildings. The Department also provides fiscal and support services including customer service, purchasing, budgeting, accounts payable, and receivables.

Departmental functions include utility operations, engineering, drainage control, road and right-of-way maintenance, irrigation, landscaping, building construction and maintenance, contract administration, 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.

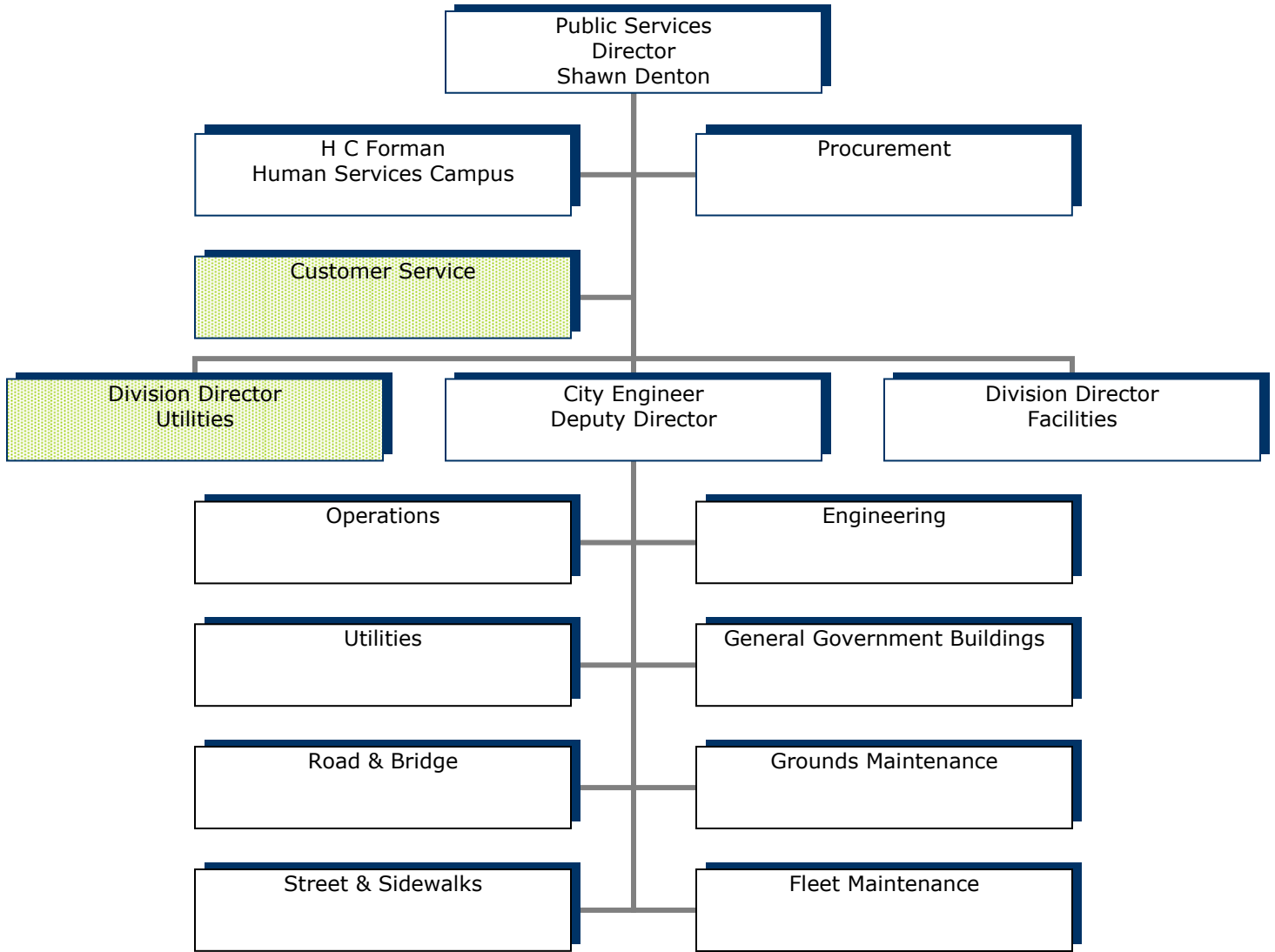
The Public Service Department's level of service requires constant flexibility based on the needs of the City and its citizens. This flexibility requires well-organized supervision of all expenditures affecting the operation of the Department. The Department's already efficient spending practices will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

### 2010-11 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.

### 2010-11 Accomplishments

Completed plans and permits, and oversaw the milling and resurfacing of the following roads:

- Johnson Street – Palm Avenue to University Drive
  - Taft Street – Flamingo Road to Hiatus Road.
- Continued to repair city sidewalks, constructed new sidewalks and provided pedestrian ramps at various locations throughout the City.



## Environmental Services (Engineering)

Continued to inspect commercial parking lots.  
Completed plans and permits for the milling and resurfacing of the following roads:

- NW 77 Way – Johnson Street to NW 13 Street
- NW 10 Street – NW 77 Way to NW 76 Terrace
- NW 11 Street – NW 78 Avenue to NW 76 Terrace
- NW 11 Court – NW 77 Way to NW 76 Terrace
- NW 12 Street – NW 77 Way to NW 76 Terrace.

The construction and inspections for the milling and resurfacing of the roads above will be completed between October and December of 2011.



# Environmental Services (Engineering) Performance Measures

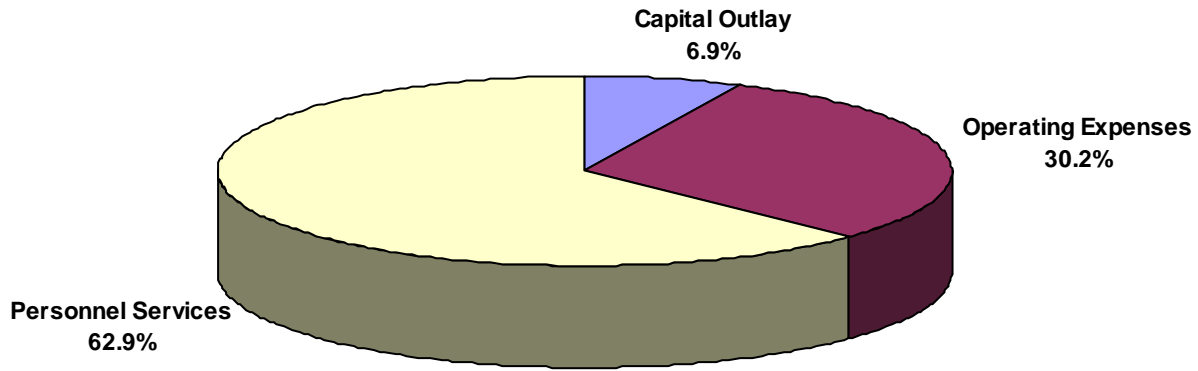
Indicator	2008-09		2009-10		2010-11	2011-12
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Permits issued	101	200	112	100~	100~	100~
Linear feet of traffic guardrail installed	0	300	100	200~	0~	0~
Linear feet of sidewalk replaced	5,250	6,000	15,962	6,000	5,000	7,000
Linear feet of curbing installed +	0	1,000 ^	0	1,000	0~	0~
Inspections conducted	2,952	7,000	2,000	3,000~	3,000~	2,500~
Utility location tickets processed	4,950	7,000	3,610	5,000~	5,000~	4,500~
<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%	80%	70%	70%	75%	70%
<b>Efficiency</b>						
Inspections conducted per Engineer Inspector	1,240	1,200	1,200	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, 2010-11, and 2011-12 Output Goals reflect a combination of limited activity in new construction and budgetary constraints.

## Environmental Services (Engineering) - Budget Summary



Expenditure Category	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Personnel Services				
Salary	387,296	350,584	198,248	166,376
Benefits	200,324	195,974	137,917	106,652
Personnel Services Subtotal	587,620	546,558	336,165	273,028
Operating Expenses				
Other Contractual Services	4,547	20,361	80,539	90,470
Communication and Freight Services	352	372	1,000	750
Rentals and Leases	124	107	200	500
Repair and Maintenance Services	22,575	17,158	22,097	22,350
Office Supplies	1,969	2,191	3,500	2,500
Operating Supplies	12,425	12,000	14,540	14,447
Publications and Memberships	250	127	10	128
Operating Expenses Subtotal	42,242	52,315	121,886	131,145
Capital Outlay				
Machinery and Equipment	-	-	-	30,000
Capital Outlay Subtotal	-	-	-	30,000
<b>Total</b>	<b>629,862</b>	<b>598,873</b>	<b>458,051</b>	<b>434,173</b>

### Environmental Services (Engineering) - Personnel Summary

Position Title		2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
12189	Landscape Technician	1	-	-	-
12500	City Engineer	0.5	0.5	-	-
12667	Chief Engineering Inspector	1	1	1	1
12770	Engineer Inspector	2	1	1	1
12774	Engineer	-	-	0.5	-
Total	Full-time	4.5	2.5	2.5	2
	Part-time	-	-	-	-



## 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 roadway expansion, educational facilities, 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 monitor the energy savings project at the Academic Village, which included thermal energy upgrades.

### 2010-11 Accomplishments

Installed approximately 6,000 SF of ceramic tile in the Senior Center main lobby and activities rooms.

Remodeled the Food Lab at the Senior Center to make space for a new gym or workout area.

Constructed a new library at the Senior Center.

Installed a new garden at the Senior Center.

Re-laced all railroad ties at the Gun Range.

Rebuilt the parapet wall located on the roof of the East Campus.

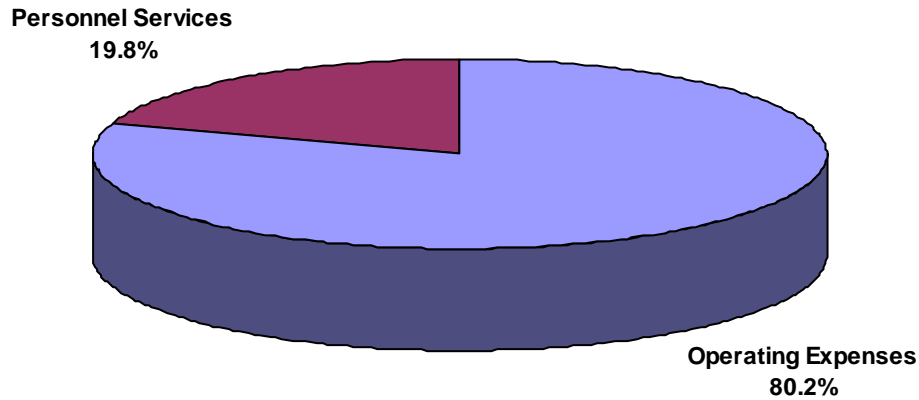
Installed a new rubber playground and painted exterior at the Pre-K Central Campus.

Replaced front and back awnings at Village Preschool.

# General Government Buildings Performance Measures Public Services 8 - 9

Indicator	2008-09		2009-10		2010-11	2011-12
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Number of requests for routine maintenance services	13,002	7,500	7,418	8,000	13,500	13,800
Number of requests for emergency repairs during business hours	3,000	2,700	2,900	2,800	3,000	3,000
Number of requests for emergency repairs after business hours	750	700	730	720	720	730
Total work orders executed	16,752	10,900	11,048	11,520	17,220	17,530
<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	20	15	30	15	30	30

## General Government Buildings - Budget Summary



Expenditure Category	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Personnel Services				
Salary	646,632	607,032	479,293	471,870
Benefits	300,346	372,752	338,089	344,814
<b>Personnel Services Subtotal</b>	<b>946,979</b>	<b>979,784</b>	<b>817,382</b>	<b>816,684</b>
Operating Expenses				
Professional Services	-	-	3,000	3,000
Other Contractual Services	2,254,788	2,634,649	2,354,735	2,563,028
Travel Per Diem	244	206	1,000	1,000
Communication and Freight Services	124,071	118,283	125,000	125,000
Utility Services	133,279	123,678	139,850	139,850
Rentals and Leases	587	900	1,750	1,750
Repair and Maintenance Services	351,782	359,485	357,030	348,213
Printing and Binding	-	-	500	500
Promotional Activities	1,190	-	1,000	1,000
Other Current Charges and Obligation	4,123	3,512	3,000	3,500
Office Supplies	5,657	4,709	5,000	5,000
Operating Supplies	95,622	114,456	119,785	117,900
Publications and Memberships	612	227	1,052	1,052
<b>Operating Expenses Subtotal</b>	<b>2,971,954</b>	<b>3,360,105</b>	<b>3,112,702</b>	<b>3,310,793</b>
Capital Outlay				
Buildings	-	55,000	-	-
Improvements Other Than Buildings	-	-	220,229	-
Machinery and Equipment	15,483	472	7,991	-
<b>Capital Outlay Subtotal</b>	<b>15,483</b>	<b>55,472</b>	<b>228,220</b>	<b>-</b>
<b>Total</b>	<b>3,934,416</b>	<b>4,395,361</b>	<b>4,158,304</b>	<b>4,127,477</b>

### General Government Buildings - Personnel Summary

Position Title		2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
12246	Public Service Maintenance Worker I	4	3	3	3
12261	A/C Mechanic III	1	-	-	-
12462	Plumber III	1	1	1	1
12466	Plumber II/AC Mechanic I	1	1	1	1
12533	Electrician II	1	1	1	1
12609	Carpenter Foreman	1	1	1	1
12650	Communication Technician	2	1	1	1
13484	P/T Building Inspector	1	1	1	1
Total	Full-time	11	8	8	8
	Part-time	1	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 rights-of-way (ROW) and municipal building sites.

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

Provide support services related to landscape inspection and code compliance.

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 118 acres of various municipal wetlands and preserve areas throughout the City in addition to the 502 that are accounted for the Wetlands Mitigation Trust Fund.

### 2010-11 Accomplishments

Continued to provide for the superior care and maintenance of City-owned landscape.

Maintained 620 acres of wetlands and preserve areas including the 502 that are accounted for in the Wetlands Mitigation Trust Fund.

Maintained lawns of abandoned and foreclosed properties that have been issued violations from the code compliance division.

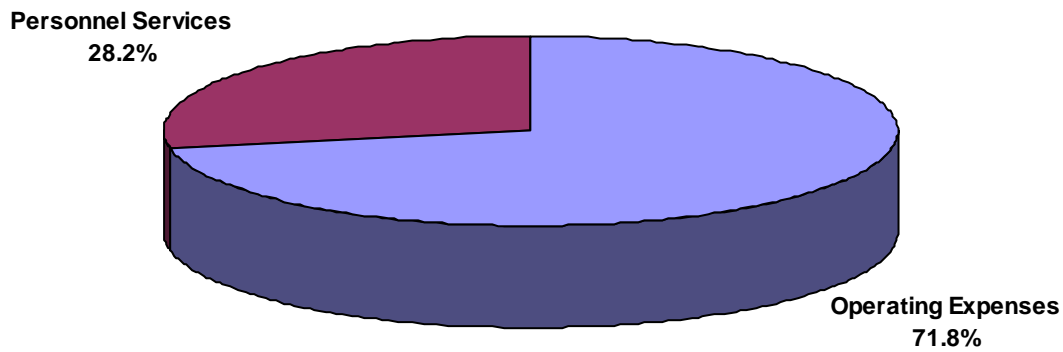
Continued to work with South Broward Drainage District in maintaining canals.



# Grounds Maintenance Performance Measures

Indicator	2008-09		2009-10		2010-11	2011-12
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Acres of maintained landscaping around public buildings	825	605	800	800	825	825
Miles of maintained rights-of-way	465	465	470	465	465	475
Miles of landscaping and irrigation	160	153	160	153	160	160
<b>Effectiveness</b>						
% of projects completed	100%	100%	100%	100%	100%	100%
Licensed wetland acres in Pembroke Pines	622	634	622	620	622	666
<b>Efficiency</b>						
Personnel hours required to inspect a typical municipal irrigation system	4.0	4.0	4.0	4.0	4.0	4.0
Personnel hours required to repair malfunctioning municipal irrigation system	4.00	3.50	4.00	3.50	4.00	4.00

## Grounds Maintenance - Budget Summary



Expenditure Category	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Personnel Services				
Salary	719,194	607,988	480,797	485,342
Benefits	303,081	321,450	306,447	316,830
<b>Personnel Services Subtotal</b>	<b>1,022,275</b>	<b>929,438</b>	<b>787,244</b>	<b>802,172</b>
Operating Expenses				
Other Contractual Services	1,448,741	1,345,752	1,344,035	1,487,781
Travel Per Diem	-	44	250	100
Communication and Freight Services	46,092	44,720	46,500	46,500
Utility Services	118,706	98,537	120,700	115,000
Rentals and Leases	4,263	4,409	5,000	5,000
Repair and Maintenance Services	182,723	179,189	217,270	235,600
Promotional Activities	580	151	5,800	7,000
Other Current Charges and Obligation	8,485	10,866	18,000	15,000
Office Supplies	9,112	6,417	9,000	8,000
Operating Supplies	103,608	111,768	120,650	125,250
Publications and Memberships	155	173	250	250
<b>Operating Expenses Subtotal</b>	<b>1,922,464</b>	<b>1,802,027</b>	<b>1,887,455</b>	<b>2,045,481</b>
Capital Outlay				
Machinery and Equipment	10,761	-	-	-
<b>Capital Outlay Subtotal</b>	<b>10,761</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total</b>	<b>2,955,500</b>	<b>2,731,465</b>	<b>2,674,699</b>	<b>2,847,653</b>

### Grounds Maintenance - Personnel Summary

Position Title		2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
12052	Controller/Internal Auditor	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	1	-	-	-
12245	Maintenance Worker I	1	-	-	-
12246	Public Service Maintenance Worker I	4	4	4	4
12250	Maintenance Worker II	2	2	2	2
12516	Assistant City Manager	-	0.5	-	-
12684	Clerical Spec II	1	-	-	-
13001	Public Services Director	0.5	0.5	0.5	0.5
13738	P/T Custodian	1	-	-	-
Total	Full-time	11.5	8.5	8	8
	Part-time	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

As a result of the restructuring of the Procurement (Purchasing) Division, the net staffing changes from 2009-10 to 2010-11 included the elimination of one full-time Administrative Assistant I position and one part-time Purchasing Division Director position. The 2011-12 budget includes the addition of two contractual employees: one full-time Purchasing Agent and one full-time Accounting Clerk.

### 2010-11 Accomplishments

Implemented an online auction function for the City's surplus equipment

Implemented an on-line website where vendors can access the City's open bid solicitations

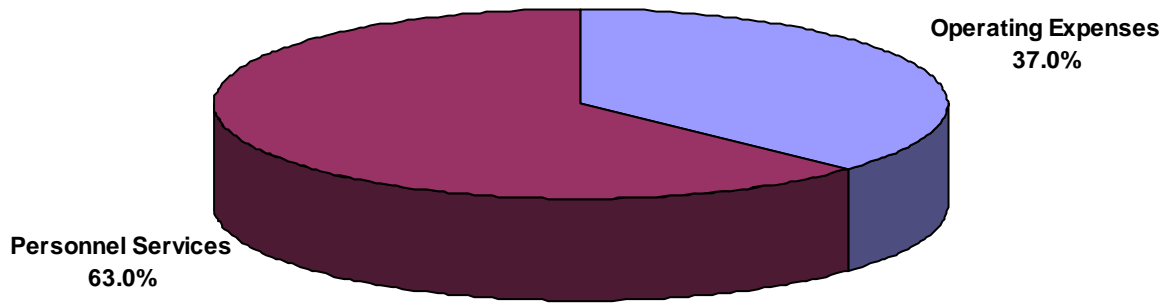
Participated in the 12th Annual Reverse Trade Show for the Southeast Florida Chapter of the National Institute of Governmental Purchasing at the Broward County Convention Center. Over 150 vendors had the opportunity to meet representatives from 50 local agencies. This provided a great opportunity for small and local vendors to meet one on one with agency purchasing professionals.

Updated the City's Procurement Code

# Purchasing Performance Measures

Indicator	2008-09		2009-10		2010-11	2011-12
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Number of City vehicles replaced	3	75	12	63	100	75
Number of bids processed	73	30	47	50	50	50
<b>Effectiveness</b>						
% of City fleet meeting all safety criteria on an annual basis	100%	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	2	0	0	0
Number of formal protests filed related to the bidding process	1	0	0	0	0	0
<b>Efficiency</b>						
Number of days required to fully execute a standard purchase order	4	4	5	4	4	4

### Purchasing - Budget Summary



Expenditure Category	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Personnel Services				
Salary	182,232	274,872	175,270	179,162
Benefits	115,809	82,693	148,895	84,535
Personnel Services Subtotal	298,042	357,565	324,165	263,697
Operating Expenses				
Other Contractual Services	2,932	6,073	78,250	118,970
Travel Per Diem	-	198	250	400
Communication and Freight Services	13,645	3,012	5,000	6,000
Utility Services	9,973	8,766	9,250	9,860
Repair and Maintenance Services	8,926	9,282	5,000	5,850
Other Current Charges and Obligation	9,002	3,099	7,000	7,500
Office Supplies	480	500	500	500
Operating Supplies	9,939	12,043	8,750	5,750
Publications and Memberships	50	100	185	200
Operating Expenses Subtotal	54,946	43,073	114,185	155,030
<b>Total</b>	<b>352,988</b>	<b>400,637</b>	<b>438,350</b>	<b>418,727</b>

### Purchasing - Personnel Summary

Position Title		2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
12486	Purchasing Manager	-	1	1	1
12487	Purchasing Agent/Contract Analyst	-	1	1	1
12525	Administrative Assistant I	1	1	-	-
12738	Contract Administrator III	1	-	-	-
13175	P/T Purchasing Division Director	1	1	-	-
13730	P/T Storekeeper	1	1	1	1
Total	Full-time	2	3	2	2
	Part-time	2	2	1	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 requested 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 information and administrative support to other departments as needed.

### 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.

~ 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.

### Budget Highlights

Continue to provide the highest level of administrative support to the City and Charter Schools.

### 2010-11 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, 2010. This is the sixth year that this award has been received for the Charter School Budget.

Issued four detailed quarterly General Obligation Bond Project Reports. Reports include a description, financial status, and current phase of each project approved by the City Commission.

Inventoried and maintained \$120,909 in United States Department of Agriculture (USDA) commodities for the Charter School food service.



# Support Services Performance Measures

Indicator	2008-09		2009-10		2010-11	2011-12
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Number of utility customers assisted	67,191	57,000	72,594	60,000	65,000	70,000
<b>Effectiveness</b>						
Number of audit findings for the charter schools	0	0	0	0	0	0



## 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.

### 2010-11 Accomplishments

Installed a more energy efficient chiller system and defrayed the cost with grant funds. Replaced four buildings A/C units on chilled water system and two rooftop ductwork systems providing better cost efficiency and comfort for tenants.

Insulation of disaster warehouse to reduce A/C costs.

Finalist in the National League of Cities Award for Municipal Excellence for revitalization of the Health Park Campus.

Secured and hardened (new windows and security screens, blocked in windows) for disaster preparedness and painted Site Management offices, shops and warehouse.

Completed loop between the existing campus system and the City water supply system, in an effort to increase system pressure and eliminate booster pumps thereby reducing electrical costs.

Initiated invoicing of rents and services on Smart Receivable system.

Provided areas for law enforcement training for both Pembroke Pines and surrounding municipal, state and federal agencies. Hosted the Annual Multi-Agency Training held each year for over 200 law enforcement officers.

Indicator	2008-09		2009-10		2010-11	2011-12
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Number of executed leases	8	12	9	10	10	12
Total square footage leased	193,457	330,000	194,840	165,000	200,000	200,000
Total square footage available ^	353,497	533,000	303,417	303,417	303,417	303,417
<b>Effectiveness</b>						
% of square footage leased	55%	62%	64%	54%	65%	65%
<b>Efficiency</b>						
Personnel hours required to review individual lease agreements	5	5	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 - Budget Summary

<b>Expenditure Category</b>	<b>2008-09 Actual</b>	<b>2009-10 Actual</b>	<b>2010-11 Budget</b>	<b>2011-12 Budget</b>
Personnel Services				
Salary	51,352	-	-	-
Benefits	10,597	-	-	-
Personnel Services Subtotal	61,949	-	-	-
Operating Expenses				
Contingency	-	-	4,000	-
Professional Services	27,485	14,230	55,085	17,500
Other Contractual Services	672,006	445,886	415,679	376,677
Communication and Freight Services	6,560	5,815	6,320	3,000
Utility Services	409,280	308,142	401,745	379,000
Rentals and Leases	279,515	280,820	282,400	277,970
Insurance	66,963	38,366	144,350	104,931
Repair and Maintenance Services	186,628	99,055	201,275	633,082
Other Current Charges and Obligation	1,250	300	25,295	-
Office Supplies	562	517	1,500	-
Operating Supplies	25,773	21,373	28,682	16,000
Operating Expenses Subtotal	1,676,021	1,214,504	1,566,331	1,808,160
Capital Outlay				
Improvements Other Than Buildings	-	-	1,654	-
Machinery and Equipment	-	1,785	200,000	-
Capital Outlay Subtotal	-	1,785	201,654	-
Grants and Aid				
Aids to Government Agencies	35,767	25,632	25,632	-
Grants and Aid Subtotal	35,767	25,632	25,632	-
<b>Total</b>	<b>1,773,737</b>	<b>1,241,921</b>	<b>1,793,617</b>	<b>1,808,160</b>



## Parks and Recreation

### Mission

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

### Goals

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, aerification, 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.

Continue to train and certify volunteer coaches for our youth leagues.

#### 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:

Expand participation in the Swim Central Program.

Continue water safety instructor and lifeguard training courses to recruit and attract highly qualified employees.

Continue lifeguarding classes for Charter High School students.

Increase participation in water aerobics classes.

#### RECREATION FACILITIES & CENTERS:

Increase programs/activities for the teenage population.



## Parks and Recreation

Increase participation by offering a variety of activities and classes at our recreation facilities.

Continue to seek grant funding for cultural programs from outside sources.

Expand cultural programs for the River of Grass 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 / AFTER SCHOOL PROGRAMS:

Continue providing high quality programs and a balanced curriculum that promotes high academic standards for our pre-school program.

### 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 ages and skill levels. Some of these programs consist



## Parks and Recreation

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 190 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 (2,737 last year) are available to residents and nonresidents of all age groups and abilities.

~ RECREATION FACILITIES & CENTERS - Includes four community centers, an art and cultural center and Studio 18 Artist Village. The community centers offer a variety of classes and activities and serve as meeting places for non-profit civic organizations and over 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. Three of the recreation centers are utilized by the YMCA to program summer camps. The Fletcher Park Art & Cultural Center and the River of Grass 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 recreation division also 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 award-winning, 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. 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, Sundaes with Santa, and Sundaes with the Bunny and various holiday theme events. The City's annual birthday celebration, a.k.a. PINES DAY, features a festival, concerts, children's activities, and community exhibits. The special events section also provides assistance to organizations and schools to support special events within our 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 seven 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 known as Pines Day.

Continue providing support and well-maintained facilities for our youth organizations with over 10,000



## Parks and Recreation

children participating in football, soccer, basketball, softball, baseball, roller hockey and track, in recreational and travel leagues.

Sponsor and organize the 14th annual Art Festival in the Pines.

Host the Florida Gold Coast Open Swimming Invitational in 2012.

Plan monthly exhibits/lectures featuring well known artists at Studio 18.

Host a Junior Sectional Tennis Tournament in 2012 where the top junior players in the state compete.

Teach over 2,500 children water safety lessons in 2011-2012.

Host the 3rd Annual Mayor's Kids Day event in June 2012.

Resurface Silver Lakes South Pool.

Replace pool blanket for YMCA/Pembroke Falls.

Replacing two gas pool heaters.

Replace protective surfacing at several children's playgrounds.

Replace sand filters at Pembroke Falls Aquatic Center.

### 2010-11 Accomplishments

Produced the 51st Annual Pembroke Pines Birthday Celebration featuring an 11-day festival and outdoor concerts.

In addition to the 30 events produced by our Special Events Section, the department provided assistance to many non-profit organizations.

The Parks & Recreation Department's partnership with the YMCA was expanded in 2011 as they now provide the traditional summer camps formally programmed by the P&R Department. The Y is offering summer camps at five sites throughout the city.

Worked closely with the Arts and Culture Advisory Board to produce the 13th annual Art Festival in the Pines.

Hosted six major swim meets at the Academic Village pool.

Hosted nine Jazz Concerts at William B. Armstrong Dream Park.

Completed Challenger and Miracle League Baseball programs as well as other Special Population programs.

Provided food and/or holiday gift baskets for over 85 families.

Increased enrollment at West Pines Preschool from 76 students to 125 students.

Installed native trees at Walden Lake, Pines Recreation, and Spring Valley.

Renovate soccer/football fields at: Silver Lakes North, Pines Recreation, West Pines Soccer Park, Chapel Trail, Towngate, and Walter C. Young.

Installed a sand volleyball court at Tanglewood Park.

Renovations of batting cage at Pembroke Shores and Maxwell Park.

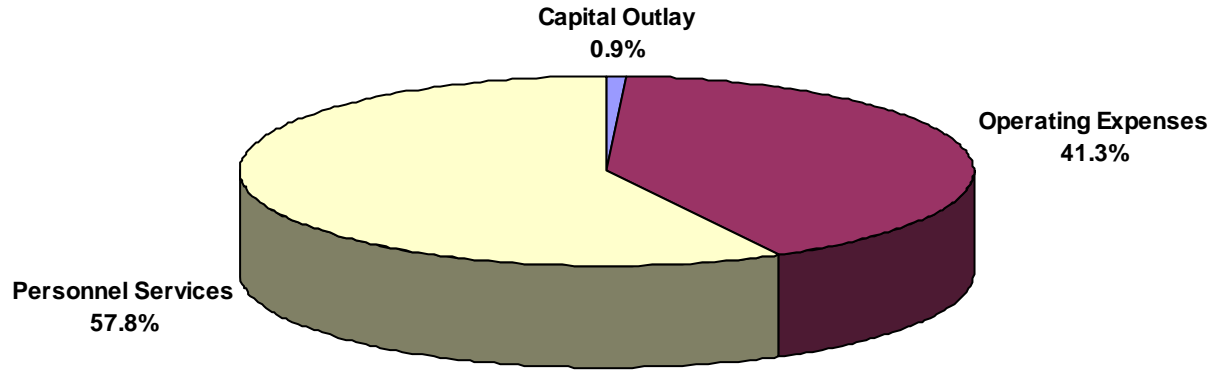
Renovated grass areas with St. Augustine and installed electric irrigation system at Tanglewood Park. Landscaped parking lot and front of park and installed native trees.



# Parks and Recreation Performance Measures

Indicator	2008-09		2009-10		2010-11	2011-12
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Acres maintained	421	418	421	421	421	421
Number of sports leagues	52	55	44	50	50	44
Number of participants for athletics	9,548	13,300	9,351	11,970	10,000	11,000
Number of swim team members	340	250	340	271	350	390
Number of children in youth programs	121	178	142	140	178	178
Number of special events	31	30	31	27	33	27
Number of participants (for special events / activities)	53,095	95,780	54,156	70,975	73,600	57,000
Number of tennis memberships	175	240	174	176	180	191
Number of golf rounds	49,439	49,680	49,842	45,539	50,000	50,000
Number of specialized recreation classes	70	50	109	50	70	115
Number of participants for specialized recreation classes	34,424	42,602	24,731	25,000	36,145	25,000
Number of safety inspections conducted	360	360	360	360	360	360
<b>Effectiveness</b>						
% of residents rating facilities as satisfactory	99.72%	100.00%	89.3%	100.00%	100.00%	100
% of residents rating programs as satisfactory	95.96%	100.00%	88.4%	100.00%	100.00%	100%
% of residents rating physical attractiveness of facilities as satisfactory	96.01%	100.00%	84.5%	100.00%	100.00%	100%
% of residents rating hours of operation as satisfactory	95.89%	100.00%	88.5%	100.00%	100.00%	100%
% of residents rating the variety of program activities as satisfactory	93.95%	100.00%	84.5%	100.00%	100.00%	100%
% of residents rating helpfulness or attitude of staff as satisfactory	96.79%	100.00%	88.3%	100.00%	100.00%	100%
% of residents rating cleanliness as satisfactory	98.33%	100.00%	87.6%	100.00%	100.00%	100%
% of residents rating the safety of facilities as satisfactory	97.21%	100.00%	87.8%	100.00%	100.00%	100%
% of fields maintained on schedule	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Acres of parkland per 1,000 population	10.26	10.38	10.24	10.40	10.70	10.24
<b>Efficiency</b>						
Cost per acre of athletic fields maintained	2,867	\$2,887	\$3,449	\$4,042	\$3,268	\$3,282
Operating cost per participant for athletic programs	\$46	\$45	\$48	\$48	\$30	\$34
Art and culture supplies cost/participants	\$4.42	\$3.22	\$4.78	\$3.86	\$4.55	\$4.93
Ratio of volunteer hours to total staff hours worked	.41	.47	.42	.50	.50	.50
Average cost per Soccer league game	\$93	\$53	\$85	\$95	\$64	\$96

### Parks and Recreation - Budget Summary



Expenditure Category	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Personnel Services				
Salary	6,515,212	5,848,505	5,560,123	5,004,656
Benefits	3,627,936	3,172,281	3,286,670	3,372,222
<b>Personnel Services Subtotal</b>	<b>10,143,148</b>	<b>9,020,786</b>	<b>8,846,793</b>	<b>8,376,878</b>
Operating Expenses				
Professional Services	419,429	555,325	581,913	598,364
Accounting and Auditing	2,251	2,246	2,320	1,700
Other Contractual Services	1,262,410	1,268,400	1,594,445	1,586,903
Travel Per Diem	3,811	975	2,850	2,800
Communication and Freight Services	59,354	44,212	62,898	46,280
Utility Services	1,042,700	934,831	1,066,356	1,022,342
Rentals and Leases	518,821	514,937	534,881	524,684
Repair and Maintenance Services	499,748	561,537	653,123	734,080
Printing and Binding	11,477	6,661	15,050	7,733
Promotional Activities	181,558	117,154	132,000	129,100
Other Current Charges and Obligation	380,225	454,701	460,811	223,686
Office Supplies	10,328	10,788	15,000	11,000
Operating Supplies	991,864	1,036,782	1,087,167	1,089,283
Publications and Memberships	819	1,244	2,700	2,150
<b>Operating Expenses Subtotal</b>	<b>5,384,794</b>	<b>5,509,793</b>	<b>6,211,514</b>	<b>5,980,105</b>
Capital Outlay				
Improvements Other Than Buildings	19,035	201,063	86,550	37,200
Machinery and Equipment	143,170	39,393	411,805	91,880
<b>Capital Outlay Subtotal</b>	<b>162,205</b>	<b>240,456</b>	<b>498,355</b>	<b>129,080</b>
<b>Total</b>	<b>15,690,148</b>	<b>14,771,035</b>	<b>15,556,662</b>	<b>14,486,063</b>

### Parks and Recreation - Personnel Summary

Position Title	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
12004 Athletic Coordinator	1	1	-	-
12006 Assistant Athletic Coordinator	1	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	2	2	2	2
12181 Division Director of Recreation	1	1	1	1
12185 Landscape Maintenance Superintenden	1	1	1	-
12215 Senior Lifeguard	2	2	2	2
12310 Night Supervisor	2	2	2	2
12352 P & R Maint WRK/HEO	3	1	1	1
12355 P & R Maint WRK I	33	29	29	27
12356 P & R MAINT WRK II	7	7	7	7
12357 P & R MAINT WRK III	5	3	3	3
12358 Landscape Maintenance Worker	1	1	1	1
12359 P&R Maint Worker III/Playground Safe	1	1	1	1
12508 Parks & Rec Account Clerk I	2	2	2	2
12509 Parks & Rec Account Clerk II	1	-	-	-
12519 Parks & Recreation Director	1	1	1	1
12521 Assistant Parks & Recreation Director	1	1	1	1
12525 Administrative Assistant I	2	2	1	1
12531 Division Director of Park Operations	1	1	1	1
12546 Aquatic Coordinator	1	1	1	1
12547 Aquatic Coordinator Assistant	1	1	1	1
12559 Recreation Supervisor II	2	2	2	3
12562 Recreation Supervisor I	-	-	1	1
12563 Special Events Coordinator	1	1	1	1
12564 Special Events- Coordinator Assistant	1	1	1	-
12572 Cultural Arts Coordinator	1	1	1	1
12573 Recreation Specialist	4	3	2	2
12578 Maintenance Crew Leader	2	2	2	2
12581 Recreation Specialist II	3	3	4	3
12615 Cashier I	2	-	-	-
12620 Cashier II	1	-	-	-
12659 Spray Fertilizer Technician	1	1	1	1
12669 Stage Manager/Custodian	2	2	2	2
12676 Child Care Coordinator	1	-	-	-
12683 Parks Maint. Superintendent	2	-	-	-
12740 Custodian	1	1	1	1
12891 Special Population Prog Coord	1	1	1	1
12940 Head Custodian	1	1	1	-
13405 P/T Art Teacher	5	5	5	5
13419 P/T Concession/Party Manager	1	-	-	-
13450 P/T Cashier	7	2	2	1

### Parks and Recreation - Personnel Summary

Position Title		2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
13454	P/T Administrative Assistant	2	2	3	2
13488	P/T Senior Lifeguard	2	2	2	2
13492	P/T Lifeguard	14	10	10	10
13495	P/T Recreation Aide	32	23	23	23
13496	P/T Recreation Aide/Driver	1	-	-	-
13500	P/T Maintenance Worker I	14	15	15	15
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	7	4	-	-
13552	P/T Teacher - Recreation	5	2	5	5
13562	P/T Curator	1	1	1	1
13563	P/T Recreation Leader	5	5	5	5
13567	P/T Recreation Teacher Aide	-	-	8	8
13591	P/T Water Safety Instructor	11	9	9	9
13602	P/T Recreation Specialist	3	3	2	2
13620	P/T Videographer-Editor	1	1	1	-
13680	P/T Clerk Spec I	3	3	4	3
13738	P/T Custodian	10	10	10	10
13739	P/T Facilities Custodian	1	1	1	1
Total	Full-time	100	84	83	78
	Part-time	129	102	110	106



## Non-Departmental

### Goals

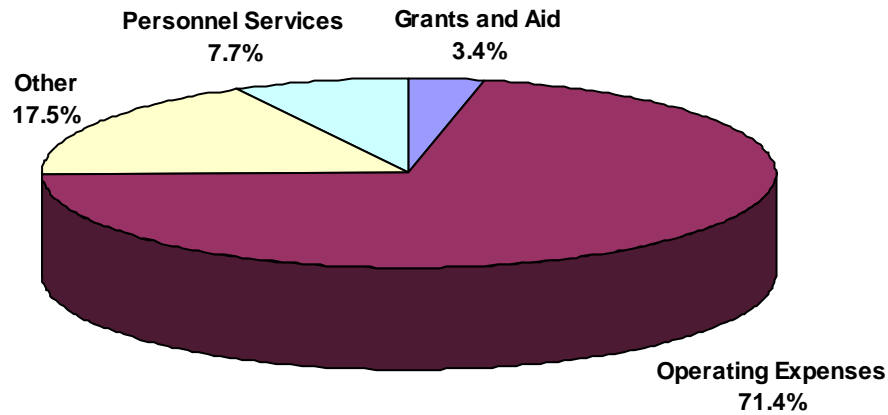
The Non-Departmental section is a group of accounts that are not directly related to a single operating department's primary service activities or that are separate from departmental operations for control purposes. Therefore, goals, objectives, performance measures, budget highlights and accomplishments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

### Major Functions and Activities

All other departments of the General Fund benefit from this Department. Legal fees, employee leave settlements, and liability insurance are examples of costs paid from Non-Departmental line items that benefit all General Fund Departments. Transfers to other funds (for example, the Charter Middle School) and other expenses including City grants (Area Agency on Aging, Women in Distress, Here's Help, Family Central and Learning for Success - KAPOW) are all paid from this department.

There are no City employees within this division. Budgeted City personnel services represent payment for accrued sick and vacation leave.

### Non-Departmental - Budget Summary



Expenditure Category	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Personnel Services				
Salary	1,043,714	1,145,091	254,467	205,600
Benefits	243,786	329,722	277,004	125,728
Personnel Services Subtotal	1,287,500	1,474,813	531,471	331,328
Operating Expenses				
Contingency	-	-	458,536	500,000
Professional Services	754,463	681,612	628,524	454,485
Other Contractual Services	47,836	24,810	91,278	86,515
Pension Benefits	40,473	37,559	45,777	38,696
Communication and Freight Services	124,695	109,654	145,175	126,175
Insurance	797,586	807,676	1,899,711	1,784,766
Promotional Activities	2,738	726	4,000	-
Other Current Charges and Obligation	78,626	21,819	20,500	20,500
Office Supplies	2,782	2,573	5,000	5,000
Publications and Memberships	43,895	55,363	58,000	54,000
Operating Expenses Subtotal	1,893,094	1,741,790	3,356,501	3,070,137
Grants and Aid				
Aids to Government Agencies	79,843	82,316	84,971	94,617
Aids to Private Organizations	20,000	20,000	20,000	20,000
Other Grants and Aids	30,458	30,458	31,910	32,971
Grants and Aid Subtotal	130,301	132,774	136,881	147,588
Other				
Transfers	515,311	453,178	732,653	753,221
Other Subtotal	515,311	453,178	732,653	753,221
<b>Total</b>	<b>3,826,206</b>	<b>3,802,556</b>	<b>4,757,506</b>	<b>4,302,274</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

Maintenance activities include the repair of sidewalks, swales and streets on an as-needed basis. The activities also include the repairs to the City-owned parking areas and the cleaning of drainage systems on both City-owned roads and in City owned parking areas.

### 2010-11 Accomplishments

Repaired City sidewalks, constructed new sidewalks and provided pedestrian ramps at various locations throughout the City as well as repaired City-owned roads and parking areas throughout the City.

## Streets and Sidewalks Performance Measures

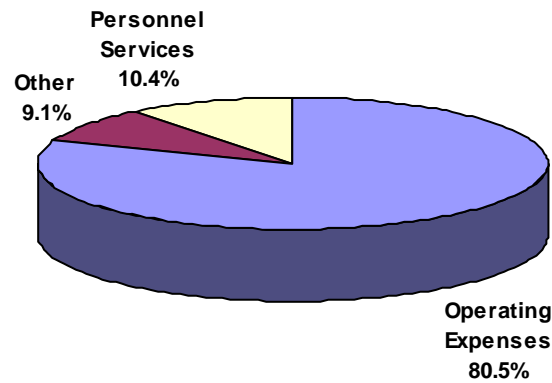
Indicator	2008-09		2009-10		2010-11	2011-12
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Linear feet of curbing installed	0	1,000	0*	1,000	0	0
Number of miles of road to maintain	465	462	465	479	465	465
<b>Effectiveness</b>						
% of community projects with paved surfaces that have adhered 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	\$10.50	\$10.50	\$11.50	\$10.50	\$10.50	\$12.00
Cost to install concrete curb and gutter in a typical residential street	\$25.00	\$28.00	\$28.00	\$28.00	\$25.00	\$28.00

\* Reflects lack of new activity requiring curbing installation.



### Streets and Sidewalks - Budget Summary

Revenue Category	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
General Sales & Use Taxes	2,696,917	2,633,187	2,723,695	2,714,000
Federal Grants	-	519,215	-	-
State Shared	1,069,677	1,049,008	1,056,700	1,141,400
General Government Charges	358,348	174,676	200,000	200,000
Investment Income	62,946	136,536	55,900	157,000
Disp of Fix Assets / Sale of Equip/ Sc	-	-	500	500
Other Miscellaneous Revenues	94,792	94,792	50,000	50,000
Private Gifts / Contributions	530,692	-	-	-
Beginning Surplus	-	-	1,306,707	1,353,226
<b>Total</b>	<b>4,813,372</b>	<b>4,607,414</b>	<b>5,393,502</b>	<b>5,616,126</b>



## Streets and Sidewalks - Budget Summary

<b>Expenditure Category</b>	<b>2008-09 Actual</b>	<b>2009-10 Actual</b>	<b>2010-11 Budget</b>	<b>2011-12 Budget</b>
Personnel Services				
Salary	507,708	467,859	412,630	371,837
Benefits	248,704	241,118	237,340	214,666
<b>Personnel Services Subtotal</b>	<b>756,412</b>	<b>708,976</b>	<b>649,970</b>	<b>586,503</b>
Operating Expenses				
Professional Services	11,072	1,163	23,300	10,000
Other Contractual Services	1,160,677	1,370,757	1,453,198	1,624,150
Communication and Freight Services	1,124	974	2,200	1,500
Utility Services	1,167,348	1,116,549	1,150,000	1,150,000
Rentals and Leases	8,643	1,815	5,500	5,500
Insurance	89,029	93,010	315,962	290,650
Repair and Maintenance Services	315,786	1,355,103	1,063,789	1,102,000
Other Current Charges and Obligation	312	-	1,500	1,500
Office Supplies	772	226	1,500	1,500
Operating Supplies	55,081	67,604	80,500	79,800
Road Materials and Supplies	66,484	63,670	280,000	254,500
<b>Operating Expenses Subtotal</b>	<b>2,876,329</b>	<b>4,070,871</b>	<b>4,377,449</b>	<b>4,521,100</b>
Capital Outlay				
Improvements Other Than Buildings	434,640	519,995	8,912	-
Machinery and Equipment	3,170	1,487	-	-
Infrastructure	117,052	2,386	6,763	-
<b>Capital Outlay Subtotal</b>	<b>554,862</b>	<b>523,868</b>	<b>15,675</b>	<b>-</b>
Other				
Transfers	-	186,924	350,408	508,523
<b>Other Subtotal</b>	<b>-</b>	<b>186,924</b>	<b>350,408</b>	<b>508,523</b>
<b>Total</b>	<b>4,187,603</b>	<b>5,490,638</b>	<b>5,393,502</b>	<b>5,616,126</b>

### Streets and Sidewalks - Personnel Summary

Position Title		2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
12015 Irrigation Maintenance Worker		1	1	1	1
12091 Pub Works & Facility Supervisor		1	1	1	1
12190 Maintenance Worker III		1	-	-	-
12250 Maintenance Worker II		2	1	1	1
12578 Maintenance Crew Leader		2	2	2	2
12831 CADD Operator		1	1	1	-
Total	Full-time	8	6	6	5
	Part-time	-	-	-	-



## State Housing Initiative Partnership (SHIP) Grant

### Mission

To ensure that eligible residents of the City have access to safe and affordable housing.

### Goals

To provide assistance to very low, low, and moderate-income households toward home ownership, necessary repairs, affordable rental, and foreclosure prevention.

### Objectives

To provide assistance to qualified applicants for first-time home buyers, financial assistance, necessary repairs, loans for acquisition, rehabilitation, or construction of affordable rental housing, and foreclosure prevention.

### Major Functions and Activities

The State Housing Initiative Partnership (SHIP) 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

Both the 2010-11 and 2011-12 fundings for SHIP were swept into the State's general revenue; therefore, no 2011-12 allocation is reflected in the City's budget. The balance of SHIP funds from previous years will be carried over to 2011-12 after the budget is adopted.

### 2010-11 Accomplishments

As of September 6, 2011, the City has provided services in the amount of \$539,794 through the SHIP grant to assist 16 individuals with home repairs.

## State Housing Initiative Partnership (SHIP) Grant Performance Measures

Indicator	2008-09		2009-10		2010-11	2011-12
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Home repairs	38	9	36	0^	0 #	0#
First-time home buyer	0	4	1	0^	0 #	0#
Foreclosure prevention	0	8	1	0^	0 #	0#
Rental deposit / eviction protection	1	10	1	0^	0 #	0#
Acquisition-rehabilitation or new construction	0	2	5	0^	0 #	0#
Financial assistance for first-time home buyers	0	0	3	13	0 #	0#
<b>Effectiveness</b>						
% of funds spent to total funds available	31%	25%	46%	0%^	0 #	0#
<b>Efficiency</b>						
Average cost per household assisted:						
Home repairs	\$31,274	\$50,000	\$30,369	\$0^	0 #	0#
Purchase assistance	0	\$56,666	\$27,500	\$0^	0 #	0#
Foreclosure prevention	0	\$10,000	\$10,000	\$0^	0 #	0#
Rental deposit / eviction protection	\$1,807	\$3,000	\$2,919	\$0^	0 #	0#
Acquisition-rehabilitation or new construction	0	\$100,000	\$32,367	\$0^	0 #	0#

^ Undeterminable until carryover, this is a post adoption process.

# No fiscal year 2010-11 or 2011-12 funds will be available; therefore, there could be no fiscal year 2010-11 or 2011-12 goals.

### State Housing Initiative Partnership (SHIP) Grant - Budget Summary

Revenue Category	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
State Grants	1,263,809	1,333,359	1,748,093	-
Investment Income	-	-	13,400	39,000
Beginning Surplus	-	-	-13,400	-39,000
<b>Total</b>	<b>1,263,809</b>	<b>1,333,359</b>	<b>1,748,093</b>	<b>-</b>

Expenditure Category	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Operating Expenses				
Professional Services	73,605	22,825	75,202	-
Other Contractual Services	1,190,204	1,259,034	1,580,815	-
Other Current Charges and Obligation	-	51,500	92,076	-
Operating Expenses Subtotal	1,263,809	1,333,359	1,748,093	-
<b>Total</b>	<b>1,263,809</b>	<b>1,333,359</b>	<b>1,748,093</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 ten programs:

- ~ Program Administration
- ~ Removal of Architectural Barriers
- ~ Home Repair/Weatherization
- ~ Commercial Rehabilitation
- ~ Public Facility (Children's Harbor)
- ~ Public Service (Senior Transportation)
- ~ Acquisition-Rehabilitation or New Construction
- ~ Relocation Assistance
- ~ 1st Time Home Buyer Assistance
- ~ Public Improvement (Tanglewood Park)

The Senior Transportation Program offers one-way and round-trip service within a designated area. The service area is bordered on the north by State Road 84, on the east by State Road 7 (U.S. 441), on the south by Countyline Road and on the west by U.S. 27. Strategically established routes ensure provision of subscription trips via a multi-load (shared ride) system to promote efficiency and consistency of service. Clients will receive free door-to-door, driver-assisted service. Each one-way trip 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 Grants CDBG-HOME

(HUD). Except for the Purchase Assistance 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 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 unspent balance of the CDBG and HOME funds from previous project years will be carried over to fiscal year 2011-2012.

### 2010-11 Accomplishments

As of September 6, 2011, the City has provided services in the amount of \$831,357 through the CDBG grant, including \$270,887 for home repairs (eight homes), \$22,784 for the mobile home program at Holly Lake, \$49,758 for the Tanglewood Park project, \$114,425 for the replacement of three lift stations, \$7,897 for the Fletcher Park project, and \$144,241 in support of the City's Senior Transportation Program.

As of September 6, 2011, the City provided services in the amount of \$1,605,035 through the NSP grant. Of this amount, \$852,715 assisted 22 individuals with home repairs and \$536,560 purchased five foreclosed properties in the City's name for resale to qualified applicants.

As of September 6, 2011, the City provided services in the amount of \$16,490 through the CDBG-ARRA grant to fund free classes for seniors 62 years and older. The classes included Zumba, Yoga, Chair Yoga, Music Therapy and Pottery Studio.

11 - 12 FY2012 Adopted HUD Grants CDBG-HOME Performance Measures

Indicator	2008-09		2009-10		2010-11	2011-12
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Home repairs - CDBG	26	15	5	12	15	10
New construction - CDBG & Home	21	N/A	9	N/A	4	6
Number of one-way (Age 62+) client trips with HUD grant funding for fuel and R&M, and the balance of expenses covered by:						
o ADA - Paratransit Program	28,255	33,500	24,108	27,930	27,930	27,928
o Older Americans Act (OAA) Grant	35,878	30,800	31,959	32,340	30,269	30,260
Number of unduplicated CDBG clients	148	250	137	275	165	187
Home repairs - NSP	1	0	13	60	20	15
Purchase assistance - NSP	2	0	35	60	20	20
Home repairs - HOME	7	N/A	5	N/A	5	5
<b>Effectiveness</b>						
% of funds spent vs. funds available for home repairs	23%	50%	49%	50%	40%	45%
% of seniors who request transportation and receive it	100%	100%	100%	100%	100%	100%
Number of grievances filed against the system	0	0	0	0	0	0
<b>Efficiency</b>						
Average cost (fuel and R&M only) per one-way client (Age 62+) trip	\$2.07 *	\$2.06 *	\$2.37	\$2.20	\$2.45	\$2.04
Vehicular accidents per 100,000 miles	0.004	0.010	0.026	0.000	0.000	0.022
Road call rate per passenger trip (Calls for assistance due to mechanical problems)	0.08	0.01	0.04	0.01	0.00	0.01
Passengers per mile	1.00	0.60	0.90	0.15	0.60	1.00

N/A - New measure - actual and / or goal unavailable

\* During FY2008-09 CDBG support also included Personnel and Capital Expenses.

### HUD Grants CDBG-HOME - Budget Summary

Revenue Category	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Federal Grants	1,632,387	3,766,450	7,871,457	1,037,133
<b>Total</b>	<b>1,632,387</b>	<b>3,766,450</b>	<b>7,871,457</b>	<b>1,037,133</b>

Expenditure Category	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Personnel Services				
Salary	88,826	-	-	-
Benefits	21,275	-	-	-
Personnel Services Subtotal	110,101	-	-	-
Operating Expenses				
Professional Services	352,380	346,465	832,320	158,566
Other Contractual Services	940,624	1,774,712	5,357,713	559,643
Repair and Maintenance Services	-	14,087	22,682	-
Other Current Charges and Obligation	206,794	1,157,178	730,327	-
Operating Supplies	22,488	118,588	120,000	118,924
Operating Expenses Subtotal	1,522,286	3,411,029	7,063,042	837,133
Capital Outlay				
Improvements Other Than Buildings	-	223,460	716,692	200,000
Machinery and Equipment	-	131,961	91,723	-
Capital Outlay Subtotal	-	355,421	808,415	200,000
<b>Total</b>	<b>1,632,387</b>	<b>3,766,450</b>	<b>7,871,457</b>	<b>1,037,133</b>



## 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



## Law Enforcement Grant

continuity of government operations; strengthening interoperable communications capabilities;

Strengthening capabilities to prepare, detect, respond, and recover from man-made or naturally occurring chemical, biological, radiological, nuclear, or explosive critical incident occurrences;

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 2011-12.

1 - VOCA Grant.

Part-time Assistant Victim Advocate would provide increased services to victims of crime to meet increases in service demands.

## 2010-11 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 2009.

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:

Police - Acquisition of Interoperable Mobile Radio equipment, portable video surveillance systems, and Tag Recognition Systems.

11 - 16 FY2012 Adopted Law Enforcement Grant Performance Measures

Indicator	2008-09		2009-10		2010-11	2011-12
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
VOCA Direct expenditures	\$14,178	^ \$20,152	\$15,938	^ \$20,152	^ \$16,289	\$17,918
VOCA Victim referrals	273	^ 50	379	^ 50	^ 250	^350
VOCA Crisis intervention counseling	200	^ 125	243	^ 50	^ 100	^200
VOCA Legal advocacy referrals	28	^ 50	88	^ 25	^ 25	^75
VOCA Personal advocacy	88	^ 25	85	^ 25	^ 50	^75
Homeland Security USAI Grant Expenditures	\$399,954	^ \$825,491	\$40,300	+	^ \$430,923	^\$783,258
Highway Safety Grant Expenditures	0	+	\$19,462	+	^ \$145,000	+

+ No grant funding is expected.

^ Contingent upon receipt of grant funding.

### Law Enforcement Grant - Budget Summary

Revenue Category	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Federal Grants	414,132	77,881	438,031	17,918
<b>Total</b>	<b>414,132</b>	<b>77,881</b>	<b>438,031</b>	<b>17,918</b>

Expenditure Category	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Personnel Services				
Salary	13,170	36,449	44,463	16,650
Benefits	1,008	1,133	1,273	1,268
Personnel Services Subtotal	14,178	37,581	45,736	17,918
Operating Expenses				
Operating Supplies	-	739	429	-
Operating Expenses Subtotal	-	739	429	-
Capital Outlay				
Machinery and Equipment	399,954	39,561	391,866	-
Capital Outlay Subtotal	399,954	39,561	391,866	-
<b>Total</b>	<b>414,132</b>	<b>77,881</b>	<b>438,031</b>	<b>17,918</b>

Position Title	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 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.

To effectively and efficiently meet the transportation needs of seniors 55 years of age and older including persons with disabilities.

To enhance the quality of life for seniors and ensure that safe and quality service is offered.

### 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

Free door-to-door, driver-assisted service is provided Monday through Friday to seniors (55 years of age and older) in the Southwest Broward community.

Transportation services are provided via Transportation Authority Inc. (sub-contractor) to two senior center sites including the Southwest Focal Point Senior Center and Cooper City Senior Center. Under a separate Agreement with Aging and Disability Resource Center of Broward County, the City of Pembroke Pines, Transportation Division via Transportation Authority Inc. (sub-contractor) also provides transportation service to and from other limited destinations such as medical and dental offices, pharmacies, grocery stores, banks, post offices, social service agencies, shopping malls, driver license bureaus, and center-sponsored field trips. Trips are provided via advanced reservation or subscription using a multi-load system. Seventy-three percent of paratransit vehicles are wheelchair accessible in compliance with the Americans with Disabilities Act (ADA.)

### Budget Highlights

Effective January 1, 2010 Lucanus Development Center was awarded a grant by Broward County for paratransit services. The award is for a period of five years at a rate of \$18.01 per trip and sub-contracts the City to provide a percentage of the service. The City in turn subcontracts Transportation Authority (a private company) to provide the actual transportation service. The City is compensated by Lucanus Development 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 Development Center, which in turns pays the City a proportional share of the incentive.

### 2010-11 Accomplishments

A total of 26,588 trips were provided as of 8/30/2011 to seniors in the Southwest Broward County.



# ADA-Paratransit Program Performance Measures Special Revenue 11 - 19

Indicator	2008-09		2009-10		2010-11	2011-12
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Number of informational documents distributed	600	600	500	600	600	600
Number of unduplicated ADA clients	105	220	156	200	115	115
Number of one-way client (Age 60+) trips	28,255	33,500	24,108	27,930	27,930	27,928
<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	0.30	0.40	0.18	0.30	0.35	0.20
Passengers per trip	3.1	6.5	3.0	6.0	4.0	3.6
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 one-way client (Age 60+) trip, excluding fuel and R&M	\$14.01	\$13.58	\$19.45	\$12.95	\$16.21	\$16.21
Passengers per revenue hour	2.8	7.2	3.3	6.0	4.0	5.1

The Transportation Authority began oversight of the Transportation Division at the Community Services Department on July 1, 2009.

### ADA-Paratransit Program - Budget Summary

Revenue Category	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Grants from Local Units	794,654	496,022	452,928	452,928
<b>Total</b>	<b>794,654</b>	<b>496,022</b>	<b>452,928</b>	<b>452,928</b>

Expenditure Category	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Personnel Services				
Salary	188,106	-	-	-
Benefits	84,505	-	-	-
Personnel Services Subtotal	272,611	-	-	-
Operating Expenses				
Professional Services	180	655	665	760
Other Contractual Services	81,888	373,612	408,192	432,473
Travel Per Diem	-	-	205	-
Communication and Freight Services	1,175	567	595	960
Repair and Maintenance Services	54,336	32,811	7,770	17,235
Office Supplies	547	660	2,500	1,000
Operating Supplies	97,648	1,593	500	500
Operating Expenses Subtotal	235,775	409,897	420,427	452,928
Capital Outlay				
Machinery and Equipment	-	101,310	-	-
Capital Outlay Subtotal	-	101,310	-	-
Other				
Transfers	696,176	269,053	32,501	-
Other Subtotal	696,176	269,053	32,501	-
<b>Total</b>	<b>1,204,562</b>	<b>780,260</b>	<b>452,928</b>	<b>452,928</b>



## 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

The 2010-11 JAG Grant will be utilized to purchase equipment which will better prepare the community to respond and recover from critical incidents.

### 2010-11 Accomplishments

The City was awarded the 2009-10 annual JAG and the 2009-10 ARRA JAG grants in the amounts of \$35,984 and \$155,853, respectively. \$129,797 has been expended for the purchase of laser speed measurement devices, portable ticket writers, and overtime for enforcement operations. The grant's end date is 3/31/2013.

The unspent 2009-10 Annual JAG grant for \$35,984 is slated for Enhanced Security Video Projects at the Police Headquarters and the West Station. The grant has an End Date of September 30, 2012 for funds expenditure.

The 2010-11 annual JAG grant has budgeted expenditures of \$34,395 for the purchase of a mobile variable messaging system, wireless motorcycle helmet microphones, and City Community Emergency Response Team (CERT) equipment. The 2010-11 annual JAG grant has an end date of September 30, 2013.

# Police Community Services Grant Performance Measures

Indicator	2008-09		2009-10		2010-11	2011-12
	Actual	Goal	Actual	Goal	Goal	Goal

**Outputs**

Funds spent on equipment	*	*	0	*	*	*
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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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Federal Grants	11,142	103,712	134,242	-
Investment Income	-	702	-	-
<b>Total</b>	<b>11,142</b>	<b>104,414</b>	<b>134,242</b>	<b>-</b>

Expenditure Category	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Personnel Services				
Salary	-	-	63,853	-
Personnel Services Subtotal	-	-	63,853	-
Operating Expenses				
Repair and Maintenance Services	-	12,327	-	-
Operating Supplies	5,168	12,474	13,400	-
Operating Expenses Subtotal	5,168	24,801	13,400	-
Capital Outlay				
Machinery and Equipment	5,974	79,613	56,989	-
Capital Outlay Subtotal	5,974	79,613	56,989	-
<b>Total</b>	<b>11,142</b>	<b>104,414</b>	<b>134,242</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 the general public in western Pembroke Pines that cannot be reached by BCT buses.

To ensure that safe and quality service is offered through the Community Bus Service program.

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

~ TRANSPORTATION - The Senior 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. All van drivers possess a valid Florida commercial driver's license with passenger endorsement, special certifications, and are certified in first aid and CPR.

Provision of free public transportation service at designated stops along 3 fixed routes – green, gold, and blue. Service hours on the Green and Gold Routes range from 7:00 AM to 7:37 PM, Monday thru Saturday, and on the Blue Route 8:00 AM thru 1:20 PM, Tuesday thru Friday. Service extends west on the Gold and Green Routes from the Southwest Focal Point Senior Center to US 27 (Holly Lake Clubhouse) and east on the Blue Route from SWFP to University Drive and Pines Blvd(Broward County Library). The service is structured to allow for connections to Broward County Transit (BCT) routes 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. Service is not available on observed holidays. The headway on the Gold and Green Routes is 60 minutes and on the Blue Route is 90 minutes. All community bus program buses are wheelchair accessible in compliance with the Americans with Disabilities Act (ADA.)

### Budget Highlights

Effective November 2, 2010 Broward County amended their Interlocal Agreement with the City to include funding of our Blue Route. Under the amended Interlocal Agreement between the City of Pembroke Pines and Broward County, the County continues to pay the City at a rate of \$15.00 per passenger service hour per vehicle in revenue service for the Gold and Green Routes and have now included the same rate for the Blue Route with the exception of 17 service hours of the Blue Route which is paid at \$35.00 per passenger service hour. County requires strict maintenance of ridership of 7.1 passengers per service hour.

### 2010-11 Accomplishments

Service on the Blue bus route was expanded in May of 2011 to include new stops at St. Charles Place, Century Village, and Publix-Flamingo Pines Plaza. Concurrently, the stop at Pines Boulevard and McArthur Parkway was eliminated. The Blue Route shuttle operates every Tuesday through Friday from 8:00 AM until 1:20 PM.

# Community Bus Program Performance Measures Special Revenue 11 - 25

Indicator	2008-09		2009-10		2010-11	2011-12
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Number of information documents distributed	12,000	12,000	12,000	12,000	11,000	12,000
Road calls required (Calls for assistance due to mechanical problems)	21*	5	33*	10	5	5
Number of one-way client trips	195,147	203,500	209,099	206,650	196,000	206,650
<b>Effectiveness</b>						
Number of grievances filed against system	0	0	0	0	0	0
<b>Efficiency</b>						
Passengers per service hour	11.4	11.8	11.9	12.3	10.0	12.0
Passengers per mile	1.28	1.2	1.17	1.2	1.0	1.2
Vehicular accidents per 100,000 miles	0	0.002	0	0	0	0
Average cost per one-way client (any age) trip	\$2.39	\$2.50	\$2.33	\$3.25	\$3.00	\$2.50

\* Prior year's postponements of vehicle purchases resulted in more calls due to the age of the vehicles.

### Community Bus Program - Budget Summary

Revenue Category	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Grants from Local Units	344,511	261,794	309,703	309,703
Interfund Transfers	696,176	455,976	382,909	508,523
<b>Total</b>	<b>1,040,687</b>	<b>717,771</b>	<b>692,612</b>	<b>818,226</b>

Expenditure Category	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Personnel Services				
Salary	522,550	-	-	-
Benefits	319,483	-	-	-
Personnel Services Subtotal	842,033	-	-	-
Operating Expenses				
Professional Services	420	1,260	2,045	1,740
Other Contractual Services	123,379	517,848	505,547	605,366
Communication and Freight Services	1,029	1,130	1,200	1,480
Repair and Maintenance Services	31,918	77,485	82,420	77,920
Office Supplies	1,387	1,216	1,380	1,100
Operating Supplies	40,521	118,832	100,020	130,620
Operating Expenses Subtotal	198,654	717,771	692,612	818,226
<b>Total</b>	<b>1,040,687</b>	<b>717,771</b>	<b>692,612</b>	<b>818,226</b>





## Law Enforcement Trust Fund Treasury Confiscated

### Goals

To provide funding to support the activities that are covered under the Department of Treasury guidelines. These funds will continue to support the Police Department's efforts to increase interdiction of major crime activities involving narcotics and gang-related criminal offenses through enhanced data analysis.

Support of the Department's efforts in Community-Oriented and Problem-Solving Policing will continue. The Department emphasizes a continual improvement of its level of service and this 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.

### 2010-11 Accomplishments

No funds were expended in fiscal year 2010-11.

# Law Enforcement Trust Fund Treasury Confiscated Performance Measures

Indicator	2008-09		2009-10		2010-11	2011-12
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Funds spent on equipment and building improvements	\$9,690	\$6,649	\$0	\$133,376	\$0	\$33,150

### Law Enforcement Trust Fund Treasury Confiscated - Budget Summary

Revenue Category	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Fines & Forfeitures	39,928	35,838	3,246	-
Investment Income	2,112	7,505	1,300	6,000
Appropriated Fund Balance	-	-	263,329	-
Beginning Surplus	-	-	-4,546	27,150
<b>Total</b>	<b>42,041</b>	<b>43,343</b>	<b>263,329</b>	<b>33,150</b>

Expenditure Category	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 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	9,690	-	142,727	33,150
Capital Outlay Subtotal	9,690	-	235,402	33,150
<b>Total</b>	<b>9,690</b>	<b>-</b>	<b>263,329</b>	<b>33,150</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.

### 2010-11 Accomplishments

No funds were expended in fiscal year 2010-11.

# Law Enforcement Trust Fund Justice Confiscated Performance Measures

Indicator	2008-09		2009-10		2010-11	2011-12
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Funds spent on equipment	\$22,150	\$25,607	\$0	\$10,165	\$20,358	\$88,097

### Law Enforcement Trust Fund Justice Confiscated - Budget Summary

Revenue Category	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Fines & Forfeitures	8,472	87,634	77,636	-
Investment Income	2,342	7,890	1,300	-
Appropriated Fund Balance	-	-	235,036	-
Beginning Surplus	-	-	-58,578	88,097
<b>Total</b>	<b>10,814</b>	<b>95,524</b>	<b>255,394</b>	<b>88,097</b>

Expenditure Category	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Operating Expenses				
Professional Services	-	-	17,579	-
Other Contractual Services	-	-	26,150	-
Repair and Maintenance Services	-	-	30,683	-
Other Current Charges and Obligation	-	-	17,700	-
Operating Supplies	-	-	23,056	-
Operating Expenses Subtotal	-	-	115,168	-
Capital Outlay				
Machinery and Equipment	22,150	-	140,226	88,097
Capital Outlay Subtotal	22,150	-	140,226	88,097
<b>Total</b>	<b>22,150</b>	<b>-</b>	<b>255,394</b>	<b>88,097</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.

### 2010-11 Accomplishments

Funds were used to cover the cost of tuition and state exam fees for training police recruits at the Police Academy.

\$6,790 was expended on advanced leadership courses for police supervisors.

# Law Enforcement Trust Fund \$2 Police Education Performance Measures

Indicator	2008-09		2009-10		2010-11	2011-12
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
New recruits sent to the Police Academy	7	8	4	7	7	7
<b>Efficiency</b>						
Average cost per recruit	\$3,255	\$2,915	\$3,350	\$3,255	\$3,255	\$3,350



### Law Enforcement Trust Fund \$2 Police Education - Budget Summary

Revenue Category	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Fines & Forfeitures	54,576	62,461	66,829	55,245
Investment Income	1,715	2,911	1,100	5,000
Appropriated Fund Balance	-	-	130,773	-
Beginning Surplus	-	-	-12,664	-5,000
<b>Total</b>	<b>56,291</b>	<b>65,371</b>	<b>186,038</b>	<b>55,245</b>

Expenditure Category	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Operating Expenses				
Travel Per Diem	7,094	1,662	104,308	20,000
Publications and Memberships	35,143	22,185	81,730	35,245
Operating Expenses Subtotal	42,237	23,847	186,038	55,245
<b>Total</b>	<b>42,237</b>	<b>23,847</b>	<b>186,038</b>	<b>55,245</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.

Approximately \$70,000 was utilized to purchase Brother Pocketjet mobile printers for our officers to utilize with the new TraCS accident software for accident report taking. This will make data entry and collection more accurate and efficient in the field.

### 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.

### 2010-11 Accomplishments

Donated \$40,000 to the Police Athletic League (PAL) of Pembroke Pines, which is a 501(c)3 not-for-profit organization funded through donations, grants and enrollment fees.

Approximately \$5,927 has been used for the Exterior Vest Cover Reimbursement Program. Pembroke Pines Police Officers were given a one time opportunity to purchase an exterior vest cover for their ballistic vest panels. This cover makes it easier and more convenient to don the ballistic vest in high risk situations without having to wear the vest full time.

Indicator	2008-09		2009-10		2010-11	2011-12
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Funds spent for drug and crime prevention	\$52,190	\$35,994	\$42,346	\$55,277	\$22,514	\$18,163
Funds spent on equipment and building improvements	\$96,675	\$330,689	\$174,865	\$275,383	\$171,080	\$87,077

### Law Enforcement Trust Fund FDLE Confiscated - Budget Summary

Revenue Category	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Fines & Forfeitures	285,884	73,983	53,829	-
Investment Income	14,166	21,289	8,400	-
Appropriated Fund Balance	-	-	1,228,020	-
Beginning Surplus	-	-	137,144	105,240
<b>Total</b>	<b>300,049</b>	<b>95,272</b>	<b>1,427,393</b>	<b>105,240</b>

Expenditure Category	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Operating Expenses				
Professional Services	1,754	600	19,407	-
Travel Per Diem	-	-	37,243	-
Other Current Charges and Obligation	-	-	5,000	-
Operating Supplies	120,146	214,386	169,332	13,163
Operating Expenses Subtotal	121,900	214,986	230,982	13,163
Capital Outlay				
Buildings	-	-	831,575	-
Machinery and Equipment	28,719	2,925	364,836	87,077
Capital Outlay Subtotal	28,719	2,925	1,196,411	87,077
Grants and Aid				
Aids to Private Organizations	-	-	-	5,000
Grants and Aid Subtotal	-	-	-	5,000
<b>Total</b>	<b>150,620</b>	<b>217,911</b>	<b>1,427,393</b>	<b>105,240</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 8th Annual Swing for the Green Golf Tournament will be held in October 2011.

Several support groups are offered on a weekly basis for caregivers, as is personal development/enrichment for English and Spanish speaking clients.

Social Services offers weekly Visually Impaired Persons (VIP) support groups. This group is a place clients ventilate and verbalize their adjustments to living with visual impairment and are provided with frequent community guest speakers from Broward



## Older Americans Act (OAA) Grant

County Blind Services, the Transportation Authority Company and Lighthouse Broward.

### 2010-11 Accomplishments

Levy Strauss and Company made a donation in the amount of \$2,000 to be used for senior programming.

The 7th Annual Swing for the Green Golf Tournament held in October, 2010, was a big success bringing in a total of \$28,074.

The 30th annual Broward Aging Network Conference was held in May, 2011, and it was the first time for this location.

# Older Americans Act (OAA) Grant Performance Measures

Indicator	2008-09		2009-10		2010-11	2011-12
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Number of clients receiving daycare services	141	170	194	150	120	194
Number of senior clients registered at SW Focal Point Center	1,681	3,100	2,167	2,960	2,000	2,300
Units (1 hour) of service:						
Information	7,424	4,700	8,497	4,700	5,991	5,994
Referral	613	695	759	725	725	600
Public education	47	29	69	48	60	60
Personal care	5,083	4,237	5,134	4,576	4,576	4,576
Respite	390	300	390	390	390	390
Homemaker	3,381	3,539	3,381	3,381	3,380	3,176
Number of one-way client (Age 60+) trips per year	35,878	30,800	31,959	32,340	30,269	30,260
Health support-individual	689	695	17.5	725	725	72
Health support-group	1,515	890	1,601	890	959	959
Adult day care	75,409	151,648	36,064	75,417~	60,396	36,013
Counseling-individual	87	73	91	96	84	72
Counseling-group	115	115	140	115	115	84
Transportation (one-way client trips)	35,878	30,800	31,959	32,340	30,269	30,260
Recreation	5,778	105,853 (a)	6,007	5,600	5,596	5,596
<b>Effectiveness</b>						
% of service units billed	99%	100%	100%	100%	100%	100%
<b>Efficiency</b>						
Annual Area Agency on Aging monitoring report (compliance)	100%	100%	100%	100%	100%	100%
% of people who request and receive service	100%	100%	100%	100%	100%	100%
% of survey responses with a positive rating	100%	100%	100%	100%	100%	100%
Passengers per mile	3.4	3.0	3.4	3.0	3.0	3.5
Vehicular accidents per 100,000 miles	0.004	0.020	0.004	0.000	0.020	0.000
Road calls per passenger trip	0.084	0.200	0.200	0.100	0.100	0.000
Grant reimbursement per trip	\$7.90	\$41.86#	\$26.99	\$7.90	\$7.90	\$7.53

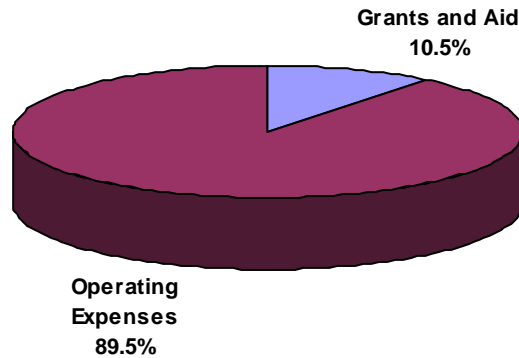
# The increased cost per trip is due to anticipated significant increase in fuel costs.

~ 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) Goal based on the number of individuals attending a recreation class. Per new Department of Elder Affairs (DOEA) regulation, only recreation classes will be counted as a service unit.

### Older Americans Act (OAA) Grant - Budget Summary

Revenue Category	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Federal Grants	676,800	427,921	447,570	444,530
Grants from Local Units	99,208	127,841	139,151	139,152
State Grants	267,557	240,676	277,611	243,320
Other Human Services Charges	92,290	-	-	-
Private Gifts / Contributions	52,888	35,516	90,725	84,568
Interfund Transfers	-	105,124	-	-
<b>Total</b>	<b>1,188,743</b>	<b>937,078</b>	<b>955,057</b>	<b>911,570</b>



Expenditure Category	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Personnel Services				
Salary	698,997	-	-	-
Benefits	205,435	-	-	-
Personnel Services Subtotal	904,432	-	-	-
Operating Expenses				
Professional Services	120	190	285	180
Other Contractual Services	160,744	824,129	813,027	792,869
Promotional Activities	891	-	-	-
Operating Supplies	25,000	24,500	46,457	23,234
Operating Expenses Subtotal	186,755	848,819	859,769	816,283
Grants and Aid				
Aids to Government Agencies	70,894	91,698	95,288	95,287
Grants and Aid Subtotal	70,894	91,698	95,288	95,287
<b>Total</b>	<b>1,162,080</b>	<b>940,517</b>	<b>955,057</b>	<b>911,570</b>





## Debt Service Fund

### Mission

To optimize City resources in obtaining funds for City projects.

### Goals

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

### Objectives

To account for the servicing of general long-term debt 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, 2011. 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 \$2,715,000 outstanding bonds that were not refunded are due in varying installments through October 1, 2013. They bear interest at rates which range from 4.10% 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 \$37,185,000 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 \$45,910,000 due in varying installments through October 1, 2033. The outstanding bonds bear interest at rates from 4.00% 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 \$19,665,000 due in varying installments through October 1, 2034. The outstanding bonds bear interest at rates from 3.25% 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 \$15,610,000 due in varying installments through October 1, 2034. The outstanding bonds bear interest at rates from 3.625%

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 \$41,135,000 due in varying installments through September 1, 2035. The outstanding bonds bear interest at rates from 3.30% 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 \$27,645,000 due in varying installments through October 1, 2022. The



## Debt Service Fund

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 \$41,110,000 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 \$25,755,000 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 \$40,080,000 due in varying installments through September 1, 2036. The outstanding bonds bear interest at rates from 4.00% to 4.75%, with interest payable semi-annually on March 1st and September 1st. The Series 2007 Bonds are general obligations of the City and are payable from unlimited ad valorem taxes on all taxable real and tangible personal property within the City (except exemptions provided by applicable law). There is no limitation as to the rate or amount of ad valorem taxes that can be levied for the purpose of paying the Series 2007 Bonds. The bonds maturing on or after September 1, 2018 are subject to redemption at the option of the City, on or after September 1, 2017, in such order of maturity as the City selects, plus accrued interest to the redemption date.

### ~ CHARTER SCHOOL REVENUE BONDS, SERIES 2008 (Reissued in May 2011):

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 \$63,195,000 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. No 2008 Bond shall bear interest at an interest rate higher than 12% per annum. The 2008 Bonds and the City's regular



## Debt Service Fund

payment obligations under the Series 2008 Swap Transaction are payable from and secured by a lien upon and pledge of revenues derived by the City from lease payments made to the City as a result of its ownership and operation of the Charter Schools and Charter Lab School, including fee-based pre-school programs and revenues received pursuant to leases and/or other agreements for use of such facilities. Pursuant to the Resolution, the City has covenanted to apply the funds on deposit in the Special Revenue Fund to the payment of the Charter School Lease Revenues prior to any other application. In the event the Pledged Revenues are not sufficient, the City has covenanted to budget and appropriate in its annual budget amounts sufficient to meet its obligation from Non-Ad Valorem Revenues. The covenant to budget and appropriate does not create any lien upon or pledge of such Non-Ad Valorem Revenues. The 2008 Bonds were issued on a parity with any Additional Parity Bonds.

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

On May 17, 2011, the City reissued the outstanding 2008 Bonds in the principal amount of \$63,495,000 from Weekly Rate Mode to Bank Rate Mode. This transaction was necessitated by the expiration of the Stand-by Bond Purchase Agreement on May 24, 2011. The reissued 2008 Bonds have a variable rate of the Securities Industry and Financial Markets Association (SIFMA) Municipal Swap Index plus a 0.89% interest spread for a three year term. The 2008 Bonds continue to have the four interest rate SWAPs of which the City pays fixed rates to the Counterparties and the Counterparties pay the City the SIFMA Municipal Swap Index rate. During the three year term, by paying the CONSTANT 0.89% interest spread, the City (1) is not 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 and (2) eliminates all the costs and expenses associated with the Liquidity Facility and the Remarketing Agent. The effective interest cost to the City for the three year term is the fixed rates that the City pays to the Counterparties plus the 0.89% interest spread.

~ VARIABLE RATE CAPITAL IMPROVEMENT REVENUE REFUNDING BONDS (Susan B. Anthony Center), SERIES 2008 (Reissued in September 2011):

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. Interest on the Series 2008 Bonds will be paid at the lesser of 12% per annum.



## Debt Service Fund

The Issuer may change the interest rate determination method from time to time.

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. The principal of, premium, if any, and interest on the Series 2008 Bonds are payable from and secured by a pledge of and an irrevocable lien upon the City's Electric Franchise Revenues on a parity with the Capital Improvement Revenue Refunding Bonds, Series 2006, the Capital Improvement Revenue Bonds (Phase II of Forman Senior Housing Project), Series 2007 and any Additional Parity Franchise Revenue Bonds.

On September 7, 2011, the City reissued the Variable Rate Capital Improvement Revenue Refunding Bonds (Susan B. Anthony Center), Series 2008 in the principal amount of \$8,040,000 with a Direct Purchase to replace the expired Letter of Credit. The Direct Purchase has a 5 year term with the fixed interest rate of 2.0079%.

### ~ 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 \$8,443,200 due in varying installments through December 1, 2026. The outstanding bonds bear interest at the rate of 4.1575%, with interest payable semi-annually on June 1st and December 1st. The principal and interest on these bonds are payable from a pledge of and lien upon the City's electric franchise revenues on a parity with the Capital Improvement Revenue Refunding Bonds, Series 2006, the Capital Improvement Revenue Bonds (Phase II of Forman Senior Housing Project), Series 2007, the Variable Rate Capital Improvement Revenue Refunding Bonds (Susan B. Anthony Center), Series 2008 and any Additional Parity Franchise Revenue Bonds. The Bonds are subject to redemption at the option and direction of the Issuer in whole or in part on any date on and after the 10th anniversary of the Delivery Date at a redemption price equal to the principal amount thereof to be redeemed plus interest accrued to the date of redemption.

### ~ Consolidated Utility System Revenue Bonds, Series 2010:

On December 21, 2010, the City issued the Consolidated Utility System Revenue Bonds, Series 2010 in the amount of \$12,300,000 for the purpose of financing certain improvements and expansions to the City's consolidated utility system. These Bonds have an outstanding balance of \$12,300,000 due in varying installments through December 1, 2025. The outstanding bonds bear interest at the rate of 3.50%, with interest payable semi-annually on June 1st and December 1st. The principal and interest on these bonds are payable solely from and secured by a pledge of the Net Revenues of the System levied and collected by the Issuer, and the moneys in certain funds and accounts created pursuant to the Resolution. The Bonds are not subject to optional redemption prior to December 1, 2015. After December 1, 2015, they may be subject to optional redemption, at the direction of the Issuer, in whole or in part, on any day for which proper notice of redemption may be given in accordance with the Resolution at a redemption price equal to the principal amount to be redeemed plus interest accrued to the date of redemption, plus a premium as set forth below:

Redemption Date:  Premium

December 2, 2015 through December 1, 2020:  1%

December 2, 2020 and thereafter:  0%

## Budget Highlights

Future debts will be issued as the Commission deems appropriate.

All of the outstanding bonds, except the last two bond issues which were sold at a negotiated private placement to banks, 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.



## Debt Service Fund

### 2010-11 Accomplishments

On December 21, 2010, the City successfully sold Consolidated Utility System Revenue Bonds, Series 2010 in the amount of \$12,300,000 at a negotiated private placement to TD Bank, N.A. at the annual rate of 3.50%. This financing will enable the City to improve and expand its consolidated utility system.

On May 17, 2011, the City reissued the Charter School Revenue Bonds, Series 2008, in the principal amount of \$63,495,000 with a Direct Purchase to replace the expired Liquidity Facility. The reissued 2008 Bonds have a variable rate of the Securities Industry and Financial Markets Association (SIFMA) Municipal Swap Index plus a 0.89% interest spread for a 3 year term.

On September 7, 2011, the City reissued the Variable Rate Capital Improvement Revenue Refunding Bonds (Susan B. Anthony Center), Series 2008 in the principal amount of \$8,040,000 with a Direct Purchase to replace the expired Letter of Credit. The Direct Purchase has a 5 year term with the fixed interest rate of 2.0079%.

All bond issues' obligations were met and covenants complied. As required by the City's Derivative Debt Management Policy, the City submits to the City Commission the Derivative Debt Annual Report 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	2008-09		2009-10		2010-11	2011-12
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Number of bond issues outstanding	13	14	13	13	13	14
Number of payments	113	116	112	112	112	100
<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%

**City of Pembroke Pines, Florida**  
**Schedule of Debt Service on Outstanding Bonds as of September 30, 2011**

Type of Bonds	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	Refunding	Various Capital Projects & Refunding
	Public Improv.	Taxable Comm. Services Tax	Taxable Comm. Services Tax	Public Improv.	Public Improv.	General Obligation	Public Improv. Refunding	Capital Improv. Refunding
Revenue	\$19,600,000	\$39,935,000	\$49,910,000	\$20,140,000	\$15,975,000	\$47,000,000	\$29,720,000	\$45,050,000
General Obligation						General Obligation		
Fiscal Y/E								
Sep 30	Series 2001	Series 2003A	Series 2004	Series 2004A	Series 2004B	Series 2005	Series 2006	Series 2006
2012	966,265	2,991,214	3,428,956	1,391,741	1,113,343	2,794,252	2,348,450	3,370,312
2013	964,425	2,987,409	3,426,181	1,390,110	1,114,136	2,794,438	2,349,150	3,365,513
2014	960,210	2,985,768	3,423,431	1,391,610	1,113,879	2,797,377	2,348,050	3,373,012
2015	-	2,985,994	3,426,731	1,391,397	1,112,423	2,797,828	3,294,550	3,370,675
2016	-	2,982,935	3,420,763	1,389,735	1,109,678	2,795,707	3,296,675	3,361,088
2017	-	2,981,445	3,420,331	1,391,835	1,110,760	2,798,583	3,293,050	3,369,962
2018	-	2,981,222	3,416,813	1,387,732	1,110,587	2,798,557	3,288,550	3,366,713
2019	-	2,977,119	3,415,088	1,386,942	1,109,059	2,796,158	3,282,925	3,371,350
2020	-	2,978,838	3,414,919	1,389,365	1,110,701	2,796,757	3,285,675	3,363,487
2021	-	2,976,078	3,412,881	1,384,763	1,105,656	2,795,158	3,276,550	3,372,113
2022	-	2,973,692	3,408,578	1,383,263	1,109,294	2,794,520	3,290,800	3,364,237
2023	-	2,971,381	3,404,791	1,384,831	1,106,253	2,794,495	3,284,400	3,363,763
2024	-	2,963,995	3,406,134	1,383,844	1,106,125	2,796,707	-	3,366,363
2025	-	2,966,088	3,397,481	1,380,725	1,104,125	2,795,945	-	3,250,153
2026	-	2,962,210	3,397,212	1,379,750	1,105,500	2,797,208	-	3,249,963
2027	-	2,957,212	3,389,875	1,380,625	1,105,125	2,795,282	-	3,245,028
2028	-	2,955,648	3,386,500	1,379,250	1,103,000	2,795,170	-	1,148,687
2029	-	2,952,069	3,386,563	1,375,625	1,099,125	2,796,745	-	1,142,569
2030	-	2,946,177	3,384,669	1,374,625	1,098,375	2,799,270	-	1,144,750
2031	-	2,942,524	3,380,556	1,376,000	1,100,500	2,797,520	-	1,140,125
2032	-	2,935,662	3,378,831	1,374,625	1,095,500	2,796,495	-	1,138,694
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	\$ 2,890,900	\$ 68,219,597	\$ 78,267,484	\$ 33,175,768	\$ 26,526,644	\$ 67,110,947	\$ 36,638,825	\$ 59,238,557
Principal outstanding FY 2011	\$ 2,715,000	\$ 37,185,000	\$ 45,910,000	\$ 19,665,000	\$ 15,610,000	\$ 41,135,000	\$ 27,645,000	\$ 41,110,000



**City of Pembroke Pines, Florida**  
**Schedule of Debt Service on Outstanding Bonds as of September 30, 2011**

Type of Bonds	Senior Housing Project Tower 3	Various Capital Projects	Refunding & New charter School Projects	Refunding Susan B. Anthony Center 2005 Bonds	Refunding		Total Debt Service/ Principal
	\$26,805,000	\$43,000,000	\$64,095,000	\$8,040,000	\$8,545,700	\$12,300,000	
Revenue	Capital Improv.		Charter School	Variable Rate Cap Improv. Refunding	Capital Improv. Refunding	Consolidated Utility System	
General Obligation		General Obligation	*	**			
Fiscal Y/E Sep 30	Series 2007	Series 2007	Series 2008	Series 2008	Series 2010	Series 2010	
2012	1,713,362	2,680,988	3,135,655	124,332	701,192	1,024,769	27,784,831
2013	1,715,663	2,681,787	2,897,916	193,764	705,714	1,059,355	27,645,561
2014	1,716,962	2,680,075	2,893,708	193,764	704,418	1,058,950	27,641,214
2015	1,717,263	2,678,075	2,889,501	341,957	702,021	1,058,530	27,766,945
2016	1,716,562	2,679,675	2,893,018	343,281	703,538	1,058,096	27,750,751
2017	1,714,013	2,678,425	2,887,268	354,365	703,784	1,057,647	27,761,468
2018	1,716,250	2,679,225	2,901,508	360,148	707,676	1,057,182	27,772,163
2019	1,712,319	2,683,112	2,872,614	365,689	705,234	1,056,701	27,734,310
2020	1,716,300	2,679,875	2,863,802	370,990	706,283	1,056,203	27,733,195
2021	1,714,900	2,683,250	2,870,339	371,109	706,141	1,055,687	27,724,625
2022	1,712,300	2,682,675	2,866,112	385,928	708,345	1,055,153	27,734,897
2023	1,713,400	2,684,625	3,989,147	395,325	708,938	1,054,601	28,855,950
2024	1,713,100	2,678,875	4,232,883	399,420	707,946	1,054,029	25,809,421
2025	1,716,300	2,680,650	4,040,186	408,214	827,893	1,053,438	25,621,198
2026	1,717,287	2,679,500	4,030,501	416,647	827,123	1,052,826	25,615,727
2027	1,716,038	2,680,425	5,493,713	419,779	829,084	-	26,012,186
2028	1,713,375	2,683,200	6,511,497	437,488	-	-	24,113,815
2029	1,713,750	2,683,400	6,517,182	449,656	-	-	24,116,684
2030	1,716,250	2,679,800	6,479,341	456,402	-	-	24,079,659
2031	1,715,750	2,682,400	6,449,891	472,665	-	-	24,057,931
2032	1,717,125	2,680,725	6,131,622	483,387	-	-	23,732,666
2033	1,715,250	2,679,775	6,108,968	493,626	-	-	22,571,288
2034	1,715,000	2,684,313	6,078,953	508,324	-	-	22,540,313
2035	1,716,125	2,683,863	6,068,186	522,418	-	-	16,245,967
2036	1,713,500	5,478,425	6,033,142	540,850	-	-	13,765,917
2037	1,716,875	-	6,004,961	558,559	-	-	8,280,395
2038	-	-	5,980,064	570,606	-	-	6,550,670
2039	-	-	-	586,989	-	-	586,989
Total debt service	\$ 44,595,019	\$ 69,827,138	\$ 122,121,678	\$ 11,525,682	\$ 11,655,330	\$ 15,813,167	\$ 647,606,736
Principal outstanding FY 2011	\$ 25,755,000	\$ 40,080,000	\$ 63,195,000	\$ 8,040,000	\$ 8,443,200	\$ 12,300,000	\$ 388,788,200

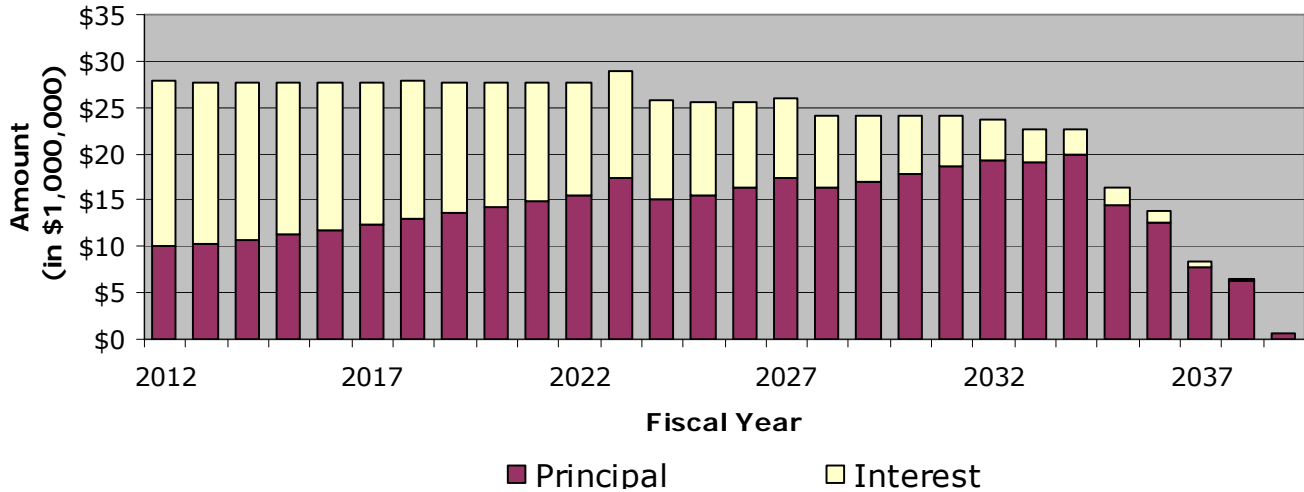
\* Based on fixed interest rates of 3.324% and 3.794% payable by the City pursuant to the Series 2008 Swap Transaction plus the 0.89% interest spread during the Index Rate Period.

\*\* Estimate based on the 5 year fixed rate of 2.41% provided by TD Bank on June 17, 2011. These bonds are to be reissued and the debt service will be finalized in the beginning of September 2011.

## 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, 2011" regarding the two variable rate bond issues, the total annual debt service will be fairly constant for the next 23 years, 2012 – 2034, at approximately \$22,600,000 to \$28,900,000. From the year of 2035 forward and as more bonds mature, the total annual debt service will decline significantly, if no additional bonds are issued.

### Annual Principal and Interest Payment FY2012 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) as rent payments to the City. The Susan B. Anthony Center was built by the City and funded by the City's refunded Variable Rate Capital Improvement Revenue Bonds, Series 2005 (Susan B. Anthony Center).

The total outstanding bond principal balance as of September 30, 2011 is \$388,788,200, representing an increase of \$3,427,500 from prior year.

### Property Taxable Value for fiscal Year Ending Sept. 30, 2011 (2010 Tax Year)

Just Value	12,597,755,293
Less: Property and Personal Exemptions	(3,437,334,794)
Homestead Assessment Differential <sup>(1)</sup>	(666,336,890)
Nonhomestead Residential Property Differential <sup>(2)</sup>	(256,110)
Certain Residential and Nonresidential Real Property Differential <sup>(2)</sup>	(38,249,300)
Agricultural Differential <sup>(3)</sup>	(34,164,750)
Pollution Control Devices Differential <sup>(4)</sup>	(104,553)
Value Adjustment Board & Broward County Property Appraiser Adjustments	(26,651,836)
Final Taxable Value	<u><u>\$8,394,657,060</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.

(3) Per F.S. 193.461, no lands shall be classified as agricultural lands unless a return is filed on or before March 1 of each year.

(4) Per F.S. 193.621, the reassessed value may not be greater than its market value as salvage.

## **Legal Debt Limit**

There are no direct limitations imposed by the Florida Constitution or the Florida Statutes on the amount of debt that the City can issue.

The City of Pembroke Pines' limit is governed by the City's Ordinances No. 1560 (Debt Management Policy) and No. 1561 (Derivative Debt Management Policy) adopted on November 1, 2006.

<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>\$125,919,856</b>
<u>General Obligation Bonds:</u>		
General Obligation Bonds, Series 2005	41,135,000	
General Obligation Bonds, Series 2007	40,080,000	
<b>Total General Obligation Bonds subject to debt limitation</b>	<u>                                </u>	<b>81,215,000</b>
<b>Legal debt margin</b>		<u><b>\$44,704,856</b></u>

## **Bond Covenants**

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

### ***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 (Reissued in May 2011)***

Additional Parity Bonds payable on a parity with the 2008 Bonds may be issued for acquisition or construction of additional educational facilities and related facilities for Charter Schools or Charter Lab School or for refunding of Bonds, and only if the pledged revenues for the most recent full fiscal year equal at least 120% of the maximum bond debt service requirement on all existing and proposed parity bonds.

***Variable Rate Capital Improvement Revenue Refunding Bonds, Series 2008 (Reissued in September 2011)***

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

***Capital Improvement Revenue Refunding Bonds, Series 2010***

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

***Consolidated Utility System Revenue Bonds, Series 2010***

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

## Debt Service Fund - Budget Summary

Revenue Category	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Ad Valorem Taxes	5,520,777	5,482,360	5,452,827	5,412,172
Public Service Taxes	1,785,668	1,790,358	1,790,715	1,787,007
Communications Service Tax	6,442,385	6,463,395	6,455,567	6,440,655
Franchise Fees	816,710	820,652	817,511	811,650
Investment Income	104,744	147,066	54,658	102,437
Rents & Royalties	10,906,060	12,014,252	12,269,808	11,343,869
Interfund Transfers	605,731	-	230,400	961,000
Debt Proceeds	-	8,545,700	-	-
Beginning Surplus	-	-	-364,256	-80,020
<b>Total</b>	<b>26,182,075</b>	<b>35,263,783</b>	<b>26,707,230</b>	<b>26,778,770</b>

Expenditure Category	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Debt Services				
Principal Payments	7,140,000	7,950,000	8,872,500	9,457,600
Interest Payments	17,812,377	17,408,607	17,073,725	17,302,470
Other Debt Service Costs	416,391	9,271,084	761,005	18,700
Debt Services Subtotal	25,368,768	34,629,691	26,707,230	26,778,770
Other				
Bond Issuance	-	45,349	-	-
Other Subtotal	-	45,349	-	-
<b>Total</b>	<b>25,368,768</b>	<b>34,675,040</b>	<b>26,707,230</b>	<b>26,778,770</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 for October 1st. 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 2012 because, per policy, the total project costs appropriated in the year the project commences carry-forward to subsequent years if unspent. As a result, projects which will be financed by the General Obligation Bonds were appropriated in the fiscal year 2007, and the unspent portions will become part of the fiscal year 2012 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.

### 2010-11 Accomplishments

Completed the following projects as part of the \$90,000,000 General Obligation Bond Initiative:

- Expansion and renovation of the Pembroke Shores gymnasium in partnership with the YMCA of Broward County.
- Pines Blvd. & Hiatus Rd. Traffic Improvements – Addition of a northbound left turn lane on Hiatus Road at Pines Boulevard, replacement of signal mast arm for northbound traffic on Hiatus Road, and installation of the final lift of asphalt and traffic markings on Hiatus Road between Pines Boulevard and Johnson Street,
- Fletcher Park - Increase parking lot lighting for softball complex,
- Maxwell Park- Increase parking lot lighting,
- Citywide-Variou fence projects, and
- Flanagan High School portable concession stand and equipment.
- 9/11-Memorial & Veteran Monument.

## Municipal Construction Fund Performance Measures

Indicator	2008-09		2009-10		2010-11	2011-12
	Actual	Goal	Actual	Goal	Goal	Goal

**Outputs**

Number of projects completed

N/A \*

\* This is a new measure to be tracked in future years.

### Municipal Construction Fund - Budget Summary

Revenue Category	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Franchise Fees	2,298,024	2,242,686	2,551,225	2,574,874
Federal Grants	8,018,372	2,370,445	1,623,594	-
Grants from Local Units	-	72,019	-	-
State Grants	342,838	133,373	-	-
Investment Income	345,408	516,684	-	-
Other Miscellaneous Revenues	-	0	-	-
Private Gifts / Contributions	4,597,826	415,130	310,806	86,207
Beginning Surplus	-	-	230,400	924,793
Prior Year Bond Proceeds	-	-	31,220,534	-
<b>Total</b>	<b>15,602,468</b>	<b>5,750,337</b>	<b>35,936,559</b>	<b>3,585,874</b>

Expenditure Category	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Operating Expenses				
Repair and Maintenance Services	12,048	29,747	27,520	-
Operating Supplies	143,003	31,638	71,385	-
Road Materials and Supplies	8,417,769	717,985	1,164,760	-
Operating Expenses Subtotal	8,572,820	779,370	1,263,665	-
Capital Outlay				
Capital Contingency	-	-	2,470,328	-
Land	9,154,126	-	92,421	-
Buildings	1,732,516	2,142,535	10,061,196	-
Improvements Other Than Buildings	409,663	672,941	15,002,327	-
Machinery and Equipment	385,060	49,330	718,552	-
Infrastructure	1,100,702	74,304	3,329,088	-
Capital Outlay Subtotal	12,782,067	2,939,110	31,673,912	-
Debt Services				
Principal Payments	-	-	2,580,915	2,574,874
Interest Payments	89,765	72,664	25,060	50,000
Debt Services Subtotal	89,765	72,664	2,605,975	2,624,874
Grants and Aid				
Aids to Government Agencies	742	-	105,438	-
Aids to Private Organizations	347,386	74,946	57,169	-
Grants and Aid Subtotal	348,128	74,946	162,607	-
Other				
Transfers	605,731	-	230,400	961,000
Other Subtotal	605,731	-	230,400	961,000
<b>Total</b>	<b>22,398,511</b>	<b>3,866,091</b>	<b>35,936,559</b>	<b>3,585,874</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 required to operate and maintain the existing utility infrastructure and customer service operations. Changes from the current budget include the following:

- \$0.6 million for the first principal payment on the \$12.3 million bank loan for the AWS project;
- \$0.5 million for the replacement of approximately 2,500 linear feet of waterline located immediately north of the water plant;
- \$0.3 million for increased wastewater treatment charges paid to the City of Hollywood;

Phase I of the Alternative Water Supply Project (AWS) has been completed. The project will treat more than a million gallons of raw sewage per day to drinking water standards to recharge the Biscayne Aquifer as required by the South Florida Water Management District. Phase II of the project is on hold pending a future City Commission workshop to discuss the rapidly changing regulatory environment and to determine whether the project could be delayed for 1-2 years without having a negative impact on the utility's ability to supply water and sewer services to its customers. Funds have not been appropriated for the AWS project in the fiscal year 2011-12 adopted budget.

### 2010-11 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 and permits of wastewater treatment unit number one. The construction work on the rehabilitation of wastewater treatment unit number one began in September, 2011, and is scheduled to take 180 days to complete.

Completed plans and permits for the replacement of waterlines on the following streets:

- NW 77 Way - Johnson Street to NW 13 Street
- NW 10 Street - NW 77 Way to NW 76 Terrace
- NW 11 Street - NW 78 Avenue to NW 76 Terrace
- NW 11 Court - NW 77 Way to NW 76 Terrace
- NW 12 Street - NW 77 Way to NW 76 Terrace.

The construction and inspections on the replacement of waterlines on the streets began in July, 2011, and are scheduled to be completed in November, 2011.

# Utilities Performance Measures

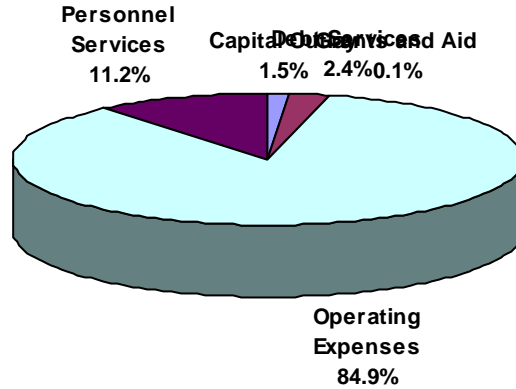
Indicator	2008-09		2009-10		2010-11	2011-12
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Number of potable water meters replaced *	1,932	1,450	1,601	2,700	2,500	2,000
Linear feet of gravity sewer mains rehabilitated eliminating inflow and infiltration into the sanitary sewer system *	5,250	5,000 ~	2,000	5,000~	5,000~	5,000
Miles of water main maintained	521	510	521	521	521	521
Fire hydrants maintained	4,500	4,470	4,480	4,510	4,520	4,500
Lift stations maintained	187	185	186	187	187	186
Miles of sanitary sewer maintained	411	420	411	411	411	411
Miles of force main maintained	34	34	34	35	34	34
<b>Effectiveness</b>						
PH (County standard 6.5 - 9.1 or higher)	9.20	9.20	9.20	9.20	9.20	9.20
Total Residual Chlorine (County standard 4.0 or lower)	3.50	3.50	3.50	3.50	3.50	3.50
Color (County standard 15.0 or lower)	6.00	6.00	6.00	6.00	6.00	6.00
Fluoride ASF (County standard 0.8 or lower)	0.80	0.80	0.80	0.80	0.80	0.80
Turbidity NTU (County standard 1.0 or lower)	0.06	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)	5.25	5.20	5.20	5.20	5.25	5.20
TSS Effluent (County standard 20 or lower)	3.00	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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Federal Grants	-	192,400	-	-
Building Permits	14,416	7,536	20,000	30,000
General Government Charges	40,913	46,673	39,200	44,200
Physical Environment Charges	715,017	605,247	670,000	672,000
Water/Sewer Charges	36,532,568	36,150,822	40,850,770	41,511,584
Investment Income	665,177	665,360	417,688	422,000
Disp of Fix Assets / Sale of Equip/ Sc	-2,573	-	1,000	1,000
Miscellaneous Revenues	-	-	1,000	1,000
Other Miscellaneous Revenues	11,723	2,453	11,000	6,000
Debt Proceeds	-	-	12,300,000	-
Prior Year Bond Proceeds	-	-	-2,757,846	-
Water/Sewer Connection	355,884	574,813	370,000	450,000
Capital Contributed from Developer	361,261	105,740	-	-
Beginning Retained Earnings	-	-	806,446	-
<b>Total</b>	<b>38,694,386</b>	<b>38,351,045</b>	<b>52,729,258</b>	<b>43,137,784</b>



## Utilities - Budget Summary

<b>Expenditure Category</b>	<b>2008-09 Actual</b>	<b>2009-10 Actual</b>	<b>2010-11 Budget</b>	<b>2011-12 Budget</b>
Personnel Services				
Salary	4,366,070	3,416,602	3,016,272	2,802,894
Benefits	3,203,075	2,161,584	1,782,965	2,024,356
<b>Personnel Services Subtotal</b>	<b>7,569,145</b>	<b>5,578,185</b>	<b>4,799,237</b>	<b>4,827,250</b>
Operating Expenses				
Contingency	-	-	34,306	235,632
Professional Services	183,427	108,710	231,550	211,217
Accounting and Auditing	71,862	71,754	73,780	54,068
Other Contractual Services	2,343,318	3,198,773	3,830,939	4,174,738
Travel Per Diem	126	1,379	1,800	950
Communication and Freight Services	212,047	216,302	218,000	220,291
Utility Services	7,603,862	7,895,067	8,958,500	9,090,000
Rentals and Leases	108,297	106,233	112,994	112,470
Insurance	771,648	877,308	2,293,730	2,411,247
Repair and Maintenance Services	931,304	1,161,270	2,437,087	1,978,072
Printing and Binding	10,900	9,836	15,500	15,250
Promotional Activities	1,060	-	3,170	750
Depreciation	5,784,962	5,497,480	1,593,555	2,120,000
Other Current Charges and Obligation	14,106,782	13,721,939	14,782,797	14,282,795
Office Supplies	13,990	12,207	15,950	15,250
Operating Supplies	1,554,846	1,553,489	1,822,580	1,659,050
Road Materials and Supplies	19,674	19,541	25,000	25,000
Publications and Memberships	375	-	2,750	2,250
<b>Operating Expenses Subtotal</b>	<b>33,718,483</b>	<b>34,451,289</b>	<b>36,453,988</b>	<b>36,609,030</b>
Capital Outlay				
Buildings	-	-	10,404,903	-
Improvements Other Than Buildings	-	-	613,318	520,000
Machinery and Equipment	-	-	10,047	110,000
<b>Capital Outlay Subtotal</b>	<b>-</b>	<b>-</b>	<b>11,028,268</b>	<b>630,000</b>
Debt Services				
Principal Payments	-	-	-	604,854
Interest Payments	-	-	334,834	412,859
Other Debt Service Costs	-	-	700	700
<b>Debt Services Subtotal</b>	<b>-</b>	<b>-</b>	<b>335,534</b>	<b>1,018,413</b>
Grants and Aid				
Aids to Government Agencies	-	-	53,091	53,091
<b>Grants and Aid Subtotal</b>	<b>-</b>	<b>-</b>	<b>53,091</b>	<b>53,091</b>
Other				
Bond Issuance	-	-	59,140	-
<b>Other Subtotal</b>	<b>-</b>	<b>-</b>	<b>59,140</b>	<b>-</b>
<b>Total</b>	<b>41,287,628</b>	<b>40,029,474</b>	<b>52,729,258</b>	<b>43,137,784</b>

### Utilities - Personnel Summary

Position Title	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
12052 Controller/Internal Auditor	0.5	-	-	-
12055 Deputy Public Services Director	0.5	0.5	0.5	0.5
12109 Administrative Supervisor	3	2	2	2
12149 Division Director Utilities	1	1	1	-
12187 Laboratory Technician II	1	-	-	-
12188 Laboratory Technician I	1	-	-	-
12500 City Engineer	0.5	0.5	-	-
12513 Account Clerk III	1	1	1	1
12515 Accounting Clerk II	1	-	-	-
12516 Assistant City Manager	-	0.5	0.5	0.5
12523 Accountant	2	-	-	-
12550 Backflow Specialist	1	1	1	1
12552 Budget Analyst	1	-	-	-
12672 Chief Waste Water Operations	1	1	1	1
12673 Chief Water Operations	1	1	1	1
12684 Clerical Spec II	2	-	-	-
12740 Custodian	1	-	-	-
12753 Utility Service Worker II/Camera Oper	1	1	1	1
12767 Utility Maintenance Supervisor	4	1	1	1
12770 Engineer Inspector	2	-	-	-
12774 Engineer	-	-	0.5	-
12778 W-Utility Ser Worker I	1	-	-	-
12779 W-Utility Ser Worker II	8	6	6	6
12785 S-Utility Service Worker I	3	3	3	3
12786 S-Utility Service Worker II	6	2	2	2
12831 CADD Operator	1	1	1	1
12926 Water Plant Operator I	3	3	3	3
12928 Water Plant Operator III	6	4	4	4
12946 S-Treatment Plant Operator I	2	1	1	1
12947 S-Treatment Plant Operator II	4	4	4	4
12948 S-Treatment Plant Operator III	3	3	3	3
13001 Public Services Director	0.5	0.5	0.5	0.5
13160 Utility Special Project Manager	1	1	1	-
13163 Division Director of Utilities	-	-	-	1
13674 P/T Chief Chemist	1	1	1	1
13681 P/T Clerk Spec II	1	1	1	1
13926 P/T Water Plant Operator I	1	1	1	1
Total				
Full-time	63	38	38	36.5
Part-time	4	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

The budget has increased due to the rising cost of health insurance.

Continue the following:

- \* provide services and educate employees regarding benefits;
- \* monitor procedures to control claims cost;
- \* transfer risks as applicable;
- \* procure and provide the appropriate cost effective insurance programs; and
- \* investigate and review options to reduce all claims costs including employee benefits.

### 2010-11 Accomplishments

Redefined procedures to better control claims cost, worker's compensation costs, and the recovery of subrogation losses.

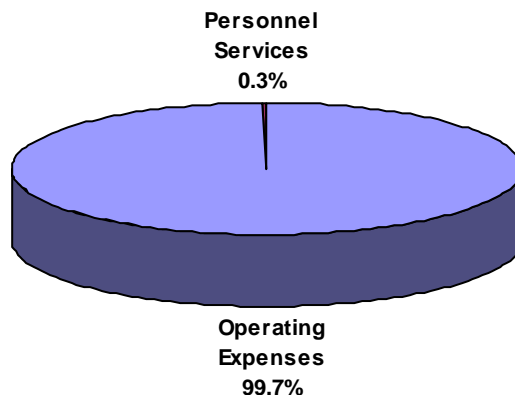
## Public Insurance Fund Performance Measures

Indicator	2008-09		2009-10		2010-11	2011-12
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Safety seminars	6	5	25	20	5	5
<b>Effectiveness</b>						
Total claims	166	100	125	120	100	134
<b>Efficiency</b>						
Average WC Insurance cost per FT Employee	\$1,233	\$1,000	\$1,454	\$2,000	\$1,000	\$1,500



## Public Insurance Fund - Budget Summary

Revenue Category	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
General Government Charges	13,778,097	14,869,557	24,164,169	25,713,528
Investment Income	417,312	517,954	104,093	315,152
Other Miscellaneous Revenues	2,232,565	1,819,389	1,749,970	1,821,245
<b>Total</b>	<b>16,427,974</b>	<b>17,206,900</b>	<b>26,018,232</b>	<b>27,849,925</b>



Expenditure Category	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Personnel Services				
Salary	116,708	84,266	62,437	60,840
Benefits	63,580	38,967	25,391	27,991
Personnel Services Subtotal	180,288	123,234	87,828	88,831
Operating Expenses				
Other Contractual Services	-	16,134	77,239	84,100
Insurance	16,243,742	17,063,498	25,843,620	27,664,494
Repair and Maintenance Services	-	-	2,000	2,000
Printing and Binding	-	-	2,046	5,000
Other Current Charges and Obligation	-	-	-1	-
Office Supplies	3,818	4,034	4,500	4,500
Operating Supplies	126	-	1,000	1,000
Operating Expenses Subtotal	16,247,686	17,083,666	25,930,404	27,761,094
<b>Total</b>	<b>16,427,974</b>	<b>17,206,900</b>	<b>26,018,232</b>	<b>27,849,925</b>

Position Title	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
12010 Insurance Clerk	1	-	-	-
12014 Risk Management/Benefits Supervisor	1	1	1	1
Total				
Full-time	2	1	1	1
Part-time	-	-	-	-



## General Employees Pension

### Mission

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

### Goals

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

### Objectives

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

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

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

To ensure that all employees contribute 8.5% of their gross wages, as required by the Plan.

To correctly pay pension benefits in accordance with stated policy.

### Major Functions and Activities

The General Employees Pension Plan was established by referendum in 1973 and restated on October 1, 1989. It has subsequently been amended by the following Ordinances:

ORDINANCE NUMBER	DATED
992	April 15, 1992
1058	December 15, 1993
1297	March 17, 1999
1413	June 19, 2002
1479	March 17, 2004
1515	May 18, 2005
1520	August 3, 2005
1555	August 16, 2006
1614	September 3, 2008
1668	August 4, 2010

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-tax. Upon normal retirement, a participant would receive a monthly pension amount equal to 2.85% of average yearly earnings for the highest two fiscal years of continuous service multiplied by years of service (not to exceed 28.07 years). Effective June 30, 2010 participation in the Plan 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 7.75% which approximates to \$15.0 million in investment income. The actuarial assumption of 7.75% represents the average long term expected rate of return.

The Annual Required Contribution (ARC) for fiscal year 2011-12 is approximately \$3.7 million; this represents an increase of \$0.4 million or 12.8% over the 2010-11 actual contribution.

### 2010-11 Accomplishments

The City's ARC for the fiscal year ending 2010-11 is \$3.3 million. This represents a \$0.2 million or 5.3% decrease from last year. The City will be making the full contribution by the end of the year.

For the period ending March 31, 2011, the GEPP investments were valued at \$125.8 million. The annualized net rate of return for the GEPP was 14.2% for the twelve months ending March 2011.

## General Employees Pension Performance Measures

Indicator	2008-09		2009-10		2010-11	2011-12
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Retired participants	299#	235	348	292	350	353
Benefits (in millions) paid to participants	\$7.6M	\$5.9M	\$8.8M	\$6.5M	\$8.3M	\$9.0M
Average retirement age	58#	55	57	55	55	55
Average salary increase	2.08%	8.41%	-0.15%	3.00%	0.00%	0.00%
<b>Effectiveness</b>						
% of transfers completed within a week of due date	100%	100%	100%	100%	100%	100%
Return on investment	-3.78%	8.00%	10.71%	8.00% **	7.50%	7.75%**
City contribution as a % of covered payroll	34.40%	31.50%	^23.50%	58.3%	19.40%	^25.15%
<b>Efficiency</b>						
% of administrative costs to total assets	0.05%	0.05%	0.08%	0.05%	0.05%	0.05%

# Revised on 6/28/2011.

\*\* The actuarial assumption represents the average long term expected rate of return. It was increased from 7.5% in 2009-10 to 7.75% in 2010-11 & 2011-12.

^ FY2010-11 & FY2011-12 covered payroll includes salaries for all active employees & inactive employees whose benefits were frozen effective 7-1-2010.

### General Employees Pension - Budget Summary

Revenue Category	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Investment Income	-4,178,115	11,434,873	9,769,000	15,000,000
Pension Fund Contributions	9,709,936	4,660,765	3,565,317	4,009,516
Beginning Surplus	-	-	-4,915,317	-9,929,516
<b>Total</b>	<b>5,531,820</b>	<b>16,095,638</b>	<b>8,419,000</b>	<b>9,080,000</b>

Expenditure Category	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Operating Expenses				
Professional Services	102,009	122,450	120,000	80,000
Pension Benefits	7,602,125	8,766,235	8,299,000	9,000,000
Other Current Charges and Obligation	-37,584	-20,517	-	-
Operating Expenses Subtotal	7,666,550	8,868,167	8,419,000	9,080,000
<b>Total</b>	<b>7,666,550</b>	<b>8,868,167</b>	<b>8,419,000</b>	<b>9,080,000</b>



## Police and Fire Pension

### Mission

To accumulate sufficient financial assets in order to provide long-term pension benefits to the City's Firefighters and Police Officers who have served the residents of the City of Pembroke Pines.

### Goals

To accurately account for all the financial resources of the Pension Plan whether earned through investments or contributed by the City, the State, and the members; to pay pension benefits as they become due; and to maintain the actuarial soundness of the Plan.

### Objectives

To provide accurate, timely and efficient accounting for the Firefighters and Police Officers Pension Fund related activities, as administered by the Pension Board of Trustees (hereinafter referred to as the Board).

To maintain the actuarial soundness of the Plan by funding the full amount of the Annual Required Contribution as determined by the Plan's actuary.

To invest the assets of the Plan in accordance with the Investment Policy adopted by the Board.

To ensure that all members of the Plan contribute the required 10.4% of regular wages.

To accurately pay pension benefits to retired members and their beneficiaries on a timely basis and in accordance with stated policy.

### Major Functions and Activities

The Plan, which is a single employer, defined benefit plan, was established to provide retirement benefits to Firefighters and Police Officers in the City. A more detailed description of the Plan and its provisions appears in the City's Code of Ordinances constituting the plan and the summary plan description.

The City of Pembroke Pines Firefighters and Police Officers Pension Fund was established by referendum in 1973. It has subsequently been amended by the following ordinances:

ORDINANCE NUMBER	DATED
557	February 19, 1981
829	March 4, 1987
967	September 19, 1991

1014	November 4, 1992
1067	February 16, 1994
1091	September 8, 1994
1131	September 6, 1995
1198	December 18, 1996
1249	January 7, 1998
1318	November 17, 1999
1321	December 15, 1999
1325	January 19, 2000
1353	September 20, 2000
1360	November 15, 2000
1443	June 18, 2003
1480	March 17, 2004
1521	August 3, 2005
1572	February 21, 2007
1581	May 16, 2007
1669	August 4, 2010
1693	June 15, 2011

The City is required to contribute an actuarially determined amount that, when combined with participants' contributions and contributions from the State of Florida, will fully provide for all benefits as they become payable.

Participants were required to contribute 10.4% of regular wages, the State contributed approximately 7.8%, and the City's contribution is based on the actuarial valuation using the frozen initial liability method and the level percent closed amortization method. Unfunded liabilities are amortized over 30 years consistent with Chapter 112, Part VII, Florida Statutes.

#### Eligibility:

All full-time employees, as defined in the Ordinance, are required to participate in the Pension Plan as a condition of continued employment, provided at the time of hiring the employee is at least eighteen years of age and has satisfactorily completed all required medical examinations.

#### Service Retirement Benefits:

For Police Officer and Firefighter members of the Plan, normal retirement is the earliest of (1) the attainment of age 50 and the completion of 10 years of continuous service, or (2) the completion of 20 years of service regardless of age.

Police officers hired before May 1, 2010, shall receive a monthly pension, equal to 4% per year of continuous service prior to May 1, 2010 plus 3.5% per year of continuous service after April 30, 2010, of the average monthly earnings for the highest two years multiplied by the number of years of continuous service provided pension does not exceed 80% of the average monthly earnings.



## Police and Fire Pension

Police officers hired after April 30, 2010, shall receive a benefit amount equal to 3% per year of the average monthly earnings for the highest two years multiplied by the number of years of continuous service provided pension does not exceed 80% of the average monthly earnings for the highest two years of continuous service.

Firefighter members hired on or before June 18, 2003, shall receive a monthly pension, payable for life, equal to 4% per year of continuous service accrued prior to May 1, 2010, plus 3.5% per year of continuous service after April 30, 2010, times the average monthly earnings for the highest two years multiplied by the number of years of continuous service provided pension does not exceed 80% of the average monthly earnings.

Firefighter members hired after June 18, 2003, but before May 1, 2010, shall receive a benefit amount equal to 4% plus 3.5% per year of continuous service after April 30, 2010, times the average monthly earnings for the highest two years provided pension does not exceed 80% of the average monthly salary. Provided they retire or enter the DROP no later than the date they accrue the same accrual percentage they would have reached under the terms of the Plan in effect prior to April 30, 2010.

Firefighters hired after April 30, 2010, shall receive a benefit amount equal to 3% of the average monthly earnings for the highest two years of continuous service multiplied by the number of years of continuous service provided that the pension does not exceed 80% of the average monthly earnings.

Upon retirement, firefighter members who were hired on or after April 1, 2006, shall receive a fixed 3% increase to their retirement benefit on April 1 of each year following retirement. Firefighters hired on or after May 1, 2010, who retire or enter the DROP, and their beneficiaries, shall receive a 1.5% increase to their retirement benefit on October 1st each year following retirement.

For firefighter and police officer members who retired prior to April 30, 2010, under the Career Anniversary Pension retirement Incentive Option, earnings may include payment up to 1,000 hours of accrued unused leave. Effective May 1, 2010, firefighter and police officer members may include only accrued time earned as of April 30, 2010, up to 1,000 hours, in the final calculation of pension benefits. Employees hired after April 30, 2010, no payment of accrued leave will be included in the final calculation of pension benefits.

For firefighter and police officer members hired before May 1, 2010, entering the DROP after April 30, 2010, DROP interest credits will be based upon Plan gross return, subject to a minimum 5% to a maximum 8% per annum.

### Budget Highlights

The Fire and Police Pension budget includes an estimated annual rate of return of 8.0% which approximates to \$27.4 million in investment income. The actuarial assumption of 8.0%, represents the average long term expected rate of return.

The City's Annual Required Contribution (ARC) for fiscal year 2011-12 is approximately \$21.5 million (77.4% of covered payroll); this represents an increase of \$0.6 million or 2.8% over the 2010-11 actual contribution.

### 2010-11 Accomplishments

The City's ARC for the fiscal year ending 2010-11 is \$20.9 million. This represents a \$1.2 million or 5.6% reduction from last year. 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 March 31, 2011, the Fire and Police Pension investments were valued at \$336.1 million. The annualized net rate of return for the Plan was 12.8% for the twelve months ending March 31, 2011.

On June 15, 2011, the City Commission adopted Ordinance 1693 and approved a Memorandum of Understanding (MOU) with the Police Benevolent Association (PBA), creating a DROP loan program. Under this program PBA bargaining unit DROP participants and retirees may borrow from their DROP accounts an amount not to exceed \$50,000. The loan program will be administered by the Board of Trustees and will comply with all applicable IRS rules and regulations governing such loans.

## Police and Fire Pension Performance Measures

Indicator	2008-09		2009-10		2010-11	2011-12
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Retired participants	255	200	263	273	248	278
Benefits (in millions) paid to participants (including DROP)	\$16.1M	\$16.1M	\$18.3M	\$15.1M	\$20.9M	\$22.0M
<b>Effectiveness</b>						
% of transfers completed within pay period	100%	100%	100%	100%	100%	100%
Return on investment	-1.90%	8.00% **	7.99%	8.00% **	8.00% **	8.00% **
City contribution as a % of covered payroll	80.30%	57.80%	80.65%	88.20%	71.60%	77.20%
<b>Efficiency</b>						
% of administrative costs to total assets	0.26%	0.10%	0.27%	0.20%	0.30%	0.30%

\*\* The actuarial assumption of 8% represents the average long term expected rate of return.

### Police and Fire Pension - Budget Summary

Revenue Category	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Investment Income	-4,584,040	18,737,041	22,881,000	27,397,000
Other Miscellaneous Revenues	-	46,815	-	-
Pension Fund Contributions	25,111,444	27,570,865	26,359,538	26,911,536
Beginning Surplus	-	-	-26,369,738	-29,893,536
<b>Total</b>	<b>20,527,404</b>	<b>46,354,721</b>	<b>22,870,800</b>	<b>24,415,000</b>

Expenditure Category	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Operating Expenses				
Professional Services	1,624,477	2,073,244	1,785,300	2,290,000
Travel Per Diem	-	-	13,000	10,000
Insurance	-	-	20,500	20,000
Other Current Charges and Obligation	16,256,428	18,268,505	21,000,000	22,050,000
Operating Supplies	-	-	52,000	45,000
Operating Expenses Subtotal	17,880,905	20,341,749	22,870,800	24,415,000
<b>Total</b>	<b>17,880,905</b>	<b>20,341,749</b>	<b>22,870,800</b>	<b>24,415,000</b>





## Other Postemployment Benefits

### Mission

To accumulate sufficient financial resources that will be able to provide Other Postemployment Benefits (OPEB), benefits other than pension.

### Goals

To accurately account for all the financial resources of the Retiree Health/Life Insurance Plan (hereinafter referred to as the Plan), whether earned through investments or contributed by the City and its retirees, so as to ensure that funds will be available for the payment of benefits as they become due; and to maintain the actuarial soundness of the Plan.

### Objectives

To provide accurate, timely, and efficient accounting of the activities related to the City's Retiree Health/Life Insurance Plan.

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

To correctly pay 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. 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, charter school, Early Development Center 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.

City employees are eligible to participate upon normal retirement in the City's pension plan of which the employee is a member. If the employee does not 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 \$9.2 million to the OPEB Trust Fund, the actuarially determined annual OPEB cost for fiscal year 2011-12. This is little changed from the \$9.1 million contributed last year.

### 2010-11 Accomplishments

In December 2010, the City contributed an additional \$5.0 million over and above the Annual OPEB Cost of \$8.8 million. This additional \$5.0 million decreased the Net OPEB Obligation from \$7.3 million to \$2.3 million. The \$7.3 million was a result of the City not funding 100% of the ARC in prior years (\$4.7 million in FY2007-08 and \$2.6 million to FY 2008-09).

The weighted average rate of return of the OPEB Trust Fund was approximately 7.50% for the fiscal year ended September 30, 2010. The City maintains an allocation of 60% equities and 40% fixed income.

# Other Postemployment Benefits Performance Measures

Indicator	2008-09		2009-10		2010-11	2011-12
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Retired participants, receiving benefits	246	266	376	337	376	393
Retiree health claim benefits paid	\$4.7M	\$4.1M	\$3.7M	\$4.8M	\$6.1M	\$7.0M
<b>Effectiveness</b>						
Return on investments	0.9%	8.0% **	7.5%	8.0% **	8.0%	8.0%
City's ARC as a % of payroll	13.6%	13.7%	9.4%	14.0%	9.3%	9.6%
<b>Efficiency</b>						
City's actual contribution as a % of the ARC	79.7%	80.0%	160.0%	80.0%	100.0%	100.5%
Administrative costs as a % of total assets	2.5%	5.0%	1.5%	4.0%	4.0%	3.0%

\*\* The actuarial assumption of 8% represents the average long term expected rate of return.

### Other Postemployment Benefits - Budget Summary

Revenue Category	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Investment Income	332,346	923,921	1,034,000	1,007,300
Other Miscellaneous Revenues	814,391	608,588	411,580	466,580
Pension Fund Contributions	9,636,677	13,834,000	9,138,000	9,168,787
Beginning Surplus	-	-	-4,212,693	-3,266,240
<b>Total</b>	<b>10,783,413</b>	<b>15,366,510</b>	<b>6,370,887</b>	<b>7,376,427</b>

Expenditure Category	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Personnel Services				
Benefits	890	1,483	1,690	-
Personnel Services Subtotal	890	1,483	1,690	-
Operating Expenses				
Other Contractual Services	15,300	26,690	15,000	15,000
Insurance	4,909,508	3,942,417	6,354,197	7,361,427
Operating Expenses Subtotal	4,924,808	3,969,107	6,369,197	7,376,427
<b>Total</b>	<b>4,925,698</b>	<b>3,970,589</b>	<b>6,370,887</b>	<b>7,376,427</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 various sites totaling approximately 620 acres of wetlands of which 502 are maintained by the Trust Fund. The City became the Grantor of the Mitigation Bank Irrevocable Trust Fund on April 5, 1995 in order to hold the funds to maintain the wetlands in perpetuity. The current Trustee is the Bank of New York, and the beneficiaries of the Trust Fund are the City, the South Florida Water Management District, the U. S. Army 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 from 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 502 acres of wetlands covered by this trust fund.

A revision to the investment policy has been submitted to the City Commission for approval that will allow the investment of the Wetland Mitigation Trust Fund in preferred stocks.

### 2010-11 Accomplishments

Maintained 502 acres of wetlands and preserve area.

## Wetlands Mitigation Trust Fund Performance Measures

Indicator	2008-09		2009-10		2010-11	2011-12
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Amount of funds set aside for wetlands maintenance	\$590,648	\$618,000	\$582,509	\$585,302	\$561,000	\$600,009
<b>Effectiveness</b>						
Investment yield	0.86%	4.50%	0.26%	1.00%	0.50%	6.00% *

\* = The 6% expected yield reflects a FY2012 change in investment policy that allows investments in preferred stock.

### Wetlands Mitigation Trust Fund - Budget Summary

Revenue Category	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Investment Income	5,072	1,681	3,000	34,000
Beginning Surplus	-	-	13,500	-17,500
<b>Total</b>	<b>5,072</b>	<b>1,681</b>	<b>16,500</b>	<b>16,500</b>

Expenditure Category	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Operating Expenses				
Professional Services	1,460	1,460	1,500	1,500
Other Contractual Services	-	-	-	10,000
Repair and Maintenance Services	21,184	8,361	15,000	5,000
Operating Expenses Subtotal	22,644	9,820	16,500	16,500
<b>Total</b>	<b>22,644</b>	<b>9,820</b>	<b>16,500</b>	<b>16,500</b>



## Capital Improvement Program (CIP)

Section 5.08 of the City Charter requires that each year the City Manager prepare and submit to the City Commission, as part of the budget package, a Capital Improvement Program (CIP) for the 5-year period following the new budget year. The CIP is a planning document and does not authorize or fund any projects. All projects are reviewed, however, by the City Manager, Assistant City Manager, and Finance Director during the CIP preparation process.

The CIP consists of both planned capital outlay and capital projects. "Capital outlay" refers to expenditures for capital items with an initial individual cost of \$10,000 or more and an estimated useful life greater than one year. On the other hand, "capital projects" refer to capital outlay related to municipal construction. The CIP includes new facilities and improvement to existing facilities as well as the replacement of vehicles and 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 are also included in the 5-Year Capital Improvement Program; however, these items will be expensed to an operating account instead of a capital account because the unit cost does not meet the capitalization threshold. In addition, per GASB 34, all resurfacing and road repairs must be expensed from a repair and maintenance account and not a capital account because they should be treated as repairs.

The policies that guide the development of the CIP are as follows:

1. The City has developed a multi-year plan for capital improvement that is updated annually with documentation of deviations from the plan.
2. The City will maintain its physical assets at a level adequate to protect the City's capital investment and minimize future maintenance and replacement costs. The budget will provide for the adequate maintenance and timely replacement of the capital plant and equipment from current revenues whenever possible.
3. The City has provided sufficient funds to replace and upgrade equipment as well as to take advantage of new technology, thereby ensuring that employees have safe and efficient tools to serve the public. It reflects a commitment to further automation and the use of available technology to improve productivity of the City's work force. The objective for upgrading and replacing equipment includes:
  - a. normal replacement as equipment completes its useful life
  - b. upgrades to new technology
  - c. additional equipment necessary to serve the needs of the City.
4. The City will attempt to ensure, according to its Comprehensive Land Use Plan, that the necessary infrastructure is in place in order to facilitate the orderly development of vacant land.
5. The City will use the following criteria to evaluate the relative merit of each capital project. Capital expenditures will foster goals of:
  - a. economic and neighborhood vitality
  - b. infrastructure and heritage preservation
  - c. capital projects that implement a component of an approved redevelopment plan
  - d. projects specifically included in an approved replacement schedule
  - e. projects that reduce the cost of operations; 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 2011-12 Capital Budget

Anticipating reduced tax revenues due to declining property values and a struggling economy, \$3.1 million (67%) of the General Fund capital projects totaling \$4.6 million that were planned for 2011-12 were either cancelled or postponed in preparation of the 2011-12 Budget. Additional cancelled and postponed expenditures for 2011-12 totaled \$0.8 million in the Road & Bridge Fund and \$31.7 million in the Utility Fund, which included \$31.4 million related to the Alternative Water Supply. When determining which plans would be postponed rather than cancelled, each department and division was given discretion as to which future year the postponed 2011-12 expenditures were rescheduled.

**Alternative Water Supply (AWS) 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 total costs of the AWS Project are \$165.0 million, of which \$155.0 million is included in this 5-year CIP.

No firm budget information for 2011-12 is available on the AWS Project at this time. A Commission workshop will be held in August, 2011, to discuss this project. The budget will be updated in August to reflect the direction given by the City Commission at that time.

If the City of Pembroke Pines elects not to construct its own, 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 (Pembroke Pines) could be charged for up to 20% of the cost of the required Hollywood upgrade which could approximate \$160.0 million.

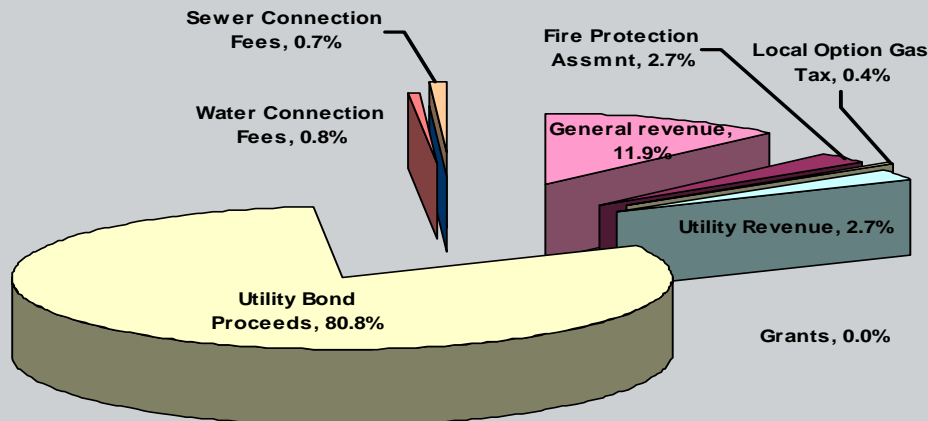
**Overview of the CIP**

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 2012-13 to 2016-17 is \$191.9 million, with the Utility Fund comprising \$163.0 million (85%) of that total due primarily to the Alternative Water Supply Project. The other major segment of the CIP is the General Fund, accounting for \$20.1 million (11%) and consisting mainly of replacement motor vehicles (\$12.3 million, 61%) and other non-computer equipment (\$6.1 million, 30%). These capital expenditures will be funded from future operating revenues.

**CIP Funding Sources**

The 5-year fiscal year 2013-17 CIP stands at \$191.9 million and will be financed mainly by \$155.0 million from Utility Fund bond proceeds for the AWS project (80.8%), \$22.9 million (11.9%) from general operating revenues, \$5.2 million (2.7%) from fire protection special assessments, \$0.8 million (0.4%) from local option gas taxes, \$5.1 million (2.7%) from utility operating revenues, and \$2.9 million (1.5%) from water and sewer connection fees.

**Capital Improvement Program  
Capital Costs by Funding Source 2012-13 to 2016-17**



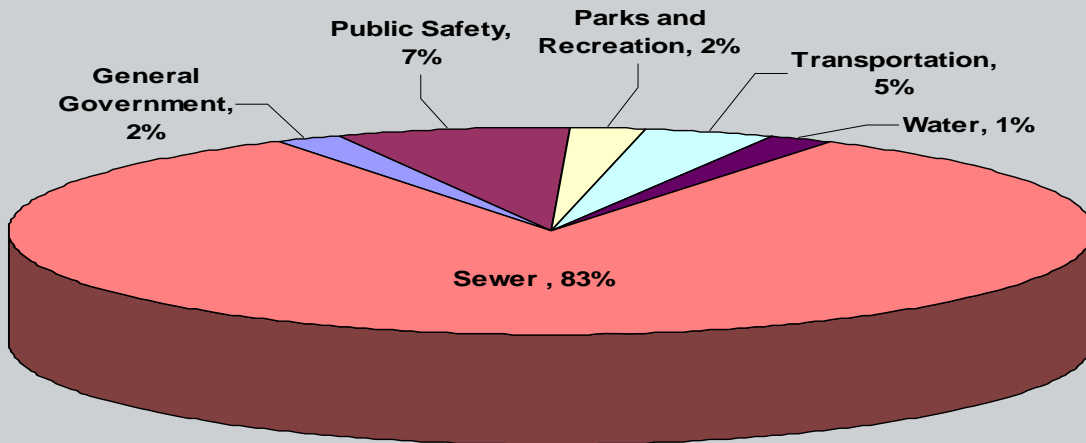
Funding Source	2012-13	2013-14	2014-15	2015-16	2016-17	Total	
General revenue	\$ 4,259,188	\$ 4,353,022	\$ 4,601,798	\$ 4,902,317	\$ 4,758,260	\$ 22,874,586	11.9%
Fire Protection Assmnt	792,850	2,487,578	810,302	878,283	266,340	5,235,352	2.7%
Local Option Gas Tax	150,000	150,000	150,000	150,000	150,000	750,000	0.4%
Utility Revenue	1,225,000	975,000	975,000	975,000	975,000	5,125,000	2.7%
Utility Bond Proceeds	31,000,000	31,000,000	31,000,000	31,000,000	31,000,000	155,000,000	80.8%
Water Connection Fees	325,000	325,000	325,000	325,000	325,000	1,625,000	0.8%
Grants	-	-	-	-	-	-	0.0%
Sewer Connection Fees	250,000	250,000	250,000	250,000	250,000	1,250,000	0.7%
<b>Total</b>	<b>\$ 38,002,038</b>	<b>\$ 39,540,600</b>	<b>\$ 38,112,100</b>	<b>\$ 38,480,600</b>	<b>\$ 37,724,600</b>	<b>\$ 191,859,938</b>	<b>100%</b>



### CIP Capital Costs

The CIP spending consists mainly of sewer and public safety projects accounting for \$160.1 million (83%) and \$12.6 million (7%), respectively. The sewer component includes \$155.0 million for the Alternative Water Supply (the aquifer project described previously). The public safety component includes \$8.9 million for replacement vehicles, \$0.9 million for computer hardware, and \$0.8 million for fire station refurbishments.

**Capital Improvement Program  
Capital Costs by Project Category 2012-13 to 2016-17**



PROJECT	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	Total	
General Government	\$ 685,038	\$ 826,600	\$ 945,100	\$ 1,083,600	\$ 1,020,600	\$ 4,560,938	2%
Public Safety	2,137,000	3,849,000	2,292,000	2,522,000	1,829,000	12,629,000	7%
Parks and Recreation	650,000	575,000	575,000	575,000	575,000	2,950,000	2%
Transportation	1,730,000	1,740,000	1,750,000	1,750,000	1,750,000	8,720,000	5%
Water	575,000	575,000	575,000	575,000	575,000	2,875,000	1%
Sewer	32,225,000	31,975,000	31,975,000	31,975,000	31,975,000	160,125,000	83%
<b>Total</b>	<b>\$ 38,002,038</b>	<b>\$ 39,540,600</b>	<b>\$ 38,112,100</b>	<b>\$ 38,480,600</b>	<b>\$ 37,724,600</b>	<b>\$ 191,859,938</b>	<b>100%</b>

### CIP Impact on the Operating Budget

The Alternative Water Supply Project, if it moves forward as originally planned, will increase the Utility's operating expenses during 2014-15 or later. The operating budget and the schedule of expenses associated with CIP plans will be updated in August, 2011, to reflect the direction given by the City Commission after its consideration of the AWS Project at that time.

### 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's CIP to determine whether the items planned but not spent are still needed in the new year. Based on need, items are then submitted for inclusion in the budget, and the status of each previously 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, and the Capital Budget incorporates grant-funded activity that is not part of the 5-year CIP.

In last year's CIP, the fiscal year 2011-12 planned capital expenditures for all funds was \$39.7 million, of which \$2.0 million were qualified operating expenditures and \$37.7 million, capital expenditures. The General Fund, Road and Bridge Fund, and the Utility Fund accounted for 12%, 6% and 82%, respectively. Excluding grants, which are not part of the CIP, the fiscal year 2011-12 capital expenditures (shown on page 18-5) for all funds will total \$2.9 million, a deviation of -\$36.1 million (96%) from the original plan due to large amounts of deferred and cancelled capital spending for 2011-12 and the uncertainty of AWS activity during that period.

**Reconciliation of Net 2011-12 CIP (excluding Operating Expenses)  
with Adopted 2011-12 Capital Budget**

Adopted CIP for 2011-12	\$ 39,699,038	Adopted 2011-12 Capital Budget	\$ 2,930,124
Less: Qualified Operating Expenditures	<u>(1,957,000)</u>	Less Grants (not in CIP)	(408,324)
Net 2011-12 CIP, Adopted	<u>\$ 37,742,038</u>	Less 2011-12 capital not from the CIP	<u>913,430</u>
		CIP Items in 2011-12 Capital Budget	<u>\$ 1,608,370</u>
		Variance from the Adopted 2011-12 CIP	<b>\$ (36,133,668)</b>
		% Variance	-95.7%

<b>Capital CIP Items ONLY</b>	<b>Cancelled</b>	<b>Postponed</b>	<b>Reclassified *</b>	<b>Total</b>
General Fund	\$ 2,942,923	\$ 160,038	\$ (209,293)	\$ 2,893,668
Road & Bridge Fund	813,300	-	136,700	\$ 950,000
Municipal Construction Fund	-	-	-	\$ -
Utility Fund	421,476	31,350,000	518,524	\$ 32,290,000
Total Cancelled, Postponed, Reclassified	<u>\$ 4,177,699</u>	<u>\$ 31,510,038</u>	<u>\$ 445,931</u>	<b>\$ 36,133,668</b>

\* Reclassified from Capital in the CIP to operating expense in the new budget.

**General Fund:** The impact of the economy and other constraints on the General Fund budgeting are reflected in the adopted capital expenditures for 2011-12, which include only \$1.2 million of the \$4.6 million originally planned in the CIP for 2011-12. Of the dollars withdrawn from planning, \$0.2 million is being postponed to future years while \$2.9 million has been cancelled outright. However, \$0.8 million of capital spending is appropriated for 2011-12 that was not in the CIP for 2011-12. Budgeted capital expenditures that were not in the original CIP include:

- \$0.6 million for additional replacement police cars
- \$0.3 million for additional network servers, switches, and hubs

A table showing the disposition of items in the 2011-12 CIP has been included on pages 18-10 to 18-11.

**General Fund – Details of Budget Deviation from Plan**

Adopted General Fund CIP for 2011-12	\$ 4,599,038
Less: Qualified Operating Expense items in 2011-12 CIP	(457,000)
Cancelled and Postponed 2011-12 CIP Capital items	(3,102,961)
Add: Non-CIP Capital Expenditures that are in the <b>Adopted</b> Capital Budget	<u>852,723</u>
<b>Adopted 2011-12 General Fund Capital Budget</b>	<b><u>\$ 1,891,800</u></b>

**Utility Fund:** The Utility Fund's planned capital outlay for fiscal year 2011-12 was \$3 2.7 million. Of that amount only \$0.4 million has been carried forward into the proposed budget for 2011-12. Of the remainder, \$0.4 million was cancelled entirely, \$0.5 million has been reclassified to operating expense, and \$31.4 million has been postponed to one or more future years. Appropriated capital expenditures that were not in the CIP total \$0.2 million and include additional support for replacement of a waterline on Johnson Street.

**Utility Fund – Details of Budget Deviation from Plan**

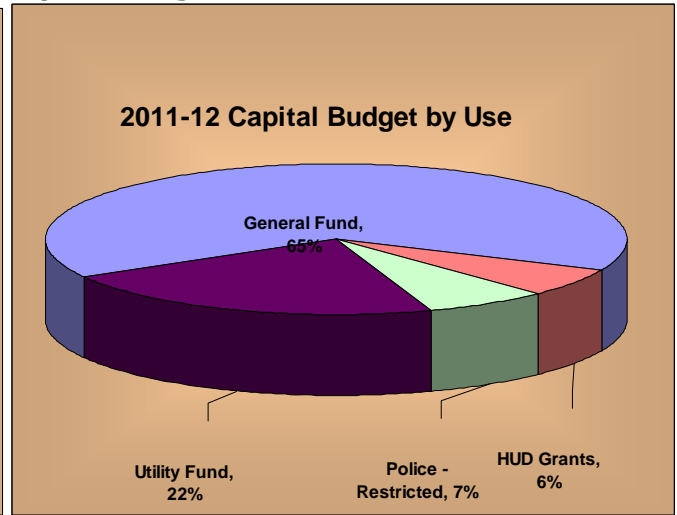
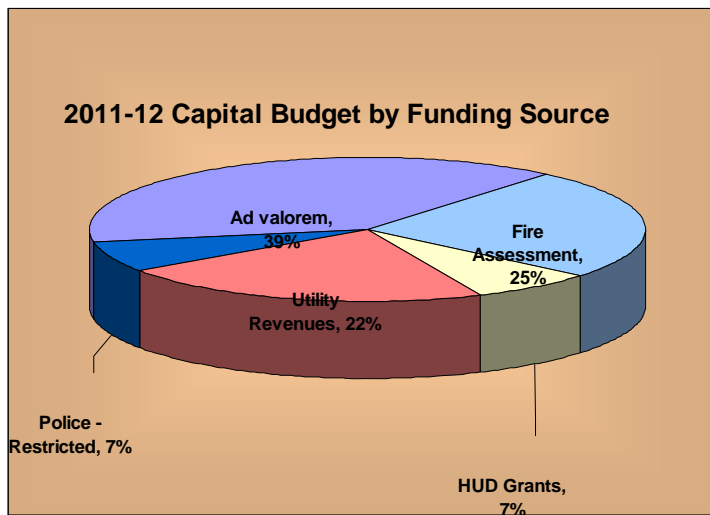
Adopted Utility Fund CIP for 2011-12	\$ 32,650,000
Less: Cancelled, Postponed, and Reclassified* 2011-12 CIP Capital items	(32,260,000)
Add: Non-CIP Capital Expenditures that are in the <b>Adopted</b> Capital Budget	240,000
<b><u>Adopted 2011-12 Utility Fund Capital Budget</u></b>	<b><u>\$ 630,000</u></b>

**Fiscal Year 2011-12 Capital Budget**

With the postponement of capital budgeting for the Alternative Water Supply, the City has only routine capital expenditures. The fiscal year 2011-12 Capital Budget for all funds is \$2.9 million. It is funded by \$1.1 million in ad valorem (property) taxes, \$0.6 million in utility revenues, \$0.7 million in fire assessment, and \$0.2 million in restricted Police funds.. The General Fund and the Utility Fund account for 65% and 22% of the total spending, respectively. The public safety capital budget of \$1.7 million is 57% of the total capital outlay, and the Police division represents 74% of the public safety total. The principal components of the 2011-12 capital budget are shown below. The majority of the items are replacements and as such have a minimal impact on the operating budget.

- \$1.1 million – police vehicles
- \$0.5 million – water lines
- \$0.2 million – water and road improvements funded by HUD
- \$0.3 million – I.T. computer equipment

**Fiscal Year 2011-12 Capital Budget**



By Funding Source	FY 12 Amount	% of Total
Ad valorem	\$ 1,145,175	39%
Fire Assessment	746,625	25%
HUD Grants	200,000	7%
Fuel Taxes	-	0%
Utility Bond Proceeds	-	0%
Utility Revenues	630,000	22%
Police - Restricted	208,324	7%
<b>Total</b>	<b>\$ 2,930,124</b>	<b>100.0%</b>

By Use	FY 12 Amount	% of Total
General Fund	\$ 1,891,800	65%
Road & Bridge	0	0%
HUD Grants	200,000	6%
Police - Restricted	208,324	7%
Utility Fund	630,000	22%
<b>Total</b>	<b>\$ 2,930,124</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 of General Obligation Bonds with maturity not exceeding 30 years, which will be repaid from the

proceeds of ad valorem (property) 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. In 2007, another \$43.0 million of the General Obligation Bonds were issued, constituting Phase II of the voter-approved \$100.0 million total.

The projects yet to be or already executed include various roadwork projects, recreational and cultural amenities, economic development, and neighborhood revitalization. Some of these projects are direct responses to requests made by the citizenry; others reflect the independent vision of the City Commission.

Municipal construction projects are budgeted on a project-length basis rather than an annual basis. General Obligation bond projects were appropriated in 2004-05 for a total of \$80.0 million. The Commission increased that total to \$90.0 million following the Phase II issuance of 2007. Because the bond-financed projects are a major undertaking, a financial status report that includes a detailed list of all bond projects is presented herein on pages 18-12 to 18-26. In addition, a location map of bond projects costing individually in excess of \$0.5 million has been included on page 18-32.

**Impact of General Obligation Bond Projects on the Operating Budget**

The future operating impact of ongoing capital improvements 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 18-31.

## CAPITAL IMPROVEMENT PROGRAM

Capital Costs by Project Category

## GENERAL FUND

IN PRESENT VALUE AS REVISED BY DEPT DIRECTORS

SOURCE OF FUNDING		FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	Total
<b>Div. 8002 - Housing - Pines Point</b>							
Replacement of Air-Conditioning Units and other appliances: Refrigerators, washers, dryers, ranges, water heaters	* Revenues	64,000	65,000	105,000	105,000	105,000	444,000
<b>Div. 8002 - Housing -Proj. 603-Pines Place</b>							
Replacement of Air-Conditioning Units and other appliances: Refrigerators, washers, dryers, ranges, water heaters	* Revenues	183,000	225,000	276,000	314,000	351,000	1,349,000
<b>Div. 8001 - Community Services</b>							
(3) Van Replacements	Revenues	160,038	234,600	234,600	234,600	234,600	1,098,438
<b>Div. 9007 - Code Compliance</b>							
Vehicle Replacements	Revenues	43,000	15,000	40,000	15,000	30,000	143,000
Office Equipment	Revenues	10,000	-	10,000	-	10,000	30,000
Other Equipment	Revenues	10,000	-	5,000	-	5,000	20,000
Copy Machines	Revenues	-	-	-	-	15,000	15,000
Computer Equipment	Revenues	5,000	-	10,000	-	5,000	20,000
<b>Div. 3001 - Police</b>							
Vehicles	Revenues	810,000	810,000	810,000	810,000	810,000	4,050,000
Radios	Revenues	25,000	25,000	25,000	25,000	25,000	125,000
Motorcycle	Revenues	50,000	25,000	25,000	25,000	25,000	150,000
Computer System	Revenues	105,000	105,000	105,000	105,000	105,000	525,000
<b>Div. 4003 - Fire Rescue</b>							
(Note: Rev/Fire Asmt = Revenues & Fire Assessment)							
Vehicles	Rev/Fire Asmt	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	475,000	475,000	475,000	475,000	-	1,900,000
Ambulances	Revenues	-	210,000	210,000	420,000	420,000	1,260,000
Command Vehicle	Rev/Fire Asmt	-	-	-	90,000	-	90,000
Air System	Fire Asmt	-	-	-	-	50,000	50,000
CAD Laptops	Rev/Fire Asmt	-	-	60,000	-	-	60,000
Rescue Laptops	Revenues	-	-	40,000	100,000	-	140,000
File Servers-combined with CAD servers	Rev/Fire Asmt	-	50,000	-	-	50,000	100,000
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	-	100,000
SCBA Refurbishment	Fire Asmt	-	700,000	-	-	-	700,000
Training Facility Upgrades /Fire Academy	Fire Asmt	-	-	-	75,000	-	75,000
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	18,000	18,000	18,000	15,000	84,000
Computer Programs	Rev/Fire Asmt	25,000	-	25,000	-	25,000	75,000
Stretchers	Revenues	-	-	60,000	-	-	60,000
Turnout Gear	* Fire Asmt	100,000	100,000	100,000	100,000	-	400,000
<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	150,000	150,000	150,000	150,000	775,000
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	150,000	100,000	100,000	100,000	100,000	550,000
<b>Div. 2002 - Information Technology</b>							
Micro-computers/Upgrades	Revenues	70,000	70,000	70,000	70,000	70,000	350,000
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	15,000	25,000	40,000	15,000	25,000	120,000
Vehicles	Revenues	-	-	17,500	-	-	17,500
Data Storage	Revenues	-	-	-	40,000	-	40,000
Printers	* Revenues	10,000	10,000	10,000	10,000	10,000	50,000
Switches and Hubs	Revenues	10,000	10,000	10,000	10,000	10,000	50,000
Disaster Recovery Equipment	Revenues	-	-	-	-	-	-

		SOURCE OF FUNDING	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	Total
<b>Div. 6001 - General Government Buildings</b>								
Vehicles & Heavy Equipment	Revenues		48,000	52,000	56,000	75,000	75,000	306,000
<b>Div. 6004 - Grounds Maintenance</b>								
Vehicles & Heavy Equipment	Revenues		85,000	70,000	86,000	100,000	100,000	441,000
<b>Div. 6005 - Purchasing</b>								
Vehicles & Heavy Equipment	Revenues		-	25,000	-	30,000		55,000
<b>TOTAL GENERAL FUND</b>			<b>\$ 3,472,038</b>	<b>\$ 5,250,600</b>	<b>\$ 3,812,100</b>	<b>\$ 4,180,600</b>	<b>\$ 3,424,600</b>	<b>\$ 20,139,938</b>

**ROAD & BRIDGE FUND**

IN PRESENT VALUE AS REVISED BY DEPT DIRECTORS

		SOURCE OF FUNDING	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	Total
<b>Div. 6002 - Maintenance &amp; Div. 6003 - Infrastructure</b>								
Vehicles & Heavy Equipment	Revenues		80,000	90,000	100,000	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		150,000	150,000	150,000	150,000	150,000	750,000
<b>TOTAL ROAD &amp; BRIDGE FUND</b>			<b>\$ 1,730,000</b>	<b>\$ 1,740,000</b>	<b>\$ 1,750,000</b>	<b>\$ 1,750,000</b>	<b>\$ 1,750,000</b>	<b>\$ 8,720,000</b>

**MUNICIPAL CONSTRUCTION FUND**

IN PRESENT VALUE AS REVISED BY DEPT DIRECTORS

		SOURCE OF FUNDING	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	Total
<b>Div. 7001 - Parks &amp; Recreation</b>								
Pembroke Falls Park & Aquatic Ctr. Improvements	Grant		-	-	-	-	-	-
Pines Rec. Ctr. Improvements	Grant		-	-	-	-	-	-
Maxwell Pk. Improvements	Grant		-	-	-	-	-	-
<b>TOTAL MUNICIPAL CONSTRUCTION FUND</b>			<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**UTILITY FUND**

IN PRESENT VALUE AS REVISED BY DEPT DIRECTORS

		SOURCE OF FUNDING	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	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		100,000	100,000	100,000	100,000	100,000	500,000
Sewer Replacement	Revenues		200,000	200,000	200,000	200,000	200,000	1,000,000
SCADA Upgrade	Revenues		350,000	100,000	100,000	100,000	100,000	750,000
Heavy Equipment/Vehicles	Revenues		75,000	75,000	75,000	75,000	75,000	375,000
Alternative Water Supply (AWS)	Bond Proceeds		31,000,000	31,000,000	31,000,000	31,000,000	31,000,000	155,000,000
Sub Total for Wastewater			32,225,000	31,975,000	31,975,000	31,975,000	31,975,000	160,125,000
<b>Div. 6031-Water Plant &amp; Div. 6032-Water Distribution</b>								
Water Treatment Plant #3	Water Connect		-	-	-	-	-	-
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>\$ 32,800,000</b>	<b>\$ 32,550,000</b>	<b>\$ 32,550,000</b>	<b>\$ 32,550,000</b>	<b>\$ 32,550,000</b>	<b>\$ 163,000,000</b>
<b>TOTAL - ALL FUNDS</b>			<b>\$ 38,002,038</b>	<b>\$ 39,540,600</b>	<b>\$ 38,112,100</b>	<b>\$ 38,480,600</b>	<b>\$ 37,724,600</b>	<b>\$ 191,859,938</b>

\* Note: These items will be expensed to an operating account instead of a capital account either (1) because the unit cost does not meet the capitalization threshold or (2) because road resurfacing has been classified by the national accounting standards to be repair expense. Otherwise, any type of equipment or construction costing \$10,000 or more should be included in the Five-year CIP.

## ESTIMATED OPERATING IMPACT

### CAPITAL IMPROVEMENT PROGRAM (5 YRS.)

**Note:** Impact related to new, non-recurring 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
	2012-13	2013-14	2014-15	2015-16	2016-17	
<b>Wastewater System</b>						
Personnel	\$ -	<b>AWS Projections will not be available until August, 20</b>			\$ -	-
Operating	-					-
Alternative Water Supply * Total Impact	-	-	-	-	-	-
Sub Total for Wastewater	-	-	-	-	-	-
<b>TOTAL UTILITY FUND</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</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.

## DISPOSITION OF PRIOR CIP

	SOURCE OF FUNDING	FY 2010-11's Adopted CIP for FY 2011-12	Actual Disposition of Items in the Budget for FY 2011-12
<b>General Fund</b>			
<b>Div. 8002 - Housing - Pines Point</b>			
Replace Air-Conditioning Units and other appliances: Refrigerators, washers, dryers, ranges, water heaters	* Revenues	\$ 110,000	\$69,000 in #52650; balance cancelled
<b>Div. 8002 - Housing -Proj. 603-Pines Place</b>			
Replace Air-Conditioning Units and other appliances: Refrigerators, washers, dryers, ranges, water heaters	* Revenues	237,000	\$78,707 as follows: \$46,707 in #46250; \$30,000 in #46150; \$2,000 in #52650; balance cancelled
<b>Div. 8001 - Community Services</b>			
(3) Van Replacements	Revenues	160,038	Items postponed to fiscal year 2012-13
<b>Div. 9007 - Code Compliance</b>			
Vehicle Replacements	Revenues	15,000	Cancelled
Office Equipment	Revenues	5,000	Cancelled
Other Equipment	Revenues	6,000	Cancelled
Copy Machines	Revenues	7,000	Cancelled
Computer Equipment	Revenues	10,000	Cancelled
<b>Div. 3001 - Police</b>			
Vehicles	Revenues	810,000	Within the \$1 million budgeted in #64028
Radios	Revenues	55,000	Cancelled
Motorcycle	Revenues	100,000	\$26,000 in #64140; balance cancelled
Computer System	Revenues	70,000	Within the \$95,000 in #64055
<b>Div. 4003 - Fire Rescue</b>			
(Note: Rev/Fire Asmt = Revenues & Fire Assessment)			
Vehicles	Rev/Fire Asmt	54,000	Cancelled
Fire Engine	Fire Asmt	950,000	Cancelled
Life Pak 12	Revenues	210,000	Pending purchase in FY 2011 (80% of new grant, #64352); FY 2012 plan cancelled
Command Vehicle	Rev/Fire Asmt	90,000	Cancelled
Air System	Fire Asmt	50,000	Cancelled
CAD Laptops	Rev/Fire Asmt	100,000	\$60,000 in #64056; balance cancelled
Rescue Laptops	Revenues	100,000	\$40,000 in #64057; balance cancelled
Radios	Fire Asmt	35,000	Cancelled
Automated External Defibrillators	Revenues	25,000	Cancelled
Cargo Van	Rev/Fire Asmt	35,000	Cancelled
Training Facility Upgrades /Fire Academy	Fire Asmt	75,000	Cancelled
Station Refurbishment	Rev/Fire Asmt	150,000	Cancelled
Fire Prevention vehicle	Fire Asmt	15,000	Cancelled
Fire Safety Education Trailer	Fire Asmt	45,000	Cancelled
Turnout Gear	* Fire Asmt	100,000	\$90,000 in #52630, balance cancelled
<b>Div. 7001 - Parks &amp; Recreation &amp; Div. 7006 - Golf</b>			
Vehicles	Revenues	175,000	Cancelled
Heavy Equipment-Park & Rec & Golf	Revenues	125,000	Cancelled
Playground Equipment	Revenues	100,000	Cancelled
Other Equipment	Revenues	100,000	Revised total to \$75,170: Div.7001 a total of \$75,170 for #64400, \$4,000 tank w/trailer, \$13,000 Pool Blanket, \$7,420 E-Z Go Work Horse, \$20,750 J.Deere Bunker, and \$30,000 Gas Pool Heater. Balance cancelled.
Improvements other than bldg.	Revenues	100,000	For FY 2012 revised total to \$22,200 in Division 7001, #63000 Resurface YMCA & S/L, South pool floor \$15,000, and Cement slab for Academic Pool storage area \$7,200; balance cancelled.
<b>Div. 2002 - Information Technology</b>			
Micro-computers/Upgrades	Revenues	100,000	\$70,000 in #64053; balance cancelled
Computer Programs/Software & Systems Mod.	Revenues	40,000	Within the \$42,000 in #64051
Network Servers	Revenues	25,000	Within the \$148,000 in #64039
Printers	* Revenues	10,000	Within the \$35,000 in #52653
Switches and Hubs	Revenues	10,000	Within the \$148,000 in #64039
Disaster Recovery Equipment	Revenues	50,000	Cancelled



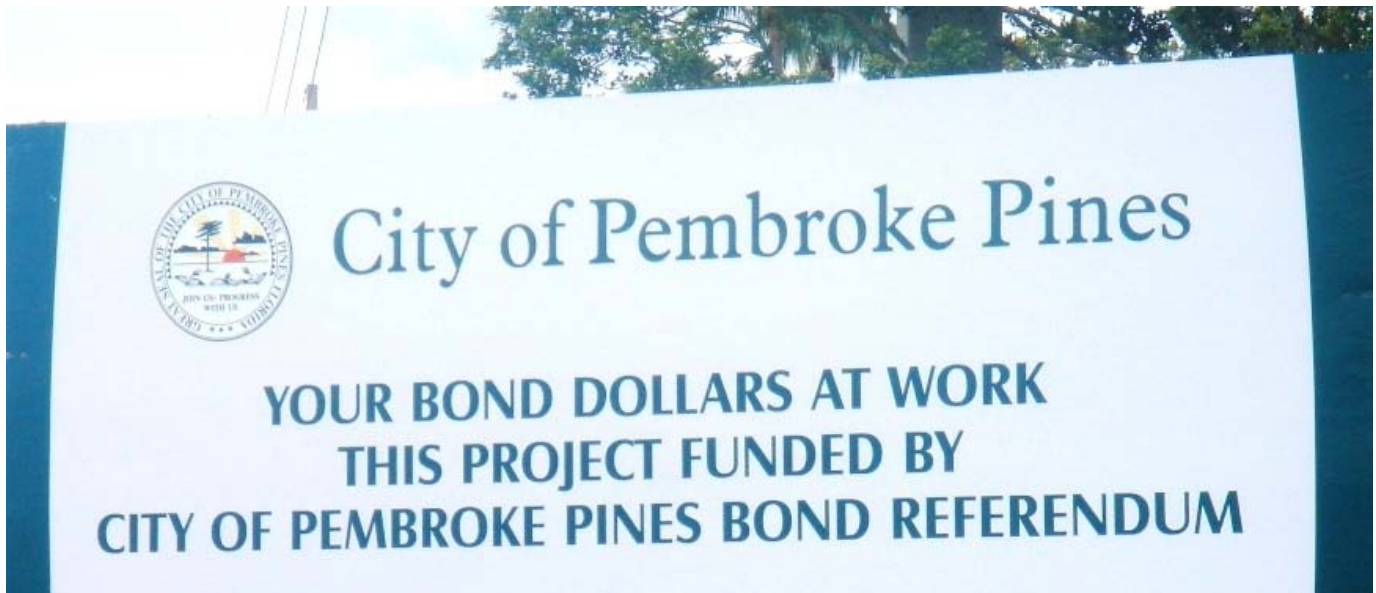
## DISPOSITION OF PRIOR CIP

	SOURCE OF FUNDING	FY 2010-11's Adopted CIP for FY 2011-12	Actual Disposition of Items in the Budget for FY 2011-12
<b>Div. 6001 - General Government Buildings</b>			
Vehicles & Heavy Equipment	Revenues	45,000	Cancelled.
<b>Div. 6004 - Grounds Maintenance</b>			
Vehicles & Heavy Equipment	Revenues	70,000	Cancelled.
<b>Div. 6005 - Purchasing</b>			
Vehicles & Heavy Equipment	Revenues	30,000	Cancelled.
<b>TOTAL GENERAL FUND</b>		<b>\$ 4,599,038</b>	
<b>Fund 100 - Road &amp; Bridge Fund</b>			
<b>Div. 6002 - Maintenance &amp; Div. 6003 - Infrastructure</b>			
Vehicles & Heavy Equipment	Revenues	100,000	Cancelled.
Road Resurfacing	* Revenues	1,500,000	\$800,000 reclassified to 6003-46164; balance cancelled
Road, Sidewalk & Drainage Improvements	Add'l Local Option Gas Tax	850,000	\$50,000 in 46150; \$786,700 moved to road resurfacing (6003-46164) in FY2011; balance cancelled
<b>TOTAL ROAD &amp; BRIDGE FUND</b>		<b>\$ 2,450,000</b>	
<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	Within the \$747,000 in 6022-46150 to rehab treatment plant #2 includes \$s for the odor control system
Lift Station Replacement	Revenues	250,000	\$118,524 within the \$400,000 in 6022-46250 ; balance cancelled
Forcemain Replacement	Revenues	200,000	Within the \$250,000 in 6021-63065 for FY2011; FY2012 plan cancelled
Sewer Replacement	Revenues	200,000	\$150,000 in 6021-46150; balance cancelled.
SCADA Upgrade	Revenues	100,000	Postponed to FY 2013
Heavy Equipment/Vehicles	Revenues	75,000	\$35,000 in 6021-64165; \$30,000 in 6021-64210; balance cancelled.
Alternative Water Supply	+ Bond Proceeds	31,000,000	Postponed to FY 2013
Sub Total for Wastewater		\$ 32,075,000	
<b>Div. 6031-Water Plant &amp; Div. 6032-Water Distribution</b>			
Heavy Equipment/Vehicles	Water Connect	75,000	\$45,000 budgeted in 6032-64350; balance cancelled
Raw Waste Well	Water Connect	100,000	Postponed to FY 2013
Water Master Plan	Water Connect	150,000	Postponed to FY 2013
Water Main Replacement	Revenues	250,000	Within the \$520,000 budgeted in 6032-63233 for replacement of a waterline on Johnson Street.
Sub Total for Water		\$ 575,000	
<b>TOTAL UTILITY FUND</b>		<b>\$ 32,650,000</b>	
<b>TOTAL - ALL FUNDS</b>		<b>\$ 39,699,038</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 is being funded through the issuance of bonds.

## List of Bond Projects



Currently Commission has approved a total of 140 projects. Of these projects, 90 have been completed, 7 projects are in the construction phase, 10 projects are in the design/planning phase, 3 projects have not yet begun, 9 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. The current budget is \$95,004,280, the difference between the current budget and the \$90,000,000 borrowed is due to interest earned, bond discounts, and miscellaneous receipts. Of the \$95,004,280, \$72,854,659 (76.7%) has been spent or allocated.

### Summary of General Obligation Projects Quarter Ending June, 2011

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	
Community Recreation Projects	\$ 620,000	\$ 20,365	\$ 640,365	\$ (580,045)	\$ 60,320	\$ -	\$ -	\$ 60,320
New community facilities	25,817,386	(12,452,038)	13,365,348	(7,052,463)	3,236,674	3,033,182	43,029	6,312,885
Park sports lighting renovations	397,000	(382,000)	15,000	-	15,000	-	-	15,000
Recreation facility improvements	9,265,000	675,475	9,940,475	(8,305,847)	758,018	230,606	646,004	1,634,629
Recreation/Playground Equipment	575,000	67,388	642,388	(594,399)	47,989	-	-	47,989
Landscaping	2,000,000	-	2,000,000	(637,171)	95,756	765,000	502,073	1,362,829
Purchase/development of open space	13,000,000	2,115,336	15,115,336	(15,022,916)	59,714	32,705	1	92,420
Transportation Projects	31,000,000	14,429,175	45,429,175	(43,126,371)	629,825	851,733	821,247	2,302,804
Other	22,246,850	(6,604,663)	15,642,187	(6,642,187)	1,485,114	-	7,514,886	9,000,000
Contingency Fund	11,078,764	(8,758,018)	2,320,746	-	25,145	-	2,295,601	2,320,746
<b>TOTAL PROJECTS COST</b>	<b>116,000,000</b>	<b>(10,888,980)</b>	<b>105,111,020</b>	<b>(81,961,399)</b>	<b>6,413,555</b>	<b>4,913,226</b>	<b>11,822,840</b>	<b>23,149,622</b>
Reimbursements for Transportation	(16,000,000)	5,214,304	(10,785,696)	9,785,696	(1,000,000)	-	-	(1,000,000)
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>\$ (4,995,720)</b>	<b>\$ 95,004,280</b>	<b>\$ (72,854,659)</b>	<b>\$ 5,413,555</b>	<b>\$ 4,913,226</b>	<b>\$ 11,822,840</b>	<b>\$ 22,149,622</b>

Note: The difference between the \$90,000,000 borrowed and the \$95,004,280 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	06/01/11	01/15/12	0%	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.
- 1.2 Maxwell Park - Bermuda grass installation field # 2 & 3**  
The Bermuda grass installation at fields #2 & 3 are anticipated to be completed in January of 2012.
- 1.3 Pasadena Park – Re-sod school athletic field**  
The re-soding of the school's athletic field at Pasadena Park is 100% complete.
- 1.4 Pasadena Park - Field & sports lighting renovations**  
The field and sports lighting renovations at Pasadena Park were 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.
- 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.
- 1.7 Towngate - Field renovation with drainage**  
The field renovation with drainage for Towngate Park is 100% complete.

## List of Bond Projects

### 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 Center Passive Park development	TBD	TBD	0%	Planning/Design	2,143,486	-	2,143,486
2.6 Citywide Construct 4,000 SF art gallery at City Center	TBD	TBD	0%	Planning/Design	855,386	-	855,386
2.7 Citywide Lighting/Bermuda sod - Silver Trail MS PE field	11/01/06	01/16/09	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	-	-	-
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	03/31/11	100%	Complete	967,582	(950,048)	17,534
2.15 Spring Valley Construction of skate park	Closed	Closed	0%	Eliminated	-	-	-
2.16 City Center Civic center at City Center	Closed	Closed	0%	Eliminated	-	-	-
2.17 Citywide Construct a dog park on west side	Closed	Closed	0%	Eliminated	-	-	-
2.18 Citywide Lighting/Bermuda sod - Silver Palms Elem PE field	Closed	Closed	0%	Eliminated	-	-	-
2.19 Pembroke Falls Aquatic Ctr Construct 3,500 SF special populations building	Closed	Closed	0%	Eliminated	-	-	-
2.20 Walter C. Young Restrooms & storage bldg w/sidewalk from pkg lot	Closed	Closed	0%	Eliminated	-	-	-
2.21 Winn Dixie site Development of Winn Dixie site	Closed	Closed	0%	Re-Allocated to 7.5	-	-	-
2.22 184 Ave & Pines (5 Acre) Property 12,500 SF community rec, teen & sr facility	TBD	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	100%	Complete	68,500	(70,585)	(2,085)
2.24 Citywide Flanagan HS Locker Room (Remodel Storage Bldg.)	07/01/09	08/01/11	95%	Construction	61,000	(30,414)	30,586
2.25 Citywide Flanagan HS Portable Concession Stand & Equip.	07/01/09	08/01/10	100%	Complete	17,000	(18,729)	(1,729)
2.26 Walter C. Young Portable Concession Stand & Equip.	07/01/09	12/09/09	100%	Complete	17,000	(3,606)	13,394
2.27 Pembroke Shores YMCA Expansion/Aquatic Center Renovation 17,000 SF addition to the Pemb Shores Gymnasium facility & parking	05/30/10	07/25/11	99%	Construction	5,000,000	(4,218,994)	781,006
2.28* 9/11-Memorial & Vet Monument Project to House 9/11 Memorial Sculpture & Construction of Vet Monument	06/01/11	08/15/11	5%	Construction	682,000	(169,804)	512,196
<b>Subtotal</b>					<b>\$ 13,365,348</b>	<b>\$ (7,052,463)</b>	<b>\$ 6,312,885</b>

2.14\* Remaining budget of \$532,418 from 2.14 was re-allocated to 2.28 for the Project to House the 9-11 Memorial Sculpture and Veterans Monument.

2.28\* The total budget of \$682,000 for the Project to House the 9/11-Memorial Sculpture & Vet Monument comes from the reallocation of \$532,418 from project 2.14 and the difference of \$149,582 from Contingency per Commission direction on 9/21/2010.

### Highlights & Updates

**2.1 [Re-allocated to 2.22] 208<sup>th</sup> Avenue (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 sq. ft. community recreation, teen & senior facility on the five acre property at Pines Boulevard and 184<sup>th</sup> Avenue.

## List of Bond Projects

- 2.2 Chapel Trail Park - Construct 1,300 SF storage/clubhouse building**  
The new storage/clubhouse building at Chapel Trail Park is 100% complete.
- 2.3 [Eliminated] Citywide - Flanagan HS restroom/concession building**  
On June 27<sup>th</sup>, 2007, City Commission approved to eliminate this project and its budget of \$200,000 from the GO Bond project list.
- 2.4 Citywide - Flanagan HS (softball/baseball) field lighting**  
The softball/baseball field lighting renovation is 100% complete.
- 2.5 Citywide - City Place Passive Park development**  
On June 27<sup>th</sup>, 2007, City 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 MS PE field**  
The lighting and Bermuda sod installation at Silver Trail Middle School are 100% complete.
- 2.8 [Eliminated] Pembroke Falls Aquatic Center - Construct 11,000 SF special events / storage building**  
On June 27<sup>th</sup>, 2007, City 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.
- 2.10 [Re-allocated to 4.60] 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 is 100% complete.
- 2.13 [Re-allocated to 2.22] Spring Valley - 10,000 SF community recreation/teen facilities**  
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 five-acre property at Pines Boulevard and 184<sup>th</sup> Avenue.
- 2.14 Howard C. Forman Campus - Construction of 7,500 SF artist colony**  
On May 21<sup>st</sup>, 2008, City 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 and \$1,000,000, which is less than the original \$1,500,000 allocated. Per commission direction, an available balance as of 9/30/10 of \$532,418 was re-allocated to 2.28 for the Project to House the 9-11 Memorial Sculpture and Veterans Monument. The artist colony is 100% complete.

## List of Bond Projects

- 2.15 [Eliminated] Spring Valley - Construction of Skate Park**  
On June 27<sup>th</sup>, 2007, City 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, City 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 PE field**  
On June 27<sup>th</sup>, 2007, City 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, City 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 and storage building with sidewalk from parking lot**  
On June 27<sup>th</sup>, 2007, City Commission approved to eliminate this project and its budget of \$200,000 from the GO Bond project list.
- 2.21 [Re-allocated to 7.5] Winn Dixie site - Development of Winn Dixie site**  
On February 4<sup>th</sup>, 2009, City 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> Avenue and Pines Boulevard (5 Acre) Property - 12,500 SF community recreation, teen & senior facility**  
On 9/16/09 Commission approved entering into a lease agreement with the YMCA of Broward County. The agreement included language requiring the City to build a 17,000 Sq ft addition to the Pembroke Shores gymnasium facility, construct a 200 vehicle parking facility and provide cosmetic improvements to the Pembroke Falls Aquatic Center. As a result of this partnership, this project is no longer planned. \$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 HS (Practice Field) Sports Lighting**  
On February 4<sup>th</sup>, 2009, City 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.
- 2.24 Citywide - Flanagan HS Locker Room (Remodel Storage Bldg.)**  
On February 4<sup>th</sup>, 2009, City Commission approved to transfer \$186,442 from project 4.61 to new projects benefiting the Pasadena Lakes Optimist Athletic Programs. The new projects are projects 2.23, 2.24, 2.25, 2.26, 4.66 & 4.67. This project is scheduled to be completed by August,2011.
- 2.25 Citywide - Flanagan HS Portable Concession Stand & Equip.**  
On February 4<sup>th</sup>, 2009, City 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.

## List of Bond Projects

### 2.26 Walter C. Young - Portable Concession Stand & Equip.

On February 4<sup>th</sup>, 2009, Commission approved to transfer \$186,442 from project 4.61 to new projects. The new projects are project 2.23, 2.24, 2.25, 2.26, 4.66 & 4.67. Project is 100% complete.

### 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 Sq ft addition to the Pembroke Shores gymnasium facility, construct a 200 vehicle parking facility, and provide cosmetic improvements to the Pembroke Falls Aquatic Center. Cost of this project was estimated at \$5,000,000. 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. The project is currently under construction and estimated to be completed by July 25<sup>th</sup>, 2011.

### 2.28 Project to House September 11 Memorial Sculpture & Construction of a Veterans Monument

On December 15<sup>th</sup>, 2010, Commission approved and awarded MBR Construction to construct the housing for the 9-11 Memorial Sculpture and the Construction of a Veterans Monument. Per Commission direction on 9/21/2010, \$532,418 was transferred from the remaining G.O. Bond funds from project 2.14 Artist Colony as of September 30<sup>th</sup>, 2010, and the difference of \$149,582 was transferred from G.O. Bond contingency. On February 2<sup>nd</sup>, 2011, Commission reversed the awarding of this contract. During the same meeting, City Commission approved moving the 9-11 Memorial to the City Center site. Commission directed Administration to obtain formal quotes for the projects and bring back to Commission for consideration. Based on 35.189(C)(5) of the City's Procurement Code, the Procurement division researched existing bids with other agencies and found two contracts under a Clay County contract, one was called ICON Shelter Systems, Inc from Bliss Products and Services and the other was a product called Poligon from REP Services from a Palm Beach County contract. On May 4<sup>th</sup>, 2011, Bliss Products and Services was awarded to construct the 9/11 shelter for \$122,165. Additional costs related to the 9-11 project include \$25,000 for moving the sculptures, \$8,000 to reinforce the slab to hold the sculptures, and \$12,000 for miscellaneous amenities for a total estimated cost of \$167,165. As of June 30, 2011, the total encumbrances and expenditures for the Veterans Monument is \$37,932. The Project to House the 9-11 Memorial Sculpture and Construction of a Veterans Monument is anticipated to be completed by August, 2011.

## 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%	To be Re-Allocated	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>

#### Note:

3\* Expenses for projects 3.1, 3.2, and 3.4 were recorded in account # 1-525-3050-1609-46150-G. Funding has been received by FEMA for sports lighting damage caused by Hurricane Wilma. Final project worksheet close-outs are still pending.

## List of Bond Projects

### Highlights & Updates

#### 3.1 [Re-allocated to 7.5] Flamingo Park - Relighting of ball fields # 6 & 7

The relighting of both ball fields 6 and 7 at Flamingo Park are 100% complete. Funding has been received by FEMA. Close-out on this project by FEMA is pending. On February 4<sup>th</sup>, 2009, City 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 [Re-allocated to 7.5] Pembroke Lakes Tennis Center - Relighting of courts

The relighting of the tennis courts at the Pembroke Lakes Tennis Center is 100% complete. Funding has been received by FEMA. Close-out on this project by FEMA is pending. On February 4<sup>th</sup>, 2009, City 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 [Re-allocated TBD] Rose Price Park - Move light pole/add light pole (for 100 yd field)

This project is no longer scheduled. The new Miracle Ball Field will replace the need for this project. The re-allocation of these funds has not yet been determined.

#### 3.4 [Re-allocated to 7.5] Silver Lakes North Park - Renovation of sports lighting

The renovation of the sports lighting at Silver Lakes North Park is 100% complete. Funding has been received by FEMA. Close-out on this project by FEMA is pending. On February 4<sup>th</sup>, 2009, City 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.

### 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	09/30/09	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	(3,505,977)	13,180
4.8 Citywide Golf course renovation Phase II	04/01/07	12/15/07	100%	Complete	3,323,568	(3,218,115)	105,453
4.9 Citywide Resurface Flanagan HS (rubberized) track	05/02/05	04/28/06	100%	Complete	40,000	(40,000)	-
4.10 Citywide Lighting of Chapel Trail Storage Facility	Closed	Closed	0%	Re-Allocated	-	-	-
4.11 Citywide Clay bins at various parks	07/01/05	12/16/05	100%	Complete	66,148	(66,148)	-
4.12 Flamingo Park Installation of 2nd playground	09/02/06	03/16/07	100%	Complete	27,000	(27,000)	-
4.13 Flamingo Park Installation of additional netting for field # 1	Closed	Closed	0%	Eliminated	-	-	-
4.14 Fletcher Restroom renovation	07/01/05	12/28/06	100%	Complete	10,830	(10,830)	-
4.15* Fletcher Increase pkg lot lighting for softball complex	11/01/06	03/31/11	100%	Complete	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	03/31/11	100%	Complete	20,000	(7,083)	12,917
4.18 Maxwell Park Renovation of batting cages	TBD	10/01/11	0%	Planning/Design	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)



## List of Bond Projects

## Recreation Facility Improvements (continued)

	Location / Description	Project Timetable		% Complete	Current Project Phase	Total Budget	Total Expenditures & Encumb. to Date	Available Budget Total
		Start	Finish					
4.20	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	(4,422)	10,579
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	TBD	TBD	0%	N/A	500,000	-	500,000
4.29	Pines Recreation Center Renovation of field # 3	TBD	TBD	0%	N/A	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)	-
4.38*	Rose Price Park Upgrade walkway (18 poles) lighting	11/01/06	03/31/11	100%	Complete	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	05/12/10	05/17/10	100%	Complete	5,000	(992)	4,008
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	02/28/11	100%	Complete	150,000	(149,995)	6
4.52	Citywide Concrete monument signage (\$6,000 x 6)	Closed	Closed	0%	Eliminated	-	-	-
4.53	Citywide Sod installation at various sites	01/01/07	06/30/11	100%	Completed	30,000	(27,508)	2,492
4.54*	Citywide Miscellaneous projects & capital expenditures	TBD	TBD	0%	Planning/Design	17,864	-	17,864
4.55	Pasadena Park Completion of parking lot expansion	TBD	TBD	0%	Planning/Design	525,000	(7,460)	517,540
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	-	-	-

## List of Bond Projects

### Recreation Facility Improvements (continued)

	Location / Description	Project Timetable		% Complete	Current Project Phase	Total Budget	Total Expenditures & Encumb. to Date	Available Budget Total
		Start	Finish					
4.59	Tanglewood Renovation of fields & irrigation system	01/01/08	09/01/10	100%	Complete	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	(16,166)	1,834
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	02/16/09	100%	Complete	5,000	(1,269)	3,731
4.68	Citywide Renovate/retrofit various Concession Buildings	04/01/10	12/01/11	10%	Construction	145,000	(127,259)	17,741
<b>Subtotal</b>						<b>\$ 9,940,475</b>	<b>\$ (8,305,847)</b>	<b>\$ 1,634,629</b>

**Note:**

- 4.15\* Expenses for this project were expensed to a CDGB Grant, per Parks & Recreation. Therefore, available funds in this project can be reallocated.
- 4.36\* The expenses for this project were recorded in project 4.60.
- 4.38\* In-House materials and labor is being used to complete this project. Cost is minimal and therefore not being charged as a capital improvement and GO Bond funds cannot be utilized.
- 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. \$482,136 have been used for miscellaneous projects, overruns & expenditures.

### Highlights & Updates

**4.1 Academic Village - Rubberize track surface**

On June 27<sup>th</sup>, 2007, City 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.

**4.2 Academic Village - Resurface tennis courts**

The resurfacing of the tennis courts at Academic Village is 100% complete.

**4.3 Academic Village - Add light fixtures – tennis**

This project is 100% complete.

**4.4 Academic Village - Resurface & restripe basketball courts**

This project is 100% complete.

**4.5 Citywide - Bleacher shade structures**

The installation of citywide, bleacher shade structures is 100% complete. Sites include Chapel Trail Park, Fletcher Park, Maxwell Park, Pasadena Park, Pines Recreation Center & the SW Pines Nature & Recreation Soccer Park.

**4.6 [Eliminated] Citywide - Lighting of Pembroke Road Storage Facility**

On June 27<sup>th</sup>, 2007, City Commission approved to eliminate this project and its budget of \$200,000 from the GO Bond project list.

## List of Bond Projects

- 4.7 Citywide - Golf course renovation Phase I**  
The renovation of the Golf course is 100% complete. (Note: On December 20<sup>th</sup>, 2006 City 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. (Note: On December 20<sup>th</sup>, 2006 City 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.
- 4.10 [Re-allocated] Citywide - Lighting of Chapel Trail Storage Facility**  
On June 27<sup>th</sup>, 2007, City 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 is 100% complete.
- 4.12 Flamingo Park - Installation of 2nd playground.**  
The installation of the second playground at Flamingo Park is 100% complete.
- 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.
- 4.15 Fletcher - Increase parking lot lighting for softball complex**  
Expenses for this project were expensed to a CDGB Grant, per Parks & Recreation. Therefore, available funds in this project can be reallocated. This project is 100% complete.
- 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.
- 4.17 Maxwell Park - Increase parking lot lighting**  
The increase of parking lot lighting at Maxwell Park is 100% complete.
- 4.18 Maxwell Park - Renovation of batting cages**  
Project is scheduled to be completed by October, 2011.
- 4.19 Maxwell Park - Optimist building restroom renovation**  
The restroom renovations for the Optimist building at Maxwell Park are 100% complete.
- 4.20 Maxwell Park - Convert irrigation system to electric**  
The conversion of Maxwell Park's irrigation system to an electric system is 100% complete.
- 4.21 [Eliminated] Maxwell Park - Replace tennis perimeter fencing**  
On June 27<sup>th</sup>, 2007, City Commission approved to eliminate this project and its budget of \$75,000 from the GO Bond project list.

## **List of Bond Projects**

- 4.22 Maxwell Park - Tennis building restroom renovation**  
The restroom renovations for the Tennis building at Maxwell Park are 100% complete.
- 4.23 Pasadena Park - Renovate restrooms**  
The restroom renovations at Pasadena Park are 100% complete.
- 4.24 Pasadena Park - Irrigate/landscape north parking lot**  
The project to irrigate/landscape the north parking lot at Pasadena Park is 100% complete.
- 4.25 Pembroke Lakes Tennis Center - Renovation of walkways & landscaping**  
The walkway and landscaping renovations at the Pembroke Lakes Tennis Center are 100% complete.
- 4.26 Pembroke Lakes Tennis Center - Replacement of perimeter fencing**  
The replacement of the perimeter fencing at Pembroke Lakes Tennis Center is 100% complete.
- 4.27 Pembroke Shores - Renovate batting cages**  
The batting cage renovations at Pembroke Shores are 100% complete.
- 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**  
The scope of this project is under review.
- 4.30 Pines Recreation Center - Optimist building restroom renovation**  
The restroom renovation for the Optimist building at the Pines Recreation Center is 100% complete.
- 4.31 Pines Recreation Center – Recreation Center restroom renovation**  
The restroom renovation for the Recreation Center at the Pines Recreation Center is 100% complete.
- 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.
- 4.33 Pines Recreation Center - South concession restroom renovation**  
The restroom renovation for the South concession at the Pines Recreation Center is 100% complete.
- 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.
- 4.35 Rose Price Park - 1" overlay on walkway**  
The 1" overlay on the walkway at Rose Price Park is 100% complete.
- 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. (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.

## List of Bond Projects

- 4.38 Rose Price Park - Upgrade walkway (18 poles) lighting**  
The lighting for the walkway at Rose Price Park is 100% complete. In-House materials and labor were used to complete this project. Cost was minimal and therefore GO Bond funds were not utilized.
- 4.39 Silver Lakes North Park - Asphalt overlay walkway**  
The asphalt overlay of the walkway at Silver Lakes North Park is 100% complete.
- 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.
- 4.41 Silver Lakes North Park - Restroom renovation**  
The restroom renovations at Silver Lakes North Park are 100% complete.
- 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. 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.
- 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.
- 4.45 Walden Lakes - Security lighting for pool**  
Security lighting for the pool at Walden Lakes is 100% complete.
- 4.46 Walden Lakes - Parking lot lighting**  
The new parking lot lighting at Walden Lakes is 100% complete.
- 4.47 Walter C. Young - Separate pump station/panel for irrigation system**  
This project at Walter C. Young is 100% complete.
- 4.48 Walter C. Young - Resurface tennis courts**  
The resurfacing of the tennis courts at Walter C. Young is 100% complete.
- 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 100% 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.

## List of Bond Projects

### 4.53 Citywide - Sod installation at various sites

Sod installation is 100% 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, City 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. 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 complete.

### 4.60 Rose Price Park - Miracle League Baseball Field

The construction of Miracle League Baseball Field at Rose Price Park is 100% complete.

### 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.

### 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.

### 4.64 Ben Fiorendino Park - Parking lot renovation

The parking lot renovation at Ben Fiorendino Park is 100% complete.

### 4.65 Ben Fiorendino Park - Fitness Trail

The installation of fitness trail at Ben Fiorendino Park is 100% complete.

### 4.66 Pasadena Park - Ball field Fencing

The ball field fencing at Pasadena Park is 100% complete.

## List of Bond Projects

### 4.67 Pasadena Park - Concession Building Remodeling

The Concession Building Remodeling at Pasadena Park is 100% complete.

### 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	10/01/11	90%	Construction	\$ 282,200	\$ (258,440)	\$ 23,760
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)	N/A	N/A	0%	To be Re-Allocated	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>\$ (594,399)</b>	<b>\$ 47,989</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, and small passive parks located at 108 & 111 Avenue in Pembroke Lakes. Remaining sites will be completed by October, 2011.

#### 5.2 Citywide - Playground equipment replacement (8)

The installation of the new playground equipment is 100% complete. The replacement playground equipment for West Pines Pre-School, Chapel Trail Park, Village Community Center, Fletcher Park, Pines Recreation Center, Fahey Park, Pasadena Park, Ashley Hale Park, Silver Lakes Park and the Kiddie Parks at NW 111<sup>th</sup> Avenue and NW 108<sup>th</sup> Avenue were included in this project.

#### 5.3 [Eliminated] Citywide - Generator Pembroke Shores Gym (emergency generator)

Funds for the emergency generator are to be re-allocated. The re-allocation of these funds has not yet been determined..

#### 5.4 Citywide - Fitness equipment

The installation of fitness equipment to the Parks is 100% complete.

### 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	09/30/11	98%	Construction	\$ 400,000	\$ (391,644)	\$ 8,356
6.2 Streetscape Citywide lighting, benches & streetscape Phase I	05/01/11	05/01/12	15%	Planning/Design	235,000	(147,600)	87,400
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	08/15/11	97%	Construction	100,000	(97,927)	2,073
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>\$ (637,171)</b>	<b>\$ 1,362,829</b>

## List of Bond Projects

### 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. Project is scheduled to be completed by the end of September, 2011.

#### 6.2 Streetscape - Citywide lighting, benches & streetscape Phase I

On February 16, 2011, Commission selected Miller Legg and Associates to conduct the scope of work as outlined in the Citywide streetscape RFQ (AD-10-05) and authorized the City Manager to conduct contract negotiations to include price. Miller Legg presented City Administration a contract for services with a total cost of \$240,250. The City worked with Miller Legg to reduce the contract to \$147,600. Currently this project is in the planning and design phase.

#### 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, and Chapel Trail. Pinus Elliotti/Slash Pines have been planted at various parks throughout the city. Project is scheduled to be completed by August, 2011.

#### 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 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 to 7.5	-	-	-
7.5 Citywide Raintree - purchase of 112 Acres	02/04/09	04/20/09	100%	Complete	7,424,958	(7,424,958)	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 Ave) Phase I

The development of the SW Pines Nature & Recreational Park is 100% complete.

#### 7.2 Citywide - SW Pines Nature & Recreational Park (196 Ave) Phase II

The development of the SW Pines Nature & Recreational Park is 100% complete.



## List of Bond Projects

### 7.3 Citywide - Purchase & development of open space Phase I

Nine acres of open land was purchased for \$1,329,154, from Sheridan Street Commerce Center, and converted into wetlands. An additional \$3,343,383 has been spent on the purchase of five acres from Pembroke Pines 5 Acres, Ltd. to build a 12,500 sq. ft. recreation, teen & senior facility. On 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 [Re-allocated] 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. 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	\$ 7,507,967	\$ (7,507,966)	\$ 1
8.4 118th to Hiatus to Palm	03/01/05	03/21/08	100%	Complete	11,875,258	(11,875,258)	1
8.13 Pines from Palm to Douglas	12/01/07	09/30/09	100%	Complete	3,222,449	(2,885,890)	336,559
8.15 Pines Blvd. & Hiatus Rd. Traffic Improvements	10/10/08	12/01/10	100%	Complete	303,204	(280,680)	22,524
<b>Subtotal</b>					<b>22,908,878</b>	<b>(22,549,794)</b>	<b>359,084</b>
8.6 Pembroke Road 184th to 196th/196th & Pembroke Rd to Pines	Closed	Closed	0%	Eliminated	1,175,875	(692,513)	483,362
8.7 184th Ave widening (Pembroke Rd to Shrdn St)	06/01/05	06/30/09	100%	Complete	9,923,936	(9,158,375)	765,561
8.8 172nd Ave 4 lane from Shrdn St to Pmbrk Rd	07/01/05	11/15/07	100%	Complete	8,316,217	(7,658,089)	658,128
8.10 Sheridan St from SW 196th Ave to SW 172nd Ave	01/01/07	03/30/09	100%	Complete	2,904,269	(2,894,816)	9,453
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>22,520,297</b>	<b>(20,576,577)</b>	<b>1,943,720</b>
<b>Total Project Cost</b>					<b>45,429,175</b>	<b>(43,126,371)</b>	<b>2,302,804</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	100%	Complete	(3,698,696)	3,698,696	-
8.16 FDOT JPA Agreement Pines & Hiatus	09/30/10	09/30/10	100%	Complete	(87,000)	87,000	-
<b>Total Reimbursements</b>					<b>(10,785,696)</b>	<b>9,785,696</b>	<b>(1,000,000)</b>
<b>Net Project Cost</b>					<b>\$ 34,643,479</b>	<b>\$ (33,340,675)</b>	<b>\$ 1,302,804</b>

8.14\* Reimbursement for the JPA Agreement # AOB-69 was increased by \$524,420. Total reimbursement of \$3,698,696 was received in August of 2010.

## List of Bond Projects

### Highlights & Updates

- 8.1 Pines 136<sup>th</sup> Avenue to 118<sup>th</sup>**  
This project is 100% complete.
- 8.2 FDOT LAP Agreement**  
The full reimbursement of \$5,000,000 has been received.
- 8.3 Mall Agreement**  
The full reimbursement of \$1,000,000 has been received.
- 8.4 118<sup>th</sup> to Hiatus to Palm Avenue**  
This project is 100% complete.
- 8.5 [Eliminated] 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 Rd 184<sup>th</sup> to 196<sup>th</sup> / 196<sup>th</sup> and Pembroke Rd to Pines Boulevard**  
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.
- 8.8 172<sup>nd</sup> Avenue four lane from Sheridan Street to Pembroke Road**  
This project is 100% complete.
- 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.
- 8.11 Sheridan Street Consulting & Inspection Fees**  
Consulting and inspection for this project is complete.
- 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.
- 8.14 FDOT JPA Agreement**  
Reimbursement for the JPA Agreement # AOB-69 was originally \$3,174,276, Amendment No. 1 increased reimbursement by \$524,420. Total reimbursement of \$3,698,696 was received in August of 2010. Project is 100% complete.
- 8.15 Pines Boulevard and 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. Project is 100% complete.

## List of Bond Projects

### 8.16 FDOT JPA Agreement Pines & Hiatus Traffic Improvements

On May 21<sup>st</sup>, 2008, Commission approved JPA # AP-583. As part of this Joint Participation Agreement FDOT agreed to pay up to \$100,000 for a traffic mast arm on Pines Boulevard and Hiatus Road. Actual expenses for the traffic mast arm was \$87,000. Reimbursement was received on 9/30/10.

Description	Other				Current Project Phase	Total Budget	Total Expenditures & Encumb. to Date	Available Budget Total
	Project Timetable		% Complete					
	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.

#### 9.4 Signs for GO Bonds

Project created for signage for various GO Bond project sites. Signs are interchangeable from project to project.

### Contingency

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)	-	-	

## List of Bond Projects

### Contingency, continued

Description	Original Projects	Changes to Budget	Total Budget	Available Budget			Total	
				A (2005)	B (2007)	C (2009)		
Closing Costs - Series 2007		(110,350)	(110,350)	-	-	(110,350)		
Legal fees & Appraisals		(17,391)	(17,391)	(17,391)		-		
Pasadena Park Field & sports lighting # 1.4		-	-	(13,850)	-	13,850		
Pasadena Park Parking Lot # 4.55		(525,000)	(525,000)	-	-	(525,000)		
Flanagan HS Field lighting # 2.4		27,176	27,176	27,176	-	-		
Project # 7.5 purchase of Raintree		(477,880)	(477,880)	-	-	(477,880)		
Playground Shade Structures # 5.1		-	-	(57,200)	-	57,200		
* Project # 2.28 to House 9/11 Memorial Sculpture & construction of Vet. Monument		(149,582)	(149,582)		-	(149,582)		
<b>Subtotal</b>		<b>\$ 11,078,764</b>	<b>\$ (8,758,018)</b>	<b>\$ 2,320,746</b>	<b>\$ 25,145</b>	<b>\$ -</b>	<b>\$ 2,295,601</b>	<b>\$ 2,320,746</b>

**Note:**

2.28\* \$149,582 was re-allocated from Contingency Fund - C(2009) to Project # 2.28 per commission direction on September 21<sup>st</sup>, 2010.

**CITY OF PEMBROKE PINES, FLORIDA**  
**PROJECTS FUNDED BY GENERAL OBLIGATION BONDS**  
**ESTIMATED OPERATING IMPACT**

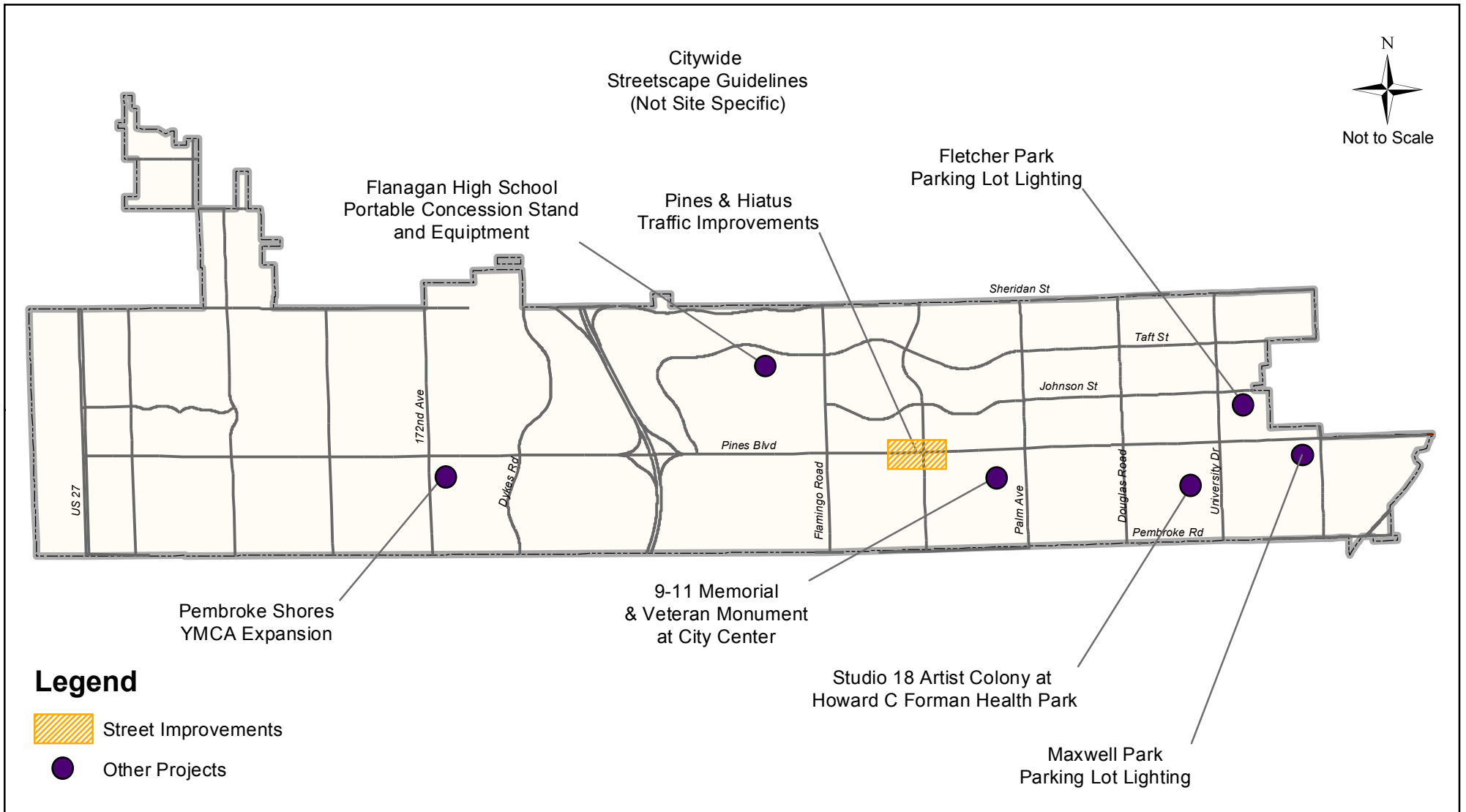
Note: Impact related to new and non-recurring, non-replacement Capital Expenditures

**GENERAL FUND**

		2012-13	2013-14	2014-15	2015-16	2016-17
<b>Recreation</b>						
<b>Non-Revenue Producing Projects</b>						
Pines Recreation Center - expand existing teen center	Personnel	20,834	21,459	22,103	22,766	23,449
	Operating	20,935	21,563	22,210	22,876	23,562
	Net	41,769	43,022	44,313	45,642	47,011
Fletcher Park Improvements	Operating	1,392	1,434	1,477	1,521	1,567
Walden Lakes Park Improv's	Operating	464	478	492	507	522
Rose Price Park Improv's	Operating	1,739	1,791	1,845	1,900	1,957
Maxwell Park Improv's	Operating	3,130	3,224	3,321	3,421	3,524
Citywide City Passive Park Development	Personnel	10,565	10,882	11,208	11,544	11,890
	Operating	28,531	29,387	30,269	31,177	32,112
	Net	39,096	40,269	41,477	42,721	44,002
<b>Total General Fund</b>		<b>\$ 87,590</b>	<b>\$ 90,218</b>	<b>\$ 92,925</b>	<b>\$ 95,712</b>	<b>\$ 98,583</b>
<b>Total 2013-2017</b>					<b>\$</b>	<b>465,028</b>

# CITY OF PEMBROKE PINES

## GENERAL OBLIGATION BOND PROJECTS BY LOCATION



**City of Pembroke Pines, Florida**  
**Revenue Detail**

Account-Division-Project	Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Entity 1 General Fund</b>					
<b>Taxes</b>					
<b>Ad Valorem Taxes</b>					
311001	Current real/personal property tax	45,833,741	47,093,237	45,673,215	45,375,147
311002	Delinq real/personal property taxes	210,281	131,223	70,000	70,000
<b>Ad Valorem Taxes</b>		46,044,021	47,224,460	45,743,215	45,445,147
<b>General Sales &amp; Use Taxes</b>					
312510	Fire Insurance Premium Tax	1,308,039	1,275,086	-	-
312510-4003	Fire Insurance Premium Tax	-	-	1,296,000	1,312,000
312520	Casualty Insurance Premium Tax	1,121,537	1,062,423	1,111,000	1,075,000
<b>General Sales &amp; Use Taxes</b>		2,429,576	2,337,509	2,407,000	2,387,000
<b>Public Service Taxes</b>					
314100	Public service taxes- Electric service	6,338,534	7,050,303	7,000,000	7,200,000
314300	Public service taxes- Water	1,675,973	1,640,208	1,666,000	1,847,000
314400	Public service taxes- Gas	147,868	158,832	164,000	167,000
314800	Public service taxes- Propane	64,050	70,583	62,000	80,000
<b>Public Service Taxes</b>		8,226,426	8,919,926	8,892,000	9,294,000
<b>Communications Service Tax</b>					
315000	Communications Services Tax	2,082,237	1,284,689	1,276,480	812,088
<b>Communications Service Tax</b>		2,082,237	1,284,689	1,276,480	812,088
<b>Local Business Tax</b>					
316000	Local business tax - City	3,307,733	3,191,395	3,179,000	3,191,000
<b>Local Business Tax</b>		3,307,733	3,191,395	3,179,000	3,191,000
<b>Taxes</b>		62,089,993	62,957,979	61,497,695	61,129,235

**Permits, Fees & Licenses****Franchise Fees**

323100	Franchise fees- Electricity	8,391,407	7,580,816	7,899,000	7,150,000
323400	Franchise fees- Gas	173,263	159,010	157,000	152,000
323600	Privilege fees- Sewer	445,336	-	-	-
323700	Franchise fees- Sanitation-commercial	91,079	101,439	80,000	80,000
323720	Franchise fees- Sanitation-All Refuse	1,983,825	1,883,307	1,981,000	1,980,000
323910	Franchise fees- Bus bench/shelter ad	108,000	110,000	122,000	100,000
323930	Franchise fees- Rsrc Rcvry Host Fee	1,739,868	1,486,067	1,485,900	1,485,900
323940	Franchise fees- Towing service	331,287	328,845	333,000	335,000
<b>Franchise Fees</b>		13,264,065	11,649,485	12,057,900	11,282,900

**Building Permits**

**City of Pembroke Pines, Florida**  
**Revenue Detail**

Account-Division-Project	Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Building Permits</b>					
322005-9005	Air conditioning permits	309,046	-	-	-
322015-9005	Building permits	845,820	-	-	-
322016-9002	Building permit review	67,653	130,846	148,500	110,000
322020-9005	Certificate of occupancy	5,541	-	-	-
322025-9005	Electric permits	411,133	-	-	-
322037-9002	Special event permit review	2,550	2,850	2,704	3,000
322040-1001	Garage sales	7,130	7,765	7,250	7,700
322041-1001	POD annual permits	1,500	1,500	500	500
322050-6006	Landscaping permit	10,539	7,762	15,000	15,000
322053-6006	Landscape replacement contribution	4,860	1,920	1,000	1,000
322055-6006	Paving/drainage permits	93,482	117,609	50,000	100,000
322060-9005	Plumbing permits	142,056	-	-	-
322065-9005	Reinspection fees	63,653	-	-	-
322070-9005	Roofing permits	138,333	-	-	-
322075-1001	Sign renewal fee	26,669	26,283	26,375	26,300
<b>Building Permits</b>		2,129,964	296,534	251,329	263,500
<b>Special Assessments</b>					
325110-4003	Fire equipment assessment	-	19,930	12,000	4,000
325130-3001	Police equipment assessment	-	14,137	13,200	9,000
325220-4003	Fire protection special assmt	-	20,902,426	20,331,274	20,139,035
325221-4003	Interim Fire special assmt	-	78,803	29,385	4,000
363110-4003	Fire equipment assessment	11,785	-	-	-
363120-4003	Fire protection special assmt	19,644,277	-	-	-
363121-4003	Interim Fire special assmt	69,385	-	-	-
363130-3001	Police equipment assessment	8,916	-	-	-
<b>Special Assessments</b>		19,734,363	21,015,296	20,385,859	20,156,035
<b>Permits, Fees &amp; Licenses</b>		35,128,392	32,961,315	32,695,088	31,702,435
<b>Intergovernmental Revenue</b>					
<b>Federal Grants</b>					
331211-3001	Bulletproof Vest Grant	4,049	5,414	-	-
331500-8001	Elderly energy assistance	12,253	25,780	33,603	32,467
331510-3050	Federal emergency mgmnt agency	15,075	58,861	-	-
331510-3050-328	Federal emergency mgmnt agency	17,671	-	-	-
331694-6008-55	DCF-Transitional Housing Federal	99,840	123,014	81,011	-
331816-4003	Assistance to Firefighters Grant (AFG)	68,400	-	-	-
<b>Federal Grants</b>		217,289	213,069	114,614	32,467
<b>Grants from Local Units</b>					
337100-7001-301	Grant- Art & Cultural	20,800	-	-	-



**City of Pembroke Pines, Florida**  
**Revenue Detail**

<b>Account-Division-Project</b>	<b>Description</b>	<b>2008-09 Actual</b>	<b>2009-10 Actual</b>	<b>2010-11 Budget</b>	<b>2011-12 Budget</b>
<b>Grants from Local Units</b>					
337631-6008-55	In kind revenue	35,767	25,632	25,632	-
337655-6008-53	CSC-Transitional Housing	19,503	-	-	-
<b>Grants from Local Units</b>		76,070	25,632	25,632	0
<b>Occupational Licenses / County</b>					
338000	Local business tax - County	128,084	111,198	106,000	120,000
<b>Occupational Licenses / County</b>		128,084	111,198	106,000	120,000
<b>State Grants</b>					
334220-4003	Ems state grant	7,344	2,450	4,429	-
334945-800	My Safe Florida Home Program	21,763	-	-	-
334960-3050-328	FEMA- State Share	2,556	389	-	-
<b>State Grants</b>		31,663	2,839	4,429	0
<b>State Shared</b>					
335121	Sales Tax Proceeds	2,396,050	2,356,020	2,462,900	2,600,000
335140-800	Mobile home licenses	1,601	1,798	1,600	1,700
335150-800	Beverage licenses	46,486	45,427	45,000	45,000
335180	Local gov 1/2cent sale tax	7,636,080	7,655,238	7,897,128	8,290,000
335200-4003	Firefighter supplemental comp	76,880	80,711	81,000	82,000
335901-6008-55	DCF - Transitional Housing Match	-	-	20,253	-
<b>State Shared</b>		10,157,097	10,139,195	10,507,881	11,018,700
<b>Intergovernmental Revenue</b>		10,610,202	10,491,933	10,758,556	11,171,167
<b>Charges for Services</b>					
<b>Culture / Recreation / Education Charges</b>					
347200-7001	Clean up fees	7,665	8,191	9,100	8,200
347205-7001	Canoe Rentals	350	126	350	120
347210-5002-203	Summer program fees	41,146	46,803	92,360	92,360
347210-5002-205	Summer program fees	243,264	251,734	289,035	271,600
347210-5002-208	Summer program fees	176,625	198,311	303,475	309,008
347210-5002-209	Summer program fees	248,425	253,728	253,014	253,014
347210-7003	Summer program fees	547,166	408,368	537,000	68,000
347215-5002-203	Summer activity fees	5,475	6,942	9,500	9,500
347215-5002-205	Summer activity fees	25,084	29,578	27,190	27,775
347215-5002-208	Summer activity fees	26,430	18,490	25,050	33,185
347215-5002-209	Summer activity fees	37,633	40,254	39,820	34,820
347220-5002-203	Sch Year Activity Fee	5,740	4,435	8,450	8,450
347220-5002-205	Sch Year Activity Fee	9,611	7,506	11,550	5,250
347220-5002-208	Sch Year Activity Fee	17,482	17,050	23,820	24,810
347220-5002-209	Sch Year Activity Fee	29,329	30,767	36,600	36,600

**City of Pembroke Pines, Florida**  
**Revenue Detail**

<b>Account-Division-Project</b>	<b>Description</b>	<b>2008-09 Actual</b>	<b>2009-10 Actual</b>	<b>2010-11 Budget</b>	<b>2011-12 Budget</b>
<b>Culture / Recreation / Education Charges</b>					
347225-7001	Youth Athletic Program	129,934	118,109	142,000	127,000
347400-7003	Special events	21,720	40,124	24,100	30,000
347450-7001	Special Population Programs	23,941	23,647	21,500	24,000
347504-7006	Driving range fees	72,429	70,960	77,000	75,000
347508-7006	Golf bag storage	5,586	5,288	5,500	5,300
347512-7006	Golf cart rental	1,170,557	1,167,531	1,000,000	1,250,000
347516-7006	Golf club rentals	4,790	3,990	4,800	4,000
347520-7006	Golf green fees	593,706	618,785	742,000	640,000
347524-7006	Golf handicaps fees	350	250	350	250
347528-7006	Golf locker rental	3,504	3,425	3,600	3,500
347532-7006	Golf memberships	172,350	168,177	172,350	170,000
347536-7001	Gymnasium fees	824	434	400	400
347540-7001	Membership fitness center	19,379	10,692	11,000	11,000
347544-7001	Racquet ball merchandise sale	119	-	-	-
347548-7001	Racquet club fees	16,448	13,249	6,780	9,900
347552-7001	Racquet club memberships	2,688	1,934	1,500	1,900
347556-7001	Recreation classes by staff	2,243	2,231	1,290	2,200
347556-8001	Recreation classes by staff	58,921	53,886	47,246	60,482
347564-7001	Swimming fees	154,145	15,649	10,000	12,300
347565-7001	Athletic fees-non resident	130,380	94,115	122,000	102,000
347566-7001	Youth Soccer Fees	175,303	177,838	191,900	196,000
347568-7001	Swimming lessons by staff	97,004	88,787	81,000	75,500
347572-7001	Swimming pool membership	49,220	47,684	51,800	20,500
347573-7001	Community Swim Team Fees	3,168	18,940	11,250	19,000
347576-7001	Tennis court fees	15,162	12,617	15,250	13,000
347580-7001	Tennis lessons	18,679	22,113	21,540	22,680
347584-7001	Tennis membership fees	48,308	43,441	45,000	33,590
347588-7001	Athletic Program Fees	155,993	1,488	10,800	7,500
347905-7001-207	After school education	30,727	19,662	-	-
347908-7001	Art & Cultural Program Fees	29,332	30,038	39,300	30,000
347909-7001	ArtsPark Program Fees	67,893	80,038	78,200	80,000
347909-7001-301	ArtsPark Program Fees	24,670	-	-	-
347951-5002-203	EDC Fees - State VPK	-	80,359	103,600	95,904
347951-5002-205	EDC Fees - State VPK	-	84,520	83,333	121,379
347951-5002-208	EDC Fees - State VPK	-	9,718	95,000	304,600
347951-5002-209	EDC Fees - State VPK	-	161,129	239,760	239,760
347951-7001-201	EDC Fees - State VPK	-	85,671	142,592	128,682
347955-5002-203	EDC Fees - State Supplement	-	21,180	18,000	17,835
347955-5002-205	EDC Fees - State Supplement	-	24,107	23,430	16,234
347955-5002-208	EDC Fees - State Supplement	-	289	4,000	4,359
347955-5002-209	EDC Fees - State Supplement	-	14,672	9,600	11,890
347961-5002-203	Early Development Center Fees	284,817	242,552	389,303	397,164

**City of Pembroke Pines, Florida**  
**Revenue Detail**

Account-Division-Project	Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Culture / Recreation / Education Charges</b>					
347961-5002-205	Early Development Center Fees	876,248	660,161	865,346	887,287
347961-5002-208	Early Development Center Fees	958,483	1,003,159	1,307,290	1,152,148
347961-5002-209	Early Development Center Fees	1,223,105	1,055,589	1,032,543	1,030,253
347961-7001-201	Early Development Center Fees	394,425	224,239	277,159	277,000
347969-5002-203	EDC registration fees	-	3,420	9,251	9,251
347969-5002-205	EDC registration fees	10,866	13,733	18,743	15,720
347969-5002-208	EDC registration fees	15,785	38,859	33,170	26,532
347969-5002-209	EDC registration fees	22,796	26,438	25,004	25,004
347974-8001	Annual Registration Fee	20,860	227	400	-
<b>Culture / Recreation / Education Charges</b>		<b>8,528,283</b>	<b>8,027,421</b>	<b>9,283,294</b>	<b>8,970,696</b>
<b>General Government Charges</b>					
341200-800	Administrative fees	11,941,830	11,628,755	12,422,732	11,329,503
341210-800	Communication service-utility	76,780	32,084	32,084	32,084
341280-800	Credit enhancement fee	50,000	50,000	50,000	50,000
341292-6008-55	Housing application fee	535	485	400	-
341292-8002	Housing application fee	3,000	2,390	2,750	4,000
341292-8002-603	Housing application fee	17,195	12,670	11,000	15,000
341296-6008-670	Maintenance/administrative fees	27,036	27,437	28,000	28,000
341298-800	Payment in lieu of taxes	859,537	1,073,584	1,225,469	1,348,071
341300-9007	Admin Hearing Fee	-	6,400	55,000	12,500
341305-9007	Registration of Abandoned Property	-	14,550	28,000	40,000
341310-800	Adm. Fee - Building Services	37,500	150,000	150,000	150,000
341904-800	Administrative fee-25% surcharge	100,730	90,482	90,000	95,000
341905-9002	Planning & Zoning Board surcharge	2,580	1,765	1,200	2,000
341917-800	Administration fee - Sanitation	112,456	101,927	106,000	103,000
341921-9002	Local business tax review fee	15,300	15,330	15,540	15,600
341932-1001	Certify copy record search	7,146	7,162	7,000	6,000
341934-6006	Engineering charges to Utility	416,266	396,150	396,150	396,150
341936-6006	Engineering plan review fee	5,137	8,832	2,500	8,000
341940-9002	Land use plan amendments	16,759	-	-	8,200
341941-9002	(DRI) Development of Regional Impact F	6,775	-	5,250	5,250
341942-9002	Flexibility Allocation Fees	-	-	1,640	-
341948-2001	Lien research	149,975	196,200	170,400	204,500
341952-1001	Notary fees	109	184	100	300
341956-1001	Other government filing fees	1,100	5,478	3,600	4,500
341957-1001	Passport Fee	81,039	50,901	50,300	47,000
341960-9002	Plat approval fees	10,672	13,316	12,650	10,800
341964-9005	Record retrieval fee	47,877	-	-	-
341968-1001	Sale of code of ordinance	457	444	400	400
341972-1001	Sale of maps & publications	38	1	40	-
341973-9002	Map reproduction	50	30	30	10

**City of Pembroke Pines, Florida**  
**Revenue Detail**

<b>Account-Division-Project</b>	<b>Description</b>	<b>2008-09 Actual</b>	<b>2009-10 Actual</b>	<b>2010-11 Budget</b>	<b>2011-12 Budget</b>
<b>General Government Charges</b>					
341976-9002	Sign approval fees	18,671	18,463	9,360	20,000
341979-9002	Group Home Research	420	420	300	200
341980-9002	Site review fees	52,540	68,380	55,000	55,000
341983-9002	Public Request Research > 1/2 hr	-	-	200	-
341984-6006	Street light fees	-	-	1,000	1,000
341985-9002	Site or Zoning Inspection	8,585	11,820	13,000	13,000
341986-9002	Board of Adjustment review fees	43,193	63,902	28,305	60,000
341987-9002	Deed Restriction processing	150	-	300	300
341991-9002	Zoning letters	6,820	3,800	2,000	2,000
341992-9002	Zoning fees (public hearings)	16,213	11,078	22,000	12,000
341994-9002	Miscellaneous Fees	26,936	28,915	22,000	27,500
341995-9002	Alcoholic Beverage License Review	4,500	3,100	4,784	1,500
341997-9002	Deferral Fee	925	-	1,850	1,850
341999-9002	Appeal of Decision	-	635	1,905	2,086
<b>General Government Charges</b>		<b>14,166,832</b>	<b>14,097,070</b>	<b>15,030,239</b>	<b>14,112,304</b>
<b>Physical Environment Charges</b>					
343930-6004	Lot mowing	-	158	2,000	2,000
<b>Physical Environment Charges</b>		<b>0</b>	<b>158</b>	<b>2,000</b>	<b>2,000</b>
<b>Public Safety Charges</b>					
342100-3001	Police services	56,952	129,082	56,400	54,900
342120-3001	School Resource Officers	246,756	349,512	452,268	555,024
342150-3001	Take Home Vehicle Program	22	-	-	-
342202-4003-678	Annual Fire Inspection Fee	-	432,674	283,567	432,674
342202-9005-678	Annual Fire Inspection Fee	474,637	-	-	-
342203-4003-678	Life Safety Plan Reviews & Inspections	-	195,439	140,788	185,439
342203-9005-678	Life Safety Plan Reviews & Inspections	84,195	-	-	-
342204-3001	False Alarm Fee	-	2,400	54,250	69,680
342204-4003-678	False Alarm Fee	-	38,400	11,050	38,400
342204-9005-678	False Alarm Fee	12,100	-	-	-
342205-9005-678	Revisions & Re-inspections	48,904	-	-	-
342501-4003-678	Fee - Expediting Overtime	-	-	10,000	10,000
342600-4003	Rescue transport fees	3,411,933	3,656,089	4,144,376	3,500,000
342900-4003	CPR certification	14,747	10,489	6,500	8,800
342901-4003	ILA-Fire Rescue services to Bwrld County	-	-	50,000	-
342910-4003-911	911 Service Fees Distribution (PSAP)	324,597	379,209	400,000	379,209
342920-4003-690	SW Ranches - Contract Amount	-	-	-	2,520,000
342922-4003-678	SW Ranches - Prevention Services	-	-	-	25,000
342924-4003-678	SW Ranches - Promo Activity Fee	-	-	-	2,500
342926-4003-911	SW Ranches - 911 Service Fees	-	-	-	12,600
342928-4003	SW Ranches - Fire Oversight	-	-	-	202,951

**City of Pembroke Pines, Florida**  
**Revenue Detail**

Account-Division-Project	Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Public Safety Charges</b>					
342930-4003	Fire detail	18,791	20,036	17,000	18,000
342940-3001	Police detail	205,157	200,900	192,000	186,000
342960-3001	Police civilian academy	3,900	1,470	1,500	1,500
<b>Public Safety Charges</b>		4,902,692	5,415,700	5,819,699	8,202,677
<b>Transportation Charges</b>					
344910-8001	Transportation Services	1,531	640	600	3,100
<b>Transportation Charges</b>		1,531	640	600	3,100
<b>Charges for Services</b>		27,599,338	27,540,989	30,135,832	31,290,777

**Fines & Forfeitures**

<b>Fines &amp; Forfeitures</b>					
351010-3001	Parking citations	56,393	71,132	54,000	70,800
351020-3001	Parking fines-\$5 surcharge	4,069	5,330	4,200	5,280
354000-9007	Violations of local ordinance	208,422	205,539	130,000	145,000
354100-3001-300	Red Zone Infraction	-	21,848	-	-
359000-3001	Court fines & forfeiture	921,873	1,303,373	1,400,000	1,200,000
359200	Penalty - returned checks	14,928	-	-	-
359200-2001	Penalty - returned checks	-	12,432	13,500	12,900
359400	Fine-late filing campaign report	40	-	-	-
<b>Fines &amp; Forfeitures</b>		1,205,725	1,619,653	1,601,700	1,433,980
<b>Fines &amp; Forfeitures</b>		1,205,725	1,619,653	1,601,700	1,433,980

**Miscellaneous Revenues**

<b>Investment Income</b>					
361030	Interest from FLOC 1-3 yr Bond Fund	-59,863	-13,138	400,000	262,000
361035	Interest on fire protection assmnt	25,824	15,309	-	-
361035-4003	Interest on fire protection assmnt	-	-	10,000	2,000
361084	Interest on investments	3,275,852	1,802,405	1,457,650	350,000
361085	Interest on Money Market Acct	32,452	3,514	450	100
361088	Interest on tax deposits	58,414	34,083	16,000	10,000
361096	Miscellaneous Interest	14,877	11,411	12,000	-
<b>Investment Income</b>		3,347,555	1,853,584	1,896,100	624,100
<b>Disp of Fix Assets / Sale of Equip/ Scrap</b>					
364010	Sale of equipment	11,829	12,883	10,000	10,000
<b>Disp of Fix Assets / Sale of Equip/ Scrap</b>		11,829	12,883	10,000	10,000

**Miscellaneous Revenues**

**City of Pembroke Pines, Florida**  
**Revenue Detail**

Account-Division-Project	Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Miscellaneous Revenues</b>					
365000	Scrap or surplus sales	3,253	146	2,000	2,000
<b>Miscellaneous Revenues</b>		3,253	146	2,000	2,000
<b>Other Miscellaneous Revenues</b>					
369010	Cash - over + short	-213	-337	100	100
369030	Jury duty & subpoena money	19,002	18,105	14,100	10,000
369039-7001	Concession Sales	52,022	1,198	1,500	1,500
369040	Other miscellaneous revenue	30,775	22,807	10,000	10,000
369045-5002-203	Food Sales	13,816	13,137	22,500	22,500
369045-5002-205	Food Sales	23,558	22,609	27,367	24,000
369045-5002-208	Food Sales	44,725	46,924	50,000	55,000
369045-5002-209	Food Sales	55,720	55,977	58,500	58,500
369045-7001-201	Food Sales	-	8,582	10,000	10,000
369058	Purchasing discounts earned	1,392	2,843	1,200	1,200
<b>Other Miscellaneous Revenues</b>		240,798	191,844	195,267	192,800
<b>Private Gifts / Contributions</b>					
366015	Contributions	82,537	66,750	126,966	60,000
366015-4003	Contributions	-	-	7,070	-
366015-7003	Contributions	-	30,000	16,219	5,000
366015-8001	Contributions	-	17,916	49,297	-
<b>Private Gifts / Contributions</b>		82,537	114,666	199,552	65,000
<b>Rents &amp; Royalties</b>					
362000-9005	B.R.A. fee commission	824	-	-	-
362016-800	Commission-vending machines	1,280	266	1,000	100
362020-7001	Commission-recreation classes	13,276	8,285	9,000	8,300
362021-7001	Commission-Art Work	-	-	100	1,000
362022-800	Commission- Vending machines after tax	136	124	100	100
362023-7006	Commission- Advertising	6,161	1,802	2,000	-
362024-800	Commission- Coke machines	34,184	41,321	6,000	5,000
362025-7006	Commission- Pro Shop	6,128	7,014	7,000	8,000
362030-6001	Rental-city facilities	13,884	162,177	126,400	112,831
362030-7001	Rental-city facilities	45,645	82,353	139,950	81,200
362030-8002	Rental-city facilities	14,930	16,580	14,372	13,920
362031-6001	Rental- towers - Exempt	1,075,989	1,136,389	1,143,600	1,070,600
362032-6001	Rent- Building Dept	148,500	-	-	-
362033-7005	Rental - dinner theatre	19,507	20,287	20,000	20,000
362034-7001	Rental-Gymnasium	15,788	6,095	3,500	3,500
362035-7001	Field Rentals	63,184	46,551	60,000	47,000
362037-6001	Rental - Fire Control	721,630	738,100	690,041	780,612
362038-7001	Rental - Storage Lot	321,603	269,193	270,518	306,100
362040-7006	Rental restaurant-facility	43,560	37,427	43,000	37,000

**City of Pembroke Pines, Florida**  
**Revenue Detail**

Account-Division-Project	Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Rents &amp; Royalties</b>					
362041-5005	Rental-wcyrc	5,070	5,055	5,070	5,070
362042-8002	Rental-housing	1,616,308	1,590,774	1,694,484	1,738,752
362042-8002-603	Rental-housing	4,537,768	5,114,320	5,331,027	5,331,027
362043-5005	Rental-exempt organizations	14,632	13,262	14,500	13,000
362043-7005	Rental-exempt organizations	16,945	9,620	17,000	9,500
362046-8001	Rental - Community Services	3,302	3,910	8,208	36,162
362051-6008-55	Rental Misc Fees	614	1,742	659	-
362051-7001	Rental Misc Fees	3,830	2,800	3,400	2,800
362051-8002	Rental Misc Fees	979	1,318	900	1,250
362051-8002-603	Rental Misc Fees	21,628	44,339	29,000	36,000
362052-6008-55	Rent-Independent Living Youth	62,671	40,980	58,416	-
362053-6008-55	Rent-Young Professionals	900	11,750	10,000	-
362054-6008-55	Rental - Adult Day Care	-	4,558	13,645	-
362054-8001	Rental - Adult Day Care	-	75,000	82,000	90,750
362060-6001	Rental to utility fund	99,201	99,292	101,994	103,520
362070-6008	Rental State Hosp Site- Exempt	673,270	625,234	634,000	624,634
362071-6008	Rental State Hosp Site- Taxable	940,489	975,824	1,004,000	1,153,222
362136-4003	SW Ranches - Rent Vehicles	-	-	-	50,000
<b>Rents &amp; Royalties</b>		10,543,817	11,193,742	11,544,884	11,690,950

<b>Miscellaneous Revenues</b>	14,229,788	13,366,865	13,847,803	12,584,850
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**Other Sources****Estimated Budget Savings**

389951	Estimated budget savings	-	-	-	2,243,622
<b>Estimated Budget Savings</b>		0	0	0	2,243,622

**Appropriated Fund Balance**

389920	Appropriated fund balance	-	-	351,389	-
<b>Appropriated Fund Balance</b>		0	0	351,389	0

**Beginning Surplus**

389940	Beginning surplus	-	-	-878,012	-
<b>Beginning Surplus</b>		0	0	-878,012	0

<b>Other Sources</b>	0	0	-526,623	2,243,622
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<b>Entity 1 General Fund</b>	150,863,438	148,938,735	150,010,051	151,556,066
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**City of Pembroke Pines, Florida  
Revenue Detail**

Account-Division-Project	Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Entity 51 Wetlands Trust Fund</b>					
<b>Miscellaneous Revenues</b>					
<b>Investment Income</b>					
361030	Interest from FLOC 1-3 yr Bond Fund	5,072	1,518	3,000	-
361084	Interest on investments	-	163	-	34,000
<b>Investment Income</b>		5,072	1,681	3,000	34,000
<b>Miscellaneous Revenues</b>		5,072	1,681	3,000	34,000
<b>Other Sources</b>					
<b>Beginning Surplus</b>					
389940	Beginning surplus	-	-	13,500	-17,500
<b>Beginning Surplus</b>		0	0	13,500	-17,500
<b>Other Sources</b>		0	0	13,500	-17,500
<b>Entity 51 Wetlands Trust Fund</b>		5,072	1,681	16,500	16,500



**City of Pembroke Pines, Florida**  
**Revenue Detail**

Account-Division-Project	Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 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	1,558,784	1,529,103	1,577,426	1,576,000
312421	Addl local option gas tax \$.03	973,104	943,992	979,985	973,000
312422	Addl local option gas tax \$.01 (5th cent)	165,029	160,092	166,284	165,000
<b>General Sales &amp; Use Taxes</b>		2,696,917	2,633,187	2,723,695	2,714,000
<b>Taxes</b>		2,696,917	2,633,187	2,723,695	2,714,000
<b>Intergovernmental Revenue</b>					
<b>Federal Grants</b>					
331840-6003	Highway Planning and Construction	-	519,215	-	-
<b>Federal Grants</b>		0	519,215	0	0
<b>State Shared</b>					
335120	Municipal gas tax 8th cent	968,360	973,769	962,300	1,052,000
335122	Motor fuel tax rebate	94,710	67,638	94,000	89,000
335124	Special/motor fuel tax	6,607	7,601	400	400
<b>State Shared</b>		1,069,677	1,049,008	1,056,700	1,141,400
<b>Intergovernmental Revenue</b>		1,069,677	1,568,223	1,056,700	1,141,400
<b>Charges for Services</b>					
<b>General Government Charges</b>					
341965-6002	Road repair charges-utility	358,348	174,676	200,000	200,000
<b>General Government Charges</b>		358,348	174,676	200,000	200,000
<b>Charges for Services</b>		358,348	174,676	200,000	200,000
<b>Miscellaneous Revenues</b>					
<b>Investment Income</b>					
361030	Interest from FLOC 1-3 yr Bond Fund	47,001	6,621	23,900	53,000
361084	Interest on investments	8,343	129,914	32,000	104,000
361085	Interest on Money Market Acct	7,602	-	-	-
<b>Investment Income</b>		62,946	136,536	55,900	157,000
<b>Disp of Fix Assets / Sale of Equip/ Scrap</b>					
364010	Sale of equipment	-	-	500	500
<b>Disp of Fix Assets / Sale of Equip/ Scrap</b>		0	0	500	500

**City of Pembroke Pines, Florida**  
**Revenue Detail**

Account-Division-Project	Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 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	530,692	-	-	-
<b>Private Gifts / Contributions</b>		530,692	0	0	0
<b>Miscellaneous Revenues</b>		688,430	231,328	106,400	207,500
<b>Other Sources</b>					
<b>Beginning Surplus</b>					
389940	Beginning surplus	-	-	1,306,707	1,353,226
<b>Beginning Surplus</b>		0	0	1,306,707	1,353,226
<b>Other Sources</b>		0	0	1,306,707	1,353,226
<b>Entity 100 Road &amp; Bridge Fund</b>		4,813,372	4,607,414	5,393,502	5,616,126

**City of Pembroke Pines, Florida**  
**Revenue Detail**

Account-Division-Project	Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Entity 120 State Housing Initiative Program</b>					
<b>Intergovernmental Revenue</b>					
<b>State Grants</b>					
334920-600	S.H.I.P.	1,254,942	1,282,739	1,740,093	-
334921-600	Florida Homebuyer Opportunity Program	-	24,000	-	-
334930-600	SHIP Recaptured Income	8,867	26,621	8,000	-
<b>State Grants</b>		1,263,809	1,333,359	1,748,093	0
<b>Intergovernmental Revenue</b>		1,263,809	1,333,359	1,748,093	0
<b>Miscellaneous Revenues</b>					
<b>Investment Income</b>					
361030	Interest from FLOC 1-3 yr Bond Fund	-	-	13,400	39,000
<b>Investment Income</b>		0	0	13,400	39,000
<b>Miscellaneous Revenues</b>		0	0	13,400	39,000
<b>Other Sources</b>					
<b>Beginning Surplus</b>					
389940	Beginning surplus	-	-	-13,400	-39,000
<b>Beginning Surplus</b>		0	0	-13,400	-39,000
<b>Other Sources</b>		0	0	-13,400	-39,000
<b>Entity 120 State Housing Initiative Program</b>		1,263,809	1,333,359	1,748,093	0

**City of Pembroke Pines, Florida**  
**Revenue Detail**

Account-Division-Project	Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Entity 121 HUD Grants CDBG/HOME</b>					
<b>Intergovernmental Revenue</b>					
<b>Federal Grants</b>					
331515-600	Federal disaster relief	-	41,357	1,112,027	-
331830-600	Community Dev Block Grant Recovery	-	162,936	77,164	-
331900-600	Community dev block grant	702,501	773,564	1,869,774	673,909
331900-8006	Community dev block grant	132,589	132,675	186,290	118,924
331903-600	Neighborhood Stabilization Program (NS	333,270	2,311,167	4,084,680	-
331905-600	CDBG Recaptured Income	-	2,977	-	-
331907-600	HOME Recapture Income	1,411	-	-	-
331930-600	HOME Grant	462,616	341,775	541,522	244,300
<b>Federal Grants</b>		1,632,387	3,766,450	7,871,457	1,037,133
<b>Intergovernmental Revenue</b>		1,632,387	3,766,450	7,871,457	1,037,133
<b>Entity 121 HUD Grants CDBG/HOME</b>		1,632,387	3,766,450	7,871,457	1,037,133

**City of Pembroke Pines, Florida**  
**Revenue Detail**

Account-Division-Project	Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Entity 122 Law Enforcement Grant</b>					
<b>Intergovernmental Revenue</b>					
<b>Federal Grants</b>					
331251-3015	Victims of Crime Act	14,178	15,938	17,918	17,918
331252-3019	HIDTA Program	-	2,182	27,818	-
331540-3025	Safety Belt Performance Grant	-	19,462	-	-
331810-3030	Urban Area Strategic Initiative (UASI)	399,954	40,300	392,295	-
<b>Federal Grants</b>		414,132	77,881	438,031	17,918
<b>Intergovernmental Revenue</b>		414,132	77,881	438,031	17,918
<b>Entity 122 Law Enforcement Grant</b>		414,132	77,881	438,031	17,918

**City of Pembroke Pines, Florida  
Revenue Detail**

<b>Account-Division-Project</b>	<b>Description</b>	<b>2008-09 Actual</b>	<b>2009-10 Actual</b>	<b>2010-11 Budget</b>	<b>2011-12 Budget</b>
<b>Entity 123 ADA/Paratransit Program</b>					
<b>Intergovernmental Revenue</b>					
<b>Grants from Local Units</b>					
337400-8003	Ada/paratransit program	794,654	496,022	452,928	452,928
	<b>Grants from Local Units</b>	794,654	496,022	452,928	452,928
<b>Intergovernmental Revenue</b>		794,654	496,022	452,928	452,928
<b>Entity 123 ADA/Paratransit Program</b>		794,654	496,022	452,928	452,928

**City of Pembroke Pines, Florida**  
**Revenue Detail**

Account-Division-Project	Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Entity 124 Police Community Services Grant</b>					
<b>Intergovernmental Revenue</b>					
<b>Federal Grants</b>					
331263-3018	Byrne Justice Asst Grant	11,142	103,712	134,242	-
	<b>Federal Grants</b>	11,142	103,712	134,242	0
<b>Intergovernmental Revenue</b>		11,142	103,712	134,242	0
<b>Miscellaneous Revenues</b>					
<b>Investment Income</b>					
361030	Interest from FLOC 1-3 yr Bond Fund	-	702	-	-
	<b>Investment Income</b>	0	702	0	0
<b>Miscellaneous Revenues</b>		0	702	0	0
<b>Entity 124 Police Community Services Grant</b>		11,142	104,414	134,242	0

**City of Pembroke Pines, Florida**  
**Revenue Detail**

Account-Division-Project	Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Entity 128 Community Bus Program</b>					
<b>Intergovernmental Revenue</b>					
<b>Grants from Local Units</b>					
337410-8004	Broward county transit grant	344,511	261,794	260,043	260,043
337410-8004-42	Broward county transit grant	-	-	49,660	49,660
<b>Grants from Local Units</b>		344,511	261,794	309,703	309,703
<b>Intergovernmental Revenue</b>		344,511	261,794	309,703	309,703
<b>Other Sources</b>					
<b>Interfund Transfers</b>					
381100-8001	Transfer from Road & Bridge Fund	-	-	350,408	266,188
381100-8004	Transfer from Road & Bridge Fund	-	186,924	-	242,335
381123-8001	Transfer from ADA/Paratransit	696,176	269,053	32,501	-
<b>Interfund Transfers</b>		696,176	455,976	382,909	508,523
<b>Other Sources</b>		696,176	455,976	382,909	508,523
<b>Entity 128 Community Bus Program</b>		1,040,687	717,771	692,612	818,226



**City of Pembroke Pines, Florida**  
**Revenue Detail**

Account-Division-Project	Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Entity 131 Treasury - Confiscated</b>					
<b>Fines &amp; Forfeitures</b>					
<b>Fines &amp; Forfeitures</b>					
351040-3011	Confiscated by Dept of Treasury	39,928	35,838	3,246	-
	<b>Fines &amp; Forfeitures</b>	39,928	35,838	3,246	0
<b>Fines &amp; Forfeitures</b>		39,928	35,838	3,246	0
<b>Miscellaneous Revenues</b>					
<b>Investment Income</b>					
361030	Interest from FLOC 1-3 yr Bond Fund	2,112	385	1,300	6,000
361084	Interest on investments	-	7,119	-	-
	<b>Investment Income</b>	2,112	7,505	1,300	6,000
<b>Miscellaneous Revenues</b>		2,112	7,505	1,300	6,000
<b>Other Sources</b>					
<b>Appropriated Fund Balance</b>					
389920	Appropriated fund balance	-	-	263,329	-
	<b>Appropriated Fund Balance</b>	0	0	263,329	0
<b>Beginning Surplus</b>					
389940	Beginning surplus	-	-	-4,546	27,150
	<b>Beginning Surplus</b>	0	0	-4,546	27,150
<b>Other Sources</b>		0	0	258,783	27,150
<b>Entity 131 Treasury - Confiscated</b>		42,041	43,343	263,329	33,150

**City of Pembroke Pines, Florida**  
**Revenue Detail**

Account-Division-Project	Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Entity 132 Justice - Confiscated</b>					
<b>Fines &amp; Forfeitures</b>					
<b>Fines &amp; Forfeitures</b>					
351050-3012	Confiscated by Dept of Justice	8,472	87,634	77,636	-
	<b>Fines &amp; Forfeitures</b>	8,472	87,634	77,636	0
<b>Fines &amp; Forfeitures</b>		8,472	87,634	77,636	0
<b>Miscellaneous Revenues</b>					
<b>Investment Income</b>					
361030	Interest from FLOC 1-3 yr Bond Fund	2,342	387	1,300	-
361084	Interest on investments	-	7,503	-	-
	<b>Investment Income</b>	2,342	7,890	1,300	0
<b>Miscellaneous Revenues</b>		2,342	7,890	1,300	0
<b>Other Sources</b>					
<b>Appropriated Fund Balance</b>					
389920	Appropriated fund balance	-	-	235,036	-
	<b>Appropriated Fund Balance</b>	0	0	235,036	0
<b>Beginning Surplus</b>					
389940	Beginning surplus	-	-	-58,578	88,097
	<b>Beginning Surplus</b>	0	0	-58,578	88,097
<b>Other Sources</b>		0	0	176,458	88,097
<b>Entity 132 Justice - Confiscated</b>		10,814	95,524	255,394	88,097

**City of Pembroke Pines, Florida**  
**Revenue Detail**

Account-Division-Project	Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Entity 133 \$2 Police Education</b>					
<b>Fines &amp; Forfeitures</b>					
<b>Fines &amp; Forfeitures</b>					
351030-3013	Police education \$2.00	54,576	62,461	66,829	55,245
<b>Fines &amp; Forfeitures</b>		54,576	62,461	66,829	55,245
<b>Fines &amp; Forfeitures</b>		54,576	62,461	66,829	55,245
<b>Miscellaneous Revenues</b>					
<b>Investment Income</b>					
361030	Interest from FLOC 1-3 yr Bond Fund	1,715	312	1,100	5,000
361084	Interest on investments	-	2,599	-	-
<b>Investment Income</b>		1,715	2,911	1,100	5,000
<b>Miscellaneous Revenues</b>		1,715	2,911	1,100	5,000
<b>Other Sources</b>					
<b>Appropriated Fund Balance</b>					
389920	Appropriated fund balance	-	-	130,773	-
<b>Appropriated Fund Balance</b>		0	0	130,773	0
<b>Beginning Surplus</b>					
389940	Beginning surplus	-	-	-12,664	-5,000
<b>Beginning Surplus</b>		0	0	-12,664	-5,000
<b>Other Sources</b>		0	0	118,109	-5,000
<b>Entity 133 \$2 Police Education</b>		56,291	65,371	186,038	55,245

**City of Pembroke Pines, Florida**  
**Revenue Detail**

Account-Division-Project	Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Entity 134 FDLE - Confiscated</b>					
<b>Fines &amp; Forfeitures</b>					
<b>Fines &amp; Forfeitures</b>					
351000-3004	Confiscated by FDLE	285,884	73,983	53,829	-
	<b>Fines &amp; Forfeitures</b>	285,884	73,983	53,829	0
<b>Fines &amp; Forfeitures</b>		285,884	73,983	53,829	0
<b>Miscellaneous Revenues</b>					
<b>Investment Income</b>					
361030	Interest from FLOC 1-3 yr Bond Fund	14,166	2,491	8,400	-
361084	Interest on investments	-	18,798	-	-
	<b>Investment Income</b>	14,166	21,289	8,400	0
<b>Miscellaneous Revenues</b>		14,166	21,289	8,400	0
<b>Other Sources</b>					
<b>Appropriated Fund Balance</b>					
389920	Appropriated fund balance	-	-	1,228,020	-
	<b>Appropriated Fund Balance</b>	0	0	1,228,020	0
<b>Beginning Surplus</b>					
389940	Beginning surplus	-	-	137,144	105,240
	<b>Beginning Surplus</b>	0	0	137,144	105,240
<b>Other Sources</b>		0	0	1,365,164	105,240
<b>Entity 134 FDLE - Confiscated</b>		300,049	95,272	1,427,393	105,240

**City of Pembroke Pines, Florida**  
**Revenue Detail**

Account-Division-Project	Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Entity 199 Older Americans Act</b>					
<b>Intergovernmental Revenue</b>					
<b>Federal Grants</b>					
331505-8005	Medical Assistance Program	9,353	-	-	-
331506-8005	Medical Assistance Program-Channeling	35,850	-	-	-
331507-8005	Medical Assistance Program-MAP	119,793	-	-	-
331508-8005	Vista Health Care	49,850	-	-	-
331690-8005	Oaa title iii-b&d	342,787	350,149	351,315	351,315
331691-8005	Oaa title iii-e	92,167	65,772	93,215	93,215
331693-8005	GEC Geriatric Education Center	27,000	12,000	3,040	-
<b>Federal Grants</b>		676,800	427,921	447,570	444,530
<b>Grants from Local Units</b>					
337630-8005	In kind rev from g.f.	70,894	91,698	95,284	95,285
337660-8005	Oaa cash match	28,315	36,143	43,867	43,867
<b>Grants from Local Units</b>		99,208	127,841	139,151	139,152
<b>State Grants</b>					
334692-8005	Local Service Providers (LSP)	267,557	240,676	277,611	243,320
<b>State Grants</b>		267,557	240,676	277,611	243,320
<b>Intergovernmental Revenue</b>		1,043,565	796,438	864,332	827,002
<b>Charges for Services</b>					
<b>Other Human Services Charges</b>					
346900-8005	ADC Self Pay Clients	92,290	-	-	-
<b>Other Human Services Charges</b>		92,290	0	0	0
<b>Charges for Services</b>		92,290	0	0	0
<b>Miscellaneous Revenues</b>					
<b>Private Gifts / Contributions</b>					
366050-8005	Recipient donations	52,888	35,516	90,725	84,568
<b>Private Gifts / Contributions</b>		52,888	35,516	90,725	84,568
<b>Miscellaneous Revenues</b>		52,888	35,516	90,725	84,568
<b>Other Sources</b>					
<b>Interfund Transfers</b>					
381020	Transfer from General Fund	-	105,124	-	-

**City of Pembroke Pines, Florida  
Revenue Detail**

Account-Division-Project	Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Interfund Transfers</b>					
	Interfund Transfers	0	105,124	0	0
	<b>Other Sources</b>	0	105,124	0	0
	<b>Entity 199 Older Americans Act</b>	1,188,743	937,078	955,057	911,570

**City of Pembroke Pines, Florida**  
**Revenue Detail**

Account-Division-Project	Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Entity 201 Debt Service</b>					
<b>Taxes</b>					
<b>Ad Valorem Taxes</b>					
311001-900	Current real/personal property tax	5,520,777	5,482,360	5,452,827	5,412,172
<b>Ad Valorem Taxes</b>		5,520,777	5,482,360	5,452,827	5,412,172
<b>Public Service Taxes</b>					
314100	Public service taxes- Electric service	1,785,668	1,790,358	1,790,715	1,787,007
<b>Public Service Taxes</b>		1,785,668	1,790,358	1,790,715	1,787,007
<b>Communications Service Tax</b>					
315000	Communications Services Tax	6,442,385	6,463,395	6,455,567	6,440,655
<b>Communications Service Tax</b>		6,442,385	6,463,395	6,455,567	6,440,655
<b>Taxes</b>		13,748,830	13,736,114	13,699,109	13,639,834
<b>Permits, Fees &amp; Licenses</b>					
<b>Franchise Fees</b>					
323100	Franchise fees- Electricity	816,710	820,652	817,511	811,650
<b>Franchise Fees</b>		816,710	820,652	817,511	811,650
<b>Permits, Fees &amp; Licenses</b>		816,710	820,652	817,511	811,650
<b>Miscellaneous Revenues</b>					
<b>Investment Income</b>					
361030	Interest from FLOC 1-3 yr Bond Fund	97,735	13,035	51,445	101,679
361084	Interest on investments	-	130,132	-	-
361088-900	Interest on tax deposits	7,009	3,899	3,213	758
<b>Investment Income</b>		104,744	147,066	54,658	102,437
<b>Rents &amp; Royalties</b>					
362042-900	Rental-housing	3,514,233	4,827,406	4,973,219	4,992,758
362044-900	Rental- Early Development Centers	310,270	385,008	386,157	385,356
362045-900	Rental Charter School	6,624,877	6,429,142	6,513,538	5,498,521
362047-900	Rental - SBA Center	183,015	97,711	122,960	195,264
362049-900	Rental - Howard C. Forman	273,666	274,986	273,934	271,970
<b>Rents &amp; Royalties</b>		10,906,060	12,014,252	12,269,808	11,343,869
<b>Miscellaneous Revenues</b>		11,010,804	12,161,317	12,324,466	11,446,306

**Other Sources**

**City of Pembroke Pines, Florida**  
**Revenue Detail**

Account-Division-Project	Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Interfund Transfers</b>					
381040	Transfer from Municipal Construction	605,731	-	230,400	961,000
	<b>Interfund Transfers</b>	605,731	0	230,400	961,000
<b>Debt Proceeds</b>					
384100-656	Bond Issuance	-	8,545,700	-	-
	<b>Debt Proceeds</b>	0	8,545,700	0	0
<b>Beginning Surplus</b>					
389940	Beginning surplus	-	-	-364,256	-80,020
	<b>Beginning Surplus</b>	0	0	-364,256	-80,020
<b>Other Sources</b>		605,731	8,545,700	-133,856	880,980
<b>Entity 201 Debt Service</b>		26,182,075	35,263,783	26,707,230	26,778,770



**City of Pembroke Pines, Florida**  
**Revenue Detail**

Account-Division-Project	Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Entity 320 Municipal Construction</b>					
<b>Permits, Fees &amp; Licenses</b>					
<b>Franchise Fees</b>					
323600	Privilege fees- Sewer	2,298,024	2,242,686	2,551,225	2,574,874
<b>Franchise Fees</b>		2,298,024	2,242,686	2,551,225	2,574,874

<b>Permits, Fees &amp; Licenses</b>	2,298,024	2,242,686	2,551,225	2,574,874
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**Intergovernmental Revenue****Federal Grants**

331528-6003	Federal Aid - Highway Program	7,980,469	1,403,793	1,268,546	-
331805-7001-110	LWCF-Silver Lakes North PK	37,902	-	-	-
331860-6001	Energy Eff & Conserv Block Grant	-	966,652	355,048	-
<b>Federal Grants</b>		8,018,372	2,370,445	1,623,594	0

**Grants from Local Units**

337720-7001	Broward County Land Stewardship Progr	-	72,019	-	-
<b>Grants from Local Units</b>		0	72,019	0	0

**State Grants**

334803-7001	Florida Community Trust Grant	334,688	-	-	-
334870-7001	FRDAP-Academic Village Rec Complex	8,150	133,373	-	-
<b>State Grants</b>		342,838	133,373	0	0

<b>Intergovernmental Revenue</b>	8,361,209	2,575,837	1,623,594	0
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**Miscellaneous Revenues****Investment Income**

361030	Interest from FLOC 1-3 yr Bond Fund	-3,673	62,921	-	-
361030-626	Interest from FLOC 1-3 yr Bond Fund	16,398	300	-	-
361030-671	Interest from FLOC 1-3 yr Bond Fund	-80,925	-	-	-
361030-672	Interest from FLOC 1-3 yr Bond Fund	93,403	4,745	-	-
361030-673	Interest from FLOC 1-3 yr Bond Fund	22,745	151	-	-
361030-675	Interest from FLOC 1-3 yr Bond Fund	272,922	12,179	-	-
361030-676	Interest from FLOC 1-3 yr Bond Fund	24,539	1,926	-	-
361084	Interest on investments	-	-53,186	-	-
361084-626	Interest on investments	-	-259	-	-
361084-672	Interest on investments	-	37,573	-	-
361084-673	Interest on investments	-	22,102	-	-
361084-675	Interest on investments	-	94,323	-	-
361084-676	Interest on investments	-	333,908	-	-

**City of Pembroke Pines, Florida**  
**Revenue Detail**

Account-Division-Project	Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Investment Income</b>					
	<b>Investment Income</b>	345,408	516,684	0	0
<b>Other Miscellaneous Revenues</b>					
369040	Other miscellaneous revenue	-	0	-	-
	<b>Other Miscellaneous Revenues</b>	0	0	0	0
<b>Private Gifts / Contributions</b>					
366010-6003	Contribution in aid of construction	1,150	-	-	-
366010-6003-626	Contribution in aid of construction	2,725,000	415,130	256,056	-
366010-6003-674	Contribution in aid of construction	1,377,226	-	-	-
366035	Municipal dedication fees	494,450	-	54,750	86,207
	<b>Private Gifts / Contributions</b>	4,597,826	415,130	310,806	86,207
<b>Miscellaneous Revenues</b>		4,943,234	931,814	310,806	86,207
<b>Other Sources</b>					
<b>Beginning Surplus</b>					
389940	Beginning surplus	-	-	230,400	924,793
	<b>Beginning Surplus</b>	0	0	230,400	924,793
<b>Prior Year Bond Proceeds</b>					
389935	Prior Year Bond Proceeds	-	-	31,220,534	-
	<b>Prior Year Bond Proceeds</b>	0	0	31,220,534	0
<b>Other Sources</b>		0	0	31,450,934	924,793
<b>Entity 320 Municipal Construction</b>		15,602,468	5,750,337	35,936,559	3,585,874

**City of Pembroke Pines, Florida**  
**Revenue Detail**

Account-Division-Project	Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Entity 471 Utility Fund</b>					
<b>Permits, Fees &amp; Licenses</b>					
<b>Building Permits</b>					
322085	Utility construction fee	14,416	7,536	-	10,000
322085-6010	Utility construction fee	-	-	20,000	20,000
<b>Building Permits</b>		14,416	7,536	20,000	30,000

<b>Permits, Fees &amp; Licenses</b>	14,416	7,536	20,000	30,000
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**Intergovernmental Revenue****Federal Grants**

331310-6032	Mandated Water Line Replacement	-	192,400	-	-
<b>Federal Grants</b>		0	192,400	0	0

<b>Intergovernmental Revenue</b>	0	192,400	0	0
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**Charges for Services****General Government Charges**

341922-6031	Backflow prevention certif fee	38,775	39,800	37,000	39,000
341944-6010	Lien recording/release	-	-	200	200
341990-6010	Utility plan review fee	2,138	6,873	2,000	5,000
<b>General Government Charges</b>		40,913	46,673	39,200	44,200

**Physical Environment Charges**

343310-6031	Water utility installation fees	19,405	13,985	20,000	17,000
343320-6031	Water utility record/penalty fees	602,222	499,882	550,000	550,000
343600-6010	New account charge	50,990	52,280	50,000	55,000
343910-6010	Lien recording/release	42,400	39,100	50,000	50,000
<b>Physical Environment Charges</b>		715,017	605,247	670,000	672,000

**Water/Sewer Charges**

343300-6031	Water charges	17,381,908	17,461,751	19,590,560	20,054,304
343510-6021	Sewer charges	19,150,659	18,689,072	21,260,210	21,457,280
<b>Water/Sewer Charges</b>		36,532,568	36,150,822	40,850,770	41,511,584

<b>Charges for Services</b>	37,288,498	36,802,743	41,559,970	42,227,784
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**Miscellaneous Revenues****Investment Income**

361030	Interest from FLOC 1-3 yr Bond Fund	8,307	-56,337	22,590	227,000
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**City of Pembroke Pines, Florida**  
**Revenue Detail**

<b>Account-Division-Project</b>	<b>Description</b>	<b>2008-09 Actual</b>	<b>2009-10 Actual</b>	<b>2010-11 Budget</b>	<b>2011-12 Budget</b>
<b>Investment Income</b>					
361030-845	Interest from FLOC 1-3 yr Bond Fund	-	-	31,083	145,000
361031	Interest SBA - Water Connection	-88,757	-20,234	-	-
361032	Interest SBA - Sewer Connection	-31,424	-5,214	-	-
361040	Interest revenue from other funds	664,012	792,795	362,705	50,000
361081	Int on Invest - Water Connection	-	-170,533	-	-
361082	Int on Invest - Sewer Connection	-	-41,839	-	-
361084	Interest on investments	113,038	166,722	-	-
361085	Interest on Money Market Acct	-	-	1,310	-
<b>Investment Income</b>		<b>665,177</b>	<b>665,360</b>	<b>417,688</b>	<b>422,000</b>
<b>Disp of Fix Assets / Sale of Equip/ Scrap</b>					
364010	Sale of equipment	-2,573	-	1,000	1,000
<b>Disp of Fix Assets / Sale of Equip/ Scrap</b>		<b>-2,573</b>	<b>0</b>	<b>1,000</b>	<b>1,000</b>
<b>Miscellaneous Revenues</b>					
365000	Scrap or surplus sales	-	-	1,000	1,000
<b>Miscellaneous Revenues</b>		<b>0</b>	<b>0</b>	<b>1,000</b>	<b>1,000</b>
<b>Other Miscellaneous Revenues</b>					
369010	Cash - over + short	-127	-315	500	500
369040	Other miscellaneous revenue	475	185	2,000	2,000
369060-6021	Sewer - other revenue	-	-	1,000	1,000
369080	Water - other revenues	11,376	2,582	7,500	2,500
<b>Other Miscellaneous Revenues</b>		<b>11,723</b>	<b>2,453</b>	<b>11,000</b>	<b>6,000</b>
<b>Miscellaneous Revenues</b>		<b>674,327</b>	<b>667,813</b>	<b>430,688</b>	<b>430,000</b>
<b>Other Sources</b>					
<b>Debt Proceeds</b>					
384000-845	Debt proceeds	-	-	12,300,000	-
<b>Debt Proceeds</b>		<b>0</b>	<b>0</b>	<b>12,300,000</b>	<b>0</b>
<b>Prior Year Bond Proceeds</b>					
389935	Prior Year Bond Proceeds	-	-	-2,757,846	-
<b>Prior Year Bond Proceeds</b>		<b>0</b>	<b>0</b>	<b>-2,757,846</b>	<b>0</b>
<b>Water/Sewer Connection</b>					
389970-6021	Sewer connection - east	31,489	60,082	60,000	60,000
389980-6021	Sewer connection - west	150,304	239,025	100,000	150,000
389990-6031	Water connection - east	33,706	63,636	60,000	60,000
389995-6031	Water connection - west	140,384	212,071	150,000	180,000
<b>Water/Sewer Connection</b>		<b>355,884</b>	<b>574,813</b>	<b>370,000</b>	<b>450,000</b>

**City of Pembroke Pines, Florida**  
**Revenue Detail**

Account-Division-Project	Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Capital Contributed from Developer</b>					
389965-6021	Contrib Cap from Developer	99,613	44,455	-	-
389965-6032	Contrib Cap from Developer	261,648	61,285	-	-
<b>Capital Contributed from Developer</b>		361,261	105,740	0	0
<b>Beginning Retained Earnings</b>					
389946	Beginning retained earnings	-	-	806,446	-
<b>Beginning Retained Earnings</b>		0	0	806,446	0
<b>Other Sources</b>		717,144	680,553	10,718,600	450,000
<b>Entity 471 Utility Fund</b>		38,694,386	38,351,045	52,729,258	43,137,784

**City of Pembroke Pines, Florida**  
**Revenue Detail**

Account-Division-Project	Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Entity 504 Public Insurance Fund</b>					
<b>Charges for Services</b>					
<b>General Government Charges</b>					
341212-203 -402	Contribution from Charter School	1,953,586	2,490,822	4,311,887	5,154,526
341212-203 -403	Contribution from Charter School	26,274	30,623	37,143	42,535
341212-203 -404	Contribution from Charter School	109,148	243,949	408,989	425,824
341215-203 -402	Contrib from comm development grant	14,265	-	-	-
341215-203 -403	Contrib from comm development grant	113	-	-	-
341215-203 -404	Contrib from comm development grant	298	-	-	-
341220-203 -402	Contribution from ada/paratransit	63,134	-	-	-
341220-203 -403	Contribution from ada/paratransit	357	-	-	-
341220-203 -404	Contribution from ada/paratransit	7,157	-	-	-
341235-203 -402	Contribution from general fund	7,681,450	7,196,729	11,076,284	11,945,694
341235-203 -403	Contribution from general fund	89,521	88,294	101,397	108,542
341235-203 -404	Contribution from general fund	1,113,209	2,229,444	2,833,255	2,640,979
341235-203 -405	Contribution from general fund	834,572	894,105	1,996,876	1,877,794
341245-203 -402	Contribution from pp utility fund	585,549	487,643	507,675	565,848
341245-203 -403	Contribution from pp utility fund	6,316	5,365	4,876	4,766
341245-203 -404	Contribution from pp utility fund	68,380	134,234	164,156	138,439
341245-203 -405	Contribution from pp utility fund	771,648	877,308	2,293,730	2,411,247
341260-203 -402	Contribution from OAA	139,412	-	-	-
341260-203 -403	Contribution from OAA	963	-	-	-
341260-203 -404	Contribution from OAA	9,982	-	-	-
341270-203 -402	Contribution from road/bridge	74,517	67,649	80,748	78,590
341270-203 -403	Contribution from road/bridge	696	784	712	629
341270-203 -404	Contribution from road/bridge	13,450	29,599	30,479	27,465
341270-203 -405	Contribution from road/bridge	89,029	93,010	315,962	290,650
341277-203 -402	Contribution from transit system	104,706	-	-	-
341277-203 -403	Contribution from transit system	663	-	-	-
341277-203 -404	Contribution from transit system	19,704	-	-	-
<b>General Government Charges</b>		13,778,097	14,869,557	24,164,169	25,713,528

<b>Charges for Services</b>	13,778,097	14,869,557	24,164,169	25,713,528
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**Miscellaneous Revenues****Investment Income**

361030-203 -402	Interest from FLOC 1-3 yr Bond Fund	79,534	1,734	14,300	109,000
361084-203 -402	Interest on investments	237,727	425,478	56,700	131,153
361084-203 -403	Interest on investments	6,604	7,249	3,791	7,268
361084-203 -404	Interest on investments	23,112	21,728	8,941	20,731
361084-203 -405	Interest on investments	62,733	61,765	20,361	47,000

**City of Pembroke Pines, Florida**  
**Revenue Detail**

Account-Division-Project	Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Investment Income</b>					
361085-203 -402	Interest on Money Market Acct	7,602	-	-	-
<b>Investment Income</b>		417,312	517,954	104,093	315,152
<b>Other Miscellaneous Revenues</b>					
369022-203 -402	Specific Stop Loss Recovery	720,213	187,525	-	-
369023-203 -402	Subrogation Recovery	122	17,050	-	-
369052-203 -402	Cobra Premiums	37,220	137,790	100,000	96,000
369053-203 -402	RX Rebates	215,499	164,702	-	40,000
369055-203 -402	Health insurance coverage	1,133,292	1,171,260	1,560,110	1,576,869
369057-203 -403	Supplemental life insurance	111,227	100,131	89,860	108,376
369059-203 -402	Medical Claims - Refund/Adj.	14,993	40,930	-	-
<b>Other Miscellaneous Revenues</b>		2,232,565	1,819,389	1,749,970	1,821,245
<b>Miscellaneous Revenues</b>		2,649,877	2,337,342	1,854,063	2,136,397
<b>Entity 504 Public Insurance Fund</b>		16,427,974	17,206,900	26,018,232	27,849,925

**City of Pembroke Pines, Florida**  
**Revenue Detail**

Account-Division-Project	Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Entity 655 General Pension Trust Fund</b>					
<b>Miscellaneous Revenues</b>					
<b>Investment Income</b>					
361012-204	Investment Income	-4,178,115	11,434,873	9,769,000	15,000,000
<b>Investment Income</b>		-4,178,115	11,434,873	9,769,000	15,000,000
<b>Pension Fund Contributions</b>					
368010-204	City contribution - general	7,736,872	3,502,940	3,317,988	3,742,497
368050-204	Employee contribution - general	1,973,064	1,157,825	247,329	267,019
<b>Pension Fund Contributions</b>		9,709,936	4,660,765	3,565,317	4,009,516
<b>Miscellaneous Revenues</b>		5,531,820	16,095,638	13,334,317	19,009,516
<b>Other Sources</b>					
<b>Beginning Surplus</b>					
389940	Beginning surplus	-	-	-4,915,317	-9,929,516
<b>Beginning Surplus</b>		0	0	-4,915,317	-9,929,516
<b>Other Sources</b>		0	0	-4,915,317	-9,929,516
<b>Entity 655 General Pension Trust Fund</b>		5,531,820	16,095,638	8,419,000	9,080,000



**City of Pembroke Pines, Florida**  
**Revenue Detail**

Account-Division-Project	Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Entity 656 Fire &amp; Police Pension Trust Fund</b>					
<b>Miscellaneous Revenues</b>					
<b>Investment Income</b>					
361000-204	Appreciation of investments	-9,985,016	13,479,609	20,541,000	19,726,000
361012-204	Investment Income	5,341,976	5,257,432	2,340,000	7,671,000
361097	Other income	59,000	-	-	-
<b>Investment Income</b>		-4,584,040	18,737,041	22,881,000	27,397,000
<b>Other Miscellaneous Revenues</b>					
369040-204	Other miscellaneous revenue	-	46,815	-	-
<b>Other Miscellaneous Revenues</b>		0	46,815	0	0
<b>Pension Fund Contributions</b>					
368000-204	Casualty insurance premium tax	1,121,537	1,062,423	1,111,000	1,075,000
368005-204	City contribution - fire	9,294,731	10,310,756	10,756,004	10,972,521
368020-204	City contribution - police	10,210,696	11,890,148	10,196,354	10,572,120
368040-204	Employee contribution - fire	1,479,452	1,490,590	1,540,604	1,475,978
368042-204	Employee buybacks	1,226	7,926	-	8,000
368045-204	Employee Contribution - ESI	22,993	22,712	-	23,000
368060-204	Employee contribution - police	1,672,770	1,511,225	1,459,576	1,472,917
368090-204	Fire insurance premium tax	1,308,039	1,275,086	1,296,000	1,312,000
<b>Pension Fund Contributions</b>		25,111,444	27,570,865	26,359,538	26,911,536
<b>Miscellaneous Revenues</b>		20,527,404	46,354,721	49,240,538	54,308,536
<b>Other Sources</b>					
<b>Beginning Surplus</b>					
389940	Beginning surplus	-	-	26,369,738	-29,893,536
<b>Beginning Surplus</b>		0	0	26,369,738	-29,893,536
<b>Other Sources</b>		0	0	26,369,738	-29,893,536
<b>Entity 656 Fire &amp; Police Pension Trust Fund</b>		20,527,404	46,354,721	22,870,800	24,415,000

**City of Pembroke Pines, Florida**  
**Revenue Detail**

Account-Division-Project	Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 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 FLOC 1-3 yr Bond Fund	12,628	-	-	-
361084-204	Interest on investments	-	916,614	1,021,000	1,000,000
361085	Interest on Money Market Acct	21,848	7,307	13,000	7,300
<b>Investment Income</b>		332,346	923,921	1,034,000	1,007,300
<b>Other Miscellaneous Revenues</b>					
369022-204	Specific Stop Loss Recovery	450,223	122,514	-	-
369053-204	RX Rebates	-	-	-	20,000
369054	Part D Subsidy	72,757	-	65,000	100,000
369056-204	Medical contribution	268,131	455,394	346,580	346,580
369059-204	Medical Claims - Refund/Adj.	23,279	30,681	-	-
<b>Other Miscellaneous Revenues</b>		814,391	608,588	411,580	466,580
<b>Pension Fund Contributions</b>					
368035-204	City contrib-General retiree health	1,948,677	3,539,611	2,722,450	2,870,863
368036-204	City contrib-Police retiree health	3,847,000	5,551,334	3,123,855	4,002,014
368037-204	City contrib-Fire retiree health	3,804,000	4,695,055	3,245,695	2,274,094
368038-204	City contrib-Schools retiree health	37,000	48,000	46,000	21,816
<b>Pension Fund Contributions</b>		9,636,677	13,834,000	9,138,000	9,168,787
<b>Miscellaneous Revenues</b>		10,783,413	15,366,510	10,583,580	10,642,667
<b>Other Sources</b>					
<b>Beginning Surplus</b>					
389940	Beginning surplus	-	-	-4,212,693	-3,266,240
<b>Beginning Surplus</b>		0	0	-4,212,693	-3,266,240
<b>Other Sources</b>		0	0	-4,212,693	-3,266,240
<b>Entity 657 Other Post Employment Benefits</b>		10,783,413	15,366,510	6,370,887	7,376,427

**City of Pembroke Pines, Florida**  
**Revenue Detail**  
**All Funds**

<b>Entity</b>	<b>2008-09 Actual</b>	<b>2009-10 Actual</b>	<b>2010-11 Budget</b>	<b>2011-12 Budget</b>
<b>1 General Fund</b>	150,863,438	148,938,735	150,010,051	151,556,066
<b>51 Wetlands Trust Fund</b>	5,072	1,681	16,500	16,500
<b>100 Road &amp; Bridge Fund</b>	4,813,372	4,607,414	5,393,502	5,616,126
<b>120 State Housing Initiative Program</b>	1,263,809	1,333,359	1,748,093	-
<b>121 HUD Grants CDBG/HOME</b>	1,632,387	3,766,450	7,871,457	1,037,133
<b>122 Law Enforcement Grant</b>	414,132	77,881	438,031	17,918
<b>123 ADA/Paratransit Program</b>	794,654	496,022	452,928	452,928
<b>124 Police Community Services Grant</b>	11,142	104,414	134,242	-
<b>128 Community Bus Program</b>	1,040,687	717,771	692,612	818,226
<b>131 Treasury - Confiscated</b>	42,041	43,343	263,329	33,150
<b>132 Justice - Confiscated</b>	10,814	95,524	255,394	88,097
<b>133 \$2 Police Education</b>	56,291	65,371	186,038	55,245
<b>134 FDLE - Confiscated</b>	300,049	95,272	1,427,393	105,240
<b>199 Older Americans Act</b>	1,188,743	937,078	955,057	911,570
<b>201 Debt Service</b>	26,182,075	35,263,783	26,707,230	26,778,770
<b>320 Municipal Construction</b>	15,602,468	5,750,337	35,936,559	3,585,874
<b>471 Utility Fund</b>	38,694,386	38,351,045	52,729,258	43,137,784
<b>504 Public Insurance Fund</b>	16,427,974	17,206,900	26,018,232	27,849,925
<b>655 General Pension Trust Fund</b>	5,531,820	16,095,638	8,419,000	9,080,000
<b>656 Fire &amp; Police Pension Trust Fund</b>	20,527,404	46,354,721	22,870,800	24,415,000
<b>657 Other Post Employment Benefits</b>	10,783,413	15,366,510	6,370,887	7,376,427
<b>Total All Funds</b>	<b>296,186,169</b>	<b>335,669,247</b>	<b>348,896,593</b>	<b>302,931,979</b>

**City of Pembroke Pines, Florida**  
**Expenditure Detail**

**Entity 1 General Fund | Function 511 Legislative****Division 100 City Commission | Project Blank**

Object	Object Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Personnel Services</b>					
11001	Mayor	47,158	48,737	45,853	45,853
11002	Vice - Mayor	24,136	24,773	23,387	23,386
11003	Commissioner	72,408	74,320	70,161	70,158
12884	Executive Assist	65,203	67,057	65,876	65,853
13682	P/T Executive Assistant	29,574	28,612	30,511	30,514
15103	Expense allowance	35,250	35,250	35,250	35,250
21000	Social Security- matching	20,071	20,481	20,733	20,731
22000	Retirement contributions	55,481	35,905	55,246	61,501
22300	General retiree health contrib	2,369	54,297	-	-
23000	Health Insurance	76,608	60,085	80,748	94,308
23100	Life Insurance	372	422	437	457
24000	Workers compensation	204	454	554	1,242
26300	General retiree health contrib	-	-	45,656	46,662
<b>Personnel Services</b>		<b>428,834</b>	<b>450,393</b>	<b>474,412</b>	<b>495,915</b>
<b>Operating Expenses</b>					
34989	Contractual service provider	-	-	167,777	-
34990	Contractual services- other	-	-	-	250,000
40100	Travel/conferences	18,375	19,821	24,000	24,000
49104	License fees	-	-	360	-
51100	Office supplies	1,961	2,646	1,500	1,500
52650	Equip < than \$1000	-	190	100	100
54100	Memberships/ dues/ subscription	13,536	13,384	13,556	13,556
<b>Operating Expenses</b>		<b>33,872</b>	<b>36,041</b>	<b>207,293</b>	<b>289,156</b>
<b>Blank</b>		<b>462,706</b>	<b>486,434</b>	<b>681,705</b>	<b>785,071</b>
<b>City Commission</b>		<b>462,706</b>	<b>486,434</b>	<b>681,705</b>	<b>785,071</b>

**City of Pembroke Pines, Florida**  
**Expenditure Detail**

**Entity 1 General Fund | Function 512 Executive****Division 201 City Manager | Project Blank**

Object	Object Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Personnel Services</b>					
12516	Assistant City Manager	-	-	81,779	81,775
12540	Administrative Svcs Director	613	-	-	-
12884	Executive Assist	23,618	-	-	-
12993	Accrued vacation	-23,013	-	-	-
12994	Accrued sick leave	-37,205	-	-	-
13161	Administrative Services Director	80,816	-	-	-
13682	P/T Executive Assistant	34,381	43,370	50,644	50,648
13685	P/T Clerical Aide	35,080	33,930	37,952	37,952
15200	Longevity pay	644	-	-	-
21000	Social Security- matching	11,219	5,951	6,777	11,219
22000	Retirement contributions	-	-	-	20,913
22300	General retiree health contrib	5,922	-	-	-
23000	Health Insurance	-	-	-	7,859
23100	Life Insurance	131	-	-	182
24000	Workers compensation	432	425	500	896
26300	General retiree health contrib	-	-	-	3,889
<b>Personnel Services</b>		<b>132,638</b>	<b>83,676</b>	<b>177,652</b>	<b>215,333</b>
<b>Operating Expenses</b>					
34990	Contractual services- other	264,229	244,229	234,460	234,460
46250	R & M equipment	149	159	200	200
46800	Maintenance contracts	190	157	400	400
51100	Office supplies	1,253	802	1,250	1,000
52650	Equip < than \$1000	-	596	-	-
54100	Memberships/ dues/ subscription	270	442	500	500
<b>Operating Expenses</b>		<b>266,092</b>	<b>246,385</b>	<b>236,810</b>	<b>236,560</b>
<b>Blank</b>		<b>398,730</b>	<b>330,062</b>	<b>414,462</b>	<b>451,893</b>
<b>City Manager</b>		<b>398,730</b>	<b>330,062</b>	<b>414,462</b>	<b>451,893</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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Personnel Services</b>					
12431	Payroll Coordinator	114,152	116,256	-	-
12433	Payroll Supervisor	85,990	88,828	-	-
12434	Assistant Payroll Supervisor	62,879	64,636	-	-
12440	Human Resources Director	125,065	129,966	84,027	128,737
12442	Human Resources Administrator	91,906	93,507	25,770	-
12525	Administrative Assistant I	27,986	-	-	-
12557	Risk Management/Benefits	6,424	45,529	48,028	50,128
12684	Clerical Spec II	64,717	39,739	27,812	31,325
12685	Clerical Aide	82,200	45,259	44,626	43,784
12790	Human Resources Manager	-	-	70,000	93,891
14000	Overtime	2,294	-	-	-
15107	Automobile allowance	3,600	3,600	3,600	3,600
15200	Longevity pay	-	2,699	-	-
21000	Social Security- matching	48,397	45,651	25,962	26,612
22000	Retirement contributions	208,243	119,301	62,074	70,938
22300	General retiree health contrib	26,056	99,535	-	-
22506	Retiree Health Savings-General	-	7,027	-	-
23000	Health Insurance	82,427	93,808	68,490	78,590
23100	Life Insurance	1,050	1,046	715	717
24000	Workers compensation	1,429	3,228	1,931	1,691
26300	General retiree health contrib	-	-	38,047	38,885
<b>Personnel Services</b>		<b>1,034,815</b>	<b>999,614</b>	<b>501,082</b>	<b>568,898</b>
<b>Operating Expenses</b>					
31400	Professional services- medical	17,332	14,728	20,000	14,000
31500	Professional services- other	5,892	3,788	5,000	3,000
34989	Contractual service provider	-	3,239	11,700	5,000
34990	Contractual services- other	-	-	16,500	24,000
40229	Training	-	-	10,000	10,000
46250	R & M equipment	75	101	-	-
46800	Maintenance contracts	1,246	1,103	1,500	1,500
47100	Printing	498	540	1,000	1,000
49000	Legal/employment ads	275	798	12,000	5,000
51100	Office supplies	3,273	2,641	3,000	3,000
52000	Operating supplies	461	703	1,000	1,000
52650	Equip < than \$1000	523	340	1,000	1,000
52652	Software < than \$1000 &/or	-	-	750	750
52653	Computer equipment < \$1000	-	-	7,500	7,500
54100	Memberships/ dues/ subscription	75	-	-	-
<b>Operating Expenses</b>		<b>29,650</b>	<b>27,981</b>	<b>90,950</b>	<b>76,750</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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Capital Outlay</b>					
64050	Copier machine	-	-	-	8,000
	<b>Capital Outlay</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8,000</b>
	<b>Blank</b>	<b>1,064,466</b>	<b>1,027,595</b>	<b>592,032</b>	<b>653,648</b>
	<b>Human Resources</b>	<b>1,064,466</b>	<b>1,027,595</b>	<b>592,032</b>	<b>653,648</b>

**City of Pembroke Pines, Florida**  
**Expenditure Detail**

**Entity 1 General Fund | Function 514 Legal counsel**

**Division 300 City Attorney | Project Blank**

Object	Object Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Operating Expenses</b>					
31200	Professional services- retainer fees	211,740	211,740	215,099	215,099
31250	Professional services- prosecutor	58,980	38,980	-	-
31350	Professional services- on site	424,272	424,272	424,265	424,265
31360	Professional services- legal advisor	135,528	135,528	135,520	135,520
31500	Professional services- other	50,076	50,076	50,075	50,075
51100	Office supplies	19,716	19,716	19,710	19,710
52950	Out of pocket expenses	4,439	3,459	10,000	10,000
<b>Operating Expenses</b>		<b>904,751</b>	<b>883,771</b>	<b>854,669</b>	<b>854,669</b>
<b>Blank</b>		<b>904,751</b>	<b>883,771</b>	<b>854,669</b>	<b>854,669</b>
<b>City Attorney</b>		<b>904,751</b>	<b>883,771</b>	<b>854,669</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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Personnel Services</b>					
12992	Vacation leave - retire/term	363,410	403,666	110,178	101,591
12996	Sick leave - retire/term	321,603	673,420	91,924	104,009
12997	Sick leave - annual	358,701	68,005	52,365	-
21000	Social Security- matching	87,128	88,983	15,493	15,728
22000	Retirement contributions	-	65,497	9,511	-
25000	Unemployment compensation	156,658	175,242	252,000	110,000
<b>Personnel Services</b>		<b>1,287,500</b>	<b>1,474,813</b>	<b>531,471</b>	<b>331,328</b>
<b>Operating Expenses</b>					
30010	Contingency	-	-	458,536	500,000
31100	Professional services- engineering	5,656	-	5,000	5,000
31300	Professional services-Outside Legal	404,525	314,111	363,824	300,000
31500	Professional services- other	344,282	367,501	259,700	149,485
34989	Contractual service provider	-	-	65,278	60,515
34990	Contractual services- other	26,073	24,810	26,000	26,000
34991	Home repair/weatherization	21,763	-	-	-
36100	Excess benefit	40,473	37,559	45,777	38,696
41225	Cable fees	188	188	175	175
41400	Postage	124,506	109,466	145,000	126,000
45000	Insurance	669,854	706,113	1,769,711	1,669,766
45030	Household hazard waste	127,732	101,562	130,000	115,000
48250	Employee award program	2,738	726	4,000	-
49150	Auto tags & titles	3,371	223	9,000	9,000
49201	Taxes and/or assessments	278	341	1,500	1,500
49356	Special projects	8,729	21,256	10,000	10,000
49710	Write-off of returned checks	66,248	-	-	-
51100	Office supplies	2,782	2,573	5,000	5,000
54100	Memberships/ dues/ subscription	43,895	55,363	58,000	54,000
<b>Operating Expenses</b>		<b>1,893,094</b>	<b>1,741,790</b>	<b>3,356,501</b>	<b>3,070,137</b>
<b>Grants and Aid</b>					
81001	Grant - Area Agency On Aging	79,843	82,316	84,971	94,617
82005	Grant - Women In Distress	12,000	12,000	12,000	12,000
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	30,458	30,458	31,910	32,971
<b>Grants and Aid</b>		<b>130,301</b>	<b>132,774</b>	<b>136,881</b>	<b>147,588</b>
<b>Other</b>					
91171	Transfer to Charter Middle School	515,311	348,054	732,653	753,221
91199	Transfer to OAA	-	105,124	-	-

**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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Other</b>					
	<b>Other</b>	<b>515,311</b>	<b>453,178</b>	<b>732,653</b>	<b>753,221</b>
	<b>Blank</b>	<b>3,826,206</b>	<b>3,802,556</b>	<b>4,757,506</b>	<b>4,302,274</b>
<b>General Government</b>		<b>3,826,206</b>	<b>3,802,556</b>	<b>4,757,506</b>	<b>4,302,274</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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Personnel Services</b>					
12047	City Clerk	124,433	129,529	124,141	124,134
12284	Micrographic Technician I	35,297	7,719	-	-
12285	Micrographic Technician II	44,373	45,178	44,179	44,179
12525	Administrative Assistant I	48,041	49,072	47,866	47,866
12620	Cashier II	35,017	38,343	37,773	37,773
12679	Clerical Spec I	38,058	43,215	41,704	41,704
12684	Clerical Spec II	143,684	139,398	112,466	112,466
12775	Deputy City Clerk	55,548	57,163	55,271	55,266
12782	Deputy City Clerk/Occ Lic Admin	57,711	59,368	56,909	56,909
12992	Vacation leave - retire/term	-	-	-	41,116
12996	Sick leave - retire/term	-	-	-	34,209
13494	P/T Occupational License Inspector	11,265	5,187	-	-
13509	Shared - Secretary	23,691	19,809	29,635	29,835
13681	P/T Clerk Spec II	-	1,095	-	-
14000	Overtime	-	-	200	-
15200	Longevity pay	4,245	5,901	-	-
21000	Social Security- matching	44,813	42,535	42,505	46,663
22000	Retirement contributions	174,822	99,661	100,266	110,159
22300	General retiree health contrib	28,424	108,585	-	-
22506	Retiree Health Savings-General	-	3,003	-	-
23000	Health Insurance	83,085	101,372	121,122	141,462
23100	Life Insurance	885	888	1,107	1,160
24000	Workers compensation	1,932	4,291	3,149	2,899
26300	General retiree health contrib	-	-	76,092	77,770
<b>Personnel Services</b>		<b>955,323</b>	<b>961,310</b>	<b>894,385</b>	<b>1,005,570</b>
<b>Operating Expenses</b>					
31500	Professional services- other	-	131,311	85,922	46,000
34050	Contractual microfilming	6,455	3,112	3,108	8,600
34989	Contractual service provider	-	6,334	25,499	35,000
40100	Travel/conferences	26	-	-	-
44200	Rents- machinery & equipment	45,382	21,103	25,000	22,300
45440	Insurance- errors & omissions	-	145	480	360
46250	R & M equipment	1,203	800	1,000	1,200
46300	R & M motor vehicles	2,691	469	-	-
46800	Maintenance contracts	3,247	3,567	9,081	9,101
46801	I.T. Maintenance contracts	13,172	13,262	13,927	39,800
47100	Printing	3,894	4,659	5,360	4,800
47400	Print code of ordinance	5,857	3,747	6,080	5,000
49000	Legal/employment ads	18,611	5,106	18,560	10,000
49100	Recording fees	5,200	7,221	5,200	7,500

**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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Operating Expenses</b>					
51100	Office supplies	14,163	13,133	14,000	14,000
51300	Microfilm supplies	1,029	-	1,200	1,000
52540	Fuel	58	-	-	-
52650	Equip < than \$1000	315	438	1,000	1,000
52652	Software < than \$1000 &/or	2,725	2,700	14,465	10,955
52653	Computer equipment < \$1000	-	165	500	7,000
54100	Memberships/ dues/ subscription	838	420	600	400
<b>Operating Expenses</b>		<b>124,865</b>	<b>217,692</b>	<b>230,982</b>	<b>224,016</b>
<b>Blank</b>		<b>1,080,189</b>	<b>1,179,003</b>	<b>1,125,367</b>	<b>1,229,586</b>
<b>City Clerk</b>		<b>1,080,189</b>	<b>1,179,003</b>	<b>1,125,367</b>	<b>1,229,586</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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Personnel Services</b>					
12086	Finance Director	160,394	160,240	157,688	153,088
12427	Asst. Payables Supervisor	8,504	-	-	-
12428	Payables Supervisor	57,538	55,769	54,647	55,162
12431	Payroll Coordinator	-	-	115,604	113,423
12432	Property Control Specialist	74,726	53,223	-	-
12433	Payroll Supervisor	-	-	85,883	65,437
12434	Assistant Payroll Supervisor	-	-	62,220	-
12513	Account Clerk III	100,301	102,083	54,781	53,747
12515	Accounting Clerk II	96,025	97,790	97,923	96,075
12517	Assistant Finance Director	113,635	118,073	115,056	115,066
12523	Accountant	174,329	142,240	153,969	151,965
12525	Administrative Assistant I	59,630	60,684	60,950	59,800
12552	Budget Analyst	119,107	104,793	67,225	65,957
12556	Budget Manager	79,555	82,577	80,828	81,619
12641	Chief Accountant	82,045	85,251	80,830	84,074
12651	Programmer Analyst II	172,543	175,619	172,822	169,562
12686	Systems Supervisor	108,262	107,075	98,422	98,426
12755	Treasury Clerk	60,024	45,864	-	-
13170	P/T Accounts Payable Specialist	41,128	51,162	10,458	-
13400	P/T Accounting Clerk I	-	5,417	-	-
13401	P/T Acct Clerk II	14,716	-	-	-
14000	Overtime	1,176	4,589	-	-
15107	Automobile allowance	4,800	4,800	4,800	4,800
15200	Longevity pay	9,951	11,257	-	-
21000	Social Security- matching	107,600	102,727	113,433	101,064
22000	Retirement contributions	415,514	216,790	258,077	287,588
22300	General retiree health contrib	52,111	180,976	-	-
23000	Health Insurance	165,211	169,633	271,560	314,360
23100	Life Insurance	2,435	2,541	3,046	3,227
24000	Workers compensation	3,365	7,111	8,497	7,621
26300	General retiree health contrib	-	-	152,185	155,540
27005	Internally generated software	-	-27,259	-	-
<b>Personnel Services</b>		<b>2,284,622</b>	<b>2,121,024</b>	<b>2,280,904</b>	<b>2,237,601</b>
<b>Operating Expenses</b>					
32100	Accounting and auditing fees	56,530	56,450	41,278	42,519
34989	Contractual service provider	-	55,104	355,452	391,200
34990	Contractual services- other	-	11,885	-	-
34995	I.T. Contractual services	-	-	-	15,000
40100	Travel/conferences	1,232	516	1,000	1,000
40229	Training	-	-	-	900

**City of Pembroke Pines, Florida**  
**Expenditure Detail**

**Entity 1 General Fund | Function 513 Financial and administrative**  
**Division 2001 Finance | Project Blank**

Object	Object Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Operating Expenses</b>					
41100	Telephone	889	814	900	900
46250	R & M equipment	-	-	450	450
46800	Maintenance contracts	1,750	1,360	1,400	1,320
46801	I.T. Maintenance contracts	101,775	101,686	88,649	84,400
51100	Office supplies	8,605	5,460	5,783	10,000
52650	Equip < than \$1000	-	199	500	500
52652	Software < than \$1000 &/or	8,967	714	542	1,125
52653	Computer equipment < \$1000	1,052	185	1,500	1,500
54100	Memberships/ dues/ subscription	2,501	2,447	2,595	2,670
	<b>Operating Expenses</b>	<b>183,302</b>	<b>236,821</b>	<b>500,049</b>	<b>553,484</b>
<b>Capital Outlay</b>					
64039	Computer equipment not micro	-	-	5,000	-
64051	Computer programs	-	-	-	2,600
68005	Internally generated software	-	27,259	-	-
	<b>Capital Outlay</b>	<b>0</b>	<b>27,259</b>	<b>5,000</b>	<b>2,600</b>
	<b>Blank</b>	<b>2,467,924</b>	<b>2,385,104</b>	<b>2,785,953</b>	<b>2,793,685</b>
	<b>Finance</b>	<b>2,467,924</b>	<b>2,385,104</b>	<b>2,785,953</b>	<b>2,793,685</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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Personnel Services</b>					
12011	Internet Specialist	84,880	86,607	85,797	84,178
12280	Micro Computer Specialist	130,307	117,090	68,561	67,267
12303	Network Specialist II	192,859	196,692	195,888	192,192
12525	Administrative Assistant I	54,991	56,024	55,756	54,704
12644	Help Analyst/Technician	69,212	70,526	69,917	68,598
12645	Help Desk Analyst	58,373	59,769	59,169	58,053
12651	Programmer Analyst II	90,814	65,574	-	-
12652	Programmer/Analyst I	161,812	164,228	163,014	159,938
12691	Systems Analyst II	113,993	85,004	-	-
12693	Systems Programmer/Analyst II	100,277	102,340	102,417	100,485
12720	Manager of Technical Services	99,265	102,436	98,183	98,176
12721	Project Manager	132,005	131,879	125,998	126,006
12722	Manager of Systems Development	132,005	131,879	125,998	126,006
12723	Systems Administrator	82,950	78,734	77,922	76,452
12900	Web Page Developer	70,578	72,111	71,189	69,846
12992	Vacation leave - retire/term	-	-	-	92,900
12996	Sick leave - retire/term	-	-	-	32,950
14000	Overtime	8,115	11,848	7,800	6,240
15115	Beeper pay	15,670	16,633	16,719	16,593
15200	Longevity pay	14,633	16,823	-	-
21000	Social Security- matching	115,691	111,551	100,031	105,566
22000	Retirement contributions	483,900	264,654	256,696	286,761
22300	General retiree health contrib	42,637	162,878	-	-
23000	Health Insurance	125,193	152,058	201,870	235,770
23100	Life Insurance	2,426	2,768	2,690	2,861
24000	Workers compensation	3,304	7,398	7,258	6,752
26300	General retiree health contrib	-	-	114,139	116,655
27005	Internally generated software	-	-34,048	-	-
<b>Personnel Services</b>		<b>2,385,893</b>	<b>2,233,456</b>	<b>2,007,012</b>	<b>2,184,949</b>

**Operating Expenses**

34989	Contractual service provider	-	80,877	278,793	291,250
41100	Telephone	975	1,898	1,878	1,200
41371	Streaming video service fees	-	3,541	-	4,000
41380	Data communication	-	-	25,000	24,000
44200	Rents- machinery & equipment	17,513	1,236	1,236	2,898
46250	R & M equipment	-	288	1,000	600
46800	Maintenance contracts	-	232	500	-
46801	I.T. Maintenance contracts	55,208	62,795	81,402	99,726
51100	Office supplies	-	594	1,250	500
52000	Operating supplies	11,510	9,124	13,500	13,500

**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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Operating Expenses</b>					
52470	Computer supplies	887	2,682	3,000	3,000
52540	Fuel	1,213	1,549	1,300	1,800
52650	Equip < than \$1000	561	515	1,400	1,400
52652	Software < than \$1000 &/or	24,012	43,379	34,944	5,357
52653	Computer equipment < \$1000	35,114	23,682	35,000	35,000
<b>Operating Expenses</b>		<b>146,993</b>	<b>232,392</b>	<b>480,203</b>	<b>484,231</b>
<b>Capital Outlay</b>					
64038	Communications systems	2,125	3,675	20,675	6,000
64039	Computer equipment not micro	138,033	49,846	93,202	148,000
64051	Computer programs	-	-	114,708	42,000
64053	Micro computer	75,170	23,100	70,000	70,000
64055	Laptop/Tablet	2,192	4,010	5,500	5,250
68005	Internally generated software	-	34,048	-	-
<b>Capital Outlay</b>		<b>217,521</b>	<b>114,680</b>	<b>304,085</b>	<b>271,250</b>
<b>Blank</b>		<b>2,750,407</b>	<b>2,580,528</b>	<b>2,791,300</b>	<b>2,940,430</b>
<b>Information Technology</b>		<b>2,750,407</b>	<b>2,580,528</b>	<b>2,791,300</b>	<b>2,940,430</b>



**City of Pembroke Pines, Florida**  
**Expenditure Detail**

**Entity 1 General Fund | Function 521 Law enforcement****Division 3001 Police | Project Blank**

Object	Object Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Personnel Services</b>					
12045	Police Chief	160,394	160,240	159,474	159,474
12046	Deputy Police Chief	221,261	198,888	-	-
12093	Police Service Aid	571,490	573,927	571,733	566,736
12115	Police Captain	598,521	595,660	768,134	746,549
12204	Communication Specialist	130,840	116,752	-	-
12205	Communication Specialist	191,714	203,622	-	-
12425	Police Officer	12,866,226	12,447,851	12,420,287	12,099,074
12455	Grants/Research Coordinator	64,040	77,740	76,447	75,005
12456	Logistics Coordinator II	55,710	55,090	54,187	53,165
12458	Enforcement Programs Manager	50,064	50,997	51,092	50,128
12459	Logistics Coordinator I	48,319	35,528	47,276	47,798
12467	Property Evidence Technician	41,928	22,513	34,422	39,250
12468	Property Supervisor	45,833	46,793	46,895	46,010
12528	Administrative Assistant II	53,639	54,536	53,657	52,645
12552	Budget Analyst	60,282	61,417	61,543	60,382
12603	Support Services Coordinator	89,140	89,055	86,720	85,093
12631	Crime Scene Technician	271,912	265,229	232,083	241,404
12633	Crime Scene Investigator	-	-	34,421	42,016
12651	Programmer Analyst II	92,612	94,324	53,869	-
12652	Programmer/Analyst I	71,735	73,030	85,089	129,501
12655	Sergeant	2,689,781	2,633,969	2,597,079	2,592,656
12684	Clerical Spec II	700,242	718,391	716,267	683,346
12685	Clerical Aide	52,449	40,983	34,874	34,216
12730	Court Liaison Specialist	48,242	47,708	46,937	46,051
12735	Intelligence Analyst	38,070	38,806	38,478	41,600
12736	Crime Analyst	50,834	51,746	51,092	55,266
12800	Asst. Police Chief	132,779	136,829	137,738	137,738
12885	Victim's Advocate	74,726	73,897	72,695	71,323
12886	Assistant Victim's Advocate	49,539	50,507	49,671	48,734
12913	Finger Print Examiner	20,957	54,744	55,332	59,800
12992	Vacation leave - retire/term	327,814	286,078	305,196	279,000
12996	Sick leave - retire/term	675,280	457,016	325,829	446,008
12997	Sick leave - annual	-	63,545	60,488	570,465
14000	Overtime	1,027,297	819,425	402,000	321,600
15000	Incentive pay	192,448	199,897	199,020	190,924
15010	Certification pay	120	120	120	120
15015	Payment in lieu of benefits	2,770	2,770	2,770	2,770
15050	Stand-by pay	47,057	46,070	50,000	50,000
15100	Holiday pay	246,805	239,626	200,000	245,000
15101	Uniform cleaning allowance	113,785	111,940	109,080	104,556
15104	Assignment pay	-	304,331	100,823	249,392

**City of Pembroke Pines, Florida**  
**Expenditure Detail**

**Entity 1 General Fund | Function 521 Law enforcement****Division 3001 Police | Project Blank**

Object	Object Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Personnel Services</b>					
15105	Shoe allowance	1,900	2,000	-	-
15107	Automobile allowance	7,200	7,200	7,200	7,200
15108	Shift Differential	13,313	14,155	9,360	8,320
15109	Shift Differential- Certified Officer	46,784	49,086	60,840	59,280
15110	Dive team equipment allowance	4,075	4,150	4,200	3,593
15115	Beeper pay	25,038	23,063	25,000	25,000
15200	Longevity pay	647,541	646,615	608,673	537,048
21000	Social Security- matching	1,688,389	1,633,402	1,580,698	1,601,188
22000	Retirement contributions	941,616	464,279	441,823	527,686
22100	Retirement contributions P & F	11,332,233	11,890,148	10,196,354	10,572,120
22110	State contribution P&F retirement	-	1,062,423	1,111,000	1,075,000
22300	General retiree health contrib	161,261	615,316	-	-
22305	Police retiree health contrib	3,847,000	5,551,334	-	-
22505	Retiree Health Savings-Police	23,920	18,792	-	-
22506	Retiree Health Savings-General	-	29,762	-	-
23000	Health Insurance	2,614,447	2,605,964	4,154,304	4,288,406
23100	Life Insurance	31,389	32,387	38,950	40,801
24000	Workers compensation	344,388	744,737	1,001,661	922,261
26300	General retiree health contrib	-	-	456,891	435,512
26305	Police retiree health contrib	-	-	3,123,855	4,002,014

<b>Personnel Services</b>	<b>43,907,147</b>	<b>46,996,403</b>	<b>43,213,627</b>	<b>44,830,224</b>
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**Operating Expenses**

31400	Professional services- medical	12,660	5,450	17,720	7,566
31450	Professional services- veterinarian	5,571	4,968	12,000	11,760
31500	Professional services- other	12,697	25,280	41,992	45,815
34500	Contract- building maintenance	48,662	50,294	50,000	36,000
34989	Contractual service provider	-	-	27,272	-
34990	Contractual services- other	498,239	511,764	580,780	583,660
40100	Travel/conferences	5,502	9,311	8,000	8,526
40200	College classes- education	757	-	-	-
40229	Training	14,463	13,337	36,780	22,153
41100	Telephone	170,463	130,904	139,696	136,602
41380	Data communication	131,014	69,770	120,454	120,454
43100	Electric	123,892	108,136	130,000	117,600
43200	Water & sewer	4,179	4,053	5,000	4,900
44200	Rents- machinery & equipment	54,413	51,592	71,735	70,483
46150	R & M- land- building &	162,550	35,476	45,300	47,530
46250	R & M equipment	18,857	24,542	37,050	45,688
46300	R & M motor vehicles	536,279	540,677	515,400	538,191
46800	Maintenance contracts	23,165	26,114	48,700	48,900

**City of Pembroke Pines, Florida**  
**Expenditure Detail**

**Entity 1 General Fund | Function 521 Law enforcement****Division 3001 Police | Project Blank**

Object	Object Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Operating Expenses</b>					
46801	I.T. Maintenance contracts	211,539	158,934	166,019	171,442
47100	Printing	5,158	5,995	18,500	18,375
49000	Legal/employment ads	314	622	13,400	13,132
49354	Drug investigation	5,000	-	10,000	10,780
49355	Special investigation	1,363	1,332	5,906	4,900
49357	False alarm program	-	-	14,105	12,542
49680	Special events- miscellaneous	11,583	13,738	17,300	13,720
51100	Office supplies	37,225	37,302	42,500	39,200
51400	Photo supplies	7,495	1,371	3,343	7,840
52000	Operating supplies	17,018	22,815	72,399	65,729
52002	Operating supplies- ID unit	10,740	8,565	10,000	9,800
52003	Operating supplies- Training Unit	23,074	30,805	57,300	82,712
52200	Cleaning/janitorial supplies	4,078	5,624	7,500	7,350
52540	Fuel	584,659	732,365	700,000	750,000
52600	Clothing/uniforms	91,989	71,295	140,178	102,307
52645	S.E.T. Equipment < \$1000	2,921	1,755	19,075	14,382
52650	Equip < than \$1000	45,460	28,279	59,347	78,054
52652	Software < than \$1000 &/or	48,334	47,987	53,044	50,176
52653	Computer equipment < \$1000	3,447	7,770	11,275	12,225
52681	Operating supplies for K-9	2,156	3,063	9,600	9,408
52683	S.E.T. Operating supplies	15,896	10,177	38,429	39,927
54100	Memberships/ dues/ subscription	6,615	6,529	7,658	7,734
<b>Operating Expenses</b>		<b>2,959,429</b>	<b>2,807,991</b>	<b>3,364,757</b>	<b>3,367,563</b>
<b>Capital Outlay</b>					
62017	Building improvement	101,050	-	-	-
63061	Fencing	3,270	-	-	-
64017	Alarm systems	25,000	-	-	-
64023	Camera	16,118	-	-	2,200
64028	Car	-	30,220	1,614,197	1,000,000
64039	Computer equipment not micro	1,270	1,565	-	4,670
64051	Computer programs	4,013	3,000	-	-
64053	Micro computer	-	-	1,294	-
64055	Laptop/Tablet	244,290	-	105,000	95,000
64073	Generator	-	6,300	-	-
64110	K-9 dogs	-	4,874	-	-
64140	Motorcycle	-	20,155	26,000	26,000
64176	S.E.T. Equipment	-	-	68,350	-
64181	Radio- portable	416,864	152	-	-
64182	Radar gun	-	1,569	-	-
64214	Truck	-	-	-	100,000

**City of Pembroke Pines, Florida**  
**Expenditure Detail**

**Entity 1 General Fund | Function 521 Law enforcement****Division 3001 Police | Project Blank**

Object	Object Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Capital Outlay</b>					
64221	Van	-	-	63,803	-
64400	Other equipment	25,849	20,085	13,000	8,000
<b>Capital Outlay</b>		<b>837,724</b>	<b>87,920</b>	<b>1,891,644</b>	<b>1,235,870</b>
<b>Blank</b>		<b>47,704,299</b>	<b>49,892,314</b>	<b>48,470,028</b>	<b>49,433,657</b>

**Entity 1 General Fund | Function 521 Law enforcement****Division 3001 Police | Project 3001 Red Light Camera Program**

Object	Object Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Operating Expenses</b>					
31305	Prof services-Outside Legal-Red	50,376	40,101	-	-
34980	Contractual services - ATS	-	13,098	-	-
49104	License fees	250	-	-	-
<b>Operating Expenses</b>		<b>50,626</b>	<b>53,199</b>	<b>0</b>	<b>0</b>
<b>3001 Red Light Camera Program</b>		<b>50,626</b>	<b>53,199</b>	<b>0</b>	<b>0</b>

**Entity 1 General Fund | Function 521 Law enforcement****Division 3001 Police | Project 303 SRO program**

Object	Object Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Personnel Services</b>					
12426	School Resource Officer	-	-	-	334,165
15000	Incentive pay	-	-	-	7,840
15101	Uniform cleaning allowance	-	-	-	2,777
21000	Social Security- matching	-	-	-	26,159
23000	Health Insurance	-	-	-	128,365
23100	Life Insurance	-	-	-	735
24000	Workers compensation	-	-	-	18,045
<b>Personnel Services</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>518,086</b>
<b>303 SRO program</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>518,086</b>

<b>Police</b>	<b>47,754,925</b>	<b>49,945,513</b>	<b>48,470,028</b>	<b>49,951,743</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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Operating Expenses</b>					
45710	Ins Claims Pending-Hurricane	28,438	-	-	-
	<b>Operating Expenses</b>	<b>28,438</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>1609 FEMA-1609-DR - Hurricane Wilma</b>		<b>28,438</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Emergency &amp; Disaster Relief Services</b>		<b>28,438</b>	<b>0</b>	<b>0</b>	<b>0</b>

**City of Pembroke Pines, Florida**  
**Expenditure Detail**

**Entity 1 General Fund | Function 529 Other public safety****Division 4003 Fire/Rescue | Project Blank**

Object	Object Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Personnel Services</b>					
12010	Insurance Clerk	38,246	39,268	39,400	38,657
12099	Battalion Chief - PM	830,488	838,950	841,782	870,091
12109	Administrative Supervisor	73,628	75,733	72,684	72,675
12172	Assistant Division Chief	344,891	351,623	356,175	357,054
12282	Micro Computer Specialist I	67,113	68,347	67,840	66,560
12526	Administrative Coordinator II	67,802	50,560	-	-
12528	Administrative Assistant II	67,802	67,048	65,953	64,709
12535	Assistant Fire Chief	143,003	102,919	-	-
12575	Rescue Lieutenant	2,124,544	2,107,518	2,072,961	2,104,350
12607	Captain - P/M	2,197,685	2,645,021	2,993,045	2,660,346
12608	Fire Captain	761,026	331,742	-	-
12651	Programmer Analyst II	99,893	100,619	97,181	95,347
12679	Clerical Spec I	33,896	34,540	34,556	33,904
12684	Clerical Spec II	39,123	39,888	39,283	38,542
12685	Clerical Aide	38,318	-	-	-
12788	Division Chief	490,718	504,764	513,806	523,745
12835	Driver/Engineer	870,796	863,712	865,233	880,601
12836	Driver Engineer - P/M	1,940,667	1,961,065	1,874,926	1,633,247
12915	Firefighter/EMT	2,900,758	2,180,320	1,592,246	1,747,019
12918	Firefighter/PM	3,040,970	3,613,417	4,009,949	3,931,199
12934	Administrative Battalion Chief	284,952	292,986	300,524	309,653
12992	Vacation leave - retire/term	20,941	133,146	166,669	268,805
12996	Sick leave - retire/term	195,154	245,396	450,454	348,956
12997	Sick leave - annual	99,615	51,738	80,157	560,195
13003	Fire Chief	175,811	175,644	174,803	174,803
13474	P/T Courier/Custodian	16,648	10,134	16,437	16,437
13681	P/T Clerk Spec II	14,695	13,982	14,170	14,170
14000	Overtime	176,653	39,053	39,360	28,000
14016	Overtime - Non-City details	-	22,319	19,000	20,000
14017	Overtime - Staffing	-	36,658	71,000	57,400
14400	Off-duty detail	8,441	15,571	8,600	8,600
15000	Incentive pay	137,560	145,580	146,120	144,040
15040	Inspector certification	181,080	179,290	177,840	177,840
15100	Holiday pay	485,934	756,275	630,675	520,000
15101	Uniform cleaning allowance	5,080	5,023	4,800	4,800
15104	Assignment pay	-	86,529	87,000	77,140
15111	Assignment pay - Rescue	-	30,705	31,000	38,400
15200	Longevity pay	500,335	504,251	493,365	400,209
21000	Social Security- matching	1,355,090	1,378,420	1,395,357	1,337,492
22000	Retirement contributions	181,188	75,922	76,319	86,372
22100	Retirement contributions P & F	10,141,327	9,842,152	10,256,838	9,742,239

**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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Personnel Services</b>					
22110	State contribution P&F retirement	-	1,214,286	1,235,855	1,303,348
22300	General retiree health contrib	21,792	81,438	-	-
22310	Fire retiree health contrib	3,629,721	4,516,007	-	-
23000	Health Insurance	1,973,384	2,024,300	3,245,676	3,277,203
23100	Life Insurance	26,174	28,624	33,169	34,103
24000	Workers compensation	433,764	955,242	1,198,344	1,077,790
26300	General retiree health contrib	-	-	53,264	54,439
26310	Fire retiree health contrib	-	-	3,115,288	2,053,382
<b>Personnel Services</b>		<b>36,236,705</b>	<b>38,837,723</b>	<b>39,059,104</b>	<b>37,253,862</b>
<b>Operating Expenses</b>					
31300	Professional services-Outside Legal	12,849	7,166	13,800	7,200
31400	Professional services- medical	121,792	84,463	103,095	103,095
31500	Professional services- other	1,640	-	-	1,000
31508	Professional Services Other - Fire	9,974	7,986	42,441	13,041
31509	Professional Services Other -	-	36,000	41,000	42,000
34300	Contract- laundry & cleaning	74,163	69,860	61,800	69,860
34500	Contract- building maintenance	15,269	16,702	28,200	28,200
34989	Contractual service provider	-	17,642	79,074	80,200
34990	Contractual services- other	-	468	1,404	1,404
40100	Travel/conferences	552	40	600	300
40200	College classes- education	-5,511	-	50,000	-
40229	Training	468	735	-	-
41100	Telephone	122,128	127,553	121,100	121,100
41380	Data communication	12,798	11,684	14,400	14,400
41400	Postage	938	836	1,000	1,000
43100	Electric	151,878	130,824	151,191	140,000
43200	Water & sewer	19,202	18,476	19,200	19,200
43300	Gas	15,685	17,457	16,614	17,500
44200	Rents- machinery & equipment	7,818	1,330	2,500	2,500
44365	Rentals - Fire	668,510	683,800	636,366	728,017
46100	R & M office equipment	1,481	1,014	1,500	1,500
46150	R & M- land- building &	68,243	65,910	60,500	70,000
46250	R & M equipment	28,115	25,826	39,740	30,500
46300	R & M motor vehicles	372,505	403,033	396,987	404,000
46800	Maintenance contracts	32,429	33,330	36,600	36,600
46801	I.T. Maintenance contracts	15,923	16,311	20,900	22,900
47100	Printing	4,832	3,008	5,000	4,000
48250	Employee award program	180	780	500	500
48500	Promotional activities	985	411	2,000	2,000
49104	License fees	1,240	64	428	2,000

**City of Pembroke Pines, Florida**  
**Expenditure Detail**

**Entity 1 General Fund | Function 529 Other public safety****Division 4003 Fire/Rescue | Project Blank**

Object	Object Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Operating Expenses</b>					
49105	License renewals	22,516	10,372	23,373	23,355
49180	Administrative fees - Fire	346,506	426,869	455,879	394,195
49201	Taxes and/or assessments	27,848	27,862	27,887	29,187
49220	Promotional exams	12,197	15,425	24,260	28,560
51100	Office supplies	16,415	15,285	14,000	14,000
51200	Maps	900	-	2,000	2,000
51400	Photo supplies	435	-	1,000	1,000
52005	Operating supplies - Fire	20,252	14,318	21,555	18,000
52006	Operating supplies - Rescue	133,014	133,008	135,961	137,061
52015	Books	2,951	2,630	1,230	2,630
52020	Books - Rescue	-	953	4,300	3,300
52160	Pharmaceutical supplies	23,998	19,052	24,000	24,000
52200	Cleaning/janitorial supplies	13,099	17,959	16,000	16,000
52250	Linen/bedding	4,820	2,318	4,820	4,820
52431	Operating chemicals - Fire	7,454	6,937	7,700	7,000
52432	Operating chemicals - Rescue	6,517	5,733	5,638	6,638
52540	Fuel	105,880	141,025	145,000	145,000
52600	Clothing/uniforms	14,903	25,336	17,500	20,500
52630	Protective clothing	67,195	38,872	90,000	90,000
52652	Software < than \$1000 &/or	3,336	62	3,780	4,000
52653	Computer equipment < \$1000	5,842	3,523	8,000	8,000
52654	Nozzles < \$1000	-	-	4,465	4,465
52656	Ladders < \$1000	-	-	2,500	2,500
52657	Hose < \$1000	-	-	2,500	2,500
52659	Equip less than \$1000 - Fire	33,534	25,218	32,500	40,000
52660	Equip less than \$1000 - Rescue	34,466	27,804	39,516	39,087
52670	Furniture & Fixtures < \$1000	16,340	-	7,070	-
52701	Food purchases	422	450	2,000	2,000
54100	Memberships/ dues/ subscription	582	433	620	750
<b>Operating Expenses</b>		<b>2,677,506</b>	<b>2,744,152</b>	<b>3,072,994</b>	<b>3,034,565</b>

**Capital Outlay**

62012	Fire Station-72nd Avenue	31,245	-	-	-
62016	Fire station-9500 Pines	16,426	-	-	-
62018	Fire station- Century Village	-	-	4,630	-
62026	Fire station- Pembroke Isles	64,497	-	-	-
62038	Fire Training Facility	13,789	-	10,000	-
63000	Improvement other than building	-	5,422	-	-
64016	Ambulances	554,997	411,694	-	-
64038	Communications systems	-	-	-	100,000
64039	Computer equipment not micro	31,131	1,676	7,013	-



**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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Capital Outlay</b>					
64054	Computer programs - Rescue	7,000	-	7,000	-
64056	Laptop Computer - Fire	36,740	-	-	60,000
64057	Laptop Computer - Rescue	34,040	-	-	40,000
64170	Stretchers	-	51,948	-	-
64180	Radio	10,212	-	-	-
64181	Radio- portable	19,850	13,964	-	-
64228	Video equipment	-	-	6,000	-
64351	Special equipment - Fire	97,725	-	-	-
64352	Special equipment - Rescue	116,769	-	16,280	-
64400	Other equipment	12,170	5,119	-	-
<b>Capital Outlay</b>		<b>1,046,590</b>	<b>489,823</b>	<b>50,923</b>	<b>200,000</b>
<b>Blank</b>		<b>39,960,800</b>	<b>42,071,699</b>	<b>42,183,021</b>	<b>40,488,427</b>

**Entity 1 General Fund | Function 529 Other public safety****Division 4003 Fire/Rescue | Project 678 Fire Prevention**

Object	Object Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Personnel Services</b>					
12172	Assistant Division Chief	-	101,190	103,778	107,022
12607	Captain - P/M	-	165,252	157,639	157,747
12685	Clerical Aide	-	37,145	35,864	35,864
12788	Division Chief	-	122,544	125,725	129,691
12912	Fire Inspector/PM	-	196,661	200,288	204,274
12925	Fire Inspector	-	68,050	67,725	71,573
12936	Fire Prevent Adm Battalion Chief	-	87,778	90,037	92,815
12992	Vacation leave - retire/term	-	-	-	37,928
12996	Sick leave - retire/term	-	-	-	60,262
12997	Sick leave - annual	-	-	3,915	26,167
13681	P/T Clerk Spec II	-	13,843	13,780	13,780
14000	Overtime	-	7,201	5,595	6,000
14012	Overtime- Hurricane	-	-	2,173	1,738
14018	Overtime - Expediting Expense	-	-	-	10,000
15000	Incentive pay	-	7,800	7,800	7,800
15040	Inspector certification	-	16,640	16,640	16,640
15050	Stand-by pay	-	16,373	16,500	16,500
15101	Uniform cleaning allowance	-	1,440	1,440	1,440
15104	Assignment pay	-	6,166	6,140	6,498
15200	Longevity pay	-	29,234	30,066	35,227
21000	Social Security- matching	-	63,765	65,659	76,570

**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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Personnel Services</b>					
22000	Retirement contributions	-	6,314	8,105	9,172
22100	Retirement contributions P & F	-	468,603	499,166	577,847
22110	State contribution P&F retirement	-	60,800	60,145	8,652
22300	General retiree health contrib	-	9,049	-	-
22310	Fire retiree health contrib	-	179,048	-	-
22506	Retiree Health Savings-General	-	1,733	-	-
23000	Health Insurance	-	85,836	145,380	157,180
23100	Life Insurance	-	1,340	1,625	1,783
24000	Workers compensation	-	43,016	56,928	54,699
26300	General retiree health contrib	-	-	7,609	7,777
26310	Fire retiree health contrib	-	-	130,407	91,728
<b>Personnel Services</b>		<b>0</b>	<b>1,796,821</b>	<b>1,860,129</b>	<b>2,024,374</b>
<b>Operating Expenses</b>					
31500	Professional services- other	-	32,107	31,721	-
34500	Contract- building maintenance	-	2,909	3,173	3,173
34990	Contractual services- other	-	-	1,500	-
40100	Travel/conferences	-	-	1,000	500
41100	Telephone	-	1,942	2,141	2,141
41380	Data communication	-	932	3,600	1,800
43100	Electric	-	5,960	6,179	6,200
44200	Rents- machinery & equipment	-	-	200	-
44365	Rentals - Fire	-	54,300	52,273	51,132
46250	R & M equipment	-	80	2,525	2,525
46300	R & M motor vehicles	-	14,261	14,322	12,000
46800	Maintenance contracts	-	1,700	2,132	2,132
47100	Printing	-	183	800	800
47200	Photographing/blueprinting	-	-	655	655
48500	Promotional activities	-	2,950	4,000	4,000
49104	License fees	-	60	300	300
49180	Administrative fees - Fire	-	46,425	51,897	41,446
51100	Office supplies	-	1,276	2,369	2,369
51400	Photo supplies	-	934	2,500	2,500
52000	Operating supplies	-	326	2,000	2,000
52015	Books	-	873	-	3,250
52200	Cleaning/janitorial supplies	-	467	1,200	600
52540	Fuel	-	7,013	9,000	9,000
52650	Equip < than \$1000	-	359	2,000	2,000
52652	Software < than \$1000 &/or	-	-	1,000	1,000
52653	Computer equipment < \$1000	-	2,445	-	1,000
54100	Memberships/ dues/ subscription	-	390	500	500

**City of Pembroke Pines, Florida**  
**Expenditure Detail**

**Entity 1 General Fund | Function 529 Other public safety****Division 4003 Fire/Rescue | Project 678 Fire Prevention**

Object	Object Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Operating Expenses</b>					
	<b>Operating Expenses</b>	<b>0</b>	<b>177,889</b>	<b>198,987</b>	<b>153,023</b>
<b>Capital Outlay</b>					
64028	Car	-	16,897	-	-
	<b>Capital Outlay</b>	<b>0</b>	<b>16,897</b>	<b>0</b>	<b>0</b>
	<b>678 Fire Prevention</b>	<b>0</b>	<b>1,991,607</b>	<b>2,059,116</b>	<b>2,177,397</b>

**Entity 1 General Fund | Function 529 Other public safety****Division 4003 Fire/Rescue | Project 690 SW Ranches Fire Contract**

Object	Object Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Personnel Services</b>					
12607	Captain - P/M	-	-	-	340,722
12836	Driver Engineer - P/M	-	-	-	283,496
12918	Firefighter/PM	-	-	-	270,747
21000	Social Security- matching	-	-	-	68,464
22100	Retirement contributions P & F	-	-	-	652,435
23000	Health Insurance	-	-	-	212,193
23100	Life Insurance	-	-	-	2,001
24000	Workers compensation	-	-	-	63,836
26310	Fire retiree health contrib	-	-	-	128,984
	<b>Personnel Services</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,022,878</b>
<b>Operating Expenses</b>					
44500	Rent of vehicles	-	-	-	50,000
46250	R & M equipment	-	-	-	5,000
46300	R & M motor vehicles	-	-	-	15,000
46750	Hydrant maintenance	-	-	-	25,000
48500	Promotional activities	-	-	-	2,500
49175	Administrative fees	-	-	-	15,771
49375	Fire Department Oversight	-	-	-	202,951
49520	Fire prevention fee	-	-	-	25,000
49540	911 service fee	-	-	-	12,600
52000	Operating supplies	-	-	-	5,000
52540	Fuel	-	-	-	2,000
52600	Clothing/uniforms	-	-	-	1,000
52630	Protective clothing	-	-	-	3,000
	<b>Operating Expenses</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>364,822</b>

**City of Pembroke Pines, Florida**  
**Expenditure Detail**

**Entity 1 General Fund | Function 529 Other public safety****Division 4003 Fire/Rescue | Project 690 SW Ranches Fire Contract**

Object	Object Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>690 SW Ranches Fire Contract</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>2,387,700</b>

**Entity 1 General Fund | Function 529 Other public safety****Division 4003 Fire/Rescue | Project 911 Public Safety Dispatch**

Object	Object Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Personnel Services</b>					
12694	Pub. Saf. Com. Project Chief	99,684	102,765	98,183	108,222
12814	Dispatch Supervisor	184,870	186,867	189,402	213,833
12815	Public Safety Dispatcher	902,615	842,193	1,044,974	1,119,223
12816	Public Safety Admin Support	1,169	37,854	37,312	36,608
12992	Vacation leave - retire/term	7,849	-	-	2,500
12996	Sick leave - retire/term	9,711	-	-	-
14000	Overtime	121,690	76,472	80,000	80,000
15100	Holiday pay	21,689	31,050	75,000	80,000
15101	Uniform cleaning allowance	7,040	6,760	7,920	7,920
15108	Shift Differential	11,790	11,324	15,440	14,560
15200	Longevity pay	9,358	7,681	-	-
21000	Social Security- matching	103,069	98,698	127,467	120,700
22000	Retirement contributions	390,305	246,481	288,216	371,116
22300	General retiree health contrib	89,348	280,512	-	-
22506	Retiree Health Savings-General	-	26,891	-	-
23000	Health Insurance	273,907	260,993	463,572	502,976
23100	Life Insurance	1,961	2,323	3,082	3,297
24000	Workers compensation	4,116	9,860	13,667	13,026
26300	General retiree health contrib	-	-	273,595	279,972
<b>Personnel Services</b>		<b>2,240,171</b>	<b>2,228,724</b>	<b>2,717,830</b>	<b>2,953,953</b>

**Operating Expenses**

31500	Professional services- other	3,125	900	1,875	3,000
34500	Contract- building maintenance	9,300	9,792	10,452	10,452
40100	Travel/conferences	10	-	300	300
41100	Telephone	9,591	19,189	12,360	24,000
43100	Electric	8,207	7,355	15,573	9,000
43200	Water & sewer	291	446	1,511	1,000
44365	Rentals - Fire	-	-	1,402	1,463
46100	R & M office equipment	-	90	227	227
46150	R & M- land- building &	1,284	14,251	8,000	14,000
46250	R & M equipment	1,958	950	1,403	1,403
46300	R & M motor vehicles	-	-	2,575	2,575
46802	Maint contracts-Police/Fire Resc	136	7,500	13,000	13,000

**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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Operating Expenses</b>					
46803	Maint contracts-Fire Rescue	-	22,357	31,720	48,000
46810	IT Maint contracts-Police/Fire Res	-	63,370	71,500	71,500
46811	IT Maint contracts-Fire Rescue	61,807	-	-	-
47100	Printing	-	-	500	500
49180	Administrative fees - Fire	-	-	10,170	6,647
51100	Office supplies	223	1,368	1,000	1,300
52200	Cleaning/janitorial supplies	-	1,431	1,905	1,905
52540	Fuel	2,500	2,575	2,575	2,575
52600	Clothing/uniforms	3,841	1,524	5,000	5,000
52650	Equip < than \$1000	1,461	1,362	2,000	2,000
52652	Software < than \$1000 &/or	-	-	2,000	2,000
52653	Computer equipment < \$1000	21	59	500	500
54100	Memberships/ dues/ subscription	-	-	-	150
<b>Operating Expenses</b>		<b>103,754</b>	<b>154,517</b>	<b>197,548</b>	<b>222,497</b>
<b>Capital Outlay</b>					
64039	Computer equipment not micro	-	6,837	15,987	-
64054	Computer programs - Rescue	-	-	33,000	-
<b>Capital Outlay</b>		<b>0</b>	<b>6,837</b>	<b>48,987</b>	<b>0</b>
<b>911 Public Safety Dispatch</b>		<b>2,343,925</b>	<b>2,390,078</b>	<b>2,964,365</b>	<b>3,176,450</b>
<b>Fire/Rescue</b>		<b>42,304,725</b>	<b>46,453,384</b>	<b>47,206,502</b>	<b>48,229,974</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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Personnel Services</b>					
12120	Sch Accounting Clerk II	26,492	27,031	27,329	27,310
12143	EDC Teacher	84,176	82,577	65,237	65,166
12780	Teacher Aide	76,525	2,436	-	-
12781	Site Supervisor	40,349	37,397	38,405	38,397
12992	Vacation leave - retire/term	2,919	1,425	-	-
12996	Sick leave - retire/term	2,213	268	-	-
13551	P/T Teacher Aide	17,477	83,363	110,526	109,391
13680	P/T Clerk Spec I	18,586	14,066	14,726	14,715
14000	Overtime	-	9	100	-
15015	Payment in lieu of benefits	2,400	2,400	2,400	2,400
21000	Social Security- matching	19,765	18,953	22,181	19,692
22300	General retiree health contrib	2,357	2,801	-	-
22500	ICMA - city portion	11,363	7,449	7,731	6,544
23000	Health Insurance	56,929	45,779	55,290	62,872
23100	Life Insurance	504	406	315	343
24000	Workers compensation	2,852	3,916	5,861	5,300
26300	General retiree health contrib	-	-	426	460
<b>Personnel Services</b>		<b>364,906</b>	<b>330,277</b>	<b>350,527</b>	<b>352,590</b>
<b>Operating Expenses</b>					
34500	Contract- building maintenance	14,972	12,019	12,500	20,000
34989	Contractual service provider	-	-	46,816	54,500
34990	Contractual services- other	500	529	600	600
40100	Travel/conferences	-	-	350	350
41100	Telephone	1,570	1,595	2,000	2,000
43100	Electric	13,762	13,554	15,000	15,000
43200	Water & sewer	3,589	4,051	3,600	3,600
44800	Transportation Rentals	2,573	960	1,000	1,000
46150	R & M- land- building &	4,267	14,475	17,200	6,000
46250	R & M equipment	56	133	500	500
46800	Maintenance contracts	907	1,301	1,100	1,100
49104	License fees	397	369	250	250
49674	Special event- summer program	9,353	1,900	7,000	7,000
51100	Office supplies	840	420	1,000	1,500
52000	Operating supplies	9,368	6,143	11,000	15,000
52030	Sch year activities	6,116	2,558	7,750	6,000
52050	Playground/athletic supplies	-	491	500	1,500
52200	Cleaning/janitorial supplies	2,166	1,993	2,500	2,500
52650	Equip < than \$1000	596	1,384	1,800	1,500
52652	Software < than \$1000 &/or	-	-	500	500
52653	Computer equipment < \$1000	344	591	350	350

**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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Operating Expenses</b>					
52701	Food purchases	22,374	18,247	32,500	32,500
<b>Operating Expenses</b>		<b>93,750</b>	<b>82,714</b>	<b>165,816</b>	<b>173,250</b>
<b>203 Charter EDC - Village Center</b>		<b>458,657</b>	<b>412,991</b>	<b>516,343</b>	<b>525,840</b>

**Entity 1 General Fund | Function 569 Other human services****Division 5002 Early Development Centers | Project 205 WCY EDC**

Object	Object Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Personnel Services</b>					
12120	Sch Accounting Clerk II	20,732	23,910	15,835	23,897
12143	EDC Teacher	215,572	212,455	228,194	228,126
12780	Teacher Aide	88,830	79,179	99,134	99,079
12781	Site Supervisor	46,082	46,082	45,989	45,906
12972	EDC Clerical Spec I	47,546	44,581	49,595	49,546
12992	Vacation leave - retire/term	-	-	100	100
12996	Sick leave - retire/term	-	-	100	-
12997	Sick leave - annual	-	115	-	-
13551	P/T Teacher Aide	180,024	174,627	245,693	238,112
13738	P/T Custodian	8,864	8,244	11,592	11,554
14000	Overtime	257	-	50	-
15015	Payment in lieu of benefits	18,370	16,893	16,800	19,200
21000	Social Security- matching	46,507	44,785	53,564	54,747
22300	General retiree health contrib	3,143	5,598	-	-
22500	ICMA - city portion	20,993	20,396	22,367	22,328
23000	Health Insurance	109,356	94,419	174,954	188,616
23100	Life Insurance	661	770	911	1,095
24000	Workers compensation	4,117	9,222	15,054	15,064
26300	General retiree health contrib	-	-	1,420	1,840
<b>Personnel Services</b>		<b>811,053</b>	<b>781,275</b>	<b>981,352</b>	<b>999,210</b>
<b>Operating Expenses</b>					
34500	Contract- building maintenance	3,485	3,522	5,000	5,000
34989	Contractual service provider	-	-	8,125	-
34990	Contractual services- other	1,203	895	3,000	3,000
40100	Travel/conferences	-	-	300	300
44800	Transportation Rentals	5,245	8,389	4,000	7,000
46150	R & M- land- building &	8,347	9,587	9,000	6,000
46250	R & M equipment	316	540	1,000	1,000
46800	Maintenance contracts	632	310	3,000	3,000

**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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Operating Expenses</b>					
49104	License fees	227	225	350	350
49674	Special event- summer program	24,168	28,306	32,000	32,000
51100	Office supplies	2,162	2,335	2,500	2,500
52000	Operating supplies	26,154	30,206	36,000	36,000
52030	Sch year activities	6,245	2,919	5,000	3,000
52050	Playground/athletic supplies	-	1,881	1,000	1,000
52200	Cleaning/janitorial supplies	2,000	2,253	2,000	2,000
52650	Equip < than \$1000	5,992	8,602	7,500	10,500
52652	Software < than \$1000 &/or	-	-	300	300
52653	Computer equipment < \$1000	55	189	3,000	1,000
52701	Food purchases	43,146	35,411	37,000	42,000
<b>Operating Expenses</b>		<b>129,377</b>	<b>135,571</b>	<b>160,075</b>	<b>155,950</b>
<b>Capital Outlay</b>					
64053	Micro computer	-	2,330	-	-
64400	Other equipment	-	24,249	17,000	-
<b>Capital Outlay</b>		<b>0</b>	<b>26,579</b>	<b>17,000</b>	<b>0</b>
<b>205 WCY EDC</b>		<b>940,430</b>	<b>943,425</b>	<b>1,158,427</b>	<b>1,155,160</b>

**Entity 1 General Fund | Function 569 Other human services****Division 5002 Early Development Centers | Project 208 Charter EDC - West**

Object	Object Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Personnel Services</b>					
12120	Sch Accounting Clerk II	26,344	26,887	26,800	26,790
12143	EDC Teacher	172,576	199,234	249,117	249,028
12780	Teacher Aide	68,615	68,069	120,128	120,032
12781	Site Supervisor	40,533	41,338	41,616	41,558
12972	EDC Clerical Spec I	24,212	24,701	24,817	24,773
12992	Vacation leave - retire/term	-	2,368	150	150
12996	Sick leave - retire/term	-	458	500	500
12997	Sick leave - annual	-	766	-	-
13551	P/T Teacher Aide	201,779	244,849	302,824	339,534
13680	P/T Clerk Spec I	9,267	16,943	14,726	14,715
14000	Overtime	-	-	100	100
15015	Payment in lieu of benefits	7,939	9,600	9,600	16,800
15100	Holiday pay	-	-	100	100
21000	Social Security- matching	41,160	47,377	59,263	63,804
22300	General retiree health contrib	2,515	5,598	-	-



**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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Personnel Services</b>					
22500	ICMA - city portion	15,901	17,717	22,393	23,111
23000	Health Insurance	95,835	137,337	228,786	235,770
23100	Life Insurance	532	790	912	1,206
24000	Workers compensation	3,186	8,176	16,217	16,970
26300	General retiree health contrib	-	-	1,490	2,024
<b>Personnel Services</b>		<b>710,395</b>	<b>852,210</b>	<b>1,119,539</b>	<b>1,176,965</b>
<b>Operating Expenses</b>					
34500	Contract- building maintenance	34,287	30,460	42,000	40,000
34990	Contractual services- other	1,373	706	1,200	1,200
40100	Travel/conferences	-	-	350	350
41100	Telephone	1,826	1,948	3,000	3,000
43100	Electric	24,566	19,858	31,625	30,000
43200	Water & sewer	2,602	2,704	4,875	3,375
44360	Rentals	117,501	192,120	193,278	192,670
44800	Transportation Rentals	12,723	6,899	10,000	10,000
46150	R & M- land- building &	37,044	21,332	20,000	27,000
46250	R & M equipment	72	242	500	500
46800	Maintenance contracts	655	962	1,000	1,000
49104	License fees	280	175	300	300
49674	Special event- summer program	15,199	16,049	28,010	24,000
51100	Office supplies	3,053	3,417	4,000	5,000
52000	Operating supplies	5,959	14,856	15,700	15,000
52030	Sch year activities	10,704	9,583	17,000	16,420
52050	Playground/athletic supplies	38	949	2,000	2,000
52200	Cleaning/janitorial supplies	1,665	4,342	5,625	5,000
52650	Equip < than \$1000	3,464	16,658	2,000	3,000
52652	Software < than \$1000 &/or	-	1,673	1,800	1,800
52653	Computer equipment < \$1000	40	17	391	1,000
52701	Food purchases	52,644	52,467	70,000	70,000
<b>Operating Expenses</b>		<b>325,695</b>	<b>397,417</b>	<b>454,654</b>	<b>452,615</b>
<b>Capital Outlay</b>					
62000	Buildings	21,065	-	-	-
64050	Copier machine	4,558	-	-	-
64053	Micro computer	-	4,528	-	-
64400	Other equipment	-	9,968	17,633	-
<b>Capital Outlay</b>		<b>25,623</b>	<b>14,495</b>	<b>17,633</b>	<b>0</b>
<b>208 Charter EDC - West</b>		<b>1,061,714</b>	<b>1,264,121</b>	<b>1,591,826</b>	<b>1,629,580</b>

**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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Personnel Services</b>					
12120	Sch Accounting Clerk II	23,682	24,284	26,837	26,790
12143	EDC Teacher	205,697	209,209	189,532	189,465
12780	Teacher Aide	115,870	117,903	120,994	120,934
12781	Site Supervisor	42,578	43,434	44,119	44,117
12972	EDC Clerical Spec I	23,522	24,080	24,292	24,274
12997	Sick leave - annual	2,266	2,714	-	-
13551	P/T Teacher Aide	296,007	293,341	313,236	332,479
13680	P/T Clerk Spec I	15,113	14,108	14,726	14,715
14000	Overtime	-	34	250	250
15015	Payment in lieu of benefits	9,600	9,600	9,600	9,600
21000	Social Security- matching	53,581	53,842	56,633	58,353
22300	General retiree health contrib	2,985	5,318	-	-
22500	ICMA - city portion	20,568	20,997	21,312	20,112
23000	Health Insurance	98,284	128,754	201,870	220,052
23100	Life Insurance	618	728	869	947
24000	Workers compensation	4,265	9,109	15,723	15,571
26300	General retiree health contrib	-	-	1,349	1,656
<b>Personnel Services</b>		<b>914,635</b>	<b>957,454</b>	<b>1,041,342</b>	<b>1,079,315</b>
<b>Operating Expenses</b>					
34500	Contract- building maintenance	26,069	26,004	26,574	26,574
34989	Contractual service provider	-	-	16,780	27,250
34990	Contractual services- other	700	650	700	700
40100	Travel/conferences	500	-	3,000	500
41100	Telephone	2,868	2,765	3,334	3,334
43100	Electric	36,752	33,757	36,780	34,250
43200	Water & sewer	4,936	5,689	4,950	5,700
44360	Rentals	192,768	192,887	192,879	192,686
44800	Transportation Rentals	11,290	7,905	12,000	9,600
46150	R & M- land- building &	10,844	14,178	11,000	20,500
46250	R & M equipment	911	663	950	950
46800	Maintenance contracts	4,498	1,203	4,775	1,500
49104	License fees	175	180	3,550	250
49674	Special event- summer program	23,112	25,920	29,350	24,350
51100	Office supplies	1,845	2,609	3,000	3,500
52000	Operating supplies	14,153	14,541	15,000	21,000
52030	Sch year activities	22,066	23,086	34,150	34,150
52050	Playground/athletic supplies	885	1,595	1,000	1,500
52200	Cleaning/janitorial supplies	1,654	3,286	2,500	3,300
52650	Equip < than \$1000	645	789	1,500	5,500
52652	Software < than \$1000 &/or	-	3,346	1,700	1,700

**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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Operating Expenses</b>					
52653	Computer equipment < \$1000	787	33	627	1,000
52701	Food purchases	66,765	65,407	67,650	68,000
<b>Operating Expenses</b>		<b>424,223</b>	<b>426,495</b>	<b>473,749</b>	<b>487,794</b>
<b>Capital Outlay</b>					
63000	Improvement other than building	-	-	46,295	-
64050	Copier machine	4,558	-	-	-
64053	Micro computer	-	-	3,773	-
64204	TV- closed circuit	6,200	-	1,927	-
<b>Capital Outlay</b>		<b>10,758</b>	<b>0</b>	<b>51,995</b>	<b>0</b>
<b>209 Charter EDC - Central</b>		<b>1,349,616</b>	<b>1,383,948</b>	<b>1,567,086</b>	<b>1,567,109</b>
<b>Early Development Centers</b>		<b>3,810,416</b>	<b>4,004,485</b>	<b>4,833,682</b>	<b>4,877,689</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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Personnel Services</b>					
13680	P/T Clerk Spec I	11,810	13,233	12,844	12,844
13738	P/T Custodian	9,894	889	9,075	-
21000	Social Security- matching	1,660	1,080	1,706	906
24000	Workers compensation	556	1,220	784	267
<b>Personnel Services</b>		<b>23,921</b>	<b>16,422</b>	<b>24,409</b>	<b>14,017</b>
<b>Operating Expenses</b>					
32100	Accounting and auditing fees	1,220	1,217	1,260	923
34500	Contract- building maintenance	4,042	3,363	3,235	-
43100	Electric	100,932	36,012	68,000	40,000
43200	Water & sewer	127	2,880	200	3,000
46150	R & M- land- building &	-	312	1,000	500
51100	Office supplies	213	133	300	200
52000	Operating supplies	-	-	100	140
52200	Cleaning/janitorial supplies	869	2,244	3,000	2,500
<b>Operating Expenses</b>		<b>107,403</b>	<b>46,160</b>	<b>77,095</b>	<b>47,263</b>
<b>Blank</b>		<b>131,324</b>	<b>62,583</b>	<b>101,504</b>	<b>61,280</b>
<b>W.C.Y Administration</b>		<b>131,324</b>	<b>62,583</b>	<b>101,504</b>	<b>61,280</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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Personnel Services</b>					
12246	Public Service Maintenance Worker I	116,673	138,821	108,184	106,142
12261	A/C Mechanic III	58,556	44,877	-	-
12462	Plumber III	61,092	61,957	59,827	58,698
12466	Plumber II/AC Mechanic I	54,334	57,906	56,965	55,890
12533	Electrician II	63,868	63,077	56,371	55,307
12599	Supervisor Of Construction Service	37,159	-	-	-
12609	Carpenter Foreman	67,802	67,048	65,953	64,709
12650	Communication Technician	106,366	92,206	51,707	50,731
12996	Sick leave - retire/term	-	-	-	107
13484	P/T Building Inspector	9,694	9,931	32,786	32,786
14000	Overtime	24,497	30,802	24,500	24,500
15100	Holiday pay	3,600	150	-	-
15105	Shoe allowance	700	1,100	-	-
15115	Beeper pay	25,639	24,978	23,000	23,000
15200	Longevity pay	16,652	14,180	-	-
21000	Social Security- matching	46,057	45,212	34,906	34,338
22000	Retirement contributions	101,269	76,745	75,839	85,825
22300	General retiree health contrib	21,318	99,535	-	-
23000	Health Insurance	110,485	92,788	107,664	125,744
23100	Life Insurance	794	961	815	873
24000	Workers compensation	20,423	57,511	57,992	35,818
26300	General retiree health contrib	-	-	60,873	62,216
<b>Personnel Services</b>		<b>946,979</b>	<b>979,784</b>	<b>817,382</b>	<b>816,684</b>
<b>Operating Expenses</b>					
31100	Professional services- engineering	-	-	2,500	2,500
31400	Professional services- medical	-	-	500	500
34300	Contract- laundry & cleaning	1,535	1,589	1,750	1,750
34500	Contract- building maintenance	49,496	53,900	54,540	54,540
34989	Contractual service provider	-	574,905	1,966,707	2,175,000
34990	Contractual services- other	2,203,757	2,004,257	331,738	331,738
40100	Travel/conferences	244	206	1,000	1,000
41100	Telephone	124,071	118,283	125,000	125,000
43100	Electric	128,180	119,429	135,000	135,000
43200	Water & sewer	5,099	4,249	4,750	4,750
43300	Gas	-	-	100	100
44200	Rents- machinery & equipment	587	900	1,750	1,750
46150	R & M- land- building &	264,082	260,294	271,000	250,000
46160	R & M garage building	2,431	2,410	2,000	2,000
46250	R & M equipment	17,541	23,555	17,317	18,500
46260	R & M garage equipment	210	90	1,500	1,500

**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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Operating Expenses</b>					
46300	R & M motor vehicles	40,914	48,018	34,000	45,000
46800	Maintenance contracts	26,604	25,118	31,213	31,213
47100	Printing	-	-	500	500
48100	Advertising	1,190	-	1,000	1,000
49104	License fees	4,123	3,512	3,000	3,500
51100	Office supplies	5,657	4,709	5,000	5,000
52000	Operating supplies	20,601	32,173	25,000	30,000
52150	First aid, safety equip & supplies	2,475	3,679	2,000	2,000
52200	Cleaning/janitorial supplies	13,955	12,682	14,000	13,000
52300	Expendable tools	4,779	5,520	4,000	4,000
52540	Fuel	32,374	40,982	52,000	42,000
52600	Clothing/uniforms	580	333	580	500
52650	Equip < than \$1000	20,344	18,406	20,805	25,000
52652	Software < than \$1000 &/or	110	-	-	-
52653	Computer equipment < \$1000	403	681	1,200	1,200
52701	Food purchases	-	-	200	200
54100	Memberships/ dues/ subscription	612	227	1,052	1,052
<b>Operating Expenses</b>		<b>2,971,954</b>	<b>3,360,105</b>	<b>3,112,702</b>	<b>3,310,793</b>
<b>Capital Outlay</b>					
62006	City buildings	-	55,000	-	-
63066	Fuel Storage Tanks	-	-	220,229	-
64095	Garage Equipment	2,795	-	-	-
64204	TV- closed circuit	10,963	472	2,613	-
64400	Other equipment	1,725	-	5,378	-
<b>Capital Outlay</b>		<b>15,483</b>	<b>55,472</b>	<b>228,220</b>	<b>0</b>
<b>Blank</b>		<b>3,934,416</b>	<b>4,395,361</b>	<b>4,158,304</b>	<b>4,127,477</b>
<b>General Gvt Buildings</b>		<b>3,934,416</b>	<b>4,395,361</b>	<b>4,158,304</b>	<b>4,127,477</b>

**City of Pembroke Pines, Florida**  
**Expenditure Detail**

**Entity 1 General Fund | Function 539 Other physical environment****Division 6004 Grounds Maintenance | Project Blank**

Object	Object Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Personnel Services</b>					
12052	Controller/Internal Auditor	80,152	63,253	-	-
12055	Deputy Public Services Director	76,358	13,140	75,920	72,883
12109	Administrative Supervisor	80,877	80,799	77,196	56,658
12190	Maintenance Worker III	53,965	40,065	-	-
12245	Maintenance Worker I	37,272	-	-	-
12246	Public Service Maintenance Worker I	102,741	130,833	110,929	124,967
12250	Maintenance Worker II	96,483	95,416	93,874	92,102
12516	Assistant City Manager	-	18,020	-	-
12684	Clerical Spec II	46,034	35,212	-	-
12996	Sick leave - retire/term	-	-	-	20,188
13001	Public Services Director	80,197	80,120	76,548	76,544
13738	P/T Custodian	11,577	-	-	-
14000	Overtime	33,160	38,239	35,000	35,000
15100	Holiday pay	-	-	6,330	4,000
15105	Shoe allowance	400	700	-	-
15115	Beeper pay	4,599	2,615	5,000	3,000
15200	Longevity pay	15,380	9,576	-	-
21000	Social Security- matching	51,471	41,568	41,847	33,839
22000	Retirement contributions	114,360	73,032	69,917	85,349
22300	General retiree health contrib	20,134	90,489	-	-
23000	Health Insurance	104,816	84,612	94,806	102,167
23100	Life Insurance	872	945	907	775
24000	Workers compensation	11,427	30,804	38,097	36,371
26300	General retiree health contrib	-	-	60,873	58,329
<b>Personnel Services</b>		<b>1,022,275</b>	<b>929,438</b>	<b>787,244</b>	<b>802,172</b>
<b>Operating Expenses</b>					
34300	Contract- laundry & cleaning	1,657	1,780	2,000	2,000
34500	Contract- building maintenance	3,549	4,000	4,000	4,000
34989	Contractual service provider	-	339,808	1,154,254	1,298,000
34990	Contractual services- other	1,443,535	1,000,164	183,781	183,781
40100	Travel/conferences	-	44	250	100
41100	Telephone	43,797	42,641	45,000	45,000
41400	Postage	2,295	2,079	1,500	1,500
43100	Electric	114,543	93,666	115,000	110,000
43200	Water & sewer	4,163	4,871	5,700	5,000
44200	Rents- machinery & equipment	4,263	4,409	5,000	5,000
46150	R & M- land- building &	46,944	38,839	40,670	45,000
46170	R & M irrigation	31,413	33,229	32,000	35,000
46180	R & M mitigation	-	-	-	5,000
46250	R & M equipment	9,192	5,728	15,000	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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Operating Expenses</b>					
46300	R & M motor vehicles	87,148	94,613	119,000	125,000
46800	Maintenance contracts	8,025	6,779	8,500	8,500
46801	I.T. Maintenance contracts	-	-	2,100	2,100
48100	Advertising	-	-	1,000	1,000
48500	Promotional activities	580	151	4,800	6,000
49104	License fees	2,838	2,272	3,000	3,000
49600	Trash disposal charges	5,648	8,594	15,000	12,000
51100	Office supplies	9,112	6,417	9,000	8,000
52000	Operating supplies	9,114	8,999	10,000	10,000
52150	First aid, safety equip & supplies	2,986	3,123	3,000	3,000
52200	Cleaning/janitorial supplies	5,414	6,553	5,500	6,000
52300	Expendable tools	2,183	2,128	5,000	5,000
52420	Horticultural chemicals	43,376	4,698	17,000	30,000
52430	Operating chemicals	5,175	41,904	33,000	20,000
52440	Fertilizers	1,015	3,337	1,500	1,500
52540	Fuel	21,864	30,996	30,000	32,000
52600	Clothing/uniforms	439	333	500	500
52650	Equip < than \$1000	10,798	8,697	12,900	15,000
52653	Computer equipment < \$1000	1,243	999	1,750	1,750
52800	Horticultural supplies	-	-	500	500
54100	Memberships/ dues/ subscription	155	173	250	250
<b>Operating Expenses</b>		<b>1,922,464</b>	<b>1,802,027</b>	<b>1,887,455</b>	<b>2,045,481</b>
<b>Capital Outlay</b>					
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>10,761</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Blank</b>		<b>2,955,500</b>	<b>2,731,465</b>	<b>2,674,699</b>	<b>2,847,653</b>
<b>Grounds Maintenance</b>		<b>2,955,500</b>	<b>2,731,465</b>	<b>2,674,699</b>	<b>2,847,653</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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Personnel Services</b>					
12486	Purchasing Manager	-	18,556	86,506	83,990
12487	Purchasing Agent/Contract Analyst	-	12,083	58,045	56,950
12525	Administrative Assistant I	64,496	63,783	-	-
12738	Contract Administrator III	98,111	66,768	-	-
12993	Accrued vacation	-79,734	-	-	-
12994	Accrued sick leave	-37,379	-	-	-
13175	P/T Purchasing Division Director	100,522	87,708	-	-
13730	P/T Storekeeper	32,032	20,983	28,719	36,222
14000	Overtime	-	1,667	2,000	2,000
15200	Longevity pay	4,184	3,324	-	-
21000	Social Security- matching	15,985	17,919	21,316	13,553
22000	Retirement contributions	39,810	16,921	32,916	36,044
22300	General retiree health contrib	9,475	18,098	-	-
23000	Health Insurance	42,879	16,759	40,374	15,718
23100	Life Insurance	514	280	431	314
24000	Workers compensation	7,147	12,716	31,030	3,352
26300	General retiree health contrib	-	-	22,828	15,554
<b>Personnel Services</b>		<b>298,042</b>	<b>357,565</b>	<b>324,165</b>	<b>263,697</b>
<b>Operating Expenses</b>					
34300	Contract- laundry & cleaning	448	460	500	500
34500	Contract- building maintenance	2,483	1,920	2,750	2,220
34989	Contractual service provider	-	3,693	75,000	116,250
40100	Travel/conferences	-	198	250	400
41100	Telephone	13,645	3,012	5,000	6,000
43100	Electric	9,684	8,447	8,500	9,500
43200	Water & sewer	290	318	750	360
46150	R & M- land- building &	2,100	1,418	2,000	1,850
46300	R & M motor vehicles	5,986	7,863	3,000	3,000
46800	Maintenance contracts	840	-	-	1,000
49000	Legal/employment ads	9,002	3,099	7,000	7,500
51100	Office supplies	480	500	500	500
52000	Operating supplies	-	103	350	500
52200	Cleaning/janitorial supplies	647	934	750	750
52540	Fuel	9,292	11,006	5,650	4,000
52650	Equip < than \$1000	-	-	2,000	500
54100	Memberships/ dues/ subscription	50	100	185	200
<b>Operating Expenses</b>		<b>54,946</b>	<b>43,073</b>	<b>114,185</b>	<b>155,030</b>
<b>Blank</b>		<b>352,988</b>	<b>400,637</b>	<b>438,350</b>	<b>418,727</b>

**City of Pembroke Pines, Florida**  
**Expenditure Detail**

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<b>Purchasing/Contract Administration</b>	<b>352,988</b>	<b>400,637</b>	<b>438,350</b>	<b>418,727</b>
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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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Personnel Services</b>					
12189	Landscape Technician	56,671	45,017	-	-
12500	City Engineer	76,358	76,285	-	-
12667	Chief Engineering Inspector	91,093	90,656	88,425	86,757
12770	Engineer Inspector	136,143	120,559	64,639	63,419
12774	Engineer	-	-	30,181	-
14000	Overtime	14,180	5,624	12,000	12,000
15105	Shoe allowance	400	400	-	-
15115	Beeper pay	3,042	4,501	3,003	4,200
15200	Longevity pay	9,410	7,542	-	-
21000	Social Security- matching	27,860	25,039	18,204	12,408
22000	Retirement contributions	110,574	65,745	51,240	38,408
22300	General retiree health contrib	15,397	40,720	-	-
23000	Health Insurance	34,321	38,218	33,645	31,436
23100	Life Insurance	613	628	467	336
24000	Workers compensation	11,558	25,623	15,339	8,510
26300	General retiree health contrib	-	-	19,022	15,554
<b>Personnel Services</b>		<b>587,620</b>	<b>546,558</b>	<b>336,165</b>	<b>273,028</b>
<b>Operating Expenses</b>					
34300	Contract- laundry & cleaning	1,441	1,271	2,000	1,500
34500	Contract- building maintenance	3,106	2,970	2,970	2,970
34989	Contractual service provider	-	16,120	75,569	86,000
41100	Telephone	352	372	1,000	750
44200	Rents- machinery & equipment	124	107	200	500
46300	R & M motor vehicles	16,220	12,698	15,947	16,350
46800	Maintenance contracts	6,355	4,460	6,150	6,000
51100	Office supplies	1,969	2,191	3,500	2,500
52000	Operating supplies	1,636	467	892	697
52540	Fuel	10,789	10,944	12,000	12,000
52650	Equip < than \$1000	-	320	668	750
52652	Software < than \$1000 &/or	-	89	-	-
52653	Computer equipment < \$1000	-	180	980	1,000
54100	Memberships/ dues/ subscription	250	127	10	128
<b>Operating Expenses</b>		<b>42,242</b>	<b>52,315</b>	<b>121,886</b>	<b>131,145</b>
<b>Capital Outlay</b>					
64210	Truck pickup	-	-	-	30,000
<b>Capital Outlay</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>30,000</b>
<b>Blank</b>		<b>629,862</b>	<b>598,873</b>	<b>458,051</b>	<b>434,173</b>

**City of Pembroke Pines, Florida**  
**Expenditure Detail**

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<b>Environmental Services (Engineering)</b>	<b>629,862</b>	<b>598,873</b>	<b>458,051</b>	<b>434,173</b>
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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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Operating Expenses</b>					
31100	Professional services- engineering	-	2,312	5,000	5,000
31300	Professional services-Outside Legal	7,094	7,005	15,000	10,000
31500	Professional services- other	4,210	-	2,500	2,500
34989	Contractual service provider	-	68,091	223,343	271,000
34990	Contractual services- other	632,563	270,972	103,677	105,677
41100	Telephone	2,876	2,954	3,000	3,000
43100	Electric	368,933	294,004	367,000	375,000
43200	Water & sewer	70	293	1,000	1,000
43300	Gas	1,463	-600	2,000	2,000
43500	Sanitation	6,818	-570	6,500	1,000
44200	Rents- machinery & equipment	5,120	5,102	7,500	6,000
44360	Rentals	273,666	274,986	273,934	271,970
45000	Insurance	35,926	33,533	64,350	56,731
45065	Property insurance-Leasehold	28,900	4,833	77,000	48,200
46150	R & M- land- building &	119,476	58,603	149,702	606,000
46250	R & M equipment	8,308	4,547	7,500	5,000
46800	Maintenance contracts	24,583	23,823	22,082	22,082
52000	Operating supplies	8,298	11,155	10,600	7,000
52300	Expendable tools	1,430	323	2,500	1,000
52540	Fuel	2,996	1,278	5,000	3,000
52650	Equip < than \$1000	4,675	3,527	5,000	5,000
<b>Operating Expenses</b>		<b>1,537,405</b>	<b>1,066,175</b>	<b>1,354,188</b>	<b>1,808,160</b>
<b>Capital Outlay</b>					
64015	Air conditioner	-	1,785	-	-
64400	Other equipment	-	-	200,000	-
<b>Capital Outlay</b>		<b>0</b>	<b>1,785</b>	<b>200,000</b>	<b>0</b>
<b>Blank</b>		<b>1,537,405</b>	<b>1,067,960</b>	<b>1,554,188</b>	<b>1,808,160</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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Personnel Services</b>					
12444	Program Coordinator	6,278	-	-	-
12992	Vacation leave - retire/term	130	-	-	-
12996	Sick leave - retire/term	156	-	-	-
13572	P/T Social Worker- Grant	7,275	-	-	-
21000	Social Security- matching	1,056	-	-	-

**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 53 CSC-Transitional Housing**

Object	Object Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Personnel Services</b>					
23000	Health Insurance	732	-	-	-
23100	Life Insurance	11	-	-	-
24000	Workers compensation	42	-	-	-
<b>Personnel Services</b>		<b>15,681</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Operating Expenses</b>					
52000	Operating supplies	4,206	-	-	-
52650	Equip < than \$1000	90	-	-	-
<b>Operating Expenses</b>		<b>4,296</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>53 CSC-Transitional Housing</b>		<b>19,976</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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 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>46,268</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Operating Expenses</b>					
30010	Contingency	-	-	4,000	-
31300	Professional services-Outside Legal	16,181	4,913	8,575	-
31500	Professional services- other	-	-	24,010	-
34500	Contract- building maintenance	119	200	1,800	-
34989	Contractual service provider	-	23,805	80,895	-
34990	Contractual services- other	39,323	82,818	5,964	-
41100	Telephone	3,684	2,861	3,320	-
43100	Electric	26,311	9,432	20,270	-
43200	Water & sewer	5,684	5,582	4,975	-
44200	Rents- machinery & equipment	729	731	966	-
45065	Property insurance-Leasehold	2,137	-	3,000	-
46150	R & M- land- building &	32,724	11,232	18,161	-
46250	R & M equipment	1,119	356	1,842	-

**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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Operating Expenses</b>					
46800	Maintenance contracts	418	494	1,988	-
49104	License fees	300	-	300	-
49175	Administrative fees	-	-	23,745	-
49355	Special investigation	950	300	1,250	-
51100	Office supplies	562	517	1,500	-
52000	Operating supplies	2,261	3,954	3,201	-
52650	Equip < than \$1000	1,818	1,135	1,381	-
52652	Software < than \$1000 &/or	-	-	1,000	-
<b>Operating Expenses</b>		<b>134,321</b>	<b>148,330</b>	<b>212,143</b>	<b>0</b>
<b>Capital Outlay</b>					
63993	Improvements - Other	-	-	1,654	-
<b>Capital Outlay</b>		<b>0</b>	<b>0</b>	<b>1,654</b>	<b>0</b>
<b>Grants and Aid</b>					
81121	In-kind- salaries	35,767	25,632	25,632	-
<b>Grants and Aid</b>		<b>35,767</b>	<b>25,632</b>	<b>25,632</b>	<b>0</b>
<b>55 DCF-Transitional Housing YR2</b>		<b>216,356</b>	<b>173,962</b>	<b>239,429</b>	<b>0</b>
<b>I C. Forman Human Services Campus</b>		<b>1,773,737</b>	<b>1,241,921</b>	<b>1,793,617</b>	<b>1,808,160</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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Personnel Services</b>					
12004	Athletic Coordinator	71,530	68,748	18,363	-
12006	Assistant Athletic Coordinator	46,416	47,520	46,809	45,926
12015	Irrigation Maintenance Worker	89,479	91,137	90,078	88,379
12025	Irrigation Mechanic	52,600	52,543	51,707	50,731
12109	Administrative Supervisor	58,139	59,890	57,448	57,450
12181	Division Director of Recreation	91,977	95,583	93,470	93,475
12185	Landscape Maintenance	67,147	69,102	67,731	-
12215	Senior Lifeguard	107,127	107,390	105,322	103,335
12310	Night Supervisor	121,135	126,039	122,641	120,328
12352	P & R Maint WRK/HEO	128,563	83,637	46,937	46,051
12355	P & R Maint WRK I	1,244,451	1,084,389	1,027,183	941,012
12356	P & R MAINT WRK II	288,326	274,195	279,607	275,392
12357	P & R MAINT WRK III	247,392	225,649	148,040	145,246
12358	Landscape Maintenance Worker	42,254	43,096	43,333	42,515
12359	P&R Maint Worker III/Playground	27,010	51,958	51,707	50,731
12508	Parks & Rec Account Clerk I	86,726	88,044	86,602	84,968
12509	Parks & Rec Account Clerk II	43,145	11,456	-	-
12519	Parks & Recreation Director	160,394	160,240	153,095	153,088
12521	Assistant Parks & Recreation	124,818	129,686	126,318	126,318
12525	Administrative Assistant I	104,840	88,506	47,335	46,442
12531	Division Director of Park Operations	90,732	94,287	92,573	72,488
12546	Aquatic Coordinator	88,970	88,970	85,084	85,093
12547	Aquatic Coordinator Assistant	60,398	61,731	60,950	59,800
12559	Recreation Supervisor II	122,612	102,133	89,379	153,005
12562	Recreation Supervisor I	-	-	42,393	56,888
12563	Special Events Coordinator	61,738	62,995	62,095	60,923
12564	Special Events- Coordinator	50,270	45,629	51,092	-
12572	Cultural Arts Coordinator	57,115	58,226	58,555	57,450
12573	Recreation Specialist	127,421	107,070	72,865	71,490
12578	Maintenance Crew Leader	105,448	108,652	107,950	105,913
12579	Aquatic Fac Mgr/AgeGp Swm Coach	6	-	-	-
12581	Recreation Specialist II	124,172	126,784	160,980	122,533
12620	Cashier II	8,289	-	-	-
12659	Spray Fertilizer Technician	43,056	43,865	44,075	43,243
12683	Parks Maint. Superintendent	172,131	126,489	-	-
12740	Custodian	32,961	33,454	33,581	32,947
12891	Special Population Prog Coord	63,886	64,906	63,939	62,733
12940	Head Custodian	43,744	43,014	42,506	-
13405	P/T Art Teacher	37,480	39,044	49,960	49,960
13419	P/T Concession/Party Manager	5,479	-	-	-
13450	P/T Cashier	25,052	22,721	22,380	11,195



**City of Pembroke Pines, Florida**  
**Expenditure Detail**

**Entity 1 General Fund | Function 572 Parks and recreation****Division 7001 Recreation | Project Blank**

Object	Object Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Personnel Services</b>					
13454	P/T Administrative Assistant	66,880	57,903	93,046	72,683
13488	P/T Senior Lifeguard	28,644	21,184	26,258	26,258
13492	P/T Lifeguard	165,209	142,957	97,603	97,600
13495	P/T Recreation Aide	239,462	180,507	185,538	185,612
13500	P/T Maintenance Worker I	119,723	141,231	181,843	182,311
13507	P/T Summer Program	384,144	285,126	347,889	166,288
13537	P/T Music Teacher	34,697	21,298	46,212	46,212
13539	P/T Drama Teacher	1,745	6,743	8,743	8,743
13549	P/T Storage Lot Attendant	8,163	8,125	9,684	9,684
13562	P/T Curator	24,290	22,167	20,353	20,353
13563	P/T Recreation Leader	44,488	40,156	38,098	38,100
13591	P/T Water Safety Instructor	116,277	121,282	132,581	132,579
13602	P/T Recreation Specialist	18,960	18,122	43,648	31,724
13620	P/T Videographer-Editor	10,794	9,457	9,847	-
13680	P/T Clerk Spec I	30,945	28,860	40,325	25,684
13738	P/T Custodian	82,650	94,775	87,126	88,667
14000	Overtime	104,196	63,867	32,640	7,000
15010	Certification pay	720	680	720	720
15100	Holiday pay	7,511	16,114	5,000	1,000
15105	Shoe allowance	7,300	5,600	-	-
15108	Shift Differential	16,667	15,010	23,000	16,000
15200	Longevity pay	84,289	72,079	-	-
21000	Social Security- matching	453,999	412,310	377,574	340,012
22000	Retirement contributions	1,618,157	738,408	765,927	847,191
22300	General retiree health contrib	284,244	509,740	-	-
22506	Retiree Health Savings-General	-	20,379	-	-
23000	Health Insurance	901,324	1,066,332	1,045,283	1,123,837
23100	Life Insurance	8,655	7,668	7,794	8,089
24000	Workers compensation	147,854	273,320	318,076	284,400
26300	General retiree health contrib	-	-	598,624	579,387
<b>Personnel Services</b>		<b>9,536,413</b>	<b>8,590,183</b>	<b>8,347,515</b>	<b>7,857,182</b>

**Operating Expenses**

31400	Professional services- medical	-	-	200	384
31500	Professional services- other	5,244	10,299	5,200	10,300
34300	Contract- laundry & cleaning	16,594	15,126	15,000	15,000
34500	Contract- building maintenance	13,053	13,374	13,500	13,500
34989	Contractual service provider	-	74,693	298,449	369,231
34990	Contractual services- other	456,125	397,566	476,853	398,923
40100	Travel/conferences	102	220	200	200
40229	Training	3,689	755	1,900	1,900

**City of Pembroke Pines, Florida**  
**Expenditure Detail**

**Entity 1 General Fund | Function 572 Parks and recreation****Division 7001 Recreation | Project Blank**

Object	Object Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Operating Expenses</b>					
41100	Telephone	50,865	35,973	52,918	37,100
41400	Postage	489	473	1,000	1,000
43100	Electric	740,337	695,808	774,464	743,242
43200	Water & sewer	122,019	104,394	123,000	111,000
43320	Gas- Pool	64,275	65,952	50,875	45,000
44200	Rents- machinery & equipment	19,332	15,918	29,800	22,000
44700	Rent - Charter School facilities	488,215	488,361	501,204	501,204
44800	Transportation Rentals	-	-	2,400	480
46150	R & M- land- building &	158,425	181,927	250,230	275,000
46170	R & M irrigation	23,797	28,145	32,350	26,200
46250	R & M equipment	50,296	41,019	55,250	60,000
46300	R & M motor vehicles	141,967	156,292	142,000	142,000
46600	R & M pool	64,844	56,088	76,050	108,360
46800	Maintenance contracts	12,005	17,487	18,000	18,000
47100	Printing	3,943	3,523	8,050	3,233
48100	Advertising	20,095	3,742	4,000	1,000
48300	Athletic Leagues/Tournament	63,814	1,680	5,000	3,000
48505	Special Population Program	4,455	3,593	7,500	4,500
48555	Youth Soccer	70,181	79,872	85,000	90,000
49105	License renewals	9,811	9,196	11,582	11,400
49400	Bank service charge	6,761	4,794	7,000	5,800
49655	Special events- ArtsPark	2,982	4,909	7,200	7,200
51100	Office supplies	8,917	9,056	12,700	9,000
52000	Operating supplies	48,520	45,704	46,200	46,100
52050	Playground/athletic supplies	18,465	15,760	19,000	19,000
52070	Art & Cultural Supplies	17,719	28,542	18,670	20,500
52071	ArtsPark Supplies	11,931	10,994	11,080	11,400
52150	First aid, safety equip & supplies	5,916	3,104	5,400	3,500
52200	Cleaning/janitorial supplies	52,827	42,819	55,000	47,800
52300	Expendable tools	4,589	4,039	5,700	5,700
52350	Electrical/mechanical supplies	24,896	30,661	27,660	27,800
52420	Horticultural chemicals	123,209	153,760	122,000	133,500
52460	Sand- seed- soil	80,379	91,106	110,000	92,500
52480	Pool Chemicals & Supplies	119,564	88,699	110,750	91,300
52540	Fuel	129,340	168,017	180,000	180,000
52600	Clothing/uniforms	11,262	5,411	11,000	6,000
52650	Equip < than \$1000	30,884	55,776	42,599	39,778
52652	Software < than \$1000 &/or	-	-	-	350
52653	Computer equipment < \$1000	394	534	1,200	1,000
52700	Cost of sales	194	-	-	-
52706	Concession Expense	28,247	278	-	-

**City of Pembroke Pines, Florida**  
**Expenditure Detail**

**Entity 1 General Fund | Function 572 Parks and recreation****Division 7001 Recreation | Project Blank**

Object	Object Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Operating Expenses</b>					
52800	Horticultural supplies	7,739	13,238	16,000	13,200
54100	Memberships/ dues/ subscription	462	913	1,550	1,000
<b>Operating Expenses</b>		<b>3,339,168</b>	<b>3,279,587</b>	<b>3,852,684</b>	<b>3,775,585</b>
<b>Capital Outlay</b>					
63000	Improvement other than building	19,035	117,988	56,550	22,200
63012	Academic Village - Rec.	-	59,555	-	-
63061	Fencing	-	-	30,000	15,000
63193	Sidewalk- new	-	23,520	-	-
64011	Air compressor	1,227	-	-	-
64139	Mowers- other	-	-	73,000	-
64210	Truck pickup	-	-	105,000	-
64400	Other equipment	11,593	8,227	166,805	90,030
<b>Capital Outlay</b>		<b>31,855</b>	<b>209,291</b>	<b>431,355</b>	<b>127,230</b>
<b>Blank</b>		<b>12,907,436</b>	<b>12,079,060</b>	<b>12,631,554</b>	<b>11,759,997</b>

**Entity 1 General Fund | Function 572 Parks and recreation****Division 7001 Recreation | Project 201 West Pines pre-school**

Object	Object Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Personnel Services</b>					
12151	City Teacher	67,147	68,071	66,998	65,728
12559	Recreation Supervisor II	-	23,372	35,276	34,611
12676	Child Care Coordinator	14,582	-	-	-
13551	P/T Teacher Aide	57,762	41,620	-	-
13552	P/T Teacher - Recreation	33,623	18,684	53,938	53,938
13567	P/T Recreation Teacher Aide	-	-	72,005	72,005
13680	P/T Clerk Spec I	10,236	12,146	14,383	14,383
13738	P/T Custodian	-	-	2,257	9,680
14000	Overtime	99	391	320	256
15010	Certification pay	-	40	120	120
15200	Longevity pay	464	996	-	-
21000	Social Security- matching	14,011	12,611	13,821	19,180
22000	Retirement contributions	35,099	15,775	31,142	25,694
22300	General retiree health contrib	9,475	21,082	-	-
23000	Health Insurance	22,958	20,000	31,357	39,295
23100	Life Insurance	197	162	286	276
24000	Workers compensation	2,752	3,117	8,133	7,724
26300	General retiree health contrib	-	-	17,729	19,443

**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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Personnel Services</b>					
	<b>Personnel Services</b>	<b>268,405</b>	<b>238,066</b>	<b>347,765</b>	<b>362,333</b>
<b>Operating Expenses</b>					
34500	Contract- building maintenance	1,342	1,352	1,400	1,400
40229	Training	20	-	750	700
43100	Electric	13,643	11,047	12,200	13,200
43200	Water & sewer	2,361	1,756	2,000	2,300
46150	R & M- land- building &	986	883	1,000	1,000
46250	R & M equipment	-	92	100	100
46800	Maintenance contracts	300	420	420	420
48100	Advertising	-	9	-	-
49104	License fees	170	292	165	186
51100	Office supplies	408	985	800	1,000
52000	Operating supplies	5,949	7,719	9,380	10,500
52050	Playground/athletic supplies	21	-	100	500
52150	First aid, safety equip & supplies	-	-	100	100
52200	Cleaning/janitorial supplies	1,298	1,930	2,000	2,000
52600	Clothing/uniforms	208	613	660	500
52650	Equip < than \$1000	814	2,095	1,500	1,555
52701	Food purchases	113	8,384	10,000	12,000
54510	Media Books	358	331	1,000	1,000
	<b>Operating Expenses</b>	<b>27,991</b>	<b>37,907</b>	<b>43,575</b>	<b>48,461</b>
	<b>201 West Pines pre-school</b>	<b>296,396</b>	<b>275,973</b>	<b>391,340</b>	<b>410,794</b>

**Entity 1 General Fund | Function 572 Parks and recreation****Division 7001 Recreation | Project 207 Rose Price after-care**

Object	Object Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Personnel Services</b>					
13496	P/T Recreation Aide/Driver	4,403	-	-	-
13602	P/T Recreation Specialist	16,929	15,853	-	-
14000	Overtime	-	90	-	-
21000	Social Security- matching	1,632	1,220	-	-
24000	Workers compensation	510	641	-	-
	<b>Personnel Services</b>	<b>23,474</b>	<b>17,804</b>	<b>0</b>	<b>0</b>
<b>Operating Expenses</b>					
44800	Transportation Rentals	10,440	10,440	-	-
49104	License fees	76	-	-	-

**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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Operating Expenses</b>					
52000	Operating supplies	597	-	-	-
52200	Cleaning/janitorial supplies	647	1,250	-	-
<b>Operating Expenses</b>		<b>11,760</b>	<b>11,690</b>	<b>0</b>	<b>0</b>
<b>207 Rose Price after-care</b>		<b>35,234</b>	<b>29,494</b>	<b>0</b>	<b>0</b>

**Entity 1 General Fund | Function 572 Parks and recreation**

**Division 7001 Recreation | Project 301 Grants- Arts & Culture**

Object	Object Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Operating Expenses</b>					
34990	Contractual services- other	31,200	-	-	-
<b>Operating Expenses</b>		<b>31,200</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>301 Grants- Arts &amp; Culture</b>		<b>31,200</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>Recreation</b>	<b>13,270,265</b>	<b>12,384,528</b>	<b>13,022,894</b>	<b>12,170,791</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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Operating Expenses</b>					
49649	Special events	11,486	20,864	58,464	21,000
49651	Special event- teen program	2,812	2,039	4,000	3,500
49656	Special event- Xmas/Chanukah	22,171	24,345	25,305	21,000
49659	Special Event- Kids Konnection	6,587	6,975	7,000	7,000
49660	Special event- Easter egg hunt	7,419	6,894	8,500	8,500
49662	Special Event- 4th Of July	29,131	28,902	32,000	32,000
49666	Special event- Halloween contest	6,774	9,541	7,000	9,000
49670	Special event- Pines Day	29,296	119,215	35,000	30,000
49674	Special event- summer program	186,602	162,468	195,000	10,000
<b>Operating Expenses</b>		<b>302,278</b>	<b>381,244</b>	<b>372,269</b>	<b>142,000</b>
<b>Blank</b>		<b>302,278</b>	<b>381,244</b>	<b>372,269</b>	<b>142,000</b>
<b>Special Events</b>		<b>302,278</b>	<b>381,244</b>	<b>372,269</b>	<b>142,000</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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Personnel Services</b>					
12669	Stage Manager/Custodian	71,778	76,826	75,282	73,861
13739	P/T Facilities Custodian	2,808	2,496	3,227	3,228
14000	Overtime	61	362	-	500
15108	Shift Differential	2,028	1,906	2,080	2,080
15200	Longevity pay	2,092	3,226	-	-
21000	Social Security- matching	6,001	6,420	6,016	6,094
22000	Retirement contributions	22,135	12,856	16,692	18,891
22300	General retiree health contrib	4,737	18,098	-	-
23000	Health Insurance	17,119	16,759	26,916	31,436
23100	Life Insurance	110	125	154	164
24000	Workers compensation	2,090	4,646	5,928	5,555
26300	General retiree health contrib	-	-	15,218	15,554
<b>Personnel Services</b>		<b>130,959</b>	<b>143,720</b>	<b>151,513</b>	<b>157,363</b>
<b>Operating Expenses</b>					
31500	Professional services- other	15,845	15,505	16,975	17,000
34990	Contractual services- other	22,000	22,000	22,000	22,000
41100	Telephone	1,006	1,021	930	1,100
46150	R & M- land- building &	160	2,487	1,423	1,000
46250	R & M equipment	750	763	1,000	1,000
47100	Printing	1,699	300	1,000	1,400
48100	Advertising	680	595	500	600
49104	License fees	400	640	585	600
52000	Operating supplies	85	48	297	300
52200	Cleaning/janitorial supplies	177	527	700	550
52650	Equip < than \$1000	-	-	77	-
<b>Operating Expenses</b>		<b>42,802</b>	<b>43,886</b>	<b>45,487</b>	<b>45,550</b>
<b>Blank</b>		<b>173,761</b>	<b>187,607</b>	<b>197,000</b>	<b>202,913</b>
<b>Walter C Young Dinner Theatre</b>		<b>173,761</b>	<b>187,607</b>	<b>197,000</b>	<b>202,913</b>

**City of Pembroke Pines, Florida**  
**Expenditure Detail**

**Entity 1 General Fund | Function 575 Special recreation facility****Division 7006 Golf Course | Project Blank**

Object	Object Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Personnel Services</b>					
12615	Cashier I	44,224	4,311	-	-
12620	Cashier II	35,605	2,286	-	-
12992	Vacation leave - retire/term	-	3,468	-	-
12996	Sick leave - retire/term	-	4,708	-	-
13450	P/T Cashier	25,980	3,888	-	-
14000	Overtime	871	808	-	-
15100	Holiday pay	2,340	865	-	-
15200	Longevity pay	-	66	-	-
21000	Social Security- matching	8,159	929	-	-
22000	Retirement contributions	28,710	3,703	-	-
22300	General retiree health contrib	7,106	3,016	-	-
23000	Health Insurance	30,564	2,861	-	-
23100	Life Insurance	143	20	-	-
24000	Workers compensation	196	84	-	-
<b>Personnel Services</b>		<b>183,898</b>	<b>31,013</b>	<b>0</b>	<b>0</b>
<b>Operating Expenses</b>					
31500	Professional services- other	398,340	529,521	559,538	570,680
32100	Accounting and auditing fees	2,251	2,246	2,320	1,700
34500	Contract- building maintenance	2,856	3,274	3,200	3,300
34900	Contract- cart rental	125,463	130,432	132,876	133,282
34950	Contract- maintenance	588,133	605,777	625,467	625,467
34990	Contractual services- other	5,645	4,807	5,700	4,800
41100	Telephone	6,134	5,772	7,000	6,000
41225	Cable fees	754	764	800	830
41400	Postage	105	210	250	250
43100	Electric	87,201	44,442	89,817	90,000
43200	Water & sewer	6,461	6,645	7,000	10,600
43340	Gas- restaurant	6,402	4,788	7,000	7,000
44200	Rents- machinery & equipment	835	218	1,477	1,000
46150	R & M- land- building &	38,522	67,469	63,800	88,000
46170	R & M irrigation	179	7	2,500	2,500
46250	R & M equipment	6,018	6,779	7,000	8,800
46800	Maintenance contracts	1,500	1,680	2,000	1,700
47100	Printing	5,835	2,838	6,000	3,100
48100	Advertising	22,333	27,664	30,000	30,000
49105	License renewals	2,010	1,500	510	1,500
49201	Taxes and/or assessments	25,240	22,659	30,500	24,000
49400	Bank service charge	30,498	29,466	31,000	31,000
51100	Office supplies	1,003	747	1,500	1,000
52000	Operating supplies	11,945	18,020	17,500	21,800



**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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Operating Expenses</b>					
52150	First aid, safety equip & supplies	-	-	100	100
52200	Cleaning/janitorial supplies	4,148	4,498	5,000	4,500
52300	Expendable tools	2,061	981	1,350	2,050
52350	Electrical/mechanical supplies	2,148	3,308	3,000	3,300
52420	Horticultural chemicals	158,553	171,378	185,899	224,800
52460	Sand- seed- soil	46,273	35,532	44,600	42,300
52650	Equip < than \$1000	22,324	5,533	4,400	3,150
52652	Software < than \$1000 &/or	-	-	1,745	1,850
52800	Horticultural supplies	18,429	16,523	16,500	18,000
54100	Memberships/ dues/ subscription	-	-	150	150
<b>Operating Expenses</b>		<b>1,629,596</b>	<b>1,755,479</b>	<b>1,897,499</b>	<b>1,968,509</b>
<b>Capital Outlay</b>					
64051	Computer programs	-	1,700	-	-
64139	Mowers- other	56,885	-	23,000	-
64198	Sprayer	-	-	27,000	-
64213	Trailer	-	-	-	1,850
64400	Other equipment	73,465	29,465	17,000	-
<b>Capital Outlay</b>		<b>130,350</b>	<b>31,165</b>	<b>67,000</b>	<b>1,850</b>
<b>Blank</b>		<b>1,943,844</b>	<b>1,817,657</b>	<b>1,964,499</b>	<b>1,970,359</b>
<b>Golf Course</b>		<b>1,943,844</b>	<b>1,817,657</b>	<b>1,964,499</b>	<b>1,970,359</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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Personnel Services</b>					
12084	Community Service Director	21,287	55,888	52,656	54,766
12224	L.P.N.	81,002	-	-	-
12510	Activities Specialist	32,187	-	-	-
12525	Administrative Assistant I	58,964	45,212	-	-
12543	Activities Coordinator	48,008	48,688	48,209	47,299
12559	Recreation Supervisor II	60,210	48,215	6,765	-
12562	Recreation Supervisor I	43,145	-	-	-
12630	Certified Nurses Aide	76,659	-	-	-
12685	Clerical Aide	33,484	34,070	33,668	33,033
12690	Clerical I/Custodian	43,571	-	-	-
12884	Executive Assist	-	27,888	-	-
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	6,864	-	-	-
13563	P/T Recreation Leader	16,727	-	-	-
13681	P/T Clerk Spec II	47,760	-	-	-
14000	Overtime	17,558	1,822	2,000	2,000
15100	Holiday pay	967	-	-	-
15108	Shift Differential	611	-	-	-
15115	Beeper pay	475	-	-	-
15200	Longevity pay	11,789	5,188	-	-
21000	Social Security- matching	48,684	19,952	10,609	10,347
22000	Retirement contributions	145,514	45,227	31,156	34,551
22300	General retiree health contrib	30,201	45,243	-	-
22506	Retiree Health Savings-General	-	1,568	-	-
23000	Health Insurance	71,737	33,927	33,645	39,295
23100	Life Insurance	816	514	280	302
24000	Workers compensation	7,919	5,452	2,456	2,310
26300	General retiree health contrib	-	-	19,022	19,443
	<b>Personnel Services</b>	<b>982,092</b>	<b>418,853</b>	<b>240,466</b>	<b>243,346</b>
<b>Operating Expenses</b>					
31500	Professional services- other	-	2,021	1,979	1,000
34500	Contract- building maintenance	93,259	93,204	100,709	102,459
34989	Contractual service provider	-	22,794	146,541	145,000
34990	Contractual services- other	64,156	60,069	49,246	46,388
40100	Travel/conferences	-	505	310	-
41100	Telephone	29,202	22,357	28,000	30,000
41225	Cable fees	-	-	775	-
43100	Electric	127,570	105,969	129,214	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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Operating Expenses</b>					
43200	Water & sewer	5,215	5,473	6,780	6,000
43300	Gas	485	650	600	650
44200	Rents- machinery & equipment	293	476	400	500
46150	R & M- land- building &	23,195	52,450	41,370	40,000
46250	R & M equipment	2,247	2,891	3,000	3,000
46300	R & M motor vehicles	3,955	15,986	15,000	10,000
46800	Maintenance contracts	8,771	4,237	2,480	3,500
46801	I.T. Maintenance contracts	3,000	3,000	3,000	3,000
47100	Printing	955	819	789	1,000
48100	Advertising	-	-	841	-
51100	Office supplies	6,248	4,863	4,225	6,000
52000	Operating supplies	2,499	2,021	4,327	5,000
52200	Cleaning/janitorial supplies	7,801	9,303	10,000	10,000
52350	Electrical/mechanical supplies	6,619	6,749	7,000	7,000
52540	Fuel	8,956	10,626	6,000	10,000
52650	Equip < than \$1000	3,691	8,598	3,025	3,000
52652	Software < than \$1000 &/or	-	-	1,020	-
52653	Computer equipment < \$1000	324	-	890	600
54100	Memberships/ dues/ subscription	781	1,375	670	1,235
<b>Operating Expenses</b>		<b>399,221</b>	<b>436,437</b>	<b>568,191</b>	<b>570,332</b>
<b>Capital Outlay</b>					
64227	Telephone system	13,990	-	-	-
64228	Video equipment	-	-	2,119	-
64400	Other equipment	-	-	1,849	-
<b>Capital Outlay</b>		<b>13,990</b>	<b>0</b>	<b>3,968</b>	<b>0</b>
<b>Grants and Aid</b>					
82012	Grant- elderly energy assistance	11,827	21,818	28,730	23,353
<b>Grants and Aid</b>		<b>11,827</b>	<b>21,818</b>	<b>28,730</b>	<b>23,353</b>
<b>Blank</b>		<b>1,407,130</b>	<b>877,108</b>	<b>841,355</b>	<b>837,031</b>
<b>Community Services</b>		<b>1,407,130</b>	<b>877,108</b>	<b>841,355</b>	<b>837,031</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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Personnel Services</b>					
12084	Community Service Director	10,337	27,944	26,327	27,383
12182	Division Director of Housing	32,378	-	-	-
12525	Administrative Assistant I	23,685	24,188	46,002	23,629
14000	Overtime	4,605	1,924	5,000	5,000
15200	Longevity pay	711	838	-	-
21000	Social Security- matching	5,290	4,013	6,123	4,216
22000	Retirement contributions	23,212	7,378	17,183	13,046
22300	General retiree health contrib	2,369	5,654	-	-
23000	Health Insurance	8,784	5,161	3,364	3,930
23100	Life Insurance	115	66	155	114
24000	Workers compensation	415	321	872	698
26300	General retiree health contrib	-	-	5,707	5,834
<b>Personnel Services</b>		<b>111,899</b>	<b>77,487</b>	<b>110,733</b>	<b>83,850</b>
<b>Operating Expenses</b>					
34500	Contract- building maintenance	44,486	43,213	49,350	49,350
34989	Contractual service provider	-	48,684	167,896	191,200
34990	Contractual services- other	119,500	97,348	2,000	2,000
41100	Telephone	4,016	3,911	5,007	5,007
41225	Cable fees	24,918	26,330	27,525	29,100
43100	Electric	56,927	46,852	59,774	61,567
43200	Water & sewer	55,338	55,746	82,136	82,136
44200	Rents- machinery & equipment	981	181	1,000	1,000
44330	Credit application	2,285	1,830	2,835	2,835
44360	Rentals	751,526	511,661	675,784	709,738
45000	Insurance	36,777	41,372	54,317	51,551
46150	R & M- land- building &	76,664	73,775	78,250	78,250
46250	R & M equipment	1,213	902	5,250	5,250
46300	R & M motor vehicles	281	-	315	315
46800	Maintenance contracts	21,760	22,123	27,212	27,562
46801	I.T. Maintenance contracts	-	-	350	-
48100	Advertising	7,299	7,309	7,300	7,300
49175	Administrative fees	244,947	127,610	126,968	98,030
51100	Office supplies	2,167	2,601	3,000	3,000
52000	Operating supplies	2,218	4,926	5,000	5,000
52200	Cleaning/janitorial supplies	3,081	4,523	5,000	5,000
52540	Fuel	500	600	3,150	3,150
52650	Equip < than \$1000	63,809	68,962	66,000	69,000
52653	Computer equipment < \$1000	387	500	2,000	2,000
<b>Operating Expenses</b>		<b>1,521,079</b>	<b>1,190,958</b>	<b>1,457,419</b>	<b>1,489,341</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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
	<b>Blank</b>	<b>1,632,978</b>	<b>1,268,445</b>	<b>1,568,152</b>	<b>1,573,191</b>

**Entity 1 General Fund | Function 554 Housing and urban development****Division 8002 Housing Division | Project 603 Rental - Pines Place**

Object	Object Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Personnel Services</b>					
12084	Community Service Director	10,337	27,944	26,327	27,383
12182	Division Director of Housing	32,378	-	-	-
12525	Administrative Assistant I	88,035	87,912	107,002	85,197
12884	Executive Assist	74,013	28,754	-	-
14000	Overtime	4,605	1,923	2,000	5,000
15200	Longevity pay	2,802	2,589	-	-
21000	Social Security- matching	15,929	11,125	10,924	8,926
22000	Retirement contributions	65,986	25,061	31,096	28,792
22300	General retiree health contrib	7,106	19,229	-	-
23000	Health Insurance	27,842	18,037	16,822	19,648
23100	Life Insurance	328	242	283	251
24000	Workers compensation	704	792	1,218	1,022
26300	General retiree health contrib	-	-	13,316	13,611
	<b>Personnel Services</b>	<b>330,066</b>	<b>223,608</b>	<b>208,988</b>	<b>189,830</b>

**Operating Expenses**

31300	Professional services-Outside Legal	9,155	22,438	15,000	15,000
34500	Contract- building maintenance	97,044	94,837	93,776	93,776
34989	Contractual service provider	-	57,391	207,194	199,750
34990	Contractual services- other	301,115	257,665	159,036	161,036
41100	Telephone	7,894	7,459	7,894	7,894
41225	Cable fees	53,346	55,913	60,000	60,000
43100	Electric	210,824	166,154	247,544	247,744
43200	Water & sewer	147,304	166,815	180,000	180,000
44200	Rents- machinery & equipment	251	251	2,500	2,500
44330	Credit application	10,705	9,565	10,500	10,500
44360	Rentals	2,762,706	4,315,744	4,297,435	4,283,020
45000	Insurance	92,015	113,087	108,498	99,746
46150	R & M- land- building &	64,964	92,762	64,964	75,000
46250	R & M equipment	9,286	14,213	42,307	46,707
46800	Maintenance contracts	815	704	16,496	16,496
46801	I.T. Maintenance contracts	1,200	1,200	1,200	1,200
48100	Advertising	1,108	-	5,000	5,000
49104	License fees	2,161	1,170	2,361	2,161

**City of Pembroke Pines, Florida**  
**Expenditure Detail**

**Entity 1 General Fund | Function 554 Housing and urban development**

**Division 8002 Housing Division | Project 603 Rental - Pines Place**

Object	Object Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Operating Expenses</b>					
49175	Administrative fees	490,703	244,191	253,237	189,677
51100	Office supplies	2,260	1,401	4,120	4,635
52000	Operating supplies	4,367	5,364	4,650	6,000
52200	Cleaning/janitorial supplies	6,161	15,029	18,010	13,010
52300	Expendable tools	105	350	209	209
52540	Fuel	1,233	1,434	3,000	3,000
52650	Equip < than \$1000	1,368	2,952	5,902	4,502
52653	Computer equipment < \$1000	758	498	515	-
54100	Memberships/ dues/ subscription	115	-	115	115
<b>Operating Expenses</b>		<b>4,278,963</b>	<b>5,648,589</b>	<b>5,811,463</b>	<b>5,728,678</b>
<b>Capital Outlay</b>					
64222	Vacuum cleaner	-	-	1,350	-
<b>Capital Outlay</b>		<b>0</b>	<b>0</b>	<b>1,350</b>	<b>0</b>
<b>603 Rental - Pines Place</b>		<b>4,609,029</b>	<b>5,872,197</b>	<b>6,021,801</b>	<b>5,918,508</b>
<b>Housing Division</b>		<b>6,242,007</b>	<b>7,140,641</b>	<b>7,589,953</b>	<b>7,491,699</b>

**City of Pembroke Pines, Florida**  
**Expenditure Detail**

**Entity 1 General Fund | Function 515 Comprehensive planning****Division 9002 Planning | Project Blank**

Object	Object Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Personnel Services</b>					
12184	Zoning Administrator	85,061	84,979	81,190	81,182
12518	Associate Planner	87,153	88,774	85,223	85,218
12520	Assistant Planner	121,238	123,675	122,070	119,766
12524	Administrative Coordinator I	58,555	58,046	56,965	55,890
12684	Clerical Spec II	40,761	41,508	41,255	40,477
13161	Administrative Services Director	-	78,287	77,696	77,698
13449	P/T CADD Operator	1,149	382	13,416	14,377
14000	Overtime	3,241	3,470	1,840	1,472
15200	Longevity pay	7,633	7,173	-	-
21000	Social Security- matching	30,155	35,004	36,768	36,421
22000	Retirement contributions	151,114	68,971	79,069	87,481
22300	General retiree health contrib	16,581	54,293	-	-
23000	Health Insurance	50,017	50,686	80,748	94,308
23100	Life Insurance	750	686	803	854
24000	Workers compensation	1,053	2,276	2,694	2,499
26300	General retiree health contrib	-	-	45,656	46,662
<b>Personnel Services</b>		<b>654,460</b>	<b>698,209</b>	<b>725,393</b>	<b>744,305</b>
<b>Operating Expenses</b>					
34990	Contractual services- other	3,500	3,500	5,000	5,000
40100	Travel/conferences	-	37	1,200	1,200
41100	Telephone	3,108	2,888	3,120	3,120
41400	Postage	20	13,342	45,000	45,000
44200	Rents- machinery & equipment	4,519	4,292	4,700	4,500
45440	Insurance- errors & omissions	-	-	150	150
46250	R & M equipment	-	-	220	220
46300	R & M motor vehicles	697	324	700	700
46800	Maintenance contracts	-	-	980	980
47100	Printing	-3,431	-764	2,000	2,000
48510	Economic Development Activities	17,471	8,842	24,000	24,000
49000	Legal/employment ads	-1,490	493	4,000	6,000
51100	Office supplies	3,792	3,318	7,000	6,000
52000	Operating supplies	-1,750	-4,830	-4,740	260
52540	Fuel	191	304	950	950
52650	Equip < than \$1000	-	-	500	500
52652	Software < than \$1000 &/or	1,295	2,937	5,500	5,500
52653	Computer equipment < \$1000	144	-	1,000	1,000
54100	Memberships/ dues/ subscription	644	97	820	820
<b>Operating Expenses</b>		<b>28,710</b>	<b>34,781</b>	<b>102,100</b>	<b>107,900</b>

**City of Pembroke Pines, Florida**  
**Expenditure Detail**

**Entity 1 General Fund | Function 515 Comprehensive planning**

**Division 9002 Planning | Project Blank**

Object	Object Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
	<b>Blank</b>	<b>683,170</b>	<b>732,990</b>	<b>827,493</b>	<b>852,205</b>
	<b>Planning</b>	<b>683,170</b>	<b>732,990</b>	<b>827,493</b>	<b>852,205</b>



**City of Pembroke Pines, Florida**  
**Expenditure Detail**

**Entity 1 General Fund | Function 524 Protective Inspections****Division 9005 Building | Project Blank**

Object	Object Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Personnel Services</b>					
12013	Inspector	380,258	-	-	-
12082	Chief Building Official	103,436	-	-	-
12284	Micrographic Technician I	24,005	-	-	-
12435	Permit Supervisor	49,125	-	-	-
12465	Programmer	42,075	-	-	-
12524	Administrative Coordinator I	34,273	-	-	-
12598	Plans Examiner	527,513	-	-	-
12620	Cashier II	27,953	-	-	-
12651	Programmer Analyst II	68,456	-	-	-
12658	Chief Building Inspector	69,951	-	-	-
12660	Chief Mechanical Inspect	54,990	-	-	-
12662	Chief Electrical Inspector	57,643	-	-	-
12668	Chief Plumbing Inspector	58,699	-	-	-
12684	Clerical Spec II	316,029	-	-	-
12685	Clerical Aide	77,789	-	-	-
12992	Vacation leave - retire/term	296,432	-	-	-
12996	Sick leave - retire/term	436,173	-	-	-
12997	Sick leave - annual	2,162	-	-	-
13524	P/T Plans Examiner	35,371	-	-	-
13681	P/T Clerk Spec II	15,206	-	-	-
14000	Overtime	36,989	-	-	-
15010	Certification pay	829	-	-	-
15105	Shoe allowance	2,100	-	-	-
15107	Automobile allowance	3,846	-	-	-
15200	Longevity pay	39,397	-	-	-
21000	Social Security- matching	202,460	-	-	-
22000	Retirement contributions	839,812	-	-	-
22300	General retiree health contrib	97,117	-	-	-
23000	Health Insurance	325,112	-	-	-
23100	Life Insurance	4,330	-	-	-
24000	Workers compensation	69,953	-	-	-
<b>Personnel Services</b>		<b>4,299,484</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Operating Expenses</b>					
34300	Contract- laundry & cleaning	3,514	-	-	-
34500	Contract- building maintenance	6,706	-	-	-
34990	Contractual services- other	34,864	-	-	-
40100	Travel/conferences	2,854	-	-	-
41100	Telephone	13,929	-	-	-
41380	Data communication	6,360	-	-	-
43100	Electric	18,078	-	-	-

**City of Pembroke Pines, Florida**  
**Expenditure Detail**

**Entity 1 General Fund | Function 524 Protective Inspections****Division 9005 Building | Project Blank**

Object	Object Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Operating Expenses</b>					
44360	Rentals	111,750	-	-	-
46250	R & M equipment	272	-	-	-
46300	R & M motor vehicles	13,480	-	-	-
46800	Maintenance contracts	964	-	-	-
47100	Printing	112	-	-	-
49105	License renewals	257	-	-	-
49175	Administrative fees	127,706	-	-	-
51100	Office supplies	5,614	-	-	-
52000	Operating supplies	102	-	-	-
52015	Books	1,004	-	-	-
52200	Cleaning/janitorial supplies	1,060	-	-	-
52540	Fuel	13,702	-	-	-
52652	Software < than \$1000 &/or	1,251	-	-	-
52653	Computer equipment < \$1000	509	-	-	-
<b>Operating Expenses</b>		<b>364,087</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Capital Outlay</b>					
64039	Computer equipment not micro	16,713	-	-	-
<b>Capital Outlay</b>		<b>16,713</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Blank</b>		<b>4,680,284</b>	<b>0</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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Personnel Services</b>					
12172	Assistant Division Chief	98,154	-	-	-
12607	Captain - P/M	157,855	-	-	-
12685	Clerical Aide	36,499	-	-	-
12788	Division Chief	118,788	-	-	-
12912	Fire Inspector/PM	201,180	-	-	-
12925	Fire Inspector	66,361	-	-	-
12936	Fire Prevent Adm Battalion Chief	85,108	-	-	-
12996	Sick leave - retire/term	9,874	-	-	-
12997	Sick leave - annual	9,637	-	-	-
13681	P/T Clerk Spec II	14,138	-	-	-
14000	Overtime	19,620	-	-	-
15000	Incentive pay	6,360	-	-	-
15040	Inspector certification	16,640	-	-	-

**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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Personnel Services</b>					
15050	Stand-by pay	16,373	-	-	-
15100	Holiday pay	1,768	-	-	-
15101	Uniform cleaning allowance	1,440	-	-	-
15200	Longevity pay	28,478	-	-	-
21000	Social Security- matching	65,101	-	-	-
22000	Retirement contributions	11,581	-	-	-
22100	Retirement contributions P & F	461,443	-	-	-
22300	General retiree health contrib	2,369	-	-	-
22310	Fire retiree health contrib	143,279	-	-	-
23000	Health Insurance	86,570	-	-	-
23100	Life Insurance	1,189	-	-	-
24000	Workers compensation	19,031	-	-	-
<b>Personnel Services</b>		<b>1,678,835</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Operating Expenses</b>					
31500	Professional services- other	32,202	-	-	-
34500	Contract- building maintenance	2,660	-	-	-
41100	Telephone	1,757	-	-	-
41380	Data communication	1,075	-	-	-
43100	Electric	7,112	-	-	-
44365	Rentals - Fire	53,120	-	-	-
46300	R & M motor vehicles	9,293	-	-	-
46800	Maintenance contracts	968	-	-	-
48500	Promotional activities	2,862	-	-	-
49104	License fees	60	-	-	-
49180	Administrative fees - Fire	31,317	-	-	-
51100	Office supplies	1,530	-	-	-
51200	Maps	-745	-	-	-
51400	Photo supplies	261	-	-	-
52000	Operating supplies	359	-	-	-
52015	Books	2,286	-	-	-
52200	Cleaning/janitorial supplies	296	-	-	-
52540	Fuel	7,309	-	-	-
52650	Equip < than \$1000	35	-	-	-
52653	Computer equipment < \$1000	93	-	-	-
54100	Memberships/ dues/ subscription	390	-	-	-
<b>Operating Expenses</b>		<b>154,240</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>678 Fire Prevention</b>		<b>1,833,075</b>	<b>0</b>	<b>0</b>	<b>0</b>

**City of Pembroke Pines, Florida**  
**Expenditure Detail**

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<b>Building</b>	<b>6,513,358</b>	<b>0</b>	<b>0</b>	<b>0</b>
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**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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Personnel Services</b>					
12085	Code Compliance Administrator	100,825	103,016	98,092	98,426
12192	Lead Code Officer	55,055	56,094	55,194	55,224
12193	Code Comp. Officer/Landscape Insp.	-	12,588	56,406	56,430
12684	Clerical Spec II	81,997	75,284	70,812	71,053
12715	Code Compliance Officer	341,446	333,076	294,311	291,346
14000	Overtime	523	-	5,000	1,000
15010	Certification pay	240	240	240	240
15105	Shoe allowance	900	900	-	-
15116	Cell Phone Pay	1,940	1,880	3,640	3,640
15200	Longevity pay	6,396	7,373	-	-
21000	Social Security- matching	44,015	43,781	45,173	44,169
22000	Retirement contributions	177,914	109,280	119,678	134,444
22300	General retiree health contrib	26,056	108,585	-	-
23000	Health Insurance	85,911	100,964	148,038	172,898
23100	Life Insurance	891	966	1,194	1,279
24000	Workers compensation	1,965	4,736	5,292	28,790
26300	General retiree health contrib	-	-	83,701	85,547
<b>Personnel Services</b>		<b>926,073</b>	<b>958,764</b>	<b>986,771</b>	<b>1,044,486</b>
<b>Operating Expenses</b>					
31300	Professional services-Outside Legal	3,855	3,822	4,850	6,850
34990	Contractual services- other	1,563	1,601	3,101	3,700
41100	Telephone	1,482	2,356	1,500	1,500
41380	Data communication	-	1,920	3,860	6,560
44200	Rents- machinery & equipment	42	-	-	-
46250	R & M equipment	-	-	1,000	1,500
46300	R & M motor vehicles	8,135	8,704	10,000	10,000
46800	Maintenance contracts	501	891	900	900
47100	Printing	935	-	1,100	1,400
49100	Recording fees	6,740	4,624	6,000	7,000
51100	Office supplies	2,510	1,255	2,275	3,000
51400	Photo supplies	-	-	100	-
52000	Operating supplies	1,918	1,817	1,700	1,700
52540	Fuel	11,740	14,438	13,000	13,000
52600	Clothing/uniforms	-	-	400	400
52650	Equip < than \$1000	83	957	350	1,500
52653	Computer equipment < \$1000	-	1,374	1,800	2,200
54100	Memberships/ dues/ subscription	315	243	150	240
<b>Operating Expenses</b>		<b>39,820</b>	<b>44,001</b>	<b>52,086</b>	<b>61,450</b>
<b>Capital Outlay</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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Capital Outlay</b>					
64050	Copier machine	4,558	-	-	-
64055	Laptop/Tablet	-	-	18,000	-
64210	Truck pickup	-	-	-	15,000
<b>Capital Outlay</b>		<b>4,558</b>	<b>0</b>	<b>18,000</b>	<b>15,000</b>
<b>Blank</b>		<b>970,451</b>	<b>1,002,765</b>	<b>1,056,857</b>	<b>1,120,936</b>
<b>Code Compliance</b>		<b>970,451</b>	<b>1,002,765</b>	<b>1,056,857</b>	<b>1,120,936</b>
<b>General Fund</b>		<b>148,137,974</b>	<b>147,033,815</b>	<b>150,010,051</b>	<b>151,556,066</b>

**City of Pembroke Pines, Florida  
Expenditure Detail**

**Entity 51 Wetlands Trust Fund | Function 537 Conservation and resource management**

**Division 6007 Mitigation Trust | Project Blank**

Object	Object Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Operating Expenses</b>					
31750	Custodial fees	1,460	1,460	1,500	1,500
34989	Contractual service provider	-	-	-	10,000
46180	R & M mitigation	21,184	8,361	15,000	5,000
<b>Operating Expenses</b>		<b>22,644</b>	<b>9,820</b>	<b>16,500</b>	<b>16,500</b>
<b>Blank</b>		<b>22,644</b>	<b>9,820</b>	<b>16,500</b>	<b>16,500</b>
<b>Mitigation Trust</b>		<b>22,644</b>	<b>9,820</b>	<b>16,500</b>	<b>16,500</b>
<b>Wetlands Trust Fund</b>		<b>22,644</b>	<b>9,820</b>	<b>16,500</b>	<b>16,500</b>

**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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Personnel Services</b>					
12015	Irrigation Maintenance Worker	50,775	50,052	49,141	48,214
12091	Pub Works & Facility Supervisor	73,689	73,777	71,415	70,075
12190	Maintenance Worker III	53,196	39,208	-	-
12250	Maintenance Worker II	97,005	85,187	46,937	46,051
12578	Maintenance Crew Leader	110,106	106,496	119,654	117,396
12831	CADD Operator	59,639	59,202	58,915	-
12992	Vacation leave - retire/term	-	-	547	5,936
12996	Sick leave - retire/term	-	-	16,021	34,165
14000	Overtime	29,055	24,382	32,000	32,000
15105	Shoe allowance	700	700	-	-
15115	Beeper pay	16,445	15,693	18,000	18,000
15200	Longevity pay	17,098	13,163	-	-
21000	Social Security- matching	40,742	35,202	30,190	27,068
22000	Retirement contributions	102,719	62,909	50,881	42,029
22300	General retiree health contrib	16,581	44,975	-	-
23000	Health Insurance	74,517	67,649	80,748	78,590
23100	Life Insurance	696	784	712	629
24000	Workers compensation	13,450	29,599	30,479	27,465
26300	General retiree health contrib	-	-	44,330	38,885
<b>Personnel Services</b>		<b>756,412</b>	<b>708,976</b>	<b>649,970</b>	<b>586,503</b>
<b>Operating Expenses</b>					
34300	Contract- laundry & cleaning	1,866	1,945	1,736	1,950
34989	Contractual service provider	-	251,717	831,252	882,000
34990	Contractual services- other	1,153,645	1,111,928	614,710	734,700
41100	Telephone	1,124	974	2,200	1,500
43400	Street lighting	1,167,348	1,116,549	1,150,000	1,150,000
44200	Rents- machinery & equipment	8,643	1,815	3,000	3,000
45000	Insurance	89,029	93,010	315,962	290,650
46150	R & M- land- building &	37,920	58,825	49,800	59,000
46250	R & M equipment	5,157	4,213	8,664	8,000
46300	R & M motor vehicles	115,128	95,171	114,300	115,000
49104	License fees	312	-	-	-
51100	Office supplies	772	226	500	500
52000	Operating supplies	5,263	6,431	7,500	7,000
52150	First aid, safety equip & supplies	2,501	2,704	3,000	3,000
52200	Cleaning/janitorial supplies	838	1,578	1,500	1,500
52300	Expendable tools	1,288	1,084	2,000	1,800
52540	Fuel	43,034	53,144	60,000	60,000
52600	Clothing/uniforms	-	333	500	500
52650	Equip < than \$1000	2,156	2,330	6,000	6,000



**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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Operating Expenses</b>					
53100	Road/street materials	32,170	25,706	45,000	30,000
53200	Road signs	2,454	2,780	5,000	4,500
53300	Street lighting material	31,860	35,185	50,000	40,000
	<b>Operating Expenses</b>	<b>2,702,508</b>	<b>2,867,646</b>	<b>3,272,624</b>	<b>3,400,600</b>
<b>Capital Outlay</b>					
64400	Other equipment	3,170	1,487	-	-
	<b>Capital Outlay</b>	<b>3,170</b>	<b>1,487</b>	<b>0</b>	<b>0</b>
	<b>Blank</b>	<b>3,462,090</b>	<b>3,578,110</b>	<b>3,922,594</b>	<b>3,987,103</b>
	<b>Maintenance</b>	<b>3,462,090</b>	<b>3,578,110</b>	<b>3,922,594</b>	<b>3,987,103</b>

**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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Operating Expenses</b>					
31100	Professional services- engineering	11,072	1,163	23,300	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 &	117,722	1,176,176	34,325	50,000
46164	R & M resurfacing	-	-	786,700	800,000
46165	R & M drainage	39,860	20,719	70,000	70,000
49102	Permit fees	-	-	1,500	1,500
51200	Maps	-	-	1,000	1,000
53999	Transp Proj owned by Other G'vt	-	-	180,000	180,000
	<b>Operating Expenses</b>	<b>173,821</b>	<b>1,203,224</b>	<b>1,104,825</b>	<b>1,120,500</b>
<b>Capital Outlay</b>					
63041	Drainage	109,916	-	-	-
63070	Guard rails	-	780	8,912	-
63173	Road improvement	-	519,215	-	-
63186	Repaving/Road improvement	324,724	-	-	-
67193	IF - Sidewalk	110,052	2,386	-	-
67205	IF - Curbing	7,000	-	6,763	-
	<b>Capital Outlay</b>	<b>551,692</b>	<b>522,381</b>	<b>15,675</b>	<b>0</b>
	<b>Blank</b>	<b>725,513</b>	<b>1,725,605</b>	<b>1,120,500</b>	<b>1,120,500</b>
	<b>Infrastructure</b>	<b>725,513</b>	<b>1,725,605</b>	<b>1,120,500</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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Other</b>					
91128	Transfer to Community Bus Program	-	186,924	350,408	508,523
	<b>Other</b>	<b>0</b>	<b>186,924</b>	<b>350,408</b>	<b>508,523</b>
	<b>Blank</b>	<b>0</b>	<b>186,924</b>	<b>350,408</b>	<b>508,523</b>
	<b>Transit System</b>	<b>0</b>	<b>186,924</b>	<b>350,408</b>	<b>508,523</b>
	<b>Road &amp; Bridge Fund</b>	<b>4,187,603</b>	<b>5,490,638</b>	<b>5,393,502</b>	<b>5,616,126</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 2005 2005 Grant Year**

Object	Object Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Operating Expenses</b>					
34991	Home repair/weatherization	430,963	-	-	-
<b>Operating Expenses</b>		<b>430,963</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>2005 2005 Grant Year</b>		<b>430,963</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 2006 2006 Grant Year**

Object	Object Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Operating Expenses</b>					
34991	Home repair/weatherization	749,961	459,986	-	-
<b>Operating Expenses</b>		<b>749,961</b>	<b>459,986</b>	<b>0</b>	<b>0</b>
<b>2006 2006 Grant Year</b>		<b>749,961</b>	<b>459,986</b>	<b>0</b>	<b>0</b>

**Entity 120 State Housing Initiative Program | Function 554 Housing and urban development**  
**Division 600 Community Development | Project 2007 2007 Grant Year**

Object	Object Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Operating Expenses</b>					
31120	Foreclosure Prevention	-	10,000	-	-
31501	Professional services- CRA admin	-	-	1,690	-
34940	Acquisition-Rehabilitation or New	-	161,833	-118	-
34991	Home repair/weatherization	7,406	633,296	329,851	-
<b>Operating Expenses</b>		<b>7,406</b>	<b>805,129</b>	<b>331,423</b>	<b>0</b>
<b>2007 2007 Grant Year</b>		<b>7,406</b>	<b>805,129</b>	<b>331,423</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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Operating Expenses</b>					
31120	Foreclosure Prevention	-	-	50,000	-
31501	Professional services- CRA admin	73,605	12,825	26	-
34930	Rental Deposit-Eviction Protection	1,807	2,919	25,275	-
34940	Acquisition-Rehabilitation or New	-	-	721,796	-
34991	Home repair/weatherization	69	1,000	387,218	-
49206	1st Time Home Buyer Assistance	-	27,500	-	-

**City of Pembroke Pines, Florida**  
**Expenditure Detail**

**Entity 120 State Housing Initiative Program | Function 554 Housing and urban development**  
**Division 600 Community Development | Project 2008 2008 Grant Year**

Object	Object Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Operating Expenses</b>					
49208	Home owner counseling	-	-	10,000	-
<b>Operating Expenses</b>		<b>75,480</b>	<b>44,244</b>	<b>1,194,315</b>	<b>0</b>
<b>2008 2008 Grant Year</b>		<b>75,480</b>	<b>44,244</b>	<b>1,194,315</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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Operating Expenses</b>					
31501	Professional services- CRA admin	-	-	11,786	-
34991	Home repair/weatherization	-	-	11,489	-
49206	1st Time Home Buyer Assistance	-	24,000	82,076	-
<b>Operating Expenses</b>		<b>0</b>	<b>24,000</b>	<b>105,351</b>	<b>0</b>
<b>2009 2009 Grant Year</b>		<b>0</b>	<b>24,000</b>	<b>105,351</b>	<b>0</b>

**Entity 120 State Housing Initiative Program | Function 554 Housing and urban development**  
**Division 600 Community Development | Project 2011 2011 Grant Year**

Object	Object Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Operating Expenses</b>					
31501	Professional services- CRA admin	-	-	11,700	-
34991	Home repair/weatherization	-	-	105,304	-
<b>Operating Expenses</b>		<b>0</b>	<b>0</b>	<b>117,004</b>	<b>0</b>
<b>2011 2011 Grant Year</b>		<b>0</b>	<b>0</b>	<b>117,004</b>	<b>0</b>

<b>Community Development</b>	<b>1,263,809</b>	<b>1,333,359</b>	<b>1,748,093</b>	<b>0</b>
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<b>State Housing Initiative Program</b>	<b>1,263,809</b>	<b>1,333,359</b>	<b>1,748,093</b>	<b>0</b>
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**City of Pembroke Pines, Florida**  
**Expenditure Detail**

**Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development**

**Division 600 Community Development | Project 2003 2003 Grant Year**

Object	Object Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Operating Expenses</b>					
34460	Contract- removal arch barrier	75	-	-	-
<b>Operating Expenses</b>		<b>75</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Capital Outlay</b>					
63122	Lift station	-	100,000	-	-
<b>Capital Outlay</b>		<b>0</b>	<b>100,000</b>	<b>0</b>	<b>0</b>
<b>2003 2003 Grant Year</b>		<b>75</b>	<b>100,000</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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Operating Expenses</b>					
34460	Contract- removal arch barrier	38,634	24,414	-	-
<b>Operating Expenses</b>		<b>38,634</b>	<b>24,414</b>	<b>0</b>	<b>0</b>
<b>Capital Outlay</b>					
63000	Improvement other than building	-	152	-	-
<b>Capital Outlay</b>		<b>0</b>	<b>152</b>	<b>0</b>	<b>0</b>
<b>2004 2004 Grant Year</b>		<b>38,634</b>	<b>24,566</b>	<b>0</b>	<b>0</b>

**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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Operating Expenses</b>					
34940	Acquisition-Rehabilitation or New	5,000	-	-	-
34991	Home repair/weatherization	13,895	-	-	-
<b>Operating Expenses</b>		<b>18,895</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>2004HOME 2004 HOME Grant Year</b>		<b>18,895</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 2005 2005 Grant Year**

Object	Object Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 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 2005 2005 Grant Year**

Object	Object Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Operating Expenses</b>					
31501	Professional services- CRA admin	1,350	-	-	-
34460	Contract- removal arch barrier	25,338	55,530	19,134	-
34991	Home repair/weatherization	13,701	-	-	-
<b>Operating Expenses</b>		<b>40,389</b>	<b>55,530</b>	<b>19,134</b>	<b>0</b>
<b>2005 2005 Grant Year</b>		<b>40,389</b>	<b>55,530</b>	<b>19,134</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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Operating Expenses</b>					
31501	Professional services- CRA admin	-	41,357	41,357	-
34997	Disaster Mitigation/Recovery	-	-	606,569	-
<b>Operating Expenses</b>		<b>0</b>	<b>41,357</b>	<b>647,926</b>	<b>0</b>
<b>2005DRI 2005 DRI Grant Year</b>		<b>0</b>	<b>41,357</b>	<b>647,926</b>	<b>0</b>

**Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development**  
**Division 600 Community Development | Project 2005DRIS CDBG Disaster Recovery Initiative**

Object	Object Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Operating Expenses</b>					
31500	Professional services- other	-	-	46,110	-
34997	Disaster Mitigation/Recovery	-	-	417,991	-
<b>Operating Expenses</b>		<b>0</b>	<b>0</b>	<b>464,101</b>	<b>0</b>
<b>DRIS CDBG Disaster Recovery Initiative</b>		<b>0</b>	<b>0</b>	<b>464,101</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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Operating Expenses</b>					
34940	Acquisition-Rehabilitation or New	103,804	-	-	-
34991	Home repair/weatherization	54,538	-	-	-
<b>Operating Expenses</b>		<b>158,342</b>	<b>0</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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>2005HOME 2005 HOME Grant Year</b>		<b>158,342</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 2006 2006 Grant Year**

Object	Object Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Operating Expenses</b>					
34460	Contract- removal arch barrier	-	900	-	-
34940	Acquisition-Rehabilitation or New	-	92,486	6,614	-
34991	Home repair/weatherization	44,077	-	-	-
<b>Operating Expenses</b>		<b>44,077</b>	<b>93,386</b>	<b>6,614</b>	<b>0</b>
<b>Capital Outlay</b>					
63122	Lift station	-	36,569	63,431	-
<b>Capital Outlay</b>		<b>0</b>	<b>36,569</b>	<b>63,431</b>	<b>0</b>
<b>2006 2006 Grant Year</b>		<b>44,077</b>	<b>129,955</b>	<b>70,045</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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Operating Expenses</b>					
34940	Acquisition-Rehabilitation or New	160,000	-	-	-
34991	Home repair/weatherization	20,123	23,694	-	-
<b>Operating Expenses</b>		<b>180,123</b>	<b>23,694</b>	<b>0</b>	<b>0</b>
<b>2006HOME 2006 HOME Grant Year</b>		<b>180,123</b>	<b>23,694</b>	<b>0</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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Operating Expenses</b>					
34940	Acquisition-Rehabilitation or New	73,402	-	14,684	-
34991	Home repair/weatherization	124,201	17,250	99,398	-
49212	Relocation Assistance	75,869	21,126	-	-
<b>Operating Expenses</b>		<b>273,472</b>	<b>38,376</b>	<b>114,082</b>	<b>0</b>

**Capital Outlay**



**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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 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>273,472</b>	<b>38,376</b>	<b>214,082</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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Operating Expenses</b>					
34940	Acquisition-Rehabilitation or New	106,666	53,335	-	-
34991	Home repair/weatherization	-	-	155	-
<b>Operating Expenses</b>		<b>106,666</b>	<b>53,335</b>	<b>155</b>	<b>0</b>
<b>2007HOME 2007 HOME Grant Year</b>		<b>106,666</b>	<b>53,335</b>	<b>155</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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Operating Expenses</b>					
31501	Professional services- CRA admin	155,230	2,172	21,555	-
34940	Acquisition-Rehabilitation or New	5,774	154,227	5,681	-
34991	Home repair/weatherization	144,851	1,801	30,509	-
49212	Relocation Assistance	-	27,424	52,576	-
<b>Operating Expenses</b>		<b>305,855</b>	<b>185,624</b>	<b>110,321</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>305,855</b>	<b>185,624</b>	<b>250,321</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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Operating Expenses</b>					
34991	Home repair/weatherization	-	102,395	-21,685	-
<b>Operating Expenses</b>		<b>0</b>	<b>182,395</b>	<b>-21,685</b>	<b>0</b>
<b>2008HOME 2008 HOME Grant Year</b>		<b>0</b>	<b>182,395</b>	<b>-21,685</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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Operating Expenses</b>					
31501	Professional services- CRA admin	195,800	123,175	25	-
34940	Acquisition-Rehabilitation or New	-	552,528	878,945	-
34991	Home repair/weatherization	6,545	526,837	875,168	-
49216	Home Buyer Assistance	130,925	1,108,628	-	-
<b>Operating Expenses</b>		<b>333,270</b>	<b>2,311,167</b>	<b>1,754,138</b>	<b>0</b>
<b>2008NSP 2008 NSP Grant Year</b>		<b>333,270</b>	<b>2,311,167</b>	<b>1,754,138</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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Operating Expenses</b>					
31501	Professional services- CRA admin	-	155,752	18,977	-
34991	Home repair/weatherization	-	-	285,425	-
49206	1st Time Home Buyer Assistance	-	-	140,000	-
<b>Operating Expenses</b>		<b>0</b>	<b>155,752</b>	<b>444,402</b>	<b>0</b>
<b>Capital Outlay</b>					
63190	Tanglewood Park improvement	-	86,739	63,261	-
<b>Capital Outlay</b>		<b>0</b>	<b>86,739</b>	<b>63,261</b>	<b>0</b>
<b>2009 2009 Grant Year</b>		<b>0</b>	<b>242,490</b>	<b>507,663</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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
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**Operating Expenses**

**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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Operating Expenses</b>					
31500	Professional services- other	-	-	41,000	-
34940	Acquisition-Rehabilitation or New	-	80,000	160,000	-
34991	Home repair/weatherization	-	2,350	117,752	-
<b>Operating Expenses</b>		<b>0</b>	<b>82,350</b>	<b>318,752</b>	<b>0</b>
<b>2009HOME 2009 HOME Grant Year</b>		<b>0</b>	<b>82,350</b>	<b>318,752</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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Operating Expenses</b>					
31501	Professional services- CRA admin	-	-	190,242	-
34991	Home repair/weatherization	-	-	268,287	-
<b>Operating Expenses</b>		<b>0</b>	<b>0</b>	<b>458,529</b>	<b>0</b>
<b>Capital Outlay</b>					
63049	Water/Road Improvements	-	-	350,000	-
<b>Capital Outlay</b>		<b>0</b>	<b>0</b>	<b>350,000</b>	<b>0</b>
<b>2010 2010 Grant Year</b>		<b>0</b>	<b>0</b>	<b>808,529</b>	<b>0</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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 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>244,300</b>	<b>0</b>
<b>2010HOME 2010 HOME Grant Year</b>		<b>0</b>	<b>0</b>	<b>244,300</b>	<b>0</b>

**Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development**

**Division 600 Community Development | Project 2010NSP 2010 NSP Grant Year**

Object	Object Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Operating Expenses</b>					
31500	Professional services- other	-	-	73,054	-

**City of Pembroke Pines, Florida**  
**Expenditure Detail**

**Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development**

**Division 600 Community Development | Project 2010NSP 2010 NSP Grant Year**

Object	Object Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Operating Expenses</b>					
31501	Professional services- CRA admin	-	-	160,000	-
31510	Professional service- Direct cost	-	-	240,000	-
34940	Acquisition-Rehabilitation or New	-	-	515,436	-
34991	Home repair/weatherization	-	-	804,301	-
49216	Home Buyer Assistance	-	-	537,751	-
<b>Operating Expenses</b>		<b>0</b>	<b>0</b>	<b>2,330,542</b>	<b>0</b>
<b>2010NSP 2010 NSP Grant Year</b>		<b>0</b>	<b>0</b>	<b>2,330,542</b>	<b>0</b>

**Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development**

**Division 600 Community Development | Project 2011 2011 Grant Year**

Object	Object Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Operating Expenses</b>					
31501	Professional services- CRA admin	-	-	-	158,566
34991	Home repair/weatherization	-	-	-	315,343
<b>Operating Expenses</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>473,909</b>
<b>Capital Outlay</b>					
63049	Water/Road Improvements	-	-	-	200,000
<b>Capital Outlay</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>200,000</b>
<b>2011 2011 Grant Year</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>673,909</b>

**Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development**

**Division 600 Community Development | Project 2011HOME 2011 HOME Grant Year**

Object	Object Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 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>2011HOME 2011 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 CDBG Community Dev Block Grant Recovery**

Object	Object Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
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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 CDBGR Community Dev Block Grant Recovery**

Object	Object Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Operating Expenses</b>					
31501	Professional services- CRA admin	-	24,010	-	-
34990	Contractual services- other	-	6,965	29,049	-
<b>Operating Expenses</b>		<b>0</b>	<b>30,975</b>	<b>29,049</b>	<b>0</b>
<b>Capital Outlay</b>					
64015	Air conditioner	-	131,961	48,115	-
<b>Capital Outlay</b>		<b>0</b>	<b>131,961</b>	<b>48,115</b>	<b>0</b>
<b>R Community Dev Block Grant Recovery</b>		<b>0</b>	<b>162,936</b>	<b>77,164</b>	<b>0</b>
<b>Community Development</b>		<b>1,499,798</b>	<b>3,633,775</b>	<b>7,685,167</b>	<b>918,209</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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Personnel Services</b>					
12584	Transportation Operation Specialist	27,019	-	-	-
12754	Transportation Coordinator II	40,857	-	-	-
12992	Vacation leave - retire/term	8,306	-	-	-
12996	Sick leave - retire/term	12,643	-	-	-
21000	Social Security- matching	6,599	-	-	-
23000	Health Insurance	14,266	-	-	-
23100	Life Insurance	113	-	-	-
24000	Workers compensation	298	-	-	-
<b>Personnel Services</b>		<b>110,101</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Operating Expenses</b>					
46300	R & M motor vehicles	-	14,087	22,682	-
52540	Fuel	22,488	118,588	120,000	118,924
<b>Operating Expenses</b>		<b>22,488</b>	<b>132,675</b>	<b>142,682</b>	<b>118,924</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>132,589</b>	<b>132,675</b>	<b>186,290</b>	<b>118,924</b>
<b>Transportation</b>		<b>132,589</b>	<b>132,675</b>	<b>186,290</b>	<b>118,924</b>
<b>HUD Grants CDBG/HOME</b>		<b>1,632,387</b>	<b>3,766,450</b>	<b>7,871,457</b>	<b>1,037,133</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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Personnel Services</b>					
13576	P/T Victim's Advocate	13,170	14,805	16,645	16,650
21000	Social Security- matching	1,008	1,133	1,273	1,268
	<b>Personnel Services</b>	<b>14,178</b>	<b>15,938</b>	<b>17,918</b>	<b>17,918</b>
	<b>Blank</b>	<b>14,178</b>	<b>15,938</b>	<b>17,918</b>	<b>17,918</b>
<b>Victims of Crime Act Grant</b>		<b>14,178</b>	<b>15,938</b>	<b>17,918</b>	<b>17,918</b>

**City of Pembroke Pines, Florida  
Expenditure Detail**

**Entity 122 Law Enforcement Grant | Function 521 Law enforcement  
Division 3019 HIDTA | Project Blank**

Object	Object Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Personnel Services</b>					
14000	Overtime	-	2,182	27,818	-
	<b>Personnel Services</b>	<b>0</b>	<b>2,182</b>	<b>27,818</b>	<b>0</b>
	<b>Blank</b>	<b>0</b>	<b>2,182</b>	<b>27,818</b>	<b>0</b>
	<b>HIDTA</b>	<b>0</b>	<b>2,182</b>	<b>27,818</b>	<b>0</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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Personnel Services</b>					
14000	Overtime	-	19,462	-	-
	<b>Personnel Services</b>	<b>0</b>	<b>19,462</b>	<b>0</b>	<b>0</b>
	<b>Blank</b>	<b>0</b>	<b>19,462</b>	<b>0</b>	<b>0</b>
	<b>Highway Safety</b>	<b>0</b>	<b>19,462</b>	<b>0</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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Operating Expenses</b>					
52650	Equip < than \$1000	-	739	-	-
<b>Operating Expenses</b>		<b>0</b>	<b>739</b>	<b>0</b>	<b>0</b>
<b>Capital Outlay</b>					
64400	Other equipment	-	8,769	357	-
<b>Capital Outlay</b>		<b>0</b>	<b>8,769</b>	<b>357</b>	<b>0</b>
<b>Blank</b>		<b>0</b>	<b>9,508</b>	<b>357</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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Operating Expenses</b>					
52650	Equip < than \$1000	-	-	429	-
<b>Operating Expenses</b>		<b>0</b>	<b>0</b>	<b>429</b>	<b>0</b>
<b>Capital Outlay</b>					
64400	Other equipment	-	22,443	-	-
<b>Capital Outlay</b>		<b>0</b>	<b>22,443</b>	<b>0</b>	<b>0</b>
<b>2007 2007 Grant Year</b>		<b>0</b>	<b>22,443</b>	<b>429</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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Capital Outlay</b>					
64181	Radio- portable	399,954	8,349	-	-
<b>Capital Outlay</b>		<b>399,954</b>	<b>8,349</b>	<b>0</b>	<b>0</b>
<b>2008 2008 Grant Year</b>		<b>399,954</b>	<b>8,349</b>	<b>0</b>	<b>0</b>

**Entity 122 Law Enforcement Grant | Function 521 Law enforcement**  
**Division 3030 Homeland Security | Project 2009 2009 Grant Year**

Object	Object Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Capital Outlay</b>					
64180	Radio	-	-	155,442	-

**City of Pembroke Pines, Florida  
Expenditure Detail**

**Entity 122 Law Enforcement Grant | Function 521 Law enforcement  
Division 3030 Homeland Security | Project 2009 2009 Grant Year**

Object	Object Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Capital Outlay</b>					
64214	Truck	-	-	135,500	-
64228	Video equipment	-	-	41,085	-
64400	Other equipment	-	-	59,482	-
<b>Capital Outlay</b>		<b>0</b>	<b>0</b>	<b>391,509</b>	<b>0</b>
<b>2009 2009 Grant Year</b>		<b>0</b>	<b>0</b>	<b>391,509</b>	<b>0</b>
<b>Homeland Security</b>		<b>399,954</b>	<b>40,300</b>	<b>392,295</b>	<b>0</b>
<b>Law Enforcement Grant</b>		<b>414,132</b>	<b>77,881</b>	<b>438,031</b>	<b>17,918</b>

**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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Personnel Services</b>					
12140	Van Driver II	108,287	-	-	-
12751	Transportation Coordinator I	27,381	-	-	-
12763	Data Processing Technician	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	1,818	-	-	-
21000	Social Security- matching	13,857	-	-	-
23000	Health Insurance	63,134	-	-	-
23100	Life Insurance	357	-	-	-
24000	Workers compensation	7,157	-	-	-
<b>Personnel Services</b>		<b>272,611</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Operating Expenses</b>					
31400	Professional services- medical	180	655	665	760
34300	Contract- laundry & cleaning	1,089	569	700	730
34990	Contractual services- other	80,799	373,044	407,492	431,743
40100	Travel/conferences	-	-	205	-
41100	Telephone	672	399	595	960
41400	Postage	503	168	-	-
46300	R & M motor vehicles	54,336	32,811	7,770	17,235
51100	Office supplies	547	660	2,500	1,000
52000	Operating supplies	232	444	500	500
52540	Fuel	97,416	-	-	-
52652	Software < than \$1000 &/or	-	1,148	-	-
<b>Operating Expenses</b>		<b>235,775</b>	<b>409,897</b>	<b>420,427</b>	<b>452,928</b>
<b>Capital Outlay</b>					
64221	Van	-	101,310	-	-
<b>Capital Outlay</b>		<b>0</b>	<b>101,310</b>	<b>0</b>	<b>0</b>
<b>Other</b>					
91128	Transfer to Community Bus Program	696,176	269,053	32,501	-
<b>Other</b>		<b>696,176</b>	<b>269,053</b>	<b>32,501</b>	<b>0</b>
<b>2 Grant - year 2</b>		<b>1,204,562</b>	<b>780,260</b>	<b>452,928</b>	<b>452,928</b>
<b>ADA/Paratransit Program</b>		<b>1,204,562</b>	<b>780,260</b>	<b>452,928</b>	<b>452,928</b>

**City of Pembroke Pines, Florida  
Expenditure Detail**

<b>ADA/Paratransit Program</b>	<b>1,204,562</b>	<b>780,260</b>	<b>452,928</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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Operating Expenses</b>					
52000	Operating supplies	5,168	678	-	-
<b>Operating Expenses</b>		<b>5,168</b>	<b>678</b>	<b>0</b>	<b>0</b>
<b>Capital Outlay</b>					
64400	Other equipment	5,974	-	-	-
<b>Capital Outlay</b>		<b>5,974</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>2007 2007 Grant Year</b>		<b>11,142</b>	<b>678</b>	<b>0</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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Operating Expenses</b>					
52650	Equip < than \$1000	-	11,796	-	-
<b>Operating Expenses</b>		<b>0</b>	<b>11,796</b>	<b>0</b>	<b>0</b>
<b>2008 2008 Grant Year</b>		<b>0</b>	<b>11,796</b>	<b>0</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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 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	-	-	5,700	-
<b>Operating Expenses</b>		<b>0</b>	<b>12,327</b>	<b>5,700</b>	<b>0</b>
<b>Capital Outlay</b>					
64023	Camera	-	-	22,478	-
64182	Radar gun	-	19,240	60	-
64400	Other equipment	-	60,373	7,806	-
<b>Capital Outlay</b>		<b>0</b>	<b>79,613</b>	<b>30,344</b>	<b>0</b>
<b>2009 2009 Grant Year</b>		<b>0</b>	<b>91,940</b>	<b>99,897</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 2010 2010 Grant Year**

Object	Object Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Operating Expenses</b>					
52004	Operating supplies- CERT	-	-	1,600	-
52600	Clothing/uniforms	-	-	1,600	-
52658	Equip less than \$1000- CERT	-	-	4,500	-
<b>Operating Expenses</b>		<b>0</b>	<b>0</b>	<b>7,700</b>	<b>0</b>
<b>Capital Outlay</b>					
64213	Trailer	-	-	17,816	-
64400	Other equipment	-	-	8,829	-
<b>Capital Outlay</b>		<b>0</b>	<b>0</b>	<b>26,645</b>	<b>0</b>
<b>2010 2010 Grant Year</b>		<b>0</b>	<b>0</b>	<b>34,345</b>	<b>0</b>
<b>Byrne</b>		<b>11,142</b>	<b>104,414</b>	<b>134,242</b>	<b>0</b>
<b>Police Community Services Grant</b>		<b>11,142</b>	<b>104,414</b>	<b>134,242</b>	<b>0</b>

**City of Pembroke Pines, Florida**  
**Expenditure Detail**

**Entity 128 Community Bus Program | Function 544 Transit system**

**Division 8001 Community Services | Project Blank**

Object	Object Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Personnel Services</b>					
12880	Van Driver	186,353	-	-	-
12992	Vacation leave - retire/term	26,111	-	-	-
12996	Sick leave - retire/term	31,933	-	-	-
15200	Longevity pay	2,552	-	-	-
21000	Social Security- matching	13,968	-	-	-
22000	Retirement contributions	74,013	-	-	-
22300	General retiree health contrib	16,581	-	-	-
23000	Health Insurance	51,411	-	-	-
23100	Life Insurance	415	-	-	-
24000	Workers compensation	8,880	-	-	-
<b>Personnel Services</b>		<b>412,217</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Operating Expenses</b>					
31400	Professional services- medical	60	380	475	570
34300	Contract- laundry & cleaning	1,529	616	800	620
34990	Contractual services- other	49,372	204,485	184,665	224,998
46300	R & M motor vehicles	2,515	42,502	45,000	40,000
<b>Operating Expenses</b>		<b>53,476</b>	<b>247,982</b>	<b>230,940</b>	<b>266,188</b>
<b>Blank</b>		<b>465,693</b>	<b>247,982</b>	<b>230,940</b>	<b>266,188</b>
<b>Community Services</b>		<b>465,693</b>	<b>247,982</b>	<b>230,940</b>	<b>266,188</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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Personnel Services</b>					
12880	Van Driver	147,554	-	-	-
12992	Vacation leave - retire/term	19,586	-	-	-
12996	Sick leave - retire/term	23,576	-	-	-
13590	P/T Van Driver - City	41,753	-	-	-
13681	P/T Clerk Spec II	10,817	-	-	-
14000	Overtime	18,651	-	-	-
15108	Shift Differential	1,618	-	-	-
15115	Beeper pay	48	-	-	-
21000	Social Security- matching	16,502	-	-	-
22000	Retirement contributions	58,217	-	-	-
22300	General retiree health contrib	14,212	-	-	-
23000	Health Insurance	53,295	-	-	-
23100	Life Insurance	248	-	-	-
24000	Workers compensation	10,307	-	-	-
<b>Personnel Services</b>		<b>416,382</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Operating Expenses</b>					
31400	Professional services- medical	360	845	1,450	1,050
34300	Contract- laundry & cleaning	1,187	747	910	1,040
34990	Contractual services- other	71,291	311,883	294,772	354,308
41100	Telephone	1,029	1,130	1,200	1,200
46300	R & M motor vehicles	29,403	34,948	34,500	35,000
51100	Office supplies	1,387	1,116	1,000	1,000
52000	Operating supplies	105	1,310	500	500
52540	Fuel	40,416	114,074	85,470	120,000
52650	Equip < than \$1000	-	102	400	500
<b>Operating Expenses</b>		<b>145,178</b>	<b>466,154</b>	<b>420,202</b>	<b>514,598</b>
<b>Blank</b>		<b>561,560</b>	<b>466,154</b>	<b>420,202</b>	<b>514,598</b>

**Entity 128 Community Bus Program | Function 544 Transit system****Division 8004 Transit System | Project 42 CBS Blue Route**

Object	Object Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Personnel Services</b>					
13590	P/T Van Driver - City	11,999	-	-	-
21000	Social Security- matching	918	-	-	-
24000	Workers compensation	517	-	-	-
<b>Personnel Services</b>		<b>13,434</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Operating Expenses</b>					

**City of Pembroke Pines, Florida**  
**Expenditure Detail**

**Entity 128 Community Bus Program | Function 544 Transit system**

**Division 8004 Transit System | Project 42 CBS Blue Route**

Object	Object Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Operating Expenses</b>					
31400	Professional services- medical	-	35	120	120
34300	Contract- laundry & cleaning	-	12	200	200
34990	Contractual services- other	-	105	24,200	24,200
41100	Telephone	-	-	-	280
46300	R & M motor vehicles	-	35	2,920	2,920
51100	Office supplies	-	100	380	100
52000	Operating supplies	-	142	200	200
52540	Fuel	-	3,000	13,000	8,970
52650	Equip < than \$1000	-	205	450	450
<b>Operating Expenses</b>		<b>0</b>	<b>3,634</b>	<b>41,470</b>	<b>37,440</b>
<b>42 CBS Blue Route</b>		<b>13,434</b>	<b>3,634</b>	<b>41,470</b>	<b>37,440</b>
<b>Transit System</b>		<b>574,994</b>	<b>469,788</b>	<b>461,672</b>	<b>552,038</b>
<b>Community Bus Program</b>		<b>1,040,687</b>	<b>717,771</b>	<b>692,612</b>	<b>818,226</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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 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	9,690	-	141,683	33,150
<b>Capital Outlay</b>		<b>9,690</b>	<b>0</b>	<b>235,402</b>	<b>33,150</b>
<b>Blank</b>		<b>9,690</b>	<b>0</b>	<b>263,329</b>	<b>33,150</b>
<b>Treasury Confiscated</b>		<b>9,690</b>	<b>0</b>	<b>263,329</b>	<b>33,150</b>
<b>Treasury - Confiscated</b>		<b>9,690</b>	<b>0</b>	<b>263,329</b>	<b>33,150</b>

**City of Pembroke Pines, Florida**  
**Expenditure Detail**

**Entity 132 Justice - Confiscated | Function 521 Law enforcement**

**Division 3012 Justice Confiscated | Project Blank**

Object	Object Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 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	-	-	30,683	-
49355	Special investigation	-	-	17,700	-
52000	Operating supplies	-	-	23,056	-
<b>Operating Expenses</b>		<b>0</b>	<b>0</b>	<b>115,168</b>	<b>0</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	88,097
<b>Capital Outlay</b>		<b>22,150</b>	<b>0</b>	<b>140,226</b>	<b>88,097</b>
<b>Blank</b>		<b>22,150</b>	<b>0</b>	<b>255,394</b>	<b>88,097</b>
<b>Justice Confiscated</b>		<b>22,150</b>	<b>0</b>	<b>255,394</b>	<b>88,097</b>
<b>Justice - Confiscated</b>		<b>22,150</b>	<b>0</b>	<b>255,394</b>	<b>88,097</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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Operating Expenses</b>					
40100	Travel/conferences	7,094	1,662	104,308	20,000
54000	Police Training- Std Bnd \$2	35,143	22,185	81,730	35,245
	<b>Operating Expenses</b>	<b>42,237</b>	<b>23,847</b>	<b>186,038</b>	<b>55,245</b>
	<b>Blank</b>	<b>42,237</b>	<b>23,847</b>	<b>186,038</b>	<b>55,245</b>
	<b>\$2 Police Education</b>	<b>42,237</b>	<b>23,847</b>	<b>186,038</b>	<b>55,245</b>
	<b>\$2 Police Education</b>	<b>42,237</b>	<b>23,847</b>	<b>186,038</b>	<b>55,245</b>

**City of Pembroke Pines, Florida**  
**Expenditure Detail**

**Entity 134 FDLE - Confiscated | Function 521 Law enforcement**

**Division 3004 FDLE | Project Blank**

Object	Object Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Operating Expenses</b>					
31300	Professional services-Outside Legal	1,754	600	19,407	-
40100	Travel/conferences	-	-	37,243	-
49000	Legal/employment ads	-	-	5,000	-
52000	Operating supplies	-	-	4,040	-
52600	Clothing/uniforms	-	100	29,900	-
52620	Drug & crime prevention	52,190	42,346	69,694	13,163
52650	Equip < than \$1000	67,956	171,940	-	-
52653	Computer equipment < \$1000	-	-	65,698	-
<b>Operating Expenses</b>		<b>121,900</b>	<b>214,986</b>	<b>230,982</b>	<b>13,163</b>
<b>Capital Outlay</b>					
62000	Buildings	-	-	831,575	-
64028	Car	-	-	121,468	-
64053	Micro computer	-	-	21,500	-
64055	Laptop/Tablet	-	-	6,719	-
64110	K-9 dogs	15,000	-	-	-
64176	S.E.T. Equipment	-	-	89,145	-
64180	Radio	-	-	26,643	-
64181	Radio- portable	-	-	18,414	-
64182	Radar gun	4,800	-	-	-
64228	Video equipment	-	-	54,986	-
64400	Other equipment	8,919	2,925	25,961	87,077
<b>Capital Outlay</b>		<b>28,719</b>	<b>2,925</b>	<b>1,196,411</b>	<b>87,077</b>
<b>Grants and Aid</b>					
82014	Police Explorers	-	-	-	5,000
<b>Grants and Aid</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>5,000</b>
<b>Blank</b>		<b>150,620</b>	<b>217,911</b>	<b>1,427,393</b>	<b>105,240</b>
<b>FDLE</b>		<b>150,620</b>	<b>217,911</b>	<b>1,427,393</b>	<b>105,240</b>
<b>FDLE - Confiscated</b>		<b>150,620</b>	<b>217,911</b>	<b>1,427,393</b>	<b>105,240</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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Personnel Services</b>					
12140	Van Driver II	61,852	-	-	-
12443	Activities Coordinator - Grant	3,412	-	-	-
12583	Intake Worker	25,600	-	-	-
12586	Accounting Clerk/Contract	15,527	-	-	-
12751	Transportation Coordinator I	3,042	-	-	-
12752	Trans Operations Clk	20,637	-	-	-
12758	Adult Day Care Coordinator	23,839	-	-	-
12962	Receptionist/Cler Asst	22,994	-	-	-
12966	C.N.A.	20,501	-	-	-
12967	L.P.N.	30,940	-	-	-
12971	Social Services Coordinator	23,694	-	-	-
12976	Human Services Administrator	66,150	-	-	-
12977	Adult Day Care Supervisor	54,569	-	-	-
12992	Vacation leave - retire/term	36,013	-	-	-
12996	Sick leave - retire/term	30,275	-	-	-
13498	P/T Seniors Aide - Grant	9,607	-	-	-
13570	P/T Van Driver	7,171	-	-	-
13577	P/T C.N.A.	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	13,803	-	-	-
13965	P/T I & R Specialist	14,472	-	-	-
14000	Overtime	97	-	-	-
21000	Social Security- matching	46,696	-	-	-
23000	Health Insurance	126,349	-	-	-
23100	Life Insurance	891	-	-	-
24000	Workers compensation	9,345	-	-	-
<b>Personnel Services</b>		<b>801,456</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Operating Expenses</b>					
31400	Professional services- medical	120	190	285	180
34300	Contract- laundry & cleaning	-	-	300	250
34989	Contractual service provider	-	94,835	336,773	316,500
34990	Contractual services- other	160,744	729,294	475,954	476,119
48100	Advertising	891	-	-	-
52920	Heater Meals	25,000	24,500	46,457	23,234
<b>Operating Expenses</b>		<b>186,755</b>	<b>848,819</b>	<b>859,769</b>	<b>816,283</b>
<b>Grants and Aid</b>					
81121	In-kind- salaries	59,169	83,334	83,429	83,430

**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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Grants and Aid</b>					
	<b>Grants and Aid</b>	<b>59,169</b>	<b>83,334</b>	<b>83,429</b>	<b>83,430</b>
	<b>24 Multipurpose center</b>	<b>1,047,380</b>	<b>932,153</b>	<b>943,198</b>	<b>899,713</b>

**Entity 199 Older Americans Act | Function 569 Other human services**

**Division 8005 SW Multipurpose Center | Project 45 III E Funds**

Object	Object Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Personnel Services</b>					
12443	Activities Coordinator - Grant	556	-	-	-
12498	Senior Aide	23,318	-	-	-
12630	Certified Nurses Aide	10,453	-	-	-
12966	C.N.A.	2,947	-	-	-
12992	Vacation leave - retire/term	6,623	-	-	-
12996	Sick leave - retire/term	270	-	-	-
13577	P/T C.N.A.	22,016	-	-	-
13581	P/T Social Services Specialist	1,859	-	-	-
13962	P/T Receptionist/Clerical Asst	12,353	-	-	-
14000	Overtime	11	-	-	-
15200	Longevity pay	413	-	-	-
21000	Social Security- matching	6,116	-	-	-
22000	Retirement contributions	1,673	-	-	-
22300	General retiree health contrib	592	-	-	-
23000	Health Insurance	13,063	-	-	-
23100	Life Insurance	73	-	-	-
24000	Workers compensation	637	-	-	-
	<b>Personnel Services</b>	<b>102,975</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Grants and Aid</b>					
81121	In-kind- salaries	11,725	8,364	11,859	11,857
	<b>Grants and Aid</b>	<b>11,725</b>	<b>8,364</b>	<b>11,859</b>	<b>11,857</b>
	<b>45 III E Funds</b>	<b>114,700</b>	<b>8,364</b>	<b>11,859</b>	<b>11,857</b>

<b>SW Multipurpose Center</b>	<b>1,162,080</b>	<b>940,517</b>	<b>955,057</b>	<b>911,570</b>
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<b>Older Americans Act</b>	<b>1,162,080</b>	<b>940,517</b>	<b>955,057</b>	<b>911,570</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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Debt Services</b>					
71440	Bond Principal \$24,055,000	940,000	-	-	-
71470	Bond Principal \$45,240,000	1,220,000	310,000	-	-
71490	Bond Principal \$19,600,000	775,000	800,000	835,000	870,000
71493	Bond Principal \$39,935,000	665,000	705,000	750,000	795,000
71494	Bond Principal \$49,910,000	1,025,000	1,060,000	1,095,000	1,135,000
71495	Bond Principal \$20,140,000	-	-	475,000	485,000
71496	Bond Principal \$15,975,000	-	-	365,000	375,000
71499	Bond Principal \$26,805,000	-	515,000	535,000	555,000
71550	Bond Principal \$29,720,000	15,000	1,005,000	1,040,000	1,085,000
71551	Bond Principal \$45,050,000	475,000	1,470,000	1,530,000	1,590,000
71553	Bond Principal \$64,095,000	300,000	300,000	300,000	300,000
71555	Bond Principal \$8,545,700	-	-	102,500	357,600
72440	Bond Interest \$24,055,000	20,210	-	-	-
72470	Bond interest \$45,240,000	474,340	442,820	-	-
72490	Bond interest \$19,600,000	195,000	163,500	130,800	96,265
72493	Bond interest \$39,935,000	2,326,658	2,285,764	2,242,332	2,196,214
72494	Bond interest \$49,910,000	2,411,475	2,376,269	2,337,188	2,293,957
72495	Bond interest \$20,140,000	928,873	928,873	921,748	906,742
72496	Bond interest \$15,975,000	757,915	757,915	751,528	738,344
72499	Bond interest \$26,805,000	1,211,463	1,201,163	1,180,163	1,158,363
72550	Bond interest \$29,720,000	1,367,250	1,346,850	1,305,950	1,263,450
72551	Bond interest \$45,050,000	1,941,613	1,902,713	1,842,713	1,780,313
72553	Bond interest \$64,095,000	2,283,743	2,266,048	2,329,457	2,835,656
72554	Bond interest \$8,040,000	141,053	41,359	66,523	124,332
72555	Bond interest \$8,545,700	-	-	332,432	343,593
73300	Payment to refunded bond escrow	-	8,752,651	-	-
73450	Escrow agent fees	700	700	700	700
73801	Variable Rate Bond Fees - SBA 08	50,862	56,352	54,937	-
73805	Variable Rate Bond Fees - CS	358,930	455,882	467,968	11,000
73810	Prof fees - bond int rate mode	-	-	230,400	-
73850	Fiscal agent fees	5,100	4,700	6,200	6,200
<b>Debt Services</b>		<b>19,890,183</b>	<b>29,148,556</b>	<b>21,228,539</b>	<b>21,302,729</b>
<b>Blank</b>		<b>19,890,183</b>	<b>29,148,556</b>	<b>21,228,539</b>	<b>21,302,729</b>

**Entity 201 Debt Service | Function 517 Debt service payments****Division 900 General Debt Service | Project 656 CIRRB 2010**

Object	Object Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
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**Other**

**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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Other</b>					
99540	Bond issue cost	-	45,349	-	-
	<b>Other</b>	<b>0</b>	<b>45,349</b>	<b>0</b>	<b>0</b>
	<b>656 CIRRB 2010</b>	<b>0</b>	<b>45,349</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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Debt Services</b>					
71498	Bond Principal \$47,000,000	965,000	995,000	1,025,000	1,055,000
72498	Bond interest \$47,000,000	1,831,848	1,802,898	1,772,053	1,739,253
73850	Fiscal agent fees	400	400	400	400
	<b>Debt Services</b>	<b>2,797,248</b>	<b>2,798,298</b>	<b>2,797,453</b>	<b>2,794,653</b>
	<b>675 GO Bonds 2005</b>	<b>2,797,248</b>	<b>2,798,298</b>	<b>2,797,453</b>	<b>2,794,653</b>

**Entity 201 Debt Service | Function 517 Debt service payments****Division 900 General Debt Service | Project 676 GO Bonds 2007B**

Object	Object Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Debt Services</b>					
71552	Bond Principal \$43,000,000	760,000	790,000	820,000	855,000
72552	Bond interest \$43,000,000	1,920,938	1,892,438	1,860,838	1,825,988
73850	Fiscal agent fees	400	400	400	400
	<b>Debt Services</b>	<b>2,681,338</b>	<b>2,682,838</b>	<b>2,681,238</b>	<b>2,681,388</b>
	<b>676 GO Bonds 2007B</b>	<b>2,681,338</b>	<b>2,682,838</b>	<b>2,681,238</b>	<b>2,681,388</b>

<b>General Debt Service</b>	<b>25,368,768</b>	<b>34,675,040</b>	<b>26,707,230</b>	<b>26,778,770</b>
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<b>Debt Service</b>	<b>25,368,768</b>	<b>34,675,040</b>	<b>26,707,230</b>	<b>26,778,770</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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Operating Expenses</b>					
52650	Equip < than \$1000	143,003	-	-	-
	<b>Operating Expenses</b>	<b>143,003</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Capital Outlay</b>					
62000	Buildings	1,344,511	4,551	-	-
63115	Landscaping	82,492	418,653	5,556	-
64039	Computer equipment not micro	-	-	96,046	-
64050	Copier machine	-	8,598	-	-
64053	Micro computer	380,647	-	367,505	-
64055	Laptop/Tablet	1,760	-	8,920	-
64325	School bus	-	-	85,187	-
64400	Other equipment	2,654	-	-	-
64691	Capitalized Software - Schools	-	11,960	-	-
	<b>Capital Outlay</b>	<b>1,812,064</b>	<b>443,762</b>	<b>563,214</b>	<b>0</b>
<b>Grants and Aid</b>					
81007	Funding to Broward County	742	-	-	-
	<b>Grants and Aid</b>	<b>742</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>673 Schools Expansion</b>	<b>1,955,808</b>	<b>443,762</b>	<b>563,214</b>	<b>0</b>
	<b>Charter Schools</b>	<b>1,955,808</b>	<b>443,762</b>	<b>563,214</b>	<b>0</b>

**City of Pembroke Pines, Florida**  
**Expenditure Detail**

**Entity 320 Municipal Construction | Function 519 Other general governmental services**

**Division 6001 General Gvt Buildings | Project Blank**

Object	Object Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Capital Outlay</b>					
62196	Thermal Storage System - AV	-	879,138	337,124	-
	<b>Capital Outlay</b>	<b>0</b>	<b>879,138</b>	<b>337,124</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>879,138</b>	<b>442,562</b>	<b>0</b>
<b>General Gvt Buildings</b>		<b>0</b>	<b>879,138</b>	<b>442,562</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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Operating Expenses</b>					
53999	Transp Proj owned by Other G'vt	8,417,769	4,248,559	786,813	-
	<b>Operating Expenses</b>	<b>8,417,769</b>	<b>4,248,559</b>	<b>786,813</b>	<b>0</b>
	<b>626 I-75 &amp; Pines Blvd.</b>	<b>8,417,769</b>	<b>4,248,559</b>	<b>786,813</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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Capital Outlay</b>					
67999	IF - Transportation Projects	98,050	-	1,358,383	-
	<b>Capital Outlay</b>	<b>98,050</b>	<b>0</b>	<b>1,358,383</b>	<b>0</b>
	<b>674 Sheridan St - Brwd County</b>	<b>98,050</b>	<b>0</b>	<b>1,358,383</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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Operating Expenses</b>					
53999	Transp Proj owned by Other G'vt	-	-1,654	-	-
	<b>Operating Expenses</b>	<b>0</b>	<b>-1,654</b>	<b>0</b>	<b>0</b>
<b>Capital Outlay</b>					
63995	Improvements - Landscaping	66,331	49,070	303,167	-
67999	IF - Transportation Projects	120,875	74,304	629,821	-
	<b>Capital Outlay</b>	<b>187,206</b>	<b>123,374</b>	<b>932,988</b>	<b>0</b>
	<b>675 GO Bonds 2005</b>	<b>187,206</b>	<b>121,719</b>	<b>932,988</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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Capital Outlay</b>					
63995	Improvements - Landscaping	-	-	765,000	-
67999	IF - Transportation Projects	651,778	-	851,732	-
	<b>Capital Outlay</b>	<b>651,778</b>	<b>0</b>	<b>1,616,732</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 676 GO Bonds 2007B**

Object	Object Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
	<b>676 GO Bonds 2007B</b>	<b>651,778</b>	<b>0</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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Operating Expenses</b>					
53999	Transp Proj owned by Other G'vt	-	-3,528,920	377,947	-
	<b>Operating Expenses</b>	<b>0</b>	<b>-3,528,920</b>	<b>377,947</b>	<b>0</b>
<b>Capital Outlay</b>					
63995	Improvements - Landscaping	11,125	18,044	527,191	-
67999	IF - Transportation Projects	229,999	-	489,152	-
	<b>Capital Outlay</b>	<b>241,124</b>	<b>18,044</b>	<b>1,016,343</b>	<b>0</b>
	<b>677 GO Bonds 2009C</b>	<b>241,124</b>	<b>-3,510,876</b>	<b>1,394,290</b>	<b>0</b>

	<b>Infrastructure</b>	<b>9,595,927</b>	<b>859,402</b>	<b>6,089,206</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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Capital Outlay</b>					
63400	HCF-Renovation Emerg Services	6,681	16,212	-	-
63401	HCF-Senior Center	3,599	-	986,992	-
63402	HCF-Career Education Facility	-	-	1,490,825	-
63404	HCF-Central Kitchen Facility	8,036	14,139	758	-
<b>Capital Outlay</b>		<b>18,316</b>	<b>30,351</b>	<b>2,478,575</b>	<b>0</b>
<b>672 Cap Improv - 2006</b>		<b>18,316</b>	<b>30,351</b>	<b>2,478,575</b>	<b>0</b>
<b>I C. Forman Human Services Campus</b>		<b>18,316</b>	<b>30,351</b>	<b>2,478,575</b>	<b>0</b>

**City of Pembroke Pines, Florida**  
**Expenditure Detail**

**Entity 320 Municipal Construction | Function 572 Parks and recreation****Division 7001 Recreation | Project Blank**

Object	Object Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Capital Outlay</b>					
63012	Academic Village - Rec.	-	92,823	1	-
63995	Improvements - Landscaping	63,461	8,528	2,392	-
64400	Other equipment	-	-	54,620	-
<b>Capital Outlay</b>		<b>63,461</b>	<b>101,351</b>	<b>57,013</b>	<b>0</b>
<b>Blank</b>		<b>63,461</b>	<b>101,351</b>	<b>57,013</b>	<b>0</b>

**Entity 320 Municipal Construction | Function 572 Parks and recreation****Division 7001 Recreation | Project 110 Park construction plan**

Object	Object Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Capital Outlay</b>					
63201	Silver Lakes South Park	-	26,168	12,908	-
63202	Silver Lakes North Park	93,765	-	89,245	-
<b>Capital Outlay</b>		<b>93,765</b>	<b>26,168</b>	<b>102,153</b>	<b>0</b>
<b>Debt Services</b>					
71500	Principal loan from utility fund	-	-	2,580,915	2,574,874
72900	Interest expense	89,765	72,664	25,060	50,000
<b>Debt Services</b>		<b>89,765</b>	<b>72,664</b>	<b>2,605,975</b>	<b>2,624,874</b>
<b>110 Park construction plan</b>		<b>183,530</b>	<b>98,832</b>	<b>2,708,128</b>	<b>2,624,874</b>

**Entity 320 Municipal Construction | Function 572 Parks and recreation****Division 7001 Recreation | Project 672 Cap Improv - 2006**

Object	Object Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Capital Outlay</b>					
61999	Purchase/development of open	1,724,478	-	-	-
63207	SW Pines Nature/Recreation Park	5,277	-	10,636	-
<b>Capital Outlay</b>		<b>1,729,755</b>	<b>0</b>	<b>10,636</b>	<b>0</b>
<b>672 Cap Improv - 2006</b>		<b>1,729,755</b>	<b>0</b>	<b>10,636</b>	<b>0</b>

**Entity 320 Municipal Construction | Function 572 Parks and recreation****Division 7001 Recreation | Project 675 GO Bonds 2005**

Object	Object Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
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**Operating Expenses**



**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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Operating Expenses</b>					
46150	R & M- land- building &	-	16,000	9,000	-
46250	R & M equipment	-	2,525	4,475	-
52650	Equip < than \$1000	-	13,579	70,823	-
<b>Operating Expenses</b>		<b>0</b>	<b>32,104</b>	<b>84,298</b>	<b>0</b>
<b>Capital Outlay</b>					
60010	Capital contingency	-	-	25,145	-
61999	Purchase/development of open	4,947,078	-	59,715	-
62999	Buildings - New Comm Facilities	379,961	1,244,574	6,676,528	-
63994	Improvements - Recreation	9,058	4,422	763,697	-
63996	Improvements - Park Sports	-	-	15,000	-
63998	Improvements - Comm Rec Projects	-	-	60,320	-
64053	Micro computer	-	-	5,000	-
64400	Other equipment	-	9,594	5,406	-
64999	Equipment - Recreation/Playground	-	19,178	95,868	-
<b>Capital Outlay</b>		<b>5,336,097</b>	<b>1,277,768</b>	<b>7,706,679</b>	<b>0</b>
<b>Grants and Aid</b>					
82998	Grant - Silver Trail MS	347,386	-	2,615	-
<b>Grants and Aid</b>		<b>347,386</b>	<b>0</b>	<b>2,615</b>	<b>0</b>
<b>675 GO Bonds 2005</b>		<b>5,683,482</b>	<b>1,309,871</b>	<b>7,793,592</b>	<b>0</b>

**Entity 320 Municipal Construction | Function 572 Parks and recreation****Division 7001 Recreation | Project 676 GO Bonds 2007B**

Object	Object Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Operating Expenses</b>					
46997	R & M - Recreation Facilities	-	11,222	8,778	-
52650	Equip < than \$1000	-	17,600	-	-
<b>Operating Expenses</b>		<b>0</b>	<b>28,822</b>	<b>8,778</b>	<b>0</b>
<b>Capital Outlay</b>					
61999	Purchase/development of open	2,004,690	-	32,706	-
62999	Buildings - New Comm Facilities	758	-	3,033,184	-
63994	Improvements - Recreation	17,371	23,635	324,203	-
<b>Capital Outlay</b>		<b>2,022,819</b>	<b>23,635</b>	<b>3,390,093</b>	<b>0</b>
<b>676 GO Bonds 2007B</b>		<b>2,022,819</b>	<b>52,457</b>	<b>3,398,871</b>	<b>0</b>

**City of Pembroke Pines, Florida**  
**Expenditure Detail**

**Entity 320 Municipal Construction | Function 572 Parks and recreation**

**Division 7001 Recreation | Project 677 GO Bonds 2009C**

Object	Object Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Operating Expenses</b>					
46997	R & M - Recreation Facilities	12,048	-	5,267	-
52650	Equip < than \$1000	-	460	562	-
	<b>Operating Expenses</b>	<b>12,048</b>	<b>460</b>	<b>5,829</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	7,286	14,271	14,360	-
63992	Contingency - Recreation Facilities	-	-	17,864	-
63994	Improvements - Recreation	42,467	1,249	626,572	-
	<b>Capital Outlay</b>	<b>527,632</b>	<b>15,520</b>	<b>3,103,979</b>	<b>0</b>
<b>Grants and Aid</b>					
82999	Grant - Flanagan High School	-	74,946	54,554	-
	<b>Grants and Aid</b>	<b>0</b>	<b>74,946</b>	<b>54,554</b>	<b>0</b>
	<b>677 GO Bonds 2009C</b>	<b>539,680</b>	<b>90,926</b>	<b>3,164,362</b>	<b>0</b>
	<b>Recreation</b>	<b>10,222,728</b>	<b>1,653,437</b>	<b>17,132,602</b>	<b>2,624,874</b>

**City of Pembroke Pines, Florida  
Expenditure Detail**

**Entity 320 Municipal Construction | Function 554 Housing and urban development**

**Division 8002 Housing Division | Project Blank**

Object	Object Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Other</b>					
91201	Transfer to Debt Service Fund	-	-	230,400	961,000
	<b>Other</b>	<b>0</b>	<b>0</b>	<b>230,400</b>	<b>961,000</b>
	<b>Blank</b>	<b>0</b>	<b>0</b>	<b>230,400</b>	<b>961,000</b>

**Entity 320 Municipal Construction | Function 554 Housing and urban development**

**Division 8002 Housing Division | Project 671 Tower III-Senior Housing**

Object	Object Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Other</b>					
91201	Transfer to Debt Service Fund	605,731	-	-	-
	<b>Other</b>	<b>605,731</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>671 Tower III-Senior Housing</b>	<b>605,731</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Housing Division</b>	<b>605,731</b>	<b>0</b>	<b>230,400</b>	<b>961,000</b>

**City of Pembroke Pines, Florida**  
**Expenditure Detail**

**Entity 320 Municipal Construction | Function 515 Comprehensive planning**

**Division 9002 Planning | Project 675 GO Bonds 2005**

Object	Object Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 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>22,398,511</b>	<b>3,866,091</b>	<b>35,936,559</b>	<b>3,585,874</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 845 Alternative Water Supply**

Object	Object Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Debt Services</b>					
71505	Loan Principal \$12,300,000	-	-	-	604,854
72505	Loan interest \$12,300,000	-	-	334,834	412,859
	<b>Debt Services</b>	<b>0</b>	<b>0</b>	<b>334,834</b>	<b>1,017,713</b>
<b>Other</b>					
99540	Bond issue cost	-	-	59,140	-
	<b>Other</b>	<b>0</b>	<b>0</b>	<b>59,140</b>	<b>0</b>
	<b>845 Alternative Water Supply</b>	<b>0</b>	<b>0</b>	<b>393,974</b>	<b>1,017,713</b>
	<b>General Debt Service</b>	<b>0</b>	<b>0</b>	<b>393,974</b>	<b>1,017,713</b>

**City of Pembroke Pines, Florida**  
**Expenditure Detail**

**Entity 471 Utility Fund | Function 536 Water-sewer combined service**

**Division 6010 Utilities Admin Services | Project Blank**

Object	Object Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Personnel Services</b>					
12052	Controller/Internal Auditor	80,152	63,253	-	-
12055	Deputy Public Services Director	76,358	13,140	75,920	72,883
12109	Administrative Supervisor	226,104	207,356	142,910	140,587
12149	Division Director Utilities	115,235	119,729	114,876	-
12500	City Engineer	76,358	76,285	-	-
12513	Account Clerk III	61,505	60,821	59,827	58,698
12515	Accounting Clerk II	33,221	-	-	-
12516	Assistant City Manager	638	18,020	81,779	81,775
12523	Accountant	120,383	98,757	-	-
12550	Backflow Specialist	58,457	57,906	56,965	55,890
12552	Budget Analyst	58,135	41,584	-	-
12684	Clerical Spec II	67,831	19,776	-	-
12770	Engineer Inspector	76,012	56,956	-	-
12774	Engineer	-	-	30,181	-
12786	S-Utility Service Worker II	109,541	95,151	56,965	55,890
12831	CADD Operator	57,151	58,188	58,088	56,992
12992	Vacation leave - retire/term	-	-	-	92,536
12993	Accrued vacation	36,074	-54,094	-	-
12994	Accrued sick leave	-8,808	-23,662	-	-
12996	Sick leave - retire/term	-	-	-	96,514
13001	Public Services Director	80,197	80,120	76,548	76,544
13160	Utility Special Project Manager	54,688	56,043	79,593	-
13163	Division Director of Utilities	-	-	-	79,591
13681	P/T Clerk Spec II	26,687	23,015	28,002	28,002
14000	Overtime	15,749	15,714	11,000	11,000
15105	Shoe allowance	300	300	300	-
15108	Shift Differential	1,088	676	1,040	-
15115	Beeper pay	6,751	5,501	6,800	6,800
15200	Longevity pay	26,348	20,491	-	-
21000	Social Security- matching	99,609	83,007	68,110	64,810
22000	Retirement contributions	346,814	169,509	106,321	85,072
22300	General retiree health contrib	299,385	162,723	-	-
22506	Retiree Health Savings-General	-	4,537	-	-
22900	Retirement contribution - Lump	47,484	44,982	-	-
23000	Health Insurance	188,373	149,397	114,993	110,026
23100	Life Insurance	2,184	1,875	1,470	1,166
24000	Workers compensation	16,589	31,895	31,097	15,517
26300	General retiree health contrib	-	-	110,159	129,110
<b>Personnel Services</b>		<b>2,456,591</b>	<b>1,758,950</b>	<b>1,312,944</b>	<b>1,319,403</b>

**Operating Expenses**

**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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Operating Expenses</b>					
31100	Professional services- engineering	-	-	9,150	40,000
31300	Professional services-Outside Legal	27,704	13,915	25,000	25,000
31500	Professional services- other	13,415	4,158	19,000	15,000
32100	Accounting and auditing fees	71,862	71,754	73,780	54,068
34300	Contract- laundry & cleaning	624	590	1,100	750
34500	Contract- building maintenance	4,206	5,000	5,000	5,000
34989	Contractual service provider	-	312,857	1,097,163	1,026,000
34990	Contractual services- other	1,416,443	1,519,015	328,638	328,638
40100	Travel/conferences	-	-	1,050	200
41100	Telephone	51,017	49,011	53,000	53,000
41400	Postage	161,030	167,291	165,000	167,291
44200	Rents- machinery & equipment	898	933	1,000	1,000
45000	Insurance	771,648	877,308	2,293,730	2,411,247
46150	R & M- land- building &	2,216	977	5,000	5,000
46250	R & M equipment	624	1,000	5,000	5,000
46300	R & M motor vehicles	74,401	67,039	70,000	70,000
46800	Maintenance contracts	2,747	3,369	5,000	5,000
47100	Printing	10,900	9,836	15,000	15,000
48500	Promotional activities	-	-	2,070	-
49100	Recording fees	3,023	2,503	3,000	3,000
49104	License fees	769	620	600	750
51100	Office supplies	10,894	9,176	12,500	12,000
52000	Operating supplies	2,325	1,497	2,500	2,500
52150	First aid, safety equip & supplies	852	992	1,000	1,000
52200	Cleaning/janitorial supplies	1,148	1,551	2,500	2,000
52300	Expendable tools	-	-	500	500
52540	Fuel	40,103	54,871	40,000	58,000
52600	Clothing/uniforms	141	995	1,500	1,500
52650	Equip < than \$1000	1,207	1,354	5,000	5,000
52652	Software < than \$1000 &/or	1,120	470	1,000	1,000
52653	Computer equipment < \$1000	809	369	2,000	2,000
54100	Memberships/ dues/ subscription	350	-	2,500	2,000
<b>Operating Expenses</b>		<b>2,672,475</b>	<b>3,178,452</b>	<b>4,249,281</b>	<b>4,318,444</b>
<b>Blank</b>		<b>5,129,066</b>	<b>4,937,401</b>	<b>5,562,225</b>	<b>5,637,847</b>

**Entity 471 Utility Fund | Function 536 Water-sewer combined service**

**Division 6010 Utilities Admin Services | Project 510 Security Services**

Object	Object Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
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**City of Pembroke Pines, Florida**  
**Expenditure Detail**

**Entity 471 Utility Fund | Function 536 Water-sewer combined service**

**Division 6010 Utilities Admin Services | Project 510 Security Services**

Object	Object Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Personnel Services</b>					
22900	Retirement contribution - Lump	958	908	-	-
	<b>Personnel Services</b>	<b>958</b>	<b>908</b>	<b>0</b>	<b>0</b>
<b>Operating Expenses</b>					
34990	Contractual services- other	208,313	165,822	196,000	175,000
	<b>Operating Expenses</b>	<b>208,313</b>	<b>165,822</b>	<b>196,000</b>	<b>175,000</b>
	<b>510 Security Services</b>	<b>209,271</b>	<b>166,730</b>	<b>196,000</b>	<b>175,000</b>
	<b>Utilities Admin Services</b>	<b>5,338,336</b>	<b>5,104,131</b>	<b>5,758,225</b>	<b>5,812,847</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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Personnel Services</b>					
12992	Vacation leave - retire/term	73,122	147,617	97,932	5,396
12996	Sick leave - retire/term	132,763	137,830	89,886	1,890
12997	Sick leave - annual	65,213	20,196	9,780	-
21000	Social Security- matching	20,032	19,138	1,309	558
22000	Retirement contributions	-	13,114	1,859	-
25000	Unemployment compensation	-	3,209	28,000	28,000
<b>Personnel Services</b>		<b>291,131</b>	<b>341,104</b>	<b>228,766</b>	<b>35,844</b>
<b>Operating Expenses</b>					
30010	Contingency	-	-	34,306	235,632
44110	Interfund rental	99,201	99,292	101,994	103,520
49175	Administrative fees	9,605,639	9,784,009	10,298,669	9,652,891
49201	Taxes and/or assessments	859,537	1,073,584	1,225,469	1,348,071
49204	Road repair charges	358,348	174,676	200,000	200,000
49205	Communication service- utility	76,780	32,084	32,084	32,084
49207	Engineering Charges From General	416,266	396,150	396,150	396,150
49211	Privilege fees	2,743,360	2,242,686	2,551,225	2,574,874
49990	Interest customer deposit	18,809	-	50,000	50,000
52460	Sand- seed- soil	-	-	1,000	1,000
53100	Road/street materials	19,674	19,541	25,000	25,000
59000	Depreciation Expense	5,784,962	5,497,480	-	-
59100	Reserve for Capital Replacement	-	-	1,593,555	2,120,000
<b>Operating Expenses</b>		<b>19,982,576</b>	<b>19,319,502</b>	<b>16,509,452</b>	<b>16,739,222</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	53,091
<b>Grants and Aid</b>		<b>0</b>	<b>0</b>	<b>53,091</b>	<b>53,091</b>
<b>Blank</b>		<b>20,273,707</b>	<b>19,660,606</b>	<b>16,792,009</b>	<b>16,828,857</b>
<b>Non-Departmental Expense</b>		<b>20,273,707</b>	<b>19,660,606</b>	<b>16,792,009</b>	<b>16,828,857</b>

**City of Pembroke Pines, Florida**  
**Expenditure Detail**

**Entity 471 Utility Fund | Function 535 Sewer/wastewater services****Division 6021 Sewer Collection | Project Blank**

Object	Object Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Personnel Services</b>					
12753	Utility Service Worker II/Camera	61,505	60,857	59,827	58,698
12767	Utility Maintenance Supervisor	85,096	84,675	82,595	81,037
12785	S-Utility Service Worker I	132,875	142,025	138,563	135,948
12786	S-Utility Service Worker II	112,285	57,906	56,965	55,890
12993	Accrued vacation	3,067	508	-	-
12994	Accrued sick leave	-10,990	1,254	-	-
12996	Sick leave - retire/term	-	-	-	11,376
14000	Overtime	12,640	8,887	10,000	10,000
15105	Shoe allowance	600	600	700	-
15115	Beeper pay	7,735	8,764	8,000	8,764
15200	Longevity pay	12,023	8,016	-	-
21000	Social Security- matching	32,329	28,086	26,619	27,000
22000	Retirement contributions	98,756	38,127	32,522	36,807
22300	General retiree health contrib	97,473	55,791	-	-
22900	Retirement contribution - Lump	20,876	19,776	-	-
23000	Health Insurance	64,706	50,278	80,748	94,308
23100	Life Insurance	620	596	690	741
24000	Workers compensation	6,882	13,131	23,590	22,124
26300	General retiree health contrib	-	-	77,760	110,664
<b>Personnel Services</b>		<b>738,479</b>	<b>579,276</b>	<b>598,579</b>	<b>653,357</b>
<b>Operating Expenses</b>					
31400	Professional services- medical	-	-	500	500
34300	Contract- laundry & cleaning	1,389	1,664	1,500	1,500
34989	Contractual service provider	-	64,372	248,607	278,000
34990	Contractual services- other	-	-	-	120,000
40100	Travel/conferences	-	3	-	-
44200	Rents- machinery & equipment	134	142	500	500
46150	R & M- land- building &	38,919	159,792	193,282	150,000
46250	R & M equipment	4,596	5,660	107,154	118,544
46300	R & M motor vehicles	59,887	61,765	80,000	80,000
49104	License fees	-	275	400	275
51100	Office supplies	114	383	700	500
52000	Operating supplies	2,563	1,570	5,000	2,000
52150	First aid, safety equip & supplies	1,791	2,073	5,000	2,000
52200	Cleaning/janitorial supplies	1,148	1,543	2,000	2,000
52300	Expendable tools	4,376	3,197	4,000	4,000
52350	Electrical/mechanical supplies	-	-	500	500
52430	Operating chemicals	-	-	500	500
52460	Sand- seed- soil	-	-	500	500
52540	Fuel	33,962	47,759	40,000	52,000

**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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Operating Expenses</b>					
52600	Clothing/uniforms	338	-	500	500
52650	Equip < than \$1000	3,829	2,730	5,000	5,000
52701	Food purchases	-	-	200	200
<b>Operating Expenses</b>		<b>153,044</b>	<b>352,931</b>	<b>695,843</b>	<b>819,019</b>
<b>Capital Outlay</b>					
63066	Fuel Storage Tanks	-	-	78,421	-
63122	Lift station	-	-	31,456	-
64165	Pump	-	-	-	35,000
64210	Truck pickup	-	-	-	30,000
64400	Other equipment	-	-	4,359	-
<b>Capital Outlay</b>		<b>0</b>	<b>0</b>	<b>114,236</b>	<b>65,000</b>
<b>Blank</b>		<b>891,524</b>	<b>932,207</b>	<b>1,408,658</b>	<b>1,537,376</b>

**Entity 471 Utility Fund | Function 535 Sewer/wastewater services****Division 6021 Sewer Collection | Project 812 Lift station upgrade**

Object	Object Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Capital Outlay</b>					
63122	Lift station	-	-	111,190	-
<b>Capital Outlay</b>		<b>0</b>	<b>0</b>	<b>111,190</b>	<b>0</b>
<b>812 Lift station upgrade</b>		<b>0</b>	<b>0</b>	<b>111,190</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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Operating Expenses</b>					
34100	Contract- outside repairs	138,190	304,938	300,000	300,000
<b>Operating Expenses</b>		<b>138,190</b>	<b>304,938</b>	<b>300,000</b>	<b>300,000</b>
<b>828 Infiltration &amp; inflow correction</b>		<b>138,190</b>	<b>304,938</b>	<b>300,000</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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
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**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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Capital Outlay</b>					
63001	Engineering fees	-	-	5,000	-
63065	Force main	-	-	250,000	-
<b>Capital Outlay</b>		<b>0</b>	<b>0</b>	<b>255,000</b>	<b>0</b>
<b>948 Wastewater master plan</b>		<b>0</b>	<b>0</b>	<b>255,000</b>	<b>0</b>
<b>Sewer Collection</b>		<b>1,029,714</b>	<b>1,237,145</b>	<b>2,074,848</b>	<b>1,837,376</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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Personnel Services</b>					
12188	Laboratory Technician I	29,681	-	-	-
12672	Chief Waste Water Operations	93,596	93,507	91,055	89,336
12767	Utility Maintenance Supervisor	121,253	45,266	-	-
12786	S-Utility Service Worker II	58,786	43,161	-	-
12946	S-Treatment Plant Operator I	71,382	50,678	52,152	51,168
12947	S-Treatment Plant Operator II	195,776	141,796	177,159	170,872
12948	S-Treatment Plant Operator III	144,983	162,494	160,145	157,123
12993	Accrued vacation	-21,899	-31,155	-	-
12994	Accrued sick leave	-44,837	-29,060	-	-
14000	Overtime	63,883	27,128	65,000	50,000
15100	Holiday pay	9,686	10,257	11,500	11,500
15105	Shoe allowance	900	1,000	1,200	-
15108	Shift Differential	4,541	3,238	3,120	2,080
15115	Beeper pay	2,435	4,205	3,000	3,000
15200	Longevity pay	15,493	10,166	-	-
21000	Social Security- matching	60,847	44,508	42,613	39,823
22000	Retirement contributions	277,002	142,929	87,724	119,818
22300	General retiree health contrib	208,872	120,880	-	-
22900	Retirement contribution - Lump	32,679	30,957	-	-
23000	Health Insurance	120,993	110,363	123,522	141,462
23100	Life Insurance	1,378	1,118	987	1,045
24000	Workers compensation	15,203	26,154	31,814	29,415
26300	General retiree health contrib	-	-	116,640	165,996
<b>Personnel Services</b>		<b>1,462,634</b>	<b>1,009,589</b>	<b>967,631</b>	<b>1,032,638</b>
<b>Operating Expenses</b>					
31100	Professional services- engineering	91,561	45,195	50,400	50,000
31300	Professional services-Outside Legal	1,841	2,589	5,000	5,000
31500	Professional services- other	6,072	10,217	57,000	10,217
34300	Contract- laundry & cleaning	4,730	4,749	6,220	6,000
34450	Contract- sludge removal	197,850	159,194	250,000	225,000
34500	Contract- building maintenance	4,522	3,900	6,000	5,000
34989	Contractual service provider	-	165,353	630,607	780,000
34990	Contractual services- other	241,814	183,726	-	-
40100	Travel/conferences	123	1,368	750	750
43100	Electric	1,192,780	1,021,700	1,250,000	1,250,000
43200	Water & sewer	42,326	40,031	58,500	40,000
43600	Wastewater treatment charges	5,784,870	6,347,983	7,000,000	7,250,000
44200	Rents- machinery & equipment	3,980	4,120	5,000	4,000
46150	R & M- land- building &	40,571	86,910	1,160,781	747,158
46250	R & M equipment	387,996	327,191	400,000	400,000

**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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Operating Expenses</b>					
46300	R & M motor vehicles	26,923	21,727	25,000	25,000
46800	Maintenance contracts	2,030	1,746	2,300	2,300
49104	License fees	8,961	6,117	9,000	9,000
49105	License renewals	3,253	720	3,500	3,500
51100	Office supplies	2,088	1,813	1,500	1,500
52000	Operating supplies	7,779	7,916	8,000	8,000
52150	First aid, safety equip & supplies	14,451	13,529	12,500	7,500
52200	Cleaning/janitorial supplies	2,811	3,049	3,000	3,000
52300	Expendable tools	11,608	16,556	18,000	8,000
52350	Electrical/mechanical supplies	-	-	1,000	1,000
52410	Lab chemicals & supplies	24,654	16,692	25,000	20,000
52430	Operating chemicals	114,050	162,662	180,000	180,000
52540	Fuel	14,153	29,571	25,000	30,000
52600	Clothing/uniforms	255	13	500	500
52650	Equip < than \$1000	15,774	13,450	25,000	20,000
52701	Food purchases	-	-	500	200
54100	Memberships/ dues/ subscription	25	-	250	250
<b>Operating Expenses</b>		<b>8,249,850</b>	<b>8,699,787</b>	<b>11,220,308</b>	<b>11,092,875</b>
<b>Capital Outlay</b>					
64400	Other equipment	-	-	1,329	-
<b>Capital Outlay</b>		<b>0</b>	<b>0</b>	<b>1,329</b>	<b>0</b>
<b>Blank</b>		<b>9,712,483</b>	<b>9,709,375</b>	<b>12,189,268</b>	<b>12,125,513</b>

**Entity 471 Utility Fund | Function 535 Sewer/wastewater services****Division 6022 Sewer Treatment Plant | Project 845 Alternative Water Supply**

Object	Object Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Capital Outlay</b>					
62043	Bldg/Reverse Osmosis Plant	-	-	9,404,903	-
63001	Engineering fees	-	-	137,251	-
<b>Capital Outlay</b>		<b>0</b>	<b>0</b>	<b>9,542,154</b>	<b>0</b>
<b>845 Alternative Water Supply</b>		<b>0</b>	<b>0</b>	<b>9,542,154</b>	<b>0</b>
<b>Sewer Treatment Plant</b>		<b>9,712,483</b>	<b>9,709,375</b>	<b>21,731,422</b>	<b>12,125,513</b>

**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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Personnel Services</b>					
12187	Laboratory Technician II	59,251	43,892	-	-
12673	Chief Water Operations	94,525	94,569	91,055	89,336
12740	Custodian	37,740	24,895	-	-
12779	W-Utility Ser Worker II	92,857	57,906	56,965	55,890
12926	Water Plant Operator I	129,098	151,753	150,266	148,949
12928	Water Plant Operator III	389,885	330,483	263,390	258,419
12993	Accrued vacation	1,397	-25,155	-	-
12994	Accrued sick leave	-16,170	-18,879	-	-
13674	P/T Chief Chemist	54,909	38,741	70,303	70,303
13926	P/T Water Plant Operator I	19,722	20,029	22,035	22,035
14000	Overtime	40,462	17,557	50,000	30,000
15100	Holiday pay	6,816	6,737	7,500	7,500
15105	Shoe allowance	1,000	1,000	200	-
15108	Shift Differential	5,563	4,991	5,200	4,160
15115	Beeper pay	1,539	27	1,500	1,000
15200	Longevity pay	20,759	16,497	-	-
21000	Social Security- matching	70,129	61,247	54,432	51,952
22000	Retirement contributions	263,681	136,894	109,260	123,084
22300	General retiree health contrib	208,872	122,516	-	-
22506	Retiree Health Savings-General	-	3,899	-	-
22900	Retirement contribution - Lump	46,058	43,631	-	-
23000	Health Insurance	142,065	118,539	121,122	141,462
23100	Life Insurance	1,397	1,261	1,152	1,233
24000	Workers compensation	19,449	44,365	54,285	50,872
26300	General retiree health contrib	-	-	116,640	165,996
<b>Personnel Services</b>		<b>1,691,003</b>	<b>1,297,396</b>	<b>1,175,305</b>	<b>1,222,191</b>

**Operating Expenses**

31100	Professional services- engineering	163	-	25,000	25,000
31500	Professional services- other	35,741	28,023	34,000	34,000
34300	Contract- laundry & cleaning	3,455	3,643	3,500	3,650
34450	Contract- sludge removal	120,424	174,517	150,000	175,000
34989	Contractual service provider	-	83,296	352,086	559,000
43100	Electric	583,887	485,353	650,000	550,000
44200	Rents- machinery & equipment	3,881	1,559	3,000	2,250
46150	R & M- land- building &	33,014	29,222	35,000	32,500
46250	R & M equipment	149,849	188,185	118,570	110,070
46300	R & M motor vehicles	24,980	23,338	25,000	25,000
46800	Maintenance contracts	2,161	2,327	2,500	2,500
47100	Printing	-	-	500	250
48100	Advertising	1,060	-	1,100	750

**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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Operating Expenses</b>					
49104	License fees	10,421	8,515	10,850	10,000
49105	License renewals	1,616	-	1,650	2,000
51100	Office supplies	894	835	1,000	1,000
52000	Operating supplies	2,792	3,737	3,200	3,000
52150	First aid, safety equip & supplies	1,734	3,712	2,000	2,000
52200	Cleaning/janitorial supplies	1,487	1,543	2,000	2,000
52300	Expendable tools	3,717	4,115	6,000	2,500
52410	Lab chemicals & supplies	8,607	8,635	23,930	10,000
52430	Operating chemicals	986,175	929,874	1,075,000	950,000
52540	Fuel	73,650	63,602	80,000	72,000
52600	Clothing/uniforms	255	-	500	500
52650	Equip < than \$1000	5,315	8,459	8,200	3,200
52653	Computer equipment < \$1000	-	30	1,000	1,000
52701	Food purchases	-	-	200	200
<b>Operating Expenses</b>		<b>2,055,277</b>	<b>2,052,520</b>	<b>2,615,786</b>	<b>2,579,370</b>
<b>Blank</b>		<b>3,746,279</b>	<b>3,349,916</b>	<b>3,791,091</b>	<b>3,801,561</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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Capital Outlay</b>					
62029	Water plant	-	-	1,000,000	-
<b>Capital Outlay</b>		<b>0</b>	<b>0</b>	<b>1,000,000</b>	<b>0</b>
<b>er Treatment Plant Expansion Phase III</b>		<b>0</b>	<b>0</b>	<b>1,000,000</b>	<b>0</b>
<b>Water Plants</b>		<b>3,746,279</b>	<b>3,349,916</b>	<b>4,791,091</b>	<b>3,801,561</b>



**City of Pembroke Pines, Florida**  
**Expenditure Detail**

**Entity 471 Utility Fund | Function 533 Water utility services****Division 6032 Water Distribution | Project Blank**

Object	Object Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Personnel Services</b>					
12767	Utility Maintenance Supervisor	77,876	569	-	-
12778	W-Utility Ser Worker I	50,236	20,582	-	-
12779	W-Utility Ser Worker II	346,322	288,938	250,985	260,022
12993	Accrued vacation	449	-8,286	-	-
12994	Accrued sick leave	-13,644	-14,089	-	-
14000	Overtime	40,589	25,421	30,000	30,000
15105	Shoe allowance	800	600	-	-
15115	Beeper pay	17,766	5,862	17,500	7,500
15200	Longevity pay	16,575	9,124	-	-
21000	Social Security- matching	41,529	26,436	23,960	22,188
22000	Retirement contributions	131,742	67,529	37,529	52,205
22300	General retiree health contrib	111,398	65,090	-	-
22900	Retirement contribution - Lump	26,306	24,920	-	-
23000	Health Insurance	69,413	59,066	67,290	78,590
23100	Life Insurance	737	515	577	581
24000	Workers compensation	10,257	18,688	23,370	20,511
26300	General retiree health contrib	-	-	64,801	92,220
<b>Personnel Services</b>		<b>928,350</b>	<b>590,964</b>	<b>516,012</b>	<b>563,817</b>
<b>Operating Expenses</b>					
31100	Professional services- engineering	6,932	4,613	6,000	6,000
31400	Professional services- medical	-	-	500	500
34300	Contract- laundry & cleaning	1,359	904	1,600	1,200
34989	Contractual service provider	-	45,232	252,918	185,000
40100	Travel/conferences	3	8	-	-
44200	Rents- machinery & equipment	203	187	1,500	1,200
46150	R & M- land- building &	56,946	145,719	125,000	125,000
46250	R & M equipment	2,728	1,785	40,000	30,000
46300	R & M motor vehicles	20,717	27,548	22,500	30,000
46700	R & M fire hydrants	-	5,970	15,000	15,000
49105	License renewals	-	-	200	200
51100	Office supplies	-	-	250	250
52000	Operating supplies	6,515	2,694	4,000	3,500
52150	First aid, safety equip & supplies	1,130	1,628	3,500	2,500
52200	Cleaning/janitorial supplies	986	1,543	1,500	1,500
52300	Expendable tools	5,013	5,474	11,500	5,500
52540	Fuel	34,618	44,751	47,000	47,000
52600	Clothing/uniforms	405	286	500	500
52650	Equip < than \$1000	5,596	5,139	8,600	5,000
52651	Meters < than \$1000	115,606	83,857	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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Operating Expenses</b>					
	<b>Operating Expenses</b>	<b>258,759</b>	<b>377,337</b>	<b>667,318</b>	<b>585,100</b>
<b>Capital Outlay</b>					
63233	Water main	-	-	-	520,000
64350	Special equipment	-	-	-	45,000
64400	Other equipment	-	-	4,359	-
	<b>Capital Outlay</b>	<b>0</b>	<b>0</b>	<b>4,359</b>	<b>565,000</b>
	<b>Blank</b>	<b>1,187,109</b>	<b>968,301</b>	<b>1,187,689</b>	<b>1,713,917</b>
	<b>Water Distribution</b>	<b>1,187,109</b>	<b>968,301</b>	<b>1,187,689</b>	<b>1,713,917</b>
	<b>Utility Fund</b>	<b>41,287,628</b>	<b>40,029,474</b>	<b>52,729,258</b>	<b>43,137,784</b>

**City of Pembroke Pines, Florida**  
**Expenditure Detail**

**Entity 504 Public Insurance Fund | Function 519 Other general governmental services**

**Division 203 Self Insurance | Project 401 Administration**

Object	Object Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Personnel Services</b>					
12010	Insurance Clerk	50,500	37,674	-	-
12014	Risk Management/Benefits	8,055	57,633	60,991	60,840
12103	Benefits Administrator	30,843	-	-	-
12557	Risk Management/Benefits	17,452	-	-	-
12993	Accrued vacation	4,343	-5,156	-	-
12994	Accrued sick leave	3,085	-8,823	-	-
12997	Sick leave - annual	-	-	1,446	-
14000	Overtime	-	33	-	-
15200	Longevity pay	2,429	2,905	-	-
21000	Social Security- matching	8,062	7,232	4,299	4,654
22000	Retirement contributions	45,940	18,022	13,704	15,560
22300	General retiree health contrib	7,106	11,241	-	-
22900	Retirement contribution - Lump	2,472	2,472	-	-
26300	General retiree health contrib	-	-	7,388	7,777
<b>Personnel Services</b>		<b>180,288</b>	<b>123,234</b>	<b>87,828</b>	<b>88,831</b>
<b>Operating Expenses</b>					
34989	Contractual service provider	-	14,134	59,039	60,100
34990	Contractual services- other	-	2,000	18,200	24,000
45025	Hazardous cleanup	1,965	-	5,000	5,000
45050	Insurance- administrative fees	163,894	242,941	210,000	225,000
46800	Maintenance contracts	-	-	2,000	2,000
47100	Printing	-	-	2,046	5,000
49857	Allocation of Adm Expenses	-350,091	-386,342	-389,613	-415,431
51100	Office supplies	3,818	4,034	4,500	4,500
52650	Equip < than \$1000	126	-	1,000	1,000
<b>Operating Expenses</b>		<b>-180,288</b>	<b>-123,234</b>	<b>-87,828</b>	<b>-88,831</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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Operating Expenses</b>					
45053	Health- Administrative fees	592,567	507,198	661,576	650,000
45085	Dental/Cobra Fees	221	-	2,000	2,000
45420	Health- Premium	325,370	360,334	447,560	500,000
45808	Health Claims	11,936,947	11,267,086	16,331,318	18,222,311
45850	Health Claim Reserve	-	-	-	28,811

**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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Operating Expenses</b>					
49857	Allocation of Adm Expenses	207,713	254,694	265,250	294,558
<b>Operating Expenses</b>		<b>13,062,819</b>	<b>12,389,312</b>	<b>17,707,704</b>	<b>19,697,680</b>
<b>402 Health Insurance</b>		<b>13,062,819</b>	<b>12,389,312</b>	<b>17,707,704</b>	<b>19,697,680</b>

**Entity 504 Public Insurance Fund | Function 519 Other general governmental services**

**Division 203 Self Insurance | Project 403 Life Insurance**

Object	Object Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Operating Expenses</b>					
45095	Insurance- Life	240,072	228,919	234,217	268,047
49857	Allocation of Adm Expenses	2,661	3,527	3,562	4,069
<b>Operating Expenses</b>		<b>242,733</b>	<b>232,447</b>	<b>237,779</b>	<b>272,116</b>
<b>403 Life Insurance</b>		<b>242,733</b>	<b>232,447</b>	<b>237,779</b>	<b>272,116</b>

**Entity 504 Public Insurance Fund | Function 519 Other general governmental services**

**Division 203 Self Insurance | Project 404 Workers Compensation**

Object	Object Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Operating Expenses</b>					
45070	Insurance-excess wrkrs	300,506	248,081	468,750	324,800
45080	State assessment- self ins wrkrs	113,948	89,339	150,000	92,300
45742	Workers compensation 1985-86	-346,930	-76,499	-	-
45743	Workers compensation 1986-87	-7,287	-	-	-
45744	Workers compensation 1987-88	-59,588	-	-	-
45745	Workers compensation 1988-89	51,083	-52,192	-	-
45746	Workers compensation 1989-90	-30,188	-	-	-
45747	Workers compensation 1990-91	11,037	-	-	-
45748	Workers compensation 1991-92	37,497	-	-	-
45749	Workers compensation 1992-93	537	-	-	-
45751	Workers compensation 1993-94	0	0	-	-
45752	Workers compensation 1994-95	315,811	101,425	-	-
45753	Workers compensation 1995-96	-20,709	-2,728	-	-
45754	Workers compensation 1996-97	-2,475	7,148	-	-
45755	Workers compensation 1997-98	-211,968	-1,548	-	-
45756	Workers compensation 1998-99	-13,478	172,915	-	-
45757	Workers compensation 1999-00	35,461	14,804	-	-
45758	Workers compensation 2000-01	42,633	17,908	-	-
45759	Workers compensation 2001-02	1,615	5,525	-	-

**City of Pembroke Pines, Florida**  
**Expenditure Detail**

**Entity 504 Public Insurance Fund | Function 519 Other general governmental services**

**Division 203 Self Insurance | Project 404 Workers Compensation**

Object	Object Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Operating Expenses</b>					
45760	Workers compensation 2002-03	-47,569	14,382	-	-
45761	Workers compensation 2003-04	-153,703	-46,344	-	-
45762	Workers compensation 2004-05	29,123	-3,158	-	-
45763	Workers compensation 2005-06	-311,992	-22,354	-	-
45764	Workers compensation 2006-07	-325,374	-126,766	-	-
45765	Workers compensation 2007-08	-870,735	633,705	-	-
45766	Workers compensation 2008-09	1,768,289	-133,472	-	-
45767	Workers compensation 2009-10	-	1,766,647	-	-
45768	Workers compensation 2010-11	-	-	2,775,490	-
45769	Workers compensation 2011-12	-	-	-	2,788,225
45776	Workers compensation	1,000,000	-	-	-
49857	Allocation of Adm Expenses	58,895	52,135	51,580	48,113
<b>Operating Expenses</b>		<b>1,364,440</b>	<b>2,658,953</b>	<b>3,445,820</b>	<b>3,253,438</b>
<b>404 Workers Compensation</b>		<b>1,364,440</b>	<b>2,658,953</b>	<b>3,445,820</b>	<b>3,253,438</b>

**Entity 504 Public Insurance Fund | Function 519 Other general governmental services**

**Division 203 Self Insurance | Project 405 Property & Casualty Insurance**

Object	Object Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Operating Expenses</b>					
45060	Insurance- excess property	833,649	714,890	1,650,000	1,650,000
45200	Insurance- Gallagher package	638,302	553,462	825,000	825,000
45600	Insurance- fidelity bonds	7,188	8,774	8,709	9,000
45713	Insurance claims paid 2011-12	-	-	-	1,700,000
45714	Insurance claims paid 2010-11	-	-	1,700,000	-
45715	Insurance claims paid 2009-10	-	163,382	-	-
45716	Insurance claims paid 2008-09	382,454	113,333	-	-
45717	Insurance claims paid 2007-08	249,969	26,464	-	-
45718	Insurance claims paid 2006-07	-43,555	-46,552	-	-
45719	Insurance claims paid 2005-06	-60,168	55,473	-	-
45720	Insurance claims paid 1991-92	-37,497	-	-	-
45721	Insurance claims paid 1992-93	-537	-	-	-
45722	Insurance claims paid 1993-94	0	-	-	-
45723	Insurance claims paid 1994-95	25,825	-6,047	-	-
45724	Insurance claims paid 1995-96	5,033	679	-	-
45725	Insurance claims paid 1996-97	-774	10,723	-	-
45726	Insurance claims paid 1997-98	-69,849	-92	-	-
45727	Insurance claims paid 1998-99	-6,858	14,107	-	-
45728	Insurance claims paid 1999-00	-12,396	-2,843	-	-

**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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Operating Expenses</b>					
45729	Insurance claims paid 2000-01	-1,357	171,773	-	-
45731	Insurance claims paid 2001-02	-3,347	-227	-	-
45732	Insurance claims paid 2002-03	-13,178	-1,233	-	-
45733	Insurance claims paid 2003-04	-166,656	70,420	-	-
45734	Insurance claims paid 2004-05	-37,120	19,672	-	-
45736	Insurance claims paid 1985-86	-30,441	-3,914	-	-
45737	Insurance claims paid 1986-87	7,287	-	-	-
45738	Insurance claims paid 1987-88	59,588	-	-	-
45739	Insurance claims paid 1988-89	-51,083	-17,416	-	-
45740	Insurance claims paid 1989-90	30,188	-	-	-
45741	Insurance claims paid 1990-91	-23,160	-	-	-
45770	Claims not part of Gallagher	-	-	160,000	160,000
45775	Claims - non-voucher	-4,348	5,375	214,000	214,000
49857	Allocation of Adm Expenses	80,822	75,986	69,220	68,691
	<b>Operating Expenses</b>	<b>1,757,982</b>	<b>1,926,188</b>	<b>4,626,929</b>	<b>4,626,691</b>
	<b>405 Property &amp; Casualty Insurance</b>	<b>1,757,982</b>	<b>1,926,188</b>	<b>4,626,929</b>	<b>4,626,691</b>
	<b>Self Insurance</b>	<b>16,427,974</b>	<b>17,206,900</b>	<b>26,018,232</b>	<b>27,849,925</b>
	<b>Public Insurance Fund</b>	<b>16,427,974</b>	<b>17,206,900</b>	<b>26,018,232</b>	<b>27,849,925</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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Operating Expenses</b>					
31500	Professional services- other	67,583	93,726	70,000	50,000
31700	Professional service-investment mgt	34,426	28,724	50,000	30,000
36000	Retirement benefits	7,602,125	8,766,235	8,299,000	9,000,000
49851	Contribution refund	-37,584	-20,517	-	-
<b>Operating Expenses</b>		<b>7,666,550</b>	<b>8,868,167</b>	<b>8,419,000</b>	<b>9,080,000</b>
<b>Blank</b>		<b>7,666,550</b>	<b>8,868,167</b>	<b>8,419,000</b>	<b>9,080,000</b>
<b>Post Employment Benefits</b>		<b>7,666,550</b>	<b>8,868,167</b>	<b>8,419,000</b>	<b>9,080,000</b>
<b>General Pension Trust Fund</b>		<b>7,666,550</b>	<b>8,868,167</b>	<b>8,419,000</b>	<b>9,080,000</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	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Operating Expenses</b>					
31500	Professional services- other	537,523	636,466	255,300	300,000
31600	Actuarial services	-	-	150,000	150,000
31700	Professional service-investment mgt	1,086,954	1,436,778	1,300,000	1,750,000
31750	Custodial fees	-	-	80,000	90,000
40100	Travel/conferences	-	-	13,000	10,000
45650	Fiduciary bond Insurance	-	-	20,500	20,000
49910	Retirement benefits	16,103,776	18,265,108	20,900,000	22,000,000
49952	Contribution refund	152,652	3,397	100,000	50,000
52950	Out of pocket expenses	-	-	52,000	45,000
<b>Operating Expenses</b>		<b>17,880,905</b>	<b>20,341,749</b>	<b>22,870,800</b>	<b>24,415,000</b>
<b>Blank</b>		<b>17,880,905</b>	<b>20,341,749</b>	<b>22,870,800</b>	<b>24,415,000</b>
<b>Post Employment Benefits</b>		<b>17,880,905</b>	<b>20,341,749</b>	<b>22,870,800</b>	<b>24,415,000</b>
<b>Fire &amp; Police Pension Trust Fund</b>		<b>17,880,905</b>	<b>20,341,749</b>	<b>22,870,800</b>	<b>24,415,000</b>



**City of Pembroke Pines, Florida**  
**Expenditure Detail**

**Entity 657 Other Post Employment Benefits | Function 519 Other general governmental services**

**Division 204 Post Employment Benefits | Project Blank**

Object	Object Description	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>Personnel Services</b>					
21000	Social Security- matching	890	1,483	1,690	-
	<b>Personnel Services</b>	<b>890</b>	<b>1,483</b>	<b>1,690</b>	<b>0</b>
<b>Operating Expenses</b>					
34990	Contractual services- other	15,300	26,690	15,000	15,000
45053	Health- Administrative fees	117,399	139,643	140,225	140,000
45095	Insurance- Life	23,069	28,240	31,500	46,000
45420	Health- Premium	75,824	106,972	118,573	200,000
45808	Health Claims	4,693,216	3,667,561	6,063,899	6,975,427
	<b>Operating Expenses</b>	<b>4,924,808</b>	<b>3,969,107</b>	<b>6,369,197</b>	<b>7,376,427</b>
	<b>Blank</b>	<b>4,925,698</b>	<b>3,970,589</b>	<b>6,370,887</b>	<b>7,376,427</b>
<b>Post Employment Benefits</b>		<b>4,925,698</b>	<b>3,970,589</b>	<b>6,370,887</b>	<b>7,376,427</b>
<b>Other Post Employment Benefits</b>		<b>4,925,698</b>	<b>3,970,589</b>	<b>6,370,887</b>	<b>7,376,427</b>

**City of Pembroke Pines, Florida**  
**Expenditure Detail**  
**All Funds**

	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
<b>1 General Fund</b>	148,137,974	147,033,815	150,010,051	151,556,066
<b>51 Wetlands Trust Fund</b>	22,644	9,820	16,500	16,500
<b>100 Road &amp; Bridge Fund</b>	4,187,603	5,490,638	5,393,502	5,616,126
<b>120 State Housing Initiative Program</b>	1,263,809	1,333,359	1,748,093	-
<b>121 HUD Grants CDBG/HOME</b>	1,632,387	3,766,450	7,871,457	1,037,133
<b>122 Law Enforcement Grant</b>	414,132	77,881	438,031	17,918
<b>123 ADA/Paratransit Program</b>	1,204,562	780,260	452,928	452,928
<b>124 Police Community Services Grant</b>	11,142	104,414	134,242	-
<b>128 Community Bus Program</b>	1,040,687	717,771	692,612	818,226
<b>131 Treasury - Confiscated</b>	9,690	-	263,329	33,150
<b>132 Justice - Confiscated</b>	22,150	-	255,394	88,097
<b>133 \$2 Police Education</b>	42,237	23,847	186,038	55,245
<b>134 FDLE - Confiscated</b>	150,620	217,911	1,427,393	105,240
<b>199 Older Americans Act</b>	1,162,080	940,517	955,057	911,570
<b>201 Debt Service</b>	25,368,768	34,675,040	26,707,230	26,778,770
<b>320 Municipal Construction</b>	22,398,511	3,866,091	35,936,559	3,585,874
<b>471 Utility Fund</b>	41,287,628	40,029,474	52,729,258	43,137,784
<b>504 Public Insurance Fund</b>	16,427,974	17,206,900	26,018,232	27,849,925
<b>655 General Pension Trust Fund</b>	7,666,550	8,868,167	8,419,000	9,080,000
<b>656 Fire &amp; Police Pension Trust Fund</b>	17,880,905	20,341,749	22,870,800	24,415,000
<b>657 Other Post Employment Benefits</b>	4,925,698	3,970,589	6,370,887	7,376,427
<b>Total All Funds</b>	<b>295,257,750</b>	<b>289,454,694</b>	<b>348,896,593</b>	<b>302,931,979</b>

## City of Pembroke Pines

### A Short History

Pembroke Pines is one of the many post-World War II cities that were created primarily to accommodate ex-servicemen who had trained in South Florida and wanted to return after the war.

The open expanses of land west of the older coastal cities, occupied primarily by large dairy farms, offered inexpensive acreage for housing development. In the midst of Henry Perry's dairy was North Perry Field, a WW II satellite of Miami Naval Air Station. Between the eastern border of the airport, SW 72 Avenue, and the first section of the Florida Turnpike, the first two tiny Pembroke Pines #1 and #2 subdivisions were created in 1954.

The "Village of Pembroke Pines" was incorporated in 1959. Some builders contested this, and the village was dissolved on a legal decision that the boundaries were incorrectly stated on the ballot. In January 1960, a second election was held and the village became the City. The residents then incorporated to protect themselves from annexation and to preserve and enhance their community.

Unlike many of the post-WW II new Broward County towns, created and run by the developers, Pembroke Pines grew from citizen involvement. World travelers Dr. Walter Seth Kipnis and his wife, Estelle, were the leading players in the incorporation, 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 3,241 for the school year 2011-12, making it one of the largest high schools in the state. With the Broward County School Board unable to keep up with the demand, Mayor Alex Fekete and City Manager, Charles Dodge originated a charter school system. In August 1998, the City began its charter school system to alleviate the classroom shortage. The City now has the largest Charter School system in the nation, with four elementary schools, two middle schools, and one high school, serving an estimated 5,599 students in 2011-12.

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 154,750 (2010 U.S. Census) residents, this year's budget stands at \$302.9 million and the City's Ad Valorem tax rate remains one of the lowest in the county. Pembroke Pines continues to be a progressive City with the well being of its residents the City's primary concern.

## Abbreviations & Acronyms

A/C	Air Conditioning	GOB	General Obligation Bond
ADA	Americans with Disabilities Act	GRADE	Gang Resistance and Drug Education
ALS	Advanced Life Support	Gvt	Government
APB	Accounting Principles Board	HIDTA	High Intensity Drug Trafficking Area
ARC	Annual Required Contribution	HIPAA	Health Insurance Portability Accountability
ARFF	A purpose-built airport crash fire truck	HOME	HOME Investment Partnerships Program
ARRA	American Recovery and Reinvestment Act	HOT	Higher Order Thinking
ATPP	Anti-Terrorism Protection Program	HR	Human resources
ATS	American Traffic Solutions	HS	High School
AWS	Alternative Water Supply	HUD	Housing and Urban Development
BCT	Broward County Transit	ICMA	International City/County Management Association
BEPR	Bureau of Economics and Business Research at the University of Florida	ICS	Incident Command System
BLS	Basic Life Support	ILA	Interlocal Agreement
BZPP	Buffer Zone Protection Program	ISO	Insurance Service Organization
CAD	Computer Aided Dispatch	IT	Information Technology
CADD	Computer-Aided Drafting Design	JAG	Justice Assistance Grant
CBOD5	Carbonaceous Biochemical Oxygen Demand 5-Day	JPA	Joint Participation Agreement
CDA	Child Development Associate	KAPOW	Kids & the Power of Work
CDBG	Community Development Block Grant	KPI	Key Performance Indicator
CERT	Community Emergency Response Team	KWH	Kilowatt Hour
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	LLC	Limited Liability Company
CPI	Consumer Price Index	LSP	Local Service Program or Provider
CPP	City of Pembroke Pines	MAGTF	Multi-Agency Gang Task Force
CRA	Community Redevelopment Association	MFI	Median Family Income
CPR	Cardio Pulmonary Resuscitation	MGD	Million Gallons per Day
CST	Crime Suppression Team	MMPR	Metropolitan Medical Response Program
DCA	Department of Community Affairs	MOU	Memorandum of Understanding
DCF	Department of Children & Families	N/A	Not (yet) available
DOEA	Department of Elder Affairs	NAEYC	National Association for the Education of Young Children
DR	A publication of the county appraiser's office	NIMS	National Incident Management System
DRI	Developments of Regional Impact	NPDES	National Pollutant Discharge Elimination System
DROP	Deferred Retirement Option Plan	NSP	Neighborhood Stabilization Program
DUI	Driving Under the Influence	NTU	Nephelometric Turbidity Unit
EDC	Early Development Center	OAA	Older American Act
EMT	Emergency Medical Technician	OPEB	Other Post Employment Benefits
ESOL	English for Speakers of Other Language	Occ/Lic	Occupational License
F	Fahrenheit	P & F	Police & Fire
F.S.	Florida Statute(s)	P/M or PM	Paramedic
F/T	Full Time	P/T	Part Time
FASB	Financial Accounting Standards Board	PAL	Police Athletic League
FCAT	Florida Comprehensive Assessment Test	PBA	Police Benevolent Association
FDLE	Florida Department of Law Enforcement	PC	Personal computer
FDOT	Florida Department of Transportation	PLLC	Professional Limited Liability Company
FEMA	Federal Emergency Management Association	PSAP	Public Safety Answering Point
FHOP	Florida Homebuyer Opportunity Program	R & M	Repair & Maintenance
FLOC	Florida League of Cities	RDA	Recommended Daily Allowance
FMIvT	Florida Municipal Investment Trust	RFP	Request for Proposal
FSU	Florida State University	ROSC	Return of Spontaneous Circulation
FTE	Full-time Equivalent	ROW	Right of Way
FW	Florida Wetlandsbank TM	SACS	Southern Association of Colleges and Schools
FY	Fiscal Year (ends Sept. 30)	SAT	Scholastic Aptitude Test
GAAP	Generally Accepted Accounting Principles	SBA	State Board of Administration
GASB	Government Accounting Standards Board	SCADA	Supervisory Control and Data Acquisition
GEC	Geriatric Education Center	SFWM	South Florida Water Management District
GEPP	General Employees Pension Plan	SHIP	State Housing Initiative Partnership
GFOA	Government Finance Officer's Association	SIFMA	Securities Industry and Financial Markets Association
GIS	Geographical Information System	Spec	Specialist
GO or G.O.	General Obligation		

**Abbreviations & Acronyms, continued**

SRO	School Resource Officer
SRT	Special Response Team (police)
SSR	Sustained Silent Reading
SW	Southwest
SWAT	Special Weapons and Tactics
TBD	To Be Determined
TIL	Transitional Independent Living
TSS	Total Suspended Solids
UASI	Urban Area Security Initiative
USDA	United States Department of Agriculture
USTA	United States Tennis Association
VOCA	Victims of Crime Act
VPK	Voluntary Pre-Kindergarten
WC	Workers' Compensation
WCY	Walter C. Young
WIFI	A branded standard (IEEE 802.11) for wireless devices
YMCA	Young Men's Christian Association

## Glossary

**Account** – An accounting concept used to capture the economic essence of an exchange or exchange-like transaction. Accounts are used to classify and group similar transactions. Account types include: revenue, expense/expenditure, asset, liability and equity.

**Accounting Principles Board (APB)** – Authoritative private-sector standard-setting body that preceded the Financial Accounting Standards Board (FASB). The APB issued guidance in the form of *Opinions*.

**Accounting System** – A total structure of records and procedures which discover, record, classify, summarize, and report information on the financial position and results of operations of a government or any of its funds, account groups, or organizational components.

**Accretion of a Discount** – An accounting process by which the book value of a bond purchased at a discount from par value is increased during the bond's holding period.

**Accrual Basis of Accounting**– A method of accounting that recognizes the financial effect of transactions, events, and interfund activities when they occur, regardless of the related cash flows.

**Accrued Interest** – The dollar amount of interest, based on the stated interest rate, which has accumulated on a bond from (and including) the most recent interest date or other stated date, up to (but not including) the due date of the interest payment.

**Activity** – A specific and distinguishable service performed by one or more organizational components of a government to accomplish a function for which the government is responsible.

**Ad Valorem Taxes** – Commonly referred to as property taxes, are levied on both real and personal property based upon the property's assessed valuation and applying a specific millage rate.

**Administrative Fees** – The Utility Fund, Charter Schools, Housing Division, and Fire Control are assessed a pro-rated share of the cost of City-wide management and control functions such as accounting, personnel, information technology and purchasing, all of which are budgeted in the General Fund. These fees appear as expenditures in the first-named funds above and as revenues (cost reimbursement) in the General Fund.

**Advance Refunding** – A bond refunding in which the proceeds of new debt are placed in an interest-bearing escrow account pending the call dates or maturity dates of the old debt. (See also "Defeasance" and "Refunding".)

**Agency Fund** – An agency fund is used to report resources held by the reporting government in a purely custodial capacity (assets equal liabilities). Agency funds typically involve only the receipt, temporary investment and remittance of fiduciary resources to individuals, private organizations or other governments.

**Allot** – To divide an annual appropriation of revenue or expense into amounts that may be encumbered or expended during an allotment period.

**Americans with Disabilities Act (ADA)** – a wide-ranging civil rights law that prohibits, under certain circumstances, discrimination based on disability.

**Amortization of a Premium** – An accounting process by which the book value of a bond purchased at a price above par value is decreased during the bond's holding period.

**Annualize** – To adjust or calculate to reflect a rate or cost for a full year.

**Appropriated Budget** – The expenditure authority created by the appropriation bills or ordinances that are signed into law and related estimated revenues. The appropriated budget would include all reserves, transfers, allocations, supplemental appropriations, and other legally authorized legislative and executive changes.

**Appropriation** – A legal authorization to incur obligations and to make expenditures for specific purposes.

**Appropriation Ordinance** – The official enactment by the City Commission establishing the legal authority for City officials to obligate and expend resources.

**Assessed Valuation** – The valuation set upon real estate and certain personal property by the Property Appraiser as a basis for levying Ad Valorem (property) taxes.

**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.

**Assigned Fund Balance** – Amounts that the City intends to use for a specific purpose; the intent shall be expressed by the City Commission or may be delegated to the City Manager. Assigned fund balance includes all remaining amounts that are reported in governmental funds, other than the general fund, that are not classified as nonspendable and are neither restricted nor committed.

**Attrition** – A method of achieving a staffing reduction by not refilling the positions vacated through resignation, reassignment, transfer, retirement, termination or death.

**Authorized Positions** – Employee positions, which are approved and funded in the adopted budget.

**Balanced Budget** – To the extent that the Appropriated Revenues, Beginning Surplus, and Estimated Budget Savings equal the Appropriated Expenditures, the budget is considered balanced. Should the Appropriated Expenditures be different from the Appropriated Revenues, the difference would be shown in the Fund Summaries Section as Excess (Deficit) Revenues over Expenditures and as Beginning Surplus and/or Estimated Budget Savings in the Revenue Detail Section. The amount of the Beginning Surplus would specify the amount by which the Fund Balance is expected to change.

**Basis of Accounting** – The timing of recognition; that is, when the effects of transactions or events should be recognized for financial reporting purposes. For example, the effects of transactions or events can be recognized on an accrual basis (that is, when the transactions or events take place), or on a cash basis (that is, when cash is received or paid). "Basis of accounting" is an essential part of measurement focus, because a particular timing of recognition is necessary to accomplish a particular measurement focus.

**Basis Point** – Equal to 1/100 of one percent; for example, if interest rates rise from 4.75% to 5.00%, the difference is referred to as an increase of 25 basis points.

**Beginning Surplus** - A positive Beginning Surplus identifies the size of a projected deficit of expenditures exceeding revenues for that fund. The presumption is that a positive beginning surplus represents the amount of deficit that would be funded by use of Fund Balance in that fund. A negative Beginning Surplus in the City's budget can best be understood as a projected excess of revenues over expenditures that, in simplest terms, will produce an increase to the Fund Balance.

**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).

**Committed Fund Balance** – Amounts that can be used only for the specific purposes determined by a formal action (resolution) of the City Commission, the City's highest level of decision making authority. Commitments may only be changed or lifted by the City Commission taking the same formal action (resolution) that imposed the constraint originally.

**Commodities** – Expendable items that are consumable or have a short life span. Examples include office supplies, gasoline, minor equipment, etc.

**Constant or Real Dollars** – The presentation of dollar amounts adjusted for inflation to reflect the real purchasing power and recognize the time value of money. Dividing current dollar amounts by a price index derives constant dollars. The result is that a constant dollar series would report transaction(s) for several years on the basis of inflation-adjusted common dollar values.

**Consumer Price Index (CPI)** – A statistical description of price levels provided by the U.S. Department of Labor, Bureau of Labor Statistics. The monthly index is used as a measure of the increase or decrease in the cost of living (i.e., economic inflation or deflation). The CPI shows the relative cost of purchasing a specified market basket compared to the price of the same basket in a designated base year. CPI measures how fast prices are rising or falling.

**Contingency** – A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

**Contractual Services** – Services rendered to a government by private firms, individuals, or other governmental agencies. Examples include utilities, rent, maintenance agreements, and professional consulting services.

**Cost-of-living Adjustment (COLA)** - An increase in salaries to offset the adverse effect of inflation on compensation.

**Cost Allocation** – Method designed to transfer direct or indirect costs from a primary account/function to one or more secondary accounts/functions for administrative support services provided to those activities.

**Current Financial Resources Measurement Focus** – Measurement focus according to which the aim of a set of financial statements is to report the near-term (current) inflows, outflows, and balances of expendable (spendable) financial resources. The current financial resources measurement focus is unique to accounting and financial reporting for state and local governments and is used solely for reporting the financial position and results of operations of governmental funds.

**Debt** – An obligation resulting from the borrowing of money or from the purchase of goods and services on credit. Debt instruments used by the City of Pembroke Pines may include general obligation bonds, revenue bonds, bond anticipation notes, and tax anticipation notes. The City Commission must approve all debt instruments. All General Obligation (G.O.) bonds must be approved by the voters in a referendum.

**Debt Limit** – The maximum amount of debt that the City is permitted to incur under constitutional, statutory, or charter provisions. Usually expressed as a percentage of assessed valuation.

**Debt Service** – The cost of paying principal and interest on borrowed money according to a predetermined payment schedule. Includes required monthly contributions to a sinking fund for bond issue repayments.

**Debt Service Fund** – A governmental fund established to finance and account for the accumulation of resources for, and the payment of, general long-term debt principal and interest. Also known as "Sinking Fund."

**Debt Service Requirements** – The amounts of revenue that must be provided so that all principal and interest payments can be made in full and on schedule. See also "Sinking Fund".

**Dedicated Tax** – A tax levied to support a specific government program or purpose.

**Defeasance** – An advance refunding procedure whereby a new debt issue provides funds for an interest-bearing escrow account to repay the old debt issue at its maturity dates, and the new debt replaces the old debt on the City's Statement of Net Assets. See also "Advance Refunding" and "Refunding".

**Deficit** – The excess of an entity's liabilities and reserved equity of a fund over its assets (deficit fund balance), or the excess of expenditures or expenses and encumbrances over revenues during an accounting period.

**Department** – An organizational unit of government, which is functionally unique in its delivery of services.

**Depreciation** – A method of cost allocation to recognize the decline in service potentials of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence.

**Development-related Fees** – Those fees and charges generated by building, development and growth in a community. Included are building and street permits; development review fees; and zoning, platting and subdivision fees.

**Disbursements** – The payment of monies by the City from a bank account or cash fund.

**Discount** – The amount by which the par value of a bond exceeds the price paid for it.

**Distinguished Budget Presentation Awards Program** – A voluntary awards program administered by the Government Finance Officers Association (GFOA) to encourage governments to prepare effective budget documents.

**Division** – An organizational sub-unit of a department, with responsibility for carrying out a more specific function. An example is the Ambulance/Rescue Division in the Fire Department.

**Economic Resource Measurement Focus** – Measurement focus under which the aim of a set of financial statements is to report all inflows, outflows, and balances affecting or reflecting an entity's net assets. The economic resources measurement focus is used for proprietary and fiduciary funds, as well as for government-wide financial reporting. It also is used by business enterprises and not-for-profit organizations in the private sector.

**Employee (or Fringe) Benefits** – Contributions made by a government to meet commitments or obligations for employee fringe benefits. Included are the government's share of costs for Social Security and Medicare, and the various pension, medical, and life insurance plans.

**Encumbrance** – The commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for a specified future expenditure.

**Enterprise Fund** – A proprietary fund used to account for business-like operations of a government to provide goods or services or both to the general public. The intent is that enterprise fund operations should be supported by user fees on a cost recovery basis. The periodic determination of revenues and expenses is appropriate for capital maintenance, management control, or other public policy. An example of an enterprise fund is the Utility Fund (Water and Sewer).

**Entitlements** – Payments to which eligible local governmental units are entitled, pursuant to an allocation formula determined by the agency providing the monies, usually by an agency of the state or the federal government.

**Estimated Budget Savings** – refers to an amount of projected favorable budget variances expected to be realized during the budget year but that is not identifiable before the start of the year in a way that could be attributed to one or more specific line items. Estimated Budget savings are shown in the City's budget as a revenue item.

**Existing Resources** – Includes beginning surplus and appropriated fund balance.

**Expenditure** – The incurring of a liability, the payment of cash, or the transfer of property for the purpose of acquiring an asset, or a service or settling a loss. A decrease in net financial resources under the current financial resources measurement focus not properly classified as "Other Financing Uses".

**Expense** – Charges incurred (whether paid immediately or unpaid) for operations, maintenance, interest or other charges. Decreases the net assets of a fund.

**Face Value** – See "Par Value".

**Fair Value** – Amount at which an investment or capital asset could be exchanged in a current transaction, other than a forced or liquidation sale, between willing parties at arms' length. Certain investments or capital asset exchanges are required by the FASB and GASB to be reported at fair value.

**Financial Accounting Standards Board (FASB)** – The authoritative accounting and financial reporting standard-setting body for business enterprises and not-for-profit organizations. The GASB and its predecessors

have elected to apply a number of the FASB's standards as well as those of its predecessors to state and local governments.

**Fiscal Policy** – A government's policies with respect to revenues, spending, and debt management as these relate to government services, programs and capital investment. Fiscal policy provides an agreed-upon set of principles for the planning and programming of government budgets and their funding.

**Fiscal Year** – A twelve-month period designated as the operating year for accounting and budgeting purposes in an organization. The City's fiscal year runs from October 1<sup>st</sup> to September 30<sup>th</sup>.

**Fixed Assets** – See "Capital Assets".

**Full Faith and Credit** – A pledge of a government's taxing power to repay debt obligations.

**Full-time Equivalent Position (FTE)** – A part-time position converted to the decimal equivalent of a full-time position based on 2,080 hours per year. For example, a part-time typist working for 20 hours per week would be the equivalent to 50% of a full-time position.

**Function** – A group of related activities aimed at accomplishing a major service or regulatory program for which a government is responsible (e.g., public safety).

**Fund** – An accounting and reporting entity with a self-balancing set of accounts. Funds are created to establish accountability for revenues and expenses that are segregated for the purpose of carrying out a specific purpose or range of activities.

**Fund Balance** – The difference between assets and fund liabilities in the governmental funds balance sheet and is referred to as fund equity.

**GAAP** – Generally Accepted Accounting Principles. The conventions, rules, and procedures that serve as the norm for the fair presentation of financial statements.

**General Fund** – The chief operating fund used to account for both general government transactions and those financial resources not required to be accounted for in another fund.

**General Obligation (G.O.) Bond** – This type of bond is backed by the full faith, credit and taxing power of the government. It is not supported by a specified source of pledged revenue, but is usually payable from ad valorem taxes and other general revenues of the government.

**GIS** – 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.

**Non-spendable Fund Balance** – Amounts that are not in a spendable form (such as inventory, prepaid amounts and long-term portion of loans receivable) or are legally or contractually required to be maintained intact (e.g., principal of a permanent fund).

**Object of Expenditure** – An expenditure classification, referring to the lowest and most detailed level of classification, such as electricity, office supplies, asphalt, furniture, and personal or contractual services.

**Objective** – Something to be accomplished in specific, well defined, and measurable terms, and that is achievable within a specific time frame.

**Obligations** – A commitment, encumbrance or liability that a government may be legally required to meet out of its resources. They include indebtedness of any kind, actual liabilities and 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".

**Resolution** – A special or temporary order of a legislative body; an order of a legislative body requiring less legal formality than an ordinance or statute.

**Resources** – Reflects funding that is available for appropriation, such as revenues, debt proceeds, transfers from other funds and existing resources.

**Restricted Assets** – Assets whose use is subject to constraints that are either externally imposed by creditors, grantors, contributors, or other governments, or that are imposed by law.

**Restricted Fund Balance**– Amounts that can be spent only for the specific purposes stipulated by external resource providers (such as grantors), or enabling legislation. Restrictions may be changed or lifted only with the consent of the resource providers.

**Restricted Net Assets** – A component of net assets calculated by reducing the carrying value of restricted assets by the amount of any related outstanding debt.

**Retained Earnings** – An account that reflects accumulated net earnings (or losses) of an enterprise or internal service fund. As in the case of fund balance, retained earnings may include certain reservations of fund equity.

**Revenue** – Inflows of resources to finance the operations of government. Increases the net assets of the fund.

**Revenue Bond** – This type of bond is secured by the pledging of specified sources of revenue stream(s) other than ad valorem taxes, and not the full faith, credit and taxing power of the government. Generally, voter approval is not required prior to the issuance of such obligations.

**Rolled Back Rate** – The millage rate which, exclusive of new construction, will provide the same property (ad valorem) tax revenue for each taxing entity as was levied during the prior year. The rolled back rate controls

for changes in the market value of property and represents "no tax increase." The only source of additional tax revenue, if the rolled-back rate is levied, is the tax upon new construction.

**Self-insurance** – Decision of an entity not to purchase insurance, but instead to accept the risk of claims as a part of its risk-management policy.

**Service Lease** – A lease under which the lessor maintains and services the asset.

**Service Level** – Services or products which comprise actual or expected outputs of a given program. Focus is on results (output), not measures of workload (input).

**Shared Revenue** – Revenue that is earned by one governmental unit but that is shared, usually on a predetermined basis, with other units or classes of governments.

**Sinking Fund** – A fund established by the bond contract of an issue into which the City makes periodic deposits (usually monthly) to assure the timely availability of sufficient monies for the payment of debt service requirements. Also known as "Debt Service Fund".

**Site-based Budgeting** – A decentralized budget process whereby budget preparation and development are based on an individual organizational component or site(s).

**Source of Revenue** – Revenues are identified and classified according to their point of origin, for example taxes, inter-governmental, user fees, fines and forfeitures, etc.

**Special Revenue Fund** – A governmental fund used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes.

**Standard deviation** – Measure of variation equal to the square root of the variance.

**Standard score** – Number of standard deviations that a given value is above or below the mean; also called "z score".

**Status Quo Budget** – Cost of continuing the existing levels of service in the current budget year.

**Supplemental Appropriation** – An additional appropriation made by the governing body after the adoption of the original budget for a particular fiscal period.

**Supplemental Requests** – Programs and services that departments would like to have added (in priority order) over their target budget, or if revenue received is greater than anticipated.

**Target Budget** – Desirable expenditure levels provided to departments in developing the coming year's budget. Based on the prior year's adopted budget, excluding one-time expenditures, projected revenues, and reserve requirements.

**Tax Levy** – The resultant product when the millage rate per one thousand dollars of taxable property value is multiplied by the taxable values of all properties in the tax base.

**Taxes** – Charges levied by a government for the purpose of financing services performed for the common benefit of the people. This term does not include specific charges made against particular persons or property for current or permanent benefit, such as special assessments or user fees.

**Temp Employee** – An employee who fills a temporary or short-term position. Such employees provide contingency staffing for government operations during peak workloads, or to address temporary staffing needs. Temp employees are paid on a per-hour basis and receive limited or no benefits.

**Transfers In/Out** – Amounts transferred from one fund to another to assist in financing the services for the recipient fund, or for repayment of funds previously received from the recipient fund.

**Trust Funds** – Fiduciary funds used to account for assets, which are held by the City in a trustee capacity for individuals, private organizations, other governments, or other funds.

**Truth in Millage (TRIM) Act** – Incorporated in Florida Statutes 200.065, it requires that property owners be notified by mail of the proposed property taxes for the next fiscal year based on "tentative" budgets approved by the City, County, School Board, and other taxing districts. The TRIM Act also includes specific requirements for newspaper advertisements of budget public hearings and the content and order of business of the hearings.

**Total Suspended Solids (TSS)** - A measure of the suspended solids in wastewater, effluent, or water bodies, determined by tests for "total suspended non-filterable solids."

**Unassigned Fund Balance** – The residual classification for the general fund and includes amounts that are not contained in the other classifications. Unassigned amounts are the portion of fund balance which is not obligated or specifically designated and is available for any purpose.

**User Charges** – The payment of a fee for direct receipt of a public service by the party who benefits from the service.

**Variable Cost** – A cost that changes with increases/decreases in the amount of service provided, such as the payment of a salary.

**Variance** - The variance,  $s^2$ , of a set of  $n$  sample measurements is equal to the sum of the squares of deviations of the measurements about their mean, divided by  $(n-1)$ .

**Working Capital** – Excess of current assets over current liabilities. This measure largely depends upon the availability of cash and cash equivalents that may be used to satisfy immediate cash needs.

**Workload Indicator** – A unit of work to be done (for example, number of permit applications received, the number of households receiving refuse collection service, or the number of burglaries to be investigated).

**Work Years** – The amount of personnel resources required for a program expressed in terms of the "full-time equivalent" number of employees. One "work year" is equal to one full-time, 12-month employee. For most categories, this equals 2,080 hours year (40 hours per week times 52 weeks). The number of hours a part-time employee is budgeted to work during the year is divided by 2,080 to arrive at the equivalent number of "work years" for the position. See also "Full-time Equivalent Position (FTE)," above.

**Z Score** – Number of standard deviations that a given value is above or below the mean.

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**PROPOSED ORDINANCE NO. 2011-20****ORDINANCE NO. 1700**

**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 2011-2012 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 0.6713 towards the payment of principal, interest and other related fees of those bonds issued by the City in 2005 and 2007; and

Page 1 of 4

JFK:

**PROPOSED ORDINANCE NO. 2011-20**

**ORDINANCE NO. 1700**

**WHEREAS**, the City of Pembroke Pines, Florida, pursuant to State Statute, now desires to fix the City's operating millage at 5.6368;

**NOW, THEREFORE, BE IT ORDAINED BY THE CITY COMMISSION OF THE CITY OF PEMBROKE PINES, FLORIDA, THAT:**

**Section 1.** The foregoing "Whereas" clauses are hereby incorporated herein.

**Section 2.** The requisite advertisements, public hearings and ordinances necessary to establish the City millage shall be conducted and prepared.

**Section 3.** Pursuant to Chapter 200, Florida Statutes, a Public Hearing shall be held on the 7th day of September, 2011, and a second Public Hearing shall be held on the 20<sup>th</sup> day of September, 2011.

**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 0.6713.

**Section 6.** The City's operating millage shall be set at 5.6368, which is the rolled-back rate.

**PROPOSED ORDINANCE NO. 2011-20**

**ORDINANCE NO. 1700**

**Section 7.** The City's aggregate millage is 6.3081, which consists of an operating millage of 5.6368 and a debt service millage of 0.6713.

**Section 8.** A certified copy of this ordinance shall be furnished to the Broward County Property Appraiser so that said revenues may be collected and furnished to the City of Pembroke Pines.

**Section 9.** If any clause, section, or other part or application of this Ordinance shall be held by any court of competent jurisdiction to be unconstitutional or invalid, such unconstitutional or invalid part or application shall be considered as eliminated and so not affecting the validity of the remaining portions or applications remaining in full force or effect.

**Section 10.** All Ordinances or parts of Ordinances, Resolutions or parts of Resolutions in conflict herewith are hereby repealed to the extent of such conflict.

**Section 11.** This ordinance shall become effective immediately upon its passage and adoption.

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PROPOSED ORDINANCE NO. 2011-20

ORDINANCE NO. 1700

PASSED AND ADOPTED BY THE CITY COMMISSION OF THE CITY OF PEMBROKE PINES, FLORIDA, ON FIRST READING THIS 7th DAY OF September, 2011. TIME ADOPTED 6:34 PM.

PASSED AND ADOPTED BY THE CITY COMMISSION OF THE CITY OF PEMBROKE PINES, FLORIDA, ON SECOND AND FINAL READING THIS 20th DAY OF September, 2011. TIME ADOPTED 6:24 PM.

CITY OF PEMBROKE PINES, FLORIDA

ATTEST:

JUDITH A. NEUGENT, CITY CLERK

By:

MAYOR FRANK C. ORTIS

ORTIS AYE

SIPLE AYE

CASTILLO AYE

McCLUSKEY AYE

SHECHTER AYE

APPROVED AS TO FORM:

OFFICE OF THE CITY ATTORNEY

STATE OF FLORIDA  
COUNTY OF BROWARD

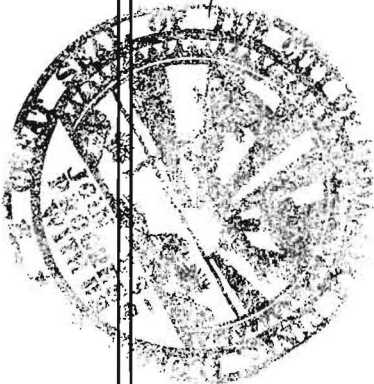
I HEREBY CERTIFY that the above foregoing is a true and correct copy of

Ordinance No. 1700  
as recorded in the Office of the City Clerk.

Witness my hand and official seal this 21 day of September A.D., 2011

CITY OF PEMBROKE PINES

By: Judith A. Neugent, City Clerk



JFK:

**PROPOSED ORDINANCE NO. 2011-21****ORDINANCE NO. 1701****AN ORDINANCE OF THE CITY COMMISSION OF THE CITY OF PEMBROKE PINES, FLORIDA, ADOPTING A BUDGET FOR FISCAL YEAR 2011-2012 FOR THE CITY OF PEMBROKE PINES, FLORIDA, PROVIDING FOR CONFLICTS; PROVIDING FOR SEVERABILITY; AND PROVIDING FOR AN EFFECTIVE DATE.**

**WHEREAS**, the 2011-2012 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, 2011 and terminated on September 30, 2012.

Page 1 of 3

JFK:srw

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**PROPOSED ORDINANCE NO. 2011-21**

**ORDINANCE NO. 1701**

Section 2. There is hereby appropriated from the General Fund and other funds of the City as set forth in detail in the Budget Estimates as set forth in **Exhibit "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 2011-2012, are 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 2011-2012.

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 related 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



**PROPOSED ORDINANCE NO. 2011-21**

**ORDINANCE NO. 1701**

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.

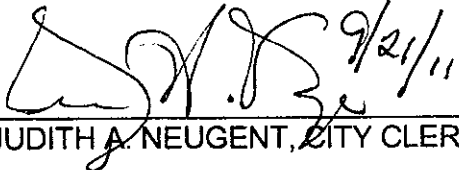
Section 8. This Ordinance shall become effective immediately upon its passage and adoption.


**PASSED AND ADOPTED BY THE CITY COMMISSION OF THE CITY OF PEMBROKE PINES, FLORIDA, ON FIRST READING THIS 7th DAY OF September, 2011. TIME ADOPTED 6:34 PM.**

**PASSED AND ADOPTED BY THE CITY COMMISSION OF THE CITY OF PEMBROKE PINES, FLORIDA, ON SECOND AND FINAL READING THIS 20th DAY OF September, 2011. TIME ADOPTED 6:45 PM.**

CITY OF PEMBROKE PINES, FLORIDA

ATTEST:

  
9/21/11  
\_\_\_\_\_  
JUDITH A. NEUGENT, CITY CLERK

By:   
\_\_\_\_\_  
FRANK C. ORTIS, MAYOR

ORTIS AYE

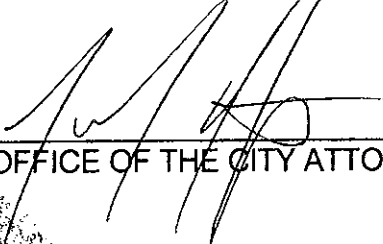
CASTILLO AYE

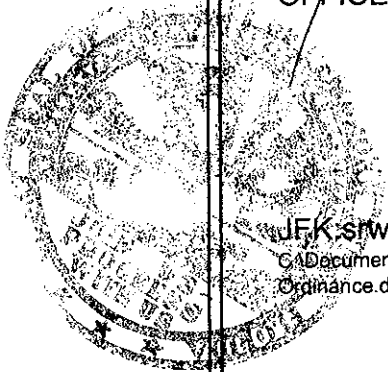
McCLUSKEY AYE

SHECHTER AYE

SIPLE AYE

APPROVED AS TO FORM:

  
\_\_\_\_\_  
OFFICE OF THE CITY ATTORNEY



**Exhibit A  
Summary of Budget Estimates  
Proposed Ordinance NO. 2011-21**

Fund #	Fund Description	Estimated Beginning FY2012 Fund Balance	FY2012 Revenues	FY2012 Expenditures	Excess (Deficit) Revenues Over Expenditures	Estimated Ending FY2012 Balance
1	General Fund	\$ 39,114,429	\$ 149,312,444	\$ 151,556,066	\$ (2,243,622)	\$ 36,870,807
51	Wetlands Trust Fund	569,009	34,000	16,500	17,500	586,509
100	Road & Bridge Fund	5,000,606	4,262,900	5,616,126	(1,353,226)	3,647,380
120	State Housing Initiative Program	13,400	39,000	39,000	39,000	52,400
121	HUD Grants CDBG/HOME		1,037,133	1,037,133	-	-
122	Law Enforcement Grant		17,918	17,918	-	-
123	ADA/Paratransit Program		452,928	452,928	-	-
128	Community Bus Program		818,226	818,226	-	-
131	Treasury - Confiscated	34,390	6,000	33,150	(27,150)	7,240
132	Justice - Confiscated	161,201		88,097	(88,097)	73,104
133	\$2 Police Education	114,940	60,245	55,245	5,000	119,940
134	FDLE - Confiscated	120,051		105,240	(105,240)	14,811
199	Older Americans Act	23,223		911,570	-	23,223
201	Debt Service	14,482,018	26,858,790	26,778,770	80,020	14,562,038
320	Municipal Construction	(4,348,746)	2,661,081	3,585,874	(924,793)	(5,273,539)
471	Utility Fund	216,988,293	43,137,784	43,137,784	-	216,988,293
504	Public Insurance Fund		27,849,925	27,849,925	-	-
655	General Pension Trust Fund	120,154,318	19,009,516	9,080,000	9,929,516	130,083,834
656	Fire & Police Pension Trust Fund	261,943,796	54,308,536	24,415,000	29,893,536	291,837,332
657	Other Post Employment Benefits	24,154,849	10,642,667	7,376,427	3,266,240	27,421,089
		\$ 678,525,777	\$ 341,420,663	\$ 302,931,979	\$ 38,488,684	\$ 717,014,461

\* Advanced funding of future benefit payments.



STATE OF FLORIDA  
COUNTY OF BROWARD

I HEREBY CERTIFY that the above foregoing is a true and correct copy of

Ordinance 1701 and Exhibit "A" 4 Pages as recorded in the Office of the City Clerk.

Witness my hand and official seal this 10 day of October A.D., 2011  
CITY OF PEMBROKE PINES

By: *Judith A. Neugent*  
Judith A. Neugent, City Clerk

*10/10/11*



# CERTIFICATION OF TAXABLE VALUE

Year: 2011	County: BROWARD
Principal Authority: CITY OF PEMBROKE PINES	Taxing Authority: CITY OF PEMBROKE PINES

**SECTION I : COMPLETED BY PROPERTY APPRAISER**

1.	Current year taxable value of real property for operating purposes	\$	8,148,887,220	(1)
2.	Current year taxable value of personal property for operating purposes	\$	337,664,862	(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>	\$	8,486,552,082	(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.)	\$	15,649,590	(5)
6.	Current year adjusted taxable value <i>(Line 4 minus Line 5)</i>	\$	8,470,902,492	(6)
7.	Prior year FINAL gross taxable value from prior year applicable Form DR-403 series	\$	8,394,657,060	(7)
8.	Does the taxing authority include tax increment financing areas? If yes, enter number of worksheets (DR-420TIF) attached. If none, enter 0	<input type="checkbox"/> YES	<input checked="" type="checkbox"/> NO	Number 0 (8)
9.	Does the taxing authority levy a voted debt service millage or a millage voted for 2 years or less under s. 9(b), Article VII, State Constitution? If yes, enter the number of DR-420DEBT, <i>Certification of Voted Debt Millage</i> forms attached. If none, enter 0	<input checked="" type="checkbox"/> YES	<input type="checkbox"/> NO	Number 1 (9)

<b>Property Appraiser Certification</b>	I certify the taxable values above are correct to the best of my knowledge.		
<b>SIGN HERE</b>	Signature of Property Appraiser :		Date :
	Electronically Certified by Property Appraiser on 6/30/2011 3:43 PM		

**SECTION II : COMPLETED BY TAXING AUTHORITY**

If this portion of the form is not completed in FULL your taxing authority will be denied TRIM certification and possibly lose its millage levy privilege for the tax year. If any line is not applicable, enter -0-.

10.	Prior year operating millage levy <i>(If prior year millage was adjusted then use adjusted millage from Form DR-422)</i>	5.6880	per \$1,000	(10)
11.	Prior year ad valorem proceeds <i>(Line 7 multiplied by Line 10, divided by 1,000)</i>	\$	47,748,809	(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>	\$	47,748,809	(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>	\$	8,470,902,492	(15)
16.	Current year rolled-back rate <i>(Line 13 divided by Line 15, multiplied by 1,000)</i>		5.6368 per \$1000	(16)
17.	Current year proposed operating millage rate		5.6368 per \$1000	(17)
18.	Total taxes to be levied at proposed millage rate <i>(Line 17 multiplied by Line 4, divided by 1,000)</i>	\$	47,836,997	(18)

Continued on page 2

19.	TYPE of principal authority (check one)	<input type="checkbox"/> County	<input type="checkbox"/> Independent Special District	(19)
		<input checked="" type="checkbox"/> Municipality	<input type="checkbox"/> Water Management District	
20.	Applicable taxing authority (check one)	<input checked="" type="checkbox"/> Principal Authority	<input type="checkbox"/> Dependent Special District	(20)
		<input type="checkbox"/> MSTU	<input type="checkbox"/> Water Management District Basin	
21.	Is millage levied in more than one county? (check one)	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No	(21)

<b>DEPENDENT SPECIAL DISTRICTS AND MSTUs</b>		<b>STOP HERE - SIGN AND SUBMIT</b>
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22.	Enter the total ad valorem proceeds of the principal authority, all dependent special districts, and MSTUs at rolled-back rate. <i>(Total of Line 13 from all DR-420 forms)</i>	\$	47,748,809	(22)
23.	Current year aggregate rolled-back rate <i>(Line 22 divided by Line 15, multiplied by 1,000)</i>		5.6368 per \$1,000	(23)
24.	Current year aggregate rolled-back taxes <i>(Line 4 multiplied by Line 23, divided by 1,000)</i>	\$	47,836,997	(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>	\$	47,836,997	(25)
26.	Current year proposed aggregate millage rate <i>(Line 25 divided by Line 4, multiplied by 1,000)</i>		5.6368 per \$1,000	(26)
27.	Current year proposed rate as a percent change of rolled-back rate <i>(Line 26 divided by Line 23, minus 1, multiplied by 100)</i>		0.00 %	(27)

<b>First public budget hearing</b>	Date : 9/7/2011	Time : 6:00 PM	Place : City Hall Commission Chambers 10100 Pines Boulevard, Pembroke Pines, Florida 33026
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<b>S I G N  H E R E</b>	<b>Taxing Authority Certification</b>		I certify the millages and rates are correct to the best of my knowledge. The millages comply with the provisions of s. 200.065 and the provisions of either s. 200.071 or s. 200.081, F.S.		
	Signature of Chief Administrative Officer :			Date :	
	Electronically Certified by Taxing Authority on 8/4/2011 11:51 AM				
	Title :		Contact Name and Contact Title :		
	CHARLES F DODGE, CITY MANAGER		RENE GONZALEZ, FINANCE DIRECTOR		
	Mailing Address :		Physical Address :		
10100 PINES BOULEVARD		10100 PINES BOULEVARD			
City, State, Zip :		Phone Number :		Fax Number :	
PEMBROKE PINES, FLORIDA 33026		954/435-6515		954/435-6524	

Instructions on page 3

## CERTIFICATION OF TAXABLE VALUE INSTRUCTIONS

“Principal Authority” is a county, municipality, or independent special district (including water management districts).

“Taxing Authority” is the entity levying the millage. This includes the principal authority, any special district dependent to the principal authority, any county municipal service taxing unit (MSTU), and water management district basins.

Each taxing authority must submit to their property appraiser a DR-420 and the following forms, as applicable:

- DR-420TIF, Tax Increment Adjustment Worksheet
- DR-420DEBT, Certification of Voted Debt Millage
- DR-420MM-P, Maximum Millage Levy Calculation - Preliminary Disclosure

### Section I: Property Appraiser

Use this DR-420 form for all taxing authorities except school districts. Complete Section I, Lines 1 through 9, for each county, municipality, independent special district, dependent special district, MSTU, and multicounty taxing authority. Enter only taxable values that apply to the taxing authority indicated. Use a separate form for the principal authority and each dependent district, MSTU and water management district basin.

#### Line 8

Complete a DR-420TIF for each taxing authority making payments to a redevelopment trust fund under Section 163.387(2)(a), Florida Statutes or by an ordinance, resolution or agreement to fund a project or to finance essential infrastructure.

Check "Yes" if the taxing authority makes payments to a redevelopment trust fund. Enter the number of DR-420TIF forms attached for the taxing authority on Line 8. Enter 0 if none.

#### Line 9

Complete a DR-420DEBT for each taxing authority levying either a voted debt service millage (s.12, Article VII, State Constitution) or a levy voted for two years or less (s. 9(b), Article VII, State Constitution).

Check "Yes" if the taxing authority levies either a voted debt service millage or a levy voted for 2 years or less (s. 9(b), Article VII, State Constitution). These levies do not include levies approved by a voter referendum not required by the State Constitution. Complete and attach DR-420DEBT. Do not complete a separate DR-420 for these levies.

Send a copy to each taxing authority and keep a copy. When the taxing authority returns the DR-420 and the accompanying forms, immediately send the original to:

Florida Department of Revenue  
Property Tax Oversight Program - TRIM  
P. O. Box 3000  
Tallahassee, Florida 32315-3000

### Section II: Taxing Authority

Complete Section II. Keep one copy, return the original and one copy to your property appraiser with the applicable DR-420TIF, DR-420DEBT, and DR-420MM-P within 35 days of certification. Send one copy to the tax collector. “Dependent special district” (ss. 200.001(8)(d) and 189.403(2), F.S.) means a special district that meets at least one of the following criteria:

- The membership of its governing body is identical to that of the governing body of a single county or a single municipality.
- All members of its governing body are appointed by the governing body of a single county or a single municipality.
- During their unexpired terms, members of the special district's governing body are subject to removal at will by the governing body of a single county or a single municipality.
- The district has a budget that requires approval through an affirmative vote or can be vetoed by the governing body of a single county or a single municipality.

“Independent special district” (ss. 200.001(8)(e) and 189.403(3), F.S.) means a special district that is not a dependent special district as defined above. A district that includes more than one county is an independent special district unless the district lies wholly within the boundaries of a single municipality.

“Non-voted millage” is any millage not defined as a “voted millage” in s. 200.001(8)(f), F.S.

#### Lines 12 and 14

Adjust the calculation of the rolled-back rate for tax increment values and payment amounts. See the instructions for DR-420TIF. On Lines 12 and 14, carry forward values from the DR-420TIF forms.

#### Line 24

Include only those levies derived from millage rates.