

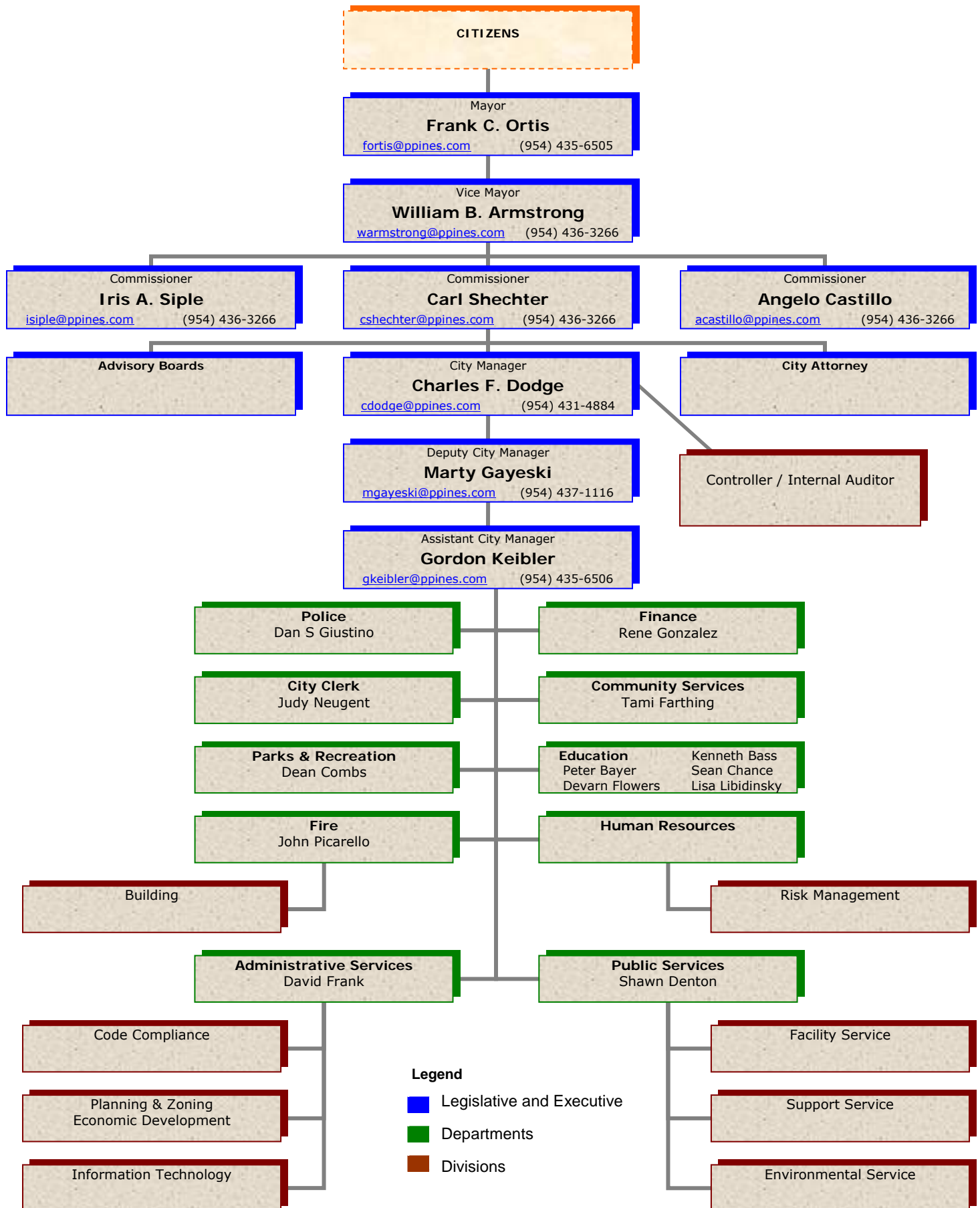


2008 Budget

City of Pembroke Pines - Florida

CITY OF PEMBROKE PINES

Organizational Chart





City of Pembroke Pines

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

William B. Armstrong, Commissioner
Angelo Castillo, Commissioner
Carl Shechter, Commissioner

September 27, 2007

Honorable Mayor
City Commissioners

I have been the City Manager of Pembroke Pines for the past eighteen years and have been responsible for the development and implementation of as many municipal budgets. All of these budgets have been prepared with care taking into consideration many differing and important needs of this City. I have always developed these fiscal plans with sound advice from various groups of people who have committed themselves to the betterment of our community. The City Commission, civic groups, other governmental agencies, and staff have all provided valuable input into this process. Without this involvement, the task of administering this City would be impossible.

The fiscal plan contained herein is the most challenging of all past budgets developed for this City.

There is no doubt that the people who make up our City face costs of living that have escalated to unsustainable levels. The individuals responsible for ensuring a high quality of life in our community such as teachers, police officers, fire fighters, construction workers, and many other professionals face an uncertain future in providing for the needs of the community as well as the needs of their families.

The City of Pembroke Pines recognizes these challenges and thoroughly understands the need for financial relief for our vibrant and hard-working community.

Recently, the State of Florida responded to this economic condition by enacting laws directed at immediate reduction in property taxes resulting in a significant decrease in property tax revenue for all local governments. The leadership of State government based their quick action on the premise that local governments realized revenue windfalls resulting from the rapid escalation in the value of real estate during the past several years giving municipalities the ability to develop irresponsible fiscal policy and accumulate excessive cash reserves. As it relates to Pembroke Pines, this Administration takes exception to that position.

The economic reality is that as the cost of living for our citizens' increases, so does the cost of delivering the wide variety of municipal services expected from a full service city such as ours.

The most important resource required to meet and exceed residential and commercial service delivery expectations from this City are its employees. Expenses related to employing qualified city staff to include living wages, health insurance, workers compensation insurance, and pension costs have increased along with the cost of operational supplies supporting their efforts such as fuel, office/field equipment, computer hardware and software, and building maintenance.

The budget for FY2008 is based on the rolled-back millage rate of 4.1725 and the City has exercised appropriate due diligence in reducing expenditures and enhancing revenue in order to address the financing gap resulting partly from the legislative action of the State. The tax cap imposed by the State is far reaching; future property tax revenues will increase only by the rate of personal income growth and new construction.

Option	Millage Rate	FY2008 Taxes	Commission Action	Change over FY2007	FY2008 Tax Reduction
Rolled-back Rate less 7%	3.8804	\$43,454,142	Majority Vote	\$(2,826,343)	\$(8,047,146)
Rolled-back Rate	4.1725	46,725,184	Super Majority Vote (4 of 5)	444,699	(4,776,103)
FY2007 Rate	4.5990	51,501,288	Unanimous Vote	5,220,803	-

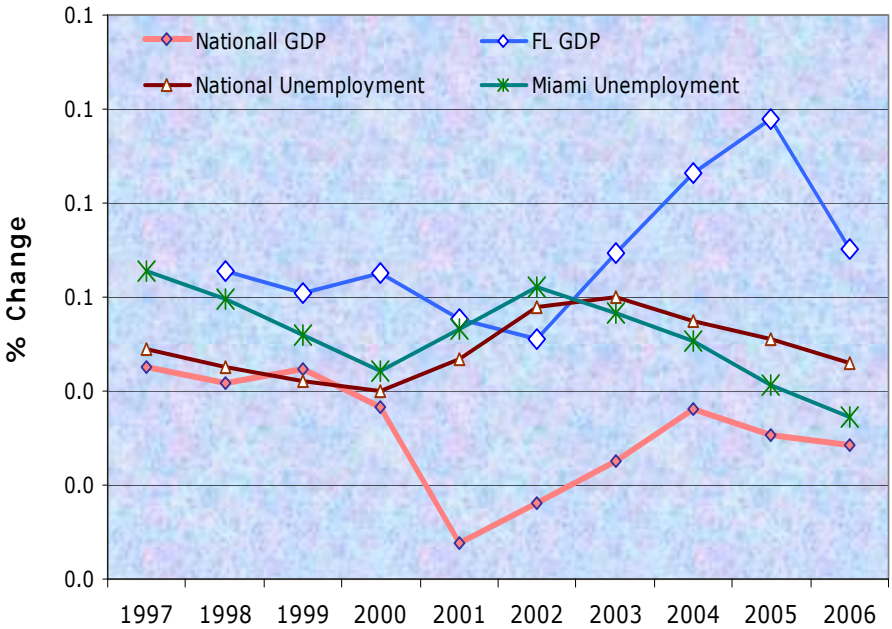
Although the proposed constitutional amendment related to the replacement of the current \$25,000 homestead exemption with a "super exemption" approved by legislators in June 2007 was invalidated by a judge as "misleading", it is by no means the end of tax reform. Legislators plan to hold a special session in late October to re-examine the issue with the hope of placing a new measure on the January 2008 ballot. At this juncture, since there is no consensus on a plan it would be difficult to estimate the impact however it is certain that any measure would further curtail the City's revenue-raising flexibility and apply additional pressure on fiscal management.

Economic Analysis

At the time of preparation of this budget, the national economy had experienced its sixth year of expansion with a moderate pace of economic growth, low rates of unemployment, and inflation. The federal government and other forecasters expect the expansion to continue for the foreseeable future with sustained non-inflationary real growth providing a sound foundation for the budget year.

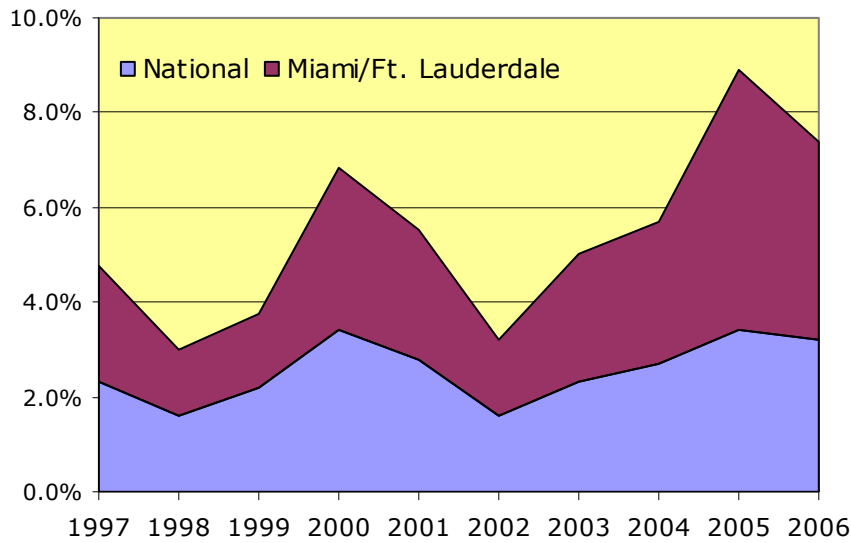
Real Gross Domestic Product (GDP) has been steadily growing after the 2001 plunge; fluctuating between 0.8% and 3.6% while averaging 2.4% between 2001 and 2006. Real GDP growth is expected to positively influence the overall job growth rate in Miami/Fort Lauderdale. Over the past five years, the national unemployment rate averaged 5.4%; the Miami/Fort Lauderdale average was 4.9%. As of August 2007, the rates for the nation and Miami/Fort Lauderdale were 4.6% and 4.1% respectively. The federal administration, the Congressional Budget Office and the Blue Chip Consensus, an average of about 50 private-sector forecasts, project average annual growth rates in a narrow range of 2.8% to 3.0% over the next six-year span. The three project unemployment rates after 2007 will range between 4.8% to 5.0%.

National Real GDP, Florida Gross State Product and National/Local Unemployment



Data Sources: U.S. Bureau of Economic Analysis and Bureau Labor Statistics

Consumer Price Index

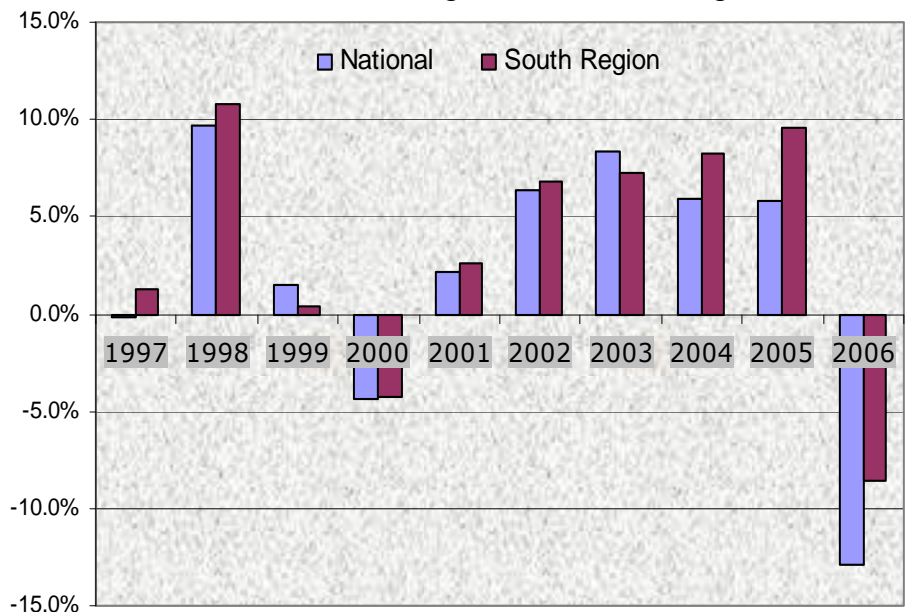


Data Sources: U.S. Bureau Labor Statistics

During 2002 to 2006, the annual percentage increase in the national Consumer Price Index (CPI) remained subdued, fluctuating between 1.6% and 3.4% while averaging 2.6%, despite rising commodity and energy prices that have led to a temporary increase and volatility in the overall rate. The change in the Miami/Fort Lauderdale index ranged between 1.6% and 5.5% and averaged 3.4%. The federal administration, the Congressional Budget Office, and the Blue Chip Consensus anticipate low inflation, as measured by the CPI, between 2.2% and 2.6% after 2007. In most cases, except for fuel and electricity cost, a 3% inflation factor was used to forecast the FY2008 operating expenses.

The national and regional markets are showing signs of a slowdown in housing starts, and, as a corollary, the appreciation in the value of existing homes has decelerated. If this trend continues, there could be a potential reduction in the assessed value of residential properties acquired during the real estate boom years. In an effort to bolster the ad valorem base and counter the effects of the current build-out stage, the City is forging ahead with the City Center development project and aggressively exploring redevelopment opportunities.

Total Housing Starts-National & Regional



Data Sources: U.S. Census Bureau, Economic Indicators

Given the sustained non-inflationary real growth forecast and barring any unexpected shocks, in FY2008 the City's general fund revenue is expected to grow by \$11.8 million (8.4%) and expenditures by \$9.7 million (6.8%). The General Fund unreserved undesignated balance is expected to be 18.7% of the General Fund expenditures, within the policy range of 10% to 30%. Notwithstanding, City administration is committed to streamlining operations and pursuing avenues of revenue growth.

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 population for the budget year FY2008 is estimated to be 152,519, an increase of 0.3% over FY2007, with approximately 61,400 households. During 2006, Pembroke Pines was ranked as the tenth largest city in Florida.

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

The City of Pembroke Pines, City of Pembroke Pines Charter School System, Claire's Stores, Inc., R&L Transfer, Cintas Corporation, Linder Industrial Machinery, Memorial Healthcare System, Maroone Chevrolet, Maroone Dodge, Bergeron Land Development, The Herald, Broward County School Board, U.S. Postal Service, Power Financial, Nautilus Corporation, and World Ford 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 the growth of past years 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 to economic development are equally important in achieving the long-term goals and objectives of the City as outlined in the table below.

Overall Long-Term Municipal Goals	
The City of Pembroke Pines has developed the following goals for programs and services to guide the budget development process:	
1.	Promote and preserve the health, safety, and welfare of the community.
2.	Promote and pursue a positive economic environment.
3.	Provide and encourage diverse recreational, educational, and cultural opportunities and maintain a full range of municipal services.
4.	Provide a positive work environment that encourages teamwork, initiative, productivity, and individual development.
5.	Pursue and demonstrate a commitment to excellence in leadership and management skills to instill confidence in the integrity of City government.
6.	Preserve and promote the ecological and environmental quality within the City.

In keeping with this approach to development, there are two key initiatives which the City has recently embarked upon - namely the Building Our Future Program and the City Center project. Both are noteworthy, notwithstanding the fact that no direct appropriations for them are in this adopted budget. The Building Our Future Program is being financed with General Obligation Bonds as passed by referendum in March 2005. These projects were originally appropriated in the FY2005 budget, unspent appropriations will be carried forward to the FY2008 working budget. The Building Our Future bond issues provide funding for the following projects:

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

Since the bond referendum was passed, the City has issued \$90,000,000 of the \$100,000,000 approved and has completed several Phase I projects and commenced Phase II projects. On June 27, 2007 as a result of cost overruns City Commission decided to reduce the number of projects funded by the General Obligation bonds, the most notable being the proposed Civic Center budgeted at \$8.0 million.

Numerous road projects are under construction at the time of this writing. They are being scheduled to ensure that disruptions to existing traffic patterns are minimized. We had anticipated these projects would be multi-year in nature, and we are approaching them in that fashion. Major improvements to Pines Boulevard, Sheridan St., 172nd Avenue, and 184th Avenue are well under way.

The Department of Parks and Recreation has been active in making improvements to several of their facilities. Several parking lots were seal coated and re-stripped, new playground equipment was installed at 16 City parks, and various paddle ball, tennis, and basketball courts were resurfaced. In addition, various athletic fields were renovated, asphalt path overlays were done at several parks, and clubhouse meeting rooms were constructed at Silver Lakes South and Chapel Trail Parks.

The vision of a new City Center is quickly becoming a reality. This project was initially started in FY2003 with the purchase of approximately 115 acres of undeveloped land adjacent to City Hall for \$22 million. This site is the last major piece of property along the Pines Boulevard corridor and provides a unique opportunity for the City to ensure that the development of the site aligns with the issues important to our residents. This project envisions a mixed-use development that will include residential, business, government, park, and open space components. The combination of these various components will create a central focal point unique to Pembroke Pines. The City has evolved over the last decade and a half from a relatively small town to a robust and bustling community. Along the way, many large homeowner communities were approved, but none truly represent the City's central point of focus. Pembroke Pines developed without a traditional downtown. This project is our opportunity to create that focal point. With vision and imagination, we will create a city center that grabs our attention and gives us a sense of pride. The City Center project is expected to create a new and significant tax base for the City and the anticipated increase in property values will generate a continuous revenue stream. The City will recover development costs through the sale of building sites to the most responsive bidders. City Center is currently being bid and offers will be accepted at the end of October 2007. The bids are separated into three categories: commercial, residential, and Old City Hall.

The Build Our Future bond referendum projects and the City Center project are very high profile endeavors. However, we have a number of lower profile, yet equally important projects and programs that the City Commission and administration will be working on 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 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 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 replacement of a fire engine and improvement of dispatch services through enhanced facilities and eight additional Public Safety Dispatchers.
2. To maintain business occupancy levels. Implementation of the agreement between the Florida Atlantic University's Small Business development Center, Miramar and the City which provides Pembroke Pines small businesses with quarterly, two-hour seminars using FAU's Certified Business Trainers.
3. To pursue all avenues to reduce crime and make Pembroke Pines the safest place to live in Broward County. The budget provides funding for construction of a new training administration facility to replace the damaged trailer and upgrades to the existing targets and berm at the Gun Range.
4. To continue to provide recreation and leisure amenities to meet the needs of all citizens. The City expects to complete the second and third phase of construction/renovation of recreation facilities and parks under the bond referendum projects.
5. To reconfigure the way we provide services to the public by modernizing our technology and adopting more flexible policies to improve customer satisfaction. In this regard, the Information Technology Division plans to install network management Wide Area Network (WAN) software to improve network efficiency and enhance the cashiering system's scanning capabilities to boost input speed.

Budget in Brief

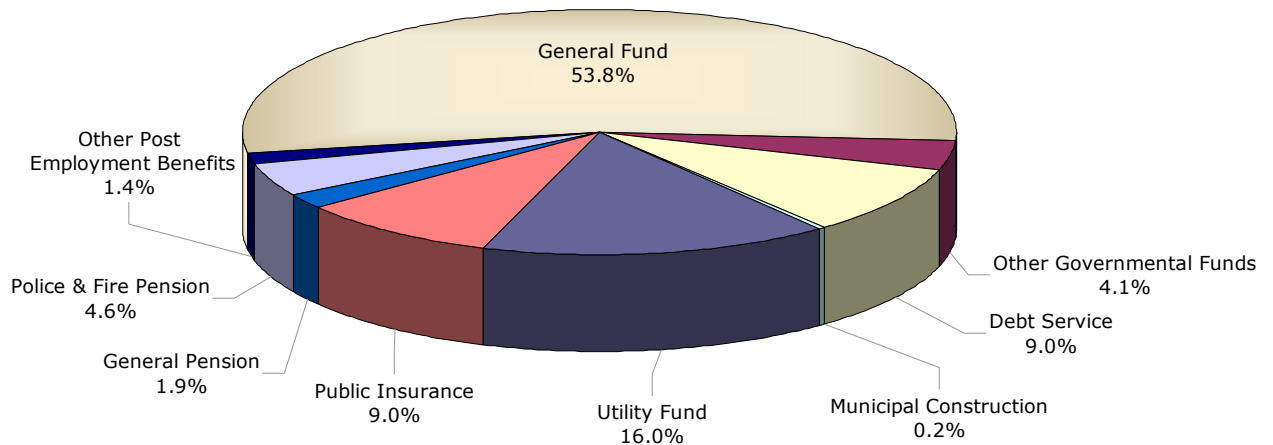
All Funds

The FY2008 budget for all funds totals \$284.5 million representing an increase of \$16.6 million or 6.2% over the FY2007 adopted budget. This increase is attributable mainly to:

- the General Fund increase of \$9.7 million or 58.5% of the \$16.6 million overall increase, which relates to an anticipated \$14.5 million increase in personnel comprising mainly of increases in City Contribution to the Pension Trust Funds and health insurance costs,
- the Debt Service Fund increase of \$5.4 million or 32.8% which is associated with debt service on \$144.6 million bonds issued in FY2007.
- the Public Insurance Fund increase of \$4.6 million or 27.5% connected to an anticipated \$3.6 million increase in health insurance claims and
- the Police and Fire Pension Trust Fund increasing by \$2.1 or 12.4% million to cover mainly a \$1.5 million increase in the cost of benefits.

These increases were offset by a \$8.0 million or 48.2% reduction in the Utility Fund, linked to reduction in capital appropriations. In FY2007, \$15.0 million was appropriated for expansion of the water treatment plant and unspent funds will be carried over; this project is expected to be completed in FY2008.

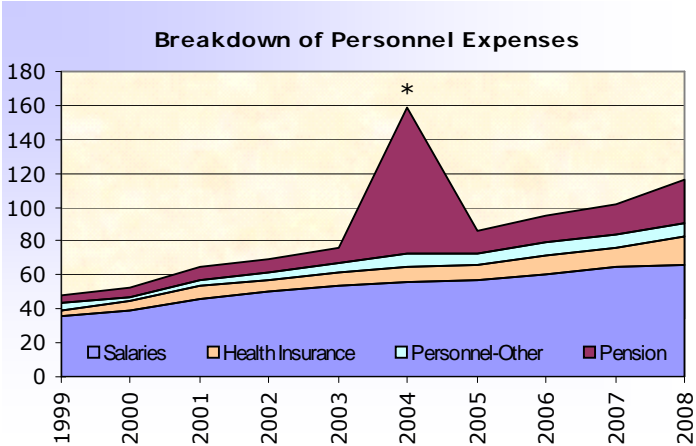
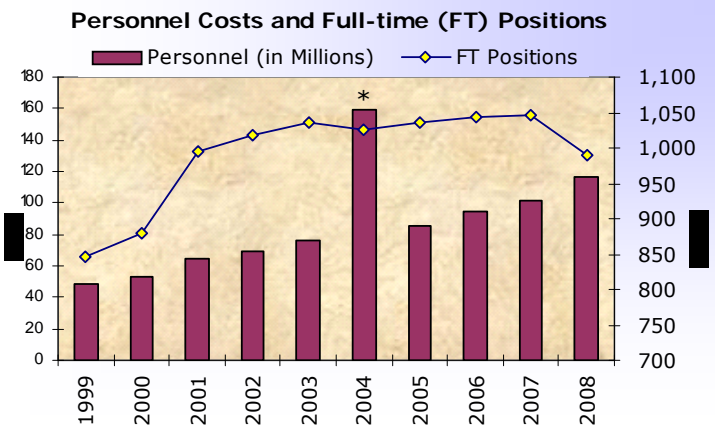
FY2008 ADOPTED BUDGET – ALL FUNDS



The General Fund

The General Fund budget increased by \$9.7 million or 6.8%, from \$143.4 million in FY2007 to \$153.1 million in FY2008 reflecting anticipated increases in personnel cost of \$14.5 million, which it is estimated, will be offset by reductions in capital and operating spending of \$3.9 million and \$0.8 million respectively. These reductions were a direct result of budget balancing strategies to counter the effects of statutory tax reform and escalating personnel cost. The most significant personnel cut made was the elimination of vacant positions worth approximately \$2.0 million. In terms of an operating perspective (operating plus capital expenditures), the FY2007 budget, compared to the FY2008 increased by \$13.7 million or 10.0%. It should be noted that all references to components expressed as a ratio of the whole compared to prior year would be slightly skewed because the FY2008 capital appropriation is 34.0% of prior year due to drastic cuts.

The anticipated increase in personnel cost is driven primarily by a \$4.9 million increase in health insurance of which \$2.4 million relates to a higher contribution to retiree health insurance, a \$4.9 million increase in pension contribution taking into account a \$2.5 million understatement in the FY2007 budget, and the impact of benefits changes whereby, Police Officer retirees will receive a cost of living increase in lieu of the supplemental benefit estimated at an annual cost of \$2.8 million. Personnel cost accounts for \$116.2 million or 75.9% of the General Fund FY2008 budget as opposed to 70.9% in FY2007, a reflection of not only the increase in this category but also a decline in the other expenditure categories.



*Impact of 77.9 million lump sum pension contribution

Expense Highlights

Public safety is an important component of the City’s local government service accounting for \$93.6 million or 61.2% of the General Fund appropriations. In order to provide first-rate police protection as well as fire and rescue services, 55.7% of the General Fund budget is allocated to these services. The FY2008 public safety budget increased by \$11.1 million or 13.4% over prior year reflecting a \$6.7 million increase in fire and police pension, \$4.1 million in health insurance for current and retired employees, and \$2.5 million in salaries. The increase in this category exceeds the total General Fund increase indicating that the other categories have negative growth.

The only exception is the \$0.9 million increase in economic environment or Senior Housing Rental which is associated with the operating expense for the third senior rental tower coming on line in December 2007. Appropriations for all the other categories are below the FY2007 level, general government which consists mainly of the administrative divisions by \$0.7 million or 2.7%, physical environment or grounds maintenance by \$0.6 million or 12.1% as well as recreation and culture by \$0.5 million or 2.5%. Human services, mainly the senior center, also down by \$0.5 million or 7.3% which is associated with the transfer of the senior transportation to the Community Bus Service Fund.

Revenue Highlights

Revenues are expected to grow by \$11.8 million or 8.4% increasing from \$140.5 million in FY2007 to \$152.3 million in FY2008. Overall, the largest source of revenue is ad valorem taxes, which is budgeted at \$46.7 million and represents 30.7% of the FY2008 revenue budget as opposed to 33.0% in FY2007. Compared to FY2007, the FY2008 projection is up only \$0.4 million or 0.9% as a consequence of statutory tax reform. This slight increase in the revenue is linked to new construction. City Commission lowered the tax rate by almost 4/10th of a mill to the rolled-back rate of 4.1725 mills.

In order to cover the increasing cost of doing business and counter the effect of recent tax reform, the cost of services was analyzed and existing rates adjusted upwards as warranted. The fire assessment rates were increased by 104.7% to fund 100% of fire control cost resulting in additional revenues of \$9.0 million or 110.8%. Building permit fees increased by 16% to breakeven on operations and are expected to generate an additional \$1.3 million in revenue. Planning fee revenues increased by \$0.5 million to reflect a transition to cost-based fees. The fees for services provided by the Fire Prevention Division have been adjusted upwards to reflect increases to existing fees and more importantly to introduce a fee for Annual Fire Inspection, a service which has been previously provided free of cost to the community. It is anticipated that these changes will result in a revenue increase of \$0.4 million.

Other sources of revenue increases comprise mainly of \$1.2 million in rent for units at the new senior rental tower, \$1.1 million in golf related revenues signaling the reopening of the golf course and anticipated increase in patronage, \$1.0 million in interest on a money market account, and \$0.6 million in the rental of additional spaces at the Senator Howard C. Foreman Human Services complex.

Compared to FY2007, the half-cent sales tax is expected to decline by \$0.5 million due to the reduced sales associated with the decline in home improvements and housing starts. Communication services tax and franchise fees for electricity are expected to decline by \$1.5 million mainly as a result of debt service on the revenue bonds for the soccer park and the fuel storage facilities and the increase in debt service related to the commencement of principal repayment on the pension bonds.

The Debt Service Fund

The FY2008 budget for this fund is \$20.1 million representing a \$5.4 million increase over the prior year due primarily to debt service associated with four new bond issues which include the \$43.0 million General Obligation Bonds, the \$45.0 million Capital Improvement Refunding Bonds, the \$29.7 million Public Improvement Revenue Refunding Bonds and the \$26.8 million Capital Revenue Improvement Bonds.

The \$45.0 million Capital Improvement Refunding Bonds and the \$29.7 million Public Improvement Revenue Refunding Bonds provide advance refunding on three older bond issues and have generated a net present value savings of \$3.0 million. Bond proceeds from the \$26.8 million Capital Improvement Revenue Bonds and a portion of the \$29.7 million Capital Improvement Revenue Refunding Bonds will finance various important capital projects including the soccer park and emergency fuel tanks as well as 220 additional senior residential units. The Phase II General Obligation Bonds provide funds for a variety of City projects, including improvement of infrastructure, recreational facilities, senior service facilities, and other public works projects.

Highlights, Accomplishments and Commendations

Major construction projects scheduled to be completed in FY2008 include the renovation of Pembroke Lakes golf course, opening of the third senior rental tower at the Senator Howard C. Foreman Human Services Campus, expansion of the water treatment plant, upgrading the treatment facilities at the wastewater treatment plant, plus the continuation of major roadway improvements to include Pines Boulevard, Sheridan St., 172nd Avenue, and 184th Avenue. Additionally, the City continues to press state and county officials to move forward with the construction of a Pembroke Road overpass of Interstate 75.

The property known as "City Center", which will combine a valuable mix of residential, commercial, professional and governmental amenities to residents and businesses, is expected to be bid and sold in categories.

The City is moving forward on becoming more self-reliant and efficient in responding to future natural disasters. The City has established a "mini FEMA" in which companies can be contracted to supply residents with food, water, ice, and tarps within 24 hours after a disaster strikes. Other future preparation and mitigation efforts include providing internet wireless local area networks in key locations throughout the City, including City Hall, the Senior Centers, and the Police and Fire Stations.

Throughout the year, the City has secured grant funding allowing for the purchases of special power generators to be used for emergency operations at the water and wastewater plants in the case of major power outages, and is in the process of purchasing portable traffic signals which will be used at major street intersections within the City. The City is committed to being prepared for future disasters and is moving ahead with these projects.

On November 17, 2006, the City won four awards for "municipal excellence" from the Florida League of Cities in the categories of: Florida City of Excellence, City Spirit, Mayor of the Year and Finance Official of the Year. Pembroke Pines was named City of Excellence for its efficient administration, resident outreach, and innovation. The League noted projects such as the Academic Village for students of all ages, the City-run Charter School system, City Center, and the Senator Howard C. Forman Human Services Campus.

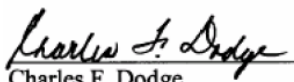
The City Spirit award is presented for a citywide effort to successfully address a need. Pembroke Pines has given special attention to seniors. The City constructed and manages 586 affordable rental apartments to seniors with an additional 220 units soon to be completed. With the help of more than 300 volunteers, the City serves clients from 10 southwest Broward County cities with health and social services, adult/Alzheimer's day care, education, and recreation and transportation.

Conclusion

The budget for FY2008 is the beginning of a new paradigm in the development of future fiscal policy for this City. While it remains unclear as to how future legislative action by the State of Florida combined with market driven factors will impact this City, there is no doubt that the City Commission and Administration will continue to exercise restraint in managing the fiscal resources available to Pembroke Pines in order to continue providing the highest quality of municipal services expected by all those who live, work, and recreate in our great city.

The City faces challenges it has never seen in our past. As build-out approaches and development fades so do the revenues associated with the development. The State of Florida continues to grapple with property tax reform. This City is keenly aware of an almost unavoidable loss in revenue as a result of this tax reform process. In order to plan for this situation, the various organizational groups essential to the governance, maintenance, re-development, and operations of this City must work in total harmony and cooperation in order to continue to deliver all those services to our community.

Sincerely,


Charles F. Dodge
City Manager

cfd



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Pembroke Pines
Florida**

Special Performance Measures Recognition

For the Fiscal Year Beginning

October 1, 2006

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Presentation with special performance measures recognition to the City of Pembroke Pines for its annual budget for the fiscal year beginning October 1, 2006.

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-06						
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December-06						
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January-07						
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February-07						
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March-07						
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April-07						
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NOVEMBER

15 Vision & Goal Setting Workshop

DECEMBER / JANUARY

Monitoring of all Budgets
Departments began planning for the coming fiscal year and begin to prepare budgets

FEBRUARY

6 Budget module enabled for departmental input

15 Finance forecasts status quo personnel expenses.

MARCH

5 Departments submit revenue, debt service, personnel and new program estimates to Finance.
12 Departments submit operating and capital expenses. Departments request new positions and reclassifications. Departments submit capital budget with supporting schedules
19 Budget staff reviews submitted estimates.
26 Finance and Internal Audit Directors review estimates

APRIL

11 City Manager reviews revenues, new programs, and expense budgets for self-sustaining units.
27 Departments submit Budget narratives.

MAY

21 City Manager meets with department directors and Finance to review the proposed budget
29 Budget Workshop

JUNE

7 Complete 5-year capital improvement plan
15 Finance submits draft of budget book to City Manager for review
27 Budget Workshop

JULY

27 City Manager submits proposed budget to City Commission

AUGUST

8 Budget Workshop

SEPTEMBER

14 Budget Workshop, First Budget Hearing, and Adopt Fire Assessment Resolution
26 Final Public hearing—Adopt millage rate and budget
30 Budget is loaded into the accounting system and is linked on the City's website
<http://www.ppines.com/finance/citybudget-link.html>

OCTOBER

1 Adopted budget goes into effect

May-07						
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June-07						
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July-07						
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22	23	24	25	26	27	28
29	30	31				

August-07						
S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

September-07						
S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30						

October-07						
S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

BUDGET BOOK FORMAT

The budget consists of the following tabs:

Budget Summary Information (Green Tabs)

- *Budget Message
- *Budget Overview
- *Performance Summary
- *Fund Summaries

General Fund Information (Blue Tabs)

- *General Fund Revenues
- *General Government/Finance
- *Public Safety
- *Public Services
- *Recreation
- *Non-Departmental

Funds Other than General Fund (Yellow Tabs)

- *Special Revenue
- *Debt Service
- *Capital Projects
- *Enterprise
- *Internal Service
- *Pension
- *Permanent

Detailed Information (Red Tabs)

- *Five-Year Capital Improvement
- *Revenue & Expenditure Detail
- *Appendix

INTRODUCTION TO THE BUDGET PROCESS

Budget Preparation/Development

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

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

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Budget Adoption

6. 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 1st. It establishes the legal authority to incur expenditures up to the appropriated amount for each line item.
7. Section 30.30(F) of the Code of Ordinances requires a majority affirmative vote of the quorum to adopt the budget that, prior to October 1st, is legally enacted through passage of an Ordinance. Section 5.06 of the City Charter provides that no officer, department, or agency may legally expend or contract to expend amounts in excess of the amounts appropriated for any department, within an individual fund. Therefore, the legal level of control is at the department level.

Budget Amendment

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

Budget Monitoring/Control

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

Accounting for encumbrances provides a means of controlling and monitoring the budgetary process. Approved capital projects and equipment purchases outstanding at the close of the current fiscal year are submitted to the Commission as a subsequent year revision. Encumbrances do not constitute expenditures or liabilities in the current year, but instead are defined as commitments related to unperformed contracts for goods or services, which are only reported in governmental funds.

The hierarchy for reporting and budgetary control is as follows:

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

Capital Budget Process

The City Manager and the various Department Directors submit plans, which are incorporated as part of the Five-Year Capital Improvement Program (see 5-Year Capital Improvement Tab). The source of funding is identified five years before the actual expenditures are made. The Department Directors are responsible for preparing the annual budget to operate the 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 moneys are spent only for those purposes authorized, and within the amounts authorized. Each of the City's funds

- ✓ is classified into "major" and "non-major" funds
- ✓ 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 are funds whose revenues, expenditures/expenses, assets, or liabilities (excluding extraordinary items) 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 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):

- | | |
|---|--|
| 1. Road & Bridge Fund | 9. Law Enforcement Trust Fund - Treasury
Confiscated |
| 2. State Housing Initiative
Partnership (SHIP) Grant | 10. Law Enforcement Trust Fund - Justice
Confiscated |
| 3. HUD Grants CDBG/HOME | 11. Law Enforcement Trust Fund - \$2 Police
Education |
| 4. Law Enforcement Grant | 12. Law Enforcement Trust Fund - Florida
Department of Law Enforcement (FDLE) Grant |
| 5. Police Community Services Grant | 13. Older Americans Act (OAA) |
| 6. ADA-Paratransit Grant | |
| 7. Community-Oriented Policing
Service (COPS) Grants | |
| 8. Community Bus Program | |

All of the special revenue funds have appropriated FY2008 budgets except the Law Enforcement Grant and the Police Community Services Grant.

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

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

The permanent fund is used to report resources that are legally restricted to the extent that earnings, and not principal, may be spent. The Wetland Mitigation Trust is the only permanent fund that has a FY2008 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 FY2008 Budget is the Utility Fund.

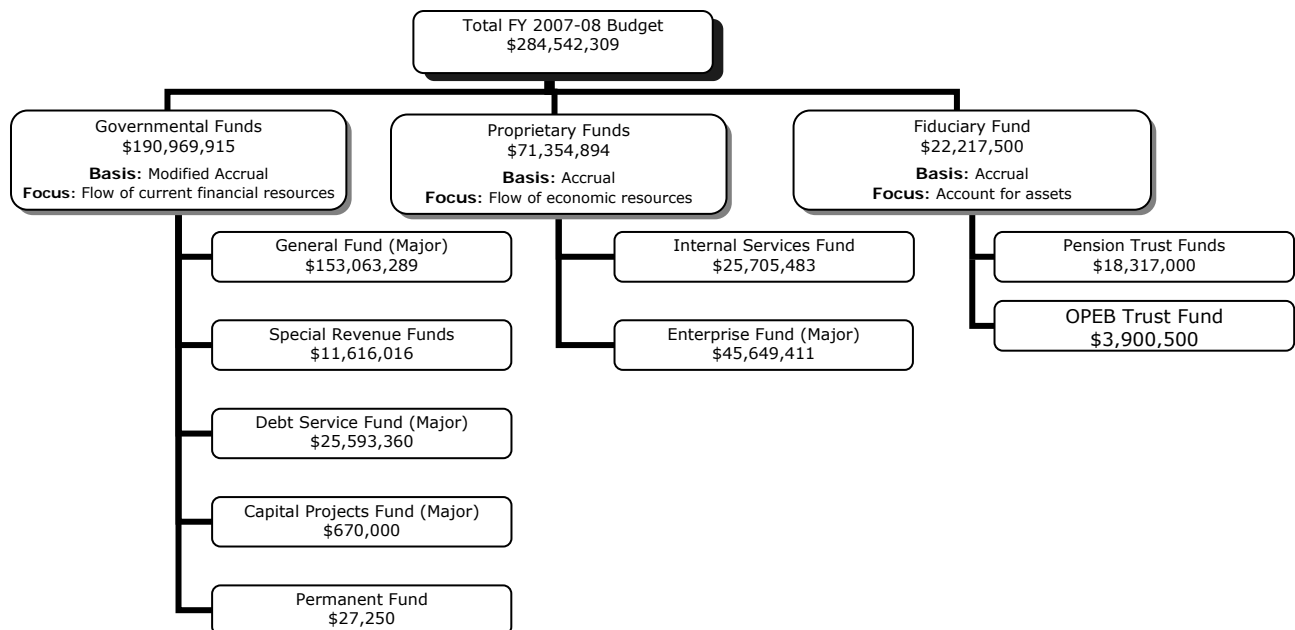
Internal service funds account for operations that provide services to other departments or agencies of the City, or to other governments, on a cost-reimbursement basis. The Public Insurance [Risk Management] Fund is the only Internal Service Fund in the FY2008 Budget

Fiduciary Fund Types

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

Pension trust funds are used to report resources that are required to be held in trust for the members and beneficiaries of the defined benefit pension plans and other post employment benefits (OPEB). The City has the following funds: one for general employee’s pension, one for police officers and firefighter’s pension and one for retiree health and life insurance (OPEB).

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



Funds Excluded from Adopted Budget

The City currently owns and operates four Charter Elementary Schools, two Charter Middle Schools, and one Charter High School. The schools are accounted for in four separate Special Revenue Funds of the City, which are governmental funds. The Charter Schools operate on a fiscal year basis ending June 30th. Since they were created under separate Charters, they are not included as part of the Adopted Budget of the City; however they are included in the audited financial statements.

Basis of Budgeting versus Basis of Accounting

The budgets of the *governmental funds* (for example, the General Fund, the Road & Bridge Fund, and the Debt Service Fund) are prepared on a modified accrual basis of accounting. This means revenues must be both measurable and available to liquidate liabilities of the current period. Likewise, expenditures generally are recognized when an event or transaction is expected to draw upon current spendable 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 not 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 (ARBs).

During June 1999, GASB issued Statement No. 34. This statement established new accounting and financial reporting standards for state and local governments. The City implemented the new financial reporting requirements of GASB 34. From a budgetary perspective, the statement requires a budget to actual comparison, showing both the original adopted budget and the final working budget.

BUDGET DEVELOPMENT GUIDELINES

Strategies

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

The City's strategy for achieving these goals is to pursue a moderate course, taking into account the economic climate and the deceleration in revenue growth associated with the build-out. 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 75.9% of the General Fund operating expenses. This budget reflects expenditure containment in response to the rising cost of personnel benefits, especially health insurance and pension. The authorized staff level shows a net decrease of 67 full-time and 78 part-time positions, comprising of 76 full-time and 78 part-time vacant positions that were deleted and the addition of nine new full-time positions. The deleted positions included 46 full-time and 2 part-time unfunded vacancies that were initially de-funded in FY2007 to help balance the budget. The nine new full-time positions consist of eight Public Safety Dispatchers to staff the Emergency 911 Dispatch Center which is being upgraded from a secondary to a primary Public Safety Answering Point and one additional Teacher Aide. A breakdown of these changes is provided on pages 2-25 to 33.

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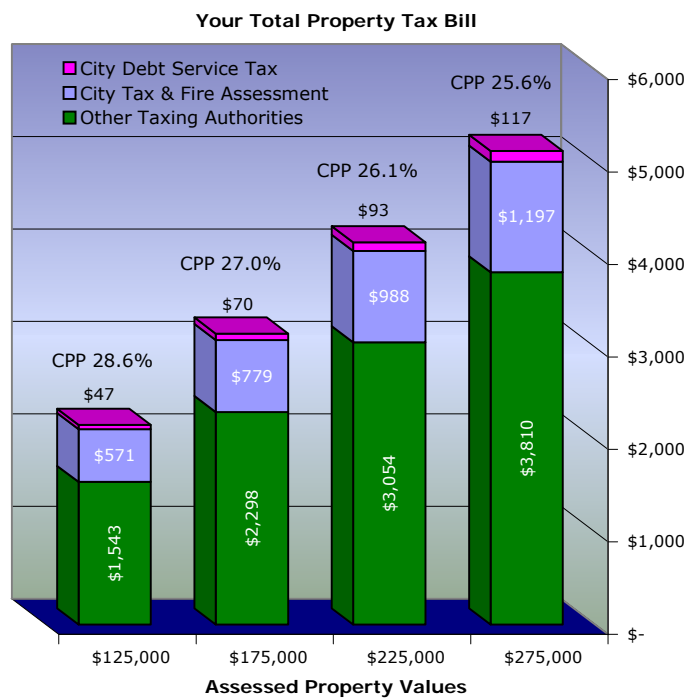
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Translation of Municipal Goals

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 4.6397, which comprise of an operating millage of 4.1725 (rolled-back rate) and debt service millage of 0.4672.

Components of Property Tax Bill for 2007-08	
South Broward Hospital District	1.1643
S. Florida Water management District	0.6240
Florida Inland Navigational District	0.0345
City of Pembroke Pines	4.1725
Broward County School Board	7.4770
Broward County Government Services	4.8889
Children’s Council	0.3572
Voter Approved Debt Payments	
City of Pembroke Pines	0.4672
School	0.1714
County	0.3979
Total Millage Rate	19.7549
Special Assessments	
Pembroke Pines Fire	\$ 153.48
South Broward Drain #1 - Flat	\$ 31.00
Drainage assessment is a flat rate but there are several districts some of which have different rates	
Total Special Assessments	\$ 184.48



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.

- Fund Balance Goal:** The City will plan the budget in such a way to retain a General Fund unreserved undesignated fund balance range of not less than 10% and not more than 30% of the total budgeted expenditures. This level provides a contingency for unexpected future events.
- User Fees for Services:** Fees for services will be set with the goal to recover 100 percent of costs, except in specific instances in which the City Commission determines that it is in the public interest to offset some of the cost through use of other revenues, such as general tax support.
- Full Range of Municipal Services:** The City provides a full range of municipal services in order to maintain and enhance the quality of life in Pembroke Pines. The City acknowledges that the highest priority service areas relate to those that protect and enhance public safety and health.

4. **Public Safety Services:** Public safety services are a high priority. The City will ensure that services are provided in an efficient, effective manner, and through thoughtful plans, public safety needs can be met in our growing community. The budget for Police, Fire, Rescue, Building and Code Enforcement represents 61.2% of the General Fund.
5. **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 47 years. They are reviewed annually as a decision-making tool and to ensure their continued relevance in an ever-changing environment. Minor changes have been made in wording and organization to clarify the intent of some of the policies.

Balanced Budget Policy

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

Operating Budget Policies

1. The City will maintain, at a minimum, an accessible cash reserve equivalent to eight weeks of operating costs.
2. The City pays for medical insurance for its employees. 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 peripheral 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 orderly replacement of the capital plant and equipment from current revenues wherever possible.

3. The City has provided sufficient funds to replace and upgrade equipment as well as to take advantage of new technology thereby ensuring that employees have safe and efficient tools to service the public. It reflects a commitment to further automation and use of available technology to improve productivity of the City's work force.
 - a. The objective for upgrading and replacing equipment includes: (1) normal replacement as equipment completes its useful life; (2) upgrades to new technology; and (3) additional equipment necessary to service the needs of the City.
4. The City will, according to its Comprehensive Land Use Plan, try to ensure that the necessary infrastructure is in place to facilitate the orderly development of vacant lands.
5. The City will use the following criterion to evaluate the relative merit of each capital project. Capital expenditures will foster goals of:
 - a. Economic and neighborhood vitality.
 - b. Infrastructure and heritage preservation.
 - c. Capital projects that implement a component of an approved redevelopment plan.
 - d. Projects specifically included in an approved replacement schedule.
 - e. Projects that reduce the cost of operations. Projects that increase the cost of operations shall have identified trade-offs to support those additional costs.
 - f. Projects that significantly improve safety and reduce risk exposure.
 - g. Projects supporting private development must include return on investment ratios, or a fully documented cost/benefit analysis.

Revenue Policies

1. The City will attempt to maintain a diversified and stable revenue system as a shelter from short-run fluctuations in any single revenue source.
2. The City will attempt to obtain additional major revenue sources as a way of ensuring a balanced budget.
3. The City will establish user charges and fees at a level to recover the full cost (direct and indirect) of providing the service in the Utility Fund, which is self-sustaining. User fees in the Recreation Department provide approximately 26.55% of its operating costs.
4. The City will review fees/charges annually and will design or modify revenue systems to include provisions that automatically allow charges to grow at a rate that keeps pace with the cost of providing the service.
5. The City will consider market rates and charges levied by other public and private organizations for similar services in establishing fees and charges.

Cash Management/Investment Policies

1. The City will deposit all funds received by 2:00 PM the next day.
2. Investment of City funds will emphasize preservation of principal; the objective will be to match or exceed the yield of the State Board of Administration.
3. The City will collect revenues aggressively, including any past due amounts owed.

Debt Management Policies

1. Authorization of projects financed by debt shall occur only after the Commission has received a report of the impact of the contemplated borrowing on the existing Capital Improvement Plan and operating budget together with a recommendation from the City Manager and the Finance Director.
2. Projects that are financed fall into one of two categories:
 - a) Projects that generate revenue and require no subsidy for payment of debt service.
 - b) Projects requiring subsidy for payment of debt service shall enhance the quality of life for the citizens of the City.
3. The City will publish and distribute an official statement for each bond issue.
4. General obligation debt will only be issued if approved by the voters in a referendum
5. The amount of direct unlimited tax general obligation ("UTGO") debt outstanding at any time that is subject to approval by the voters should not exceed 1.5% of the City's taxable assessed valuation.
6. The amount of direct, non-self-supporting, limited tax general obligation ("LTGO") debt and lease purchase obligations outstanding at any time that are not subject to approval by the voters should not exceed 1.5% of the City's taxable assessed valuation. Furthermore, the City shall strive to limit the annual debt service requirements on these obligations to an amount that is not greater than 10% of annual General Fund and Debt Service Fund revenues.
7. The City will maintain bond reserves and sinking funds as required by the various bond issues.
8. The City may issue advance refunding bonds (as defined for federal tax law purposes) when advantageous, legally permissible, prudent, and net present value savings, expressed as a percentage of the par amount of the refunding bonds, equals or exceeds 3 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.
3. Currently the City does not have any derivative products, and has not entered into any derivative agreements.

Reserve Policies

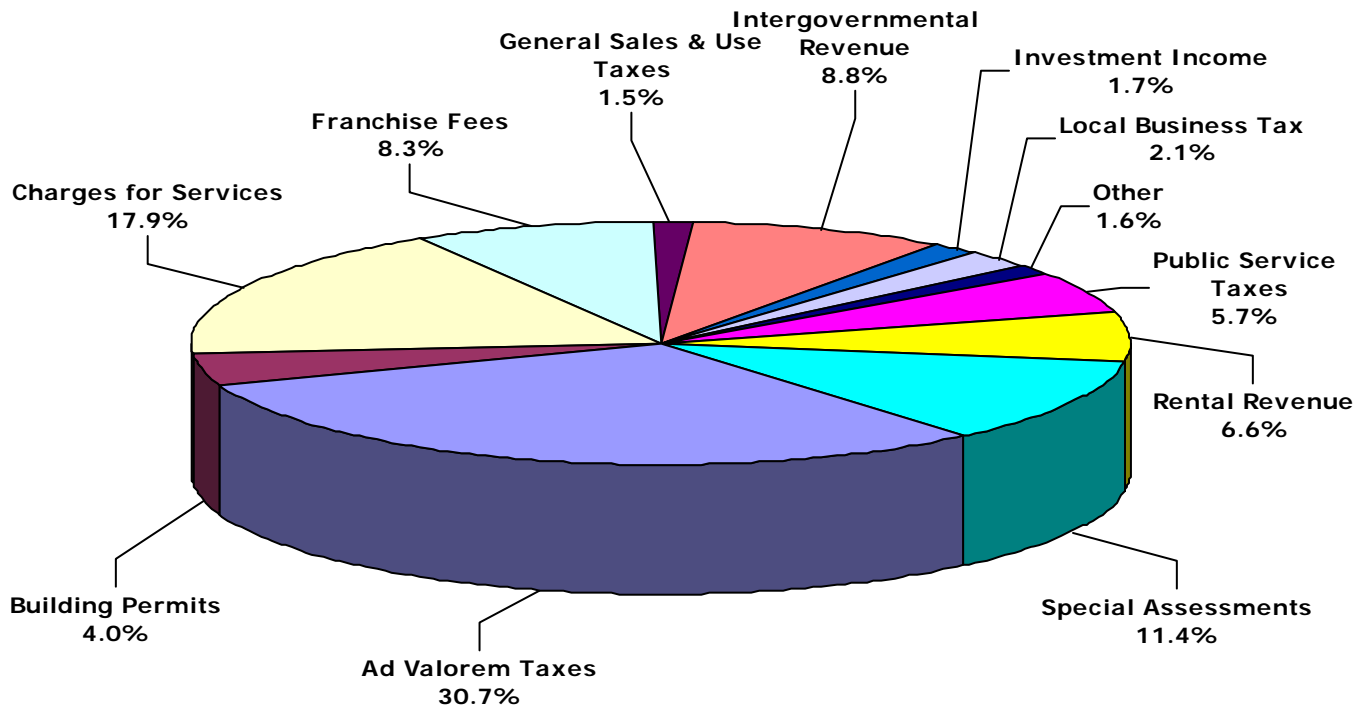
1. The unreserved undesignated fund balance range for the General Fund shall be not less than 10% and not more than 30% of the total budgeted expenditures of the General Fund.

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).

The preceding guideline are the foundation upon which the (1) annual 2007-08 budget and (2) the fiscal year 2009-2013 Capital Improvement Program are prepared. Estimation of revenues and expenditures are predicated on the considerations presented below. 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%.

**2007-08 Budget - General Fund Major Revenues
\$152,295,298**



Revenues: The revenues depicted in the chart above represent the General Fund's top eleven revenue categories. All other revenue categories are grouped together as 'Other'. The two most significant revenue sources are Ad Valorem Taxes, which provides 30.7% or approximately \$46.7 million, and Charges for Services which represents 17.9% or \$27.2 million of the General Fund's revenues.

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

Note:

This pie chart is based on FY2008 total anticipated revenue inflows only and does not include prior year receipts used to balance the budget.

Basis of Revenue Estimates

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

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

<p>Primary Forecast Drivers Projected Rate of Inflation – 2.51% [Based on projected change in Consumer Price Index (CPI) (All Urban Consumers - U.S. City Average) Compare the most current six-month CPI average for FY07 and FY06 [Dec 06 through May 07 to Dec 05 through May 06]</p> <p>Projected Population Growth – 0.25% [Based on anticipated new housing starts]</p>
--

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

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

Current Year Forecast: The balance of the Current Year is projected by applying the rate of change developed above to the unmatched months of the prior year [Step #2]. The inherent assumption is that the rate of change in the revenue will be sustained for 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]. In an attempt to include economic factors, the result is adjusted by the change in CPI and/or change in population.

Step #1 – Calculation of Rate of Change:

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

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:

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

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.

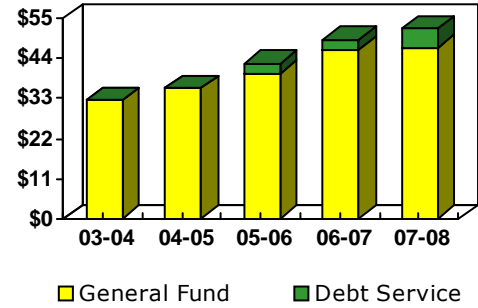
A tax rate of one (1) mill produces one dollar of tax revenue on each \$1,000 of taxable property value.

In FY2007 the legislature approved a statutory cap on millage rates. The City's state mandated rate is 3.8804, which represents a 7% decrease over the rolled-back rate of 4.1725.

Forecast Methodology

The combined operating and debt service millage of 4.6397 multiplied by the taxable value, less 5% for possible adjustments to assessed values and/or discounts taken for early payment.

Millions



Fiscal Year	Operating Millage Rate	General Fund	Debt Millage	Debt Service	Total	% Change
03-04	4.5990	\$ 32,372,655	-	\$ -	\$ 32,372,655	-
04-05	4.5990	35,586,353	-	-	35,586,353	9.9%
05-06	4.5990	39,709,378	0.3275	2,825,984	42,535,361	19.5%
06-07 (Est.)	4.5990	46,301,977	0.2606	2,623,678	48,925,655	15.0%
07-08 (Est.)	4.1725	46,725,184	0.4672	5,232,579	51,957,763	6.2%

Water & Sewer Charges

Description

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

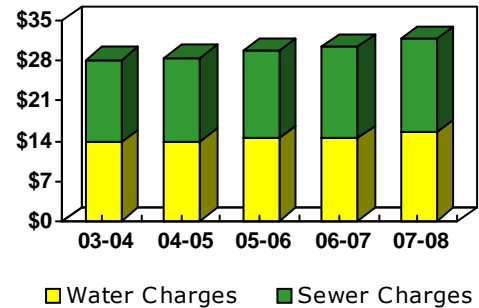
The monthly minimum charge for all residential dwelling units covers 3,000 gallons for both water & sewer charges. However, the minimum charge for commercial units covers a range from 3,000 to 50,000 gallons for water charges, depending on the size of the meter, and 3,000 gallons for sewer charges.

These revenues are accounted for in the Utility Fund.

Forecast Methodology

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

Millions



Fiscal Year	Water Charges	Sewer Charges	Total	% Change
03-04	\$ 13,609,037	\$ 14,429,907	\$ 28,038,943	-
04-05	13,832,284	14,633,008	28,465,292	1.5%
05-06	14,417,398	15,277,785	29,695,183	4.3%
06-07 (Est.)	14,400,000	16,000,000	30,400,000	2.4%
07-08 (Est.)	15,400,000	16,400,000	31,800,000	4.6%

Interest and Other Earnings

Description

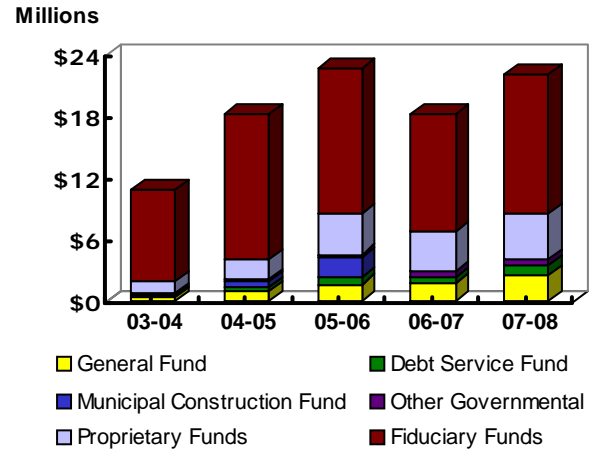
The City pools all cash, cash equivalents and investments, except for accounts that are maintained separately in accordance with legal restrictions. Governmental & Business-type investments consist of interest-bearing depository and checking accounts; money market accounts; investment in external investment pools such as the Local Government Surplus Funds Trust Fund administered by the State Board of Administration (SBA); 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 will be administered by an external investment manager.

Forecast Methodology

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

Fiscal Year	General Fund	Debt Service Fund	Municipal Construction Fund	Other Governmental Funds	Proprietary Funds	Fiduciary Funds	Total	% Change
03-04	\$ 525,964	\$ 161,990	\$ 163,787	\$ 95,062	\$ 1,165,827	\$ 8,832,163	\$ 10,944,794	-
04-05	1,141,112	328,610	494,835	175,496	2,040,254	14,087,907	18,268,215	66.9%
05-06	1,740,938	598,132	1,921,596	385,274	4,016,846	14,082,190	22,744,977	24.5%
06-07 (Est.)	1,851,800	579,225	-	520,300	3,906,038	11,355,800	18,213,163	(19.9%)
07-08 (Est.)	2,640,300	855,502	-	627,100	4,536,240	13,567,369	22,226,511	22.0%



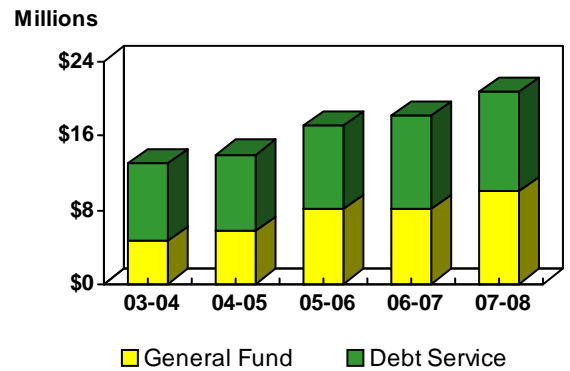
Rentals

Description

The City rents its facilities (Senator Howard C. Forman Human Services Campus, Senior Housing Apartments, Storage Lots, the Walter C. Young Resource Center/Dinner Theatre, parks, and fields) to businesses, religious and civic organizations, and private individuals. Rental of City facilities to businesses is contractual and is usually based on the size of the space being rented. Rental of the Senior Housing Apartments and the Storage Lots to individuals is also based on contracts. Rental of all other facilities is on an event basis. Note, rental in the Debt Service Fund relates to charges to City facilities for debt service payments.

Forecast Methodology

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



Fiscal Year	General Fund	Debt Service Fund	Total Amount	% Change
03-04	\$ 4,630,603	\$ 8,328,253	\$ 12,958,857	-
04-05	5,732,109	8,217,168	13,949,277	7.6%
05-06	7,974,770	8,996,692	16,971,463	21.7%
06-07 (Est.)	7,983,954	10,148,251	18,132,205	6.8%
07-08 (Est.)	9,987,929	10,670,264	20,658,193	13.9%

State Shared Revenues

Description

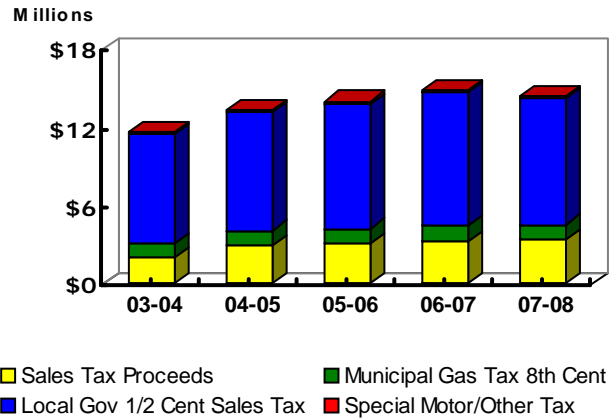
Taxes collected and remitted to the State of Florida are deposited in the State Revenue Sharing Trust Fund for Municipalities. The Trust Fund revenues consist of (1) Sales Tax Proceeds, (2) Municipal Gas Tax 8th Cent, (3) Special Motor and Other Tax, and (4) Local Government 1/2 Cent Sales Tax. The State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

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

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

Forecast Methodology

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



Fiscal Year	Sales Tax Proceeds	Municipal Gas Tax 8th Cent	Local Gov 1/2 Cent Sales Tax	Special Motor/Other Tax	Total	% Change
03-04	\$ 2,085,555	\$ 1,071,296	\$ 8,392,112	\$ 178,768	\$ 11,727,731	-
04-05	2,938,629	1,147,359	9,088,641	186,638	13,361,267	13.9%
05-06	3,104,934	1,141,628	9,544,238	256,347	14,047,147	5.1%
06-07 (Est.)	3,238,000	1,300,000	10,176,000	189,300	14,903,300	6.1%
07-08 (Est.)	3,401,795	1,168,000	9,660,100	207,368	14,437,263	(3.1%)

Franchise Fees

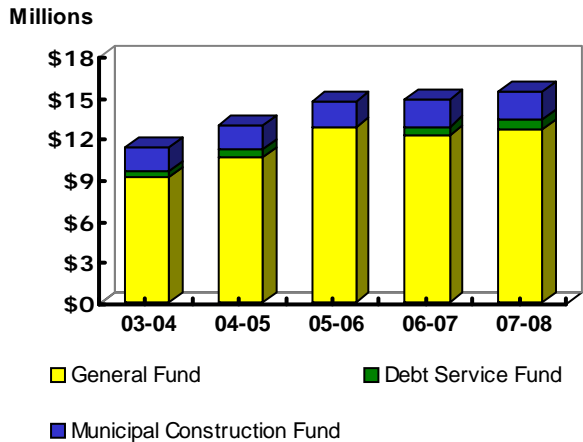
Description

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

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

Forecast Methodology

The main factors considered in projecting this revenue are (1) historic 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	General Fund	Debt Service Fund	Municipal Construction Fund	Total	% Change
03-04	\$ 9,188,111	\$ 517,762	\$ 1,731,589	\$ 11,437,462	-
04-05	10,681,800	508,874	1,755,951	12,946,625	13.2%
05-06	12,796,525	82,772	1,833,334	14,712,631	13.6%
06-07 (Est.)	12,248,300	673,235	1,920,000	14,841,535	0.9%
07-08 (Est.)	12,644,812	801,523	1,968,000	15,414,335	3.9%

Public Services Taxes

Description

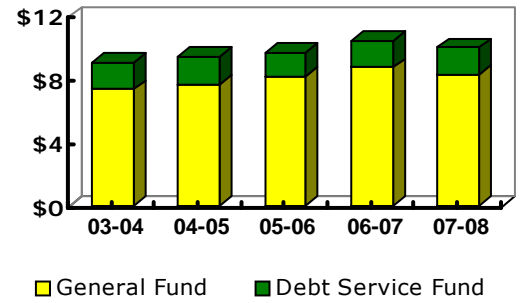
A tax levied on the purchase of electric, gas, propane, and water.

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

Forecast Methodology

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

Millions



Fiscal Year	General Fund	Debt Service Fund	Total	% Change
03-04	\$ 7,363,863	\$ 1,753,095	\$ 9,116,958	-
04-05	7,720,206	1,741,613	9,461,819	3.8%
05-06	8,159,644	1,513,798	9,673,442	2.2%
06-07 (Est.)	8,759,270	1,679,730	10,439,000	7.9%
07-08 (Est.)	8,343,797	1,669,034	10,012,831	(4.1%)

Fire Protection Special Assessment

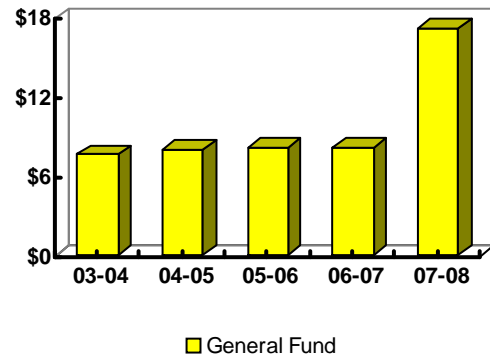
Description

Represents a non-ad valorem assessment collected through the county's tax collector. It funded a portion of the costs associated with providing fire services; while in FY2008 it will fund 100% of the cost.

Forecast Methodology

Based on data available on the ad valorem tax roll, a rate of \$153.48 per residential unit and a rate table for commercial, industrial, and institutional based on various ranges of square feet. This represents 100% of the cost of providing fire services.

Millions



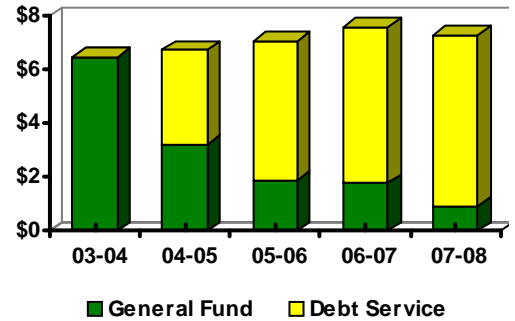
Fiscal Year	General Fund	% Change
03-04	\$ 7,635,086	-
04-05	8,036,802	5.3%
05-06	8,175,012	1.7%
06-07 (Est.)	8,155,000	(0.2%)
07-08 (Est.)	17,191,214	110.8%

Communication Services Tax

Description

The Communications Services Tax that took effect 10/01/01 represents a combination of the former Cable Television and Telecommunication Franchise Fees as well as the Public Service Tax on telecommunications services. Previously each service provider remitted these taxes and fees directly to each municipality throughout the state. In an effort to eliminate the onerous disbursement burden placed upon the providers, the state decided to become the central receiving authority for these taxes. The state retains a 1% administrative fee and redistributes the monies to the municipalities according to a pre-determined percentage.

Millions



Forecast Methodology

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

Fiscal Year	General Fund	Debt Service Fund	Total	% Change
03-04	\$ 6,497,257	\$ -	\$ 6,497,257	-
04-05	3,200,494	3,529,288	6,729,782	3.6%
05-06	1,897,135	5,165,539	7,062,674	4.9%
06-07 (Est.)	1,782,000	5,782,463	7,564,463	7.1%
07-08 (Est.)	921,361	6,351,331	7,272,692	(3.9%)

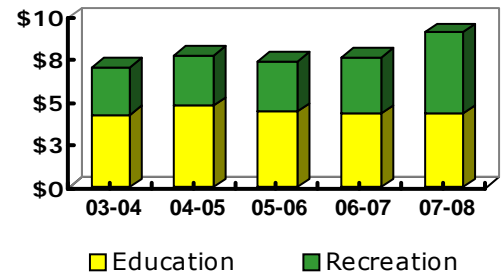
Education and Recreational/Cultural Charges

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.

Millions



Forecast Methodology

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

Fiscal Year	Education Charges	Recreation Charges	Total	% Change
03-04	\$ 4,250,887	\$ 2,789,470	\$ 7,040,357	-
04-05	4,780,634	2,943,058	7,723,692	9.7%
05-06	4,429,867	2,982,703	7,412,570	(4.0%)
06-07 (Est.)	4,291,540	3,344,562	7,636,102	3.0%
07-08 (Est.)	4,285,434	4,797,994	9,083,428	19.0%

Employee Pension Contribution

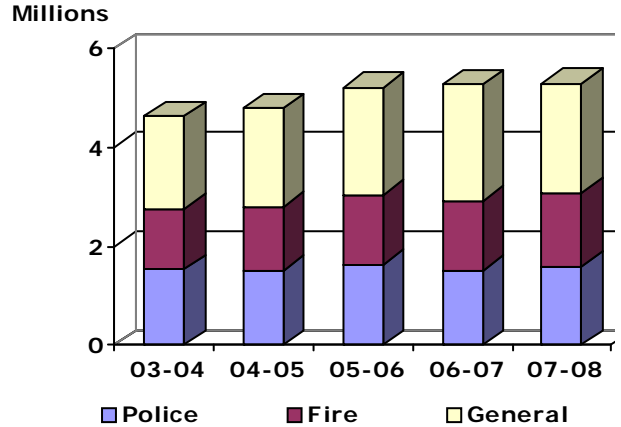
Description

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

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

Forecast Methodology

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



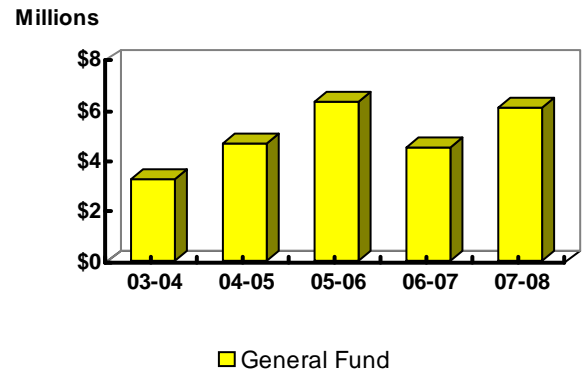
Fiscal Year	Fire	Police	General	Total	% Change
03-04	\$ 1,211,292	1,535,868	1,882,429	4,629,589	-
04-05	1,284,978	1,513,401	1,987,877	4,786,256	3.2%
05-06	1,431,140	1,622,187	2,143,750	5,197,077	8.5%
06-07 (Est.)	1,419,034	1,505,410	2,344,177	5,268,621	1.1%
07-08 (Est.)	1,502,499	1,587,366	2,200,479	5,290,344	0.4%

Building Permits

Description

A fee paid by persons or businesses wanting to conduct building work which requires a permit as provided by the South Florida Building Code and Section 150.72 of the City of Pembroke Pines Code of Ordinances.

These fees fluctuate with the level of new construction, as well as renovation and rehabilitation of older structures.



Forecast Methodology

The main factors considered in projecting these revenues are (1) historical trend, (2) estimated level of construction, (3) approved rate increases and (4) the adjusted permit fees 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. Revised fees are effective October 1st of each fiscal year.

Fiscal Year	General Fund	% Change
03-04	\$ 3,281,591	-
04-05	4,646,130	41.6%
05-06	6,308,827	35.8%
06-07 (Est.)	4,496,555	(28.7%)
07-08 (Est.)	6,124,080	36.2%

Local Option Gas Tax

Description

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

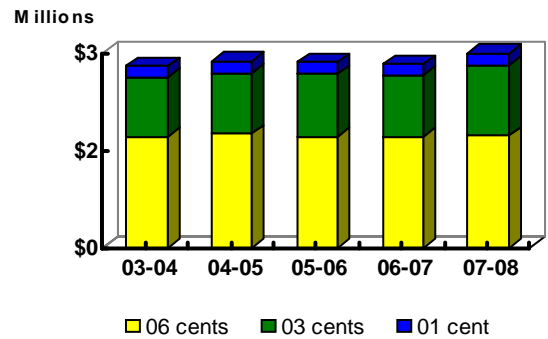
Pursuant to F.S. 336.025(1)(b) the county has exercised its authority in levying a 3 cent tax on every gallon of motor fuel (excluding diesel fuel) sold in the county. The proceeds may be used for transportation expenditures needed to meet the requirements of the capital improvement elements of the City's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

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

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

Forecast Methodology

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



Fiscal Year	\$0.06	\$0.03	\$0.01	Total	% Change
03-04	\$ 1,693,934	\$ 913,664	\$ 176,627	\$ 2,784,225	-
04-05	1,741,801	938,406	178,744	2,858,951	2.7%
05-06	1,692,081	970,536	172,616	2,835,233	(0.8%)
06-07 (Est.)	1,697,000	942,000	174,000	2,813,000	(0.8%)
07-08 (Est.)	1,717,000	1,080,000	180,000	2,977,000	5.8%

Local Business Tax (Formerly Occupational License)

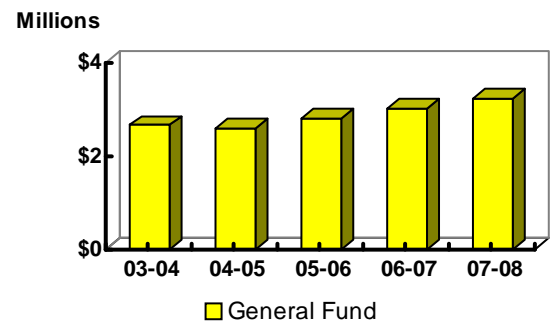
Description

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

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

Forecast Methodology

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



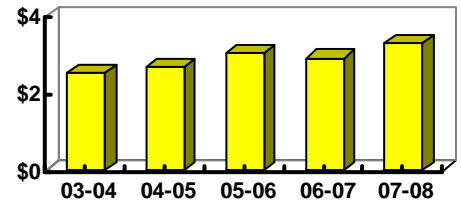
Fiscal Year	General Fund	% Change
03-04	\$ 2,643,082	-
04-05	2,583,227	(2.3%)
05-06	2,792,926	8.1%
06-07 (Est.)	3,000,000	7.4%
07-08 (Est.)	3,200,000	6.7%

Ambulance Fees

Description

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

Millions



■ General Fund

Forecast Methodology

Historical number of calls times the average current base rate of \$330 plus \$7.00 per mile on every call.

Fiscal Year	General Fund	% Change
03-04	\$ 2,518,256	-
04-05	2,675,094	6.2%
05-06	3,022,464	13.0%
06-07 (Est.)	2,900,000	(4.1%)
07-08 (Est.)	3,300,000	13.8%

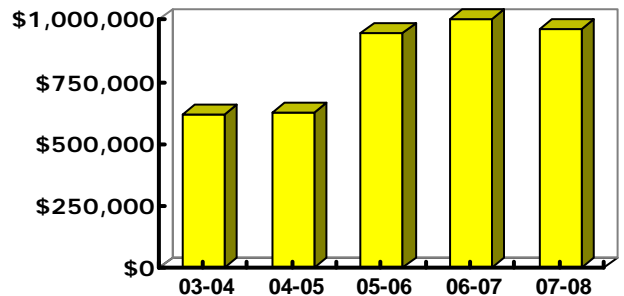
Fines & Forfeitures

Description

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

Forecast Methodology

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



■ General Fund

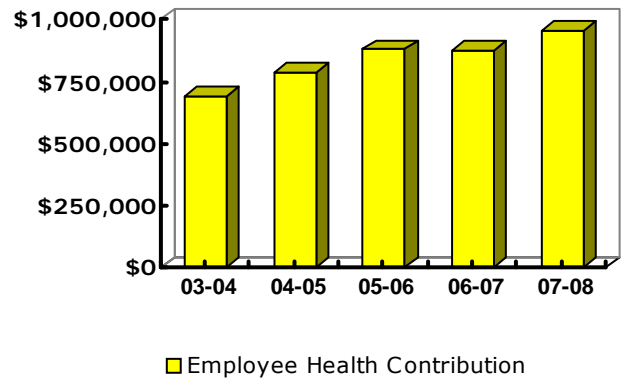
Fiscal Year	General Fund	% Change
03-04	\$ 616,331	-
04-05	625,758	1.5%
05-06	940,889	50.4%
06-07 (Est.)	1,000,000	6.3%
07-08 (Est.)	960,000	(4.0%)

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. Health insurance premiums for employee dependent coverage may be increased no more than 20% over the three-year contract but no more than 10% in any one year.

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



Forecast Methodology

While carefully observing required confidentiality of the Health Insurance Portability and Accountability Act (HIPPA), each employee's contribution is based upon the coverage type selected.

Fiscal Year	Employee Contribution	% Change
03-04	\$ 690,811	-
04-05	785,485	13.7%
05-06	875,669	11.5%
06-07 (Est.)	872,088	(0.4%)
07-08 (Est.)	953,828	9.4%

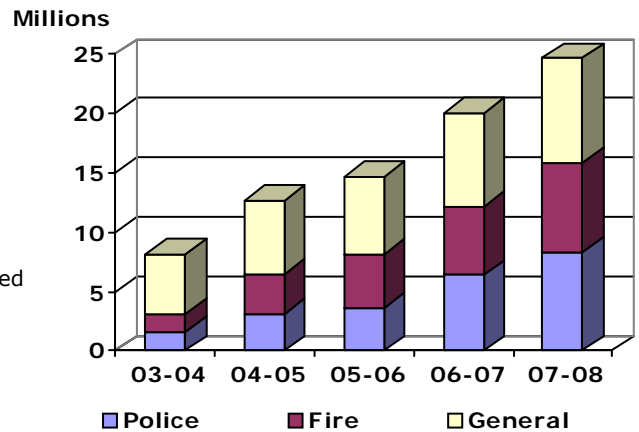
City Pension Contribution

Description

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

Forecast Methodology

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



Fiscal Year	Fire	Police	General	Total	% Change
03-04	\$ 1,576,875	1,598,108	4,961,285	8,136,268	-
04-05	3,400,547	3,060,839	6,152,234	12,613,621	55.0%
05-06	4,609,209	3,595,986	6,429,405	14,634,601	16.0%
06-07 (Est.)	5,786,230	6,407,220	7,865,282	20,058,732	37.1%
07-08 (Est.)	7,518,080	8,350,153	8,752,980	24,621,213	22.7%

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	<p>The proposed personnel services budget is based on the following assumptions:</p> <ul style="list-style-type: none"> ◆ Merit increase based on approved pay plans, 3% for general employees and 5% for Firefighters and Police Officers. ◆ Cost of living (COLA) increase for: <ul style="list-style-type: none"> General employees' labor contract expires on September, 30, 2007; new terms will be determined subsequently. Police Officers' 2006 labor contract expires on September, 30, 2009; 1.5% increase October 1, 2006; April 1, 2007; October 1, 2007; and April 1, 2008. Both parties agree that the contract will be reopened prior to the third year of this agreement solely to negotiate a third year wage increase. If, within the first two years of this agreement, the average CPI exceeds 3.5%, the City and/or the PBA may reopen this wage provision. Firefighters 3.00% October 1, 2007. Their contract expires on September 30, 2008. ◆ Workers' Compensation - The revised rates for each employment classification times a modification factor of approximately 64% of the original projection.

Operating Expenses

Description	This category includes expenditures for governmental programs that are not classified as personnel, capital outlay, or capital projects. Operating expenses include such items as office supplies, postage, utilities, travel and training, dues and memberships, gasoline, 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	<p>Projected increases (and decreases) are based on a departmental level decision-making process.</p> <p>The Departments were given two guidelines: (1) to prepare aggregate operating expense and personnel requested changes at a level of three percent above the adopted FY2006 operating expenses; 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.</p> <p>Expenditures were then adjusted to reflect management priorities and to reflect updated information on costs.</p>

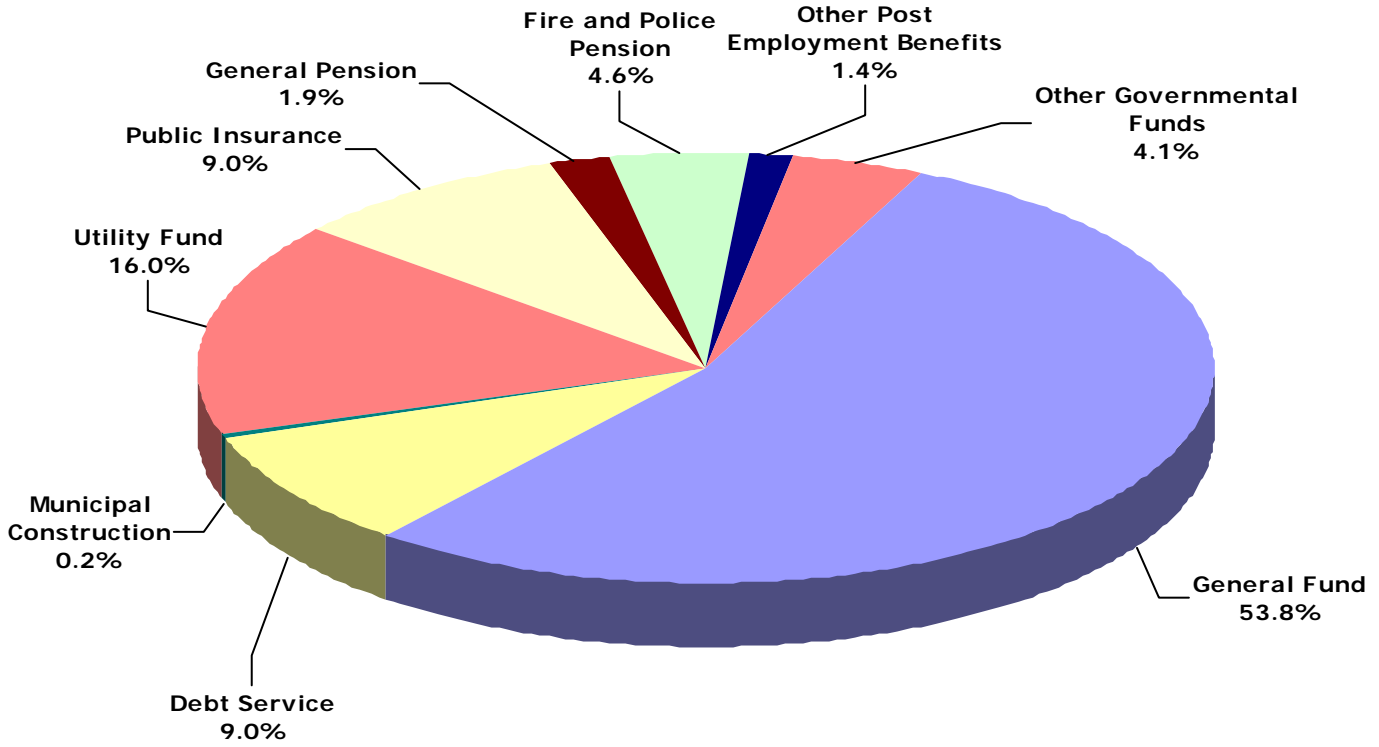
Capital Outlay

Description	Effective October 1, 2004, this category includes expenditures for capital items, with an initial individual cost of \$1,000 or more, and an estimated useful life in excess of one year (the only exception being computers, which will retain a threshold of at least \$750). Purchase orders encumbered at the end of the previous year are carried over. For budgetary purposes, significant capital encumbrances outstanding at year-end are re-appropriated in the subsequent year's revised budget, rather than shown in the adopted budget. Insignificant encumbrances outstanding at year-end are deemed to have lapsed and the related expenditures are charged to the subsequent year's budget when incurred.
Significant Assumptions	Projected expenditures are based on the estimated cost of each capital item. Funding for most of the capital expenditures is identified within the department's target budget. Capital outlays are ranked in the order of management priorities.

Capital Projects

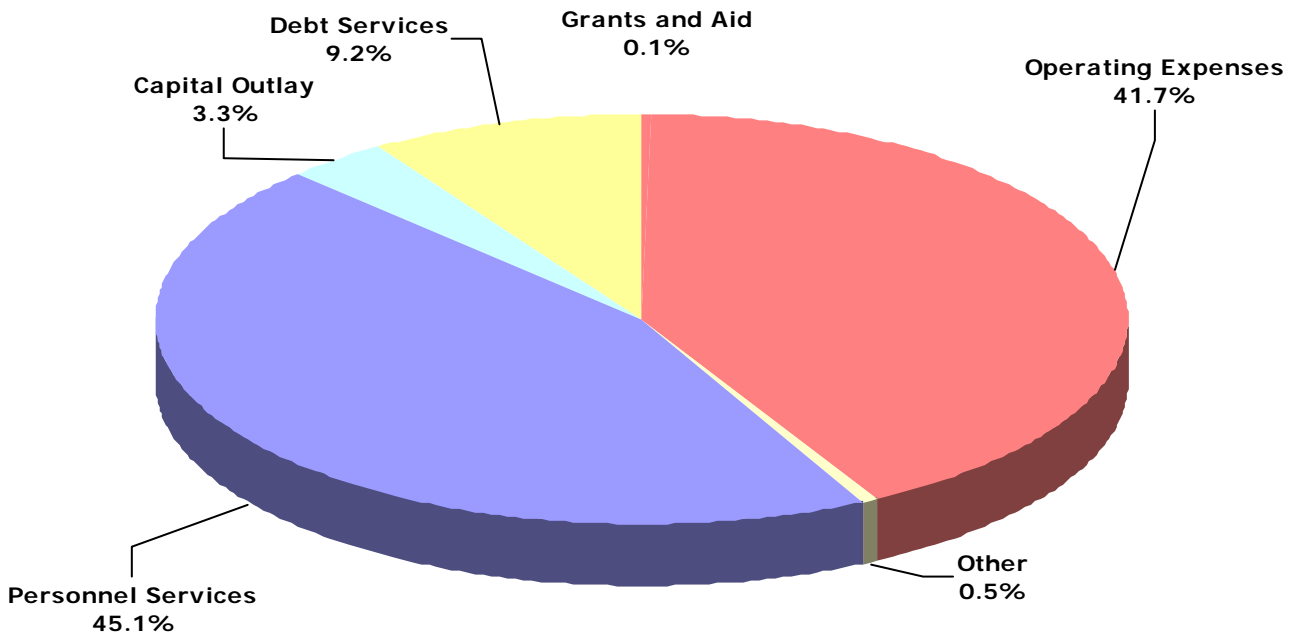
Description	This category includes expenditures for construction.
Significant Assumptions	Projected expenditures are based on an estimated cost to completion.

2007-08 Budget - Expenditures By Fund



Total Expenditures \$284,542,309

2007-08 Budget - Expenditure By Category



City of Pembroke Pines, Florida

2 - 25

Personnel Additions / Deletions / Changes

2007-08 Budget as Compared to 2006-07 Working Budget

	Full Time	Part Time
1 General Fund		
2001 Finance		
12513 Account Clerk III	-1	-
13400 P/T Accounting Clerk I	-	-1
2001 Finance Total	-1	-1
2002 Information Technology		
12280 Micro Computer Specialist	-1	-
12651 Programmer Analyst II	-1	-
12692 Systems Programmer/Analyst I	-1	-
12724 Database Administrator	-1	-
12731 Computer Operator III	-1	-
2002 Information Technology Total	-5	0
201 City Manager		
12516 Assistant City Manager	-0.5	-
201 City Manager Total	-0.5	0
202 Human Resources		
12525 Administrative Assistant I	1	-
12684 Clerical Spec II	-1	-
12685 Clerical Aide	-1	-
202 Human Resources Total	-1	0
3001 Police		
12093 Police Service Aid	-3	-
12205 Communication Specialist	2	-
12425 Police Officer	-7	-
12459 Assistant Quartermaster	1	-
12684 Clerical Spec II	-1	-
13681 P/T Clerk Spec II	-	-1
3001 Police Total	-8	-1
4003 Fire/Rescue		

City of Pembroke Pines, Florida

Personnel Additions / Deletions / Changes

2007-08 Budget as Compared to 2006-07 Working Budget

	Full Time	Part Time
4003 Fire/Rescue		
12814 Dispatch Supervisor	-1	-
12815 Public Safety Dispatcher	8	-
13681 P/T Clerk Spec II	-	-2
4003 Fire/Rescue Total	7	-2
5002 Early Development Centers 205 WCY EDC		
12780 Teacher Aide	1	-
13551 P/T Teacher Aide	-	-7
13738 P/T Custodian	-	-1
5002 Early Development Centers Total	1	-8
5005 W.C.Y Administration		
13738 P/T Custodian	-	-1
5005 W.C.Y Administration Total	0	-1
6001 General Gvt Buildings		
12245 Maintenance Worker I	-1	-
12259 A/C Mechanic II	-1	-
12461 Plumber II	-1	-
12599 Supervisor Of Construction Service	-1	-
12601 Supervisor of Operational Services	-1	-
12609 Carpenter Foreman	-1	-
6001 General Gvt Buildings 510 Security Services		
12604 Supervisor of Security Services	-0.5	-
6001 General Gvt Buildings Total	-6.5	0
6004 Grounds Maintenance		
12009 Assistant Director of Public Services	-1	-
12015 Irrigation Maintenance Worker	-2	-
12052 Controller/Internal Auditor	0.5	-
12091 Pub Works & Facility Supervisor	-1	-
12190 Maintenance Worker III	-1	-
12245 Maintenance Worker I	-1	-

City of Pembroke Pines, Florida

Personnel Additions / Deletions / Changes

2007-08 Budget as Compared to 2006-07 Working Budget

	Full Time	Part Time
6004 Grounds Maintenance		
12250 Maintenance Worker II	-3	-
12601 Supervisor of Operational Services	-1	-
13681 P/T Clerk Spec II	-	-2
6004 Grounds Maintenance Total	-9.5	-2
6005 Purchasing/Contract Administration		
12100 Bookkeeper/Secretary	-1	-
12734 Contract Admin. I	-1	-
12737 Contract Administration II	-1	-
6005 Purchasing/Contract Administration Total	-3	0
6006 Environmental Services (Engineering)		
12500 City Engineer	0.5	-
12770 Engineer Inspector	-1	-
12774 Engineer	-1	-
12831 CADD Operator	-1	-
12877 Engineering Intern	-1	-
6006 Environmental Services (Engineering) Total	-3.5	0
6008 Howard C. Forman Human Services Campus 53 CSC-Transitional Housing		
12444 Program Coordinator	-1	-
6008 Howard C. Forman Human Services Campus Total	-1	0
7001 Recreation		
12016 Athletic Director	-1	-
12355 P & R Maint WRK I	-2	-
12357 P & R MAINT WRK III	-2	-
12573 Recreation Specialist	-1	-
12585 Assistant Cultural Arts Coordinator	-1	-
12678 Child Care Supervisor	-1	-
12684 Clerical Spec II	-2	-
12688 Small Engine Mechanic	-1	-
13405 P/T Art Teacher	-	-7
13488 P/T Senior Lifeguard	-	-2

City of Pembroke Pines, Florida

Personnel Additions / Deletions / Changes

2007-08 Budget as Compared to 2006-07 Working Budget

	Full Time	Part Time
7001 Recreation		
13491 P/T Assistant Swim Coach	-	-2
13492 P/T Lifeguard	-	-11
13495 P/T Recreation Aide	-	-12
13500 P/T Maintenance Worker I	-	-3
13514 P/T Technical Director	-	-1
13537 P/T Music Teacher	-	-3
13549 P/T Storage Lot Attendant	-	-1
13563 P/T Recreation Leader	-	-5
13566 P/T Rec Leader - Therapeutics	-	-1
13591 P/T Water Safety Instructor	-	-1
13602 P/T Recreation Specialist	-	-2
13680 P/T Clerk Spec I	-	-1
13738 P/T Custodian	-	-4
7001 Recreation 201 West Pines pre-school		
13551 P/T Teacher Aide	-	1
13552 P/T Teacher - Recreation	-	-1
13680 P/T Clerk Spec I	-	1
7001 Recreation 204 Village after-care		
12151 City Teacher	-1	-
12676 Child Care Coordinator	-1	-
13551 P/T Teacher Aide	-	-2
13552 P/T Teacher - Recreation	-	-1
13602 P/T Recreation Specialist	-	1
7001 Recreation 207 Rose Price after-care		
12676 Child Care Coordinator	-1	-
13495 P/T Recreation Aide	-	-4
13602 P/T Recreation Specialist	-	1
7001 Recreation Total	-14	-60
7006 Golf Course		
13450 P/T Cashier	-	-1
7006 Golf Course Total	0	-1

City of Pembroke Pines, Florida

Personnel Additions / Deletions / Changes

2007-08 Budget as Compared to 2006-07 Working Budget

	Full Time	Part Time
8001 Community Services		
12181 Division Director of Recreation	-1	-
12526 Administrative Coordinator II	-1	-
12880 Van Driver	-7	-
13487 P/T Seniors Aide	-	-3
13577 P/T C.N.A.	-	-1
13590 P/T Van Driver - City	-	-2
13680 P/T Clerk Spec I	-	-1
13681 P/T Clerk Spec II	-	2
13738 P/T Custodian	-	-2
8001 Community Services Total	-9	-7
8002 Senior Housing Rental		
12525 Administrative Assistant I	0.5	-
12685 Clerical Aide	-1	-
8002 Senior Housing Rental 603 Senior rental - Pines Place		
12525 Administrative Assistant I	0.5	-
8002 Senior Housing Rental Total	0	0
9005 Building		
12013 Inspector	-3	-
12685 Clerical Aide	-1	-
13505 P/T Micro Technician I	-	-1
13681 P/T Clerk Spec II	-	1
9005 Building 678 Fire Prevention		
12684 Clerical Spec II	-1	-
12685 Clerical Aide	1	-
9005 Building Total	-4	0
1 General Fund Total	-58	-83

100 Road & Bridge Fund

6002 Maintenance

City of Pembroke Pines, Florida

Personnel Additions / Deletions / Changes

2007-08 Budget as Compared to 2006-07 Working Budget

	Full Time	Part Time
6002 Maintenance		
12015 Irrigation Maintenance Worker	-1	-
12190 Maintenance Worker III	-1	-
12250 Maintenance Worker II	-1	-
6002 Maintenance Total	-3	0
<hr/>		
100 Road & Bridge Fund Total	-3	0
<hr/>		
121 HUD Grants CDBG/HOME		
<hr/>		
8006 Transportation 6 Senior center transportation		
12584 F/T Scheduler	0.1	-
12748 Transportation Administrator	-0.6	-
12751 Transportation Coordinator I	-1	-
12754 Transportation Coordinator II	1	-
8006 Transportation Total	-0.5	0
<hr/>		
121 HUD Grants CDBG/HOME Total	-0.5	0
<hr/>		
122 Law Enforcement Grant		
<hr/>		
3015 Victims of Crime Act Grant		
13576 P/T Victim's Advocate	-	-1
3015 Victims of Crime Act Grant Total	0	-1
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122 Law Enforcement Grant Total	0	-1
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123 ADA/Paratransit Program		
<hr/>		
8003 ADA/Paratransit Program 2 Grant - year 2		
12748 Transportation Administrator	-0.4	-
12751 Transportation Coordinator I	0.9	-
12762 Dispatcher	-0.9	-
8003 ADA/Paratransit Program Total	-0.4	0
<hr/>		
123 ADA/Paratransit Program Total	-0.4	0
<hr/>		

City of Pembroke Pines, Florida

Personnel Additions / Deletions / Changes

2007-08 Budget as Compared to 2006-07 Working Budget

	Full Time	Part Time
126 COPS Grants		
3007 Cops Ahead 2004 2004 Grant Year		
12425 Police Officer	-1	-
3007 Cops Ahead Total	-1	0
126 COPS Grants Total	-1	0
128 Community Bus Program		
8001 Community Services		
12880 Van Driver	7	-
13590 P/T Van Driver - City	-	2
8001 Community Services Total	7	2
8004 Transit System		
13590 P/T Van Driver - City	-	-2
8004 Transit System Total	0	-2
128 Community Bus Program Total	7	0
199 Older Americans Act		
8005 SW Multipurpose Center 24 Multipurpose center		
12443 Activities Coordinator - Grant	0.14	-
12584 F/T Scheduler	-0.1	-
12751 Transportation Coordinator I	0.1	-
12759 Alzheimer's Coordinator	-1	-
12762 Dispatcher	0.8	-
12966 C.N.A.	0.125	-
12975 Social Services Specialist-Grant	0.125	-
13498 P/T Seniors Aide - Grant	-	-1
13499 P/T LPN	-	0.25
13577 P/T C.N.A.	-	5.48
13605 P/T Recreation Specialist II	-	1
13606 P/T Recreation Specialist - Grant	-	-1

City of Pembroke Pines, Florida

Personnel Additions / Deletions / Changes

2007-08 Budget as Compared to 2006-07 Working Budget

	Full Time	Part Time
8005 SW Multipurpose Center 45 III E Funds		
12443 Activities Coordinator - Grant	0.86	-
12630 Certified Nurses Aide	1.75	-
12966 C.N.A.	0.875	-
12975 Social Services Specialist-Grant	0.875	-
13499 P/T LPN	-	0.75
13577 P/T C.N.A.	-	0.52
8005 SW Multipurpose Center Total	4.55	6
<hr/>		
199 Older Americans Act Total	4.55	6
<hr/>		
471 Utility Fund		
<hr/>		
6010 Utilities Admin Services		
12052 Controller/Internal Auditor	0.5	-
12055 Deputy Public Services Director	0.5	-
12149 Division Director Utilities	1	-
12279 Meter Reader	-1	-
12500 City Engineer	0.5	-
12516 Assistant City Manager	0.5	-
12601 Supervisor of Operational Services	-1	-
12684 Clerical Spec II	-2	-
12738 Contract Administrator III	-1	-
6010 Utilities Admin Services Total	-2	0
<hr/>		
6021 Sewer Collection		
12786 S-Utility Service Worker II	-3	-
6021 Sewer Collection Total	-3	0
<hr/>		
6022 Sewer Treatment Plant		
12188 Laboratory Technician I	-1	-
12948 S-Treatment Plant Operator III	-1	-
6022 Sewer Treatment Plant Total	-2	0
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6031 Water Plants		
<hr/>		

City of Pembroke Pines, Florida

Personnel Additions / Deletions / Changes

2007-08 Budget as Compared to 2006-07 Working Budget

	Full Time	Part Time
6031 Water Plants		
12533 Electrician II	-1	-
12663 Chief Electrician	-0.5	-
12778 W-Utility Ser Worker I	-2	-
12779 W-Utility Ser Worker II	-1	-
12926 Water Plant Operator I	1	-
6031 Water Plants Total	-3.5	0
6032 Water Distribution		
12778 W-Utility Ser Worker I	-3	-
12779 W-Utility Ser Worker II	-2	-
6032 Water Distribution Total	-5	0
471 Utility Fund Total	-15.5	0
Total All Funds	-67	-78

City of Pembroke Pines, Florida
Position Count History by Department

	2004 - 05		2005 - 06		2006 - 07		2007 - 08	
	FT	PT	FT	PT	FT	PT	FT	PT
100 City Commission	2	5	2	5	1	6	1	6
1001 City Clerk	12	1	12	1	12	3	12	3
2001 Finance	23	2	23	2	23	2	22	1
2002 Information Technology	23	-	23	-	23	-	18	-
201 City Manager	4	-	4	-	4	1	3.5	1
202 Human Resources	14	1	13	1	11	1	10	1
3001 Police	324	3	330	3	332	2	324	1
4003 Fire/Rescue	248	4	257	4	257	4	264	2
402 Municipal Boards & Committe	-	2	-	2	-	-	-	-
5002 Early Development Centers	68	95	69	93	69	95	70	87
5005 W.C.Y Administration	-	4	-	4	-	4	-	3
6001 General Gvt Buildings	25	-	25	-	25	-	18.5	-
6004 Grounds Maintenance	26	4	25	4	25	4	15.5	2
6005 Purchasing/Contract Adminis	8	2	8	2	8	2	5	2
6006 Environmental Services (Eng	13.5	1	13.5	1	13.5	1	10	1
6008 Howard C. Forman Human S	-	-	-	-	1	-	-	-
7001 Recreation	135	179	136	189	138	191	124	131
7005 Dinner Theater	2	1	2	1	2	1	2	1
7006 Golf Course	4	1	3	1	3	1	3	-
8001 Community Services	20.75	20	19.75	19	21.75	19	12.75	12
8002 Senior Housing Rental	4	-	2	-	4	-	4	-
9002 Planning	7	1	7	1	7	1	7	1
9005 Building	61	9	58	3	56	3	52	3
9007 Code Enforcement	12	-	12	-	11	-	11	-
General Fund Total	1036.3	335	1044.3	336	1047.3	341	989.25	258
6002 Maintenance	9	-	10	-	10	-	7	-
Road & Bridge Fund Total	9	0	10	0	10	0	7	0
8006 Transportation	3.9	1	2.61	1	2.5	-	2	-
HUD Grants CDBG/HOME Tot	3.9	1	2.61	1	2.5	0	2	0
3015 Victims of Crime Act Grant	-	1	-	1	-	1	-	-
Law Enforcement Grant Total	0	1	0	1	0	1	0	0
8003 ADA/Paratransit Program	7.1	1	8	1	8.3	-	7.9	-
ADA/Paratransit Program Tot	7.1	1	8	1	8.3	0	7.9	0
3007 Cops Ahead	1	-	1	-	1	-	-	-
3014 Cops in School	2	-	-	-	-	-	-	-

City of Pembroke Pines, Florida

Position Count History by Department

	2004 - 05		2005 - 06		2006 - 07		2007 - 08	
	FT	PT	FT	PT	FT	PT	FT	PT
COPS Grants Total	3	0	1	0	1	0	0	0
8001 Community Services	-	-	-	-	-	-	7	2
8004 Transit System	4	15	6	9	6	9	6	7
Community Bus Program Total	4	15	6	9	6	9	13	9
8005 SW Multipurpose Center	15.25	13	16.64	12	17.45	12	22	18
Older Americans Act Total	15.25	13	16.64	12	17.45	12	22	18
6010 Utilities Admin Services	34	3	34	3	34	3	32	3
6021 Sewer Collection	16	-	16	-	16	-	13	-
6022 Sewer Treatment Plant	24	-	24	-	24	-	22	-
6031 Water Plants	28.5	-	28.5	-	28.5	-	25	-
6032 Water Distribution	21	-	21	-	21	-	16	-
Utility Fund Total	123.5	3	123.5	3	123.5	3	108	3
203 Self Insurance	2	1	3	-	3	-	3	-
Public Insurance Fund Total	2	1	3	0	3	0	3	0

Total All Funds	1,204	370	1,215	363	1,219	366	1,152	288
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	2004 - 05	2005 - 06	2006 - 07	2007 - 08
Total Full Time Equivalent (FTE):	1,389	1,397	1,402	1,296

DEMOGRAPHICS (continued)

Educational Attainment (%)

Source: 2006 American Community Survey Profile (ACS)

Less than High School Diploma	8.3%
High School Diploma	29.5%
Some college, no degree	19.7%
Associates Degree	9.8%
Bachelor's Degree	20.2%
Graduate or Professional Degree	9.2%
	<hr/>
	96.7%

Household Income

Source: 2006 American Community Survey Profile (ACS)

Less than \$24,999	18.9%	10,570
\$25,000-\$49,999	24.0%	13,398
\$50,000-\$74,999	18.1%	10,112
\$75,000-\$99,999	14.0%	7,733
\$100,000 +	25.1%	13,990
Median Household Income	100.1%	\$60,740

ECONOMICS

Occupation Composition

Source: 2006 American Community Survey Profile (ACS)

Management, professional & related occupations	28,935
Service occupations	11,291
Sales and office occupations	25,163
Farming, fishing and forestry occupations	163
Construction, extraction & maintenance occupations	6,075
Production, Transportation, and Material Moving occupations	6,349
	<hr/>
	77,976

Unemployment Rate (%)

Source: Florida Dept. of Labor for Pembroke Pines

2005-2006	2.7%
2004-2005	3.4%
2003-2004	3.1%
2002-2003	3.7%
2001-2002	3.9%
2000-2001	2.6%
1999-2000	2.8%
1998-1999	2.9%
1997-1998	3.1%
1996-1997	5.0%

Industrial Composition

Source: 2006 American Community Survey Profile (ACS)

Agriculture, forestry, fishing/hunting, and mining	163
Construction	2,559
Manufacturing	3,115
Wholesale Trade	4,975
Retail Trade	11,765
Transportation, warehousing and utilities	6,567
Information	3,349
Finance, insurance, real estate/rental and leasing	8,958
Professional, scientific, management, administrative and waste management svcs.	7,383
Educational, health and social services	15,449
Arts, entertainment, recreation, accommodation and food services	5,631
Other services (except public admin.)	3,404
Public Administration	4,656

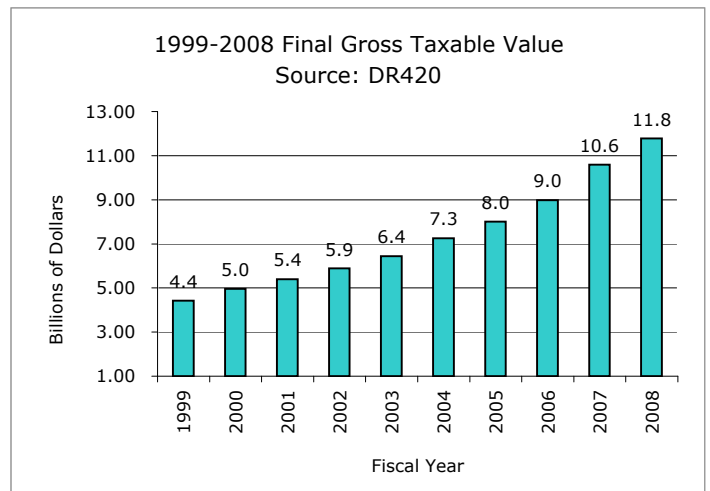
Building Permits

Year	Number	Total Value of Construction
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
1999-00	9,957	\$ 213,486,894
1998-99	10,171	\$ 243,266,228
1997-98	9,268	\$ 348,735,567
1996-97	11,004	\$ 336,922,802

Median Income Per Capita - using inflation-adjusted dollars

Source: U.S. Census and American Community Survey (ACS)

2006 (American Community Survey)	28,377
2005 (American Community Survey)	28,197
2004 (American Community Survey)	24,667
2003 (American Community Survey)	24,314



Taxes (2008)

Local Retail Sales Tax Rate	6%
Property Tax Millage-2007 Assmt	4.3487
Debt Service Millage-2007 Assmt	0.4673

Fiscal Year 2008 Est. Property Tax Assessed Valuation

Source: Broward County Property Appraiser [DR403 & DR489]		
Operating Taxable Value	DR420-2006	\$10,640,992,020
Plus Exempt Property	DR489-2006	5,336,332,227
Plus Other Exemptions	DR489-2006	1,170,133,570
Total Assessed Value		<u>\$17,147,457,817</u>

SERVICE STATISTICS

Water (September 30, 2006)

Connections	42,541
Operating Wells	9
Daily Pumping Wells Capacity (MGD)	18.0
Average Daily Water Pumping (MGD)	13.8
Total Daily Pumping Plant Capacity (MGD)	18.0

Sewer (September 30, 2006)

Miles of Sanitary Sewers	402.0
Average Daily Treatment (MGD)	6.8
Average Daily Treatment Capacity (MGD)	9.5

Public Works (September 30, 2006)

Residential Solid Waste Customers	37,844
Solid Waste Collected (tons)	117,437

Educational System [July 2006]

Elementary:	
Other	10
City Charter Schools	4
Middle School:	
Other	4
City Charter Schools	2
High School:	
Other	2
City Charter Schools	1
Community Colleges (2) /University (1)	3

Center for Arts (2006)

Number of Event Days	358
Theaters	2

Police Protection (December 31, 2006)

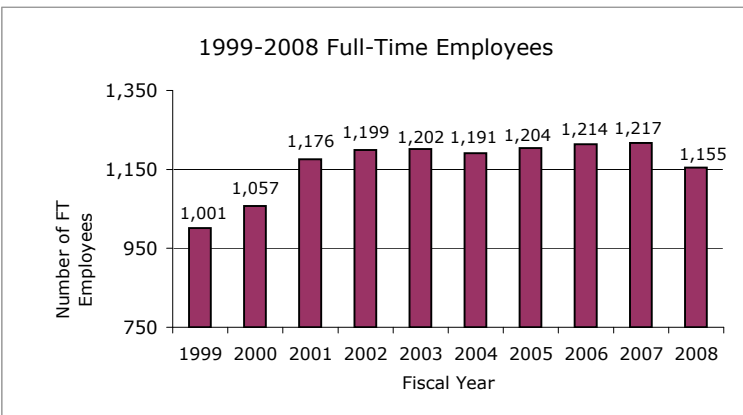
Employees (full-time)	334.5
Sworn	254
Non-Sworn	81.5
Grant Positions	1.5
Crime Index (fiscal year)	4,925
Crime Rate (per 1,000 population)	34.6
Traffic Accidents	5,063
Traffic/Parking Citations	45,969
Total Calls for Police Service	98,789

Fire Protection (December 31, 2006)

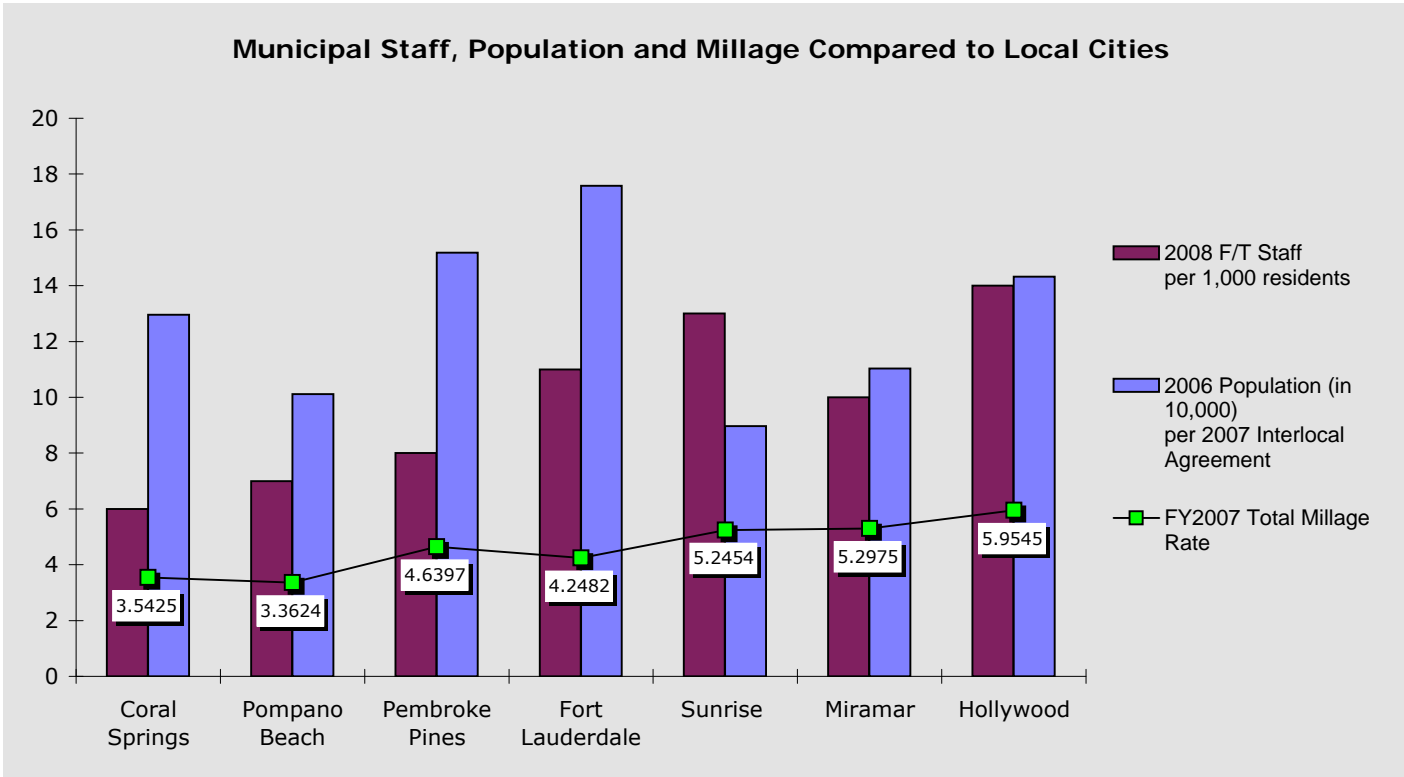
Stations	6
Employees (full-time)	276
Structure Fires	59
Adv Life Support Rescue Responses	15,215
Basic Life Support Rescue Responses	1,498
Other Rescue Calls	1,563
Other Emergencies	3,813
Fire Inspections (various kinds)	10,704
Fire Investigations	22

Municipal Parks (September 30, 2006)

Developed Parks	29
Developed Acres	855.69
Undeveloped Acres	72
Swimming Pools	8
Recreation Centers	6
Lighted Ball fields	48
Unlighted Ball fields	2
Lighted Tennis Courts	50
Playgrounds	19
Gymnasium	3
Racquetball Courts/Indoor	11
Volleyball	3
Hockey Rinks	11
Fitness Center	2
Pavilions	32
Paddleball Courts	23
Basketball Courts/Outdoor	20.5
Football/Soccer	15



COMPARISON TO LOCAL CITIES



City of Pembroke Pines

Performance Measures

Overview

Until now, the main focus of the City had been on growth management. During 1984, the estimated population was 43,000, over the next 10 years population growth averaged less than 3,000 annually. However, the devastating 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. The tremendous growth brought great demand for a wide variety of services, including the creation in 1998 of what has become 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 will be 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	Public Services / Fire, Rescue & Bldg Police	Parks & Recreation	Administrative Svcs	Community Svcs	Human Resources	Finance
1. Promote health, safety & welfare of the community.							
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 built, safe occupancies conforming to the Building Code.			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	
2. Promote/pursue a positive economic environment.							
To finance projects utilizing the most cost effective methods, while minimizing the restrictions that would hinder the future borrowing capacity of the City.	X						X
To provide services for the design, construction, maintenance, procurement, beautification, and preservation of all facilities, roadways, properties, materials, and equipment.				X			
To foster the development and application of information technology to improve the lives of the citizens of Pembroke Pines.					X		
3. Provide diverse recreational, educational, and cultural opportunities and maintain a full range of municipal services.							
To contribute directly to the physical and emotional health, social growth, and development of our residents through a wide range of recreational experiences and involvement.				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: 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	Public Services / Fire, Rescue & Bldg	Parks & Recreation	Administrative / Utilities	Community Svcs	City Clerk	Human Resources	Finance
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4. Provide a positive work environment that encourages teamwork, initiative, productivity, and individual development.

Implementation and monitoring of the insurance and safety programs of the City.									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

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

To keep staff positioned to take full advantage of new technological developments so as to enhance efficiency in the performance of our duties and responsibilities.						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	

6. Preserve/promote the ecological and environmental quality within the City.

To maintain, protect and preserve the 503 acres of wetlands in perpetuity developed as a diverse multi-habitat ecosystem.	X			X					X
To provide a well-designed and carefully maintained network of parks and other green spaces.					X				
To provide customers with the highest quality 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 department objective that contributes to the achievement of those goals and the department performance measure, which evaluates the accomplishment of those objectives.

Performance Measures Crosswalk

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

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

Performance Measures Crosswalk (continued)

Department Objective	Performance Measure
CITY GOAL #3: Provide diverse recreational, educational, and cultural opportunities and maintain a full range of municipal services.	
KPI: <i>Charter School FCAT (Florida Comprehensive Assessment Test) Scores ranking among Broward schools</i>	
City Manager Enhance the educational environment at the Charter Schools.	<ul style="list-style-type: none"> • Elementary Schools • Middle Schools • High Schools
CITY GOAL #4: Provide a positive work environment that encourages teamwork, initiative, productivity, and individual development.	
KPI: <i>% of FT employees retained after one year</i>	
Human Resources Implement sound recruitment practices to ensure competent candidates are hired.	<ul style="list-style-type: none"> • FT employee turnover rate within one year of employment
KPI: <i>Sick leave hours used per FT employee compared to prior years</i>	
Human Resources (Risk Management) Continue to monitor group health claims and fees.	<ul style="list-style-type: none"> • Sick leave hours used per FT employee compared to prior years
CITY GOAL #5: Commitment to excellence in leadership and management skills; instill confidence in integrity of City government.	
KPI: <i>City underlying G.O. bond rating compared to peer Florida cities</i>	
City Manager Manage City finances to ensure financial benchmarks are met.	<ul style="list-style-type: none"> • Unreserved undesignated Fund Balance as a % of annual General Fund expenditures • Total direct debt as a % of property market value • Debt service as a % of General Fund budget • % of principal retired in 10 years • Direct debt per capita
Finance Maintain high levels of professional accounting and reporting standards worthy of the Government Finance Officers Association (GFOA) awards.	<ul style="list-style-type: none"> • Receive Award of Certificate of Achievement for Excellence in Financial Reporting from GFOA • Receive Distinguished Budget Presentation Award from GFOA
KPI: <i>% routine public requests answered within 48 hours of receipt</i>	
City Clerk Comply with all applicable Florida Statutes for public record requests.	<ul style="list-style-type: none"> • % routine public requests answered within 48 hours of receipt
CITY GOAL #6: Preserve/promote the ecological and environmental quality within the City.	
KPI: <i>Comparison of licensed wetlands per total acres with other Broward County cities</i>	
Public Services [Environmental] Conserve, protect, maintain or improve wetlands.	<ul style="list-style-type: none"> • Licensed wetland acres in Pembroke Pines
KPI: <i>Wastewater quality ranking among Broward cities</i>	
Public Services [Water] Ensure the treatment plant operates at maximum efficiency to facilitate the environmentally sound disposal of wastewater.	<ul style="list-style-type: none"> • Carbonaceous Biochemical Oxygen Demand 5-Day (CBOD5) Effluent • Total Suspended Solids (TSS) Effluent
KPI: <i>Acres of parkland per 1,000 population ranked against the 10 largest cities in Broward County</i>	
Parks and Recreation Present to the public clean, physically-attractive and well-maintained facilities to support our youth/adult programs, and for the general public visiting our parks for passive, non-structured leisure activities.	<ul style="list-style-type: none"> • Acres of parkland per 1,000 population ranked against the 10 largest cities in Broward County

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 15 Key Performance Indicators (KPIs) that connect the City strategic objectives with departmental performance measures at a process level.

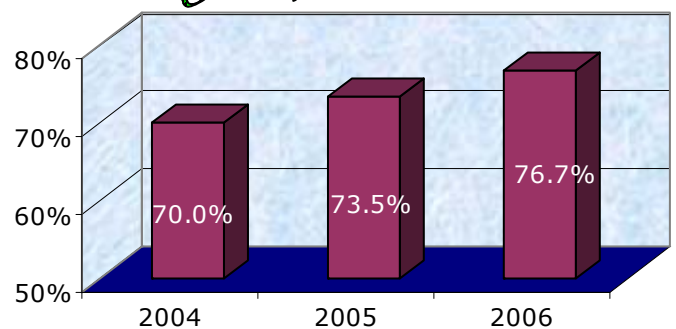
Balanced Scorecard

Strategic Objectives	Key Performance Indicators (KPIs)	Desired Direction	Benchmark	2006 Actual	Score	Weight	Weighted score	Weight 3 = Heavy 2 = Medium 1 = Low
(1) Promote health, safety & welfare of the community.								
Reduce crime	Crime rate per 100,000 population ranked against the ten largest cities in Broward County	↓	4,392	3,458	77%	12.0%	9.21%	3
Maintain effective fire control capabilities	Insurance Service Organization (ISO) evaluation compared with national cities with 24,999 or more population	↑	67.20	91.03	99%	12.0%	11.9%	3
Increase social services to seniors (60+)	Social service client units of service per each unduplicated client	↑	93.17	102.93	61.2%	4.0%	2.45%	1
Provide high quality potable water	Potable water quality ranking among Broward cities	=	50.5%	63.1%	93.1%	12.0%	11.17%	3
(2) Promote/pursue a positive economic environment.								
Exceed County household income	Median household income ranked against the ten largest cities in Broward County	↑	54,041	60,740	75.8%	4.0%	3.03%	1
Maintain tax base	% change in taxable value in relation to other Broward County Cities	↑	10.37%	10.22%	48.4%	8.0%	3.87%	2
Foster business growth	Local Business Tax Revenue per capita	↑	\$ 12.84	\$ 18.40	84%	8.0%	6.73%	2
(3) Provide diverse recreational, educational, and cultural opportunities and maintain a full range of municipal services.								
Improve academic performance at schools	Charter School FCAT (Florida Comprehensive Assessment Test) Scores ranking among Broward schools	↑	532.3	588.5	73.3%	8.0%	5.87%	2
(4) Provide a positive work environment that encourages teamwork, initiative, productivity, and individual development.								
Reduce employee turnover	% of FT employees retained after one year	↓	81.1%	83.3%	75.2%	4.0%	3.01%	1
Reduce employee absenteeism	Sick leave hours used per FT Employee compared to prior years	↓	38.19	36.41	73.6%	4.0%	2.94%	1
(5) Commitment to excellence in leadership and management skills; instill confidence in integrity of City government.								
Maintain sound financial stability	City underlying G. O. Bond rating compared to peer Florida cities	↑	87.7%	88.0%	52.0%	8.0%	4.16%	2
Comply with Florida Statutes related to public record requests	% routine public requests answered within 48 hours of receipt	=	N/A	73.0%	N/A	0.0%	0.00%	2
(6) Preserve/promote the ecological and environmental quality within the City.								
Preserve wetlands ecosystem & watershed	Comparison of licensed wetlands per total acres with other Broward County cities	=	2.3%	11.8%	96.8%	4.0%	3.87%	1
Control the quality of the wastewater	Wastewater quality ranking among Broward cities	↑	49.9%	55.0%	57%	8.0%	4.57%	2
Maintain at least seven acres of parkland per 1,000 population [excluding golf courses]	Acres of parkland per 1,000 population ranked against the ten largest cities in Broward County	=	5.13	10.24	99%	4.0%	3.94%	1
N/A = Data currently unavailable; * The ISO rating for our Fire Department was last received during 1997 and it has been maintained for ten years (through Sep 2006).				Overall Operating Performance Score		100%	76.7%	27

Our Score

The increase in the City's overall score was due mainly to increased scores of 3.6% for improvement in the Wastewater Quality (from 49.4% to 55.0%) and 2.1% due to a 4.4 less Sick Leave hours utilized by employees (from 40.8 to 36.4 hours). These improvements were negated in part by declining scores of -1.5% related to 57.3% reduction in tax base growth rate (from 17.9% to 10.2%) and -1.0% for change in employee Retention Rate (from 89.7% to 83.6%)

Overall Performance Score



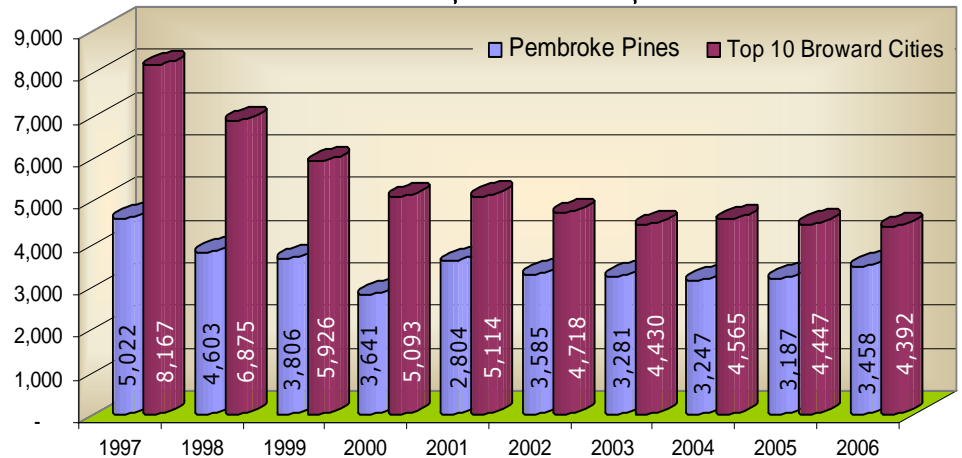
Key Performance Indicators (KPIs)

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

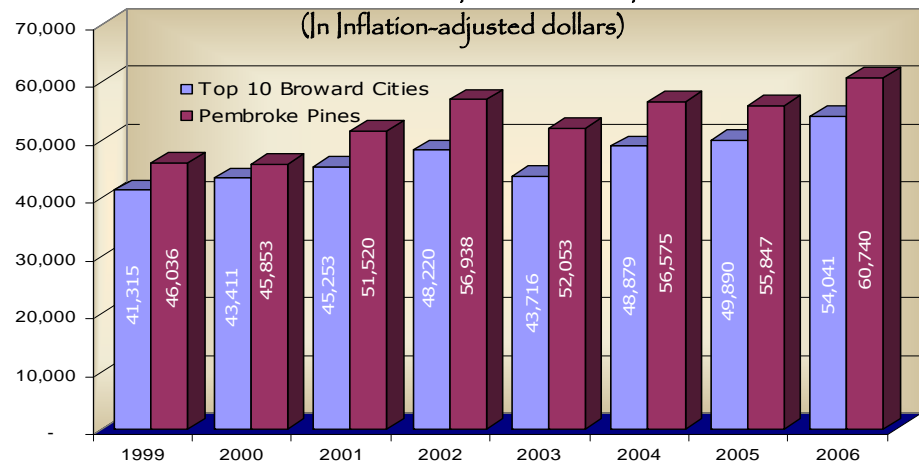
The standardized score was then multiplied by the respective weight factor (assigned by City Commission) to determine the weighted score which is the basis of the City's overall operating performance score. The target is to exceed the prior year operating performance score. Changes in the overall score can be investigated on an individual KPI level. At this point, although the City's scorecard is comprised of 15 KPIs, historical data is only available for six of those KPIs. The following discussion is limited to the latter.

Crime Rate per 100,000 Population

Benchmark: Crime rate per 100,000 population for 10 largest Broward cities. During 2006 the City's crime rate per 100,000 residents increased by 8.5%, while the rate for the ten largest cities declined by 1.2% and the crime rate for the county declined by 1.74%. Despite the increase, the City maintained the second lowest crime rate among the ten largest Broward County cities.



Median Household Income Compared to Top 10 Broward Cities



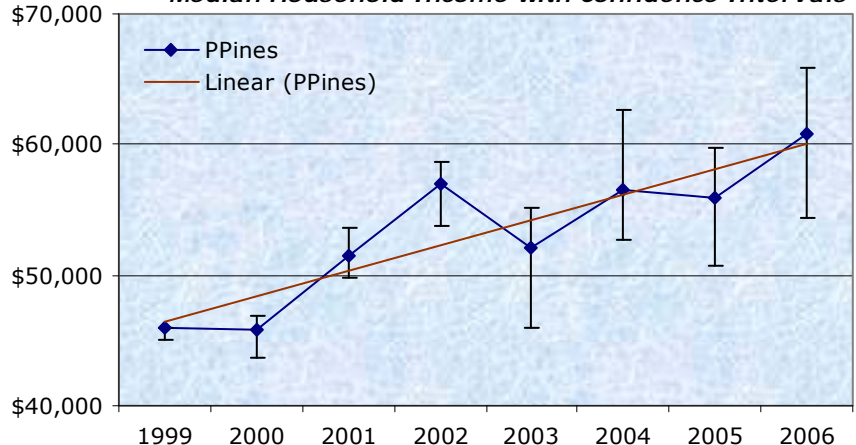
Benchmark: Median Household Income for 10 largest Broward cities. Between 1999 and 2006 the median household income (in inflation-adjusted dollars) for Pembroke Pines has averaged 22.7% higher than Broward County. The \$7,400 growth experienced by Deerfield Beach (from \$36,000 to \$43,300) and \$6,611 growth by Coral Springs (from \$63,200 to \$69,800) outpaced Pines growth of \$4,900 (from \$55,800 to \$60,700). Please see Confidence Interval discussion.

Impact of Reduced Sample Size: The decreased 2002 sample size resulted in an increased margin of error. During 2002 the survey sample size was decreased from 3% to 2.5% with a appreciably wider margin of error:

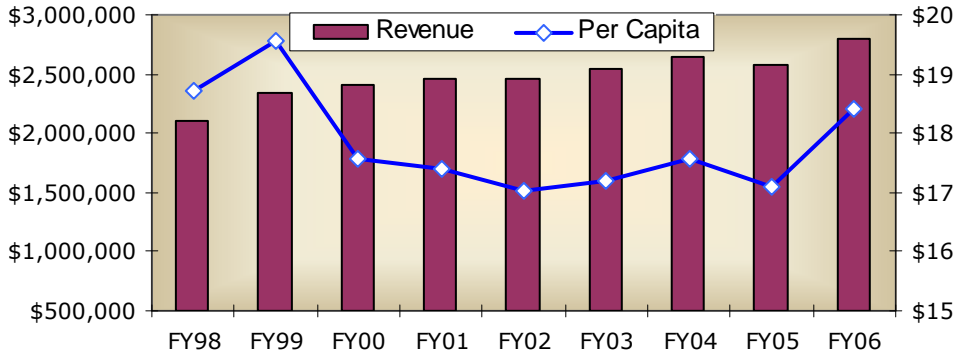
- \$1,685 in 2001
- \$3,171 in 2002
- \$6,139 in 2003
- \$6,351 in 2006

The trend line indicates that both the apparent 2000 decline and 2002 apparent increase might be statistically significant. The other survey results fall within the margin of error.

Median Household Income with Confidence Intervals

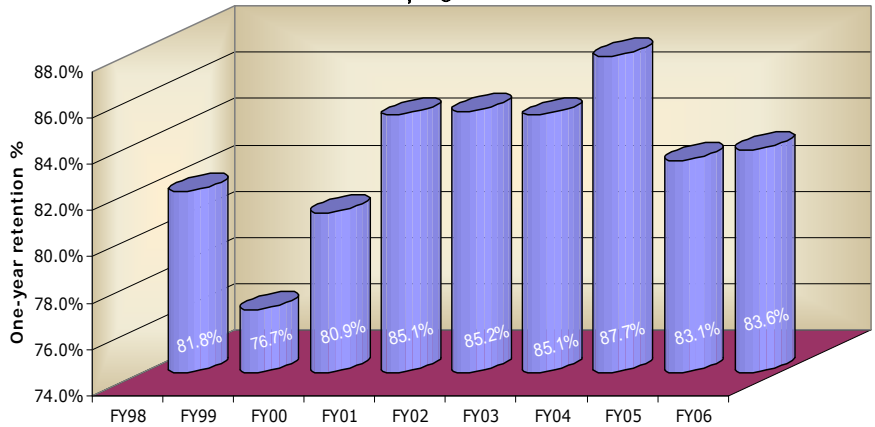


Change in Local Business Tax Revenue



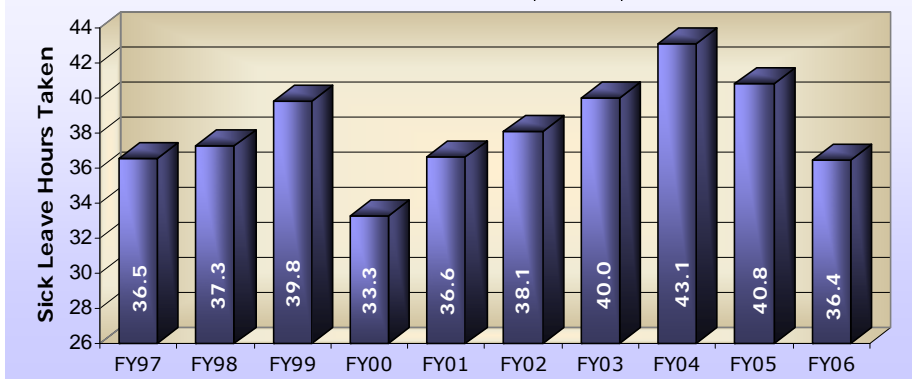
Benchmark: Per capita revenue since FY1998. After double-digit growth from FY1994 through FY1999, single-digit increases have been recorded. Since Local Business Taxes – City have not been increased since their introduction, the 8% growth in FY2006 revenue signaled an increase in the number of businesses.

% of Full-time Employees Retained after one Year



Benchmark: Pembroke Pines retention rate since FY1998. The retention rate after one year has been 82% for the years shown. That is the benchmark for this performance measure. The FY2001 to FY2006 average of 85.0% is a marked improvement over the FY1998 to FY2000 average of 80.9%. The FY2006 retention rate was 83.6% compared to 83.1% for FY2005.

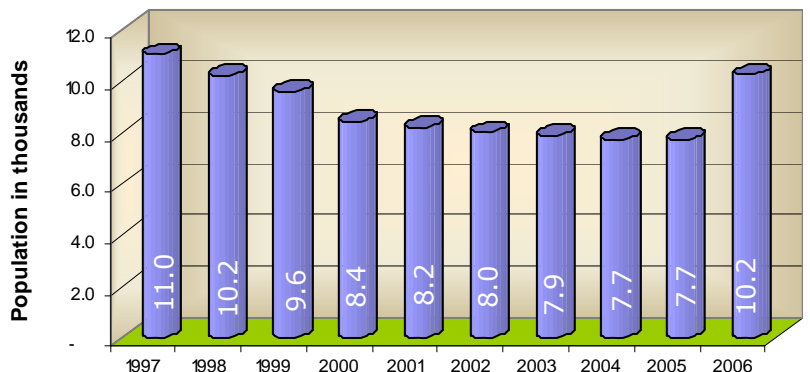
Sick Leave Hours Used per Employee



Benchmark: Average paid sick leave hours per employee since FY1997. Since FY1997, City employees have taken an average of 38.2 hours of paid sick leave annually. The 10-year average serves as the benchmark. The FY2006 sick leave average (36.4 hours) represented a 10.7% reduction from the FY2005 average of 40.8 hours. The employee count is based on the average number of employees receiving paychecks during the year.

Benchmark: Municipal parkland per 1,000 population for the 10 largest Broward cities. While the Broward County requirement for municipal parkland per 1,000 is three acres, the City decided to increase the acreage to seven. During FY2006, a five-year Reciprocal-Use Agreement between the Broward County School Board and the City made School Board facilities available for City use during non-school hours. Hence, the dramatic increase in this KPI from 7.7 to 10.2 acres per 1,000.

Acres of Parkland per 1,000 Population



At the annual Visioning and Goal Setting Workshop management evaluates the 15 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 increase 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 Departmental Performance Measurement Reports, which are diagnostic in nature. Depending on the year-to-date and projected year-end progress, action is taken. The Department Performance Measures Report below shows the actual and targets in the context of the City goals and the KPIs.

Department Performance Measures Report

		2004-05		2005-06		2007	2008
		Actual	Goal	Actual	Goal	Goal	Goal
Police							
City Goal: (1) Promote health, safety & welfare of the community.							
KPI: Crime rate per 100,000 population ranked against the ten largest cities in Broward County		3,187	*	3,458	*	*	3,605
Measurement Type: Outputs							
1	Calls for service per 1,000 resident population	↓ 677	730	633	730	730	730
Measurement Type: Effectiveness							
2	Clearance rate Part I offenses ⁽¹⁾	↑ 22.0%	26.0%	21.0%	26.0%	26.0%	26.0%
Crime Rate per 100,000 for the following types of offenses:							
3	Murder	↓ 4	0	2	0	0	0
4	Forcible rape	↓ 11	22	13	22	22	20
5	Robbery	↓ 62	111	129	109	100	100
6	Aggravated assault	↓ 148	259	233	253	250	250
7	Burglary	↓ 490	607	836	594	595	600
8	Larceny	↓ 2,140	3,157	3,254	3,093	3,000	3,000
9	Motor vehicle theft	↓ 282	468	458	459	400	400
⁽¹⁾ Consists of homicides, rapes, robberies, assaults, burglaries, auto thefts, and larcenies.							

		2004-05		2005-06		2007	2008
		Actual	Goal	Actual	Goal	Goal	Goal
Fire							
City Goal: (1) Promote health, safety & welfare of the community.							
KPI: Insurance Service Organization (ISO) evaluation compared with national cities with 24,999 or more population		93	90	93	90	90	90
Measurement Type: Efficiency							
1	% of buildings that received annual pre-fire plan surveys	↑ 100%	*	100%	100%	100%	100%
2	Average unit response time from en route to arrival (in minutes)	↓ 3.27	*	3.40	4.00	4.00	4.00
3	Average response time from receipt of Broward Sheriff's Office call to dispatch of units (in seconds)	↓ 27	*	26	30	30	30
4	% of dispatch processing time less than 1 minute	↑ 97.32%	*	97.40%	99.00%	99.00%	99.00%
5	% of unit response time less than 6 minutes	↑ 92.6%	*	91.6%	90.0%	90.0%	90.0%
Measurement Type: Effectiveness							
6	Number of public participants in safety education classes	↑ 28,778	27,000	27,186	29,000	29,000	30,000

		2004-05		2005-06		2007	2008
		Actual	Goal	Actual	Goal	Goal	Goal
City Clerk							
City Goal: (2) Promote/pursue a positive economic environment.							
KPI: Local business tax revenue per capita		\$17.10	*	\$18.40	\$17.94	\$17.75	\$19.00
Measurement Type: Effectiveness							
1	Local business tax revenue per capita	↑ \$17.10	*	\$18.40	\$17.94	\$17.75	\$19.00
City Goal: (5) Commitment to excellence in leadership and management skills; instill confidence in integrity of City government.							
KPI: % routine public requests answered within 48 hours of receipt		*	*	*	*	*	*
Measurement Type: Effectiveness							
2	% routine public requests answered within 48 hours of receipt	↑ 95%	100%	73%	100%	100%	95%

* New measure actual and/or goal unavailable.

Department Performance Measures Report (continued)

		2004-05		2005-06		2007	2008
		Actual	Goal	Actual	Goal	Goal	Goal
City Manager							
City Goal: (2) Promote/pursue a positive economic environment.							
KPI: Median household income ranked against the ten largest cities in Broward County		\$55,847	*	\$60,700	*	*	\$65,000
Measurement Type: Efficiency							
1	% increase of operating millage rate	↓ 0%	0%	0%	0%	0%	(-16%)
City Goal: (3) Provide diverse recreational, educational, and cultural opportunities and maintain a full range of municipal services.							
KPI: Charter School FCAT (Florida Comprehensive Assessment Test) Scores ranking among Broward schools		429	*	578	474	475	473
Measurement Type: Effectiveness							
Charter School FCAT Scores for:							
2	Elementary Schools	↑ 470	*	445	472	475	450
3	Middle Schools	↑ 458	*	499	460	465	500
4	High Schools	↑ 371	*	444	380	380	450
5	FSU Elementary	↑ *	*	480	*	*	485
City Goal: (5) Commitment to excellence in leadership and management skills; instill confidence in integrity of City government.							
KPI: City underlying G.O. Bond rating compared to peer cities in Florida		88%	*	88%	*	*	90%
Measurement Type: Effectiveness							
6	Unreserved undesignated Fund Balance as a % of annual General Fund expenditures ^	↑ 23%	*	22%	25%	25%	14%
7	Total direct debt as a % of property market value	= 2.7%	*	2.3%	2.4%	2.7%	2.3%
8	Debt service as a % of General Fund budget	↓ 15%	*	19%	18%	18%	17%
9	% of principal retired in 10 years	↑ 24%	26%	26%	26%	24%	27%
10	Direct debt per capita	↓ \$2,112	*	\$2,029	\$2,100	\$2,100	\$2,550
^ Policy stipulates a range from 10% to 30%							

		2004-05		2005-06		2007	2008
		Actual	Goal	Actual	Goal	Goal	Goal
Administrative Services							
City Goal: (2) Promote/pursue a positive economic environment.							
KPI: % change in taxable value in relation to other Broward County Cities		17.8%	*	10.2%	*	*	10.0%
Measurement Type: Effectiveness							
1	% of cases closed prior to Code Board and/or Special Master hearing	↑ 96%	95%	96%	95%	95%	95%

		2004-05		2005-06		2007	2008
		Actual	Goal	Actual	Goal	Goal	Goal
Finance							
City Goal: (5) Commitment to excellence in leadership and management skills; instill confidence in integrity of City government.							
KPI: City underlying G.O. Bond rating compared to peer cities in Florida		88%	*	88%	*	*	90%
Measurement Type: Efficiency							
1	Receive Award of Certificate of Achievement for Excellence in Financial Reporting from GFOA	↑ Yes	Yes	Yes	Yes	Yes	Yes
2	Receive Distinguished Budget Presentation Award from GFOA	↑ Yes	Yes	Yes	Yes	Yes	Yes

		2004-05		2005-06		2007	2008
		Actual	Goal	Actual	Goal	Goal	Goal
Parks & Recreation							
City Goal: (6) Preserve/promote the ecological and environmental quality within the City.							
KPI: Acres of parkland per 1,000 population ranked against the ten largest cities in Broward County		7.7	*	10.2	7.0	8.0	10.4
Measurement Type: Effectiveness							
1	Acres of parkland per 1,000 population ranked against the ten largest cities in Broward County	↑ 7.7	*	10.2	7.0	8.0	10.4

* New measure actual and/or goal unavailable.

Department Performance Measures Report (continued)

Human Resources		2004-05		2005-06		2007	2008
		Actual	Goal	Actual	Goal	Goal	Goal
City Goal: (4) Provide a positive work environment that encourages teamwork, initiative, productivity, and individual development.							
KPI: % of FT employees retained after one year		14.9%	*	17.1%	16.0%	16.0%	16.0%
Measurement Type: Effectiveness							
1	FT employee turnover rate within one year of employment	↓ 14.9%	*	17.1%	16.0%	16.0%	16.0%
KPI: Sick leave hours used per FT employee compared to prior years		41.35	*	28.42	37.00	42.00	35.00
Measurement Type: Effectiveness							
2	Sick leave hours used per FT employee compared to prior years	↓ 41.35	*	28.42	37.00	42.00	35.00

Public Services/Utilities		2004-05		2005-06		2007	2008
		Actual	Goal	Actual	Goal	Goal	Goal
City Goal: (1) Promote health, safety & welfare of the community.							
KPI: Potable water quality ranking among Broward cities		67%	*	63%	*	*	68%
Measurement Type: Outputs							
Finished Water Quality:							
1	pH	County Standard: 6.5 - 9.1	↑ 9.20	*	9.20	9.00	9.20
2	Total Residual Chlorine	County Standard: 4.0	↑ 3.60	*	3.50	3.50	3.50
3	Color	County Standard: 15.0	↓ 6.50	*	6.00	6.00	6.00
4	Fluoride AS F	County Standard: 1.0	↓ 0.80	*	0.80	0.80	0.80
5	Turbidity NTU	County Standard: 1.0	↓ 0.07	*	0.06	0.06	0.06
6	Iron Fe-	County Standard: .3	↓ 0.02	*	0.02	0.02	0.02
City Goal: (6) Preserve/promote the ecological and environmental quality within the City.							
KPI: Wastewater quality ranking among Broward cities		49%	*	55%	*	*	52%
Measurement Type: Outputs							
7	CBOD5 Effluent	County Standard: 20	↓ 5.23	*	5.20	5.50	5.50
8	TSS Effluent	County Standard: 20	↓ 2.28	*	3.00	3.25	3.00
KPI: Comparison of licensed wetlands per total acres with other Broward County cities		475	*	503	*	584	546
Measurement Type: Effectiveness							
9	Licensed wetland acres in Pembroke Pines	= 475	*	503	*	584	546

Community Services		2004-05		2005-06		2007	2008
		Actual	Goal	Actual	Goal	Goal	Goal
City Goal: (1) Promote health, safety & welfare of the community.							
KPI: Social service client hours per each unduplicated client		91	*	103	*	74	52
Measurement Type: Outputs							
1	Number of unduplicated clients	↑ 3,873	3,250	3,939	3,300	3,297	3,714
2	Units of service (services covered by OAA Title IIIB Grant)	↑ 247,390	*	249,834	229,464	243,041	212,535

* New measure actual and/or goal unavailable.
 N/A – Not available at time of printing.

Revision of Key Performance Indicators (KPI)

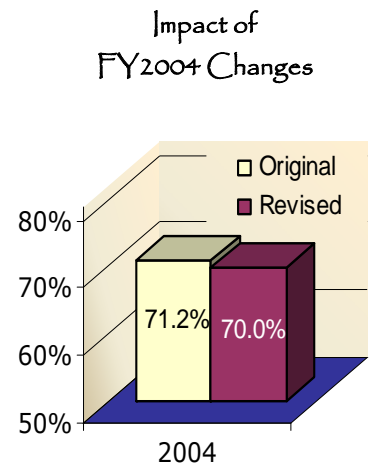
During the last three years, as we developed, analyzed and reviewed the Key Performance Indicators, it became increasingly obvious that some improvements were needed:

- Variability of Employee Turnover and Sick Leave data: Data selection is based on each employee’s Pension code. Since the “Other” category has consistently included grant and, at times, charter school employees, there has been some inconsistency with this category causing skewed results. The decision was made to focus on City employees with General, Fire, or Police pension codes, which represented 97% of the City employee population as of FY2006.
- Effectiveness of the original measure for Sick Leave Taken: Early measures of sick leave hours used focused on the per cent change in hours used compared to prior year. The percent change concept was not as easily understood or as effective as the actual hours used. The measure now compares the actual hours use to the benchmark average hours used during prior years.
- Relevance of the original comparison of City underlying bond ratings to peer cities: When first implemented, the focus was on comparing the underlying rating for general obligation and revenue bonds for peer cities with populations exceeding 120,000. The new measure is based solely on the City’s underlying (or implied) G. O. bond rating as a reflection of its financial stability, the ability to repay its debt through the exercise of its taxing power. While eight of the largest 17 Florida cities do not have G. O. bonds, five of those cities did have implied G. O. bond ratings or issuer credit ratings which are comparable measures. The bench mark is now based on the underlying (or implied) G. O. bond rating or the issuer credit rating for cities with populations greater than 100,000.

Impact on the FY2004 Scorecard

Since the focus on General, Fire, and Police pension employees changed the weighted scores for employee turnover and absenteeism in opposite directions, effectively canceling each other, the absence of an underlying or implied G. O. bond rating had the most significant impact. The zero KPI weighted score relative to the G. O. bonds negated the previous score that was evaluating the underlying rating of three Series 2004 revenue bonds.

- Employee Turnover: The finer focus on General, Fire, and Police employees yielded a benchmark retention rate since FY1998 of 80.4% and an actual retention rate of 90.5%. The resulting score was 99.8%, with a weighted score of 4.0%, compared to the original score of 2.7%.
Impact of change +1.3%
- Employee Absenteeism: The shift from measurement of the change in sick leave hours used from one year to the next to comparing actual sick leave hours used to the benchmark average since FY1998 resulted in decline in the weighted score from 1.4% to 0.2%.
Impact of change -1.2%
- Change to underlying G. O. Bond rating for peer Florida cities: Pembroke Pines did not issue General Obligation (G. O.) Bonds until FY2005 and did not have an implied G. O. Bond rating/issuer credit rating, therefore there was no FY2004 actual score. The previous score of 1.3% related to three Series 2004 revenue bonds.
Impact of change -1.3%
- Cumulative Impact on Weighted Score: The net change was a -1.2% decrease, from 71.2% to 70.0%.



Combined Impact on FY2004 Weighted Score -1.2%

Impact on the FY2005 Scorecard

In addition to the changes in the Human Resources performance measures and the bond rating comparisons, there were two corrections required in the FY2005 Scorecard. The water quality and waste water quality scores were not updated for FY2005. The impact of the corrections was dramatic compared to the change in the FY2004 weighted score.

- Employee Turnover: The revised calculation yielded a benchmark retention rate since FY1998 of 80.8% and an actual retention rate of 89.7%. The resulting score was 99.5%, with a weighted score of 4.0%, compared to the original score of 3.3%.

Impact of change +0.7%

- Employee Absenteeism: The shift in measurement brought a drastic decrease in this KPI. Compared to the benchmark average since FY1998 of 38.38 sick leave hours used, the actual 40.8 sick leave hours used resulted in a 20.3% score out of a possible 100%. The weighted score for absenteeism declined from 3.9% to 0.8%.

Impact of change -3.1%

- Change to underlying G. O. Bond rating for peer Florida cities: Pembroke Pines, as well as Port St. Lucie and Hollywood, issued General Obligation (G. O.) bonds during FY2005 with Port St. Lucie matching our City's Aa3 Moody's rating, while Hollywood received an A1 rating. The comparison against the underlying (and implied) G. O. bond ratings of 13 other Florida cities with populations in excess of 100,000 yielded a 54% score and a 4.3% weighted score compared to the previous weighted score of 5.4%.

Impact of change -1.1%

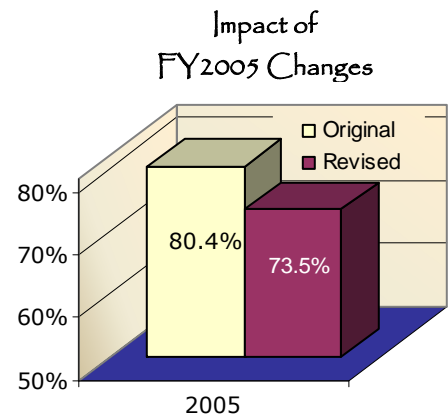
- Potable Water Quality Ranking: The FY2004 Benchmark and Actual were inadvertently used instead of the FY2005 Benchmark and Actual. The weighted score correction changed from 11.6% to 11.0%.

Impact of change -0.6%

- Wastewater Quality: Inadvertently used FY2004 Benchmark and Actual, rather than FY2005 Benchmark and Actual. This correction brought a decrease from 3.8% to 1.0%.

Impact of change -2.8%

- Cumulative Score: The combination of the decreased scores for employee absenteeism, the focus on underlying (or underlying) G. O. bond rating and the correction for the two FY2005 water scores was significant: a decrease of - 6.8% in the weighted FY2005 score, from 80.4% to 73.5%. (The remaining -0.1% variance was due to rounding.)

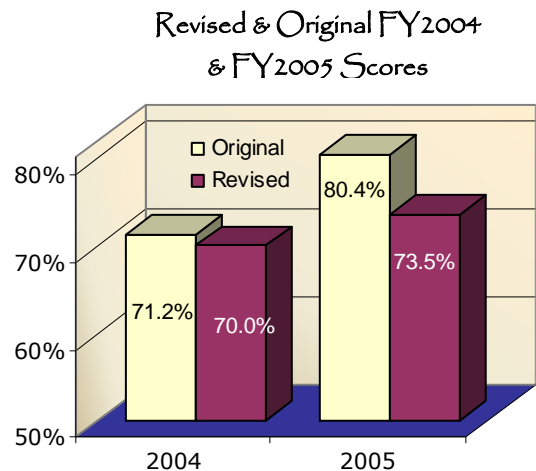


Combined Impact on FY2005 Weighted Score -6.9%

Overview of the changes:


The focus on the turnover and sick leave hours used by General, Police and Fire pension employees, as well as the elimination of the variability relative to the underlying ratings of revenue bonds, will yield more relevant and stable performance measures.

The change in the cumulative scores is illustrated in the chart to the right. The revised FY2004 and FY2005 scorecards follow.



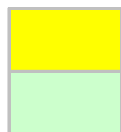
Revised FY2004 Scorecard

Strategic Objectives	Key Performance Indicators (KPIs)	Desired Direction	Benchmark	2004 Actual	Score	Weight	Score as shown in FY06 Book	Revised Weighted Score	Variance	
(1) Promote health, safety & welfare of the community.										
Reduce crime	Crime rate per 100,000 population ranked against the ten largest cities in Broward County	↓	4,565	3,137	84%	12.0%	10.1%	10.1%	0.0%	
Maintain effective fire control capabilities	Insurance Service Organization (ISO) evaluation compared with national cities with 24,999 or more population	↑	67.20	91.03	99%	12.0%	11.9%	11.9%	0.0%	
Increase social services to seniors (60+)	Social service client hours per each senior (60+) in target population	↑	83.45	95.92	66.6%	4.0%	2.7%	2.7%	0.0%	
Provide high quality potable water	Potable water quality ranking among Broward cities	=	50.8%	72.8%	96.8%	12.0%	11.6%	11.6%	0.0%	
(2) Promote/pursue a positive economic environment.										
Exceed County household income	Median household income ranked against the ten largest cities in Broward County	↑	44,223	52,053	98%	4.0%	3.9%	3.9%	0.0%	
Maintain tax base	% change in taxable value in relation to other Broward County Cities	↑	16.1%	11.55%	16%	8%	1.3%	1.3%	0.0%	
Foster business growth	% change in occupational license revenue per capita	↑	\$ 12.40	\$ 17.57	82%	8%	6.6%	6.6%	0.0%	
(3) Provide diverse recreational, educational, and cultural opportunities and maintain a full range of municipal services.										
Increase recreational services	Recreational participant hours	↑	N/A	N/A	N/A	0%	0.0%	0.0%	0.0%	
Improve academic performance at schools	Charter School Sunshine State Standard Scores ranking among Broward schools	↑	390.8	436.7	79.5%	8%	6.4%	6.4%	0.0%	
Increase attendance at cultural activities	Attendance at cultural events	↑	N/A	N/A	N/A	0%	0.0%	0.0%	0.0%	
(4) Provide a positive work environment that encourages teamwork, initiative, productivity, and individual development.										
Enhance employee development	# of participant hours in training per 100 employees	↑	N/A	N/A	N/A	0%	0.0%	0.0%	0.0%	
Reduce employee turnover	% change in employee turnover rate within one year of employment	↓	80.4%	90.5%	100%	4%	2.7%	4.0%	1.3%	
Reduce employee absenteeism	Sick leave hours used per FT Employee compared to prior years	↓	38.08	43.12	4.4%	4%	1.4%	0.2%	-1.2%	
(5) Commitment to excellence in leadership and management skills; instill confidence in integrity of City government.										
Maintain sound financial stability	City underlying G. O. Bond rating compared to peer Florida cities	↑	87.6%	N/A	N/A	8%	1.3%	0.0%	-1.3%	
Comply with Florida Statutes related to public record requests	% routine public requests answered within 48 hours of receipt	=	N/A	N/A	N/A	0%	0.0%	0.0%	0.0%	
(6) Preserve/promote the ecological and environmental quality within the City.										
Preserve wetlands ecosystem & watershed	Comparison of licensed wetlands per total acres with other Broward County cities	=	2.2%	11.7%	97.5%	4%	3.9%	3.9%	0.0%	
Control the quality of the wastewater	Wastewater quality ranking among Broward cities	↑	53.0%	51.7%	48%	8%	3.8%	3.8%	0.0%	
Maintain at least seven acres of parkland per 1,000 population [excluding golf courses]	Acres of parkland per 1,000 population ranked against the ten largest cities in Broward County	=	5.12	7.70	91%	4%	3.6%	3.6%	0.0%	
N/A New measure data currently unavailable						Overall Operating Performance Score	100%	71.2%	70.0%	-1.2%

 = Impact of change of data selection criteria or measurement

Revised FY2005 Scorecard

Strategic Objectives	Key Performance Indicators (KPIs)	Desired Direction	Benchmark	2005 Actual	Score	Weight	Score as shown in FY07 Book	Revised Weighted Score	Impact of Corrections
(1) Promote health, safety & welfare of the community.									
Reduce crime	Crime rate per 100,000 population ranked against the ten largest cities in Broward County	↓	4,447	3,187	79%	12%	9.4%	9.4%	
Maintain effective fire control capabilities	Insurance Service Organization (ISO) evaluation compared with national cities with 24,999 or more population	↑	67.20	91.03	99%	12%	11.9%	11.9%	
Increase social services to seniors (60+)	Social service client hours per each unduplicated client	↑	77.87	91.21	68.1%	4%	2.7%	2.7%	
Provide high quality potable water	Potable water quality ranking among Broward cities	=	50.5%	66.9%	91.9%	12%	11.6%	11.0%	-0.6%
(2) Promote/pursue a positive economic environment.									
Exceed County household income	Median household income ranked against the ten largest cities in Broward County	↑	49,890	55,847	97.5%	4%	3.9%	3.9%	
Maintain tax base	% change in taxable value in relation to other Broward County Cities	↑	19.7%	17.85%	67%	8%	5.4%	5.4%	
Foster business growth	% change in occupational license revenue per capita	↑	\$ 13.01	\$ 17.10	77%	8%	6.2%	6.2%	
(3) Provide diverse recreational, educational, and cultural opportunities and maintain a full range of municipal services.									
Improve academic performance at schools	Charter School FCAT (Florida Comprehensive Assessment Test) Scores ranking among Broward schools	↑	404.9	428.8	66.5%	8%	5.3%	5.3%	
(4) Provide a positive work environment that encourages teamwork, initiative, productivity, and individual development.									
Reduce employee turnover	% change in FT employee retention rate within one year of employment	↓	80.8%	89.7%	99.5%	4%	3.3%	4.0%	0.7%
Reduce employee absenteeism	Sick leave hours used per FT Employee compared to prior years	↓	38.38	40.80	20.3%	4%	3.9%	0.8%	-3.1%
(5) Commitment to excellence in leadership and management skills; instill confidence in integrity of City government.									
Maintain sound financial stability	City underlying G. O. Bond rating compared to peer Florida cities	↑	87.4%	88.0%	54.0%	8%	5.4%	4.3%	-1.1%
Comply with Florida Statutes related to public record requests	% routine public requests answered within 48 hours of receipt	=	N/A	95.0%	N/A	0%	0.0%	0.0%	
(6) Preserve/promote the ecological and environmental quality within the City.									
Preserve wetlands ecosystem & watershed	Comparison of licensed wetlands per total acres with other Broward County cities	=	2.2%	11.7%	97.5%	4%	3.9%	3.9%	
Control the quality of the wastewater	Wastewater quality ranking among Broward cities	↑	51.2%	49.4%	12%	8%	3.8%	1.0%	-2.8%
Maintain at least seven acres of parkland per 1,000 population [excluding golf courses]	Acres of parkland per 1,000 population ranked against the ten largest cities in Broward County	=	5.12	7.70	91%	4%	3.6%	3.6%	
N/A Data currently unavailable			Overall Operating Performance Score			100%	80.4%	73.5%	-6.9%



= Impact of change of data selection criteria or measurement

= Impact of correction for FY2005 Benchmark and Actual Score.

Budget Summary for Fiscal Year 2007-08 - All Funds By Category

4 - 1

	2004-05 Actual	2005-06 Actual	2006-07 Budget	2007-08 Budget	% of Total	% Change from 2006-07
BEGINNING BALANCE	\$ 539,075,611	600,310,843	610,988,917	586,555,620		
REVENUES/SOURCES						
Ad Valorem Taxes	35,586,353	42,535,361	48,925,655	51,957,763	15.9%	6.2%
General Sales & Use Taxes	4,720,283	4,863,583	4,874,000	5,200,000	1.6%	6.7%
Franchise Fees	12,946,625	14,712,631	14,841,535	15,414,335	4.7%	3.9%
Public Service Taxes	9,461,819	9,673,442	10,439,000	10,012,831	3.1%	(4.1%)
Communications Services Tax	6,729,782	7,062,674	7,564,463	7,272,692	2.2%	(3.9%)
Local Business Tax	2,583,227	2,792,926	3,000,000	3,200,000	1.0%	6.7%
Building Permits	4,716,449	6,388,923	4,631,555	6,134,080	1.9%	32.4%
Intergovernmental Revenue	19,350,214	48,307,709	27,994,043	19,261,474	5.9%	(31.2%)
Charges for Services	42,207,641	43,611,078	45,455,321	50,955,098	15.6%	12.1%
Water/Sewer Charges	28,465,292	29,695,183	30,400,000	31,800,000	9.7%	4.6%
Fines & Forfeitures	958,626	1,364,608	1,157,857	1,199,292	0.4%	3.6%
Investment Income	35,499,644	32,324,559	33,642,263	40,700,511	12.5%	21.0%
Rental Revenue	14,030,557	17,024,505	18,236,765	20,741,543	6.4%	13.7%
Special Assessments	8,194,371	8,299,540	8,205,726	17,343,782	5.3%	111.4%
Miscellaneous Revenues	23,008,376	24,292,756	49,881,889	40,945,425	12.5%	(17.9%)
Interfund Transfers	672,015	512,759	562,639	999,013	0.3%	77.6%
Estimated Budget Savings	-	-	6,226,402	2,775,811	0.9%	(55.4%)
Debt Proceeds	54,551,146	-	147,642,996	-	-	(100.0%)
Water/Sewer Connection	271,412	1,464,069	580,000	530,000	0.2%	(8.6%)
Capital Contributed from Deve	441,408	113,262	-	-	-	-
Total Revenues	304,395,243	295,039,568	464,262,109	326,443,650	100.0%	(29.7%)
EXPENDITURES/USES						
General Government	59,511,515	60,831,979	78,714,789	72,901,296	25.6%	(7.4%)
Public Safety	69,513,068	110,549,793	89,821,465	94,154,212	33.1%	4.8%
Physical Environment	3,532,894	3,936,321	4,516,535	4,059,897	1.4%	(10.1%)
Transportation	10,800,363	8,771,158	49,514,074	7,439,040	2.6%	(85.0%)
Human Services	7,682,612	7,612,668	8,315,768	7,865,473	2.8%	(5.4%)
Economic Environment	18,235,896	6,406,373	35,799,155	7,910,898	2.8%	(77.9%)
Culture/Recreation	19,073,604	19,236,845	70,505,625	18,968,722	6.7%	(73.1%)
Interest on Long-term Debt	17,871,290	26,070,249	82,439,840	25,593,360	9.0%	(69.0%)
Water Utility Services	4,421,132	5,088,235	28,578,634	10,150,471	3.6%	(64.5%)
Sewer/Wastewater Services	9,600,254	9,970,132	19,303,830	14,662,444	5.2%	(24.0%)
Utility Administration	22,917,384	25,887,740	21,185,691	20,836,496	7.3%	(1.6%)
Total Expenditures/Uses	243,160,011	284,361,493	488,695,406	284,542,309	100.0%	(41.8%)
Excess (Deficit) Revenues over Expenditures	61,235,232	10,678,075	(24,433,297)	41,901,341		
ENDING BALANCE	\$ 600,310,843	610,988,917	586,555,620	628,456,961		

Notes:

The FY2006-07 Ending Fund Balance is projected to decrease by \$24.4 million (4.0%) which is a result of decreases of \$29.6 million in the Municipal Construction fund as a result of carryovers from FY2005-06; \$31.6 million in the Utility Fund for the expansion of the Water Plant and other facilities; \$6.3 million in the General Fund as a result of increases in pension costs; and \$1.4 million in all other governmental funds. The decreases were countered by increases of \$37.1 million in the pension trust funds from increased contributions and investment income; \$3.8 million in the Debt Service Fund; and \$3.6 million in the Other Post-employment Benefits Trust Fund.

The FY2007-08 Ending Fund Balance is expected to increase by \$41.9 million (7.1%) primarily due to a \$48.8 million Pension Fund balance increase as pension revenues are expected to exceed payments. This increase was partially offset by a decline of \$7.1 million in the Utility Fund balance due to lower capital appropriations.

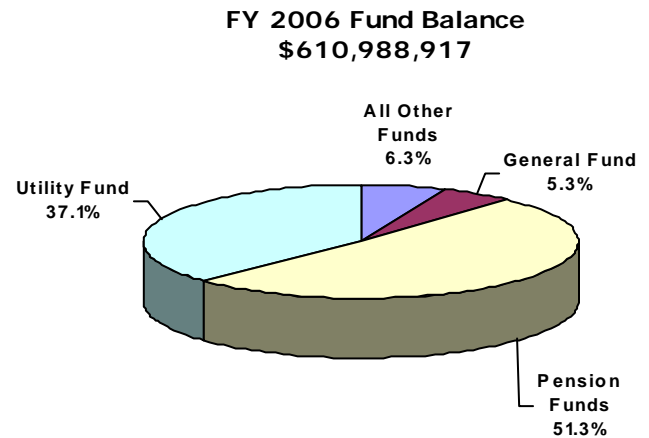
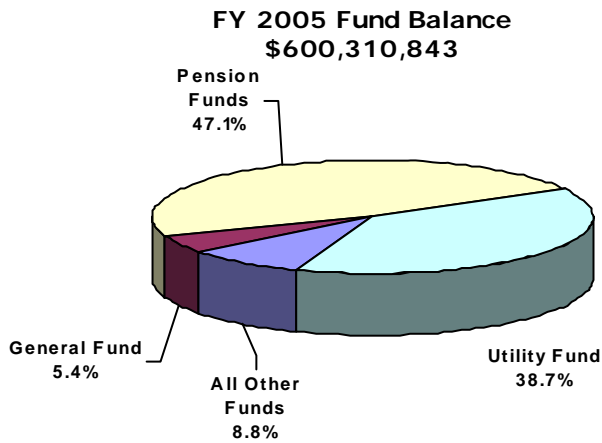
Since the City's pension trust funds are relatively young, the annual required contributions combined with investment income are much greater than the actual pension payments. The Municipal Construction Fund operates on a project length basis; hence actual changes in fund balance should not be viewed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

Budget Summary for Fiscal Year 2007-08 - All Funds By Fund

	2004-05 Actual	2005-06 Actual	2006-07 Budget	2007-08 Budget	% of Total	% Change from 2006-07
BEGINNING BALANCE	\$ 539,075,611	600,310,843	610,988,917	586,555,620		
REVENUES/SOURCES						
General Fund	119,996,772	159,892,180	140,939,437	152,295,298	46.7%	8.1%
Debt Service	20,789,139	19,397,040	86,233,423	25,580,233	7.8%	(70.3%)
Municipal Construction	51,342,946	4,104,283	102,017,943	2,268,000	0.7%	(97.8%)
Utility Fund	31,574,890	35,520,999	37,481,902	38,515,411	11.8%	2.8%
Public Insurance	19,146,097	21,150,195	21,145,125	25,705,483	7.9%	21.6%
General Pension	17,797,475	17,637,200	18,410,959	20,953,459	6.4%	13.8%
Fire and Police Pension	34,026,347	28,305,710	34,322,294	41,708,098	12.8%	21.5%
Other Post Employment Benefi	-	-	6,672,106	8,351,087	2.6%	25.2%
Other Governmental Funds	9,721,577	9,031,960	17,038,920	11,066,581	3.4%	(35.1%)
Total Revenues	304,395,243	295,039,568	464,262,109	326,443,650	100.0%	(29.7%)
EXPENDITURES/USES						
General Fund	116,040,166	160,057,784	147,277,955	153,063,289	53.8%	3.9%
Debt Service	17,871,290	26,070,249	82,439,840	25,593,360	9.0%	(69.0%)
Municipal Construction	31,150,503	12,308,948	131,577,725	670,000	0.2%	(99.5%)
Utility Fund	36,986,899	41,219,723	69,068,155	45,649,411	16.0%	(33.9%)
Public Insurance	19,146,097	21,150,195	21,145,125	25,705,483	9.0%	21.6%
General Pension	3,457,957	4,090,945	4,748,392	5,360,000	1.9%	12.9%
Fire and Police Pension	9,505,642	11,235,148	10,896,500	12,957,000	4.6%	18.9%
Other Post Employment Benefi	-	-	3,116,980	3,900,500	1.4%	25.1%
Other Governmental Funds	9,001,456	8,228,501	18,424,734	11,643,266	4.1%	(36.8%)
Total Expenditures	243,160,011	284,361,493	488,695,406	284,542,309	100.0%	(41.8%)
Excess (Deficit) Revenues over Expenditures	61,235,232	10,678,075	(24,433,297)	41,901,341		
ENDING BALANCE	\$ 600,310,843	610,988,917	586,555,620	628,456,961		

**Components of Fund Balance/Retained Earnings/Net Assets -
All Funds for FY2005 and FY2006**

The purpose of the following schedule is to provide a breakdown by fund and further detail within each fund for the excess revenues over expenditures for all funds.



<u>All Funds</u>	<u>FY 2005</u>	<u>FY 2006</u>	<u>Change</u>
Asset	712,542,619	719,285,469	6,742,850
Liability	112,231,777	108,296,552	-3,935,225
Fund Balance	600,310,843	610,988,917	10,678,075

<u>General Fund</u>	<u>FY 2005</u>	<u>FY 2006</u>	<u>Change</u>
Cash	10,978,865	9,409,957	-1,568,907
Taxes Receivable	5,781,817	6,096,026	314,209
Accounts Receivable	411,146	652,407	241,261
Investments	54,775,714	51,216,440	-3,559,274
Other Assets	2,387,357	6,574,385	4,187,028
Asset Total	74,334,899	73,949,215	-385,684
Accounts Payable	10,474,396	8,891,041	-1,583,355
Deposits	1,706,542	1,376,777	-329,766
Deferred Revenue	1,979,472	2,129,972	150,500
Other Liabilities	27,655,652	29,198,192	1,542,540
Liability Total	41,816,063	41,595,983	-220,080
Fund Balance - Unreserved	31,442,993	30,970,594	-472,399
Fund Balance - Reserved	1,075,843	1,382,638	306,795
Fund Balance Total	32,518,836	32,353,232	-165,604

<u>Utility Fund</u>	<u>FY 2005</u>	<u>FY 2006</u>	<u>Change</u>
Cash	500	815,973	815,473
Accounts Receivable	3,067,681	3,023,074	-44,607
Investments	35,589,589	33,130,978	-2,458,610
Restricted Investments	3,417,072	2,570,957	-846,115
Land, Buildings, Equipment & Improvements	195,283,867	199,219,865	3,935,998
Accumulated Depreciation	-48,685,171	-55,956,882	-7,271,711
Construction in Progress	2,175,786	0	-2,175,786
Advances to Other Funds	40,999,207	43,553,129	2,553,922

<u>Utility Fund</u>	<u>FY 2005</u>	<u>FY 2006</u>	<u>Change</u>
Other Assets	4,186,136	4,072,706	-113,430
Asset Total	236,034,667	230,429,801	-5,604,866
Accounts Payable	28,255	39,260	11,005
Deposits	2,509,316	2,570,957	61,641
Other Liabilities	1,039,434	1,060,646	21,212
Liability Total	3,577,006	3,670,864	93,858
Retained Earnings	231,190,251	224,243,386	-6,946,865
Retained Earnings - Reserved	1,267,410	2,515,551	1,248,141
Retained Earnings Total	232,457,661	226,758,937	-5,698,724
 <u>Pension Funds</u>	 <u>FY 2005</u>	 <u>FY 2006</u>	 <u>Change</u>
Accounts Receivable	1,230,503	1,181,743	-48,760
Investments	303,075,598	341,567,367	38,491,769
Other Assets	3,989,300	921,289	-3,068,011
Asset Total	308,295,401	343,670,399	35,374,998
Accounts Payable	961,928	534,653	-427,275
Deferred Revenue	0	85,299	85,299
Other Liabilities	24,611,000	29,711,157	5,100,157
Liability Total	25,572,928	30,331,109	4,758,181
Net Assets - Reserved	282,722,473	313,339,290	30,616,817
Net Assets Held In Trust Total	282,722,473	313,339,290	30,616,817
 <u>All Other Funds</u>	 <u>FY 2005</u>	 <u>FY 2006</u>	 <u>Change</u>
Cash	13,849,026	31,300,461	17,451,435
Taxes Receivable	460,560	460,080	-480
Accounts Receivable	1,192,094	1,228,349	36,254
Investments	70,926,361	36,913,234	-34,013,128
Restricted Investments	597,873	605,248	7,375
Land, Buildings, Equipment & Improvements	13,294	13,294	0
Accumulated Depreciation	-13,294	-13,294	0
Other Assets	6,851,738	728,683	-6,123,055
Asset Total	93,877,653	71,236,055	-22,641,598
Accounts Payable	1,224,219	1,263,876	39,657
Deposits	86,442	70,754	-15,688
Deferred Revenue	3,008,785	4,267,328	1,258,543
Other Liabilities	36,946,334	27,096,638	-9,849,696
Liability Total	41,265,780	32,698,596	-8,567,184
Fund Balance - Unreserved	45,880,682	824,689	-45,055,993
Fund Balance - Reserved	6,731,191	37,712,769	30,981,578
Fund Balance Total	52,611,873	38,537,459	-14,074,415

Expenditure Category Matrix For 2007-08 Budget

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Allocation of Expenditures	Personnel Services	Operating Expenditure/ Expenses	Capital Outlay	Debt Service	Grants and Aids	Other Uses	Total
General Fund							
City Commission	457,438	41,000					498,438
City Manager	573,715	268,229					841,944
Human Resources	988,996	77,500					1,066,496
City Attorney		839,695					839,695
General Government	787,834	4,509,911			238,185	553,801	6,089,731
City Clerk	998,135	176,686					1,174,821
Finance	2,456,253	204,582					2,660,835
Information Technology	2,449,868	184,531					2,634,399
Police	41,568,083	3,264,946					44,833,029
Fire/Rescue	36,417,747	2,035,902	1,983,148				40,436,797
Early Development Centers	3,284,210	1,135,297					4,419,507
W.C.Y Administration	37,734	73,569					111,303
General Gvt Buildings	918,967	3,477,291					4,396,258
Grounds Maintenance	1,016,812	3,015,835					4,032,647
Purchasing/Contract Administrat	476,335	53,000					529,335
Environmental Services (Engine	755,778	55,500					811,278
Howard C. Forman Human Servi		2,421,812					2,421,812
Recreation	12,259,609	3,814,886					16,074,495
Special Events		432,375					432,375
Dinner Theater	140,959	54,130					195,089
Golf Course	178,970	1,417,793					1,596,763
Community Services	1,583,987	441,086			8,862		2,033,935
Senior Housing Rental	466,261	5,080,535					5,546,796
Planning	808,371	204,900					1,013,271
Building	6,624,813	756,220					7,381,033
Code Enforcement	939,547	51,660					991,207
General Fund Total	116,190,422	34,088,871	1,983,148	-	247,047	553,801	153,063,289
% of General Fund	75.9%	22.3%	1.3%	-	0.2%	0.4%	100%
Road & Bridge Fund							
Maintenance	682,737	3,161,637	76,000				3,920,374
Infrastructure		452,000	500,000				952,000
Transit System						842,949	842,949
Road & Bridge Fund Total	682,737	3,613,637	576,000	-	-	842,949	5,715,323
% of Road & Bridge Fund	11.9%	63.2%	10.1%	-	-	14.7%	100%
State Housing Initiative Program							
Community Development		1,364,916					1,364,916
State Housing Initiative Progra	-	1,364,916	-	-	-	-	1,364,916
% of State Housing Initiative Pr	-	100.0%	-	-	-	-	100%
HUD Grants CDBG/HOME							
Community Development		999,186					999,186
Transportation	118,899		19,228				138,127
HUD Grants CDBG/HOME Total	118,899	999,186	19,228	-	-	-	1,137,313
% of HUD Grants CDBG/HOME	10.5%	87.9%	1.7%	-	-	-	100%

Expenditure Category Matrix For 2007-08 Budget

Allocation of Expenditures	Personnel Services	Operating Expenditure/ Expenses	Capital Outlay	Debt Service	Grants and Aids	Other Uses	Total
ADA/Paratransit Program							
ADA/Paratransit Program	335,856	60,000					395,856
ADA/Paratransit Program Total	335,856	60,000	-	-	-	-	395,856
% of ADA/Paratransit Program	84.8%	15.2%	-	-	-	-	100%
COPS Grants							
Cops Ahead	71,506						71,506
COPS Grants Total	71,506	-	-	-	-	-	71,506
% of COPS Grants	100.0%	-	-	-	-	-	100%
Community Bus Program							
Community Services	478,993	121,879					600,872
Transit System	508,662	80,200					588,862
Community Bus Program Total	987,655	202,079	-	-	-	-	1,189,734
% of Community Bus Program	83.0%	17.0%	-	-	-	-	100%
Treasury - Confiscated							
Treasury Confiscated			20,900				20,900
Treasury - Confiscated Total	-	-	20,900	-	-	-	20,900
% of Treasury - Confiscated	-	-	100.0%	-	-	-	100%
Justice - Confiscated							
Justice Confiscated			12,945				12,945
Justice - Confiscated Total	-	-	12,945	-	-	-	12,945
% of Justice - Confiscated	-	-	100.0%	-	-	-	100%
\$2 Police Education							
\$2 Police Education		52,092					52,092
\$2 Police Education Total	-	52,092	-	-	-	-	52,092
% of \$2 Police Education	-	100.0%	-	-	-	-	100%
FDLE - Confiscated							
FDLE		31,348	323,355				354,703
FDLE - Confiscated Total	-	31,348	323,355	-	-	-	354,703
% of FDLE - Confiscated	-	8.8%	91.2%	-	-	-	100%
Older Americans Act							
SW Multipurpose Center	1,088,460	116,983			95,285		1,300,728
Older Americans Act Total	1,088,460	116,983	-	-	95,285	-	1,300,728
% of Older Americans Act	83.7%	9.0%	-	-	7.3%	-	100%
Debt Service							
General Debt Service				25,593,360			25,593,360
Debt Service Total	-	-	-	25,593,360	-	-	25,593,360
% of Debt Service	-	-	-	100.0%	-	-	100%

Expenditure Category Matrix For 2007-08 Budget

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Allocation of Expenditures	Personnel Services	Operating Expenditure/ Expenses	Capital Outlay	Debt Service	Grants and Aids	Other Uses	Total
Municipal Construction							
Recreation				670,000			670,000
Municipal Construction Total	-	-	-	670,000	-	-	670,000
% of Municipal Construction	-	-	-	100.0%	-	-	100%
Utility Fund							
Utilities Admin Services	2,824,163	4,242,526	240,500				7,307,189
Non-Departmental Expense	199,328	13,329,279		700			13,529,307
Sewer Collection	846,320	897,200	801,500				2,545,020
Sewer Treatment Plant	1,835,924	9,381,000	900,500				12,117,424
Water Plants	1,932,803	2,375,661	3,735,000				8,043,464
Water Distribution	964,207	286,300	856,500				2,107,007
Utility Fund Total	8,602,745	30,511,966	6,534,000	700	-	-	45,649,411
% of Utility Fund	18.8%	66.8%	14.3%	0.0%	-	-	100%
Public Insurance Fund							
Self Insurance	238,775	25,466,708					25,705,483
Public Insurance Fund Total	238,775	25,466,708	-	-	-	-	25,705,483
% of Public Insurance Fund	0.9%	99.1%	-	-	-	-	100%
Wetlands Trust Fund							
Mitigation Trust		27,250					27,250
Wetlands Trust Fund Total	-	27,250	-	-	-	-	27,250
% of Wetlands Trust Fund	-	100.0%	-	-	-	-	100%
General Pension Trust Fund							
Post Employment Benefits		5,360,000					5,360,000
General Pension Trust Fund Tot	-	5,360,000	-	-	-	-	5,360,000
% of General Pension Trust Fun	-	100.0%	-	-	-	-	100%
Fire & Police Pension Trust Fund							
Post Employment Benefits		12,957,000					12,957,000
Fire & Police Pension Trust Fun	-	12,957,000	-	-	-	-	12,957,000
% of Fire & Police Pension Trust	-	100.0%	-	-	-	-	100%
Other Post Employment Benefits							
Post Employment Benefits		3,900,500					3,900,500
Other Post Employment Benefit	-	3,900,500	-	-	-	-	3,900,500
% of Other Post Employment Be	-	100.0%	-	-	-	-	100%
TOTAL 2007-08 BUDGET	128,317,055	118,752,536	9,469,576	26,264,060	342,332	1,396,750	284,542,309
% OF TOTAL 2007-08 BUDGET	45.1%	41.7%	3.3%	9.2%	0.1%	0.5%	100%

City of Pembroke Pines, Florida

Transfers Matrix

Fund	Transfer From	Transfer To
Road & Bridge Fund	842,949	-
General Fund	553,801	-
OAA	-	87,058
Law Enforcement Grants	-	69,006
Community Bus Program	-	842,949
Charter Middle School	-	397,737
	\$1,396,750	\$1,396,750

Projected Changes in Fund Balances - Fund 1 General Fund

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

	2004-05 Actual	2005-06 Actual	2006-07 Budget	2007-08 Budget	% of Total	% Change from 2006-07
Beginning Balance	\$ 28,562,230	32,518,836	32,353,232	26,014,714		
Revenues/Sources						
Ad Valorem Taxes	35,586,353	39,709,378	46,301,977	46,725,184	30.7%	0.9%
General Sales & Use Taxes	1,861,332	2,028,350	2,061,000	2,223,000	1.5%	7.9%
Franchise Fees	10,681,800	12,796,525	12,248,300	12,644,812	8.3%	3.2%
Public Service Taxes	7,720,206	8,159,644	8,759,270	8,343,797	5.5%	(4.7%)
Communications Services T	3,200,494	1,897,135	1,782,000	921,361	0.6%	(48.3%)
Local Business Tax	2,583,227	2,792,926	3,000,000	3,200,000	2.1%	6.7%
Building Permits	4,646,130	6,308,827	4,621,555	6,124,080	4.0%	32.5%
Intergovernmental Revenue	13,808,256	43,460,525	13,821,640	13,356,325	8.8%	(3.4%)
Charges for Services	23,672,957	23,416,700	24,702,285	27,189,453	17.9%	10.1%
Fines & Forfeitures	764,841	1,044,412	1,111,800	1,147,200	0.8%	3.2%
Investment Income	1,141,112	1,740,938	1,851,800	2,640,300	1.7%	42.6%
Rental Revenue	5,813,389	8,027,812	8,073,514	10,071,279	6.6%	24.7%
Special Assessments	8,090,772	8,299,540	8,205,726	17,343,782	11.4%	111.4%
Miscellaneous Revenues	275,902	209,467	398,570	364,725	0.2%	(8.5%)
Interfund Transfers	150,000	-	-	-	-	-
Estimated Budget Savings	-	-	4,000,000	-	-	(100.0%)
Total Revenues	119,996,771	159,892,180	140,939,437	152,295,298	100.0%	8.1%
Expenditures/Uses						
General Government	21,077,745	22,584,287	25,826,298	24,978,313	16.3%	(3.3%)
Public Safety	68,015,222	108,105,470	86,104,798	93,642,066	61.2%	8.8%
Physical Environment	3,531,434	3,917,975	4,492,535	4,032,647	2.6%	(10.2%)
Human Services	5,891,298	6,249,867	7,101,620	6,564,745	4.3%	(7.6%)
Economic Environment	1,481,395	2,482,745	4,713,145	5,546,796	3.6%	17.7%
Culture/Recreation	16,043,072	16,717,440	19,039,559	18,298,722	12.0%	(3.9%)
Total Expenditures	116,040,166	160,057,784	147,277,955	153,063,289	100.0%	3.9%
Excess (Deficit) of Revenues over Expenditures	3,956,605	(165,604)	(6,338,518)	(767,991)		
Ending Balance	\$ 32,518,836	32,353,232	26,014,714	25,246,723		

Note:

The FY2005-06 decrease of \$0.2 million (0.5%) was attributable to Hurricane Wilma. The Federal reimbursement increased from 75% to 90%, reducing the City's share of hurricane-related expenditures from 12.5% to 5%.

The projected FY2006-07 decrease of \$6.3 million (19.6%) was due mainly to a \$4.0 million increase in the contribution to the Police and Fire Pension; a \$1.6 million increase in the contribution to the General Employees Pension; and \$0.8 carryover of funds from FY2005-06.

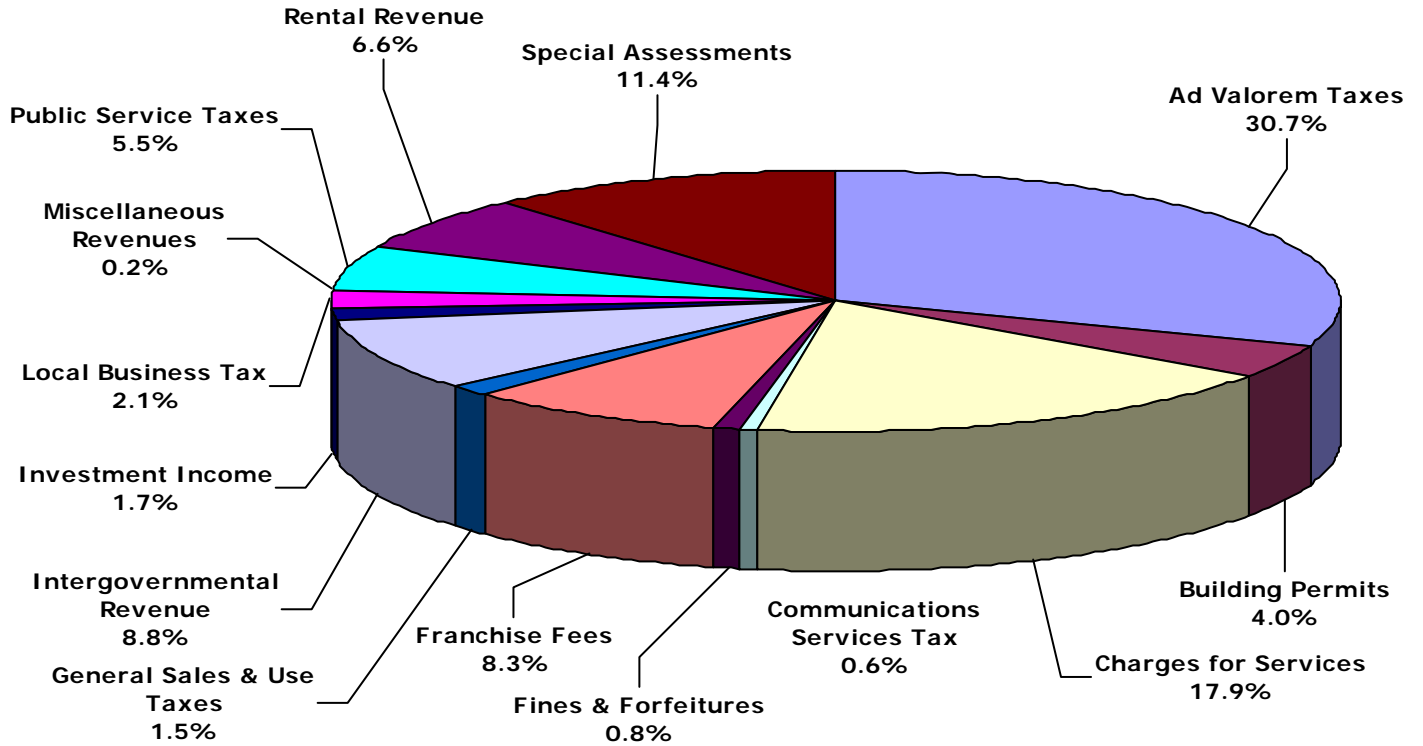
FY2007-08: Though revenue forecasts are \$11.4 million over the FY2006-07 and expenses are \$5.8 million greater than FY2006-07, FY2007-08 expenses are projected to exceed revenues by \$0.8 million.

Revenue increases include an \$9.2 million increase in the Fire Assessment fees to cover 100% of the cost of providing fire services; \$2.5 million in Charges for Services; \$1.5 million in Building Permits for increases in fees; and \$2.0 million in Rental Revenues associated mainly with the additional Senior Housing apartments. These increases have been partially offset by the elimination of \$4.0 million in Estimated Budget Savings.

Personnel expenses are expected to increase by \$11.8 million, including salary increases totaling \$1.6 million (an increase of 2.5%); an increase in pension contributions of \$4.5 million; a \$3.3 million increase in health, life and workers' compensation; and a \$2.4 million increase in the City's contribution to the post- retirement health fund.

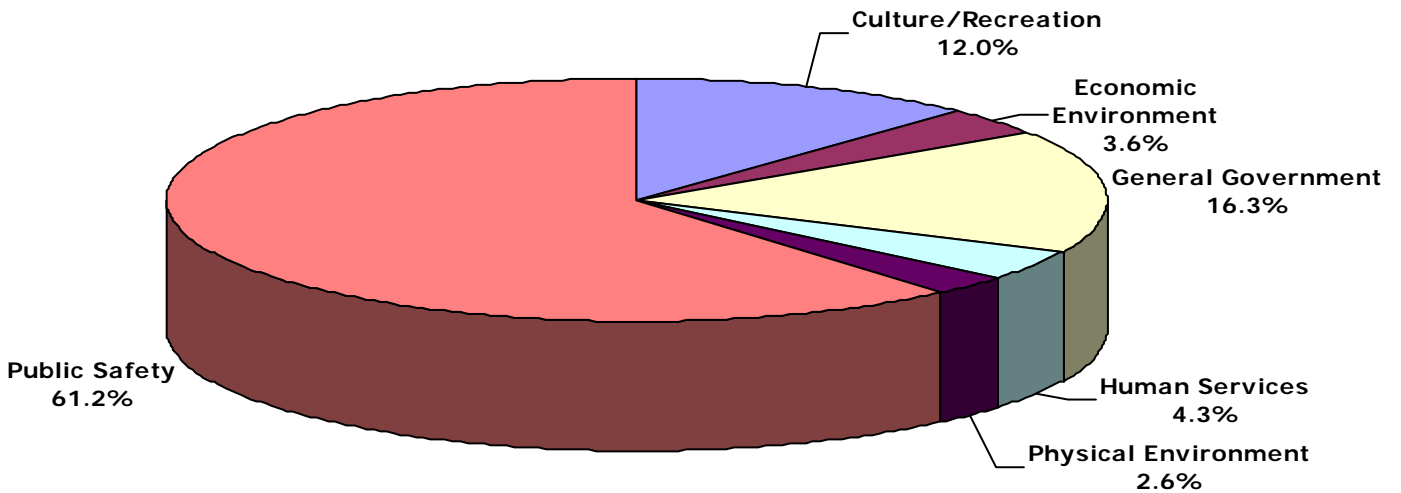
Capital and operating expenses will decrease by \$4.5 million (69.3%) and \$0.9 million (2.6%), respectively as cost reductions.

General Fund Revenues



Taxes constitute 40.3% of General Fund revenues, with Ad Valorem Taxes (\$46.7 million); Public Service Taxes (\$8.3 million); Other taxes include Local Business Tax, formerly called occupational licenses (\$3.2 million); General Sales & Use Taxes (\$2.2 million); and Communication Services Taxes (\$0.9 million). The Fire Protection Special Assessment now equals 11.3% or \$17.2 million.

General Fund Expenditures



Public Safety budget of \$93.6 million includes the following: Police at \$44.8 million or 48.0%; Fire/Rescue at \$40.4 million or 43.2%; Building Department at \$7.4 million or 7.9%; and Code Enforcement at \$1.0 million or 1.0% of the total Public Safety budget.

Projected Changes in Fund Balances - Fund 201 Debt Service Fund

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

	2004-05 Actual	2005-06 Actual	2006-07 Budget	2007-08 Budget	% of Total	% Change from 2006-07
Beginning Balance	\$ 17,112,562	20,030,411	13,357,201	17,150,784	-	-
Revenues/Sources						
Ad Valorem Taxes	-	2,825,984	2,623,678	5,232,579	20.5%	99.4%
Franchise Fees	508,874	82,772	673,235	801,523	3.1%	19.1%
Public Service Taxes	1,741,613	1,513,798	1,679,730	1,669,034	6.5%	(0.6%)
Communications Services T	3,529,288	5,165,539	5,782,463	6,351,331	24.8%	9.8%
Investment Income	328,610	598,132	579,225	855,502	3.3%	47.7%
Rental Revenue	8,217,168	8,996,692	10,163,251	10,670,264	41.7%	5.0%
Interfund Transfers	-	214,124	20,464	-	-	(100.0%)
Debt Proceeds	6,463,586	-	64,711,377	-	-	(100.0%)
Total Revenues	20,789,139	19,397,040	86,233,423	25,580,233	100.0%	(70.3%)
Expenditures/Uses						
Interest on Long-term Debt	17,871,290	26,070,249	82,439,840	25,593,360	100.0%	(69.0%)
Total Expenditures	17,871,290	26,070,249	82,439,840	25,593,360	100.0%	(69.0%)
Excess (Deficit) of Revenues over Expenditures	2,917,849	(6,673,209)	3,793,583	(13,127)		
Ending Balance	\$ 20,030,411	13,357,201	17,150,784	17,137,657		

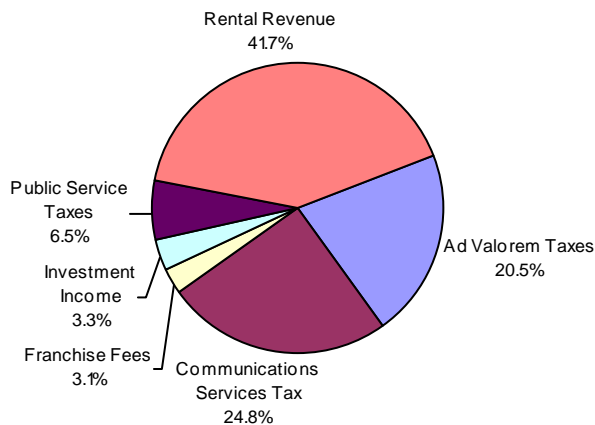
Note:

During FY2005-06, the Fund Balance in the Debt Service Fund decreased by \$6.8 million (33.3%) reflecting the refunding of the Capital Improvement Revenue Bonds, Series 1993 (\$5.5 million), and the debt service payments on the \$47.0 million GO Bonds, Series 2005.

The FY2006-07 Fund Balance is expected to increase by \$3.8 million (28.4%) due primarily to the proceeds from three bond issues.

Although the FY2007-08 Fund Balance is expected to decrease only by 0.1%, there were major FY2006-07 bond proceeds and bond defeasements that are not anticipated in FY2007-08.

Revenues



Expenditures



Ad valorem taxes will cover debt service on the \$47.0 million and \$43.0 million GO bonds issued in FY2004-05 and FY2006-07, respectively. Debt Service Fund Rental Revenue relates to charges to City facilities (such as Charter Schools) for debt service payments.

The FY2007-08 budget reflects a decrease of \$56.8 million (69.0%) from FY2006-07. This change is attributable mainly to four bonds that were issued in FY2006-07.

Projected Changes in Fund Balances - Fund 320 Municipal Construction

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

	2004-05 Actual	2005-06 Actual	2006-07 Budget	2007-08 Budget	% of Total	% Change from 2006-07
Beginning Balance	\$ 4,449,751	24,642,193	16,437,528	(13,122,254)	-	-
Revenues/Sources						
Franchise Fees	1,755,951	1,833,334	1,920,000	1,968,000	86.8%	2.5%
Intergovernmental Revenue	198,924	-	1,537,292	-	-	(100.0%)
Investment Income	494,835	1,921,596	-	-	-	-
Special Assessments	103,600	-	-	-	-	-
Miscellaneous Revenues	702,075	349,354	15,629,032	300,000	13.2%	(98.1%)
Debt Proceeds	48,087,561	-	82,931,619	-	-	(100.0%)
Total Revenues	51,342,946	4,104,283	102,017,943	2,268,000	100.0%	(97.8%)
Expenditures/Uses						
General Government	6,324,073	1,771,404	12,981,494	-	-	(100.0%)
Public Safety	682,729	641,413	1,522,010	-	-	(100.0%)
Transportation	5,234,618	4,354,911	43,227,864	-	-	(100.0%)
Human Services	651,782	408,160	33,963	-	-	(100.0%)
Economic Environment	15,226,769	2,613,656	22,346,328	-	-	(100.0%)
Culture/Recreation	3,030,532	2,519,405	51,466,066	670,000	100.0%	(98.7%)
Total Expenditures	31,150,503	12,308,948	131,577,725	670,000	100.0%	(99.5%)
Excess (Deficit) of Revenues over Expenditures	20,192,443	(8,204,665)	(29,559,782)	1,598,000		
Ending Balance	\$ 24,642,193	16,437,528	(13,122,254)	(11,524,254)		

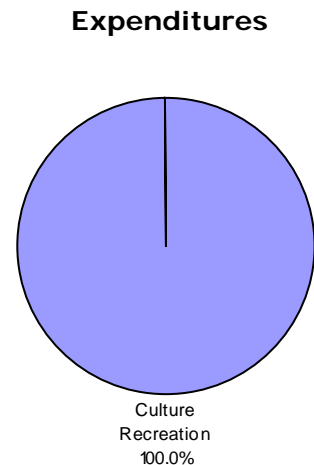
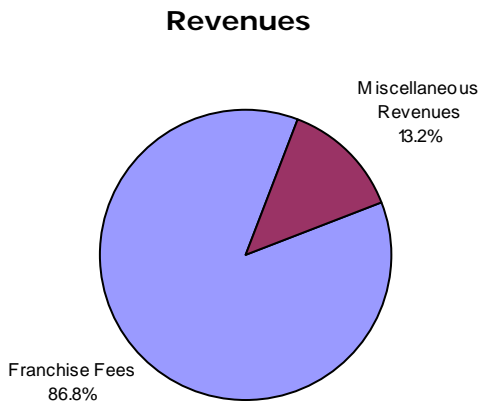
Note:

The FY2005-06 \$8.2 million (33.3%) decrease was due largely to \$47.0 million in General Obligation Bond projects.

The FY2006-07 \$29.6 million (179.8%) decrease was due to \$59.9 million in carryovers from FY2005-06 to FY2006-07.

The FY2007-08 balance is expected to increase by \$1.6 million (12.1%). Unspent FY2006-07 funds will be carried forward and no new borrowings are anticipated.

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



The FY2007-08 budget for the Municipal Construction Fund is comprised mainly of franchise fees amounting to \$2.0 million. The other revenue source is municipal dedication fees of \$0.3 million.

The only expense budgeted is the interest payments on the park construction loan from the Utility Fund. Ongoing projects not completed in FY2006-07 will be carried over to FY2007-08.

Projected Changes in Fund Balances for Other Governmental Funds

This aggregation of governmental funds excludes the General Fund, the Debt Service Fund and the Municipal Construction Fund. Individually, these funds are less than 10% of total governmental funds and account for less than 5% of the total combined governmental and enterprise funds.

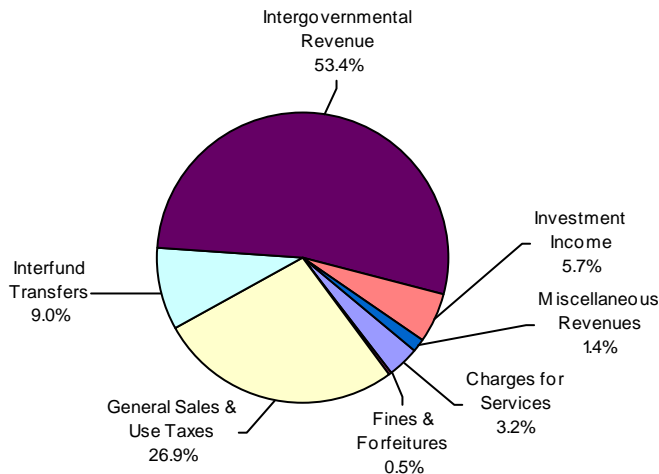
	2004-05 Actual	2005-06 Actual	2006-07 Budget	2007-08 Budget	% of Total	% Change from 2006-07
Beginning Balance	\$ 7,219,149	7,939,269	8,742,729	7,356,915	-	-
Revenues/Sources						
General Sales & Use Taxes	2,858,951	2,835,233	2,813,000	2,977,000	26.9%	5.8%
Intergovernmental Revenue	5,300,920	4,695,875	12,635,111	5,905,149	53.4%	(53.3%)
Charges for Services	235,650	285,684	316,277	355,227	3.2%	12.3%
Fines & Forfeitures	193,785	320,196	46,057	52,092	0.5%	13.1%
Investment Income	175,496	385,274	520,300	627,100	5.7%	20.5%
Miscellaneous Revenues	434,758	211,063	166,000	151,000	1.4%	(9.0%)
Interfund Transfers	522,015	298,636	542,175	999,013	9.0%	84.3%
Total Revenues	9,721,575	9,031,960	17,038,920	11,066,581	100.0%	(35.1%)
Expenditures/Uses						
Economic Environment	1,527,732	1,309,972	8,739,682	2,364,102	20.3%	(72.9%)
Human Services	1,139,532	954,641	1,180,185	1,300,728	11.2%	10.2%
Physical Environment	1,460	18,346	24,000	27,250	0.2%	13.5%
Public Safety	766,987	1,529,295	2,194,657	512,146	4.4%	(76.7%)
Transportation	5,565,745	4,416,247	6,286,210	7,439,040	63.9%	18.3%
Total Expenditures	9,001,456	8,228,501	18,424,734	11,643,266	100.0%	(36.8%)
Excess (Deficit) of Revenues over Expenditures	720,120	803,459	(1,385,814)	(576,685)		
Ending Balance	\$ 7,939,269	8,742,729	7,356,915	6,780,230		

Note:

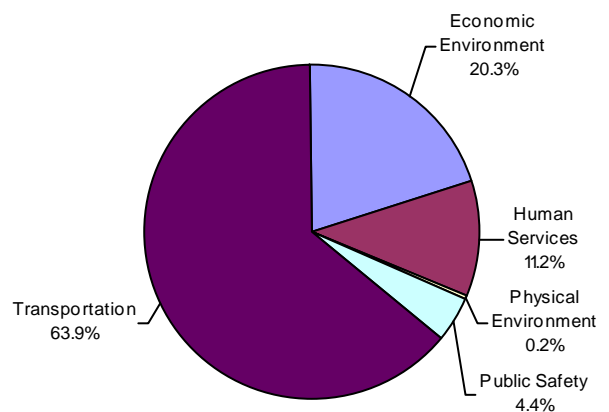
The 2005-06 increase was due primarily to a \$1.0 million in excess of Road & Bridge receipts.

The FY2006-07 decrease of \$1.4 million (-15.9%) was due largely to the planned expenditure of confiscated funds for Public Safety, utilizing \$0.9 million from the Florida Department of Law Enforcement; \$0.2 million from the U. S. Department of Justice; and \$0.3 million for City streets and sidewalks.

Revenues



Expenditures



Intergovernmental Revenues consist primarily of \$1.6 million (27.2%) in State grants; \$1.9 million (31.7%) in Federal grants; \$1.3 million (21.5%) in State Shared Revenues; and \$1.2 million (19.6%) in Grants from Local Units. General Sales & Use Taxes consist of \$3.0 million in local option gas taxes.

Transportation expenditures (\$7.4 million) includes Road & Bridge (\$5.7 million) and Community Bus Program (\$1.2), while Economic Environment (\$2.4 million) spending is the combination of SHIP (\$1.4 million) and CDBG (\$1.0 million).

Projected Changes in Fund Balances - Fund 471 Utility Fund

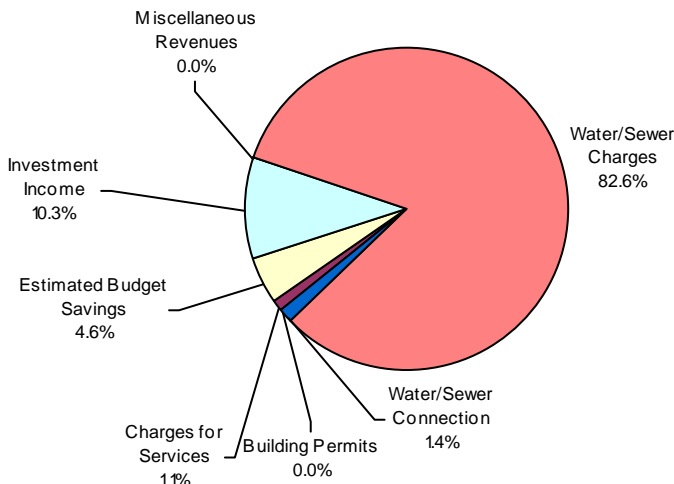
Utility Fund - To account for all revenues and expenditures related to water and sewer services, including but not limited to, administration operations, maintenance, billing and collection.

	2004-05 Actual	2005-06 Actual	2006-07 Budget	2007-08 Budget	% of Total	% Change from 2006-07
Beginning Balance	\$ 237,869,670	232,457,661	226,758,937	195,172,684	-	-
Revenues/Sources						
Building Permits	70,319	80,097	10,000	10,000	-	-
Intergovernmental Revenue	42,113	151,309	-	-	-	-
Charges for Services	436,565	505,653	767,200	424,700	1.1%	(44.6%)
Water/Sewer Charges	28,465,292	29,695,183	30,400,000	31,800,000	82.6%	4.6%
Investment Income	1,856,224	3,482,457	3,482,900	3,964,700	10.3%	13.8%
Miscellaneous Revenues	(8,444)	28,969	15,400	10,200	-	(33.8%)
Estimated Budget Savings	-	-	2,226,402	1,775,811	4.6%	(20.2%)
Water/Sewer Connection	271,412	1,464,069	580,000	530,000	1.4%	(8.6%)
Capital Contributed from De	441,408	113,262	-	-	-	-
Total Revenues	31,574,889	35,520,999	37,481,902	38,515,411	100.0%	2.8%
Expenditures/Uses						
Public Safety	48,130	273,616	-	-	-	-
Water Utility Services	4,421,132	5,088,235	28,578,634	10,150,471	22.2%	(64.5%)
Sewer/Wastewater Services	9,600,254	9,970,132	19,303,830	14,662,444	32.1%	(24.0%)
Utility Administration	22,917,384	25,887,740	21,185,691	20,836,496	45.6%	(1.6%)
Total Expenditures	36,986,900	41,219,723	69,068,155	45,649,411	100.0%	(33.9%)
Excess (Deficit) of Revenues over Expenditures	(5,412,009)	(5,698,724)	(31,586,253)	(7,134,000)		
Ending Balance	\$ 232,457,661	226,758,937	195,172,684	188,038,684		

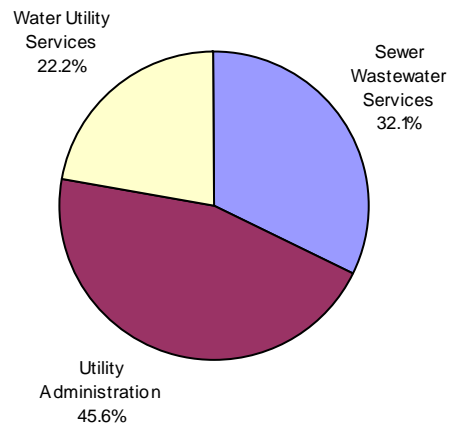
Note:

The FY2006-07 decrease of \$31.6 million or 13.3% was due primarily to the appropriation of \$15.0 million of Water Connection Fees for Water Treatment Plant Expansion and carryovers of \$15.4 million in Retained Earnings primarily composed of \$3.6 million for Sewer Treatment; \$3.4 million for Water Distribution; \$2.7 million for Sewer Collection; \$2.1 million for Water Well; \$2.0 million for the Waste Water Master Plan; and \$0.7 million for the Water Main Master Plan.

Revenues



Expenditures



Water and sewer revenues reflect the combination of a 4.6% increase over the prior year budget as a result of a 2.0% CPI growth rate and the addition of 500 units.

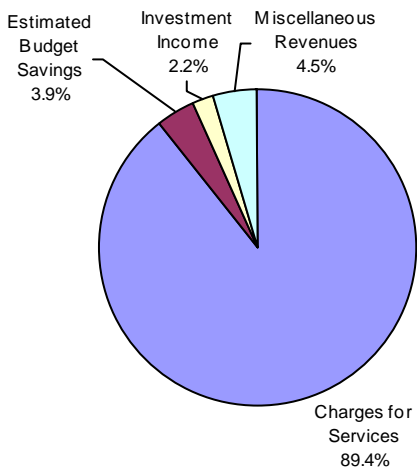
The Utility Fund has three functional activities: Water Services, Sewer Services, and Administration. Water and Sewer Services account for 54.3% of expenditures.

Projected Changes in Fund Balances - Fund 504 Public Insurance

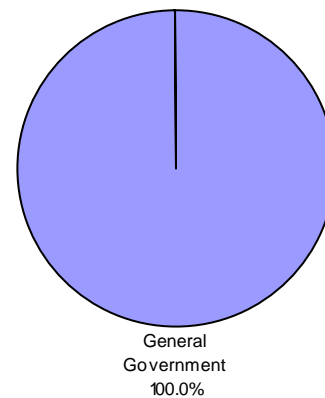
Public Insurance Fund - To account for the receipt of intra-governmental revenues and payment of expenditures related to the City's self-insurance program.

	2004-05 Actual	2005-06 Actual	2006-07 Budget	2007-08 Budget	% of Total	% Change from 2006-07
Beginning Balance	\$ -	-	-	-	-	-
Revenues/Sources						
Charges for Services	17,862,469	19,403,040	19,669,559	22,985,718	89.4%	16.9%
Investment Income	184,030	534,389	423,138	571,540	2.2%	35.1%
Miscellaneous Revenues	1,099,598	1,212,766	1,052,428	1,148,225	4.5%	9.1%
Estimated Budget Savings	-	-	-	1,000,000	3.9%	-
Total Revenues	19,146,097	21,150,195	21,145,125	25,705,483	100.0%	21.6%
Expenditures/Uses						
General Government	19,146,097	21,150,195	21,145,125	25,705,483	100.0%	21.6%
Total Expenditures	19,146,097	21,150,195	21,145,125	25,705,483	100.0%	21.6%
Excess (Deficit) of Revenues over Expenditures	-	-	-	-		
Ending Balance	\$ -	-	-	-		

Revenues



Expenditures



Charges for services reflect the distribution of the costs of the Risk Management projects to all Funds. The largest source of revenue is the General Fund contribution of \$16.3 million that constitutes 63.4% of the total revenues for FY2007-08.

The Public Insurance Fund includes expenditures associated with health insurance, life insurance, workers' compensation, as well as property and casualty liability insurance. The largest expenditure of \$16.0 million or 62.2% of the total FY2007-08 budget, relates to health insurance.

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.

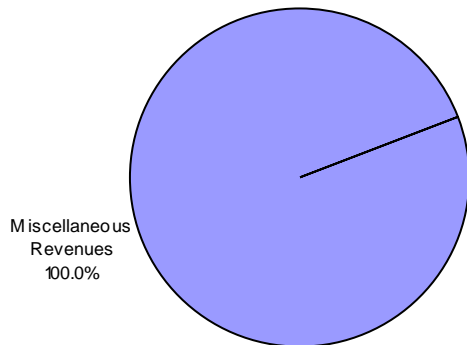
	2004-05 Actual	2005-06 Actual	2006-07 Budget	2007-08 Budget	% of Total	% Change from 2006-07
Beginning Balance	\$ 82,107,669	96,447,187	109,993,442	123,656,009	-	-
Revenues/Sources						
Investment Income	9,657,364	9,064,045	8,201,500	10,000,000	47.7%	21.9%
Miscellaneous Revenues	8,140,111	8,573,155	10,209,459	10,953,459	52.3%	7.3%
Total Revenues	17,797,475	17,637,200	18,410,959	20,953,459	100.0%	13.8%
Expenditures/Uses						
General Government	3,457,957	4,090,945	4,748,392	5,360,000	100.0%	12.9%
Total Expenditures	3,457,957	4,090,945	4,748,392	5,360,000	100.0%	12.9%
Excess (Deficit) of Revenues over Expenditures	14,339,518	13,546,255	13,662,567	15,593,459		
Ending Balance	\$ 96,447,187	109,993,442	123,656,009	139,249,468		

Note:

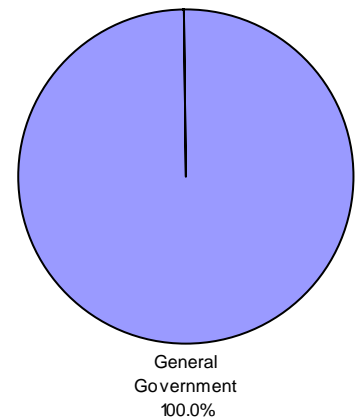
FY2005-06 increase of \$13.5 million (14.0%) was due largely to better than expected investment earnings of 9.3%. The assumed rate of return is 8.0%.

FY2006-07 & FY2007-08: The projected increase of \$13.7 million (12.4%) during FY2006-07 and \$15.6 million (12.6%) during FY2007-08 are based on projections of 8.0% rate of return on the beginning balance, and an increase in the City's contribution rate from 32.02% to 34.50%. Additionally, the General Employees Pension Plan is a relatively young plan, which means that pension benefits paid from the plan are significantly less than the actual contributions that are made into the plan.

Revenues



Expenditures



Miscellaneous revenues of \$11.0 million consist of City contributions of \$8.8 million and employee contributions of \$2.2 million. Other sources reflect projected revenues over expenses.

The expenditures of the General Members Pension Fund include the payment of \$5.3 million in retirement benefits (97.9%) and \$0.1 million in contractual payments for professional and investment management services (2.1%).

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.

	2004-05 Actual	2005-06 Actual	2006-07 Budget	2007-08 Budget	% of Total	% Change from 2006-07
Beginning Balance	\$ 161,754,581	186,275,286	203,345,848	226,771,642	-	-
Revenues/Sources						
Investment Income	21,661,972	14,597,727	17,143,400	20,527,000	49.2%	19.7%
Miscellaneous Revenues	12,364,375	13,707,983	17,178,894	21,181,098	50.8%	23.3%
Total Revenues	34,026,347	28,305,710	34,322,294	41,708,098	100.0%	21.5%
Expenditures/Uses						
General Government	9,505,642	11,235,148	10,896,500	12,957,000	100.0%	18.9%
Total Expenditures	9,505,642	11,235,148	10,896,500	12,957,000	100.0%	18.9%
Excess (Deficit) of Revenues over Expenditures	24,520,705	17,070,562	23,425,794	28,751,098		
Ending Balance	\$ 186,275,286	203,345,848	226,771,642	255,522,740		

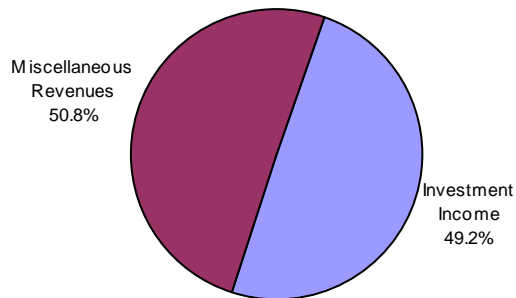
Note:

FY2005-06 increase of \$17.1 million (9.2%) was due to positive investment earnings of 7.9%. The assumed rate of return is 8.0%. In addition, the City's contribution increased by \$1.7 million or 27%.

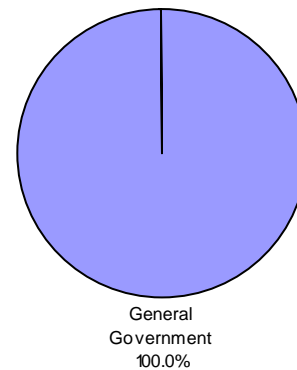
FY2006-07: The projected increase of \$23.4 million (11.5%) was due to a \$2.5 million increase in investment income, and an increase of \$4 million in City contribution which reflects a rate change from 34.5% to 47.0% of covered payroll.

FY2007-08: The forecasted increase of \$28.8 million (12.7%) is predicated on an expected \$3.4 million increase in investment income and a \$3.7 million increase in City contributions. The Police and Fire pension fund is a relatively young plan, which means that pension benefit payments are low in comparison to the contributions made into the plan.

Revenues



Expenditures



Miscellaneous revenues of \$21.2 million consist of the City's contribution of \$15.9 million, employee contributions of \$3.1 million, and state contributions of \$2.2 million.

The \$13.0 million Fire and Police Pension Fund expenditures include \$11.0 million (84.9%) in retirement benefits and \$2.0 million (15.1%) for contractual payments for professional and investment services.

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.

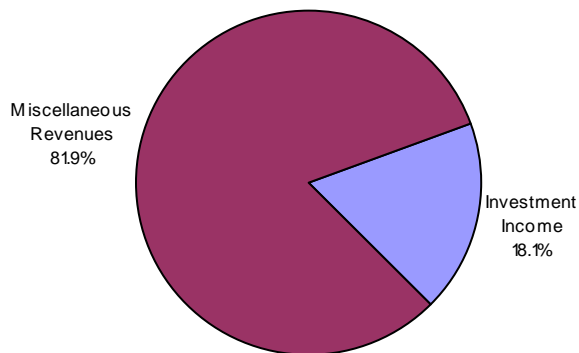
	2004-05 Actual	2005-06 Actual	2006-07 Budget	2007-08 Budget	% of Total	% Change from 2006-07
Beginning Balance	\$ -	-	-	3,555,126	-	-
Revenues/Sources						
Investment Income	-	-	1,440,000	1,514,369	18.1%	5.2%
Miscellaneous Revenues	-	-	5,232,106	6,836,718	81.9%	30.7%
Total Revenues	-	-	6,672,106	8,351,087	100.0%	25.2%
Expenditures/Uses						
General Government	-	-	3,116,980	3,900,500	100.0%	25.1%
Total Expenditures	-	-	3,116,980	3,900,500	100.0%	25.1%
Excess (Deficit) of Revenues over Expenditures	-	-	3,555,126	4,450,587		
Ending Balance	\$ -	-	3,555,126	8,005,713		

Note:

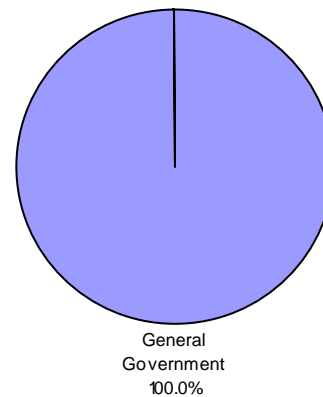
This fund was established as a result of GASB 45 - "Accounting for Other Post Employment Benefits Other Than Pension." The effective date of implementation is FY2008. The City will be required to actuarially fund its retiree health and life insurance costs over the working life of the employee, similar to a pension fund.

FY2006-07 estimates a City Contribution of \$4.3 million and a \$0.9 million contribution from retirees. The payments consist mainly of the pay-as-you-go health and claims for retirees amounting to \$3.1 million.

Revenues



Expenditures



Miscellaneous revenues consist mainly of City contributions of \$6.6 million and \$0.2 million in retiree contributions to the post employment health and life insurance plan.

Expenditures of the OPEB Fund consist primarily of \$3.7 million (94.6%) for pay-as-you-go health claims cost for retirees.

SOURCE OF REVENUE DOLLARS: GENERAL FUND



(1)
Ad Valorem
Taxes
\$.30

(2)
Permits, Fees
& Licenses
\$.06

(3)
Public Svc.
Tax
\$.06

(4)
Rental
Revenue
\$.07

(5)
Franchise
Fees
\$.08

(6)
Charges for Svcs.&
Special Assessment
\$.29

(7)
Inter-
governmental
\$.09

(8)
Other
\$.05

GENERAL FUND REVENUES

Revenue Category	FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Budget
(1) Ad Valorem Taxes	\$ 35,586,353	\$ 39,709,378	\$ 46,301,977	\$ 46,725,184
(2) Permits, Fees & Licenses	7,229,357	9,101,753	7,496,555	9,324,080
(3) Public Services Taxes	7,720,206	8,159,644	8,759,270	8,343,797
(4) Rental Revenue	5,813,389	8,027,812	8,073,514	10,071,279
(5) Franchise Fees	10,681,800	12,796,525	12,248,300	12,644,812
(6) Charges for Services	23,672,957	23,416,700	24,591,936	27,189,453
(6) Special Assessments	8,090,772	8,299,504	8,205,726	17,343,782
(7) Intergovernmental Revenue	13,808,257	43,460,525	13,821,640	13,356,325
(8) Communication Services Tax	3,200,494	1,897,135	1,782,000	921,361
(8) General Sales & Use Taxes	1,861,332	2,028,350	2,061,000	2,223,000
(8) Investment Income	1,141,112	1,740,938	1,851,800	2,640,300
(8) Fines & Forfeitures	764,841	1,044,412	1,111,800	1,147,200
(8) Interfund Transfers	150,000	-	376,500	-
(8) Miscellaneous Revenues	275,902	209,467	380,880	364,725
(8) Estimated Budget Savings	-	-	4,000,000	-
(8) Other Non Revenues	-	-	6,591,557	767,991
	\$ 119,996,772	\$ 159,892,143	\$ 147,654,455	\$ 153,063,289

USE OF REVENUE DOLLARS: GENERAL FUND



- | | | | | | | | | |
|--------------------------------|---|----------------------|----------------------|------------------------|--------------------------------------|------------------------------------|---------------------------------|----------------------------|
| (1)
Gen'l
Gov't
\$.12 | (2)
Early
Dev.
Center
\$.03 | (3)
Fin.
\$.02 | (4)
I.T.
\$.02 | (5)
Police
\$.29 | (6)
Fire/Rescue/Building
\$.31 | (7)
Admin.
Services
\$.01 | (8)
Public
Serv.
\$.08 | (9)
Recreation
\$.12 |
|--------------------------------|---|----------------------|----------------------|------------------------|--------------------------------------|------------------------------------|---------------------------------|----------------------------|

GENERAL FUND EXPENDITURES

Expense Category	FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Budget
(1) General Government	\$ 10,569,421	\$ 45,011,282	\$ 11,161,607	\$ 10,622,428
(1) Community Services	3,593,447	4,910,914	7,412,631	7,580,731
(2) Early Development Centers	3,602,282	3,655,786	4,208,555	4,419,507
(3) Finance	2,039,797	2,199,552	2,498,630	2,660,835
(4) Information Technology	2,415,629	2,757,843	3,292,856	2,634,399
(5) Police	32,252,084	34,367,435	41,062,418	44,833,029
(6) Fire/Rescue/Building	33,365,948	37,795,677	43,958,526	47,817,830
(7) Administrative Services	1,557,520	1,719,099	1,921,333	2,004,478
(8) Public Services	10,579,284	10,922,756	12,721,840	12,191,330
(9) Recreation	16,064,755	16,717,440	19,039,559	18,298,722
	\$ 116,040,166	\$ 160,057,784	\$ 147,277,955	\$ 153,063,289



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 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.pines.com, the City's website.

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 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.

2006-07 Accomplishments

Continued developing plans for City Center with marketing and housing plans that have been prepared to ensure the greatest benefit aesthetically, economically, and financially for the City.

Approved the implementation of a City Internal Audit team.

Approved the renegotiation of the City's solid waste contract to include uniform, environmentally-friendly trash receptacles.

Approved an additional \$25,000 senior citizen homestead exemption for income-qualifying seniors.

Completed a redistricting study pursuant to the City Charter Section 3.02-Commission Members.

Addressed the fiscal challenges presented by the property tax relief as mandated by the Legislature of the State of Florida.

Strengthened the contract review policy of the City.

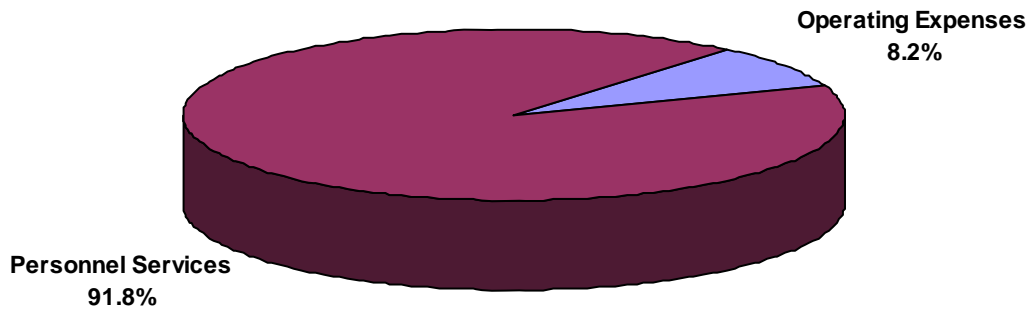
Approved the issuance of the \$43 million General Obligation Bonds, Series 2007, and carefully prioritized and approved bond projects in light of escalating construction costs and property tax reforms.

Approved numerous Resolutions, Ordinances, and contracts in order to improve the quality of life of the residents, while making the best use of available space.

City Commission Performance Measures

Indicator	2004-05		2005-06		2006-07	2007-08
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Number of resolutions adopted during the year	49	30	59	45	45	50
Number of ordinances adopted during the year	28	30	40	30	25	30

City Commission - Expenditure Summary



Expenditure Category	FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Budget
Personnel Services				
Salaries	252,915	253,458	258,104	266,699
Benefits	130,705	137,880	131,089	190,739
Personnel Services Subtotal	383,620	391,338	389,193	457,438
Operating Expenses				
Travel Per Diem	21,062	24,854	22,800	24,000
Repair and Maintenance Services	23	-	750	750
Rentals and Leases	101	56	300	250
Publications and Memberships	11,221	10,340	15,000	15,000
Operating Supplies	-	-	658	-
Office Supplies	3,094	1,710	1,942	1,000
Operating Expenses Subtotal	35,502	36,960	41,450	41,000
Total	419,122	428,298	430,643	498,438

Position Title	FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Budget
11001 Mayor	1	1	1	1
11002 Vice - Mayor	1	1	1	1
11003 Commissioner	3	3	3	3
12524 Administrative Coordinator I	1	1	-	-
12884 Executive Assist	1	1	1	1
13682 P/T Executive Assistant	-	-	1	1
Total				
Full-time	2	2	1	1
Part-time	5	5	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 growing City.

Goals

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

Objectives

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

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

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

Provide professional guidance to the City Commission for the development of the land acquired to develop a true City Center for Pembroke Pines.

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

Major Functions and Activities

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

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

Budget Highlights

The City Manager's office, under the direction of the City Commission, successfully presented and administered a balanced budget that addresses the needs of the residents. As the City moves forward, the City Manager is faced with new challenges for completing a balanced budget. Some of this year's challenges include the approaching of construction build-out and State legislation mandated tax reform. This budget was completed despite the State mandated decrease in the City's operating millage rate.

2006-07 Accomplishments

Developed a spending and revenue plan for the 2007/08 FY Budget that is in compliance with property tax reform as passed by the Florida State Legislature.

Oversaw the completion of 39 projects that were funded by the \$47 million General Obligation Bonds, Series 2005 issue.

Continued presenting plans for the proposed City Center.

Presented to the Commission a list of projects to be prioritized and completed with the remaining \$43 million General Obligation Bonds, Series 2007 as approved by the governing body.

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

Conducted budget workshops specifically geared toward addressing the numerous property tax reform proposals that were presented by the Legislature.



City Manager

Created the function of Internal Auditor comprising of a team of City employees. These employees will conduct audits and examinations of City departments, programs, and services to ensure the effectiveness and efficiency with which City resources are employed, address the adequacy of systems of internal controls, and examine compliance with City policies and procedures and regulatory requirements.

Successfully implemented the Florida Retirement System (FRS) for all qualifying full-time and part-time employees of the City's seven Charter Schools.

Received the award for National Charter School of the Year for 2007.

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

City Manager Performance Measures

Indicator	2004-05		2005-06		2006-07	2007-08
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Number of resolutions reviewed	49	30	59	45	45	50
Number of ordinances reviewed during the year	28	30	40	30	25	30
Effectiveness						
% of General Fund actual expenditures to budgeted expenditures	96%	100%	~ 117%	100%	100%	100%
% of General Fund actual revenues to budgeted revenues	103%	100%	~ 128%	100%	100%	100%
Total direct debt as a % of property market value	2.7%	*	2.3%	2.4%	2.7%	2.3%
Debt service as a % of General Fund budget	15%	*	19%	18%	18%	17%
Direct debt per capita	\$2,112	*	\$2,029	\$2,100	\$2,100	\$2,550
% of principal retired in 10 years	24%	26%	26%	26%	24%	27%
Unreserved undesignated Fund Balance as a % of annual General Fund expenditures ^	23%	*	22%	25%	25%	14%
Charter School FCAT Scores for:						
Elementary School	470	*	445	472	475	450
Middle School	458	*	499	460	465	500
High School	371	*	444	380	380	450
FSU Elementary	*	*	480	*	*	485
Efficiency						
% increase of operating millage rate	0.00%	0.00%	0.00%	0.00%	0.00%	(16.00%)
FT staff per 1,000 population	8.0	8.0	8.0	8.0	7.8	7.6

* New measure - actual and /or goal unavailable.

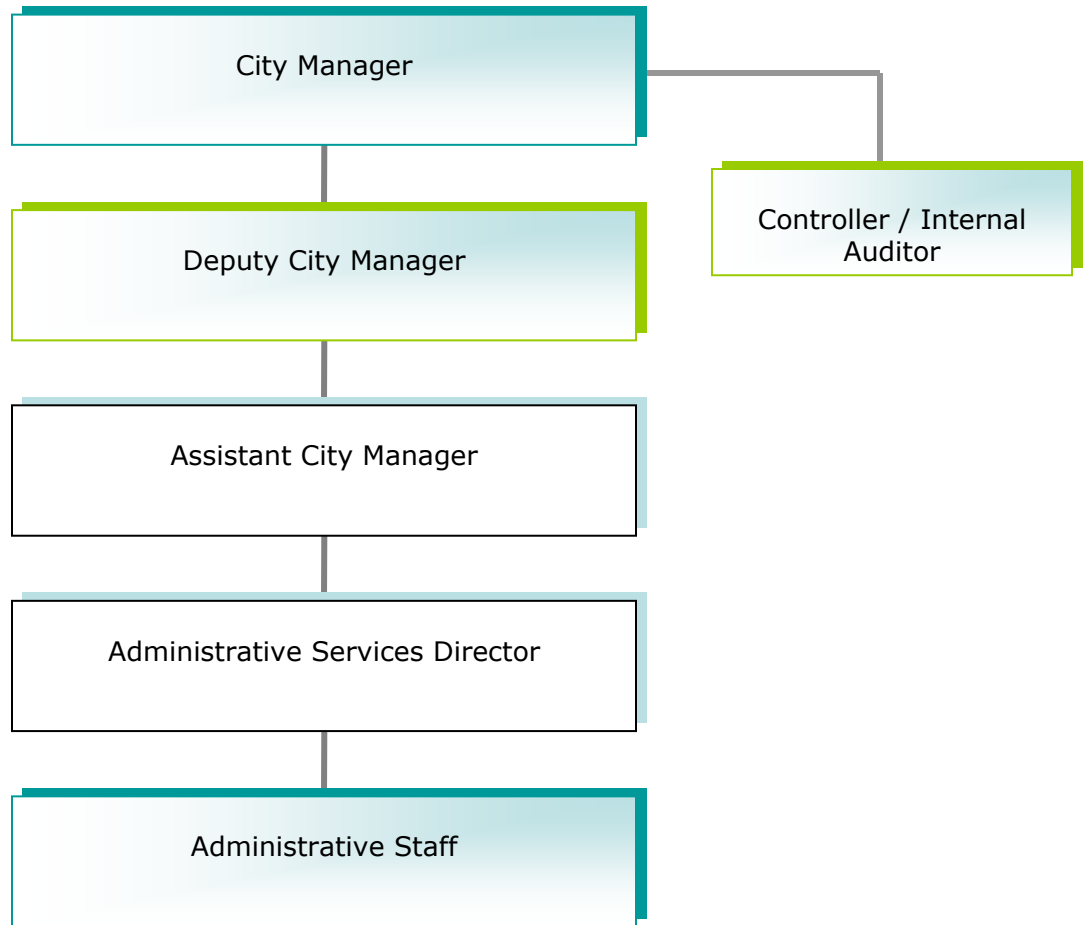
N/A - not available at time of printing

~ Variance attributed to unbudgeted hurricane-related revenues and expenditures

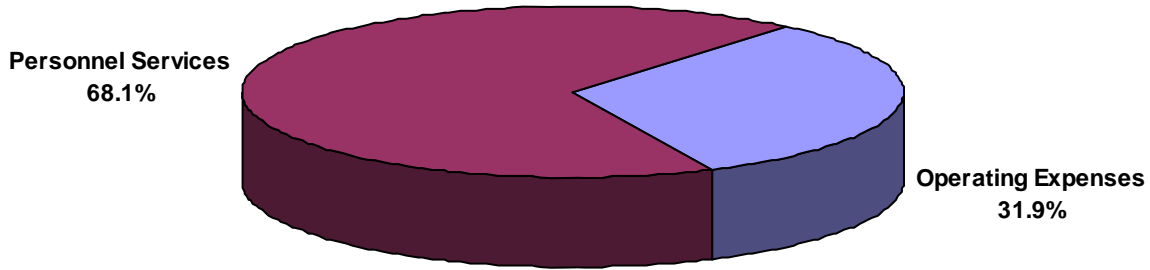
^ Policy stipulates a range from 10% to 30%

CITY MANAGER

Organizational Chart



City Manager - Expenditure Summary



Expenditure Category	FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Budget
Personnel Services				
Salaries	370,896	400,209	409,114	375,636
Benefits	140,262	138,406	174,086	198,079
Personnel Services Subtotal	511,158	538,614	583,200	573,715
Operating Expenses				
Travel Per Diem	4,376	1,139	9,000	-
Repair and Maintenance Services	362	396	700	1,000
Rentals and Leases	163	24	900	500
Publications and Memberships	1,896	1,676	2,500	500
Other Contractual Services	243,544	257,643	264,229	264,229
Operating Supplies	132	540	500	500
Office Supplies	1,718	1,540	1,500	1,500
Operating Expenses Subtotal	252,191	262,957	279,329	268,229
Total	763,349	801,572	862,529	841,944

Position Title	FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Budget
12516 Assistant City Manager	1	1	1	0.5
12524 Administrative Coordinator I	1	1	-	-
12540 Administrative Svcs Director	1	1	1	1
12685 Clerical Aide	-	-	1	1
12884 Executive Assist	1	1	1	1
13685 P/T Clerical Aide	-	-	1	1
Total				
Full-time	4	4	4	3.5
Part-time	-	-	1	1



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 of the City and to provide the desired information to all relevant parties in a manner that is reflective of the vision of its citizens and their chosen representatives. We will also constantly examine data, analyze trends, and apply our professional skills toward providing information that will facilitate the formation of that vision.

Objectives

PLANNING DIVISION:

Standardize procedures within the Division to ensure consistency of operations.

Staff 18 meetings of the Planning and Zoning Board as well as process and prepare reports, graphics, public notices, agendas, and supporting documentation for the following: public hearings, 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 the Comprehensive Plan and Future Land Use Map pursuant to the recommendations in the Comprehensive Plan Evaluation and Appraisal Report as approved by the State of Florida, Department of Community Affairs. Begin data collection for the next Comprehensive Plan Evaluation and Appraisal Report. Comply with State of Florida, Department of Community Affairs Water Supply Planning Requirements of the Comprehensive Plan. Prepare the necessary amendments to the Comprehensive Plan relating to water supply planning for adoption by August 2008.

Provide intergovernmental coordination services to ensure the City's planning interests are represented on a countywide basis. Participate with the Broward County School Board in implementing the Unified Inter-local Agreement as required by the State of Florida Department of Community Affairs.

Review all building permit plans for zoning compliance within ten days of receipt.

Administration (agendas, public notices, staff reports, minutes, etc.) of the Development Review Committee, the Board of Adjustment, and the Planning and Zoning Board.

CODE COMPLIANCE DIVISION:

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

The Administrative Services Department consists of three operating divisions:

- 1 - Planning
- 2 - Code Compliance
- 3 - Information Technology

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.

1 - PLANNING DIVISION:

Responsible for providing technical assistance to the Planning and Zoning Board and, through the City Manager, provide the Mayor and the City Commission with alternative options for overall development. In addition, the Division coordinates the City's review processes in order to ensure that the goals of the City Commission are reflected in the overall design of projects and actual building construction. This is accomplished through the enforcement of the City's Comprehensive Planning and Zoning Ordinance and



Administrative Services

its management of the Development Review Committee process.

Updated the Comprehensive Plan maps to be consistent with Broward County's map series.

2 - CODE COMPLIANCE DIVISION:

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.

3 - INFORMATION TECHNOLOGY DIVISION:

See "Information Technology" narrative for details.

Budget Highlights

Implement the agreement between the Florida Atlantic University's Small Business Development Center, Miramar and the City by providing quarterly, two-hour seminars using FAU's Certified Business Trainers for Pembroke Pines small businesses.

Code Compliance - Continue to utilize digital photography to improve efficiency, accessibility and case evaluation.

Code Compliance - Continue to settle outstanding liens.

2006-07 Accomplishments

Adoption of the Evaluation and Appraisal Report (EAR) that is prepared every seven years along with the Amendments and updates to the Comprehensive Plan.

Implemented the City's new affordable housing ordinance.

Conducted the 5th Annual Power Business Week series.

The Economic Development Board hosted a luncheon to solicit public input regarding the City's use of General Obligation Bond monies for Economic Development.

Updated the Planned Commercial District which allows for greater creativity in design for commercial developments.

Administrative Services Performance Measures

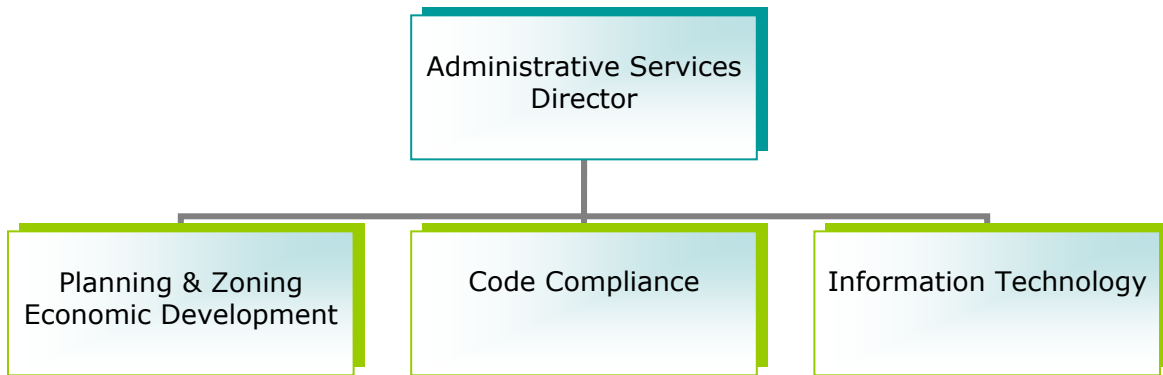
Indicator	2004-05		2005-06		2006-07	2007-08
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Number of Planning & Zoning Board meetings held	18	18	18	18	18	18
Number of intergovernmental coordination meetings attended	13	13	13	13	13	13
Number of Board of Adjustment meetings	11	11	11	11	11	11
Number of Development Review Committee meetings	42	35	35	35	35	35
Number of violations issued ^	18,367	13,500	14,124	13,500	14,000	14,000
Number of citations issued ^^	0	10	0	25	25	25
Effectiveness						
% of public information requests answered within three days	95%	90%	99%	99%	99%	99%
% of cases closed prior to Code Board and/or Special Master hearing	96%	95%	96%	95%	95%	95%
Efficiency						
% of building plans reviewed within ten days for zoning compliance	100%	100%	100%	100%	100%	100%

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

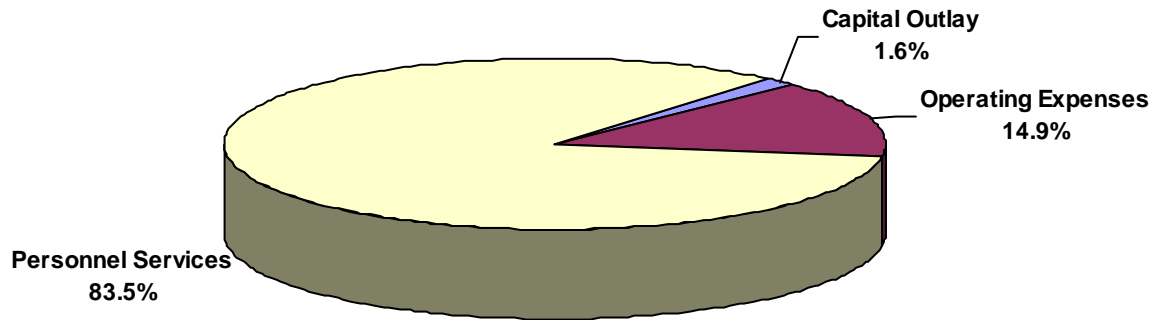
^^ The procedure for issuance of citations is being revised. Completion and implementation is scheduled for 2006-07

ADMINISTRATIVE SERVICES

Organizational Chart



Administrative Services - Expenditure Summary



Expenditure Category	FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Budget
Personnel Services				
Salaries	917,869	984,032	1,015,124	1,058,287
Benefits	434,005	482,821	588,867	689,631
Personnel Services Subtotal	1,351,874	1,466,854	1,603,991	1,747,918
Operating Expenses				
Travel Per Diem	3,391	2,824	6,440	1,080
Repair and Maintenance Services	11,513	10,766	14,170	12,300
Rentals and Leases	3,498	3,737	9,265	7,940
Publications and Memberships	3,244	2,560	3,850	495
Promotional Activities	25,429	33,359	54,100	54,100
Professional Services	4,032	4,450	8,650	6,650
Printing and Binding	1,914	4,470	9,690	9,450
Other Current Charges and Obligatio	8,216	10,464	11,800	11,800
Other Contractual Services	12,200	8,727	16,764	8,700
Operating Supplies	16,475	15,995	22,370	27,060
Office Supplies	8,587	9,878	14,775	12,275
Insurance	-	-	120	150
Communication and Freight Services	95,544	101,429	114,750	104,560
Operating Expenses Subtotal	194,043	208,660	286,744	256,560
Capital Outlay				
Machinery and Equipment	11,603	43,586	30,598	-
Capital Outlay Subtotal	11,603	43,586	30,598	-
Total	1,557,520	1,719,099	1,921,333	2,004,478

Administrative Services - Personnel Summary

Position Title		FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Budget
12085	Code Compliance Administrator	1	1	1	1
12184	Zoning Administrator	1	1	1	1
12192	Lead Code Officer	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
12525	Administrative Assistant I	1	1	-	-
12684	Clerical Spec II	3	3	3	3
12715	Code Compliance Officer	7	7	7	7
12840	Economic Development Coordin	1	1	1	1
13449	P/T CADD Operator	1	1	1	1
Total	Full-time	19	19	18	18
	Part-time	1	1	1	1



Information Technology

Mission

To serve the informational needs of the City of Pembroke Pines.

Goals

To foster the development and application of information technology to improve the lives of the citizens of Pembroke Pines by providing and coordinating information technology to its customers.

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

Installation of Network Management Wide Area Network (WAN) software to improve network efficiency.

Modify cashiering system input speed by enhancing the system's scanning capabilities.

Continue to modify the City's website.



Information Technology

Five (5) vacant full-time positions have been deleted from the FY2008 budget.

The budget will include no educational reimbursements for staff members pursuing degrees and no additional training opportunities for other members within the Department. All software and hardware upgrades have been postponed.

In addition, the following projects have been postponed:

Installation of wireless local area network (WLAN) at the West District Police Station, Public Services, and Fire Station 101.

Wireless point-to-point communications linking City Hall to Fire Station 101, West District Police Station, Police/Fire training site and the East and Central Charter School Campuses.

Installation of a new server for email storage and a new server for the Senior Center.

Replacement of five (5) servers.

Improve network storage capacity by installation of three raid arrays; each with 15 300GB hard drives.

2006-07 Accomplishments

Installation of wireless point-to-point connections from City Hall to Fire Station 33, Pines Recreation Center, Pines Place Site Management, and Towers I and II at the Senator Howard C. Forman Human Services Campus.

Installation of internal WiFi at City Hall – Building A & B, and Police and Fire headquarters allowing for wireless connectivity throughout the various locations, thereby ensuring that the functionality of these essential services are maintained.

Replaced 111 workstations throughout the City.

Replaced 14 servers on the network.

Installed Avocent keyboard/video/mouse (KVM) switches allowing for the remote control of servers at City Hall.

Upgrade of Acucorp products allowing for COBOL programs to improve response times when retrieving data from non-COBOL databases.

Began redesigning the City's website.

Enabled citizens to review building permit history on the City's website.

Enabled owners or builders to schedule inspections via the web.

Converted the payroll system to enable enrollment of the Charter School employees into the Florida Retirement Systems.

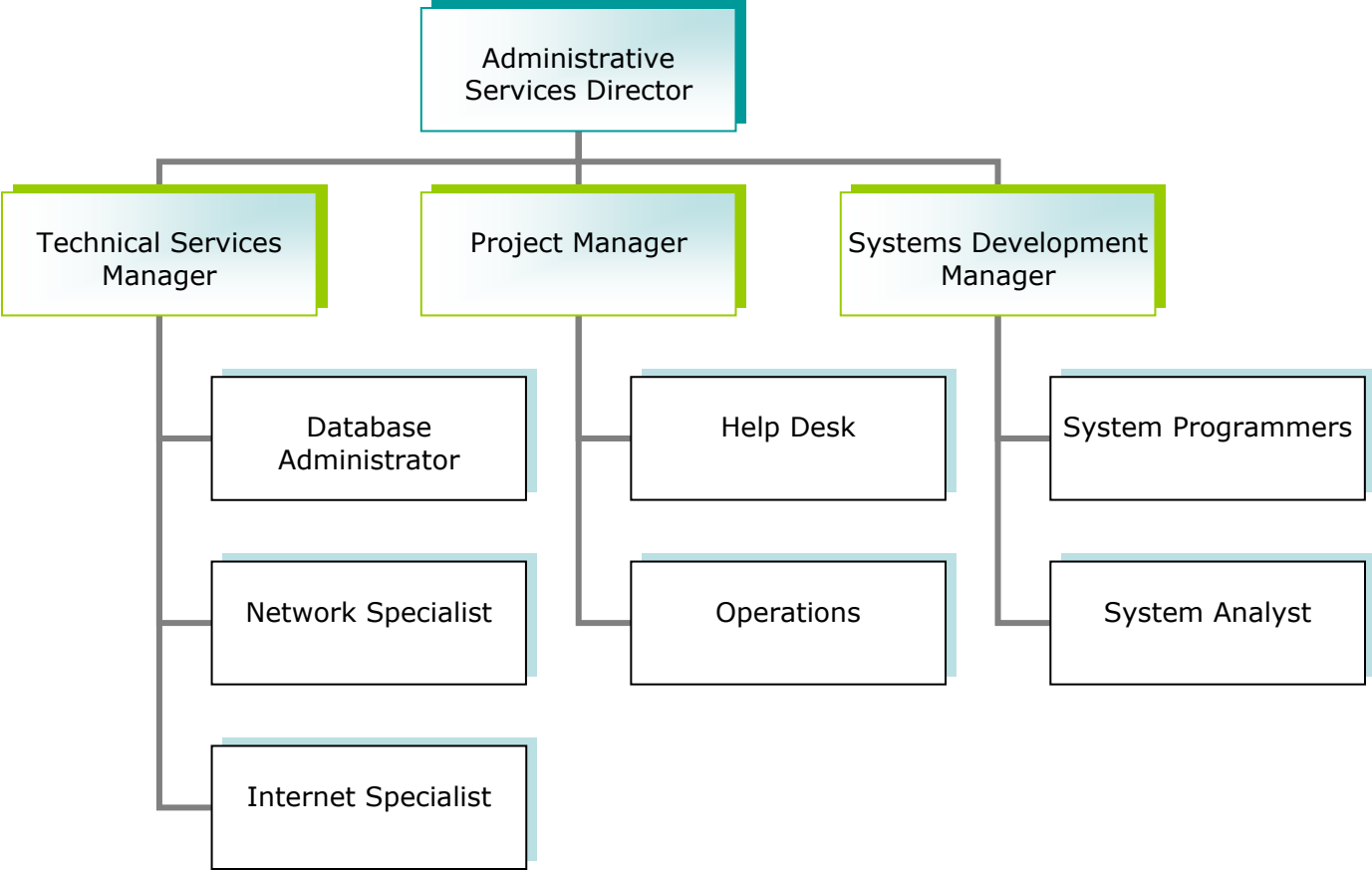
Information Technology Performance Measures

Indicator	2004-05		2005-06		2006-07	2007-08
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Applications supported	25	24	25	26	25	25
Number of new or replacement workstations	75	150	111	75	100	10
Number of servers	37	39	38	37	37	40
Effectiveness						
Network availability (% uptime)	99.84%	99.99%	99.99%	99.99%	99.99%	99.99%
% of messages blocked because they are spam	79.74%	*	76.00%	*	75.00%	75.00%
Efficiency						
Network devices per computer technician	327	*	331	*	327	340
Annual maintenance cost per computer	\$794	*	\$646	*	\$770	\$660

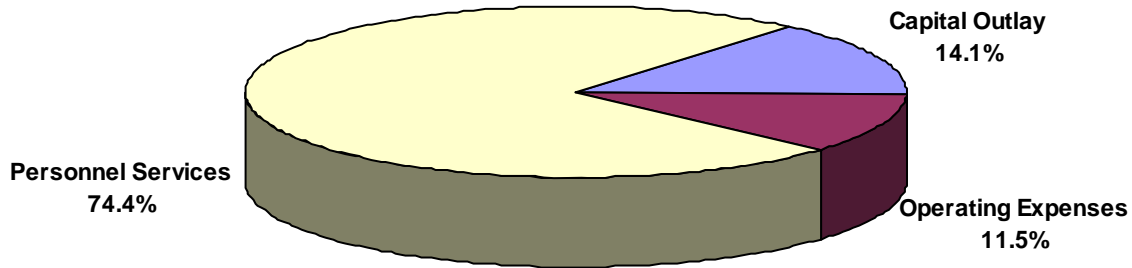
* New measure - actual and /or goal unavailable.

INFORMATION TECHNOLOGY

Organizational Chart



Information Technology - Expenditure Summary



Expenditure Category	FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Budget
Personnel Services				
Salaries	1,344,051	1,431,871	1,616,492	1,538,826
Benefits	623,850	675,558	833,185	911,042
Personnel Services Subtotal	1,967,901	2,107,429	2,449,677	2,449,868
Operating Expenses				
Travel Per Diem	9,735	9,842	23,545	-
Repair and Maintenance Services	65,765	72,872	100,180	72,885
Rentals and Leases	336	361	840	840
Publications and Memberships	-	-	500	-
Other Contractual Services	19,436	28,227	28,200	21,180
Operating Supplies	155,656	174,939	208,366	87,896
Office Supplies	1,133	1,002	5,250	1,250
Communication and Freight Services	241	1,601	10,608	480
Operating Expenses Subtotal	252,302	288,843	377,489	184,531
Capital Outlay				
Machinery and Equipment	195,426	361,570	465,690	-
Capital Outlay Subtotal	195,426	361,570	465,690	-
Total	2,415,629	2,757,843	3,292,856	2,634,399

Information Technology - Personnel Summary

Position Title		FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Budget
12011	Internet Specialist	1	1	1	1
12280	Micro Computer Specialist	3	3	3	2
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	2	2	2	1
12652	Programmer/Analyst I	2	2	2	2
12691	Systems Analyst II	1	1	1	1
12692	Systems Programmer/Analyst I	1	1	1	-
12693	Systems Programmer/Analyst II	1	1	1	1
12720	Manager of Technical Services	1	1	1	1
12721	Project Manager	1	1	1	1
12722	Manager of Systems Developme	1	1	1	1
12723	Systems Administrator	1	1	1	1
12724	Database Administrator	1	1	1	-
12731	Computer Operator III	1	1	1	-
12900	Web Page Developer	1	1	1	1
Total	Full-time	23	23	23	18
	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 & 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

A vacant Clerical Specialist II positions has been deleted.

One position has been reclassified from Clerical Aide to Administrative Assistant I.

The budget will include no educational reimbursements for staff members pursuing college degrees and no additional training opportunities for other members within the Department other than training that is required for vital licensing and/or certification.

2006-07 Accomplishments

Worked in an efficient manner to provide assistance, guidance and support to City departments in all phases of Human Resources

Provided Human Resources services to 41 additional employees while still maintaining the same level of staff.

Assisted employees by providing general and individual information about the City's medical and pension benefits.

Continued to provide and maintain the best possible service to the citizens and employees of Pembroke Pines.

Human Resources Performance Measures

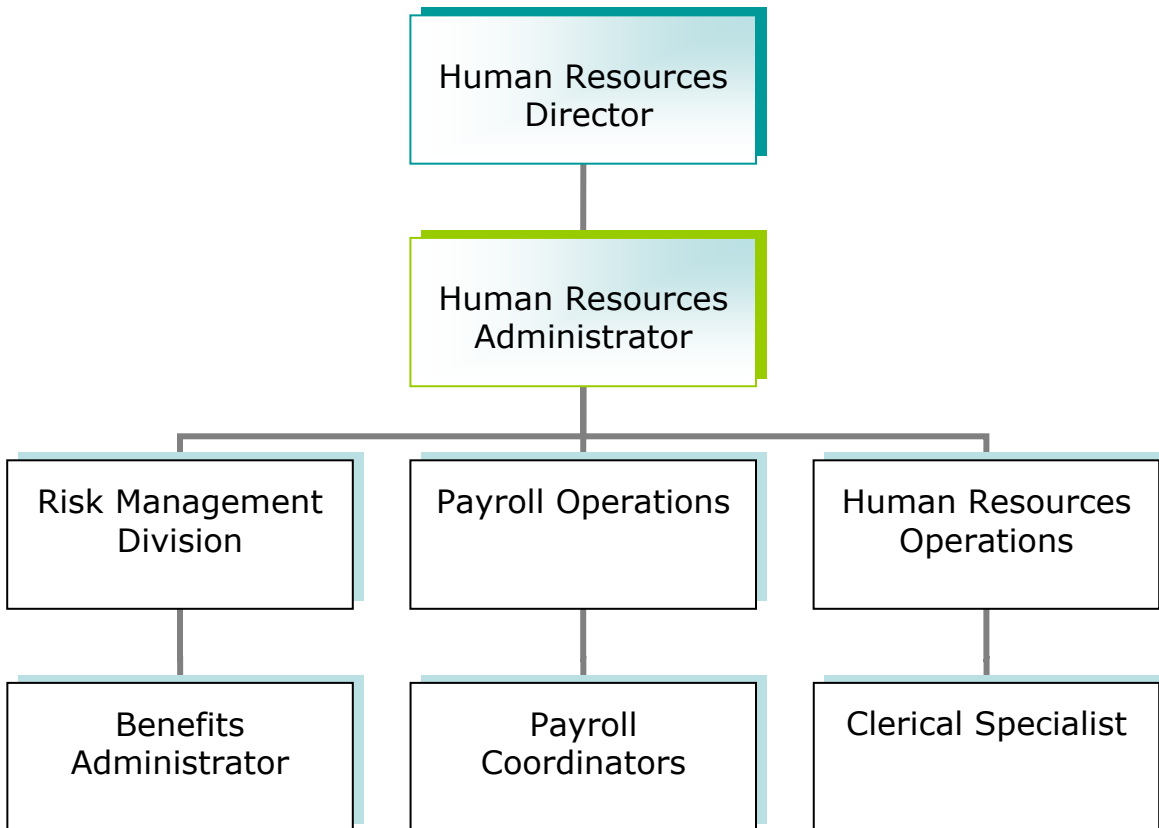
Indicator	2004-05		2005-06		2006-07	2007-08
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Quarterly recognition program to honor employees	Yes	Yes	Yes	Yes	Yes	Yes
Number of positions processed for recruitment and promotions	67	60	210	60	60	60
Number of internal seminars offered	16	17	14	15	15	15
Number of annual reviews conducted to ensure proper classification and pay	33	40	40	40	40	40
Number of employment applications received and processed (FT/PT City)	2,349	2,000	2,275	2,000	2,000	2,300
Number of applicants hired (FT/PT City and School)	525	450	552	450	400	575
Effectiveness						
FT employee turnover rate within one year of employment	14.9%	*	17.1%	16.0%	16.0%	16.0%
Sick leave hours used per FT employee	41.35	*	28.42	37.00	42.00	35.00
Efficiency						
Ratio of employees (including Charter Schools) to HR staff	*	*	153:1	*	*	175:1

* New measure - actual and /or goal unavailable.

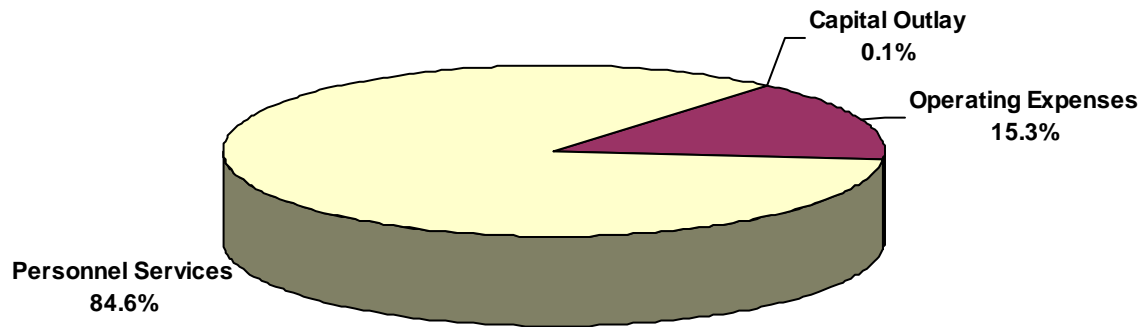
^ Previously published numbers updated to reflect change in calculation methodology

HUMAN RESOURCES

Organizational Chart



Human Resources - Expenditure Summary



Expenditure Category	FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Budget
Personnel Services				
Salaries	562,842	566,482	591,994	619,550
Benefits	287,257	327,457	321,582	369,446
Personnel Services Subtotal	850,100	893,939	913,576	988,996
Operating Expenses				
Travel Per Diem	4,634	2,262	11,000	-
Repair and Maintenance Services	975	948	1,500	1,500
Publications and Memberships	1,626	1,243	1,750	-
Professional Services	49,252	54,910	56,000	36,000
Printing and Binding	55	1,310	1,000	1,250
Other Current Charges and Obligatio	60,084	63,803	80,000	30,000
Other Contractual Services	-	-	2,000	500
Operating Supplies	4,079	2,786	6,250	4,250
Office Supplies	5,601	5,668	6,189	4,000
Operating Expenses Subtotal	126,305	132,930	165,689	77,500
Capital Outlay				
Machinery and Equipment	-	7,509	1,011	-
Capital Outlay Subtotal	-	7,509	1,011	-
Total	976,405	1,034,378	1,080,276	1,066,496

Human Resources - Personnel Summary

Position Title		FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Budget
12173	Division Director Human Resour	1	1	-	-
12431	Payroll Coordinator	3	2	2	2
12433	Payroll Supervisor	1	1	1	1
12434	Assistant Payroll Supervisor	-	1	1	1
12440	Human Resources Director	1	1	1	1
12442	Human Resources Administrator	1	1	1	1
12525	Administrative Assistant I	-	-	-	1
12684	Clerical Spec II	4	3	2	1
12685	Clerical Aide	3	3	3	2
13681	P/T Clerk Spec II	1	1	1	1
Total	Full-time	14	13	11	10
	Part-time	1	1	1	1



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

Objectives

Advise and assist the Mayor, the Commissioners 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, where needed, in the attainment of the objectives 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.

Achieve client satisfaction by assessing 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.

~ CONTINUOUS QUALITY IMPROVEMENT:

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

Plan for quality which is a never-ending effort driven by client feedback.

Focus on process improvements to improve quality.

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

Budget Highlights

Maintain fiscal control regarding all matters pending with an emphasis on the minimization of costs and expenses to the City when and where possible.

Maintain ongoing discussions and review with City departments to best coordinate the nature and direction of the City Attorney's office in providing the highest quality and most effective legal services available to local government.

2006-07 Accomplishments

Participated and facilitated in the City's platting, environmental permitting, and land-use amendments associated with the future development of the City Center project by working with City staff and outside consultants to assist in the processing of permit applications with State, County, and other local governmental entities in order to obtain necessary permit approvals for the design and construction of the City Center Project.



City Attorney

Provided legal advice and services in several property transactions related to the necessary widening and improvement of Pines Boulevard between SW 114th and SW 118th Avenue associated with the City Center Project.

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

Negotiated Inter-local Agreement with neighboring municipality to resolve disputes regarding ingress and egress issues associated with public streets, and continued to work towards resolution of continuing disputes associated with this matter.

Worked towards resolution of funding disputes with The School Board of Broward County, Florida associated with the City's operation and ownership of the City of Pembroke Pines Charter Schools.

Actively coordinated with the City and its outside consultants regarding pending legislation.

Coordinated with the City's consultants on revising the City's Community Development Block Grant Commercial Loan Program and associated Program documents.

Assisted the City with the annual re-certification process for its Fire Protection Special Assessment which includes assisting with the development of the assessed costs, preparation of the required resolutions, advising of the relevant notice requirements, conducting the public hearing, and review of miscellaneous issues that may arise.

Provided the City with legal advice associated with all election matters, including the rescheduling of municipal elections to coincide with presidential primary elections within the State of Florida.

Represented the City in various real estate transactions, including the acquisition of certain real property to be developed as a senior/teen center.

Defended the City in litigation related to employee and labor disputes.

Successfully negotiated a collective bargaining agreement with the Broward Teacher's Union.

Represented the City in all foreclosure and

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

Effectively prosecuted municipal ordinance violations issued by the City's Police Department.

Facilitated the approval of leases and the amendment and implementation of such amended lease agreements at the City's senior residence facilities.

Coordinated with City staff to enforce compliance with lease terms at the senior residence facilities, including the processing of tenant evictions when necessary.

Advised staff and effectively aided in the enforcement of the City's regulations pertaining to sexual predators.

Participated in the selection process regarding the City's red light camera system, and negotiated all related agreements.

Assisted in the negotiation process of the City's collective bargaining agreements with the City's police and fire employees, and the implementation of the correlating pension improvements through the drafting of ordinances amending the pension plan.

Monitored legislation affecting the City related to ad valorem tax matters, growth management, solid waste, and other municipal-related issues.

Successfully defended litigation at both the trial and appellate levels initiated by a resident regarding land development matters.

Negotiated a revised agreement with The School Board of Broward County, Florida for the School Board's use of the City's resources for School Resource Officers and drug-sniffing dogs in district public schools within the City.

Researched and advised the City in the development and implementation of affordable housing within the City.

Participated in county-wide efforts to ensure access to public defenders for all parties charged with municipal ordinance violations.

Researched and advised the City on issues associated with the regulation of vicious dogs, including the drafting of legislation.

Assisted the City with its investigation of the



City Attorney

propriety to convert all public schools within Pembroke Pines' municipal boundaries to Charter Schools.

Drafted all documents associated with the renewal of the City's solid waste hauling franchise.

Facilitated the City's termination of its food service agreement and assisted with all procurement activities associated with the purchase of new food service providers, including the negotiation and drafting of associated agreements.

Drafted all emergency management agreements as required to ensure reimbursement to the City for any expenses incurred associated with any emergency situations.

Advised the City in all matters associated with the City's golf course renovation project and drafted all necessary agreements.

Provided legal representation of the City associated with various bond transactions, including the issuance of bonds for the construction of additional facilities in accordance with the General Obligation Bonds authorized by the City's constituency by referendum.

Monitored legislation and drafted resolutions in opposition of certain efforts to limit the power of municipalities to regulate cable franchises.

Prepared ordinances which include Homeowners Associations in the permit approval process for properties within their boundaries.

Coordinated and drafted agreements with various private Homeowners Associations for traffic enforcement within such communities.

Oversaw the appointment of Special Masters for code enforcement matters, and supervise the implementation of the Special Master process for successful enforcement of code matters.

Assisted staff with the prosecution of Code Enforcement matters before the Special Masters.

Continued to work with the Mayor and City staff to address the on-going problems associated with misdelivered mail for City residents and businesses and misdirected tax revenues not received due to incorrect default ZIP Code designations by working with state and federal legislators in an effort to obtain clarification and possible amendment to the United States Postal Service's process for designated default

ZIP Code cities.

Assisted in the operation and maintenance of the River of Grass Cultural Arts Center at the Pembroke Pines Academic Village with multiple governmental, educational, and private partners.

Promptly and successfully resolved litigation filed against the City.

Continued negotiation of matters regarding the Large User Agreement for Wastewater Treatment with the City of Hollywood.

Worked with City staff to draft leases for the bays located at the SW Focal Point Sr. Center Emporium resulting in providing easy access to medical care and other services to residents and visitors without leaving the facility.

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

Assisted the City Departments in drafting and implementing day-to-day policies and procedures.

Attended meetings of and provided legal advice to the Pembroke Pines Charter Elementary and Middle School Advisory Board, as well as the Pembroke Pines Charter High School Advisory Board.

Represented the City and pursued municipal prosecutions on behalf of the City.

Provided direct legal services and training to the City's Code Enforcement staff pertinent to their job performance, as well as to facilitate staff's taking of licensure exams.

Advised the City's Municipal Advisory Boards, City Commission and staff in all quasi-judicial matters.

Reviewed for form and legal sufficiency all agreements entered into by the City.

Served as Legal Advisor for the City's Police Department which includes conducting general legal training, providing legal advice regarding the operations and performance of police duties on an on-going basis, maintaining regular office hours at the Department, reviewing contracts, and advising on miscellaneous employment and labor issues.



City Attorney

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

Drafted numerous lease agreements enabling the City to lease City property for use by telecommunication providers pursuant to an ordinance previously drafted for and adopted by the City.

Attended all meetings of the City Commission, its Town Hall meetings, and its Advisory Board meetings, as required.

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

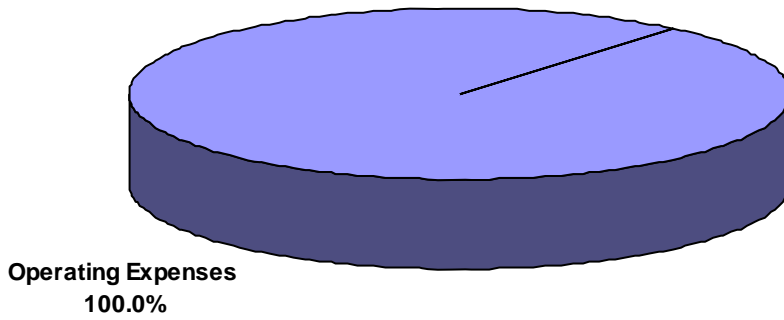
Provided continuous legal updates to the City Commission and administration on global topics of interest pursuant to the Florida Constitution, Florida Statutes, and special laws affecting Broward County, Florida.

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	2004-05		2005-06		2006-07	2007-08
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Number of ordinances prepared for consideration by City Commission	36	40	40	40	40	40
Number of resolutions prepared for consideration by City Commission	52	45	45	45	45	45
Number of contracts reviewed, negotiated and drafted weekly	33	30	30	30	35	35
Number of real estate transactions	4	4	6	6	6	6
Number of bond issues	3	3	4	4	3	3
Number of Commission meetings attended	25	23	25	25	25	25
Number of verbal, written and electronic (E-mail) correspondence processed weekly	590	350	575	575	625	625

City Attorney - Expenditure Summary



Expenditure Category	FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Budget
Operating Expenses				
Travel Per Diem	220	-	-	-
Professional Services	690,154	726,625	772,540	811,610
Operating Supplies	9,883	7,761	10,000	10,000
Office Supplies	15,015	15,640	16,900	18,085
Operating Expenses Subtotal	715,272	750,026	799,440	839,695
Total	715,272	750,026	799,440	839,695



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 building/utility fees and other revenues.

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

Efficiently process local business tax receipts and renewals.

Major Functions and Activities

The City Clerk is the Custodian of Records for the City of Pembroke Pines. As such, the Department is responsible for the records management of the City. The Department serves as the information nucleus for records requested throughout the City and its various

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

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

The City Clerk's Department, through the central cashiering system, posts and receipts funds received by the City. The primary function is to provide quick and efficient service to the public with respect to processing transactions, depositing City funds, maintaining accurate records, providing information, and directing phone calls.

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

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

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

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

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

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

~ BOARD OF ADJUSTMENT - Has the power to prescribe any conditions that it deems necessary or



City Clerk

desirable to adjacent properties and neighborhoods, and to carry out the spirit and purpose of the City's zoning ordinances.

~ CHARTER REVIEW BOARD - Reviews and continuously studies the charter of government for the City. Makes recommendations to the City Commission to change, alter, amend, or revise the City Charter.

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

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

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

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

~ CONSUMER AFFAIRS ADVISORY BOARD - Receives, evaluates, and investigates consumer problems within the City pertaining to unfair consumer practices or deceptive trade acts or practices as defined by the Florida Deceptive and Unfair Practices Act, or by the Broward County Consumer Protective Code.

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

~ LANDSCAPE/TREE ADVISORY COMMITTEE - Promotes the public health, safety, and general welfare by the maintenance of landscaping areas, including off-street vehicular parking. They also serve to protect and preserve the character and stability of residential, business, institutional and industrial areas, and to conserve the value of land and buildings on surrounding properties and neighborhoods.

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

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

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

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

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

Budget Highlights

Conversion of microfilmed personnel records, which have a fifty plus year retention period, to scanned images in order to better preserve documents.

Overtime was reduced by \$1,500.

The budget will include no continuing education reimbursements for staff members pursuing continued education related to the field of public administration. All training related costs for City Clerk, Deputy City Clerk, Local Business Tax Receipts Administrator, Micrographics technicians, and Passport Agents have been eliminated.

Replacement of the existing Citizen Response System for submittal, processing and monitoring of public records requests and other communications by the public to City administration have been postponed. Projects for conversion of microfilmed personnel



City Clerk

records to electronic format, and recodification of the City's Code of Ordinances have been postponed. Replacement and upgrade of other equipment, such as a high speed "workhorse" scanner, have been postponed.

2006-07 Accomplishments

Conducted a November 2006 referendum election in which the voters elected to make certain changes to City Charter to delete obsolete Charter provisions and provide for technical changes; prohibit the use of eminent domain to acquire privately-owned residential property for economic development purposes, and provide for appointment of a Charter Review Board every five years.

City Clerk obtained a Master of Public Administration degree from Florida Atlantic University.

The number of personnel in this department has not increased.

Over 250,000 documents were imaged and/or microfilmed during this fiscal year. The acquisition of new scanning equipment increased the productivity, timeliness, and accuracy of work being scanned to the repository system; staff attended a seminar presented by Kofax, which trained personnel on the customization of the Ascent Capture scanning software.

Collaborated with Information Technology to effectuate in-house programming changes to the Central Cashiering function, resulting in increased accuracy of transactions, utilizing scanners and bar codes on fee statements.

Public records requests continue to average around 500 per month; routine requests take an average of 0 to 3 working days to complete.

Municipal Advisory Boards and Committees meetings received support, and are conducted in accordance with the Florida Statutes and Sunshine Laws.

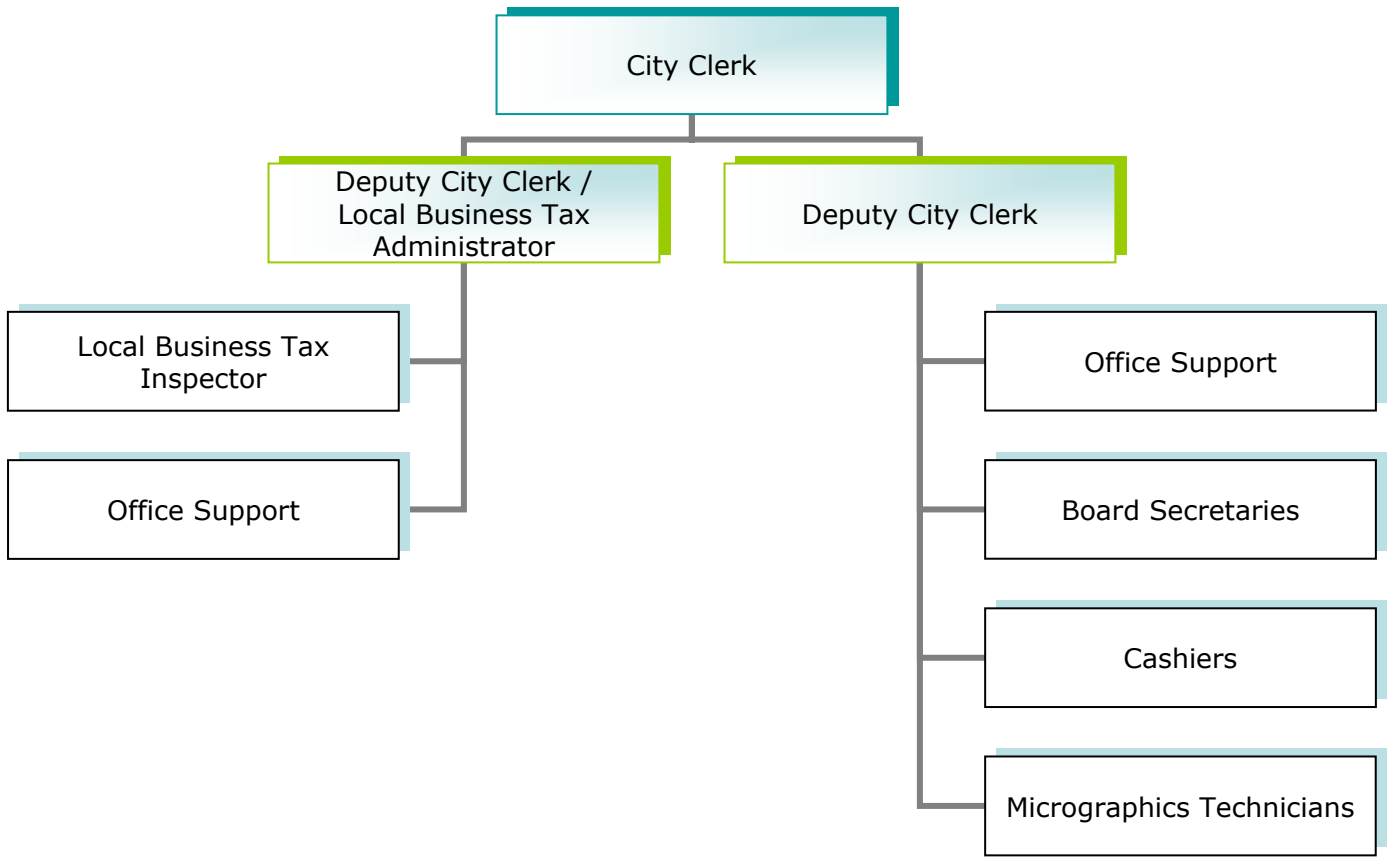
City Clerk Performance Measures

Indicator	2004-05		2005-06		2006-07	2007-08
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Commission minutes transcribed and prepared for approval by next Commission meeting	26	22	24	22	24	24
Commission agenda books prepared	378	330	308	308	336	308
Local Business Tax Receipts issued	5,964	5,975	5,887	5,945	5,975	6,120
Public records requests processed	5,443	2,800	6,343	5,000	6,000	6,500
Passport applications processed	3,290	4,100	3,244	3,500	3,400	3,400
Number of documents imaged and microfilmed	230,027	221,000	261,553	269,000	225,000	270,000
Staff training hours	84	451	80	200	100	100
Garage sale permits issued	2,192	3,077	1,632	2,275	2,275	1,650
Local business tax receipts monitored for compliance	5,975	5,975	7,031	1,600	6,000	7,050
Cashiering transactions (in dollars)	\$36,838,311	\$14,000,000	\$45,512,386	\$30,000,000	\$44,000,000	\$43,600,000
Cashiering transactions (number)	95,667	33,000	119,372	90,000	100,000	112,000
Preparation of Commission agenda items for bi-monthly Commission meetings	27	22	27	21	28	25
Number of Board and Committee meetings held	109	85	110	116	120	110
Agenda packets prepared	844	1,100	1,100	1,100	1,000	1,100
Effectiveness						
% routine public requests answered within 48 hours of receipt	95%	100%	73%	100%	100%	95%
% of passport applications processed within 24 hours of appointment	100%	100%	100%	100%	100%	100%
% of documents accurately imaged	98%	98%	91%	100%	100%	100%
Commission meeting minutes made available on City's website within 2 days after approval	95%	100%	95%	100%	100%	100%
Local business tax receipts available for renewal as required by Statute	100%	100%	100%	100%	100%	100%
Cashiering - daily transactions balanced without overage or shortage	99.9%	99.9%	99.9%	99.9%	99.9%	99.9%
Local business tax revenue per capita	\$17.10	*	\$18.40	\$17.94	\$17.75	\$19.00
Summary of Board actions submitted within 24 hours	100%	100%	100%	100%	100%	100%
% of minutes of all meetings transcribed and ready for approval prior to next meeting	100%	100%	100%	100%	100%	100%
Efficiency						
Commission agendas prepared per year, per 2 F/T employees	189	165	189	165	175	189
Average number of pages of Commission minutes transcribed per year, per 1 F/T employee	292	340	350	500	300	350
Public records requests processed per year, per 7 F/T employees	778	350	906	500	800	925
Passports processed per day per 9 F/T employees	13	16.5	13	16	14	13
Cashiering transactions per year, per 2 F/T employees	47,884	16,600	59,686	42,000	43,000	56,000

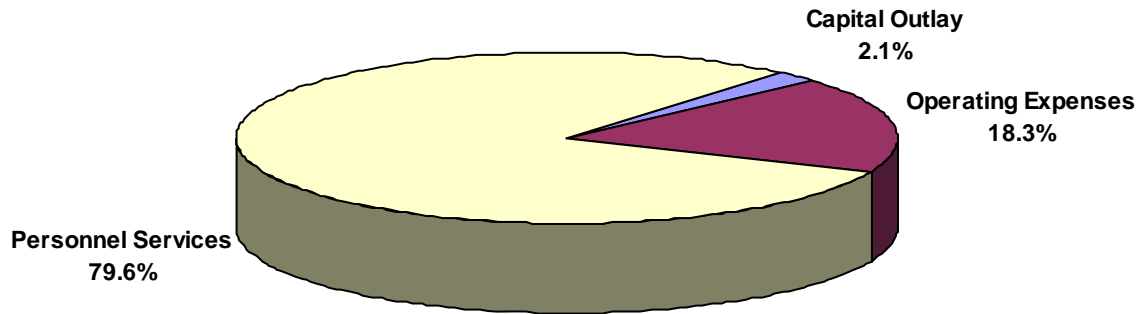
* New measure - actual and /or goal unavailable.

CITY CLERK

Organizational Chart



City Clerk - Expenditure Summary



Expenditure Category	FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Budget
Personnel Services				
Salaries	469,774	499,195	565,929	601,317
Benefits	217,788	276,573	316,055	396,818
Personnel Services Subtotal	687,562	775,769	881,984	998,135
Operating Expenses				
Travel Per Diem	4,926	3,415	8,640	-
Repair and Maintenance Services	8,801	23,658	39,260	23,680
Rentals and Leases	40,731	49,103	45,666	45,566
Publications and Memberships	994	1,262	1,585	190
Promotional Activities	-	-	1,000	1,000
Professional Services	3,708	16,841	20,000	25,000
Printing and Binding	8,749	10,300	14,930	11,000
Other Current Charges and Obligatio	20,789	26,230	23,800	24,800
Other Contractual Services	5,870	4,825	4,000	5,000
Operating Supplies	1,838	2,334	27,262	24,630
Office Supplies	11,299	16,371	15,500	14,900
Insurance	-	-	805	920
Operating Expenses Subtotal	107,705	154,339	202,448	176,686
Capital Outlay				
Machinery and Equipment	64,743	11,516	23,720	-
Capital Outlay Subtotal	64,743	11,516	23,720	-
Total	860,010	941,624	1,108,152	1,174,821

City Clerk - Personnel Summary

Position Title		FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Budget
12047	City Clerk	1	1	1	1
12284	Micrographic Technician I	1	1	1	1
12285	Micrographic Technician II	1	1	1	1
12525	Administrative Assistant I	1	1	1	1
12620	Cashier II	1	1	1	1
12679	Clerical Spec I	-	1	1	1
12684	Clerical Spec II	4	4	4	4
12775	Deputy City Clerk	1	1	1	1
12782	Deputy City Clerk/Occ Lic Admi	1	1	1	1
12801	Deputy City Clerk/Records Mgr-	1	-	-	-
13494	P/T Occupational License Inspec	1	1	1	1
13509	Shared - Secretary	-	-	2	2
Total	Full-time	12	12	12	12
	Part-time	1	1	3	3



Finance

Mission

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

Goals

To ensure complete and accurate accounting of all transactions, and to report all financial information in accordance with professional accounting standards and federal, state, and local laws. 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 interfund and interdepartmental charges.

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:

See Public Works Tab, under Support Services for details pertaining to Accounts Payable.

Although the budget for this section is included in the Finance Department's budget, Support Services supervises this section and, therefore, all verbiage relating to this section is incorporated in the Public Services Department.

~ ASSET MANAGEMENT:

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

~ DEBT MANAGEMENT:

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



Finance

~ 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 compiling and distributing monthly financials, 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

Capital expenditures have been completely eliminated from the budget.

Two (2) vacant positions, a full-time Account Clerk III and a part-time Accounting Clerk I have been deleted from the FY2008 budget.

The budget will include no educational reimbursements for staff members pursuing college degrees and no additional training opportunities for other members within the Department other than training that is required for vital licensing and/or certification.

A \$10,000 accounting system upgrade has been postponed.

All overtime has been deleted.

2006-07 Accomplishments

Awarded the Distinguished Budget Presentation Award which included a special recognition performance Measures for the fiscal year 2006-07 by the Government Finance Officers Association. This award has been received consecutively since the fiscal year beginning October 1, 1997.

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, 2006. If awarded, this will be the 22nd consecutive year the award will be received.

Hosted the Kids and the Power of Work (KAPOW) Program for the third consecutive year. The KAPOW Program is a volunteer program with the City and Palm Cove Elementary School. The visit's goal was to increase the students' awareness and understanding of a real workplace. During this worksite visit, students saw our Department in action. This visit was a hands-on opportunity for students to be exposed to our workplace and gave them an opportunity to understand firsthand the relationship between the skills they learn in school and the skills they need for a job. Additionally, once a month a dedicated member of the Finance Department conducted a class at the school for the students.



Finance

Assisted in the testing, training, and implementation of a new software program, Rent Manager, that will be used by the City's senior housing rental facilities. This program will improve the effectiveness of the City's current operations, in light of the fact that we are in the process of increasing the number of senior housing rental units from 584 to 804.

Implemented and completed an automated City-wide inventory of computers and vehicles. This new procedure for inventory will be conducted on a monthly basis.

Assisted the City Manager's office in the preparation of numerous presentations and estimates regarding the financial impact of the various property tax proposals that have been submitted in the Florida House and Senate. These proposals will have a significant impact on the service levels provided by the City and must be communicated to the citizens that we serve.

Coordinated the issuance of the following four bond issues:

(1) \$29,720,000 in Public Improvement Revenue Refunding Bonds, Series 2006 which was used to advance refund a portion of the Public Improvement Revenue Bonds, Series 1998 and a portion of the outstanding Public Improvement Revenue Bonds, Series 2001. The present value savings as a result of this transaction amounted to \$1.3 million over the life of the bonds.

(2) \$45,050,000 in Capital Improvement Revenue Refunding Bonds, Series 2006 which was used to advance refund and defease a portion of the City's outstanding Capital Improvement Revenue Bonds, Series 1999 and to finance the construction, renovation, and improvement of various buildings including the additional senior center and nine fuel storage tanks that will be used for emergency services. The present value savings as a result of this transaction amounted to \$1.8 million over the life of the bonds.

(3) \$26,805,000 in Capital Improvement Revenue Bonds (Phase II of Forman Senior Housing Project), Series 2007 to construct the 220 one-bedroom residential units that will become Tower Three of the City's senior housing facilities located at the Senator Howard C. Forman Human Services Campus.

(4) \$43,000,000 General Obligation Bonds, Series 2007 will be used to fund a portion of the costs of

construction of certain community centers for seniors and teens, new City cultural facilities, improvements to existing recreational facilities, including lighting, surface and drainage improvements, playground enhancements and amenities, and improvements to the City's golf course, acquisition of real property for open space and park use, and development of new parks on such property, City-wide landscape improvements, providing funds and assistance for redevelopment within the City, and improvements to existing roadways within the City, including intersection renovations and expanded lanes.

Issued a Request for Proposal (RFP) for underwriting services for the City, and assisted in the selection of a pool of underwriters consisting of four firms which may be used in future bond issues. The firms ranked and selected were approved by the City Commission at the June 20th, 2007 Commission meeting.

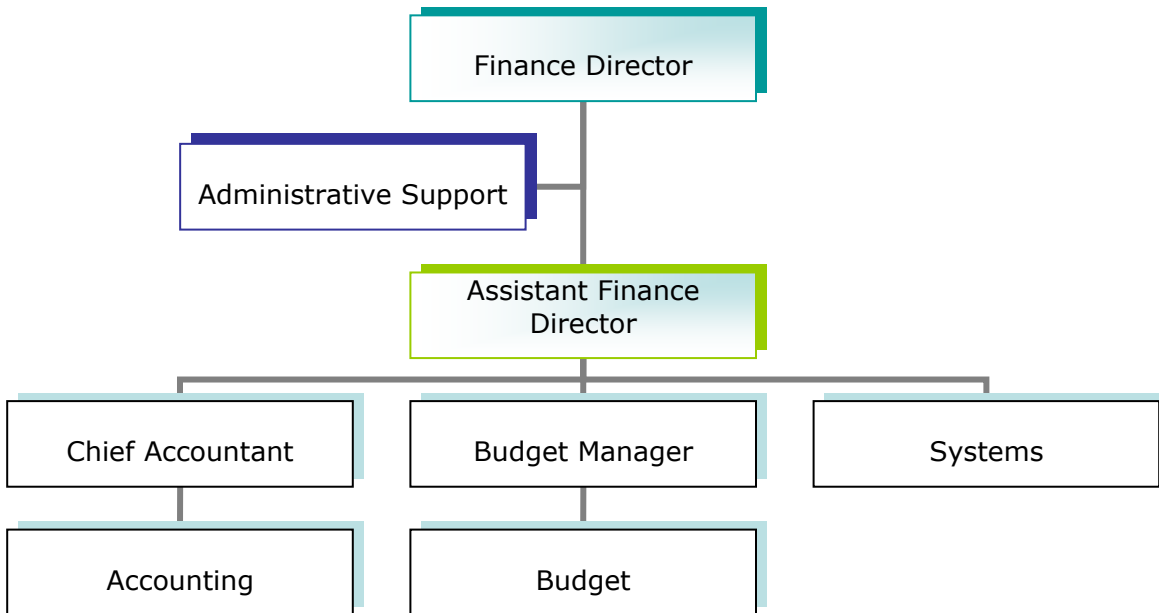
Finance Performance Measures

Indicator	2004-05		2005-06		2006-07	2007-08
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Charter schools special purpose financial statements	2	2	2	2	2	2
Monthly financial statements	12	12	12	12	12	12
Comprehensive Annual Financial Report	1	1	1	1	1	1
Annual budget	1	1	1	1	1	1
Effectiveness						
Number of audit adjustments by auditors	2	0	0	0	0	0
Number of days to complete the Comprehensive Annual Financial Report	80	80	57	80	80	60
% of monthly financial statements, excluding October and September, distributed within 5 business days	100%	100%	100%	100%	100%	100%
% of months, excluding October and September, fixed assets closed within 5 business days	100%	100%	100%	100%	100%	100%
Number of days to close year end	^41	25	20	25	25	25
% of bank reconciliations completed within 25 days of receipt of statement	100%	100%	100%	100%	100%	100%
% accuracy in independently forecasting approximately 25% of general fund revenue	98%	98%	96%	98%	98%	98%
Efficiency						
Response time on lien searches & inquiries	2 days	2 days	2 days	2 days	2 days	2 days
Receive Award of Certificate of Achievement for Excellence in Financial Reporting from GFOA	Yes	Yes	Yes	Yes	Yes	Yes
Receive Distinguished Budget Presentation Award from GFOA	Yes	Yes	Yes	Yes	Yes	Yes

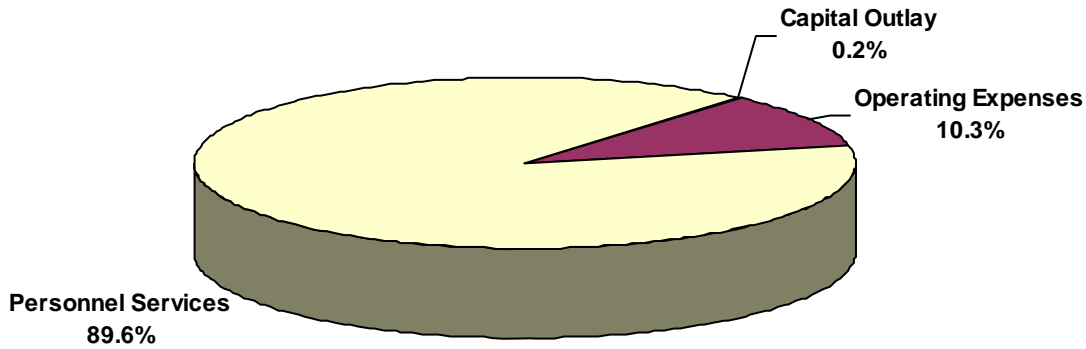
^ Delay caused by Hurricane Wilma.

FINANCE

Organizational Chart



Finance - Expenditure Summary



Expenditure Category	FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Budget
Personnel Services				
Salaries	1,281,252	1,380,703	1,493,876	1,548,043
Benefits	555,987	615,915	744,131	908,210
Personnel Services Subtotal	1,837,239	1,996,618	2,238,007	2,456,253
Operating Expenses				
Travel Per Diem	17,275	15,976	19,722	3,560
Repair and Maintenance Services	98,910	94,422	100,194	102,338
Rentals and Leases	-5	-	-	-
Publications and Memberships	2,857	2,906	2,969	1,575
Professional Services	14,000	15,750	17,500	15,750
Other Current Charges and Obligatio	328	368	-	-
Other Contractual Services	-	-	30,795	-
Operating Supplies	4,899	11,559	12,000	10,598
Office Supplies	14,708	13,147	16,700	16,010
Communication and Freight Services	807	839	850	885
Accounting and Auditing	48,780	47,968	55,893	53,866
Operating Expenses Subtotal	202,558	202,934	256,623	204,582
Capital Outlay				
Machinery and Equipment	-	-	4,000	-
Capital Outlay Subtotal	-	-	4,000	-
Total	2,039,797	2,199,552	2,498,630	2,660,835

Finance - Personnel Summary

Position Title		FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Budget
12086	Finance Director	1	1	1	1
12427	Asst. Payables Supervisor	1	1	1	1
12428	Payables Supervisor	1	1	1	1
12432	Property Control Specialist	1	1	1	1
12513	Account Clerk III	4	4	3	2
12515	Accounting Clerk II	2	2	2	2
12517	Assistant Finance Director	1	1	1	1
12523	Accountant	2	2	3	3
12525	Administrative Assistant I	2	2	2	2
12552	Budget Analyst	2	2	2	2
12556	Budget Manager	1	1	1	1
12641	Chief Accountant	1	1	1	1
12651	Programmer Analyst II	2	2	2	2
12686	Systems Supervisor	1	1	1	1
12755	Treasury Clerk	1	1	1	1
13400	P/T Accounting Clerk I	1	1	1	-
13401	P/T Acct Clerk II	1	1	1	1
Total	Full-time	23	23	23	22
	Part-time	2	2	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
Early Development Center
901 NW 129th Avenue

PEMBROKE PINES CHARTER SCHOOL - EAST Campus
Early Development Center
10801 Pembroke Road

PEMBROKE PINES CHARTER SCHOOL - WEST Campus
Early Development Center
1600 SW 184 Avenue

PEMBROKE PINES CHARTER SCHOOL - CENTRAL
Campus
Early Development Center
12200 Sheridan Street

Budget Highlights

~ CENTRAL CAMPUS

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



Early Development Centers

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

2006-07 Accomplishments

~ CENTRAL CAMPUS

Began offering Florida's Voluntary Pre-kindergarten (VPK) program for the 2007/2008 school year. The state-funded program prepares children for kindergarten by developing the skills children need to become successful readers and students.

Obtained the National Association for the Education of Young Children accreditation. This accreditation is only given to schools that offer the highest quality of care and education to young children.

Participated in Book Buddies reading and Muddy Buddies science programs with Central Charter Middle School.

Staff took professional development courses in The Creative Curriculum, Guidance and Discipline, Computer Technology, and Voluntary Pre-K Emergent Literacy.

Ten high school students interested in early childhood education and looking to fulfill community service hours for high school graduation participated in our volunteer program.

Kindergarten through fifth grade summer camp doubled in size to 56 children.

~ EAST CAMPUS

Continued Swim Central, a water safety education program for our Pre-K children.

Participated in a Scholastic Book Fair which allowed our teachers to supply their classrooms with books.

Participated in our mini mart, during which 115 children were taught how to make buying choices. The children were given play money and personal shopping bags. They decided which purchases to make at different stores example: ice cream, candy, toy, and pizza stores.

Forty-five Pre-K children and their parents attended our first Pre-K Jamboree at the park in celebration of their graduation.

Our children participated in monthly field trips and in-house entertainment.

We continued to encourage parental involvement with such events as the Thanksgiving Feast, turkey decorations, holiday parties, and the Hop-a-Thon for Muscular Dystrophy.

Our staff continues to take professional development workshops including First Aid, CPR Training and our new Creative Curriculum training.

Summer camps, preschool, summer fun and enrichment programs are continuing to grow.

~ WEST CAMPUS

Received our fifth Gold Seal Award.

Staff renewed their Child Development Associate Credential's (CDA's). Took professional training course on The Creative Curriculum.

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

~ BRIGHT BEGINNINGS

Offered once a month Parent's Night Out for preschool and elementary school children. It is an evening out for parents to catch up on shopping, cleaning, etc. We serve dinner, the children have a pajama party, and they do art or cooking projects.

We have begun a program called "Reading Under The Stars" where the parents camp outside and read to their children for the evening. Delicious hot cocoa is served and a wonderful experience is gained by introducing books to children in a fun, yet educational manner.

In accordance with preparing our Pre-K students for elementary school, we incorporate the "Adopt-A-Preschool" program where the children visit a local elementary school to spend the day with the Kindergarten students. This program has proven to be very successful in that it is a hands-on experience teaching the class both social and educational skills needed to make a smooth transition to the elementary level.



Early Development Centers

Celebrated Mother's Day with a mother/child brunch complete with a hand-crafted gift. Father's Day was celebrated with an ice cream social and Grandparent's Day with a breakfast.

Encouraged students to experience various cultures by exposing them to Cinco de Mayo, Ramadan, Kwanzaa, Hanukah, Chinese New Year, and Black History month. Guests provided storytelling and the children explored a variety of cultural food.

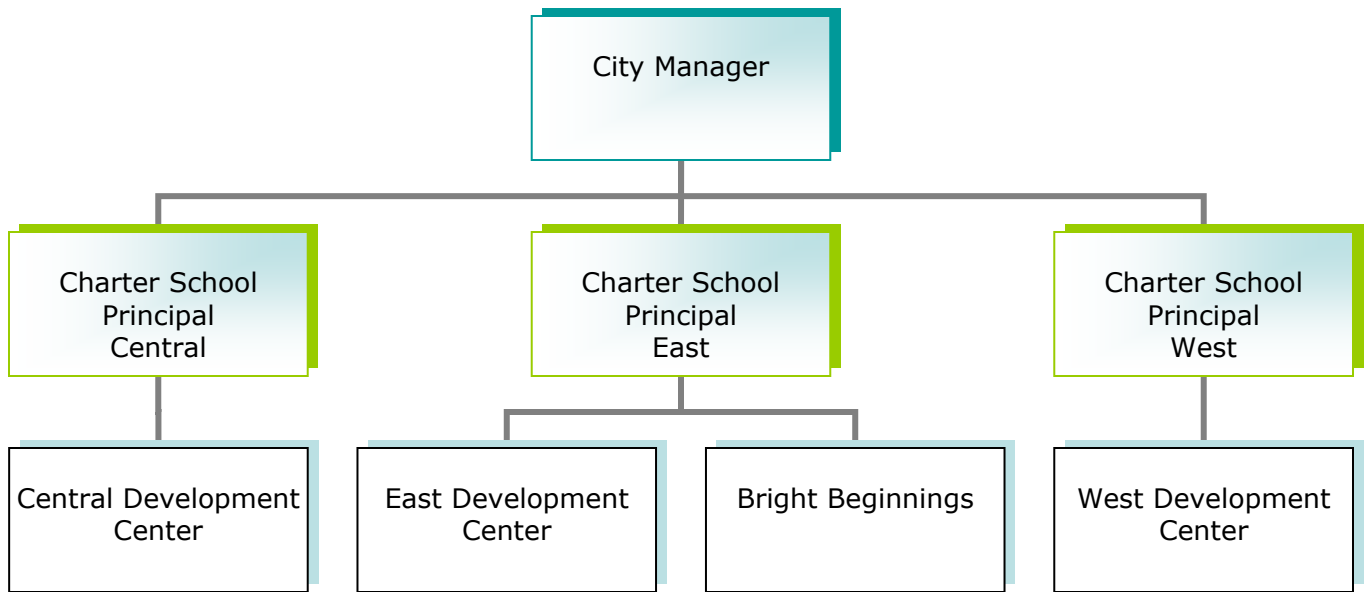
Early Development Centers Performance Measures

Indicator	2004-05		2005-06		2006-07	2007-08
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Number of students	714	736 *	713	736	746 *	746
Effectiveness						
Met state mandated student to teacher ratio of 21 to 1	Yes	Yes	Yes	Yes	Yes	Yes

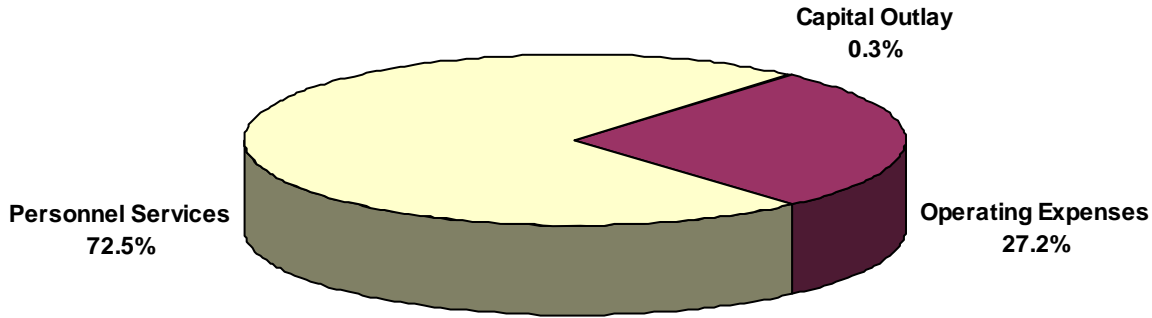
* Goal was increased to reflect higher anticipated enrollment at the Charter Early Development Center - East

EARLY DEVELOPMENT CENTERS

Organizational Chart



Early Development Centers - Expenditure Summary



Expenditure Category	FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Budget
Personnel Services				
Salaries	2,229,011	2,217,214	2,391,625	2,456,758
Benefits	558,196	615,730	668,162	827,452
Personnel Services Subtotal	2,787,207	2,832,944	3,059,787	3,284,210
Operating Expenses				
Utility Services	71,270	81,975	89,110	86,527
Travel Per Diem	9,675	-	3,700	1,800
Repair and Maintenance Services	41,432	68,512	73,840	44,469
Rentals and Leases	399,629	389,916	384,935	382,146
Publications and Memberships	-	140	750	400
Other Current Charges and Obligatio	1,020	885	108,499	109,930
Other Contractual Services	115,166	106,377	137,897	126,427
Operating Supplies	135,934	141,360	326,918	365,798
Office Supplies	12,035	10,270	13,000	8,500
Communication and Freight Services	9,351	8,286	10,239	9,300
Operating Expenses Subtotal	795,511	807,721	1,148,888	1,135,297
Capital Outlay				
Machinery and Equipment	19,564	15,121	13,459	-
Capital Outlay Subtotal	19,564	15,121	13,459	-
Total	3,602,282	3,655,786	4,222,134	4,419,507

Early Development Centers - Personnel Summary

Position Title		FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Budget
12120	Sch Accounting Clerk II	1	1	4	4
12143	EDC Teacher	35	35	35	35
12780	Teacher Aide	21	21	21	22
12781	Site Supervisor	4	4	4	4
12972	EDC Clerical Spec I	7	8	5	5
13551	P/T Teacher Aide	91	90	92	85
13680	P/T Clerk Spec I	3	2	2	2
13738	P/T Custodian	1	1	1	-
Total	Full-time	68	69	69	70
	Part-time	95	93	95	87



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 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 theatre, social service facilities, and recreational areas.

This is an innovative facility because it is the first of its kind in Florida to utilize the concept of fund matching on such a wide scale to provide maximum utilization of the same site for diverse needs and services.

The City of Pembroke Pines is a partner with others in building and maintaining the Resource Center. The costs are shared by the State of Florida, the Broward County School Board, the Broward County Library System, the City, the lessees, and is augmented by grants, foundations and private donations. 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, and fifty-two weeks per year.

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

The Walter C. Young Resource Center consists of five Activity Centers. Each of these centers serve many functions, such as:

~ DINNER THEATRE / CULTURAL ARTS:

This Center houses a full-service auditorium/theatre with adjoining music and arts suites. The auditorium/theatre 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. Theater/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 Theatre 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 Theatre 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



Walter C. Young Resource Center

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. Special mini-camps are planned during teacher workdays when school is out and parents are working.

~ LEARNING RESOURCE CENTER:

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

~ EDUCATION CLASSROOM:

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

Budget Highlights

The Walter C. Young Resource Center is a vital asset to the community by providing services to the youth and senior populations ranging from 10,000 to 12,000 per week. The center continues to enrich the lives of our citizens through a variety of educational, cultural, and recreational programs.

The Jim Davidson Theater of Performing Arts is in the 17th year of being a successful place to hold a variety of events. These include, but are not limited to, concerts, theater productions, and a variety of entertainment. In addition, the theater also serves as a popular place to have wedding receptions, fundraisers, recitals, and charitable events.

The City will no longer provide a salary supplement

(\$40,153) for services provided by the Co-Directors (WCY principal & assistant principal). The Parks & Recreation department will perform all duties (non-school related duties) previously assigned to the co-directors.

2006-07 Accomplishments

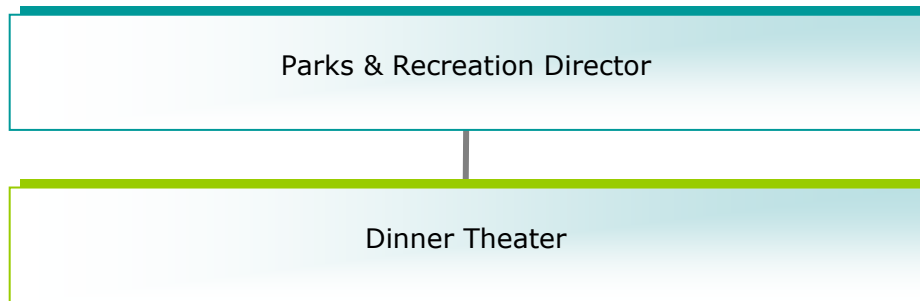
Walter C. Young (WCY) Resource Center is one of the area's most prominent educational facilities. Approximately 2,100 students attend WCY Middle School during the school year. Adult education programs offered by the WCY Community School serve nearly 5,000 adult students every nine weeks. During the evenings and throughout the weekend, WCY makes available classrooms to various community meetings and churches. The Dinner Theater is a multi-functional facility. The theatre is utilized daily during the school year by providing breakfast and lunch to 2,100 middle school students. Many forms of entertainment, such as, comedies, musicals, and concerts take place here. Fundraisers, town meetings, and churches all make use of the theater.

Walter C. Young Resource Center Performance Measures

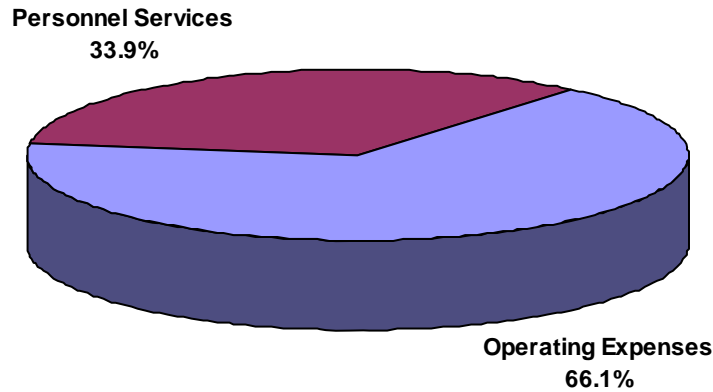
Indicator	2004-05		2005-06		2006-07	2007-08
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Number of days the center is in use	363	363	360	363	361	365
Number of days the theatre is in use	325	330	330	330	330	330
Number of civic, charitable, and religious organizations which use the center	40	35	36	40	35	40
Number of people served	101,500	103,000	102,250	103,000	102,000	103,000
Effectiveness						
Actual as a % of budgeted revenue - dinner theatre	26.3%	100%	95%	95%	95%	100%
% of organizations not accommodated	0%	0%	0%	0%	0%	0%
Actual as a % of budgeted revenue - resource center	160.5%	100%	90%	95%	95%	100%

WALTER C. YOUNG RESOURCE CENTER

Organizational Chart



Walter C. Young Resource Center - Expenditure Summary



Expenditure Category	FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Budget
Personnel Services				
Salaries	40,023	33,439	44,889	32,284
Benefits	4,792	3,593	5,676	5,450
Personnel Services Subtotal	44,814	37,032	50,565	37,734
Operating Expenses				
Utility Services	55,162	67,185	58,400	61,235
Travel Per Diem	189	214	175	214
Repair and Maintenance Services	2,371	460	9,040	4,000
Other Contractual Services	71,667	52,222	42,742	2,500
Operating Supplies	1,420	6,490	4,592	2,107
Office Supplies	289	1,212	1,030	551
Insurance	-	-	1,265	1,265
Communication and Freight Services	-	-	530	530
Accounting and Auditing	1,052	1,097	1,211	1,167
Operating Expenses Subtotal	132,150	128,880	118,985	73,569
Total	176,964	165,912	169,550	111,303

Position Title	FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Budget
13680 P/T Clerk Spec I	1	1	1	1
13738 P/T Custodian	3	3	3	2
Total				
Full-time	-	-	-	-
Part-time	4	4	4	3



Community Services

Mission

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

Goals

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

Objectives

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

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

Major Functions and Activities

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

The complex is an approximately 53,000 square foot facility offering eleven core social services developed and designed exclusively for the geriatric population. The facility includes a library, gym, billiard room, classrooms, two computer labs, and a main hall as well as over 5,000 square feet dedicated to Adult Day Care and Alzheimer's Day Care Programs. The diversified utilization includes university classes and professional training programs, meetings for clubs and organizations, and special City events. Facility

rental is available for meetings, parties, and other social events.

~ INFORMATION & REFERRAL - All key staff members are trained to provide a knowledgeable response to senior inquiries. Knowledge gained through this service provision helps the seniors to identify their service needs and gather the data necessary to utilize the resources and opportunities available to them. Additionally, a social worker is on staff to provide comprehensive case management services.

~ RECREATION - Recreational activities are planned to meet the social and physical needs of the senior client, as well as to promote mental stimulation to encourage self-initiated use of leisure time activities. Along with daily activities, special events, shows, and field trips are scheduled.

~ HEALTH SUPPORT SERVICES - Health Support Services is a comprehensive health maintenance program inclusive of core services such as: physical fitness, health, blood pressure screening, health assessment, monitoring of self-administered medication, nutrition, and health-related referral. Additionally, all staff is certified in first aid and CPR to assist in medical emergencies.

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

~ ADULT DAY CARE - The Adult Day Care Program is 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.



Community Services

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

~ **RESPIRE** - 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 & Referral Specialist/Social Worker, Counselor, and Health Support Services Coordinator. This specific group of staff members offers a wealth of knowledge and a wide range of areas of expertise. Events such as health fairs, social service fairs, crime prevention workshops, hurricane preparedness training, and speaking engagements are planned to provide education and service resources to older adults and their families.

~ **TRANSPORTATION** - The Transportation Administrator supervises this program. Transportation is provided or coordinated for residents 60 years of age and older without access to a vehicle and/or not holding a valid Florida driver's license. Service is available via advance reservation at the Senior Center site. Transportation services are provided for medical and dental appointments, pharmacies, social service agencies, supermarkets,

shopping malls, banks, post offices, center-sponsored field trips, as well as cultural and civic events. Community bus service is also provided to increase the number of destinations within the City limits that can be reached through public transit. Five Community buses run along two fixed routes (gold and green) serving many designated stops in western Pembroke Pines. In addition, ADA/Paratransit service Transportation Options (TOPS) 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 (TOPS). All van drivers possess a valid Florida commercial driver's license with passenger endorsement, special certifications, and are certified in first aid and CPR.

~ **SPECIAL PROGRAMS** - The Community Services Department hosts and sponsors several special programs. An on-site nutrition program is available to provide seniors with a hot meal meeting the one-third recommended daily allowance (RDA) requirements via the Broward County Meals on Wheels. Other programs include the Energy Assistance Program, and programs coordinated for the visually impaired, hearing impaired and handicapped person. The center also sponsors English For Speakers Of Other Languages (ESOL) classes provided by the Community School, and the Respite for Elders Living in Everyday Families Program that provides screened volunteers to facilitate respite for caregivers of homebound seniors. Intergenerational programming takes place on a daily basis at the center.

Budget Highlights

Through a partnership contract with the Veterans Administration, Recreational Outreach Programs will be offered once a month for six years.

The Sixth Antiques & Collectibles Show was held in the month of October. Over 50 dealers were present to make this fund raiser a huge success.

The appropriations associated with senior transportation were transferred to the Community Bus Program and will be financed with Local Option Gas Tax revenue. This includes the transfer of 7 Full-time and 2 Part-time Van Drivers.



Community Services

2006-07 Accomplishments

Purchased three mid-size, handicapped-accessible buses.

Replaced two obsolete time clocks with electronic models.

Purchased two copy machines. One for the Administration office and the other is for the Transportation Division.

Completed the sixth Antiques & Collectibles Show in the month of October. Over 50 dealers were present to make this fund raiser a huge success.

Community Services Performance Measures

Indicator	2004-05		2005-06		2006-07	2007-08
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Units of service [^]	247,390	*	249,834	229,464	243,041	212,535
Number of unduplicated clients	3,873	3,250	3,939	3,300	3,297	3,714
Effectiveness						
% of people who requested and received recreational services	100%	100%	100%	100%	100%	100%
Social service client hours per each senior (60+) in target area	1,228	*	1,096	*	1,198	1,547

* New measure - actual and /or goal unavailable.

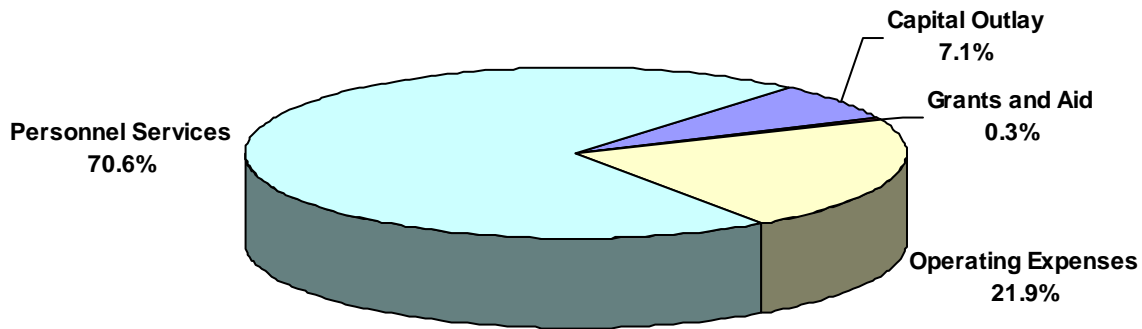
[^] Services covered by OAA Title IIIB and IIIE Grant

COMMUNITY SERVICES

Organizational Chart



Community Services - Expenditure Summary



Expenditure Category	FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Budget
Personnel Services				
Salaries	1,117,992	1,155,096	1,280,113	974,087
Benefits	481,251	508,027	626,294	609,900
Personnel Services Subtotal	1,599,242	1,663,122	1,906,407	1,583,987
Operating Expenses				
Utility Services	120,445	137,410	115,260	126,300
Travel Per Diem	2,130	2,029	4,500	-
Repair and Maintenance Services	111,390	135,756	118,558	60,970
Rentals and Leases	792	880	792	792
Publications and Memberships	3,597	3,662	3,092	875
Promotional Activities	5,479	7,920	11,700	3,500
Professional Services	-	-	300	-
Printing and Binding	720	3,868	1,150	1,300
Other Current Charges and Obligatio	3,503	2,999	4,400	3,500
Other Contractual Services	112,819	113,758	165,071	167,649
Operating Supplies	112,451	125,235	127,544	37,200
Office Supplies	7,295	6,095	8,000	6,000
Communication and Freight Services	25,611	29,476	31,000	33,000
Operating Expenses Subtotal	506,233	569,087	591,367	441,086
Capital Outlay				
Machinery and Equipment	-	186,597	192,850	-
Capital Outlay Subtotal	-	186,597	192,850	-
Grants and Aid				
Aids to Private Organizations	6,576	9,363	8,862	8,862
Grants and Aid Subtotal	6,576	9,363	8,862	8,862
Total	2,112,052	2,428,169	2,699,486	2,033,935

Community Services - Personnel Summary

Position Title		FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Budget
12007	Assistant Director Community S	1	1	1	1
12084	Community Service Director	1	1	1	1
12181	Division Director of Recreation	-	-	1	-
12224	L.P.N.	2	2	2	2
12510	Activities Specialist	1	1	1	1
12525	Administrative Assistant I	1	1	1	1
12526	Administrative Coordinator II	1	1	1	-
12543	Activities Coordinator	2	1	1	1
12559	Recreation Supervisor II	-	1	1	1
12562	Recreation Supervisor I	1	1	1	1
12630	Certified Nurses Aide	1.75	1.75	1.75	1.75
12684	Clerical Spec II	1	-	-	-
12685	Clerical Aide	-	-	1	1
12690	Clerical I/Custodian	1	1	1	1
12880	Van Driver	7	7	7	-
13487	P/T Seniors Aide	4	3	3	-
13495	P/T Recreation Aide	4	4	-	-
13548	P/T Senior Center Aide	1	1	1	1
13563	P/T Recreation Leader	1	-	4	4
13577	P/T C.N.A.	-	1	1	-
13590	P/T Van Driver - City	2	2	2	-
13602	P/T Recreation Specialist	1	2	2	2
13680	P/T Clerk Spec I	4	3	1	-
13681	P/T Clerk Spec II	-	-	3	5
13685	P/T Clerical Aide	-	1	-	-
13738	P/T Custodian	3	2	2	-
Total	Full-time	20.75	19.75	21.75	12.75
	Part-time	20	19	19	12



Senior Housing Rental

Mission

To provide affordable, secure, and enhanced housing to people 55 years of age and older.

Goals

To provide a professional, safe, and enjoyable living environment for people 55 years of age and older 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 55 years of age and older to stay independent.

Provide affordable housing; currently rentals are 50% below the market average.

Provide apartments with well laid out floor plans allowing for comfortable and safe housing.

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 shopping and the Southwest Focal Point Senior Center.

Major Functions and Activities

Currently consists of two housing projects in eastern Pembroke Pines and provides affordable housing for those 55 years of age and older.

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 residential clientele to easily access the Center's activities and services.

The newest addition, Pines Place, was built in 2005 and is comprised of two 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.

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 from the Pines Place location to the Southwest Focal Point Senior Center as well as weekly to the Pembroke Commons Shopping Plaza where they can purchase groceries and other necessities.

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

Budget Highlights

Maintain a high level of occupancy and create a waiting list to substantiate the demand for the building of future affordable housing facilities which are revenue generating.

Due to the success of the current two Towers at Pines Place, a third Tower consisting of 220 apartments is being constructed. The completion date is scheduled for December 2007.

The FY2008 budget will include no additional staff for Tower III.

Pines Place tenants will be transported to the South West Focal Point Center and the grocery store by the City's senior transportation buses instead of the Charter School buses.



Senior Housing Rental

2006-07 Accomplishments

Obtained a 95% rate of occupancy by year-end.

Generated \$9,000 from the flea market events, which helped to fund activities, events, and other special programs for the tenants.

Added an array of activities for the residents which included themed special events and seasonal activities.

Initiated and coordinated the opening of a Veteran's Office sponsored by Broward County to assist the tenants and our community.

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 \$6,996 in revenue annually.

Entered into a lease agreement with Dr. Bert J. Henkel, P.A., to provide medical services for the tenants and the community. This lease will generate \$4,944 in revenue annually.

Initiated and coordinated a full service salon to provide complete hair care services for the tenants and the community. This lease will generate \$3,180 in revenue annually.

Initiated and coordinated meetings between a social worker and tenants in an effort to provide information and referrals that would accommodate the tenant's needs.

Initiated and purchased a property management computer program that provides complete accounting capabilities, customized for property management and billing services.

Senior Housing Rental Performance Measures

Indicator	2004-05		2005-06		2006-07	2007-08
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Number of units occupied at Pines Point +	187	190	187	190	187	190
Number of units occupied at Pines Place ^	*	*	381	*	375	394
Effectiveness						
Average occupancy rate at Pines Point +	98%	*	98%	95%	98%	100%
Average occupancy rate at Pines Place ^	*	*	97%	*	95%	100%
Rental rate below market	Yes	Yes	Yes	Yes	Yes	Yes

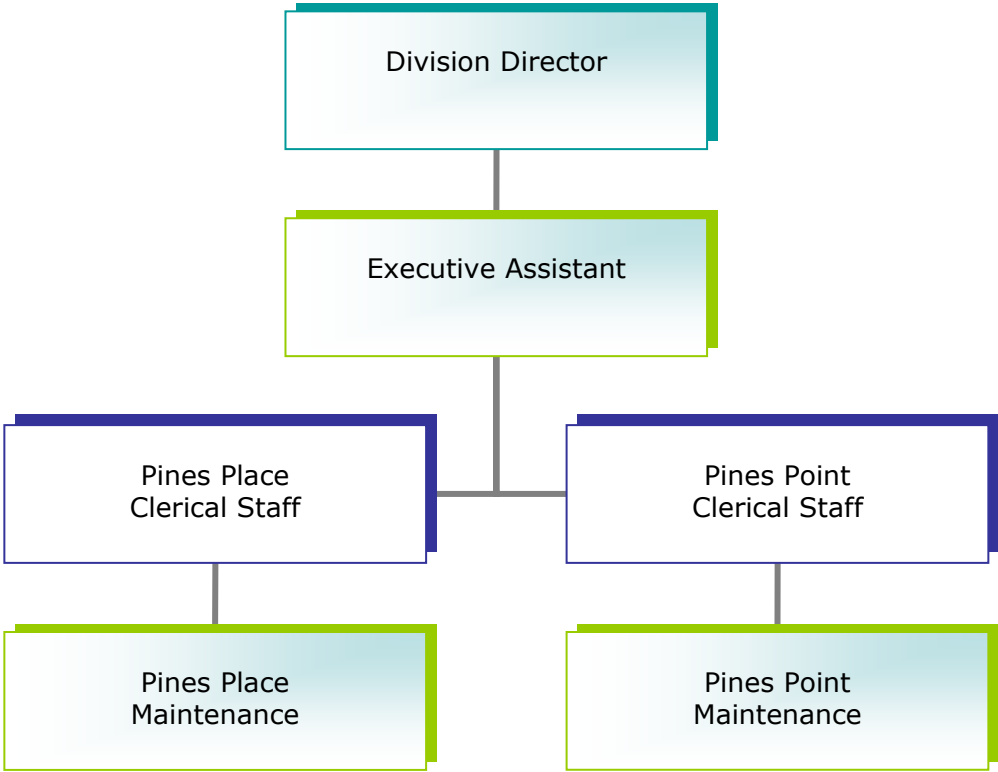
* New measure - actual and /or goal unavailable.

^ Pines Place opened Tower I in April 2005 and Tower II in July 2005

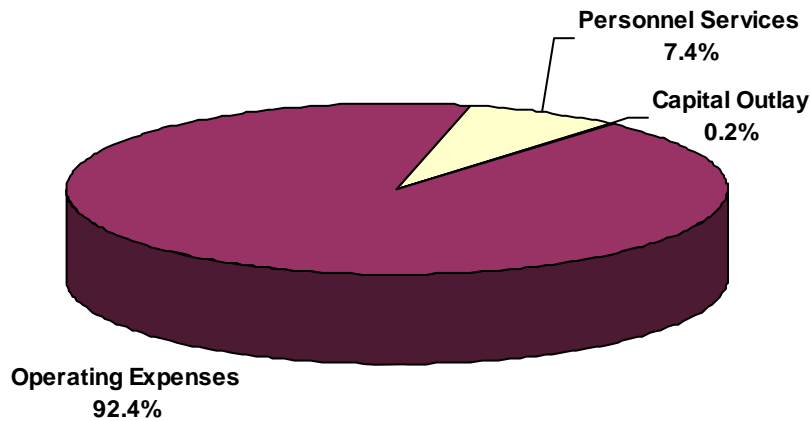
+ Information previously published in Community Services section

SENIOR HOUSING RENTAL

Organizational Chart



Senior Housing Rental - Expenditure Summary



Expenditure Category	FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Budget
Personnel Services				
Salaries	78,469	128,503	264,532	286,251
Benefits	72,467	60,404	82,915	180,010
Personnel Services Subtotal	150,936	188,907	347,447	466,261
Operating Expenses				
Utility Services	164,279	318,540	300,000	396,167
Travel Per Diem	595	-	3,632	600
Repair and Maintenance Services	114,693	144,484	147,734	173,300
Rentals and Leases	768,609	1,424,974	2,484,739	2,982,508
Publications and Memberships	-	-	300	500
Promotional Activities	11,140	1,377	7,500	10,000
Professional Services	557	3,401	7,000	10,500
Other Current Charges and Obligatio	-	-	430,421	595,885
Other Contractual Services	105,990	164,920	594,084	549,054
Operating Supplies	21,663	32,893	34,062	41,200
Office Supplies	3,991	4,766	5,000	6,000
Insurance	82,392	99,496	205,726	304,821
Communication and Freight Services	56,551	94,213	136,500	10,000
Operating Expenses Subtotal	1,330,460	2,289,066	4,356,698	5,080,535
Capital Outlay				
Machinery and Equipment	-	4,772	9,000	-
Capital Outlay Subtotal	-	4,772	9,000	-
Total	1,481,395	2,482,745	4,713,145	5,546,796

Senior Housing Rental - Personnel Summary

Position Title		FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Budget
12182	Division Director of Housing	-	1	1	1
12525	Administrative Assistant I	-	-	1	2
12534	Admin Property Coordinator	2	-	-	-
12601	Supervisor of Operational Servic	1	-	-	-
12679	Clerical Spec I	1	-	-	-
12685	Clerical Aide	-	1	1	-
12884	Executive Assist	-	-	1	1
Total	Full-time	4	2	4	4
	Part-time	-	-	-	-



Police

Mission

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

Goals

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

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

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

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

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

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

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

Department Motto – "Commitment to Serve".

Employees – Our people are our most valuable resource.

Objectives

ADMINISTRATION BUREAU:

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

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

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

Prepare and manage the departmental budget.

Work to provide safe school campuses.

Prepare and forward all arrest reports for filing with the State Attorney's office within 21 days of the arrest.

INVESTIGATIONS BUREAU:

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.

Locate and identify person(s) utilizing the Internet to prey upon and/or exploit children.

Review investigations of unresolved homicides that have occurred in previous years. The "Cold Case" detective can re-evaluate 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.

PATROL SERVICES DIVISION:

The Patrol Services Division 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, the K-9, Traffic, Bicycle, Dive Team, Honor Guard, and Service Aide



Police

Units continue to provide a highly effective and cohesive Division within the Police Department.

The main objectives of Uniform Patrol, supported by the other mentioned units, are to deter crime, enhance public safety, apprehend criminals, and make Officers available for service, as well as establishing 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.

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 is responsible for the protection of life and property through the enforcement of laws and ordinances. Their duties include: 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 six patrol areas and is comprised of fourteen 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. In most cases, Officers are assigned to permanent zones to give them a sense of

ownership. Officers look for the causes of neighborhood problems rather than just dealing with symptoms.

B) INVESTIGATIONS BUREAU:

The Investigations Bureau is comprised of five 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; to recover stolen property for return to the owners; and assists in the successful prosecution of defendants.

~ SPECIAL INVESTIGATIONS UNIT – This Unit obtains information via confidential informants and other means, which identifies locations and persons involved in illegal drug sales. Through surveillance and other covert methods, probable cause is developed, enabling the execution of search warrants. Illegal drugs are then confiscated and arrests are made. Any case requiring complete confidentiality and/or difficult surveillance would be assigned to the Special Investigations Unit. This Unit also participates in Multi-Agency Drug Task Forces comprised of federal, state, and local law enforcement agencies, which investigate large scale drug trafficking and money-laundering organizations.

~ SPECIAL OPERATIONS UNIT - This is a highly flexible plainclothes Unit, deployed based on current/timely crime analysis. This Unit focuses on crimes ranging from graffiti to robberies. The Special Operations Unit also participates in the Multi-Agency Gang Task Force (M.A.G.T.F.) 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.

~ YOUTH SERVICES UNIT – This Unit investigates crimes committed by juvenile offenders, and crimes committed against juveniles, such as neglect and/or sexual offenses. They also participate in the Law Enforcement Against Child Harm Task Force (L.E.A.C.H.). This multi-agency task force conducts intensive and proactive criminal investigations regarding the exploitation of children via computers/technology and the Internet.



Police

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

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

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 three Divisions: Community Services, Professional Standards, and Support Services.

1. - Community 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 (C.E.R.T.), newly formed Missing Persons Unit 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 - Consists of Officers who volunteer as coaches. PAL offers sports events and training classes for young people within the City. The program has targeted weekend, afternoon, and evening events with other PAL organizations.

~ POLICE EXPLORER PROGRAM UNIT - The Police Explorer Program is committed to educating youths about a career in law enforcement. Participants attend an Explorer Academy where they learn about

police procedures and participate in a ride-along program with Officers on patrol.

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

~ VICTIM ADVOCATE UNIT - Provides assistance to victims/witnesses by referring them to appropriate 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.

2. - 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.

~ 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.

~ 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 maintains records on the Field Training Officer Program as well as hosts training for other agencies.

3. - Support Services Division:

~ 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.



Police

~ 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.

~ 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.

~ 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

Eight full-time and one part-time vacant positions have been deleted.

The budget will include no educational reimbursements for staff members and no additional training opportunities for other members within the Department other than training that is required for vital licensing and/or certification. In addition, all scheduled replacements of capital equipment have been postponed.

At this point, we believe that there will be no apparent impact on the level of service provided by this Department. Although training has been curtailed, Officers will continue to receive all required training and additional training via grants/free classes.

Street level operations will continue at the current level by reassigning personnel from other areas of the agency when necessary. All units of the agency will be continuously evaluated throughout the year, to determine the most effective deployment of all personnel.

2006-07 Accomplishments

Hosted 7 DUI checkpoints and participated in another 6 in surrounding jurisdictions. All together, our police officers are responsible for making over 170 DUI arrest this year.

Issued over 2500 Safety Belt Violation citations as of June 30th, 2007. Traffic safety is a priority and statistics prove that seat belts save lives.

Installed a new Automated Fingerprint Identification System (AFIS) computer that allows us to directly examine latent fingerprints through the statewide data base facilitating a more complete and expeditious identification of criminal suspects.

Enacted Gang Resistance and Drug Education (GRADE) Program in all schools with emphasis on anti-bullying.

Purchased 51 marked and 4 unmarked patrol vehicles.

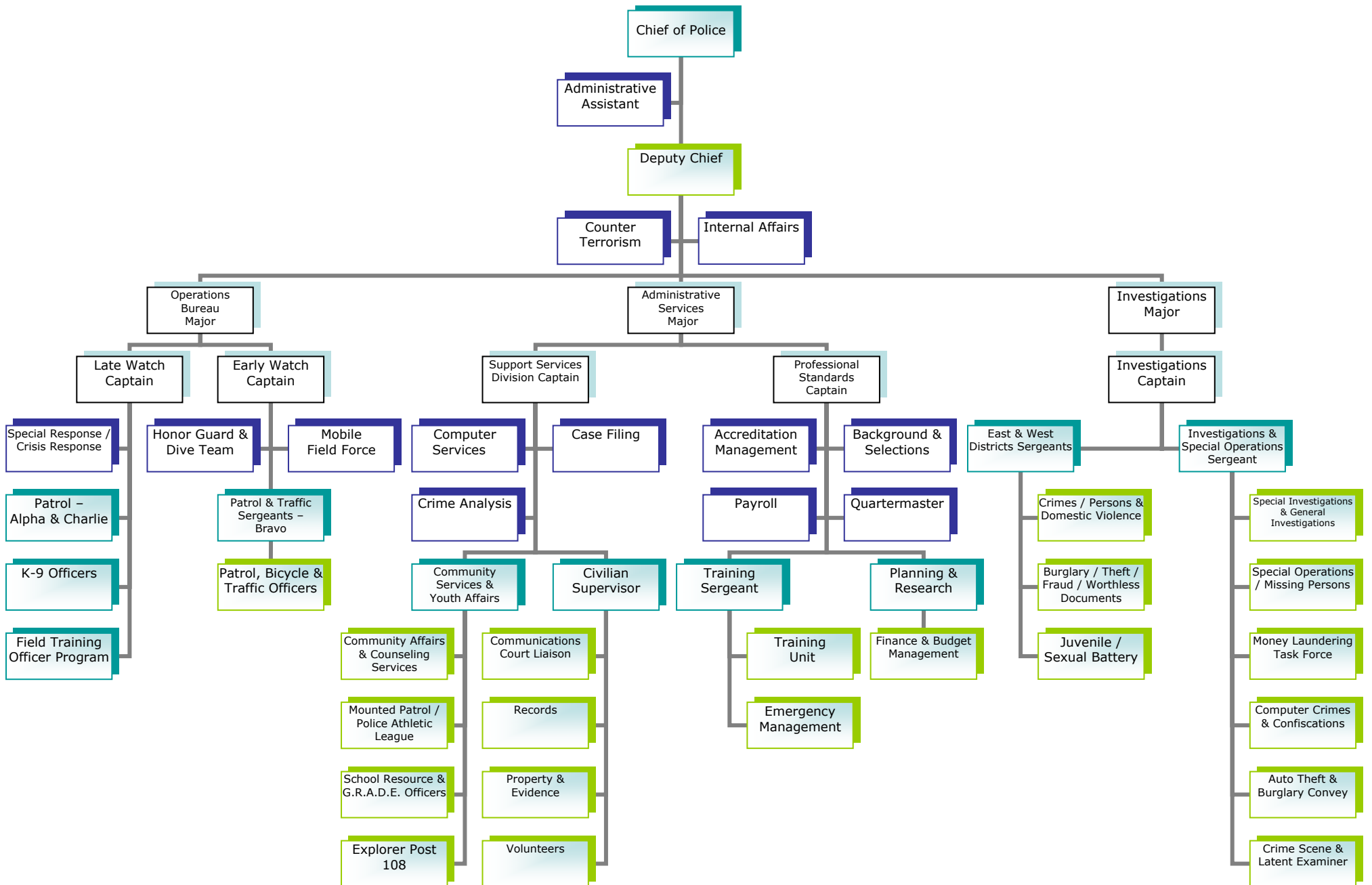
Police Performance Measures

Indicator	2004-05		2005-06		2006-07	2007-08
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Expenditures per resident population	\$216.98	\$214.36	\$226.11	\$222.92	\$257.62	\$310.15
Total calls for police service	102,631	110,000	100,746	110,000	110,000	110,000
Number of arrests	2,095	3,500	3,090	3,500	2,500	3,000
Traffic accidents	5,189	3,900	5,127	3,900	3,900	4,000
Traffic/parking citations	38,268	36,000	42,608	36,000	36,000	40,000
Number of patrol zones patrolled 24 hrs/day	14	14	14	14	14	14
Average calls for service per 1,000 resident population	677	730	663	730	730	730
Effectiveness						
% of felony cases filed at the office of the State Attorney within 21 days	45%	98%	30%	98%	98%	40%
Clearance rate Part I offenses ^	22%	26%	21%	26%	26%	26%
Felony arrests per calls for service	2%	3%	3%	3%	3%	3%
% of arrests at sobriety check points	0.8%	2.0%	1.8%	2.0%	2.0%	2.0%
Traffic accidents per citation issued	14%	11%	12%	10%	10%	10%
Crime Rate per 100,000 for the following types of offenses:						
Murder	4	0	2	0	0	0
Forcible rape	11	22	13	22	22	20
Robbery	62	111	129	109	100	100
Aggravated assault	148	259	233	253	250	250
Burglary	490	607	836	594	595	600
Larceny	2,140	3,157	3,254	3,093	3,000	3,000
Motor vehicle theft	282	468	458	459	400	400
Crime index	4,771	4,700	4,925	4,700	4,700	4,700
Crime rate (per 1,000)	31.0	34.0	32.0	34.0	34.0	34.0
Efficiency						
Expenditures per resident population	\$216.98	\$214.36	\$226.11	\$222.92	\$257.62	\$310.15

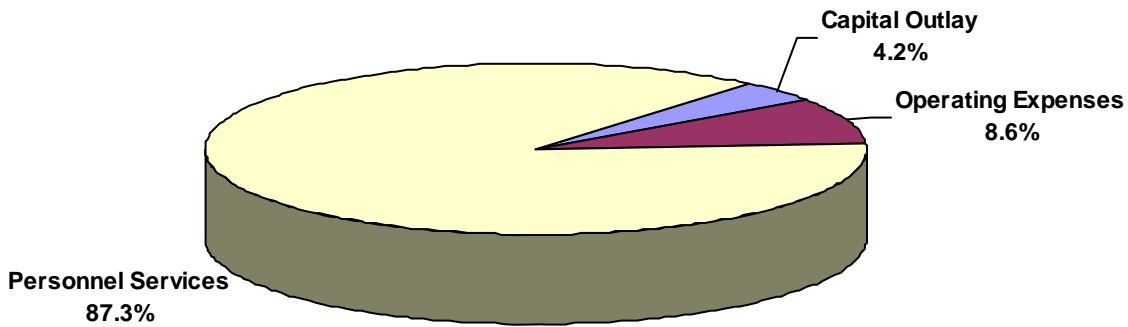
^ Consists of homicides, rapes, robberies, assaults, burglaries, auto thefts, and larcenies.

POLICE

Organizational Chart



Police - Expenditure Summary



Expenditure Category	FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Budget
Personnel Services				
Salaries	18,946,471	19,944,500	21,232,112	22,522,229
Benefits	9,488,436	10,307,388	14,595,278	19,045,854
Personnel Services Subtotal	28,434,907	30,251,888	35,827,390	41,568,083
Operating Expenses				
Utility Services	112,539	140,955	117,000	137,500
Travel Per Diem	115,436	90,982	102,900	35,650
Repair and Maintenance Services	588,503	489,721	785,643	632,743
Rentals and Leases	85,333	82,611	91,490	86,720
Publications and Memberships	25,417	15,749	18,255	8,595
Professional Services	121,697	138,716	162,050	134,720
Printing and Binding	7,559	5,982	8,750	5,605
Other Current Charges and Obligatio	30,843	20,741	51,600	45,900
Other Contractual Services	706,093	532,602	664,151	665,001
Operating Supplies	1,023,538	1,164,788	1,154,506	1,145,612
Office Supplies	62,444	57,282	71,500	35,000
Communication and Freight Services	141,606	318,153	300,200	331,900
Operating Expenses Subtotal	3,021,009	3,058,281	3,528,045	3,264,946
Capital Outlay				
Machinery and Equipment	792,827	1,005,154	1,619,095	-
Improvements Other Than Buildings	3,340	-	20,000	-
Buildings	-	52,112	67,888	-
Capital Outlay Subtotal	796,167	1,057,266	1,706,983	-
Total	32,252,084	34,367,435	41,062,418	44,833,029

Police - Personnel Summary

Position Title		FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Budget
12045	Police Chief	1	1	1	1
12046	Deputy Police Chief	-	-	1	1
12093	Police Service Aid	16	20	20	17
12095	Background Assistant	1	1	1	1
12115	Police Captain	5	5	5	5
12174	Division Major	1	1	3	3
12204	Communication Specialist Super	3	3	3	3
12205	Communication Specialist	17	12	12	14
12425	Police Officer	206	212	212	205
12455	Planning/Research Supervisor	1	1	1	1
12456	Quartermaster	-	1	1	1
12457	PAL Director	-	1	1	1
12458	Accreditation Manager	-	1	1	1
12459	Assistant Quartermaster	-	-	-	1
12467	Property Evidence Technician	3	3	2	2
12468	Property Supervisor	1	-	1	1
12528	Administrative Assistant II	1	1	1	1
12552	Budget Analyst	1	1	1	1
12603	Support Services Coordinator	1	1	1	1
12631	Crime Scene Technician	5	5	5	5
12651	Programmer Analyst II	1	1	1	1
12652	Programmer/Analyst I	1	1	1	1
12655	Sergeant	30	30	31	31
12684	Clerical Spec II	17	18	19	18
12685	Clerical Aide	1	1	1	1
12729	Division Commander	3	3	-	-
12730	Court Liaison Specialist	1	1	1	1
12735	Assistant Crime Analyst	1	1	1	1
12736	Crime Analyst	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
12914	Family Crisis Coordinator	1	-	-	-
12932	Grant Writer/Researcher	1	-	-	-
13681	P/T Clerk Spec II	3	3	2	1
Total	Full-time	324	330	332	324
	Part-time	3	3	2	1



Fire Control - Ambulance Rescue - Building

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 built, safe occupancies conforming to the Building Code.

Objectives

The Pembroke Pines Fire Rescue & Building Department budget encompasses the following five Divisions:

- Fire Control
- Ambulance Rescue
- Building
- 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, domestic preparedness, and building construction techniques for all employees, 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 that coveted rating.

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

AMBULANCE RESCUE DIVISION:

To save lives.

To maintain emergency response times below 5 minutes for 95% of emergency calls.

To continue extensive training in rescue techniques for all employees using both academic and practical skills to measure the employee's level of effectiveness. This will ensure the Department personnel's state of readiness for any emergency that may present itself.

BUILDING DIVISION:

Comply with mandatory inspection guidelines established by the Broward County Board of Rules and Appeals.

Ensure high-quality inspections by maintaining appropriate field inspector workloads.

Provide plan review and permit processing in the manner and time frame as required by the Building Code.

Use of overtime only when absolutely necessary or when applicants pay additional fees for special services.

Continue office automation through equipping field inspectors with computers, utilizing high-speed scanners to reduce paper, and better categorizing building documents.

Assure quality of electronic products (achieve 99% accuracy, through continuous scanning, quality assurance checks, and training).

Continue to protect residential consumers in Pembroke Pines from unlicensed contractors.

Provide information to homeowners about "Notice of Commencement". Required by Florida Statutes, the Notice of Commencement gives formal permission by the property owners for construction to begin. Also, the law requires that the owner has been provided



Fire Control - Ambulance Rescue - Building

with information regarding protection from having to pay twice if the general contractor has not paid subcontractors and/or suppliers.

Verify licenses, insurance, and registration requirements for contractors as required by State, County, and Municipal codes.

Provide high-quality professional service.

Continue to educate and train employees on changing construction codes and effective enforcement tactics.

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 follow up inspections to assure that the integrity of life safety is maintained.

Provide public education to our citizens to develop their awareness of preventing and reacting to fires.

Conduct fire investigations to determine the cause of fires and to establish public education focus areas.

Provide all personnel with advantageous training and education to optimize service to the community.

COMMUNICATIONS DIVISION:

Provide high quality service to the citizens, Fire and Police Departments of Pembroke Pines.

Maintain 911 line answer time to be less than 10 seconds in 90% of the total number of 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 Citywide state of readiness.

Stay informed of situations in surrounding jurisdictions so as to be prepared to deal with any subsequent impact to 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, and Building Department 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 and mitigating 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.

Non-emergency transport service.

~ COMMUNICATIONS DIVISION - In serving as the link between callers requesting emergency assistance and the units who respond, the Communications



Fire Control - Ambulance Rescue - Building

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 to enhance the Fire Department's Mission. This includes Computer Aided Dispatch (CAD), Enhanced 911, Mobile Data Communications with filed units, and Automated Vehicle Locating (AVL).

~ RESCUE DIVISION - Manages the delivery of Emergency Medical Services provided by our Fire Department.

Emergency medical care is provided by Firefighters who are also licensed as Emergency Medical Technicians and Paramedics. All Emergency Medical Services are under the direction of a physician trained in Emergency Medicine, who provides overall medical direction of our Department's medical operations.

Provide Advanced Life Support with each of our fire rescue vehicles that operate from six fire stations, including all ambulances and fire apparatus. Respond to medical emergencies with three crewmembers trained in the latest medical treatment standards and procedures. The crews staffing our Advanced Life Support vehicles possess the very latest diagnostic equipment and treatment skills available to the pre-hospital industry.

Constantly update medical equipment, procedures and therapies in order to keep pace with ongoing improvements in medical technology and research. Our Division prides itself on the fact that we are able to provide our residents with cutting-edge emergency medical care.

~ FIRE PREVENTION DIVISION - Enforces the requirements of the Florida Fire Prevention Code, 2001 Edition, and 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 Bureau.

~ 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 the emergency response equipment is always ready to respond through the supervision of our own Emergency Equipment Repair Facility. Most departmental purchasing is handled here also.

~ 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. Our Fire Department was NIMS compliant by December 2006. We completed two seven-week recruit training classes and ten in-service monthly training modules for a total of 82,263 training hours.

~ BUILDING INSPECTION DIVISION - Administered by the Fire Department and is responsible for the enforcement of the Building Code including structural, electrical, plumbing, and mechanical review, as well as coordination with Fire Prevention for fire plan



Fire Control - Ambulance Rescue - Building

review and inspection. Plans Examiners ensure that approved plans comply with all appropriate regulatory codes and ordinances, while Inspectors ensure that actual construction is completed as shown on approved plans. Fees collected by the Building Division are reinvested in additional training and technology for the review and inspection process to ensure timely and accurate services.

Budget Highlights

The Fire Protection Special Assessment rates for residential property have remained at the current level of \$74.98 per residential unit since the inception on August 7, 1996. The rate schedule previously established by the Government Services Group, Inc. study, dated June 2004, would have provided 49.23% of the Fire Control Budget net of a 4% discount. In light of the loss of Ad Valorem Revenue, the Commission decided to increase the rates by 104.7% (to \$153.48 per residence) to fund 100% of the Fire Control cost. Please refer to page 7-18 for calculation of the Fire Protection Special Assessment.

Improve dispatch services through improved facilities and increase number of dispatchers.

Continue strong customer service and community-oriented public education programs.

Continue offering the successful Citizens Fire Academy Program to residents.

Maintain effective emergency operations from the six stations and numerous emergency response vehicles.

The budget does not include funding for educational reimbursement, travel, conferences, competitive events and/or external training except for mandatory recertification requirements.

The specific impact to the community from budget cuts will be reduced promotional activities and presentations. However, there will be no apparent impact on the level and quality of service provided.

The largest capital expenditures budgeted for FY2008 are for the purchase of one Fire Engine (\$475,000) to replace an existing Fire Engine scheduled for retirement, for improvements and upgrades to the Fire Training Facility (\$950,000), and for refurbishment of administrative offices and responders areas at Fire Station 69 (\$200,000).

Maintain ISO requirements for Class I rating which provides lower insurance costs for residents.

Continue fire investigations to determine the cause in order to prevent future occurrences.

One vacant full-time position (Dispatch Supervisor) and one vacant part-time position (P/T Clerical Spec II) were deleted from the FY2008 budget.

2006-07 Accomplishments

Increased the number of fire suppression personnel and added one additional aerial platform in service to meet ISO Class 1 requirements.

No fires of public note.

Taught fire safety to nearly 29,000 residents through public education.

Obtained first place in motor vehicle extrication and advanced life support competitions.

Conducted more than 80,000 firefighting training hours.

Purchased a new fire engine, two new rescue ambulances and a new Rescue Supervisor vehicle, all to replace older units identified for retirement.

Purchased new bunker gear meeting new, stringent National Fire Protection Association (NFPA) requirements.

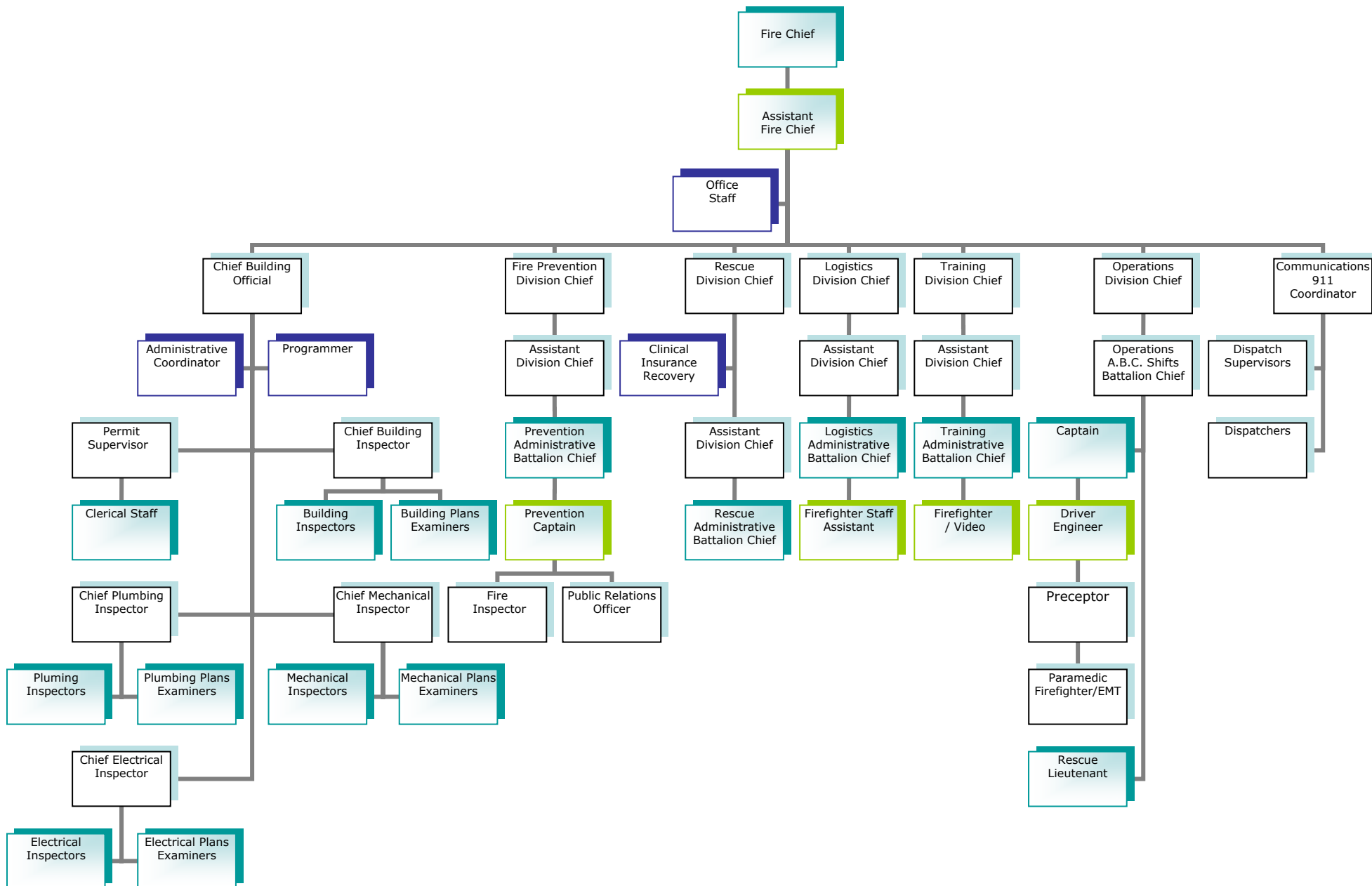
Renovated Station 99 and Station 101 Dispatch Center; both projects will improve service to the City.

Fire Control - Ambulance Rescue - Building Performance Measures

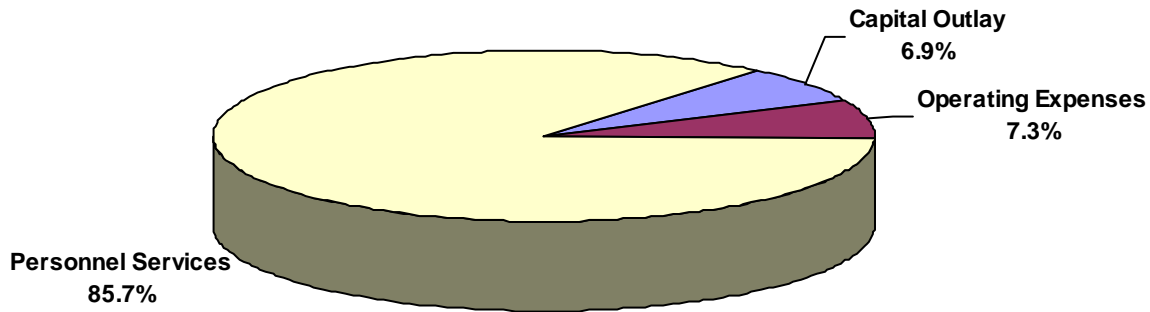
Indicator	2004-05		2005-06		2006-07	2007-08
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Training hours for emergency response personnel	76,592	72,000	82,263	78,000	78,000	82,300
Number of public education classes	159	130	113	200	200	115
EMS calls answered	17,851	17,360	18,358	17,500	17,750	18,300
Inspections/8 hour day/inspector	18	18	6	15	18	16
Fire calls answered	257	300	224	300	300	300
Average number of days for initial plan review of the following items:						
1) Single family homes (master and custom)	13	13	11	12	12	12
2) Residential alterations	6	13	6	6	6	6
3) Commercial (interior completions/remodels)	15	15	9	10	12	11
4) Residential pools	3	10	3	3	3	3
5) Small jobs (fences, shutters, etc.)	2	2	2	2	2	2
6) Screen enclosures	3	3	2	2	2	2
Effectiveness						
Effectiveness of ISO planning program	100%	100%	100%	100%	100%	100%
% of calls responded to within 6 minutes	88.0%	90.0%	91.6%	90.0%	90.0%	92.0%
% of information mailers sent to property owners for jobs with building permit construction value over \$2,500. (regarding mechanics lien law)	100%	100%	100%	100%	100%	100%
% of permit applicants not exempt that are checked for licenses and insurance	100%	100%	100%	100%	100%	100%
% of total new jobs electronically processed	97%	50%	95%	91%	97%	98%
Level of scanning accuracy achieved (based on sample inspected)	99%	99%	99%	99%	99%	99%
Number of public participants in safety education classes.	28,778	27,000	27,186	29,000	29,000	30,000
Efficiency						
Average unit response time from en route to arrival (in minutes)	3.27	*	3.4	4	4	4
Average response time from receipt of Broward Sheriff's Office call to dispatch of units (in seconds)	27	*	26	30	30	30
% of dispatch processing time less than 1 minute	97.32%	*	97.40%	99.00%	99.00%	99.00%
% of unit response time less than 6 minutes	92.64%	*	91.60%	90.00%	90.00%	90.00%
% of buildings that received annual pre-fire plan surveys	100%	*	100%	100%	100%	100%

* New measure - actual and /or goal unavailable.

FIRE CONTROL – AMBULANCE RESCUE – BUILDING Organizational Chart



Fire Control - Ambulance Rescue - Building - Expenditure Summary



Expenditure Category	FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Budget
Personnel Services				
Salaries	19,974,357	21,739,568	22,791,140	23,874,603
Benefits	10,411,857	11,866,856	15,012,316	19,167,957
Personnel Services Subtotal	30,386,213	33,606,423	37,803,456	43,042,560
Operating Expenses				
Utility Services	175,289	218,824	187,300	222,870
Travel Per Diem	64,188	107,069	170,689	7,097
Repair and Maintenance Services	596,972	633,838	796,089	744,999
Rentals and Leases	188,748	195,903	156,896	156,100
Publications and Memberships	13,029	11,248	15,528	8,500
Promotional Activities	14,166	10,098	17,677	5,350
Professional Services	144,508	138,582	150,600	159,645
Printing and Binding	8,416	8,770	13,268	11,655
Other Current Charges and Obligatio	450,613	292,491	329,173	316,102
Other Contractual Services	218,132	253,265	335,198	225,976
Operating Supplies	564,021	736,462	775,027	673,314
Office Supplies	47,893	60,549	74,827	71,023
Insurance	-	192	1,688	1,688
Communication and Freight Services	165,060	155,608	207,822	187,803
Operating Expenses Subtotal	2,651,035	2,822,899	3,231,782	2,792,122
Capital Outlay				
Machinery and Equipment	328,280	1,366,355	2,082,128	831,648
Library Materials	-	-	3,560	1,500
Improvements Other Than Buildings	-	-	13,500	-
Buildings	420	-	951,500	1,150,000
Capital Outlay Subtotal	328,700	1,366,355	3,050,688	1,983,148
Total	33,365,948	37,795,677	44,085,926	47,817,830

7 - 16 **Fire Control - Ambulance Rescue - Building - Personnel Summary**

Position Title	FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Budget
12010 Insurance Clerk	1	1	1	1
12013 Inspector	19	16	14	11
12082 Chief Building Official	1	1	1	1
12099 Battalion Chief - PM	7	6	6	6
12109 Administrative Supervisor	1	1	1	1
12130 Fire Chief	1	1	1	1
12172 Assistant Division Chief	4	4	4	4
12282 Micro Computer Specialist I	1	1	1	1
12284 Micrographic Technician I	1	1	1	1
12435 Permit Supervisor	1	1	1	1
12463 Preceptor	28	28	28	28
12465 Programmer	1	1	1	1
12524 Administrative Coordinator I	1	1	1	1
12526 Administrative Coordinator II	1	1	1	1
12528 Administrative Assistant II	1	1	1	1
12535 Assistant Fire Chief	1	1	1	1
12575 Rescue Lieutenant	6	6	6	6
12598 Plans Examiner	9	10	10	10
12607 Captain - P/M	28	28	28	28
12608 Fire Captain	9	9	9	9
12620 Cashier II	1	1	1	1
12646 Communication 911 Coordinator	1	1	1	1
12651 Programmer Analyst II	2	2	2	2
12652 Programmer/Analyst I	1	-	-	-
12658 Chief Building Inspector	1	1	1	1
12660 Chief Mechanical Inspect	1	1	1	1
12662 Chief Electrical Inspector	1	1	1	1
12668 Chief Plumbing Inspector	1	1	1	1
12679 Clerical Spec I	3	2	1	1
12684 Clerical Spec II	9	10	11	10
12685 Clerical Aide	4	4	4	4
12788 Division Chief	5	5	5	5
12814 Dispatch Supervisor	4	4	4	3
12815 Public Safety Dispatcher	14	14	14	22
12835 Driver/Engineer	13	13	13	13
12836 Driver Engineer - P/M	20	24	24	24
12912 Fire Inspector/PM	3	3	3	3
12915 Firefighter/EMT	48	57	57	57
12918 Firefighter/PM	51	47	47	47
12925 Fire Inspector	1	1	1	1
12931 Prevention Battalion Chief	1	-	-	-
12934 Administrative Battalion Chief	2	3	3	3
12936 Fire Prevent Adm Battalion Chie	-	1	1	1

Fire Control - Ambulance Rescue - Building - Personnel Summary

Position Title		FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Budget
13474	P/T Courier/Custodian	1	1	1	1
13505	P/T Micro Technician I	3	1	1	-
13680	P/T Clerk Spec I	1	1	1	1
13681	P/T Clerk Spec II	8	4	4	3
Total	Full-time	309	315	313	316
	Part-time	13	7	7	5

**City of Pembroke Pines
Fire Protection Special Assessment Calculation
Adopted Budget 2007-2008**

Total Fire Control & Fire Prevention Expenditures

Personnel Expenses	\$ 17,357,193
Operating Expenses	1,144,266
Capital Expenses	1,914,556

Total Fire Control & Fire Prevention Expenditures **\$ 20,416,015**

LESS Fire Control Related Revenues:

Fire Insurance Premium Tax	\$ 1,052,000
Firefighter Supplemental Compensation	59,968
Fire Detail	9,000
Fire Equipment Assessment	64,568
Interim Fire Protection Assessment	30,000

Total Fire Control Related Revenues **(1,215,536)**

LESS Fire Prevention Related Revenues:

Annual SSA Inspection Fee	\$ 97,146
Annual Fire Inspection Fee	300,000
Life Safety Plan Reviews	125,000
False Alarm Fee	10,000

Total Fire Prevention Related Revenues **(532,146)**

Expenditures, net of Fire Control Related Revenues **\$ 18,668,333**

% Funded by Net Fire Assessment

100%

Net Fire Assessment Collection **\$ 18,668,333**

delinquencies **5.0% 982,544**

Assessable Fire Protection Costs **\$ 19,650,877 100%**

Less: Costs apportioned to exempt properties * **(2,161,596) 11%**

Gross Assessment Roll from Property Appraiser **\$ 17,489,281 89%**

*** Calculation of Exempt Properties based on June 2004 GSG Report (page 23)**

Exempt property funded from other legally available funds	\$ 1,533,995
Total assessable cost	\$ 13,950,230
Portion funded from other legally available funds	11%



Public Services Department

Mission

To ensure that all municipal infrastructure is 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

The Department is responsible for the effective administration of multiple fiscal funds required to provide high quality services to the citizens of Pembroke Pines.

Provide funding to continue the Department's efforts in delivering high quality services. While municipal construction projects continue to dominate the budget, other projects include buildings support and major improvements to the utility infrastructure.

Ensures that City-owned buildings, roadways, drainage systems, and utility infrastructure are maintained to standards of the highest quality. Budget funding will provide fiscal resources necessary to continue to maintain the City's building and infrastructure to these standards.

Continue work on the Water Plant expansion upgrade to include emergency power generation.

Other projects include the administration of the \$100,000,000 General Obligation Bond initiative. 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 budget will include the elimination of educational reimbursements for staff members pursuing Bachelors and Masters degrees, no additional training opportunities for staff within the department other than training that is required for vital licensing and/or certification, no overtime for contractual employees, and a reduction of approximately 13% of all repair and maintenance accounts.

The Public Service Department's level of service requires constant flexibility based on the needs of the City and its citizens. This flexibility requires a 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.

22.5 vacant full-time positions and 2 vacant part-time positions were deleted from the FY2008 budget.



Public Services Department

2006-07 Accomplishments

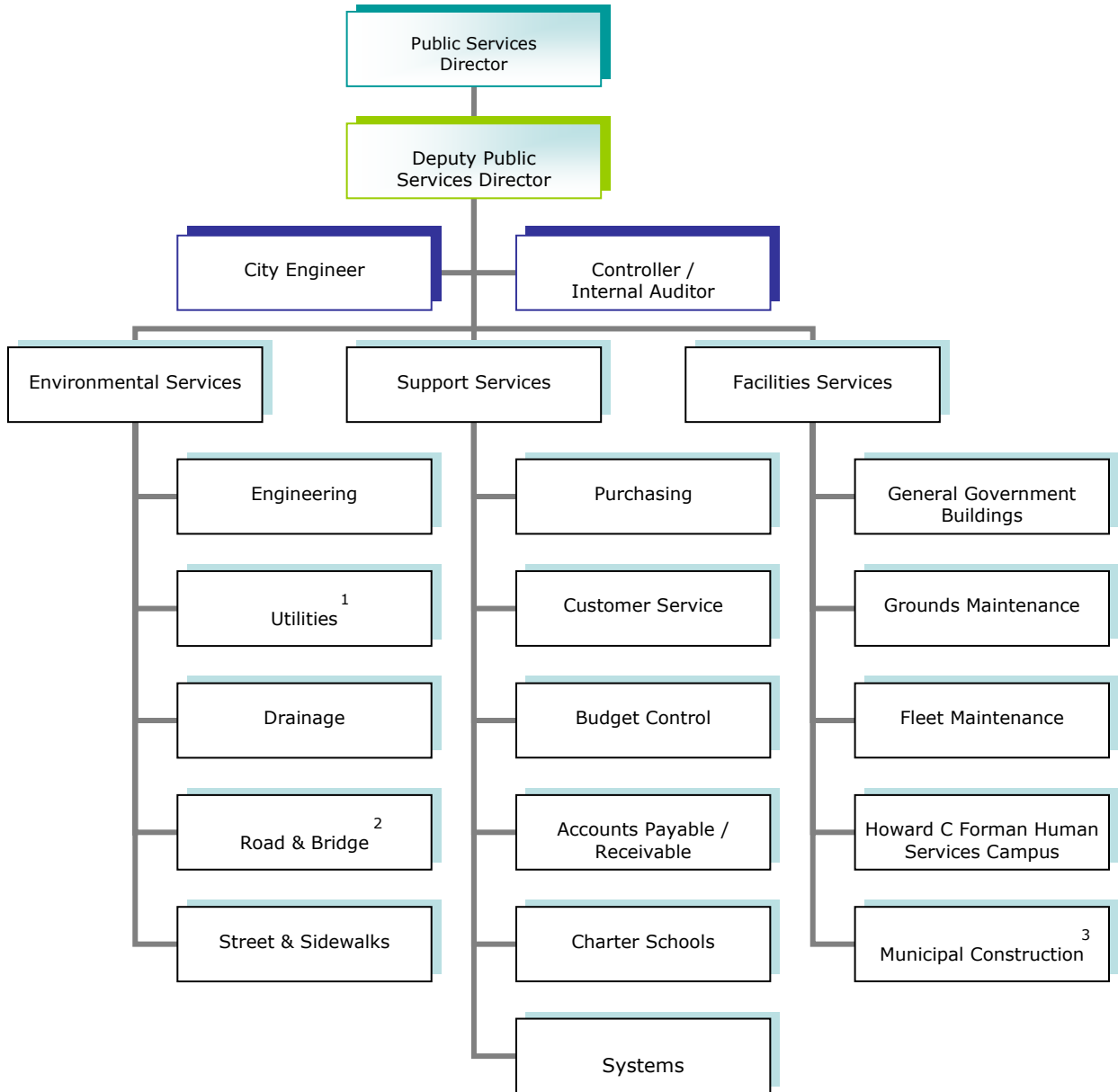
The cleanup efforts from Hurricanes Katrina and Wilma are in the final stages. It has been over a year since these storms devastated the City's landscape and damaged some of its infrastructure. This Department has diligently worked to bring the City's tree canopy back to its pre-hurricane levels and make necessary repairs to the infrastructure. This Department has also coordinated with FEMA to secure federal reimbursement for the cleanup costs related to each storm.

Secured a \$992,792 grant to assist with the purchase of the Pembroke Pines Preserve Annex.

Additional departmental accomplishments are detailed within each division's narratives.

PUBLIC SERVICES DEPARTMENT

Organizational Chart



- 1. Please see Enterprise Fund (Section 14) for more details.
- 2. Please see Special Revenue Fund (Section 11, page 11-1 to 11-4) for more details.
- 3. Please see Capital Projects (Section 13) for more details.



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 the computerized mapping of all grease traps located throughout the City.

Continue the computerized mapping of all private sewer-pumping stations throughout the City.

Construct the second source of water for the annexed areas north of Sheridan Street.

Continue to clean and inspect drainage systems within the City that are 15 years old or older.

Continue the administration and required inspections associated with the National Pollutant Discharge Elimination System (NPDES) permit.

Continue the computerized mapping of drainage systems throughout 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

Oversight of the construction of Sheridan Street from 196 Avenue to 172 Avenue, 184 Avenue between Pembroke Road and Pines Boulevard and the traffic flow improvements for Pines Boulevard between Palm Avenue and Douglas Road.

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.



Environmental Services (Engineering)

Continue to do traffic studies as requested by residents and the Police Department.

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

Inspect all the construction projects to ensure they meet the sedimentation and erosion control requirements of the NPDES permit for the City.

Deleted four (4) vacant positions.

2006-07 Accomplishments

Continued to repair sidewalks and curbs damaged by Hurricane Wilma.

Modified the 129th Avenue/Flanagan High School median.

Modified the Flamingo Road/Memorial Hospital median.

Continued to repair City sidewalks, construct new sidewalks, and provide concrete curbing and pedestrian ramps at various locations throughout the City.

Continued to inspect street lights at night to ensure proper operation throughout the City.

Continued to inspect commercial parking lots throughout the City to ensure compliance with the parking lot maintenance ordinance.

Continued to operate a tree removal program to ensure compliance with the recently modified landscape ordinance.

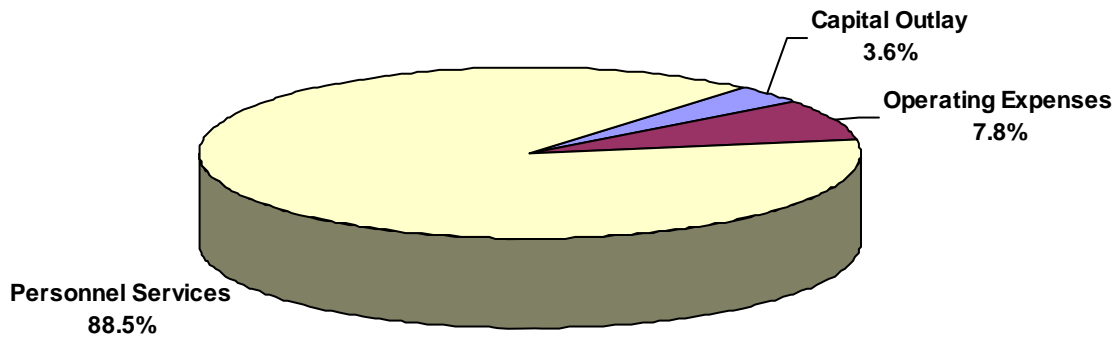
Environmental Services (Engineering) Performance Measures

Indicator	2004-05		2005-06		2006-07	2007-08
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Permits issued	200	150	96	200	200	100
Linear feet of traffic guardrail installed	+ 0	1,500	600	300	300	300
Linear feet of sidewalk replaced	4,500	6,500	4,800	4,900	5,000	2,500
Linear feet of curbing installed	1,500	3,000	800	1,500	1,000	500
Inspections conducted	7,000	7,000	7,200	7,000	7,000	7,000
Utility location tickets processed	7,400	9,000	7,464	7,000	7,000	7,000
Effectiveness						
% completion of the computerized base map for drainage system in the eastern portion of the City	* 60%	60%	60%	75%	80%	70%
% of projects designed, bid and constructed on time and on budget	100%	100%	100%	100%	100%	100%
% completion of the computerized map of existing grease traps throughout the City	33%	25%	35%	50%	60%	40%
Efficiency						
Inspections conducted per engineer inspector	1,400	1,500	1,550	1,400	1,400	1,550

+ Although no new guardrails were installed, an unspecified number were replaced.

* Due to resources being shifted to new, GO bond-funded projects, no additional work has been done on the computerized drainage maps since 2003-04. Mapping work is expected to resume once the new projects have been completed some time during FY08.

Environmental Services (Engineering) - Expenditure Summary



Expenditure Category	FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Budget
Personnel Services				
Salaries	374,930	387,315	433,063	452,962
Benefits	338,726	233,929	298,678	302,816
Personnel Services Subtotal	713,656	621,244	731,741	755,778
Operating Expenses				
Travel Per Diem	36	1,235	-	-
Repair and Maintenance Services	15,375	16,549	20,285	18,000
Rentals and Leases	260	245	1,000	500
Publications and Memberships	316	214	1,000	-
Professional Services	-	-	1,000	2,000
Other Contractual Services	5,764	4,282	8,216	6,500
Operating Supplies	12,992	15,392	23,000	21,000
Office Supplies	3,311	3,759	8,284	6,500
Communication and Freight Services	846	731	2,000	1,000
Operating Expenses Subtotal	38,899	42,407	64,785	55,500
Capital Outlay				
Machinery and Equipment	-	-	30,000	-
Capital Outlay Subtotal	-	-	30,000	-
Total	752,555	663,651	826,526	811,278

Environmental Services (Engineering) - Personnel Summary

Position Title		FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Budget
12009	Assistant Director of Public Serv	0.5	0.5	0.5	0.5
12189	Landscape Technician	2	2	2	2
12500	City Engineer	-	-	-	0.5
12597	Supervisor Of Landscape Servic	2	2	2	2
12667	Chief Engineering Inspector	1	1	1	1
12679	Clerical Spec I	1	1	1	1
12770	Engineer Inspector	3	3	3	2
12774	Engineer	1	1	1	-
12831	CADD Operator	2	2	2	1
12877	Engineering Intern	1	1	1	-
13681	P/T Clerk Spec II	1	1	1	1
Total	Full-time	13.5	13.5	13.5	10
	Part-time	1	1	1	1



General Government Buildings

Goals

To provide the supervision of the design, bidding and construction of all municipal building projects. This section provides continuous construction management support for new Capital Improvement Projects within the City including recreational park facilities, the school construction program, the Senator Howard C. Forman Human Services Campus, and Community Services.

To repair and maintain existing properties and facilities. Skilled trades people are charged with the responsibilities of providing expeditious response time related to emergency repairs of City structures and support systems. Additionally, operational viability of all City facilities is ensured via routine maintenance service. Optimum space utilization of older facilities is achieved through an aggressive remodeling program.

Objectives

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

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

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

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

Provide services required for maintenance of City vehicles and machinery.

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

Major Functions and Activities

Develop and estimate municipal building projects.

Execute municipal building project permitting and construction.

Maintain safety-related regulatory requirements for all municipal buildings.

Maintain all fire alarms for municipal buildings.

Respond to all after-hours emergency calls related to municipal buildings.

Budget Highlights

Continue to manage the construction schedule for various City buildings and facilities.

Continue to maintain all existing City buildings utilizing the most cost effective methods possible.

Continue to manage the City's construction schedule. Projects include roadway expansion, educational facilities, public safety buildings, recreational facilities, and utility system upgrades.

Continue the development of the Howard C. Forman Human Services Campus to include the completion of Tower III at Pines Place Senior Assisted Living facility.

Continue to assist with construction management services for Children's Harbor, a non-profit children's shelter that is building a new residential campus, consisting of six buildings, on 7.4 acres of city owned land in the western section of the City.

Continue to provide construction and administration services related to municipal construction projects associated with the \$100,000,000 general obligation bond issue. Some of the projects include park improvements, transportation upgrades and expansion in major City thoroughfares, and open space purchases.

2006-07 Accomplishments

Provided staffing and logistical support for all City functions.

Managed the completion of the commercial kitchen, the construction commencement of the third Pines Place Senior Housing facility, and several other projects at the Senator Howard C. Forman Human Services Campus.

Managed the construction of several roadway and parking lot expansion and renovation projects



General Government Buildings

throughout the City. Projects included the widening of Pines Boulevard, Sheridan Street, 172nd Avenue, and 184th Avenue.

Continued managing construction at the Children's Harbor Complex.

Oversaw the completion of the Steven Josias Equestrian Park.

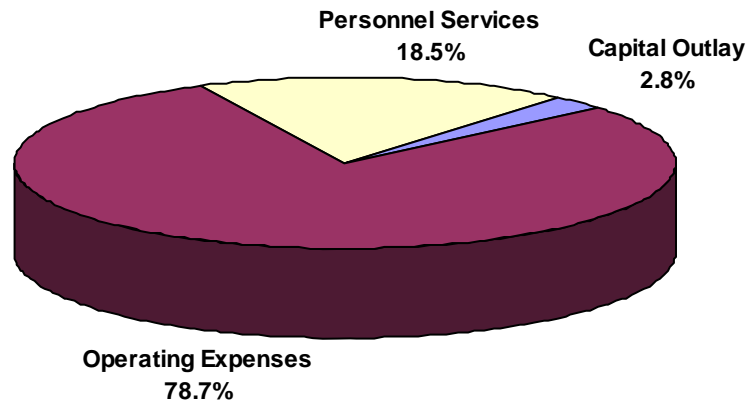
Began the site development and earthwork for City Place.

Managed the completion of 39 of the 119 \$100,000,000 General Obligation Bond projects.

General Government Buildings Performance Measures

Indicator	2004-05		2005-06		2006-07	2007-08
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Number of requests for routine maintenance services	5,760	5,720	6,868	6,500	6,500	7,150
Number of requests for emergency repairs during business hours	1,800	1,744	2,660	2,300	2,300	2,300
Number of requests for emergency repairs after business hours	500	500	650	650	650	650
Total work orders executed	8,060	7,964	6,995	9,450	9,450	8,500
Effectiveness						
% of projects that are designed, bid and constructed in compliance with all federal, state and local regulatory requirements	100%	100%	100%	100%	100%	100%
Efficiency						
Minutes required to respond to emergency calls related to municipal buildings	15	15	15	15	15	15

General Government Buildings - Expenditure Summary



Expenditure Category	FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Budget
Personnel Services				
Salaries	468,060	485,361	528,154	549,011
Benefits	276,175	282,419	366,269	369,956
Personnel Services Subtotal	744,236	767,779	894,423	918,967
Operating Expenses				
Utility Services	143,137	175,712	192,150	190,500
Travel Per Diem	1,175	253	3,500	-
Repair and Maintenance Services	390,887	343,665	593,200	510,000
Rentals and Leases	7,840	1,455	6,000	5,000
Publications and Memberships	282	169	500	-
Promotional Activities	1,704	824	4,500	5,000
Professional Services	6,408	4,800	7,000	10,750
Printing and Binding	-	-	2,000	2,000
Other Current Charges and Obligatio	4,945	812	5,000	3,000
Other Contractual Services	2,424,571	2,380,658	2,661,376	2,432,841
Operating Supplies	195,777	172,198	180,950	163,200
Office Supplies	7,776	7,533	5,000	5,000
Communication and Freight Services	103,198	116,042	150,000	150,000
Operating Expenses Subtotal	3,287,699	3,204,121	3,811,176	3,477,291
Capital Outlay				
Machinery and Equipment	32,085	92,473	137,000	-
Capital Outlay Subtotal	32,085	92,473	137,000	-
Total	4,064,020	4,064,373	4,842,599	4,396,258

General Government Buildings - Personnel Summary

Position Title	FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Budget
12245 Maintenance Worker I	1	1	1	-
12259 A/C Mechanic II	2	2	2	1
12261 A/C Mechanic III	1	1	1	1
12263 A/C Mechanic I	1	1	1	1
12461 Plumber II	1	1	1	-
12462 Plumber III	1	1	1	1
12466 Plumber II/AC Mechanic I	1	1	1	1
12533 Electrician II	2	2	2	2
12599 Supervisor Of Construction Serv	3	3	3	2
12601 Supervisor of Operational Servic	1	1	1	-
12604 Supervisor of Security Services	0.5	0.5	0.5	-
12609 Carpenter Foreman	2	2	2	1
12610 Carpenter III	3	3	3	3
12612 Carpenter II	2	2	2	2
12650 Communication Technician	2	2	2	2
12663 Chief Electrician	0.5	0.5	0.5	0.5
12866 Electrician I	1	1	1	1
Total				
Full-time	25	25	25	18.5
Part-time	-	-	-	-



Grounds Maintenance

Goals

To provide the expertise and labor required for continuous irrigation and regularly scheduled grounds maintenance operations necessary for the preservation of the current community landscaping.

Objectives

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

Major Functions and Activities

Maintain all public landscape areas within public right-of-ways (ROW) and municipal building sites.

Inspect and maintain all municipal irrigation systems located within public right of ways and municipal building sites.

Provide support services related to landscape inspection and code compliance.

Administer landscape maintenance contracts.

Oversee landscape fertilization programs.

Maintain all the wetlands and preserve areas within the City.

Maintain various canals throughout the City.

Budget Highlights

The City continues to enjoy one of the most beautifully landscaped communities in the County. Despite the increased landscaping and irrigation maintenance due to economic growth, the City has, through aggressive budget techniques, mitigated the need to increase the number of personnel by improving efficiency.

The budget provides funding for resources necessary to continue the inspection and maintenance functions required to properly maintain the 38 acres of various municipal wetlands and preserve areas throughout the City in addition to the 546 that are accounted for in the Wetlands Mitigation Trust Fund.

2006-07 Accomplishments

The landscape recovery effort from the damage caused by Hurricane Wilma is in its final stages. The City has meticulously repaired or replaced the landscape with trees and plants that are natural to South Florida's environment in the event the current landscape has to endure another storm.

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

Completed a Joint Area Partnership (JPA) Agreement between the City and the Florida Department of Transportation (FDOT) in relation to Pines Boulevard landscaping and irrigation.

Completed projects for additional landscaping and irrigation which include Pembroke Road from University Drive to Flamingo Road, Pines Boulevard from 118th Avenue to Palm Avenue, and 172nd Avenue from Pembroke Road to Sheridan Street.

Maintained 38 acres of wetlands and preserve areas in addition to the 546 that are accounted for in the Wetlands Mitigation Trust Fund.

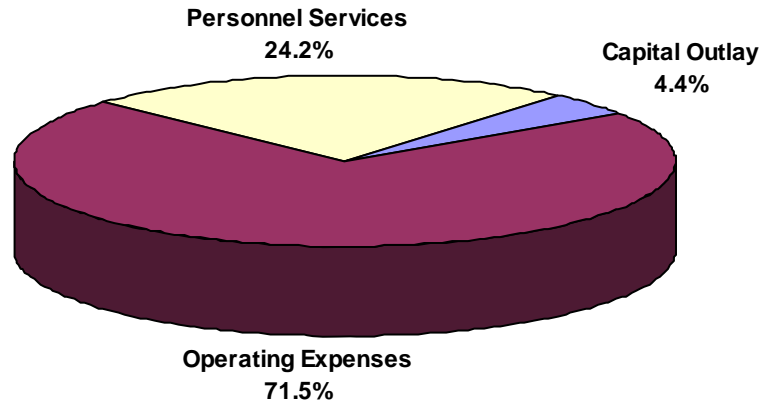
Grounds Maintenance Performance Measures

Indicator	2004-05		2005-06		2006-07	2007-08
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Acres of maintained landscaping around public buildings	480	380	584	425	550	590
Miles of maintained right-of-ways	575	560	464	600	600	470
Miles of landscaping and irrigation	145	140	145	150	150	150
Effectiveness						
% of projects completed	100%	100%	100%	100%	100%	100%
Licensed wetland acres in Pembroke Pines	475	*	503	*	584	546
Efficiency						
Personnel hours required to inspect a typical municipal irrigation system	2.5	2.0	2.5	2.0	3.0	3.5
Personnel hours required to repair malfunctioning municipal irrigation system	2.50	2.00	2.75	2.00	3.00	3.00

* New measure - actual and /or goal unavailable.

N/A - not available at time of printing.

Grounds Maintenance - Expenditure Summary



Expenditure Category	FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Budget
Personnel Services				
Salaries	598,669	662,297	715,845	652,515
Benefits	354,446	347,334	370,362	364,297
Personnel Services Subtotal	953,115	1,009,631	1,086,207	1,016,812
Operating Expenses				
Utility Services	97,451	120,536	105,500	130,484
Travel Per Diem	2,398	707	4,500	-
Repair and Maintenance Services	246,431	265,255	308,500	257,000
Rentals and Leases	6,136	6,134	7,500	6,500
Publications and Memberships	1,020	567	1,600	160
Promotional Activities	1,562	8,406	10,000	10,000
Other Current Charges and Obligatio	15,759	21,331	22,100	25,250
Other Contractual Services	2,001,070	2,206,329	2,519,126	2,363,441
Operating Supplies	131,216	169,076	177,000	167,000
Office Supplies	6,638	8,078	10,000	8,000
Communication and Freight Services	39,999	39,931	45,000	48,000
Operating Expenses Subtotal	2,549,681	2,846,349	3,210,826	3,015,835
Capital Outlay				
Machinery and Equipment	28,639	61,996	170,502	-
Improvements Other Than Buildings	-	-	25,000	-
Capital Outlay Subtotal	28,639	61,996	195,502	-
Total	3,531,434	3,917,975	4,492,535	4,032,647

Grounds Maintenance - Personnel Summary

Position Title		FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Budget
12009	Assistant Director of Public Serv	1	1	1	-
12015	Irrigation Maintenance Worker	3	3	3	1
12025	Irrigation Mechanic	2	1	1	1
12051	Public Services Director	0.5	0.5	0.5	0.5
12052	Controller/Internal Auditor	-	-	-	0.5
12055	Deputy Public Services Director	0.5	0.5	0.5	0.5
12091	Pub Works & Facility Supervisor	2	2	2	1
12109	Administrative Supervisor	1	1	1	1
12190	Maintenance Worker III	3	3	3	2
12245	Maintenance Worker I	3	3	3	2
12250	Maintenance Worker II	7	7	7	4
12601	Supervisor of Operational Servic	1	1	1	-
12684	Clerical Spec II	1	1	1	1
12740	Custodian	1	1	1	1
13681	P/T Clerk Spec II	3	3	3	1
13738	P/T Custodian	1	1	1	1
Total	Full-time	26	25	25	15.5
	Part-time	4	4	4	2



Purchasing

Goals

To provide the most cost-effective acquisition and delivery of all products and services utilized by the various departments of the City.

Objectives

Provide the expertise required to ensure that all City departmental contracts for the procurement of goods and services are negotiated and executed in the most cost-effective manner possible.

Ensure the availability of supplies, equipment, and fleet vehicles required by all City departments in order that they may operate at optimum efficiency levels.

Major Functions and Activities

To provide a central warehouse for supplies and equipment to ensure availability to all City departments, enabling them to effectively provide services required by the community.

To monitor and coordinate the most cost-effective procurement of required materials.

To prepare and administer bid proposals, recommend awards, and issue and monitor all contracts for goods and services required for the efficient operation of the City and Charter Schools.

To provide for the disposition of obsolete or surplus equipment.

Budget Highlights

Continue to provide procurement guidance and support to all City departments and Charter Schools.

Utilize the just-in-time procurement techniques to continue efficient progress of the Inventory Reduction Program to minimize inventory levels and its associated costs.

Continue to assist in the administration of future educational projects, and to assist with contracts and purchasing for existing educational facilities.

2006-07 Accomplishments

Ensured that all existing maintenance contracts were executed in accordance with regulatory requirements.

Provided administrative support in the procurement of supplies, equipment, and materials required by the City departments and the Charter Schools.

Assisted in the administration of contracts for all projects related to the \$100,000,000 General Obligation Bonds initiative.

Successfully completed the most cost-effective purchase of all City fleet vehicles.

Administered the purchase of all bulk chemicals used in the City's utility operations.

Conducted two surplus equipment auctions.

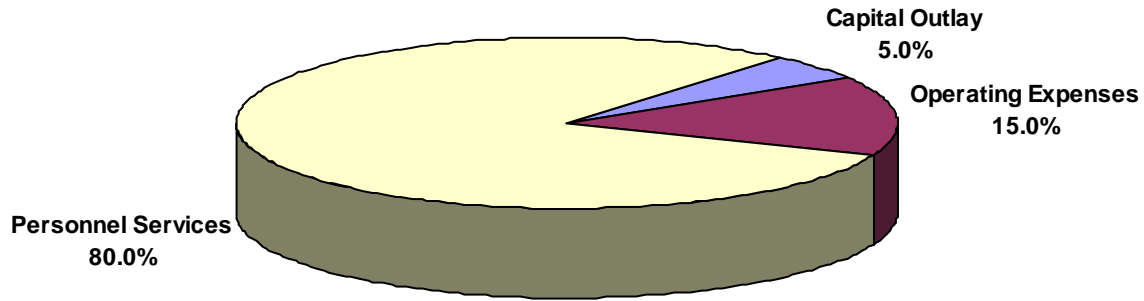
Assisted with the completion of hurricane preparedness contracts that are in accordance with the Federal Emergency Management Agency's requirements to ensure maximum recovery of City expenses related to any future storms.

Purchasing Performance Measures

Indicator	2004-05		2005-06		2006-07	2007-08
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Number of City vehicles replaced	49	50	83	50	50	75
Number of bids processed	*	*	21	*	*	30
Effectiveness						
% of City fleet meeting all safety criteria on an annual basis	98%	98%	98%	98%	98%	100%
% of purchasing contracts in compliance with all applicable regulatory statutes	100%	100%	100%	100%	100%	100%
Number of initial bids that required re-bidding	2	0	1	0	0	0
Number of formal protests filed related to the bidding process	0	0	0	0	0	0
Efficiency						
Number of days required to fully execute a standard purchase order	5	3	5	5	5	4

* New measure - actual and /or goal unavailable.

Purchasing - Expenditure Summary



Expenditure Category	FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Budget
Personnel Services				
Salaries	295,722	297,985	307,977	327,373
Benefits	164,854	116,709	144,707	148,962
Personnel Services Subtotal	460,576	414,694	452,684	476,335
Operating Expenses				
Utility Services	7,958	10,459	10,350	11,000
Travel Per Diem	1,200	185	1,600	-
Repair and Maintenance Services	11,445	12,029	17,550	11,000
Rentals and Leases	-	-	800	-
Publications and Memberships	615	655	1,000	700
Other Current Charges and Obligatio	9,351	3,208	8,000	2,000
Other Contractual Services	4,126	3,387	5,500	3,500
Operating Supplies	13,943	17,036	26,650	14,050
Office Supplies	3,213	2,602	1,500	500
Communication and Freight Services	9,966	10,053	12,000	10,250
Operating Expenses Subtotal	61,817	59,612	84,950	53,000
Capital Outlay				
Machinery and Equipment	-	-	28,000	-
Capital Outlay Subtotal	-	-	28,000	-
Total	522,393	474,306	565,634	529,335

Purchasing - Personnel Summary

Position Title		FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Budget
12100	Bookkeeper/Secretary	1	1	1	-
12175	Division Director of Purchasing	1	1	1	1
12513	Account Clerk III	1	1	1	1
12525	Administrative Assistant I	1	1	1	1
12680	Storekeeper	1	1	1	1
12734	Contract Admin. I	1	1	1	-
12737	Contract Administration II	1	1	1	-
12738	Contract Administrator III	1	1	1	1
13681	P/T Clerk Spec II	2	2	2	2
Total	Full-time	8	8	8	5
	Part-time	2	2	2	2



Support Services

Goals

Dedicated to providing customers and City departments with the highest quality administrative support services in the most cost-effective manner possible. Services provided are essential to ensure complete and accurate accounting of all financial transactions.

Objectives

Provide customer service to all water and sewer customers.

Coordinate with the Finance Department to provide information for the annual audits to the City's independent auditors and provide account analyses, reconciliations, and Charter Schools audit schedules.

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

Provide timely financial data to the Broward County School District.

Provide technical assistance for the SmartStream financial module.

Provide information and administrative support to other departments as needed.

Conducts audits and examinations of City departments, programs, and services.

Major Functions and Activities

Support Services is comprised of the following five 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 44,500 customer accounts.

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

~ CHARTER SCHOOLS BUDGETING - This section is responsible for the preparation of revenue and expenditure projections, and budget instructions for

the Charter Schools. This section controls expenditures within approved appropriations, prepares budget resolutions and budget adjustments.

This section also acts as a liaison between the Charter Schools and other departments throughout the City, thereby enabling the schools to concentrate their efforts on education.

~ CONSTRUCTION FUNDING - This section is responsible for accounting for financial resources to be used in the acquisition or construction of major capital facilities.

~ SYSTEMS - This section, in conjunction with the Finance Department, maintains and supports SmartStream, the City's enterprise-wide suite of financials, procurement, and business intelligence client/server applications.

This section also ensures that all levels of City departments and individuals are involved in the preparation for hurricane season, manages the appropriate response and recovery efforts following a disaster, and coordinates the reimbursement process with the Federal Emergency Management Agency (FEMA).

~ ADMINISTRATIVE SUPPORT - This section provides support to the City's administration in the form of administrative requests, special projects, reviews, and presentations as well as administrative representation and support to various City-related functions.

~ INTERNAL AUDIT - The purpose of these audits and examinations is to provide the City Commission and the City Manager with information and evaluations regarding the effectiveness and efficiency with which City resources are employed, the adequacy of systems of internal controls, and compliance with City policies and procedures and regulatory requirements.

Budget Highlights

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

2006-07 Accomplishments

Provided quality customer service to over 44,500 utility accounts.



Support Services

Received the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award for the Charter Schools fiscal year beginning July 1st, 2006. This is the third year that this award has been received for the Charter School Budget.

Continued to process 100% of invoices within 30 days of the invoice date.

Issued over 30,000 Accounts Payable checks.

Received \$1,323,821 from FEMA related to Hurricane Katrina.

Received \$28,651,247 from FEMA related to Hurricane Wilma.

The Office of the Inspector General audited the City's project worksheets for Hurricane Wilma. The exit interview has taken place. Findings and recommendations have not yet been received.

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.

Properly tracked and inventoried \$94,089 in United States Department of Agriculture (USDA) commodities for the Charter School food service.

Implemented new Point of Sale software called "Horizon" for the Charter School's food service. Benefits of the software include efficient tracking of student balances, streamlined Free and Reduced Application process, and online MealPay service.

Coordinated the 5th Annual Pembroke Pines Charter School Golf Tournament. This year's tournament raised \$125,000 for the Charter School Foundation.

Added new Accountant to assist with additional departmental duties.

Completed a review of City Self-Supported Programs to include the Early Learning Development Centers, the Recreation Preschools, the Building Department, the Senior Transportation Department, Senior Housing, and Howard C. Forman Human Services Campus.

Completed a review of the City's Network Access Procedures.

Completed a review of the Charter School Budget.

Support Services Performance Measures

Indicator	2004-05		2005-06		2006-07	2007-08
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Invoices paid	35,351	24,500	30,916	27,000	28,000	31,000
Number of customers assisted	6,619	6,000	52,020	6,200	6,300	55,000
Effectiveness						
Number of audit findings for the charter schools	0	0	0	0	0	0
Efficiency						
% of audits completed on time	100%	100%	100%	100%	100%	100%



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.

2006-07 Accomplishments

Continued to expand rental properties, thereby increasing revenue which supports site expansion.

Completed the emergency generator backup system to support the facility in the event of a natural disaster.

Continued improvements to the existing on-site water and sewer infrastructure.

Continued roadway repair and maintenance.

Replaced the outdated electrical transmission system lines and transformers that provide energy to the Campus.

Installed two emergency fuel tanks. These tanks, along with seven others throughout the City, were installed to ensure sufficient fuel supply so that the City can continue to provide emergency public services to the citizens in the event of a natural disaster.

Completed the transformation of the existing Steam Plant Building to a hardened hurricane supply storage building.

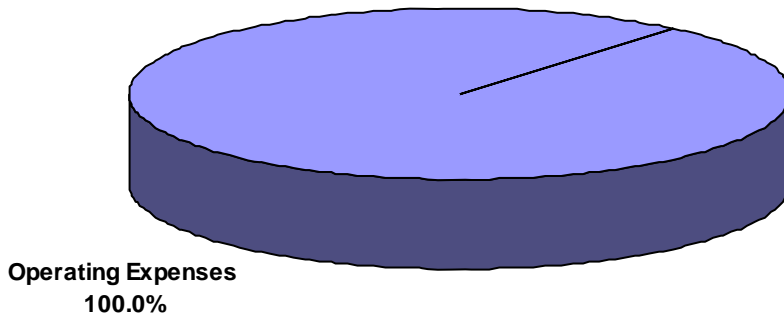
Began the renovation and restoration of the 24,000 square foot Department of Juvenile Justice Building.

Completed the construction of the commercial kitchen. This kitchen will be used to provide meals to our Charter School students, and to assist with emergency services in the event of a natural disaster.

Howard C. Forman Human Services Campus Performance Measures

Indicator	2004-05		2005-06		2006-07	2007-08
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Number of executed leases	11	15	8	13	11	10
Total square footage leased	177,383	165,000	217,987	220,000	160,000	300,000
Total square footage available ^	363,894	413,000	438,400	389,000	365,000	533,000
Effectiveness						
% of square footage leased	49%	40%	50%	57%	44%	56%
Efficiency						
Personnel hours required to review individual lease agreements	5	4	4	5	5	4

^ Fluctuation in the available square footage is due to renovations and/or replacement of the facilities.



Expenditure Category	FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Budget
Operating Expenses				
Utility Services	261,245	373,062	358,500	490,000
Repair and Maintenance Services	616,819	489,237	390,785	359,589
Rentals and Leases	7,706	555	232,589	278,577
Professional Services	41,334	44,534	53,000	45,000
Printing and Binding	154	-	-	-
Other Contractual Services	635,061	714,311	638,000	891,000
Operating Supplies	17,906	28,829	21,927	26,000
Insurance	84,366	82,693	278,985	327,896
Communication and Freight Services	3,168	2,534	2,750	3,750
Operating Expenses Subtotal	1,667,759	1,735,756	1,976,536	2,421,812
Capital Outlay				
Machinery and Equipment	41,123	41,695	18,010	-
Capital Outlay Subtotal	41,123	41,695	18,010	-
Grants and Aid				
Aids to Government Agencies	-	25,000	-	-
Grants and Aid Subtotal	-	25,000	-	-
Total	1,708,882	1,802,451	1,994,546	2,421,812

Position Title	FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Budget
12444 Program Coordinator	-	-	1	-
Total				
Full-time	-	-	1	-
Part-time	-	-	-	-



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 additional volunteers to coach in our youth leagues.

Provide a variety of specialized sports clinics.

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

Provide an "A" Division adult racquetball league.

Provide an adult volleyball league.

TENNIS:

Continue to develop and offer programs, clinics, leagues, and U.S.T.A. (United States Tennis Association) sanctioned tournaments for all ages and skill levels.

Increase tennis memberships by 5% through various marketing opportunities and "round-robin" social events.

Work closely with the U.S.T.A. to promote tennis in Pembroke Pines.



Parks and Recreation

Expand outreach programs to elementary schools.

AQUATICS:

Market the Pembroke Falls Aquatic Center to the local business community and non-profit organizations for social events.

Expand participation in the Swim Central Program.

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

Continue life guarding classes for Charter High School students.

Increase participation in water aerobics classes.

RECREATION FACILITIES & CENTERS:

Increase programs/activities for the teenage population.

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

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

Expand cultural programs for the Armstrong Dream Park and 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:

Increase enrollment at Village and Rose Price Park after school programs. Continue providing high quality programs resulting in the receipt of Gold Seal awards. Establish partnerships with area high schools by providing work sites for students participating in childhood education classes. Continue to provide a balanced curriculum that promotes high academic standards for our pre-school program. Continue to provide after school programs that contribute to the health, emotional and social growth of our children.

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 opportunities.

SPECIAL POPULATIONS PROGRAM:

Increase participation in Special Olympics events such as soccer, basketball, bowling, and swimming.

Organize an evening exercise program for adults. Schedule more social events, activities, and field trips.

Continue participation in the Challenger Little League Program.

Provide assistance for Charter School Exceptional Student Education (ESE) programs.

GOLF OPERATIONS:

The Pembroke Lakes Golf Course strives to provide the residents of Pembroke Pines, its annual members, and all golfers with a quality product and superior service.

Effectiveness measures:

- 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.



Parks and Recreation

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/After-School Programs, Special Events, and Special Populations Programs.

~ ATHLETICS - Operate three sports facilities that include 3 gymnasiums, 11 indoor racquetball courts, locker rooms, a weight/fitness room, and a multi-purpose activity room. City-run programs include basketball, soccer, and volleyball leagues for youth, and racquetball leagues for adults. Drop-in opportunities are available weekly for adult basketball and volleyball. Annual memberships are available for our racquetball and fitness facilities.

~ TENNIS - Offer a wide range of programs for all ages and skill levels. Some of these programs consist of monthly "round-robin" socials, leagues, clinics, tournaments, summer tennis camps, junior tennis after-school programs, total fitness conditioning classes, wheelchair tennis, 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 5 clay courts. Tennis professionals, certified by the United States Professional Tennis Association, 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 six neighborhood pools, one competitive Olympic size pool (Academic Village), and the Pembroke Falls Aquatic Center. Four of these pools are heated. The Academic Village pool serves as the training base for our competitive swim teams

(with over 175 members). Pembroke Falls Aquatic Center features a multi-lane lap pool with two, one-meter diving boards, water play structure, and two waterslides. Programs offered at these facilities include swimming lessons, water safety instructions, leisure swim time, and other specialized aquatic classes. Spring and summer swimming lessons (over 2,500 last year) are available to residents and nonresidents of all age groups and abilities. All water safety instructors and lifeguards are certified by the American Red Cross. Aquatic personnel attend various training classes and in-service training sessions.

~ RECREATION FACILITIES & CENTERS - Includes four community centers and an art and cultural center. The community centers offer a variety of classes and activities and serve as meeting places for non-profit civic organizations. 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 for the City's ten-week Summer Camp serving children, ages 5 to 15 years old. The Fletcher Park Art & Cultural Center and the River of Grass ArtsPark provide classes and workshops in the performing arts, language, and visual arts. This section is also responsible for the Pembroke Road & Chapel Trail as well as boat/RV storage lots.

~ PRE-SCHOOL & AFTER-SCHOOL PROGRAMS - Provide recreational and educational programs for children in a safe and positive environment. At three locations, the Active Tots and pre-school programs offer a recreational/educational program for children three to five years old. The after-school program provides a safe haven for elementary school children to participate in recreational activities, homework time, and social interaction. These children also can participate in Kids' Day Off and Winter Break Camp. Activities for all programs include swimming, arts and crafts, theme parties, outdoor games, and tournaments.

~ SPECIAL EVENTS - Typically program 18-20 events annually. Some examples of these events are 4th of July Fireworks, Annual Art Festival, Kids Connection, Snow Fest, and various holiday theme events. The City's annual birthday celebration, a.k.a. PINES DAY, features a festival, concert, children's activities, community exhibits, and fireworks. The Special



Parks and Recreation

Events personnel coordinate services with various community organizations, schools, and the business community.

~ SPECIAL POPULATIONS PROGRAMS - Responsible for the development and implementation of recreational programs and activities for special populations, including people with disabilities. Summer camp, after-school programs, field trips, socials, participation in Special Olympics, and the county-wide Challenger Baseball program 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 nine 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 15 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. In January 2005, the Chapel Trail Nature Preserve (over 450 acres of wetlands) opened to the public. The Preserve has a 1,650 foot boardwalk, a nature center, and a canoe rental facility.

~ 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. School and professional plays, concerts, and special events are offered to our community throughout the year. 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 2008 Annual Birthday Celebration (Pines Day) at a reduced level due to budgetary constraints.

Sponsor and organize the 10th Annual Art Festival in the Pines.

Completion of various second & third phase bond referendum construction and renovation projects.

GOLF COURSE-
Completion of the renovation of the Golf course.

DINNER THEATRE-
We are anticipating our 17th successful year of operation for the Jim Davidson Theatre of Performing Arts with cabarets, concerts, drama productions, conferences, celebrations and a variety of other entertaining events.

SERVICE IMPACT:

Eliminated 14 full-time and 62 part-time vacant positions.

No New art or music classes.

Restroom maintenance will decrease.

We will need to recruit more volunteer coaches for City-run Youth Athletic Leagues.

Reduced on-site supervision for tennis courts and other recreation facilities.

2006-07 Accomplishments

Produced the 47th Annual Pembroke Pines Birthday Celebration featuring a festival, outdoor concert, and fireworks show.

In addition to the 23 events produced by our Special Events Section, the Department provided assistance to many nonprofit organizations.

Worked closely with the Arts & Culture Advisory Board to produce the 9th Annual Art Festival in the Pines.

Hosted the Symphony of the Americas at the Susan B. Katz Performing Arts Theatre.

Hosted six major swim meets at the Academic Village pool.

Conducted six teen concerts at the Academic Village, nine jazz concerts at William B. Armstrong Dream Park, and four teen dances at the Walter C. Young Resource Center.



Parks and Recreation

Hosted the Florida State Sunshine Racquetball Championships at Pembroke Shores Park, and the Sunshine State Wheelchair Tennis Tournament at Maxwell Park.

Completion of successful Challenger Baseball and other Special Population programs.

* General Obligation Bond projects completed:

Renovation of various athletic fields.

Conversion to Bermuda grass of three ball fields at Silver Lakes South Park.

Installation of baseball/softball field lights at Flanagan High School.

Installation of lighting at Silver Trail Middle School - September 2007.

Construction of clubhouse meeting rooms at Silver Lakes South and Chapel Trail Parks.

Completion of asphalt path overlays at various parks.

Restrooms renovated at various parks.

Renovation of tennis building at Club 19 - September 2007.

Resurfaced various paddle ball, tennis, and basketball courts.

Added perimeter fencing at Silver Lakes North.

Added security lighting for Walden Lakes parking lot.

Seal coated and restriped various parking lots.

Opened Miracle League Field at Price Park.

Installed new playground equipment at 16 City parks.

* Grant Projects:

Completed grant project at Towngate Park.

Completed Silver Lakes South Park project.

Started Land Water Conservation Fund project for Silver Lakes North Park.

* Hurricane Wilma Recovery Projects:

Replaced sports lighting.

Repaired boardwalk at Chapel Trail Nature Preserve.

Roof repairs.

Replaced bleachers.

Replaced awnings and canopies.

Removed, trimmed and shaped trees.

Completed 33 of 58 fencing projects.

Parks and Recreation Performance Measures

Indicator	2004-05		2005-06		2006-07	2007-08
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Acres maintained	302	311	302	302	302	361
Number of sports leagues	42	43	51	49	42	53
Number of participants for athletics	13,358	14,553	10,585	12,236	13,628	11,085
Number of swim team members	160	250	170	223	250	285
Number of children in youth programs	323	365	278	314	341	272
Number of special events	30	38	27	40	54	32
Number of participants (for special events/activities)	72,030	71,640	93,275	71,928	89,800	102,995
Number of tennis memberships	233	240	217	235	250	250
Number of golf rounds	42,411	45,000	37,707	35,000 #	35,000 #	43,000
Number of specialized recreation classes	74	66	40	76	76	54
Number of participants for specialized recreation classes	24,857	32,702	30,622	28,922	27,342	32,153
Number of safety inspections conducted	325	*	256~	360	360	360
Effectiveness						
% of residents rating facilities as satisfactory	99%	100%	98%	100%	100%	100%
% of residents rating programs as satisfactory	99%	100%	98%	100%	100%	100%
% of residents rating physical attractiveness of facilities as satisfactory	96%	100%	98%	100%	100%	100%
% of residents rating hours of operation as satisfactory	99%	100%	99%	100%	100%	100%
% of residents rating the variety of program activities as satisfactory	99%	100%	98%	100%	100%	100%
% of fields maintained on schedule	100%	100%	100%	100%	100%	100%
% of residents rating helpfulness or attitude of staff as satisfactory	99%	100%	97%	100%	100%	100%
% of residents rating cleanliness as satisfactory	98%	100%	98%	100%	100%	100%
% of residents rating the safety of facilities as satisfactory	98%	100%	99%	100%	100%	100%
Acres of parkland per 1,000 population	7.7	*	10.2	7.0	8.0	10.4
Efficiency						
Cost per acre of athletic fields maintained	\$2,023	\$3,762	\$2,151	\$2,151	\$2,151	\$2,634
Operating cost per participant for athletic programs	\$43	\$59	\$39	\$53	\$55	\$39
Revenue received as a % of athletic program cost	159%	*	185%	141%	122%	158%
Art & culture supplies cost/participants	\$14.00	*	\$10.27	\$12.00	\$14.00	\$10.58
Ratio of volunteer hours to total staff hours worked	.22	*	.22	*	.21	.23
Average cost per league game	\$52	*	\$62	*	\$74	\$63

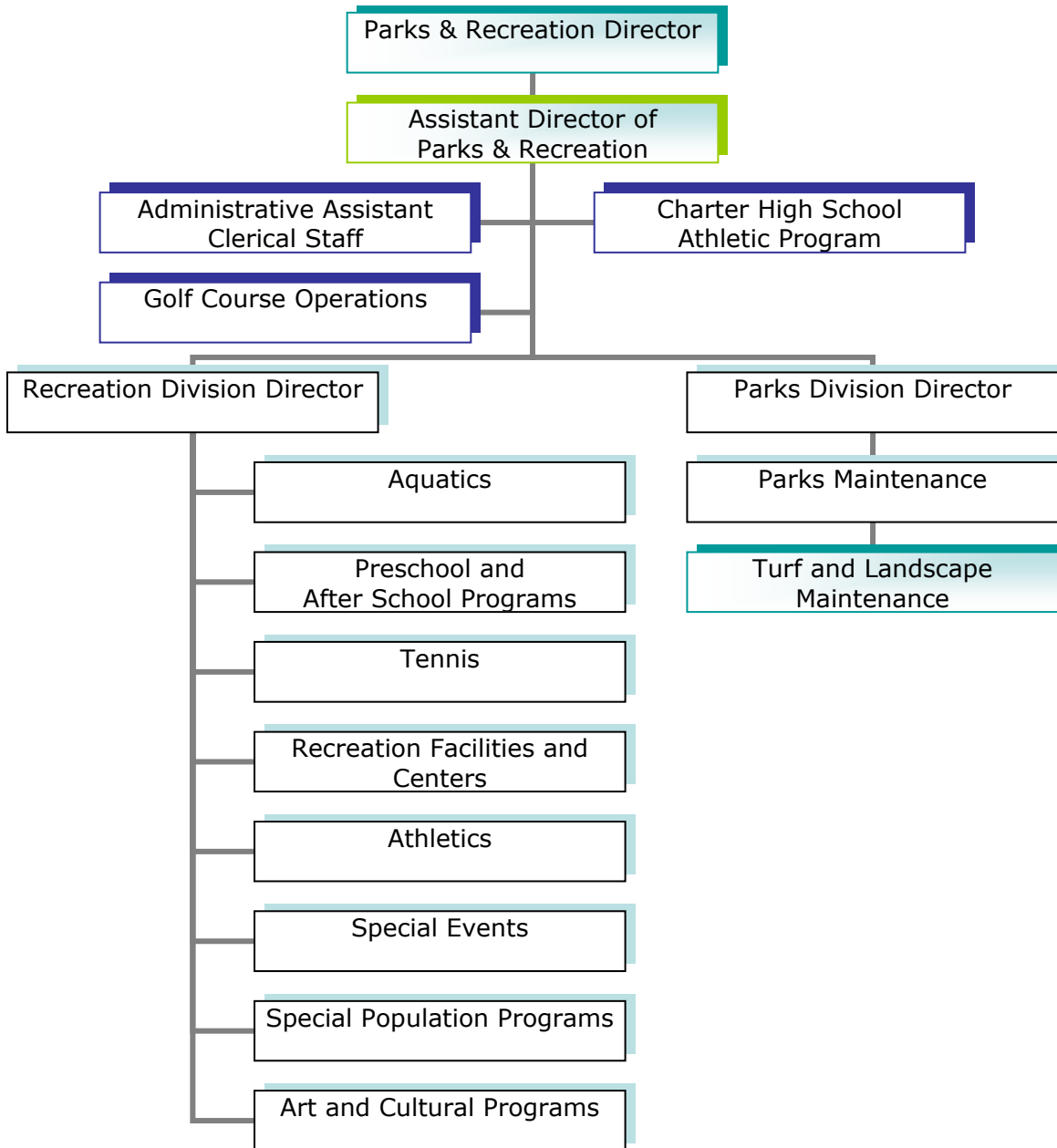
Due to renovation of golf course

* New measure - actual and /or goal unavailable.

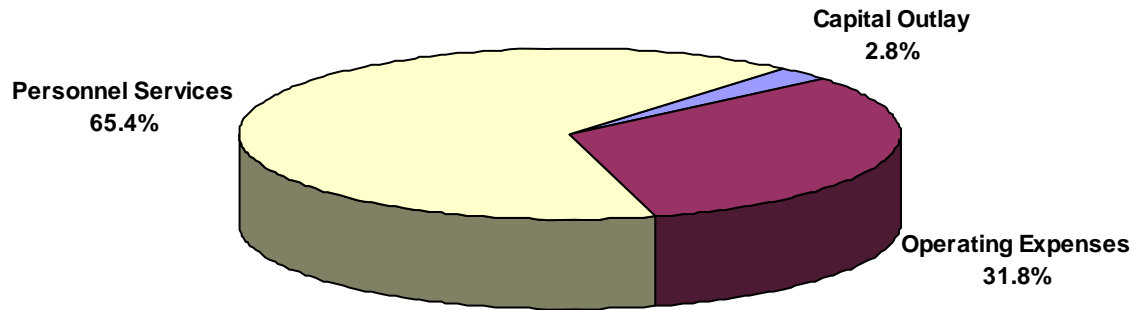
~ No inspections during Aug. & Sept. 2006, because of renovations at all park playgrounds.

PARKS AND RECREATION DEPARTMENT

Organizational Chart



Parks and Recreation - Expenditure Summary



Expenditure Category	FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Budget
Personnel Services				
Salaries	6,938,996	7,434,162	8,265,298	7,631,728
Benefits	3,189,387	3,409,657	4,183,576	4,947,810
Personnel Services Subtotal	10,128,383	10,843,820	12,448,874	12,579,538
Operating Expenses				
Utility Services	1,000,942	991,225	1,097,800	1,098,800
Travel Per Diem	11,696	10,194	14,550	1,850
Repair and Maintenance Services	561,007	497,014	762,006	605,272
Rentals and Leases	458,519	463,473	509,577	520,037
Publications and Memberships	6,665	6,165	7,850	1,760
Promotional Activities	212,874	208,187	225,830	245,480
Professional Services	374,100	392,605	239,693	383,628
Printing and Binding	46,209	47,020	48,100	47,550
Other Current Charges and Obligatio	568,504	589,876	638,226	495,065
Other Contractual Services	990,573	930,487	1,042,435	1,167,250
Operating Supplies	1,042,752	1,071,828	1,345,338	1,037,827
Office Supplies	16,396	18,850	17,350	14,100
Communication and Freight Services	82,392	82,875	95,578	96,810
Accounting and Auditing	1,942	4,627	3,836	3,755
Operating Expenses Subtotal	5,374,571	5,314,426	6,048,169	5,719,184
Capital Outlay				
Machinery and Equipment	368,467	318,772	414,194	-
Improvements Other Than Buildings	187,616	234,905	109,432	-
Buildings	-	5,518	18,890	-
Capital Outlay Subtotal	556,084	559,194	542,516	-
Grants and Aid				
Aids to Private Organizations	5,716	-	-	-
Grants and Aid Subtotal	5,716	-	-	-
Total	16,064,755	16,717,440	19,039,559	18,298,722

Parks and Recreation - Personnel Summary

Position Title	FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Budget
12004 Athletic Coordinator	1	1	1	1
12006 Assistant Athletic Coordinator	-	-	2	2
12015 Irrigation Maintenance Worker	3	2	2	2
12016 Athletic Director	1	1	1	-
12025 Irrigation Mechanic	-	1	1	1
12109 Administrative Supervisor	-	-	1	1
12151 City Teacher	3	3	4	3
12181 Division Director of Recreation	1	1	1	1
12185 Landscape Maintenance Superin	1	1	1	1
12215 Senior Lifeguard	5	5	4	4
12310 Night Supervisor	1	2	2	2
12352 P & R Maint WRK/HEO	4	3	3	3
12355 P & R Maint WRK I	53	51	49	47
12356 P & R MAINT WRK II	6	6	8	8
12357 P & R MAINT WRK III	7	7	7	5
12358 Landscape Maintenance Worker	1	1	1	1
12508 Parks & Rec Account Clerk I	1	1	1	1
12509 Parks & Rec Account Clerk II	1	1	1	1
12519 Parks & Recreation Director	1	1	1	1
12521 Assistant Parks & Recreation Dir	1	1	1	1
12525 Administrative Assistant I	2	2	2	2
12528 Administrative Assistant II	1	1	1	1
12531 Division Director of Park Operati	1	1	1	1
12546 Aquatic Coordinator	1	1	1	1
12547 Aquatic Coordinator Assistant	2	2	2	2
12548 Head Swim Coach	1	1	1	1
12559 Recreation Supervisor II	2	2	2	2
12563 Special Events Coordinator	1	1	1	1
12564 Special Events- Coordinator Ass	1	1	1	1
12571 Head Age Group Swim Coach	1	1	1	1
12572 Cultural Arts Coordinator	1	1	1	1
12573 Recreation Specialist	7	9	6	5
12578 Maintenance Crew Leader	2	2	2	2
12579 Aquatic Fac Mgr/AgeGp Swm Co	1	1	1	1
12581 Recreation Specialist II	-	-	3	3
12585 Assistant Cultural Arts Coordina	-	-	1	-
12615 Cashier I	2	2	2	2
12620 Cashier II	2	2	2	2
12659 Spray Fertilizer Technician	1	1	1	1
12669 Stage Manager/Custodian	2	2	2	2
12676 Child Care Coordinator	2	2	3	1
12678 Child Care Supervisor	1	1	1	-
12683 Parks Maint. Superintendent	2	2	2	2

Parks and Recreation - Personnel Summary

Position Title		FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Budget
12684	Clerical Spec II	7	7	5	3
12687	Child Care Aid I	1	1	-	-
12688	Small Engine Mechanic	-	-	1	-
12740	Custodian	1	1	1	1
12744	Tennis Coordinator	1	1	1	1
12745	Tennis Coordinator Assistant	1	1	1	1
12891	Special Population Prog Coord	1	1	1	1
12930	Grounds Maintenance Superviso	1	1	-	-
12940	Head Custodian	1	1	1	1
13405	P/T Art Teacher	12	12	12	5
13419	P/T Concession/Party Manager	1	1	1	1
13450	P/T Cashier	5	5	5	4
13454	P/T Administrative Assistant	-	-	1	1
13488	P/T Senior Lifeguard	1	2	2	-
13491	P/T Assistant Swim Coach	5	5	5	3
13492	P/T Lifeguard	28	27	27	16
13495	P/T Recreation Aide	58	58	54	38
13496	P/T Recreation Aide/Driver	2	2	2	2
13500	P/T Maintenance Worker I	11	11	15	12
13514	P/T Technical Director	1	1	1	-
13537	P/T Music Teacher	5	5	5	2
13539	P/T Drama Teacher	1	1	1	1
13549	P/T Storage Lot Attendant	2	2	2	1
13551	P/T Teacher Aide	11	11	11	10
13552	P/T Teacher - Recreation	7	7	7	5
13562	P/T Curator	-	-	1	1
13563	P/T Recreation Leader	12	12	10	5
13566	P/T Rec Leader - Therapeutics	1	1	1	-
13591	P/T Water Safety Instructor	8	8	8	7
13602	P/T Recreation Specialist	2	2	4	4
13604	P/T Recreational Therapist	1	1	1	1
13680	P/T Clerk Spec I	4	4	4	4
13738	P/T Custodian	2	12	12	8
13739	P/T Facilities Custodian	1	1	1	1
Total					
	Full-time	141	141	143	129
	Part-time	181	191	193	132



Non-Departmental

Goals

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

Major Functions and Activities

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

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



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.

Performed citywide asphalt and sidewalk repairs for the Utility Department.

Completed Phase II of Pines Boulevard milling and resurfacing related to the State Farm requirements. State Farm Insurance awarded Pembroke Pines \$100,000 for specified changes in accordance with their safety program.

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.

Completed the construction for improvements to 172nd Avenue from Pembroke Road to Pines Boulevard.

Provide construction services for community projects that require paved surfaces, such as sidewalks and street repairs.

Completed the design portion and began the final phase for improvements to 184th Avenue from Pembroke Road to Pines Boulevard.

Major Functions and Activities

Provide essential services to the community by ensuring the safety of the citizens while using City roads and sidewalks. This is achieved through a continuous cycle of maintenance and repairs provided by crews proficient in asphalt and concrete services.

Provide construction services in instances where projects require asphalt or concrete installation, such as pathways, foundations, and block walls.

Budget Highlights

In spite of the fact that the total miles of roads and sidewalks to be maintained have increased substantially, improved efficiency prevented the need to increase the number of personnel required to provide these essential services.

2006-07 Accomplishments

Performed pothole and sidewalk repairs for approximately 460 miles of City streets.

Provided heavy equipment and dump truck support services to all departments and City projects.

Provided organizational and technical support to other City divisions and departments.

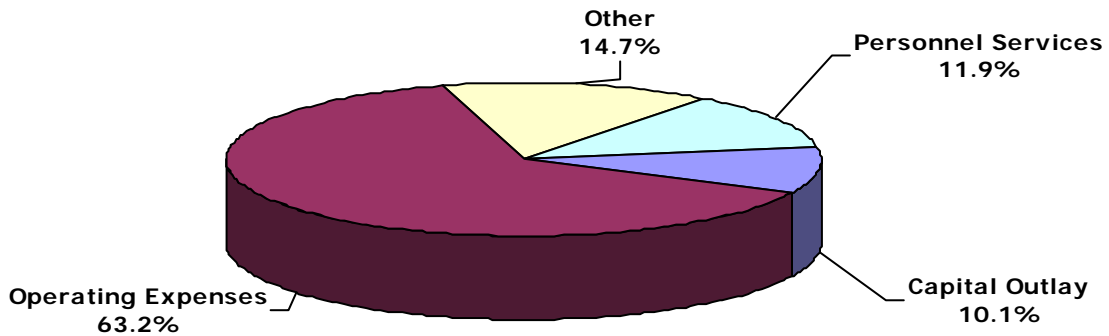
Streets and Sidewalks Performance Measures

Indicator	2004-05		2005-06		2006-07	2007-08
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Linear feet of curbing installed	1,500	4,000	4,000	3,400	1,000	1,000
Number of miles of road to maintain	462	460	460	460	460	460
Effectiveness						
Number of safety violations related to the operation of all City streets and sidewalks	0	0	0	0	0	0
% of community projects with paved surfaces that have adhered to all applicable technical and engineering requirements	100%	100%	100%	100%	100%	100%
Efficiency						
Cost to install a square foot of concrete residential sidewalk	\$3.50	\$4.25	\$8.75	\$5.50	\$9.75	\$12.00
Cost to install concrete curb and gutter in a typical residential street	\$16.00	\$4.00	\$25.00	\$14.00	\$24.00	\$28.00

Road & Bridge Fund - Budget Summary

Revenue Category	FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Budget
Miscellaneous Revenues	338,277	141,147	66,000	51,000
Investment Income	104,075	274,543	271,800	293,000
Intergovernmental Revenue	2,015,553	1,737,743	1,408,393	1,268,500
General Sales & Use Taxes	2,858,951	2,835,233	2,813,000	2,977,000
Estimated Budget Savings	-	-	-	-
Debt Proceeds	-	-	-	-
Charges for Services	225,000	284,146	315,033	355,227
Capital Contributed from Developer	-	-	-	-
Beginning Surplus	-	-	274,988	770,596
Total	5,541,855	5,272,812	5,149,214	5,715,323

Expenditure Summary By Category



Road & Bridge Fund - Budget Summary

Expenditure Category	FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Budget
Personnel Services				
Salaries	327,452	420,559	416,173	421,000
Benefits	221,226	217,346	356,562	261,737
Personnel Services Subtotal	548,678	637,906	772,735	682,737
Operating Expenses				
Utility Services	936,143	1,007,680	930,000	1,080,000
Travel Per Diem	-	-	500	1,500
Road Materials and Supplies	196,753	142,441	130,000	145,000
Repair and Maintenance Services	250,363	479,741	403,792	503,500
Rentals and Leases	5,168	7,020	6,000	5,500
Professional Services	767,766	-	30,000	30,000
Other Current Charges and Obligation	40	-	3,500	3,500
Other Contractual Services	1,112,515	1,576,488	1,469,837	1,454,000
Operating Supplies	52,668	108,038	97,500	105,750
Office Supplies	3,165	37	3,600	3,500
Insurance	129,841	181,324	268,184	236,387
Contingency	-	-	25,000	41,000
Communication and Freight Services	2,344	2,596	3,500	4,000
Operating Expenses Subtotal	3,456,766	3,505,364	3,371,413	3,613,637
Capital Outlay				
Machinery and Equipment	132,543	49,030	406,500	51,000
Infrastructure	6,865	9,321	60,000	110,000
Improvements Other Than Buildings	87,348	14,494	200,000	415,000
Capital Outlay Subtotal	226,756	72,845	666,500	576,000
Other				
Transfers	435,195	82,079	338,566	842,949
Other Subtotal	435,195	82,079	338,566	842,949
Total	4,667,395	4,298,193	5,149,214	5,715,323

Position Title	FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Budget
12015 Irrigation Maintenance Worker	2	2	2	1
12091 Pub Works & Facility Supervisor	1	1	1	1
12190 Maintenance Worker III	2	2	2	1
12250 Maintenance Worker II	3	3	3	2
12578 Maintenance Crew Leader	1	2	2	2
Total				
Full-time	9	10	10	7
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, necessary repairs, loans for acquisition, rehabilitation, or construction of affordable rental housing, and foreclosure prevention.

Major Functions and Activities

The State Housing Initiative Partnership has nine programs:

- ~ Administration
- ~ Minor Home Repair/Weatherization
- ~ Foreclosure Prevention
- ~ First-Time Home Buyer Assistance
- ~ 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 April 18, 2007, the City Commission approved new provisions 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 \$429,615.
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 \$70,000, low income is \$60,000, and moderate income is \$40,000. The City's lien for the First-Time Home Buyer is 30 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



State Housing Initiative Partnership (SHIP) Grant

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 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.

Budget Highlights

The current budget anticipates that the City will assist 9 individuals with minor home repairs, 4 first-time home buyers with down payments and closing costs, 8 individuals with foreclosure prevention, 10 individuals with rental deposit/eviction protection, 2 units acquisition-rehabilitation or new construction development, and 2 units multifamily rental housing.

Every three years, the City must submit a LHAP, which projects expected revenues and expenditures to the State of Florida. The City's LHAP will be amended to better reflect the current higher cost of housing in Pembroke Pines.

2006-07 Accomplishments

As of September 10, 2007, the City has provided services in the amount of \$1,107,131. As part of the First-Time Home Buyer Assistance Program, the City assisted nine individuals with the down payment and closing costs totaling \$410,000. Under the Minor Home Repair Program, projects for 29 individuals were completed for a total of \$369,773. In addition, \$184,303 was spent on Children's Harbor project.

State Housing Initiative Partnership (SHIP) Grant Performance Measures

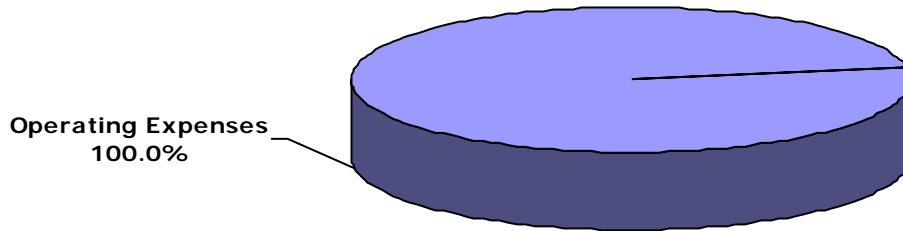
Indicator	2004-05		2005-06		2006-07	2007-08
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Home repairs	27	60	16	55	17	9
First-time home buyer	1	30	5	20	9	4
Foreclosure prevention	1	0	0	*	6	8
Rental deposit / eviction protection	*	*	0	*	*	10
Acquisition-rehabilitation or new construction	*	*	0	*	*	2
Multifamily rental housing	*	*	0	*	*	2
Effectiveness						
% of funds spent to total funds available	31%	35%	14%	38%	30%	25%
Efficiency						
Average cost per household assisted:						
Home repairs	\$10,732	\$11,000	\$10,116	\$20,000	\$25,000	\$50,000
Purchase assistance	\$7,000	\$10,000	\$54,000	\$15,000	\$50,000	\$56,666
Foreclosure prevention	\$2,520	\$4,000	0	\$6,000	\$10,000	\$10,000
Rental deposit / eviction protection	*	*	0	*	*	\$3,000
Acquisition-rehabilitation or new construction	*	*	0	*	*	\$100,000
Multifamily rental housing	*	*	0	*	*	\$100,000

* New measure - actual and /or goal unavailable.

State Housing Initiative Partnership (SHIP) Grant - Budget Summary

Revenue Category	FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Budget
Investment Income	-	-	127,000	209,000
Intergovernmental Revenue	897,761	583,584	4,400,020	1,364,916
Beginning Surplus	-	-	-127,000	-209,000
Appropriated Fund Balance	-	-	-	-
Total	897,761	583,584	4,400,020	1,364,916

Expenditure Summary By Category



Expenditure Category	FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Budget
Operating Expenses				
Professional Services	109,575	148,992	254,519	216,491
Other Current Charges and Obligation	8,200	272,800	1,390,000	245,000
Other Contractual Services	319,347	160,003	2,098,296	903,425
Operating Expenses Subtotal	437,121	581,795	3,742,815	1,364,916
Capital Outlay				
Improvements Other Than Buildings	460,640	1,789	657,205	-
Capital Outlay Subtotal	460,640	1,789	657,205	-
Total	897,761	583,584	4,400,020	1,364,916



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 two HUD Grants consisting of the following:

1 - Community Development Block Grant (CDBG):

To provide housing assistance such as home repairs 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.

Major Functions and Activities

1 - The CDBG has six programs:

- ~ Program Administration
- ~ Removal of Architectural Barriers
- ~ Home Repair/Weatherization
- ~ Commercial Rehabilitation
- ~ Public Facility (Children's Harbor)
- ~ Public Service (Senior Transportation)

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 only one program:

~ Home Repair/Weatherization

Eligibility and recapture provisions for CDBG and Home grants:

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

The maximum allowable income is based on household size and 80% of annual Median Family Income (MFI) for Broward County, provided by the Department of Housing and Urban Development (HUD). Except for the 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 Community Redevelopment Associates of Florida, Inc. (CRA).

Eligible homeowners are required to sign the City's Home Loan Agreement and Promissory Note, which establishes a lien on the property in favor of the City. On April 18, 2007, the City Commission approved new 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.



HUD Grants CDBG-HOME

Budget Highlights

Continue to provide the same programs, such as minor home repairs, commercial rehabilitation, and transportation as in previous years.

2006-07 Accomplishments

As of September 10, 2007, the City has provided services in the amount of \$1,015,978 through the CDBG grant. Forty-four individuals have been assisted with home repairs at a cost of \$591,558 and, \$122,800 has been used to support the City's Senior Transportation Program.

As of March 31, 2007 the Senior Transportation Program has generated 7,040 trips (units).

As of April 30, 2007, approximately \$1,020 was disbursed from the HOME grant to assist one individual with minor home repair.

HUD Grants CDBG-HOME Performance Measures

Indicator	2004-05		2005-06		2006-07	2007-08
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Home repairs	13	28	33	33	30	15
Number of trips	9,126	6,900	6,582	9,597	7,040	7,040
Number of unduplicated CDBG clients	150	240	246	300	120	300
Effectiveness						
% of funds spent vs. funds available for home repairs	30%	43%	27%	60%	45%	50%
% of seniors who request transportation and receive it	100%	100%	100%	100%	100%	100%
Number of grievances filed against the system	0	0	0	0	0	0
Efficiency						
Average cost per trip (Transportation expense/number of trips)	\$17.67	\$23.61	\$26.24	\$16.10	\$22.85	\$24.07
Vehicular accidents per 100,000 miles	0	0	0	0.01	0	0
Road call rate per passenger trip (Calls for assistance due to mechanical problems)	0.01	0	0	0.01	0	0.01
Passengers per mile	1.1	1.0	1.0	1.0	+ 0.64	* 1.0

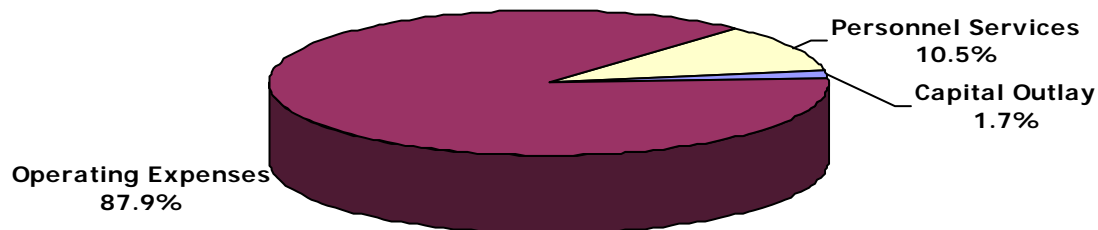
+ An anticipated reduction in funding from \$155,000 to \$139,000 will result in a reduced FY2007 Passenger per mile goal.

* Anticipated reduction in FY07 did not occur. Instead, there was an increase in funding that enabled the goal to be restored to previous levels.

HUD Grants CDBG-HOME - Budget Summary

Revenue Category	FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Budget
Intergovernmental Revenue	802,743	874,716	3,137,981	1,137,313
Appropriated Fund Balance	-	-	-	-
Total	802,743	874,716	3,137,981	1,137,313

Expenditure Summary By Category



Expenditure Category	FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Budget
Personnel Services				
Salaries	131,271	114,162	99,276	83,200
Benefits	41,501	34,166	33,942	35,699
Personnel Services Subtotal	172,772	148,328	133,218	118,899
Operating Expenses				
Professional Services	196,830	188,832	275,769	184,170
Other Contractual Services	433,141	537,556	2,548,977	815,016
Operating Expenses Subtotal	629,971	726,388	2,824,746	999,186
Capital Outlay				
Machinery and Equipment	-	-	30,017	19,228
Improvements Other Than Buildings	-	-	150,000	-
Capital Outlay Subtotal	-	-	180,017	19,228
Total	802,743	874,716	3,137,981	1,137,313

Position Title	FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Budget
12584 F/T Scheduler	1	0.9	0.9	1
12748 Transportation Administrator	0.9	0.9	0.6	-
12751 Transportation Coordinator I	1	0.8	1	-
12754 Transportation Coordinator II	-	-	-	1
12763 Data Processing Technician	1	-	-	-
13570 P/T Van Driver	1	1	-	-
Total				
Full-time	3.9	2.61	2.5	2
Part-time	1	1	-	-



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 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 (4) 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 has been included as a participant in the Urban Area Security Initiative (UASI) for FY 2006, 2007, and 2008, and the Buffer Zone Protection Program (BZPP) for FY 2007.

Urban Area Security Initiative (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 - (2006-2007) To provide funds for police officer overtime and equipment to assist in the reduction of drug and alcohol related traffic crashes and fatalities; and (2007-2008) to provide equipment and police officer overtime funding to combat aggressive driving and speeding within the City of Pembroke Pines.

Goals

1-The (VOCA) Victims of Crime Grant

To provide services to under-served victim population groups.

To provide services to meet the immediate needs of victims of crime.

2-The Homeland Security Grant - Urban Area Security Initiative (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 back-up 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.

To acquire two (2) specially-equipped police vehicles.

Improve overall roadway safety in the City.

To decrease speeding and aggressive driving in the City.

Objectives

1-Victims of Crime (VOCA) Grant

To provide referral services to at least 110 victims in under-served populations.

To provide emergency legal advocacy to 25 victims in under-served populations.

To provide personal advocacy to 50 victims in under-served populations.



Law Enforcement Grant

Major Functions and Activities

1-Victims of Crime (VOCA) Grant funds the salary of a part-time Assistant Victim Advocate whose responsibilities are as follows:

Provides referral services to victims of crime.

Provides group treatment to victims of crime.

Provides personal advocacy to victims of crime.

2-Urban Area Security Initiative (UASI) City-Wide Security Grant Activities that enable this Federal and State mandate include

Hardening accessed critical infrastructure necessary for continued community viability and the continued continuity of government operations; strengthening 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 through community meetings and prevention campaigns.

Budget Highlights

These budget highlights are contingent upon receipt of grant funding for FY2007-08.

1-Victims of Crime (VOCA) Grant

Part-Time Assistant Victim Advocate would be available to provide increased services to victims of crime, as well as to expand services to meet their immediate needs.

2-The U.S. Department of Homeland Security Urban Area Security Initiative (UASI) Grant, will be utilized for the following:

Police- Portable Traffic Signal Equipment for an expedited recovery from an all-hazards occurrence.

Fire/Rescue – Facility security upgrades to enhance personnel and facility security during preparation, response and recovery in an all-hazards event.

Fire/Rescue – 800 MHz radio upgrade for interoperable community capabilities with other state and regional public safety entities.

Fire Rescue – Enhanced/expanded emergency 911 system for response and recovery during an all-hazards occurrence.

Fire Rescue – HazMat DECON trailer to provide public safety personnel with the capabilities to respond and recover from hazardous materials exposure occurrences.

Public Services – Acquisition of generators for lift station operations sustainability during an all-hazards occurrence.

3-The Florida Department of Transportation Highway Safety Grant, contingent upon funding, would be utilized in the following ways:

Purchase of two (2) special vehicles.

Fund additional personnel overtime.

Message Board.

Public Awareness literature.

2006-07 Accomplishments

1-Victims of Crime (VOCA) Grant

The program continued to substantially exceed its targeted goals; demand for services increased as did funding resources from \$12,946 in 2005-06 to \$16,793 in 2006-07.

Special focus was placed on Personal Advocacy and Court Accompaniment, while continued progress was being made on various interventions and other services, such as Group Treatment and Public Outreach.

2-A-The U.S. Department of Homeland Security Urban Area Security Initiative (UASI) Grant.



Law Enforcement Grant

Public Works- Implementation of AM Public Information Radio for enhanced citizen response and recovery capabilities.

Fire/Rescue – Acquisition of advanced mapping & GPS software for response, and recovery operations during an all-hazards occurrence.

Fire/Rescue - Acquisition of enhanced Emergency Operations equipment for the preparation, response, and recovery during an all-hazards occurrence.

Police – Purchased remote controlled portable traffic signaling equipment for expedited recovery from an all-hazards occurrence.

Information Technology – Backup power generation capabilities for continuity of essential government operation during response and recovery to an all-hazards occurrence.

2-B-The U.S. Department of Homeland Security Buffer Zone Protection Program (BZPP) Grant.

Various security monitoring equipment has been obtained and installed in and around the Buffer Zone to enable the outcomes. This one time grant of \$50,000 was expended during FY 2006-2007.

The BZPP grant activity is classified as highly sensitive; project, therefore, specifics are not a matter of public record.

3-The Florida Department of Transportation Highway Safety Grant.

Purchased one(1) DUI investigator's police vehicle.

Operated 10 DUI checkpoints.

Made 177 DUI arrests.

Issued 2,459 Safety belt violations.

Trained 28 Officers in DUI interdiction.

Law Enforcement Grant Performance Measures

Indicator	2004-05		2005-06		2006-07	2007-08
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
VOCA Direct expenditures	\$4,263	+ \$0	2,898	\$16,793	\$16,793	^ \$16,970
VOCA Victim referrals	218	+ 0	110	110	110	^ 80
VOCA Crisis intervention counseling	81	+ 0	100	100	110	^ 75
VOCA Legal advocacy referrals	*	*	27	*	25	^ 75
VOCA Personal advocacy	*	*	56	*	50	^ 80
Homeland Security USAI Grant Expenditures	*	*	*	*	\$588,600	^ \$550,537
Highway Safety Grant Expenditures	*	*	*	*	\$56,750	^ \$32,000

+ No grant funding is expected.

* New measure - actual and /or goal unavailable.

^ Contingent upon receipt of grant funding.

Law Enforcement Grant - Budget Summary

Revenue Category	FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Budget
Miscellaneous Revenues	6,750	-	-	-
Intergovernmental Revenue	24,513	2,898	712,143	-
Appropriated Fund Balance	-	-	-	-
Total	31,263	2,898	712,143	-

Expenditure Summary By Category

Expenditure Category	FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Budget
Personnel Services				
Salaries	3,960	2,693	32,028	-
Benefits	303	206	1,193	-
Personnel Services Subtotal	4,263	2,898	33,221	-
Operating Expenses				
Other Contractual Services	27,000	-	-	-
Operating Supplies	-	-	12,584	-
Operating Expenses Subtotal	27,000	-	12,584	-
Capital Outlay				
Machinery and Equipment	-	-	666,338	-
Capital Outlay Subtotal	-	-	666,338	-
Total	31,263	2,898	712,143	-

Position Title	FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Budget
13542 P/T Intern	1	-	-	-
13576 P/T Victim's Advocate	-	1	1	-
Total				
Full-time	-	-	-	-
Part-time	1	1	1	-



ADA-Paratransit Program

Mission

To provide safe and efficient transportation service to the community via a subscription, advance reservation, and fixed-route system, while keeping a high priority on client expectations and changing needs.

Goals

To ensure the availability of transportation services to South Broward residents who are transportation disadvantaged and have physical, cognitive, emotional, visual or other disabilities that render them functionally unable to utilize the regular fixed-route service.

To ensure that safe and quality service is offered through the Americans with Disabilities Act (ADA) Paratransit Program and throughout the system.

To ensure the ADA/Paratransit Program is delivered in the most effective and efficient manner.

To ensure program accountability.

Objectives

Increase community awareness of ADA/Paratransit Service.

Encourage courteous service and client satisfaction.

Provide a safe and reliable service.

Ensure effective program administration.

Implement appropriate methods and procedures to accomplish cost effective service delivery.

Adhere to state and federal statutes, rules and regulations for the Transportation Disadvantaged Program.

Major Functions and Activities

Transportation is provided to ADA eligible clients to and from nutrition sites at the Southwest and Southeast Focal Point Senior Centers and the Cooper City Senior Center. This is a free, door-to-door, driver-assisted service that is provided Monday through Friday. Trips are provided on a subscription

basis via a 'multi-load' system. Eligibility for Paratransit service is determined exclusively by Broward County Paratransit Services through an application process and/or a functional evaluation of the client. Client service begins upon receipt of eligibility status and a personal identification number (PIN). A 30-minute window is allowed for drop-off and pickup of the client. A five-minute wait time is applied when the driver arrives at the pickup address and the client is not ready to board.

Budget Highlights

Received a \$9.33 per trip increase (from \$15.87 to \$25.20) reimbursement from Broward County Paratransit Services effective 7/1/07.

2006-07 Accomplishments

The integrated use of 25 Community Services vehicles (84% being wheelchair accessible) has enabled the Division to provide 14,425 trips from October 1, 2006 to March 30, 2007, to clients with disabilities living in Southwest Broward County.

Achieved zero complaint rate. As of March 30, 2007 \$600 was received in incentives.

As of March 30, 2007, \$600 has been received for 98% or higher on-time performance rate.

Budgeted revenues reflect a higher reimbursement rate of \$25.20.

ADA-Paratransit Program Performance Measures

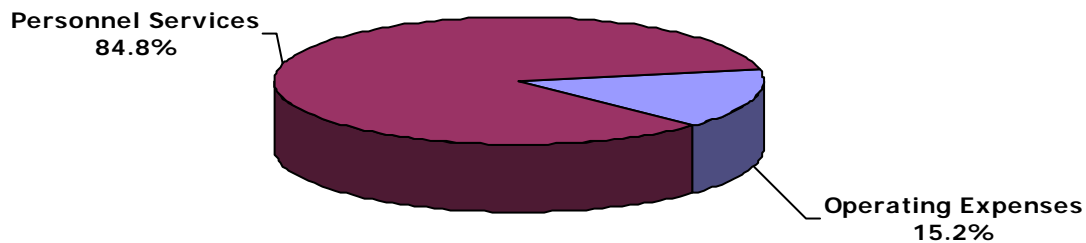
Indicator	2004-05		2005-06		2006-07	2007-08
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Number of informational documents distributed	550	1,000	450	600	650	575
Number of unduplicated ADA clients	254	265	276	260	260	+ 190
Number of trips	25,406	28,000	27,740	24,000	25,000	25,500
Effectiveness						
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%
Efficiency						
Passengers per mile	0.40	+ 0.30	0.40	+ 0.40	0.40	0.40
Passengers per trip	4.1	3.6	3.4	4.0	4.4	4.2
Road call rate per passenger trip (Calls for assistance due to mechanical problems)	0	0	0	0	0	0
Vehicular accidents per 100,000 miles	0	0	0	0	0	0
Average cost per trip	\$12.12	\$12.19	\$11.57	\$13.95	\$14.52	\$15.52
Passengers per revenue hour	7.3	4.3	5.6	4.3	7.6	7.7

+ Reflects a more accurate reporting than from prior years, when clients from other transportation providers were inadvertently included.

ADA-Paratransit - Budget Summary

Revenue Category	FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Budget
Investment Income	20	12	-	-
Intergovernmental Revenue	278,132	332,334	284,892	672,465
Interfund Transfers	223,964	-	93,886	-
Charges for Services	10,650	1,538	1,244	-
Beginning Surplus	-	-	-	-276,609
Total	512,766	333,884	380,022	395,856

Expenditure Summary By Category



Expenditure Category	FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Budget
Personnel Services				
Salaries	168,797	175,574	225,952	221,084
Benefits	79,574	72,771	96,710	114,772
Personnel Services Subtotal	248,371	248,345	322,662	335,856
Operating Expenses				
Repair and Maintenance Services	14,989	14,442	16,000	16,000
Professional Services	-	-	300	300
Other Contractual Services	1,597	1,065	1,960	1,500
Operating Supplies	46,014	55,366	37,400	40,500
Office Supplies	470	500	600	600
Communication and Freight Services	1,073	1,137	1,100	1,100
Operating Expenses Subtotal	64,144	72,509	57,360	60,000
Total	312,516	320,854	380,022	395,856

ADA-Paratransit - Personnel Summary

Position Title		FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Budget
12140	Van Driver II	6	6	6	6
12748	Transportation Administrator	0.1	0.1	0.4	-
12751	Transportation Coordinator I	-	-	-	0.9
12762	Dispatcher	1	0.9	0.9	-
12763	Data Processing Technician	-	1	1	1
13570	P/T Van Driver	1	1	-	-
Total	Full-time	7.1	8	8.3	7.9
	Part-time	1	1	-	-



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

Contingent upon receipt of the funds, the 2007-2008 Budget will include

Acquisition of CRT/SRT wireless communications system

Acquisition of Haz Mat Diving Suits w/ wireless communications

Upgrades to the All-Hazards Critical Incident Site Rehab Vehicle

Acquisition of upgraded All-Hazards Personal Protective Equipment (PPE)

2006-07 Accomplishments

The City received \$38,074 from the Justice Assistance Grant (JAG) to upgrade the Police Department latent fingerprint identification system. This equipment was purchased and is operational.

Police Community Services Grant Performance Measures

Indicator	2004-05		2005-06		2006-07	2007-08
	Actual	Goal	Actual	Goal	Goal	Goal

Outputs

Electronic fingerprint equipment purchased	0	0	1	1	*	*
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* We are not anticipating any new funding for 2006-07. Unspent funds from previous grants will be carried forward.

Police Community Services Grant - Budget Summary

Revenue Category	FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Budget
Investment Income	-	703	-	-
Intergovernmental Revenue	25,094	40,020	22,639	-
Interfund Transfers	2,788	216	-	-
Appropriated Fund Balance	-	-	-	-
Total	27,882	40,939	22,639	-

Expenditure Summary By Category

Expenditure Category	FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Budget
Operating Expenses				
Operating Supplies	8,632	2,432	-	-
Operating Expenses Subtotal	8,632	2,432	-	-
Capital Outlay				
Machinery and Equipment	19,250	38,507	22,639	-
Capital Outlay Subtotal	19,250	38,507	22,639	-
Total	27,882	40,939	22,639	-



Community - Oriented Policing Service (COPS) Grants

Mission

~ COPS in Schools Grant - To provide the Police Department with financial assistance to hire community Police Officers to work specifically in the schools to build working relationships with the student population and to combat school-based violence.

~ COPS Uniform Hiring Program (UHP) Grant - To provide the Police Department with financial assistance to hire a community Police Officer to work specifically as a liaison with various local, state, and federal agencies in the Region 7 Joint Terrorism Task Force.

Goals

~ COPS In Schools Grant -

The School Resource Officers hired with funds from this grant will work with both students and faculty to develop and implement a safe learning environment through the collaborative implementation of policies and prevention stratagems.

~ COPS UHP Grant -

The COPS officer hired with funds from this grant will work with federal authorities to better prepare a large demographic area to respond to the threat or actual loss of critical government infrastructure upon which the general population depends for consequence management.

Objectives

~ COPS In Schools Grant -

To train students in conflict resolution processes through student justice initiatives.

To provide ten educational safety programs to 100 identified at-risk students.

To assist in the development and application of policies addressing the prevention of school-based violence.

Dropout prevention for approximately 100 students with a pattern of excessive absenteeism.

~ COPS UHP Grant -

To expedite real-time intelligence sharing.

To expedite validated threat interdiction.

To facilitate threat analysis validation.

To improve consequence management for the safety of the community.

Major Functions and Activities

~ COPS In Schools Grant -

Trains affected student populations in conflict management through the development of community justice initiatives.

Provides educational school-based safety programs to at-risk students; these programs included restorative justice, conflict resolution, and anger management.

Assists in the development and application of school policies that address crime prevention and student safety.

Assists in the development and application of school-based emergency response plans.

~ COPS UHP Grant -

To respond and validate intelligence information.

To respond to validated threats to the community.

To provide seamless, holistic planning for consequence management in the community.

To assist in the development and application of community emergency response plans.

Budget Highlights

~COPS UHP Grant -

This grant provides \$75,000 for one officer over three years for salary and benefits. The three-year grant will end on 1/31/08.



Community - Oriented Policing Service (COPS) Grants

2006-07 Accomplishments

~ COPS UHP Grant -
Continued community preparedness for critical incidents.

Continued real-time analysis of possible terrorist threats to the community.

Continued to improve consequence management.

Community - Oriented Policing Service (COPS) Grants Performance Measures

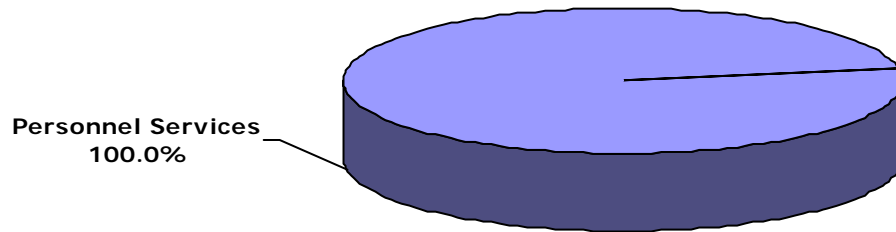
Indicator	2004-05		2005-06		2006-07	2007-08
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Number of officer hours funded by Grant:	2,043	2,137	1,034	^ 1,370	128	18
Number of officer hours funded by City:	1,605	1,511	1,550	1,214	1,696	590
Efficiency						
% of officer hours financed by grant	56%	58%	40%	53%	7%	3%
% retention of officers graduated from grant-funded status	100%	100%	100%	100%	100%	100%

^ Cops in School Grant expired February 2006.

Community - Oriented Policing Service (COPS) Grants - Budget Summary

Revenue Category	FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Budget
Intergovernmental Revenue	105,007	61,947	13,600	2,500
Interfund Transfers	84,032	91,300	86,792	69,006
Total	189,039	153,248	100,392	71,506

Expenditure Summary By Category



Expenditure Category	FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Budget
Personnel Services				
Salaries	129,452	89,907	52,375	19,435
Benefits	57,616	65,312	48,017	52,071
Personnel Services Subtotal	187,068	155,218	100,392	71,506
Total	187,068	155,218	100,392	71,506

Position Title	FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Budget
12425 Police Officer	3	1	1	-
Total				
Full-time	3	1	1	-
Part-time	-	-	-	-



Community Bus Program

Mission

To provide safe and efficient transportation service to the community via a subscription, advance reservation, and fixed route system, while keeping client expectations and changing needs as a high priority.

Goals

To ensure the availability of public transportation services to persons who are transportation disadvantaged in western Pembroke Pines.

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

To ensure Community Bus Service is delivered in the most effective and efficient manner.

To ensure program accountability.

Objectives

To increase community awareness of the Community Bus Program.

To encourage courteous service and client satisfaction.

To provide a safe and reliable service.

To ensure effective program administration.

To implement appropriate methods and procedures to accomplish cost effective service delivery.

To adhere to State and Federal Statutes, Rules and Regulations for the Transportation Disadvantaged Program.

Major Functions and Activities

Provision of public transportation service at designated stops along two fixed routes - green and gold. Service extends west from the Southwest Focal Point Senior Center to US 27 (Holly Lake Club House) in Pembroke Pines. The service is structured to allow for connections to Broward County Transit (BCT) routes 3, 5, 7, and 23. Connections can also be made with the City of Miramar Community Bus Service at Memorial Hospital West and the Pembroke Lakes Mall. There is also a connection with the

Cooper City service at Sheridan Street and Flamingo Road. The headway on the green route is 60 minutes, while the headway on the gold route is 30 minutes. The community buses are wheelchair accessible, in compliance with the Americans with Disabilities Act (ADA).

Budget Highlights

Under the interlocal Agreement between the City of Pembroke Pines and Broward County, the County agrees to pay the City \$20 per hour per vehicle in revenue service. A requirement of five passengers per hour remains in place. Funding for both routes continues.

The appropriations associated with senior transportation were transferred to the Community Bus Program and will be financed with Local Option Gas Tax revenue. This includes the transfer of 7 Full-time and 2 Part-time Van Drivers.

2006-07 Accomplishments

A combined total of 184,931 trips, for both the gold and green routes have been provided from October 2006 to August 2007.

Reimbursement funds totaling \$341,200 have been received from the County as of September 30, 2007.

Community Bus Program Performance Measures

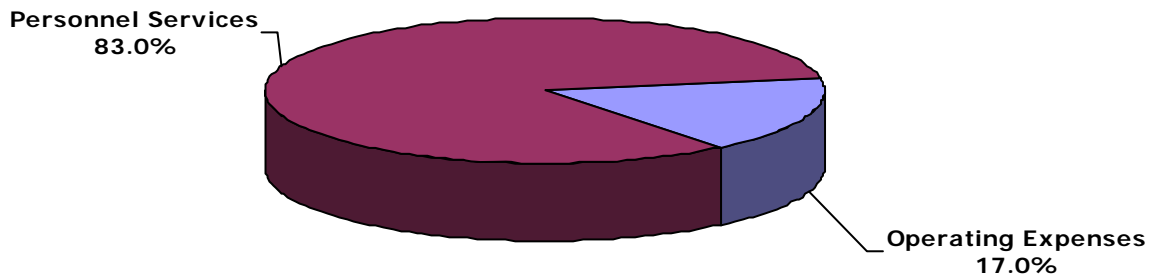
Indicator	2004-05		2005-06		2006-07	2007-08
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Number of information documents distributed	10,550	22,500	11,500	11,000	11,200	12,000
Road calls required (Calls for assistance due to mechanical problems)	4	12	9	7	3	7
Number of trips	182,518	48,000	195,610	148,000	183,000	196,500
Effectiveness						
Number of grievances filed against system	0	0	0	0	0	0
Efficiency						
Passengers per service hour	11.0	7.5	11.8	8.8	11.3	11.9
Passengers per mile	1.3	2.2	1.2	2.8	1.3	1.2
Vehicular accidents per 100,000 miles	0	0	0	0.002	0	0
Average cost per trip	\$2.61	*	\$2.60	*	\$2.71	\$3.34

* New measure - actual and /or goal unavailable.

Community Bus Program - Budget Summary

Revenue Category	FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Budget
Miscellaneous Revenues	-	-	-	-
Investment Income	-	-	-	-
Intergovernmental Revenue	316,266	341,100	349,059	346,785
Interfund Transfers	211,231	82,079	244,680	842,949
Beginning Surplus	-	-	-	-
Total	527,497	423,179	593,739	1,189,734

Expenditure Summary By Category



Expenditure Category	FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Budget
Personnel Services				
Salaries	253,132	245,170	302,565	575,427
Benefits	93,625	95,844	207,374	412,228
Personnel Services Subtotal	346,757	341,014	509,939	987,655
Operating Expenses				
Repair and Maintenance Services	30,827	32,299	32,000	77,000
Rentals and Leases	75	-	-	-
Professional Services	-	-	600	900
Other Contractual Services	3,355	2,689	2,500	4,079
Operating Supplies	41,959	44,653	46,000	117,900
Office Supplies	712	1,292	1,200	1,000
Communication and Freight Services	1,268	1,231	1,500	1,200
Operating Expenses Subtotal	78,196	82,164	83,800	202,079
Total	424,953	423,179	593,739	1,189,734

Position Title	FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Budget
12880 Van Driver	4	6	6	13
13590 P/T Van Driver - City	14	8	8	8
13680 P/T Clerk Spec I	1	1	-	-
13681 P/T Clerk Spec II	-	-	1	1
Total				
Full-time	4	6	6	13
Part-time	15	9	9	9



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.

Funds will be used for improvements and upgrades to existing targets and berm at the Gun Range.

2006-07 Accomplishments

Expended \$12,100 for Firearms Shoot House upgrades.

Law Enforcement Trust Fund Treasury Confiscated Performance Measures

Indicator	2004-05		2005-06		2006-07	2007-08
	Actual	Goal	Actual	Goal	Goal	Goal

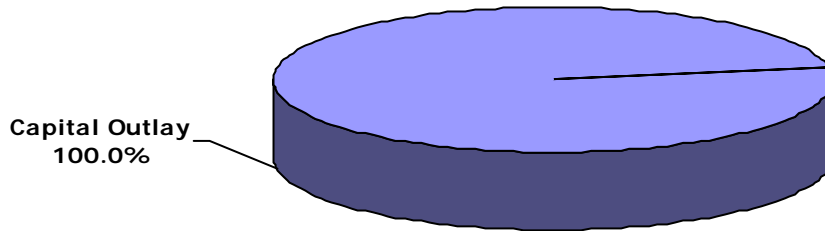
Outputs

Funds spent on equipment and building improvements	\$0	\$29,327	\$0	\$1,802	\$23,709	\$20,900
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Law Enforcement Trust Fund Treasury Confiscated - Budget Summary

Revenue Category	FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Budget
Investment Income	3,416	6,549	6,300	8,000
Fines & Forfeitures	13,246	12,873	-	-
Beginning Surplus	-	-	11,109	12,900
Appropriated Fund Balance	-	-	121,117	-
Total	16,663	19,421	138,526	20,900

Expenditure Summary By Category



Expenditure Category	FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Budget
Operating Expenses				
Repair and Maintenance Services	-	-	25,927	-
Professional Services	-	-	2,000	-
Operating Expenses Subtotal	-	-	27,927	-
Capital Outlay				
Machinery and Equipment	-	-	29,613	-
Improvements Other Than Buildings	-	-	80,986	20,900
Capital Outlay Subtotal	-	-	110,599	20,900
Total	-	-	138,526	20,900



Law Enforcement Trust Fund Justice Confiscated

Goals

To provide funding to support the activities that are covered under the Department of Justice guidelines.

Objectives

Allocations from this fund will continue to finance various service enhancement efforts. Essentially, these allocations will be in the form of one-time capital expenditures.

Major Functions and Activities

Fleet purchases and the continuation of the computerization of the Records Management System.

Standardization of issued equipment will also continue.

This trust fund does not provide for salaries.

Budget Highlights

In accordance with "A Guide to Equitable Sharing of Federally Forfeited Property for State and Local Law Enforcement Agencies" by the U.S. Department of Justice, confiscated revenues are not permitted to be budgeted until they have been awarded to the City's law enforcement department by a court having jurisdiction over the matter.

Funds will be used to facilitate the purchasing of upgraded radios to maintain compliance with new county radios.

2006-07 Accomplishments

Funds were expended for the purchase of practice ammunition.

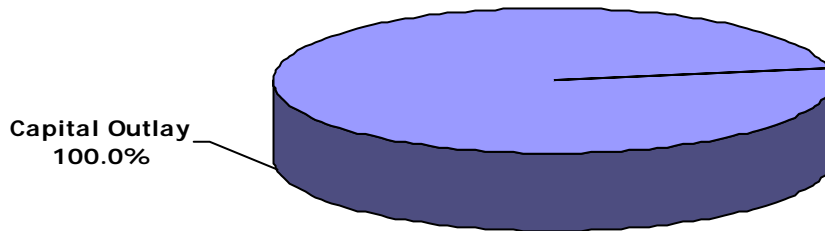
Law Enforcement Trust Fund Justice Confiscated Performance Measures

Indicator	2004-05		2005-06		2006-07	2007-08
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Funds spent on equipment	\$0	\$19,530	\$0	\$4,721	\$18,852	\$12,945

Law Enforcement Trust Fund Justice Confiscated - Budget Summary

Revenue Category	FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Budget
Miscellaneous Revenues	-	-	-	-
Investment Income	6,178	10,797	11,000	13,000
Fines & Forfeitures	-	550	-	-
Beginning Surplus	-	-	-3,148	-55
Appropriated Fund Balance	-	-	223,710	-
Total	6,178	11,347	231,562	12,945

Expenditure Summary By Category



Expenditure Category	FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Budget
Operating Expenses				
Repair and Maintenance Services	-	-	10,325	-
Professional Services	-	-	17,579	-
Other Current Charges and Obligation	-	-	17,700	-
Other Contractual Services	-	-	26,150	-
Operating Supplies	-	-	26,200	-
Operating Expenses Subtotal	-	-	97,954	-
Capital Outlay				
Machinery and Equipment	4,074	-	133,608	12,945
Capital Outlay Subtotal	4,074	-	133,608	12,945
Total	4,074	-	231,562	12,945



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 nine 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.

2006-07 Accomplishments

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

Funds were also expended on advanced leadership courses for police supervisors.

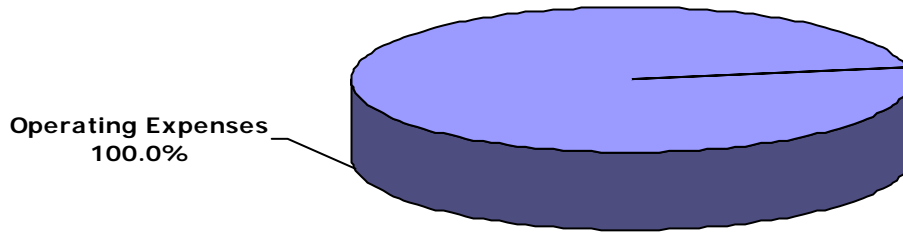
Law Enforcement Trust Fund \$2 Police Education Performance Measures

Indicator	2004-05		2005-06		2006-07	2007-08
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
New recruits sent to the Police Academy	9	15	7	10	10	9
Efficiency						
Average cost per recruit	\$2,445	\$2,400	\$2,445	\$2,400	\$2,445	2,915

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

Revenue Category	FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Budget
Investment Income	4,066	7,336	7,200	9,000
Fines & Forfeitures	39,368	53,335	46,057	52,092
Beginning Surplus	-	-	-7,200	-9,000
Appropriated Fund Balance	-	-	72,305	-
Total	43,434	60,670	118,362	52,092

Expenditure Summary By Category



Expenditure Category	FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Budget
Operating Expenses				
Travel Per Diem	20,246	11,440	41,736	25,857
Publications and Memberships	31,185	24,471	76,626	26,235
Operating Expenses Subtotal	51,431	35,911	118,362	52,092
Total	51,431	35,911	118,362	52,092



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.

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.

Appropriated funds for the architectural plans and construction costs of a new training administration facility to replace the trailer damaged by Hurricane Wilma.

2006-07 Accomplishments

Funds were expended to purchase 21 night vision goggles for the Special Response Team and video projection and editing equipment for the purpose of producing training, recruitment, and promotional videos.

Law Enforcement Trust Fund FDLE Confiscated Performance Measures

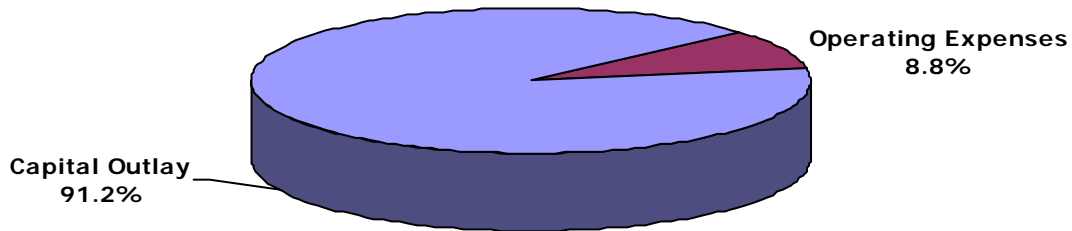
Indicator	2004-05		2005-06		2006-07	2007-08
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Funds spent on equipment and building improvements	+ \$398,078	\$76,778	\$446,064	\$17,541	\$256,131	\$323,355
Funds spent for drug & crime prevention	\$40,806	\$54,780	\$41,014	\$126,164	\$27,004	\$31,348

+ Goals were based only on known awarded grants at time of budget preparation.

Law Enforcement Trust Fund FDLE Confiscated - Budget Summary

Revenue Category	FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Budget
Miscellaneous Revenues	660	258	-	-
Investment Income	39,986	56,613	67,000	63,000
Fines & Forfeitures	141,170	253,438	-	-
Beginning Surplus	-	-	159,135	291,703
Appropriated Fund Balance	-	-	644,898	-
Total	181,816	310,310	871,033	354,703

Expenditure Summary By Category



Expenditure Category	FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Budget
Personnel Services				
Salaries	-	-	6,507	-
Personnel Services Subtotal	-	-	6,507	-
Operating Expenses				
Travel Per Diem	-	2,432	31,464	-
Professional Services	2,923	3,518	36,744	-
Other Current Charges and Obligation	-	-	5,000	-
Operating Supplies	52,376	68,008	101,281	31,348
Operating Expenses Subtotal	55,300	73,957	174,489	31,348
Capital Outlay				
Machinery and Equipment	398,078	184,701	576,900	23,355
Buildings	-	261,363	113,137	300,000
Capital Outlay Subtotal	398,078	446,064	690,037	323,355
Total	453,378	520,021	871,033	354,703



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 IIIE 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 & 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

Personnel costs have increased as a result of 4 additional part-time positions, reclassified from the Community Services Department, to assist with grant functions.



Older Americans Act (OAA) Grant

2006-07 Accomplishments

Our Third Annual Golf Tournament held October 7, 2006 raised over \$30,000.

Implemented Medicaid's Medical Assistance Program, Channeling, and Medicaid Alzheimer's Project (MAP) to provide health coverage for selected categories of people with low incomes. The purpose is to improve the health of seniors who might otherwise go without medical care.

Thirty-seven vendors participated in the November 8, 2006 Health Fair providing mental health, blood pressure, and glucose screenings as well as other services. A representative from the City's Fire Department was a guest speaker on Home and Fire Safety.

Older Americans Act (OAA) Grant Performance Measures

Indicator	2004-05		2005-06		2006-07	2007-08
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Number of clients receiving daycare services	208	+ 206	212	+ 220	220	164
Number of senior clients registered at SW Focal Point Center	3,873	3,071	3,939	3,300	3,500	3,303
Units of service:						
Information	5,331	^ 3,643	5,680	^ 3,640	5,285	4,699
Referral	1,087	^ 800	1,109	^ 800	1,102	895
Public education	30	^ 20	35	^ 20	29	29
Personal care	3,739	^ 2,839	5,162	^ 4,237	4,237	4,237
Respite	698	^ 1,598	333	^ 200	^ 200	300
Homemaker	4,679	^ 4,679	5,352	^ 4,679	^ 4,679	4,579
Number of trips per year	34,332	40,000	38,621	36,105	36,960	30,800
Health support-individual	4,157	^ 3,200	4,930	^ 3,140	4,519	3,795
Health support-group	1,195	^ 793	1,212	^ 793	1,103	290
Adult day care	50,754	^ 29,167	114,259	^ 26,168	^ 54,564	87,024
Counseling-individual	141	^ 140	96.75	^ 140	96	73
Counseling-group	127	^ 90	146	^ 96	134	115
Transportation	46,718	^ 30,800	38,621	^ 30,800	^ 30,800	30,800
Recreation	112,287	^ 38,160	111,519	^ 38,160	109,992	105,849
Effectiveness						
% of service units billed	100%	100%	100%	100%	100%	100%
Efficiency						
Annual Area Agency on Aging monitoring report (compliance)	100%	100%	100%	100%	100%	100%
% of people who request and receive service	100%	100%	100%	100%	100%	100%
% of survey respondents with a positive rating	100%	100%	100%	100%	100%	100%
Passengers per service hour	*	*	*	*	*	*
Passengers per mile	3.8	*	.003	*	3.0	3.4
Vehicular accidents per 100,000 miles	0.003	*	0	*	0.003	0
Road calls per passenger trip	0.06	*	.083	*	0.03	.004
Cost per trip	\$5.65	*	\$6.30	*	# \$19.14	\$7.90

+ Previously published figures excluded IIIIE funded units of service. Actual numbers have now been retroactively adjusted.

The increase from \$5.65 cost per trip during FY05 to \$19.14 in FY07 is due to significantly increased fuel costs.

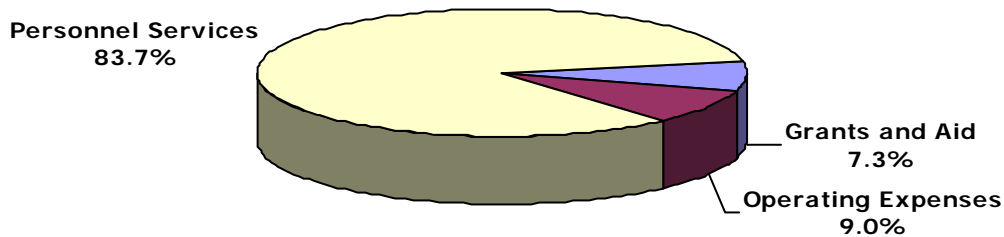
^ Maximum units of service eligible for reimbursement per OAA contract.

* New measure - actual and /or goal unavailable.

Older Americans Act (OAA) Grant - Budget Summary

Revenue Category	FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Budget
Miscellaneous Revenues	89,071	69,657	100,000	100,000
Investment Income	1,605	-	1,000	1,000
Intergovernmental Revenue	835,852	721,532	937,368	1,112,670
Interfund Transfers	-	125,041	116,817	87,058
Estimated Budget Savings	-	-	-	-
Beginning Surplus	-	-	25,000	-
Total	926,528	916,230	1,180,185	1,300,728

Expenditure Summary By Category



Expenditure Category	FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Budget
Personnel Services				
Salaries	591,875	620,299	744,814	836,175
Benefits	155,600	189,150	194,863	252,285
Personnel Services Subtotal	747,476	809,449	939,677	1,088,460
Operating Expenses				
Professional Services	-	-	120	120
Other Contractual Services	146,712	113,745	120,103	116,863
Operating Supplies	-	-	25,000	-
Operating Expenses Subtotal	146,712	113,745	145,223	116,983
Grants and Aid				
Aids to Government Agencies	95,344	31,447	95,285	95,285
Grants and Aid Subtotal	95,344	31,447	95,285	95,285
Other				
Transfers	150,000	-	-	-
Other Subtotal	150,000	-	-	-
Total	1,139,532	954,641	1,180,185	1,300,728

Older Americans Act (OAA) Grant - Personnel Summary

Position Title	FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Budget	
12140 Van Driver II	3	3	3	3	
12443 Activities Coordinator - Grant	1	1	1	2	
12498 Senior Aide	1	1	1	1	
12583 Intake Worker	1	2	2	2	
12584 F/T Scheduler	-	0.1	0.1	-	
12630 Certified Nurses Aide	0.3	0.3	0.3	2	
12751 Transportation Coordinator I	-	0.2	-	0.1	
12752 Trans Operations Clk	1	1	1	1	
12758 Adult Day Care Coordinator	1	1	1	1	
12759 Alzheimer's Coordinator	1	1	1	-	
12762 Dispatcher	-	0.1	0.1	0.9	
12962 Receptionist/Cler Asst	1	1	1	1	
12964 Health Support Coord	1	1	1	1	
12966 C.N.A.	1	1	1	2	
12967 L.P.N.	1	1	1	1	
12971 Social Services Coordinator	1	1	1	1	
12975 Social Services Specialist-Grant	1	1	1	2	
12976 Human Services Administrator	-	-	1	1	
13498 P/T Seniors Aide - Grant	3	2	2	1	
13499 P/T LPN	1	1	1	2	
13570 P/T Van Driver	1	1	1	1	
13572 P/T Social Worker- Grant	1	1	1	1	
13573 P/T Intake Worker	1	-	-	-	
13577 P/T C.N.A.	3	4	4	10	
13578 P/T Alzheimers Activity Spec	1	1	-	-	
13605 P/T Recreation Specialist II	-	-	-	1	
13606 P/T Recreation Specialist - Gran	1	1	1	-	
13962 P/T Receptionist/Clerical Asst	1	1	1	1	
13965 P/T I & R Specialist	-	-	1	1	
Total	Full-time	15.25	16.64	17.45	22
	Part-time	13	12	12	18

Older Americans Act (OAA) Grant - Personnel Summary

Position Title	FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Budget	
12140 Van Driver II	3	3	3	3	
12443 Activities Coordinator - Grant	1	1	1	2	
12498 Senior Aide	1	1	1	1	
12583 Intake Worker	1	2	2	2	
12584 F/T Scheduler	-	0.1	0.1	-	
12630 Certified Nurses Aide	0.3	0.3	0.3	2	
12751 Transportation Coordinator I	-	0.2	-	0.1	
12752 Trans Operations Clk	1	1	1	1	
12758 Adult Day Care Coordinator	1	1	1	1	
12759 Alzheimer's Coordinator	1	1	1	-	
12762 Dispatcher	-	0.1	0.1	0.9	
12962 Receptionist/Cler Asst	1	1	1	1	
12964 Health Support Coord	1	1	1	1	
12966 C.N.A.	1	1	1	2	
12967 L.P.N.	1	1	1	1	
12971 Social Services Coordinator	1	1	1	1	
12975 Social Services Specialist-Grant	1	1	1	2	
12976 Human Services Administrator	-	-	1	1	
13498 P/T Seniors Aide - Grant	3	2	2	1	
13499 P/T LPN	1	1	1	2	
13570 P/T Van Driver	1	1	1	1	
13572 P/T Social Worker- Grant	1	1	1	1	
13573 P/T Intake Worker	1	-	-	-	
13577 P/T C.N.A.	3	4	4	10	
13578 P/T Alzheimers Activity Spec	1	1	-	-	
13605 P/T Recreation Specialist II	-	-	-	1	
13606 P/T Recreation Specialist - Gran	1	1	1	-	
13962 P/T Receptionist/Clerical Asst	1	1	1	1	
13965 P/T I & R Specialist	-	-	1	1	
Total	Full-time	15.25	16.64	17.45	22
	Part-time	13	12	12	18



Debt Service Fund

Mission

To optimize City resources in obtaining funds for City projects.

Goals

To finance projects and refund existing debts utilizing the most cost effective methods, while minimizing the restrictions that would hinder the future borrowing capacity of the City.

Objectives

To account for the servicing of general long-term debt not being financed by proprietary or non-expendable trust funds, and to maintain the highest possible bond ratings for the marketability of the City's debt.

Major Functions and Activities

The following paragraphs describe bond issues of the City of Pembroke Pines. The balances outstanding shown in these paragraphs are as of September 30, 2007.

~ PUBLIC IMPROVEMENT REVENUE BONDS, SERIES 1998:

On September 23, 1998, the City issued \$24,055,000 bonds for the purpose of acquiring land for a Charter High School, construction and equipping of a Charter Middle School, site development for the Academic Village, a communication system for the Fire Department and improvements to the City's fire stations and police annex. The Academic Village is the site for the Charter High School, a branch of Florida International University, the Broward County Southwest Regional Library, and a branch of Broward Community College. The \$18,935,000 outstanding bonds, maturing on and after October 1, 2009, 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 until they are called for redemption on October 1, 2008. The remaining \$1,840,000 outstanding bonds that were not refunded are due in varying installments through October 1, 2008. They bear interest at rates which range from 4.25% 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 and rentals from the Charter Middle School and the Charter High School.

~ CAPITAL IMPROVEMENT REVENUE BONDS, SERIES 1999:

On April 27, 1999, the City issued \$45,240,000 bonds for the purpose of providing funds to finance the construction and equipping of the Charter High School and certain other City projects. In addition, the City used \$10,985,000 of these bonds to refund the City's outstanding Capital Improvement Revenue Bonds, Series 1995. The \$28,100,000 outstanding bonds, maturing on and after December 1, 2009 that were not used to refund the Refunded 1995 Bonds, were advance refunded and defeased on December 1, 2006 by the Capital 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 until they are called for redemption on December 1, 2008. The remaining \$11,390,000 outstanding bonds that were not refunded are due in varying installments through December 1, 2026. They bear interest at rates which range from 4.00% to 5.25%, 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 Fee Revenues, and rentals from the City's Charter Schools, Early Development Centers, and senior housing facility. These bonds were issued on parity with both of the Capital Improvement Revenue Bonds, Series 1992 and Series 1993. The bonds maturing on and after December 1, 2009 are subject to redemption at the option of the City, on or after December 1, 2008, in such order of maturity as the City selects, plus accrued interest to the redemption date.

~ 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



Debt Service Fund

deceased 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 \$5,875,000 outstanding bonds that were not refunded are due in varying installments through October 1, 2013. They bear interest at rates which range from 3.50% 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 and rentals from the City of Pembroke Pines/Florida State University Charter Elementary School. These bonds were issued on parity with both of the Public Improvement Revenue Bonds, Series 1993 and 1998. 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.

~ CHARTER SCHOOL REVENUE BONDS, SERIES 2001A:

On December 11, 2001, the City issued \$31,910,000 bonds for the purpose of providing funds for the construction and equipping of a Central Campus comprising of an Early Development Center, a Charter Elementary School, and a Charter Middle School, as well as enabling the payoff of the remaining \$9,016,628 principal and \$411,168 accrued interest of the Certificate of Indebtedness, Series 1997. These bonds have an outstanding balance of \$29,405,000 due in varying installments through July 1, 2031. The outstanding bonds bear interest at rates from 4.000% to 5.375%, with interest payable semi-annually on January 1st and July 1st. The principal and interest on these bonds are payable from a pledge of and lien upon the rentals from the City's Charter Schools and Early Development Centers. The bonds maturing on and after July 1, 2012 are subject to redemption at the option of the City, on or after July 1, 2011, in such order of maturity as the City selects, plus accrued interest to the redemption date.

~ CHARTER SCHOOL REVENUE BONDS, SERIES 2001B:

On April 4, 2002, the City issued \$20,060,000 bonds for the purpose of purchasing 30 new school buses,

and for providing funds for the construction of an 88,000 square foot shared educational facility with a capacity of 400 high school students to be located on the City's existing Academic Village Charter High School campus. These bonds have an outstanding balance of \$17,715,000 due in varying installments through July 1, 2031. The outstanding bonds bear interest at rates from 4.10% to 5.25%, with interest payable semi-annually on January 1st and July 1st. The principal and interest on these bonds are payable from a pledge of and lien upon rentals from the Charter Schools. The City entered into an Interlocal Agreement with Florida International University on March 13, 2002 allowing FIU specified usage of the shared educational facility for 10 years, for increasing annual rentals starting at \$400,000 per year, payable to the Charter High School in quarterly advance payments beginning January 1, 2003. Such rental payments are also pledged to pay the debt service on this bond issue. The Series 2001B Bonds were issued on a parity with Charter School Revenue Bonds, Series 2001A. The bonds maturing on and after July 1, 2013 are subject to redemption at the option of the City, on or after July 1, 2012, in such order of maturity as the City selects, plus accrued interest to the redemption date.

~ TAXABLE COMMUNICATION 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 \$39,935,000 due in varying installments through October 1, 2033. The outstanding bonds bear an interest rate of 5.97%, payable semi-annually on April 1st and October 1st of each year. The principal and interest on these bonds are payable from and secured by a pledge of and an irrevocable lien on the Communications Services Tax Revenues and Water Public Service Tax Revenues on a parity with the Series 2004 Bonds and any additional 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



Debt Service Fund

Service Tax Revenues, were not less than 1.30 times the Maximum Bond Service Requirement on all parity bonds then outstanding. 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 COMMUNICATION 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 \$49,505,000 due in varying installments through October 1, 2033. The outstanding bonds bear interest at rates from 2.75% to 5.25%, payable semi-annually on April 1st and October 1st of each year. The principal and interest on these bonds are payable from and secured by a pledge of and an irrevocable lien on the Communications Services Tax Revenues and Water Public Service Tax Revenues on a parity with the Series 2003A Bonds and any additional 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. The bonds maturing on and after October 1, 2015 are subject to redemption prior to their respective dates of maturity at the option of the City on or after October 1, 2014, in such order of maturity as the City selects, plus accrued interest to the redemption date.

~ PUBLIC IMPROVEMENT REVENUE BONDS, SERIES 2004A:

On May 6, 2004, the City issued \$20,140,000 bonds for the purpose of funding the acquisition, construction, and equipping of the Senior Housing

Project (Tower One), the site development, engineering and permitting costs related to the Senior Housing Project, and the mobile safety equipment. These bonds have an outstanding balance of \$20,140,000 due in varying installments through October 1, 2034. The outstanding bonds bear interest at rates from 3.00% to 5.00%, with interest payable semi-annually on April 1st and October 1st. The principal and interest on these bonds are payable from a pledge of and lien upon the City's Electric Public Service Tax Revenues. These bonds were issued on parity with both of the Public Improvement Revenue Bonds, Series 1998 and 2001. The bonds maturing on or after October 1, 2015 are subject to redemption at the option of the City, on or after October 1, 2014, in such order of maturity as the City selects, plus accrued interest to the redemption date.

~ PUBLIC IMPROVEMENT REVENUE BONDS, SERIES 2004B:

On July 14, 2004, the City issued \$15,975,000 bonds for the purpose of funding the cost of planning, designing, constructing, and equipping of the Senior Housing Project (Tower Two), and any remaining or additional Tower One project costs. These bonds have an outstanding balance of \$15,975,000 due in varying installments through October 1, 2034. The outstanding bonds bear interest at rates from 3.50% to 5.00%, with interest payable semi-annually on April 1st and October 1st. The principal and interest on these bonds are payable from a pledge of and lien upon the City's Electric Public Service Tax Revenues. These bonds were issued on parity with the Public Improvement Revenue Bonds, Series 1998, 2001, and 2004A. 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.

~ VARIABLE RATE CAPITAL IMPROVEMENT REVENUE BONDS, SERIES 2005 (SUSAN B. ANTHONY CENTER):

On January 26, 2005, the City issued \$7,910,000 bonds for the purpose of funding the cost of planning, development, design, construction, and equipping of the Susan B. Anthony Center. These bonds have an outstanding balance of \$7,910,000. They initially bear interest at a Weekly Rate determined by the Remarketing Agent, payable on the first Wednesday of each calendar month, and will mature on October 1, 2034. At the option of the City, these bonds may be converted to bear interest at a Fixed Rate. The



Debt Service Fund

2005 Bonds are subject to optional and mandatory tender for purchase and to optional redemption prior to maturity. During a Weekly Rate Period, the 2005 Bonds are subject to tender for purchase on any Business Day at the option of the registered owners thereof upon seven days' prior notice. The 2005 Bonds are subject to mandatory tender for purchase (1) on the first day of each Fixed Rate Period and (2) upon the termination, expiration, reduction, modification or replacement of the Liquidity Facility or any Alternate Liquidity Facility, including termination by the Liquidity Provider upon certain events. The principal and interest on these bonds are payable from and secured by a pledge of and an irrevocable lien upon the City's Electric Franchise Revenues on a parity with the Capital Improvement Revenue Bonds, Series 1993 and Capital Improvement Revenue Bonds, Series 1999, and any additional parity bonds of the City. The 2005 Bonds bearing interest at a Weekly Rate are subject to optional redemption by the City, in whole or in part, at the direction of the City, on any Business Day, at a redemption price equal to 100% of the principal amount thereof, plus interest accrued to the date fixed for redemption.

This issue's debt service shown on the following "Schedule of Debt Service on Outstanding Bonds as of September 30, 2007" is based on the Weekly Rate of 3.86% for the Weekly Rate Period of September 26, 2007 - October 2, 2007.

~ 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 \$45,050,000 due in varying installments through September 1, 2035. The outstanding bonds bear interest at rates from 3.00% 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). 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 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 generated a net present value benefit of \$1,268,541. These refunding bonds have an outstanding balance of \$29,720,000 due in varying installments through October 1, 2022. The outstanding bonds bear interest at rates from 4.00% to 5.00%, with interest payable semi-annually on April 1st and October 1st. The principal and interest on these bonds are payable from a pledge of and lien upon the City's electric public service tax revenues. They were issued on parity with the Public Improvement Revenue Bonds, Series 1998, 2001, 2004A, and 2004B. 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 generated a net present value benefit of \$1,778,037. These refunding bonds have an outstanding balance of \$45,050,000 due in varying installments through December 1, 2031. They bear interest at rates which range from 4.00% to 5.00%, with interest payable semi-annually on June 1st and December 1st. The principal and interest on these bonds are payable from a pledge of and lien upon the City's electric franchise revenues. These bonds were issued on parity with the Capital Improvement Revenue Bonds, Series 1999 and the Variable Rate Capital Improvement Revenue Bonds, Series 2005. The



Debt Service Fund

bonds maturing on and after December 1, 2017 are subject to redemption at the option of the City, on or after December 1, 2016, in such order of maturity as the City selects, plus accrued interest to the redemption date.

~ CAPITAL IMPROVEMENT REVENUE BONDS (PHASE II OF FORMAN SENIOR HOUSING PROJECT), SERIES 2007:

On January 24, 2007, the City issued \$26,805,000 bonds for the purpose of funding (1) the design, construction, and equipping of approximately 220 residential units to become part of the City's senior housing facilities to be owned and operated by the City, to be located on the Senator Howard C. Forman Human Services Campus and related subordinate facilities, and (2) renovations to existing senior housing facilities owned and operated by the City. These bonds have an outstanding balance of \$26,805,000 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. These bonds were issued on parity with the Capital Improvement Revenue Bonds, Series 1999, the Variable Rate Capital Improvement Revenue Bonds, Series 2005, and the Capital Improvement Revenue Refunding Bonds, Series 2006. 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 \$43,000,000 due in varying installments through September 1, 2036. The outstanding bonds bear interest at rates from 3.75% 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). 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.

Budget Highlights

No bond issue is anticipated for fiscal year 2008, unless there is a favorable market for refunding.

2006-07 Accomplishments

All bond issues were timely funded, paid, and in compliance with the bond covenants.

All of the bonds outstanding are insured and as a result have the highest bond rating.

In fiscal year 2007, the City successfully issued four bond issues, resulting in the following benefits to the City:

1. The Public Improvement Revenue Refunding Bonds, Series 2006 and the Capital Improvement Revenue Refunding Bonds, Series 2006 advance refunding of a portion of the Public Improvement Revenue Bonds, Series 1998, Capital Improvement Revenue Bonds, Series 1999, and Public Improvement Revenue Bonds, Series 2001, and has generated a total net present value benefit of \$3,046,578 for the City.

2. Bond proceeds from the Capital Improvement Revenue Bonds, Series 2007 and a portion of the Capital Improvement Revenue Refunding Bonds, Series 2006 have enabled the City to complete various necessary capital projects as well as meet the City's increasing demand for affordable senior housing by expanding the City's senior housing facilities by an additional 220 residential units.

3. The Phase II General Obligation Bonds, Series 2007 provide funds for various City projects, e.g. improvement of infrastructure, recreational facilities, senior service facilities, and other public work projects.

On November 1, 2006, the City Commission adopted Ordinance No. 1560 which created a "Debt Management Policy" to provide structure and regulation to the City's debt process.

On November 1, 2006, the City Commission adopted Ordinance No. 1561 which created a "Derivative Debt



Debt Service Fund

Management Policy" to establish guidelines for the use and management of all interest rate exchange agreements incurred in connection with the incurrence of debt obligations.

Debt Service Fund Performance Measures

Indicator	2004-05		2005-06		2006-07	2007-08
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Number of payments	20	24	29	33	40	40
Number of bond issues outstanding	12	11	12	12	15	15
Efficiency						
% of required funding accomplished	100%	100%	100%	100%	100%	100%
% of payments made in accordance with bond indenture	100%	100%	100%	100%	100%	100%

City of Pembroke Pines, Florida
Schedule of Debt Service on Outstanding Bonds as of September 30, 2007

Charter Mid School & Academic Village	Charter High School & Other Capital Proj	Police Annex, Park & Other Improv	Charter School Central Campus	Charter School Facility & Buses	Firefighters Pension	Police Officers & Gen Employees Pension	Senior Housing Project Tower 1
<u>\$24,055,000</u>	<u>\$45,240,000</u>	<u>\$19,600,000</u>	<u>\$31,910,000</u>	<u>\$20,060,000</u>	<u>\$39,935,000</u>	<u>\$49,910,000</u>	<u>\$20,140,000</u>

Revenue Bonds:	Public Improv.	Capital Improv.	Public Improv.	Charter School	Charter School	Taxable Comm. Services Tax	Taxable Comm. Services Tax	Public Improv.
Fiscal Y/E Sep 30	Series 1998	Series 1999	Series 2001	Series 2001A	Series 2001B	Series 2003A	Series 2004	Series 2004A
2008	959,545	1,692,750	973,625	2,134,144	1,469,067	2,995,314	2,848,838	928,873
2009	960,210	1,694,340	970,000	2,131,944	1,464,673	2,991,658	3,436,475	928,873
2010	-	752,820	963,500	2,133,743	1,468,535	2,990,764	3,436,269	928,873
2011	-	749,310	965,800	2,133,609	1,465,477	2,992,332	3,432,188	1,396,747
2012	-	749,773	966,265	2,131,478	1,465,663	2,991,214	3,428,956	1,391,741
2013	-	754,248	964,425	2,132,294	1,208,812	2,987,409	3,426,181	1,390,110
2014	-	752,704	960,210	2,132,681	1,211,725	2,985,768	3,423,431	1,391,610
2015	-	750,100	-	2,130,650	1,212,975	2,985,994	3,426,731	1,391,397
2016	-	751,333	-	2,131,200	1,212,513	2,982,936	3,420,763	1,389,735
2017	-	751,306	-	2,134,062	1,210,012	2,981,445	3,420,331	1,391,835
2018	-	754,975	-	2,130,250	1,211,263	2,981,222	3,416,813	1,387,732
2019	-	752,200	-	2,131,500	1,211,012	2,977,120	3,415,088	1,386,942
2020	-	753,075	-	2,135,000	1,209,263	2,978,838	3,414,919	1,389,365
2021	-	752,050	-	2,130,500	1,211,012	2,976,078	3,412,881	1,384,762
2022	-	753,963	-	2,133,250	1,211,013	2,973,692	3,408,578	1,383,263
2023	-	754,300	-	2,132,750	1,209,262	2,971,381	3,404,791	1,384,831
2024	-	753,063	-	2,134,000	1,210,763	2,963,995	3,406,134	1,383,844
2025	-	871,969	-	2,131,750	1,210,262	2,966,087	3,397,481	1,380,725
2026	-	870,756	-	2,131,000	1,207,763	2,962,209	3,397,212	1,379,750
2027	-	872,313	-	2,131,500	1,208,262	2,957,212	3,389,875	1,380,625
2028	-	-	-	2,133,000	1,209,175	2,955,648	3,386,500	1,379,250
2029	-	-	-	2,130,250	1,212,463	2,952,069	3,386,563	1,375,625
2030	-	-	-	2,133,250	1,212,862	2,946,177	3,384,669	1,374,625
2031	-	-	-	2,131,500	1,210,375	2,942,523	3,380,556	1,376,000
2032	-	-	-	-	-	2,935,662	3,378,831	1,374,625
2033	-	-	-	-	-	2,934,994	3,374,100	1,370,500
2034	-	-	-	-	-	2,929,923	3,366,100	1,368,500
2035	-	-	-	-	-	-	-	1,368,375
2036	-	-	-	-	-	-	-	-
2037	-	-	-	-	-	-	-	-
Total debt service	<u>\$ 1,919,755</u>	<u>\$ 17,287,345</u>	<u>\$ 6,763,825</u>	<u>\$ 51,175,305</u>	<u>\$ 30,334,202</u>	<u>\$ 80,189,664</u>	<u>\$ 91,421,254</u>	<u>\$ 37,359,133</u>
Principal outstanding	<u>\$ 1,840,000</u>	<u>\$ 11,390,000</u>	<u>\$ 5,875,000</u>	<u>\$ 29,405,000</u>	<u>\$ 17,715,000</u>	<u>\$ 39,935,000</u>	<u>\$ 49,505,000</u>	<u>\$ 20,140,000</u>

City of Pembroke Pines, Florida
Schedule of Debt Service on Outstanding Bonds as of September 30, 2007

Senior Housing Project Tower 2	Susan B. Anthony Center	Various Capital Projects & Refunding	Refunding	Various Capital Projects & Refunding	Senior Housing Project Tower 3	Various Capital Projects
<u>\$15,975,000</u>	<u>\$7,910,000</u>	<u>\$47,000,000</u>	<u>\$29,720,000</u>	<u>\$45,050,000</u>	<u>\$26,805,000</u>	<u>\$43,000,000</u>

Revenue Bonds:	Public Improv.	Variable Rate Capital Improv.	General Obligation Bonds	Public Improv. Refunding	Capital Improv. Refunding	Capital Improv.	General Obligation Bonds	Total Debt Service
Fiscal Y/E	Series 2004B	Series 2005	Series 2005	Series 2006	Series 2006	Series 2007	Series 2007	
Sep 30								
		* Based on Weekly Rate of 3.86%						
2008	757,915	305,326	2,794,897	1,382,850	2,425,412	1,211,463	2,685,719	25,565,738
2009	757,915	305,326	2,796,848	1,382,250	2,416,612	1,211,462	2,680,937	26,129,523
2010	757,915	305,326	2,797,897	2,351,850	3,372,712	1,716,163	2,682,438	26,658,805
2011	1,116,527	305,326	2,797,053	2,345,950	3,372,712	1,715,162	2,680,837	27,469,030
2012	1,113,343	305,326	2,794,252	2,348,450	3,370,313	1,713,363	2,680,988	27,451,125
2013	1,114,136	305,326	2,794,438	2,349,150	3,365,513	1,715,662	2,681,787	27,189,491
2014	1,113,879	305,326	2,797,377	2,348,050	3,373,013	1,716,963	2,680,075	27,192,812
2015	1,112,423	305,326	2,797,828	3,294,550	3,370,675	1,717,262	2,678,075	27,173,986
2016	1,109,678	305,326	2,795,707	3,296,675	3,361,088	1,716,563	2,679,675	27,153,192
2017	1,110,760	305,326	2,798,583	3,293,050	3,369,962	1,714,012	2,678,425	27,159,109
2018	1,110,587	305,326	2,798,557	3,288,550	3,366,712	1,716,250	2,679,225	27,147,462
2019	1,109,059	305,326	2,796,158	3,282,925	3,371,350	1,712,319	2,683,113	27,134,112
2020	1,110,701	305,326	2,796,757	3,285,675	3,363,488	1,716,300	2,679,875	27,138,582
2021	1,105,656	305,326	2,795,158	3,276,550	3,372,113	1,714,900	2,683,250	27,120,236
2022	1,109,294	305,326	2,794,520	3,290,800	3,364,238	1,712,300	2,682,675	27,122,912
2023	1,106,253	305,326	2,794,495	3,284,400	3,363,762	1,713,400	2,684,625	27,109,576
2024	1,106,125	305,326	2,796,707	-	3,366,363	1,713,100	2,678,875	23,818,295
2025	1,104,125	305,326	2,795,945	-	3,250,153	1,716,300	2,680,650	23,810,773
2026	1,105,500	305,326	2,797,208	-	3,249,963	1,717,288	2,679,500	23,803,475
2027	1,105,125	305,326	2,795,282	-	3,245,028	1,716,037	2,680,425	23,787,010
2028	1,103,000	305,326	2,795,170	-	1,148,687	1,713,375	2,683,200	20,812,331
2029	1,099,125	305,326	2,796,745	-	1,142,569	1,713,750	2,683,400	20,797,885
2030	1,098,375	305,326	2,799,270	-	1,144,750	1,716,250	2,679,800	20,795,354
2031	1,100,500	305,326	2,797,520	-	1,140,125	1,715,750	2,682,400	20,782,575
2032	1,095,500	305,326	2,796,495	-	1,138,694	1,717,125	2,680,725	17,422,983
2033	1,098,250	305,326	2,795,825	-	-	1,715,250	2,679,775	16,274,020
2034	1,093,625	305,326	2,795,575	-	-	1,715,000	2,684,312	16,258,361
2035	1,091,625	7,930,913	2,795,375	-	-	1,716,125	2,683,863	17,586,276
2036	-	-	-	-	-	1,713,500	5,478,425	7,191,925
2037	-	-	-	-	-	1,716,875	-	1,716,875
Total debt service	<u>\$ 29,916,916</u>	<u>\$ 16,174,715</u>	<u>\$ 78,297,642</u>	<u>\$ 44,101,725</u>	<u>\$ 70,826,007</u>	<u>\$ 50,449,269</u>	<u>\$ 80,557,069</u>	<u>\$ 686,773,826</u>
Principal outstanding	<u>\$ 15,975,000</u>	<u>\$ 7,910,000</u>	<u>\$ 45,055,000</u>	<u>\$ 29,720,000</u>	<u>\$ 45,050,000</u>	<u>\$ 26,805,000</u>	<u>\$ 43,000,000</u>	<u>\$ 389,320,000</u>

* This is the rate in effect at the financial statement date (September 30, 2007) per GASB Statement No. 38, paragraph 10.

DISCUSSION ON THE EFFECTS OF EXISTING DEBT LEVELS ON CURRENT AND FUTURE OPERATIONS

- In the years 2008-2023, total annual debt service will remain fairly constant at approximately \$25,600,000 to \$27,500,000.
- In the years 2024-2027, total annual debt service will remain fairly constant at approximately \$23,900,000.
- In the years 2028-2031, total annual debt service will remain fairly constant at approximately \$20,900,000.
- In the years 2032-2034, total annual debt service will remain fairly constant at approximately \$16,300,000 to \$17,500,000.
- If the Variable Rate Capital Improvement Revenue Bonds, Series 2005 are not converted to fixed rate bonds prior to maturity on October 1, 2034, the total debt service will approximately be \$17,600,000 in fiscal year 2035.
- If there is no additional debt issued prior to fiscal year 2036, the total debt service for the year 2036 will reduce to \$7,200,000 and the year 2037 will decrease significantly to approximately \$1,800,000.
- Based on the September 30, 2007 Weekly Rate of 3.86% on the Variable Rate Capital Improvement Revenue Bonds, Series 2005, the total outstanding future debt service for the years 2008 – 2037 will increase from prior year by \$136,311,006, and the total outstanding bond principal balance as of September 30, 2007 will increase by \$81,300,000 from prior year.

Property Assessed Value, Outstanding Debt, Legal Debt Limit & Covenants September 30, 2007

Estimated Actual Taxable Value	\$ 17,145,457,817
Less: Tax Exempt Properties	(781,881,297)
Personal Exemptions	(1,170,127,780)
Capped Differential*	(4,554,450,930)
Value Adjustment Board & Broward County Property Appraiser Adjustments	(46,195,039)
Total Taxable Assessed Value	<u><u>\$ 10,592,802,771</u></u>

City's direct unlimited tax general obligation debt limitation (1.5% of the City's taxable assessed valuation) **\$ 158,892,042**

Amount of debt outstanding:

Revenue Bonds:

Public Improvement Revenue Bonds, Series 1998	\$ 1,840,000
Capital Improvement Revenue Bonds, Series 1999	11,390,000
Public Improvement Revenue Bonds, Series 2001	5,875,000
Charter School Revenue Bonds, Series 2001A	29,405,000
Charter School Revenue Bonds, Series 2001B	17,715,000
Taxable Communications Services Tax Revenue Bonds, Series 2003A	39,935,000
Taxable Communications Services Tax Revenue Bonds, Series 2004	49,505,000
Public Improvement Revenue Bonds, Series 2004A	20,140,000
Public Improvement Revenue Bonds, Series 2004B	15,975,000
Variable Rate Capital Improvement Revenue Bonds, Series 2005	7,910,000
Public Improvement Revenue Refunding Bonds, Series 2006	29,720,000
Capital Improvement Revenue Refunding Bonds, Series 2006	45,050,000
Capital Improvement Revenue Bonds, Series 2007	<u>26,805,000</u>
Total outstanding revenue bonds	301,265,000

General Obligation Bonds:

General Obligation Bonds, Series 2005	45,055,000
General Obligation Bonds, Series 2007	43,000,000
Total General Obligation Bonds subject to debt limitation	\$ 88,055,000
Total outstanding debt	<u>389,320,000</u>
Less: Reserve for debt service	<u>(10,606,004)</u>
Net total outstanding debt	<u><u>\$ 378,713,996</u></u>
Legal debt margin	<u><u>\$ 70,837,042</u></u>

* 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.

Legal Debt Limit:

The State of Florida Constitution or Statutes do not limit the amount of debt that the City can issue.

On November 1, 2006, the City of Pembroke Pines adopted Ordinances No. 1560 and No. 1561, creating a "debt Management policy" and a "derivative debt manage policy" respectively for the City, and amending Chapter 33 of the Code of Ordinances of the City by specifically creating SECTION 33.65, entitled "Debt Management Policy" and SECTION 33.66, entitled "Derivative Debt Management Policy" respectively.

The Debt Management Policy provides structure and regulation to the City's debt process, and the following limitations on the City's indebtedness:

A. Target Limitations on Unlimited Tax General Obligation Indebtedness. The City shall, as a matter of policy, conduct its finances so that the amount of direct unlimited tax general obligation ("UTGO") debt outstanding at any time that is subject to approval by the voters (excluding long-term, non-self-supporting leases) does not exceed 1.5% of the City's taxable assessed valuation.

B. Target Limitations on Non-Self-Supporting Limited Tax General Obligation Indebtedness and Lease-Purchase Obligations. The City shall, as a matter of policy, conduct its finances so that 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 does 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.

These limitations apply to debt obligations issued with a specific LTGO pledge, and obligations that are in effect secured by a LTGO pledge and are not self-supporting.

C. Target Limitations on Lease-Purchase Financing of Equipment and Furnishings. The City may enter into short-term lease-purchase obligations to finance the acquisition of capital equipment and furnishings with estimated useful lives of less than ten years. Outstanding lease-purchase obligations issued to finance capital equipment and furnishings shall not exceed 0.25% of the City's taxable assessed valuation. Repayment of these lease-purchase obligations shall occur over a period not to exceed the useful life of the underlying asset or in any case no longer than ten years from the dated date of such obligations. The Finance department shall be responsible for developing procedures for use by City Departments interested in participating in lease-purchase programs, and for setting repayment terms and amortization schedules, in consultation with participating departments.

D. Limitations on General Fund Loan Guarantees and Credit Support. As part of the City's financing activities, General Fund resources may be used to provide credit support or loan guarantees for public or private developments that meet high priority City needs. Before such General Fund commitments are made, specific policy goals and objectives that determine the nature and type of projects qualifying for such support, and specific limitations to be placed on the maximum amount of, General Fund resources pledged to such projects shall be developed. The City Manager and the Finance Director shall be responsible for coordinating the development of such policies and goals, which shall not take effect until approved by the City Commission. General Fund loan guarantees shall be subject to the overall debt limitations set forth in B, above.

Recognizing the limited capacity of the City's General Fund to support both ongoing operating programs and secure long-term debt obligations, use of the General Fund to secure such obligations must first be approved by the Finance Director and the City Manager. Key factors that will be considered in determining whether or not the General Fund should be used to secure a particular debt obligation will include one or more of the following:

1. Demonstration of underlying self-support, thus limiting potential General Fund financial exposure.
2. Use of General Fund support as a transition to a fully stand alone credit structure, where interim use of General Fund credit support reduces borrowing costs and provides a credit history for new or hard to establish credits.
3. General Fund support is determined by the City Commission to be in the City's overall best interest.
4. General Fund support is justified to achieve a specific public benefit for the residents of the City as recommended by the City Manager and approved by the City Commission.

E. Target Limitations on the Issuance of Revenue-Secured Debt Obligations. The City shall seek to finance the capital needs of its revenue producing enterprise activities through the issuance of revenue-secured debt obligations. Prior to issuing revenue-secured debt obligations, City departments, in consultation with the Finance Director, will develop financial plans and projections showing the feasibility of the planned financing, required rates and charges needed to support the planned financing, and the impact of the planned financing on ratepayers, property owners, City departments, and other affected parties. The amount of revenue-secured debt obligations issued will be limited by the feasibility of the overall financing plan as determined by the Finance Director in consultation with the Financial Advisor.

Revenue-secured debt obligations must first be reviewed and approved by the Finance Director before being issued.

The Derivative Debt Management Policy establishes guidelines for the use and management of all interest rate exchange agreements incurred in connection with the incurrence of debt obligations.

Revenue Bonds 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 1998

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 preceding fiscal year equal at least 125% of the maximum bond debt service requirement on all existing and proposed parity bonds.

Capital Improvement Revenue Bonds, Series 1999

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 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 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.

Charter School Revenue Bonds, Series 2001A, and Charter School Revenue Bonds, Series 2001B

Additional parity bonds payable from the pledged revenues may be issued for acquisition or construction of additional educational facilities and related facilities for Charter Schools, 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.

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.

Variable Rate Capital Improvement Revenue Bonds, Series 2005

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.

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.

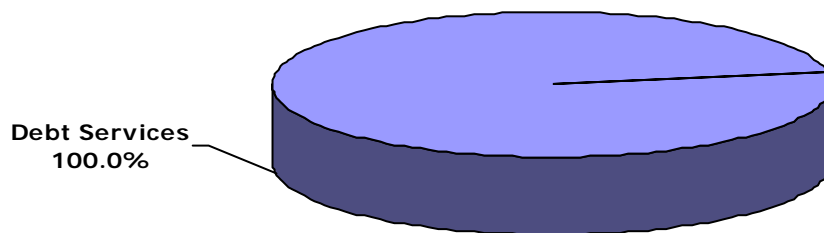
Capital Improvement Revenue Bonds (Phase II of Forman Senior Housing Project), Series 2007

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.

Debt Service Fund - Budget Summary

Revenue Category	FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Budget
Rental Revenue	8,217,168	8,996,692	10,163,251	10,670,264
Public Service Taxes	1,741,613	1,513,798	1,679,730	1,669,034
Investment Income	328,610	598,132	579,225	855,502
Interfund Transfers	-	214,124	20,464	-
Franchise Fees	508,874	82,772	673,235	801,523
Debt Proceeds	6,463,586	-	64,201,027	-
Communications Services Tax	3,529,288	5,165,539	5,782,463	6,351,331
Beginning Surplus	-	-	-3,793,583	13,127
Ad Valorem Taxes	-	2,825,984	2,623,678	5,232,579
Total	20,789,139	19,397,040	81,929,490	25,593,360

Expenditure Summary By Category



Expenditure Category	FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Budget
Debt Services				
Principal Payments	3,855,000	11,020,000	5,255,000	7,105,000
Other Debt Service Costs	17,085	22,694	59,716,274	32,365
Interest Payments	13,119,051	15,027,555	15,299,259	18,455,995
Debt Services Subtotal	16,991,137	26,070,249	80,270,533	25,593,360
Other				
Other Uses	880,153	-	1,658,957	-
Other Subtotal	880,153	-	1,658,957	-
Total	17,871,290	26,070,249	81,929,490	25,593,360



Municipal Construction Fund

Mission

To account for the funding of various municipal construction projects with the objective of ensuring that only appropriated funds pertaining to each project are utilized.

Goals

To complete projects on time and within the established project budget.

Objectives

To account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by proprietary and trust funds).

Major Functions and Activities

The construction of many different types of structures and facilities is an intrinsic element of City Planning. Revenues may be derived from funds dedicated by developers, or financed through bank loans or bond issues.

Projects that have been initiated, but have not yet been completed during the current fiscal year, are carried forward each year until the project has been completed.

The carryover of unspent funds is a post adoption process and as such is not reflected in the adopted budget. The budget for the Municipal Construction Fund does not have any significant (appropriations exceeding \$1,000,000) non-routine capital projects; therefore there is no impact on operating expenses and/or savings to report.

Budget Highlights

The budget does not reflect the magnitude of the municipal construction projects that will be ongoing in 2008 since per policy, the total project cost is appropriated in the year the project commences. 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 2008 appropriation only after the budget is adopted and the carryovers finalized.

Additionally, it is anticipated that two on-going, non-G.O. Bond projects will be carried forward to the fiscal year 2008 working budget. The estimated carryovers and descriptions follow: capital improvement projects at the Howard C. Forman Human Services Campus consisting of a senior center (\$1.0 million), a career education center (\$1.5 million), and a medical support facility (\$1.2 million); and Tower III-Senior Housing project – 220 residential rental units (\$2.5 million).

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.

2006-07 Accomplishments

Redesigned and constructed the entrance to Pembroke Lakes Mall at Flamingo Road and 4th Street to provide easier access to the Mall.

Installed nine fuel storage tanks throughout the City. These tanks were installed to ensure sufficient fuel needs so that the City can continue to provide emergency public services to the citizens in the event of a natural disaster.

Began construction of a third Pines Place Senior Housing residential facility located at the Senator Howard C. Forman Human Services Campus. This new building consists of 220 additional rental units.

Completed the construction of the commercial kitchen at the Senator Howard C. Forman Human Services Campus. This kitchen will assist in providing meals to our Charter School students as well as assist with emergency services in the event of a natural disaster.

Completed development and construction of the Steven Josias Equestrian Park which includes the Pembroke Pines Police equestrian facility. This park provides residents with a safe and friendly horse riding and training environment as well as providing boarding and training for the Pembroke Pines police horses.



Municipal Construction Fund

Continued various rehabilitation projects at the Senator Howard C. Forman Human Services Campus.

Constructed an additional parking area at the West Campus Charter School.

Completed the following projects as part of the \$100,000,000 General Obligation Bond initiative:

- Widening of 172nd Avenue from Pembroke Road to Sheridan Street to provide a continuous four-lane traffic pattern.
- Phase II of the Pines Boulevard road project to provide additional lanes and bike paths from Hiatus Road to Douglas Road.
- Flanagan High School softball/baseball field lighting upgrade and resurfaced the rubberized track.
- Renovated the sports lighting at Flamingo Park, Pembroke Lakes Tennis Center, and Silver Lakes North Park.
- Resurfaced the tennis courts at the Academic Village.
- Installed clay bins at various parks throughout the City.
- Renovated restrooms at Fletcher Park, Maxwell Park, Pasadena Park, Pines Recreation Center, Silver Lakes North Park, and Silver Lakes South Park in order to comply with the Americans with Disabilities Act.
- Replaced the asphalt overlay and landscape along the jogging path and ball court at Linear Park.
- Resurfaced the paddle ball and basketball courts at the Pines Recreation Center, and replaced the accordion doors in the recreation room.
- Installed a one-inch asphalt overlay on the walkway, and a new dugout at Rose Price Park. The accordion doors in the multipurpose room that makes the room smaller for dual uses were replaced.
- Replaced the backstop netting and the fence at Silver Lakes South Park and added additional parking in front of the tennis building.
- Installed new parking lot lighting at Walden Lakes Park.

- Resurfaced the tennis courts at the Walter C. Young Resources Center.

- Completed the Miracle League Baseball Field at Rose Price Park.

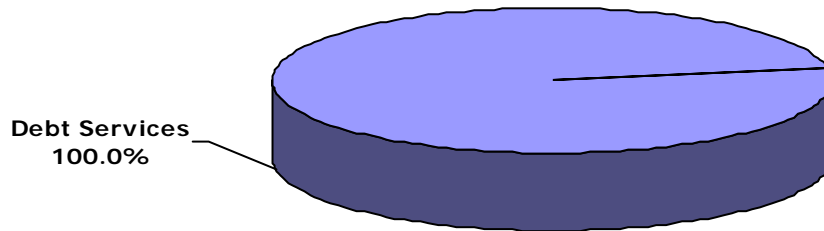
Began the following projects as part of the \$100,000,000 General Obligation Bond initiative:

- Construction on Phase III of the Pines Boulevard road project to provide additional lanes and bike paths from Hiatus Road to Douglas Road.
- Began the renovation of the Pembroke Lakes Golf Course which includes redesigning all 18 holes and surrounding lakes.

Municipal Construction Fund - Budget Summary

Revenue Category	FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Budget
Special Assessments	103,600	-	-	-
Miscellaneous Revenues	702,075	349,354	15,629,032	300,000
Investment Income	494,835	1,921,596	-	-
Intergovernmental Revenue	198,924	-	1,537,292	-
Interfund Transfers	-	-	-	-
Franchise Fees	1,755,951	1,833,334	1,920,000	1,968,000
Debt Proceeds	48,087,561	-	40,762,072	-
Beginning Surplus	-	-	-1,154,208	-1,598,000
Appropriated Fund Balance	-	-	59,870,883	-
Total	51,342,946	4,104,283	118,565,071	670,000

Expenditure Summary By Category



Expenditure Category	FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Budget
Operating Expenses				
Road Materials and Supplies	5,234,618	1,912,236	-145,823	-
Repair and Maintenance Services	20,572	-	618,410	-
Professional Services	36,133	-	-	-
Other Current Charges and Obligation	4,128	-	-	-
Other Contractual Services	1,264	299,770	-	-
Operating Supplies	18,267	9,256	-	-
Operating Expenses Subtotal	5,314,982	2,221,261	472,587	-
Capital Outlay				
Machinery and Equipment	587,840	271,001	537,600	-
Land	1,314,813	10,341	11,674,846	-
Infrastructure	-	2,394,675	26,498,319	-
Improvements Other Than Buildings	1,529,007	2,977,478	32,256,114	-
Capital Contingency	-	-	285,189	-
Buildings	21,941,766	3,437,239	45,124,752	-
Capital Outlay Subtotal	25,373,426	9,090,734	116,376,820	-
Debt Services				
Interest Payments	462,095	742,829	715,200	670,000
Debt Services Subtotal	462,095	742,829	715,200	670,000
Grants and Aid				
Aids to Private Organizations	-	40,000	980,000	-
Grants and Aid Subtotal	-	40,000	980,000	-
Other				
Transfers	-	214,124	20,464	-
Other Subtotal	-	214,124	20,464	-
Total	31,150,503	12,308,948	118,565,071	670,000



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.

Start engineering activities associated with the rehabilitation and expansion of the Water Treatment Plant.

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.



Utilities

~ 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 those customers located west of Flamingo Road. The result of the treatment process is disposed of via deep well injection, while solids are land applied to serve the agricultural community. During plant operations, frequent inspections are performed, thereby ensuring all routine and preventative maintenance is performed in a timely manner to preclude any degenerative performance.

Budget Highlights

The budget provides funding for several important utility construction and maintenance projects/functions. Customers will continue to enjoy a very competitive rate structure and a high quality of service.

To provide for current and future customer demand, the City is expanding the existing Water Treatment Plant at 7960 Johnson Street. The expansion will increase the production capacity from 18 to 24 million gallons per day (MGD), thereby providing backup in case of emergency. In addition, it will facilitate maintenance of the plant without compromising output levels and at the same time enhance the quality of the potable water. In FY2006-07 both the design phase was completed and the construction phase began. The construction will be complete in FY2008 and cost approximately \$16.0 million.

A significant number of mainline sanitary sewer mains will continue to be cleaned and inspected to ensure efficient system operation. Other segments of the existing gravity sewer system will undergo complete restoration utilizing trenchless repair technology that drastically reduces negative construction impact to the community. Existing sewer lift stations that are nearing the end of their effective service life are scheduled for replacement.

Continue to provide for the maintenance and repair of all existing fire hydrants within the City, helping to ensure that the City maintains the best fire insurance rating in the State of Florida.

Existing water meters will continue to be replaced on a regular schedule in order that the measuring of

water utilized by the customers remains fair and accurate.

The budget also provides funding required to operate and maintain the existing utility infrastructure and customer service operations.

2006-07 Accomplishments

Replaced seven Lift Stations.

Designed and constructed 3,200 feet of replacement waterline north of Taft Street between 104th Avenue and 118th Avenue.

Continued the meter replacement program throughout the City.

Continued the valve location and lift station inspection programs and repairing/replacing parts and/or stations as needed.

Utilities Performance Measures

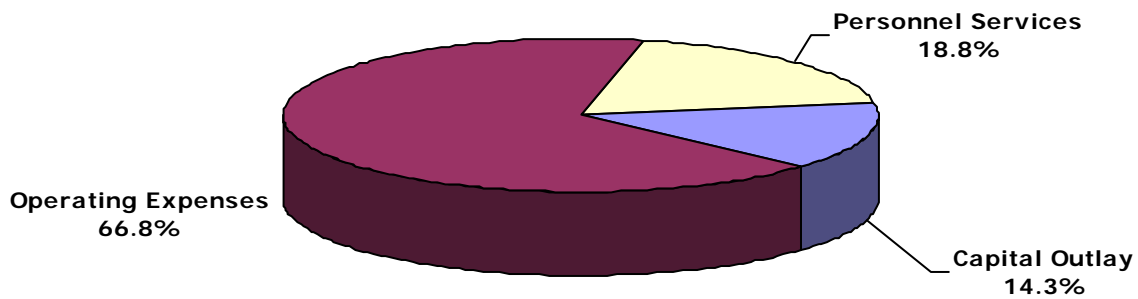
Indicator	2004-05		2005-06		2006-07	2007-08
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Number of potable water meters replaced	1,450	1,450	1,450	1,450	1,450	1,450
Linear feet of gravity sewer mains rehabilitated eliminating inflow and infiltration into the sanitary sewer system	12,000	28,000	12,200	12,000	12,000	12,000
Miles of water main maintained	502	495	502	500	500	503
Fire hydrants maintained	4,290	4,200	4,350	4,200	4,200	4,450
Lift stations maintained	177	175	177	175	175	180
Miles of sanitary sewer maintained	402	401	402	401	401	403
Miles of force main maintained	31	31	31	31	31	31
Effectiveness						
PH (County standard 6.5 - 9.1)	9.20	*	9.20	9.00	9.20	9.10
Total Residual Chlorine (County standard 4.0)	3.60	*	3.50	3.50	3.50	3.50
Color (County standard 15.0)	6.50	*	6.00	6.00	6.00	6.00
Flouride ASF (County standard 1.0)	0.80	*	0.80	0.80	0.80	0.80
Turbidity NTU (County standard 1.0)	0.07	*	0.06	0.06	0.06	0.06
Iron Fe- (County standard 0.3)	0.02	*	0.02	0.02	0.02	0.02
CBOD5 Effluent (County standard 20)	5.23	*	5.20	5.50	5.50	5.50
TSS Effluent (County standard 20)	2.28	*	3.00	3.25	3.25	3.00
Efficiency						
Number of hours required to repair a pressure main break	4	4	4	4	4	4
Number of hours required to respond to after-hours emergency situations	1	1	1	1	1	1

* New measure - actual and /or goal unavailable.

Utilities - Budget Summary

Revenue Category	FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Budget
Water/Sewer Connection	271,412	1,464,069	580,000	530,000
Water/Sewer Charges	28,465,292	29,695,183	30,400,000	31,800,000
Miscellaneous Revenues	-8,444	28,969	15,400	10,200
Investment Income	1,856,224	3,482,457	3,482,900	3,964,700
Intergovernmental Revenue	42,113	151,309	-	-
Estimated Budget Savings	-	-	2,226,402	1,775,811
Charges for Services	436,565	505,653	767,200	424,700
Capital Contributed from Developer	441,408	113,262	-	-
Building Permits	70,319	80,097	10,000	10,000
Beginning Surplus	-	-	1,160,185	-
Appropriated Retained Earnings	-	-	15,426,068	-
Appropriated Connection Fees	-	-	15,000,000	7,134,000
Total	31,574,890	35,520,999	69,068,155	45,649,411

Expenditure Summary By Category



Utilities - Budget Summary

Expenditure Category	FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Budget
Personnel Services				
Salaries	4,348,643	4,493,166	4,519,606	4,868,272
Retirement Contribution Lump Sum	189,913	205,107	-	-
Benefits	3,036,373	3,326,890	3,866,955	3,734,473
Personnel Services Subtotal	7,574,929	8,025,162	8,386,561	8,602,745
Operating Expenses				
Utility Services	5,500,466	6,128,595	7,432,000	8,232,000
Travel Per Diem	4,495	4,275	19,000	17,500
Road Materials and Supplies	1,156	896	30,000	30,000
Repair and Maintenance Services	862,483	1,138,965	1,053,950	1,018,500
Rentals and Leases	92,193	98,473	112,930	115,311
Publications and Memberships	868	3,114	6,000	6,000
Professional Services	276,244	295,546	538,065	414,861
Printing and Binding	12,698	11,110	15,500	15,500
Other Current Charges and Obligation	12,771,053	12,801,385	13,557,200	12,863,268
Other Contractual Services	2,570,612	2,204,005	3,710,146	3,130,729
Operating Supplies	1,358,273	1,677,873	1,854,250	1,847,000
Office Supplies	9,280	14,563	15,000	16,500
Insurance	1,194,845	1,164,613	2,386,828	2,177,297
Depreciation	4,520,751	7,415,925	-	-
Contingency	-	-	200,000	364,000
Communication and Freight Services	173,886	170,526	195,000	195,000
Accounting and Auditing	62,016	64,698	71,078	68,500
Operating Expenses Subtotal	29,411,318	33,194,561	31,196,947	30,511,966
Capital Outlay				
Machinery and Equipment	-	-	805,795	868,000
Land	-	-	344,390	-
Improvements Other Than Buildings	-	-	11,061,446	2,116,000
Buildings	-	-	17,272,316	3,550,000
Capital Outlay Subtotal	-	-	29,483,947	6,534,000
Debt Services				
Other Debt Service Costs	652	-	700	700
Debt Services Subtotal	652	-	700	700
Total	36,986,899	41,219,723	69,068,155	45,649,411

Utilities - Personnel Summary

Position Title	FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Budget
12009 Assistant Director of Public Serv	1.5	1.5	1.5	1.5
12051 Public Services Director	0.5	0.5	0.5	0.5
12052 Controller/Internal Auditor	-	-	-	0.5
12055 Deputy Public Services Director	0.5	0.5	0.5	1
12109 Administrative Supervisor	3	3	3	3
12149 Division Director Utilities	-	-	-	1
12170 Chemist	1	1	1	1
12187 Laboratory Technician II	1	1	1	1
12188 Laboratory Technician I	2	2	2	1
12279 Meter Reader	3	3	3	2
12500 City Engineer	-	-	-	0.5
12513 Account Clerk III	-	1	1	1
12515 Accounting Clerk II	1	1	1	1
12516 Assistant City Manager	-	-	-	0.5
12523 Accountant	1	1	2	2
12533 Electrician II	2	2	2	1
12550 Backflow Specialist	1	1	1	1
12552 Budget Analyst	1	1	1	1
12601 Supervisor of Operational Servic	1	1	1	-
12604 Supervisor of Security Services	0.5	0.5	0.5	0.5
12663 Chief Electrician	0.5	0.5	0.5	-
12672 Chief Waste Water Operations	1	1	1	1
12673 Chief Water Operations	1	1	1	1
12674 Chief Chemist	1	1	1	1
12684 Clerical Spec II	9	9	8	6
12685 Clerical Aide	2	1	1	1
12728 Control Systems Technician	1	1	1	1
12738 Contract Administrator III	1	1	1	-
12753 Utility Service Worker II/Camer	1	1	1	1
12767 Utility Maintenance Supervisor	5	5	5	5
12770 Engineer Inspector	4	4	4	4
12774 Engineer	1	1	1	1
12778 W-Utility Ser Worker I	15	15	15	10
12779 W-Utility Ser Worker II	14	14	14	11
12785 S-Utility Service Worker I	8	8	8	8
12786 S-Utility Service Worker II	13	13	13	10
12831 CADD Operator	1	1	1	1
12926 Water Plant Operator I	2	2	2	3
12927 Water Plant Operator II	1	1	1	1
12928 Water Plant Operator III	9	9	9	9
12946 S-Treatment Plant Operator I	2	2	2	2
12947 S-Treatment Plant Operator II	5	5	5	5
12948 S-Treatment Plant Operator III	6	6	6	5
13475 P/T Courier	2	2	2	2
13502 P/T Meter Reader	1	1	1	1
Total				
Full-time	123.5	123.5	123.5	108
Part-time	3	3	3	3



Public Insurance Fund

Mission

To effectively administer claims, and to provide a safe and healthy environment for the City's employees and residents.

Goals

The Self Insurance Division is responsible for the implementation and monitoring of the insurance and safety programs of the City. The purpose of the Department is to minimize the City's exposure to financial loss through the effective use of loss prevention and transfer programs, safety programs, and vigilant claims processing.

Objectives

To reduce the severity and frequency of workers' compensation losses by continuous safety training and updating of city-wide Safety Programs.

Reduce the number of automobile accidents through Defensive Driving Training.

Continue to monitor group health claims and fees.

Major Functions and Activities

The Risk Management Division is responsible for writing the specifications for the insurance program that will best protect the City's financial interests.

Responsible for reporting, negotiating and settling claims against the City in a timely and cost-effective manner.

Responsible for the administration of workers' compensation claims in accordance with Florida Statute 440.

Responsible for providing a safe environment through the use of updated safety programs and training.

Responsible for the administration and monitoring of group health benefits.

Responsible for coordinating the training of all City employees in areas including, but not limited to, social diversity, sexual harassment, safety, and anger management. Such training is not funded from this Division, but will be coordinated as necessary.

Budget Highlights

Continue to provide the highest level of support for the City's benefit programs to all City and Charter Schools employees.

In addition, the Department must properly monitor amendments to the workers' compensation law to ensure the City's compliance with those changes.

2006-07 Accomplishments

Continued efforts to educate our employees on the benefits available including health, dental, life, supplemental coverage by AFLAC (American Family Life Assurance Company), and pension.

Participated in the implementation of the Florida Retirement System (FRS) for the Charter Schools.

Efficiently handled all changes arising from the health insurance transition from Benesight to FiservHealth.

Continued to efficiently handle all claims resulting from Hurricane Wilma.

Public Insurance Fund Performance Measures

Indicator	2004-05		2005-06		2006-07	2007-08
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Safety seminars	5	5	4	5	5	5
Effectiveness						
Total claims	112	168	128	175	175	150
Efficiency						
Average WC Insurance cost per FT Employee	\$2,189	\$1,546	\$1,352	\$2,196	\$2,200	\$2,200
% change in average WC Insurance cost per FT Employee from prior year	-26.7%	-48.3%	-38.14%	42.1%	.02%	0.0%

PUBLIC INSURANCE

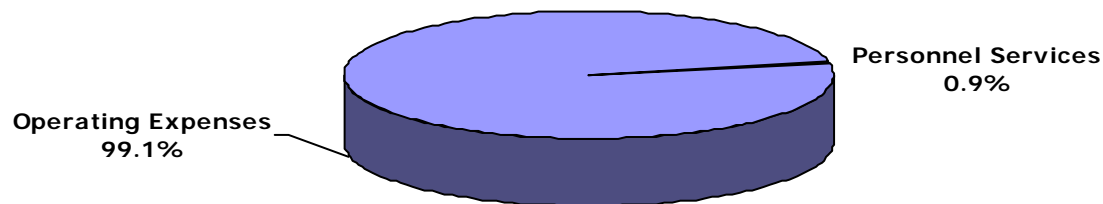
Organizational Chart



Public Insurance Fund - Budget Summary

Revenue Category	FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Budget
Miscellaneous Revenues	1,099,598	1,212,766	1,052,428	1,148,225
Investment Income	184,030	534,389	423,138	571,540
Estimated Budget Savings	-	-	-	1,000,000
Charges for Services	17,862,469	19,403,040	19,669,559	22,985,718
Total	19,146,097	21,150,195	21,145,125	25,705,483

Expenditure Summary By Category



Expenditure Category	FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Budget
Personnel Services				
Salaries	90,207	137,070	152,113	162,443
Benefits	26,281	30,922	81,200	76,332
Personnel Services Subtotal	116,488	167,992	233,313	238,775
Operating Expenses				
Travel Per Diem	-	454	1,000	1,000
Repair and Maintenance Services	507	383	1,000	1,000
Publications and Memberships	-	187	250	300
Professional Services	-	300	-	-
Printing and Binding	-	3,665	5,000	5,000
Other Contractual Services	31,500	25,000	35,000	35,000
Operating Supplies	89	927	1,000	1,000
Office Supplies	3,284	3,690	4,000	4,500
Insurance	18,993,953	20,947,598	20,864,562	25,418,908
Depreciation	276	-	-	-
Operating Expenses Subtotal	19,029,609	20,982,203	20,911,812	25,466,708
Total	19,146,097	21,150,195	21,145,125	25,705,483

Public Insurance Fund - Personnel Summary

Position Title		FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Budget
12010	Insurance Clerk	1	1	1	1
12103	Benefits Administrator	-	1	2	2
12105	Benefit Specialist	1	-	-	-
12107	Benefits Assistant	-	1	-	-
13681	P/T Clerk Spec II	1	-	-	-
Total	Full-time	2	3	3	3
	Part-time	1	-	-	-



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

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. The City's contribution for fiscal year 2006-07 was \$7,418,930, 34.54% of covered payroll.

As of October 1, 1998, all full-time employees, as defined in the 1973 Referendum, are required to participate in the Pension Plan as a condition of continued employment. Contributions are 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).

Budget Highlights

The Pension Budget for the fiscal year 2007-08 includes an estimated annual rate of return of 8% which approximates \$10.0 million.

The estimated annual required contribution is approximately \$8.8 million, an increase of 2.52% from 32.02% to 34.54% of payroll. This increase in the City's contribution rate was a result of employee turnover being lower than expected, salary increases higher than anticipated, and a change in the actuarial assumptions using an updated mortality table.

2006-07 Accomplishments

For the period ending June 30, 2007 the GEPP assets were valued at \$125.5 million, which represents a 14% increase since October 1, 2006.

The rate of return for the GEPP was 3.45% for the three months ending June 30, 2007, and 14.93% for the 12 months ending June 30, 2007.

General Employees Pension Performance Measures

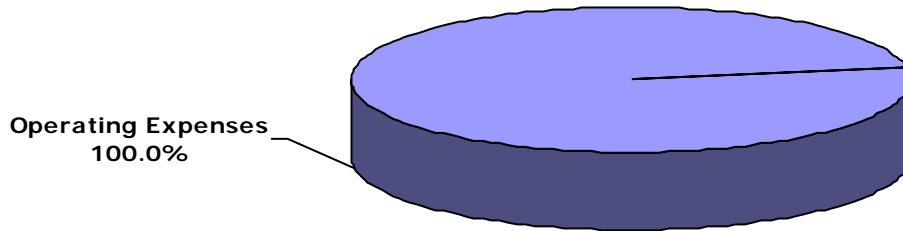
Indicator	2004-05		2005-06		2006-07	2007-08
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Retired participants	188	220	203	235	263	211
Benefits paid to participants	\$3,466,624	\$3,525,000	\$4,011,153	\$3,970,000	\$4,748,392	\$5,250,000
Average retirement age	60	55	61	55	55	55
Average salary increase	9.13%	7.69%	13.50%	7.73%	8.43%	8.43%
Effectiveness						
City contribution as a % of covered payroll	30.0%	26.50%	32.02%	29.10%	32.02%	34.54%
Return on investment	11.50%	7.75%	9.25%	8.00%	8.00%	8.00%
% of transfers completed within a week of due date	100%	100%	100%	100%	100%	100%
Efficiency						
% of administrative costs to total assets	0.06%	0.06%	0.06%	0.09%	* 0.04%	0.05%

* Reflects anticipated increase in assets in relation to administrative costs

General Employees Pension - Budget Summary

Revenue Category	FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Budget
Miscellaneous Revenues	8,140,111	8,573,155	10,209,459	10,953,459
Investment Income	9,657,364	9,064,045	8,201,500	10,000,000
Beginning Surplus	-	-	-13,662,567	-15,593,459
389955	-	-	-	-
Total	17,797,475	17,637,200	4,748,392	5,360,000

Expenditure Summary By Category



Expenditure Category	FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Budget
Operating Expenses				
Professional Services	100,818	101,373	99,448	110,000
Pension Benefits	3,466,624	4,011,153	4,648,944	5,250,000
Other Current Charges and Obligation	-109,485	-21,582	-	-
Operating Expenses Subtotal	3,457,957	4,090,945	4,748,392	5,360,000
Total	3,457,957	4,090,945	4,748,392	5,360,000



Police and Fire Pension

Mission

To accumulate sufficient financial assets in order to provide long-term pension benefits to the City's Firefighters and Police Officers who have served the residents of the City of Pembroke Pines.

Goals

To accurately account for all the financial resources of the Pension Plan whether earned through investments or contributed by the City, the State, and the members and to pay pension benefits as they become due; and to maintain the actuarial soundness of the Plan.

Objectives

To provide accurate, timely and efficient accounting for the Firefighters and Police Officers Pension Fund related activities, as administered by the Pension Board of Trustees (hereafter referred to as the Board).

To maintain the actuarial soundness of the Plan by funding the full amount of the Annual Required Contribution, as determined by the Plan's actuary.

To invest the assets of the Plan in accordance with the Investment Policy adopted by the Board.

To ensure that all members of the Plan contribute the required 10.4% of regular wages.

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

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.

In the 2006-07 budget year, participants were required to contribute 10.4% of regular wages, the State contributed approximately 7.8%, and the City contributed approximately 47.0% of annual covered payroll. The actuarial report is based on the frozen initial liability method and the level percent closed amortization method. Unfunded liabilities are amortized over 30 years consistent with Chapter 112, Part VII, Florida Statutes.

All full-time employees, as defined in the Ordinance, are required to participate in the Pension Plan as a condition of continued employment, provided at the time of hiring the employee is at least eighteen years of age and has satisfactorily completed all required medical examinations.

For Police Officer and Firefighter members of the Plan, normal retirement is the earliest of (1) the attainment of age 50 and the completion of 10 years of continuous service, or (2) the completion of 20 years of service regardless of age.

Members who elect to retire or enter the Deferred Retirement Option Plan (DROP) upon, but not after, attaining the earlier of the normal retirement age of twenty (20) years of service or age fifty (50) with 10



Police and Fire Pension

years of service will receive the following: (1) the amount of the benefit will be 4% of average monthly earnings for the highest two years of continuous service, multiplied by the years of continuous service, subject to a maximum of 80% of average monthly earnings for the highest two years of continuous service, and (2) up to 1,000 hours of accrued leave will be included in earnings and (3) a cost of living adjustment, as described below.

Effective April 1, 2005, and each April 1 thereafter, Firefighter retirees, their beneficiaries, and DROP participants will receive a cost of living adjustment (COLA) of 2% per year minimum, on pension benefits received.

Effective October 1, 2009 and each October 1 thereafter, Police Officer members who retired on or after October 1, 2003 will receive a 1.5% cost of living increase in their retirement benefits, and those members who retired on or after October 1, 2006 will receive a 3.0% cost of living increase.

Budget Highlights

The pension budget for the fiscal year 2007-08 is based on a total estimated contribution of 75.9% of annual payroll. This estimate is comprised of three components: the City's annual required contribution rate of 57.8%, casualty and fire insurance premium tax distributions from the State of Florida estimated at 7.7%, and employee contributions of 10.4%.

The increase in the City's annual required contribution from 47.0% in FY 2007 to 57.8% in FY2008, is as a result of benefits changes whereby, Police Officer retirees will receive a cost of living increase in lieu of the supplemental benefit.

2006-07 Accomplishments

For the quarter ending June 30, 2007, the Firefighters and Police Officers Pension Fund assets were valued at \$266,647,266.

The investment rate of return for the quarter ending June 30, 2007 was 5.0% and 15.9% for the twelve months ending June 30, 2007.

Police and Fire Pension Performance Measures

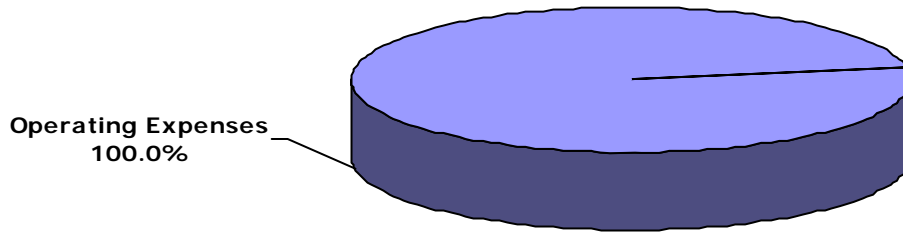
Indicator	2004-05		2005-06		2006-07	2007-08
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Retired participants	162	160	168	170	187	213
Benefits paid to participants (including DROP)	\$7,943,457	\$5,500,000	\$9,527,865	\$8,000,000	\$9,000,000	\$11,000,000
Effectiveness						
% of transfers completed within pay period	100%	100%	100%	100%	100%	100%
Return on investment	13.10%	8.00%	7.90%	8.00%	8.00%	8.00%
City contribution as a % of covered payroll	28.00%	16.68%	34.50%	17.00%	34.50%	57.80%
Efficiency						
% of administrative costs to total assets	* 0.02%	0.20%	0.19%	0.24%	0.20%	0.20%

* Reflects increase in assets in relation to administrative cost

Police and Fire Pension - Budget Summary

Revenue Category	FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Budget
Miscellaneous Revenues	12,364,375	13,707,983	17,178,894	21,181,098
Investment Income	21,661,972	14,597,727	17,143,400	20,527,000
Beginning Surplus	-	-	-23,425,794	-28,751,098
Total	34,026,347	28,305,710	10,896,500	12,957,000

Expenditure Summary By Category



Expenditure Category	FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Budget
Operating Expenses				
Travel Per Diem	-	-	23,000	22,500
Professional Services	1,549,274	1,649,099	1,782,500	1,821,500
Other Current Charges and Obligation	7,956,368	9,586,049	9,030,000	11,050,000
Operating Supplies	-	-	43,000	46,000
Insurance	-	-	18,000	17,000
Operating Expenses Subtotal	9,505,642	11,235,148	10,896,500	12,957,000
Total	9,505,642	11,235,148	10,896,500	12,957,000



Other Postemployment Benefits

Mission

To accumulate sufficient financial resources that will be able to provide Other Postemployment Benefits (OPEB), other than pension.

Goals

To accurately account for all the financial resources of the Retiree Health/Life Insurance Plan (hereafter referred to as the Plan) whether earned through investments or contributed by the City and its retirees, so as to ensure that funds will be available for the payment of benefits as they become due; and to maintain the actuarial soundness of the Plan.

Objectives

To provide accurate, timely, and efficient accounting of the activities related to the City's Retiree Health/Life Insurance Plan.

To invest the assets of the Plan in accordance with the Investment Policy as adopted by the City.

To correctly pay pension benefits in accordance with stated policy.

Major Functions and Activities

The Other Postemployment Benefits Fund was established as a result of the new Governmental Accounting Standards Board (GASB) Statements number 43 and 45 regarding OPEB. These new standards call for governments to account for other postemployment benefits, other than pensions, in a similar manner as pension plans. Governmental entities, including the City, previously accounted for these benefits on a pay-as-you go basis.

The City created a retiree health and life insurance program as adopted by Ordinance. Coverage of health and life insurance is provided to all regular, full-time, permanent general and utility employees, certified firefighters and police officer employees, including dependents for those hired before October 1, 1991. For those employees hired on or after October 1, 1991, the City provides single coverage only.

A life insurance benefit is also available to retirees. The amount of the benefit is equal to 100% of final salary at retirement, up to a maximum of \$100,000. The benefit amount is reduced by 50% at age 65.

Employees are eligible to participate upon normal retirement in the City's pension plan of which the employee is a member. If the employee does not belong to a City's pension plan, that employee upon termination must have completed 10 years of continuous service, and upon attaining age 55 would be eligible.

For employees hired after March 2005, health insurance for retirees is no longer being provided at the City's expense. A retiree may elect to continue health insurance in the City Plan if they pay the blended rate for employees and retirees as provided by state law.

Budget Highlights

Operating expenditures increased by \$783,520, mainly as a result of an increase in projected health insurance cost for retirees, which increased by 25% over the working budget.

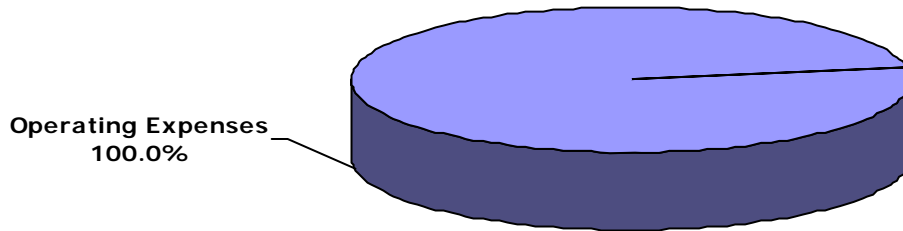
2006-07 Accomplishments

The City has requested the Actuary to provide an updated October 1, 2007 Actuarial Valuation Report, regarding the OPEB Plan; however, this has not been received as of the date of printing. The City is required to implement GASB 45 in fiscal year 2008.

Other Postemployment Benefits - Budget Summary

Revenue Category	FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Budget
Miscellaneous Revenues	-	-	5,232,106	6,836,718
Investment Income	-	-	1,440,000	1,514,369
Beginning Surplus	-	-	-3,555,126	-4,450,587
Total	-	-	3,116,980	3,900,500

Expenditure Summary By Category



Expenditure Category	FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Budget
Operating Expenses				
Other Contractual Services	-	-	3,500	3,500
Insurance	-	-	3,113,480	3,897,000
Operating Expenses Subtotal	-	-	3,116,980	3,900,500
Total	-	-	3,116,980	3,900,500



Wetlands Mitigation Trust Fund

Mission

To ensure that the City of Pembroke Pines maintains and preserves its vital ecosystems. The restoration of lost and degraded wetlands to their natural state is essential to ensure the health of Florida's watershed.

Goals

In accordance with the Mitigation Bank Irrevocable Trust Fund Agreement, the City of Pembroke Pines is required to maintain, protect and preserve the wetlands in perpetuity developed as a diverse multi-habitat ecosystem.

Objectives

To account for all activities relating to the Wetlands Mitigation Trust, and to invest the revenues earned to achieve the highest yield in order to sustain the wetlands in perpetuity.

Major Functions and Activities

On October 21, 1992, the City entered into an agreement with the Florida Wetlandsbank™ (FW), a Florida Joint Venture, wherein the City granted FW a license to develop a Wetlands Mitigation Bank at a site comprised of approximately 450 acres located in the Chapel Trail Preserve.

This agreement which ended on December 31, 2004, established the first Wetland Mitigation Bank in Florida and the second in the nation. Florida Wetlandsbank's responsibilities included designing, permitting, and constructing the ecosystem; maintaining and monitoring the wetlands for a five-year period once construction was completed; and the sales and marketing of the mitigation credits.

On January 1, 2005 the City assumed full responsibility and maintenance for the wetlands. The City now owns five sites totaling approximately 546 acres of wetlands. The City became the Grantor of the Mitigation Bank Irrevocable Trust Fund on April 5, 1995 in order to hold the funds to maintain the wetlands in perpetuity. The current Trustee is the Bank of New York, and the beneficiaries of the Trust Fund are the City, the South Florida Water Management District, the U. S. Army Corp. of Engineers, and Broward County. Payments are made quarterly from the investment earnings of the Trust

Fund to cover the expenses in maintaining the wetlands. In the event that investment earnings are insufficient to cover expenses, payments from the principal of the Trust can be utilized with the written consent of the Trust's beneficiaries.

Budget Highlights

Continue to maintain the wetlands using funds equal to the interest earned in order to preserve the principal balance of the Fund.

The budget provides funding for resources necessary to continue the inspection and maintenance functions required to properly maintain the 546 acres of wetlands covered by this trust fund.

2006-07 Accomplishments

The Trust Fund earned \$30,062 in interest as of August 31, 2007, representing an annualized rate of return of 5.39%.

Maintained 546 acres of wetlands and preserve areas.

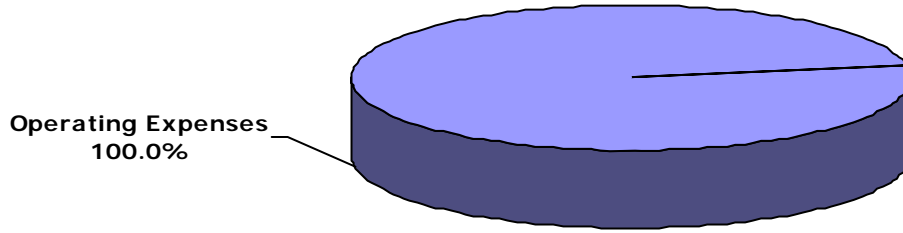
Wetlands Mitigation Trust Fund Performance Measures

Indicator	2004-05		2005-06		2006-07	2007-08
	Actual	Goal	Actual	Goal	Goal	Goal
Outputs						
Amount of funds set aside for wetlands maintenance	\$597,873	\$584,000	\$600,373	\$597,000	\$610,000	\$621,000
Effectiveness						
Investment yield	2.75%	1.50%	4.74%	3.00%	4.80%	5.11%

Wetlands Mitigation Trust Fund - Budget Summary

Revenue Category	FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Budget
Investment Income	16,152	28,721	29,000	31,100
Charges for Services	-	-	-	-
Beginning Surplus	-	-	-5,000	-3,850
Total	16,152	28,721	24,000	27,250

Expenditure Summary By Category



Expenditure Category	FY 2005 Actual	FY 2006 Actual	FY 2007 Budget	FY 2008 Budget
Operating Expenses				
Repair and Maintenance Services	-	16,886	22,500	25,750
Professional Services	1,460	1,460	1,500	1,500
Operating Expenses Subtotal	1,460	18,346	24,000	27,250
Total	1,460	18,346	24,000	27,250



Capital Improvement Program (CIP) Development Process

The City Charter under Section 6.08 requires that each year the City Manager prepare and submit to the City Commission as part of the budget package, a Capital Improvement Program (CIP) for the five-year period following the new budget year. The CIP is a planning document and does not authorize or fund any projects. All projects are reviewed by the City Manager, Assistant City Manager, and Finance Director during the CIP preparation process.

The CIP consists of both planned capital outlay and capital projects. Capital outlay refers to expenditures for capital items, with an initial individual cost of \$10,000 or more, and an estimated useful life in excess of one year. On the other hand, capital projects refer to capital outlay related to municipal construction. The CIP should include new facilities and improvement to existing facilities, as well, as replacement of vehicles and computers.

The policies that guide the development of the CIP are as follows:

1. The City has developed a multi-year plan for capital improvement that is updated annually with documentation of deviations from the plan.
2. The City will maintain its physical assets at a level adequate to protect the City's capital investment and minimize future maintenance and replacement costs. The budget will provide for the adequate maintenance and the timely replacement of the capital plant and equipment from current revenues wherever possible.
3. The City has provided sufficient funds to replace and upgrade equipment as well as to take advantage of new technology thereby ensuring that employees have safe and efficient tools to serve the public. It reflects a commitment to further automation and use of available technology to improve productivity of the City's work force. The objective for upgrading and replacing equipment includes:
 - a. normal replacement as equipment completes its useful life
 - b. upgrades to new technology
 - c. additional equipment necessary to serve the needs of the City
4. The City will, according to its Comprehensive Land Use Plan, attempt to ensure that the necessary infrastructure is in place in order to facilitate the orderly development of vacant lands.
5. The City will use the following criterion to evaluate the relative merit of each capital project. Capital expenditures will foster goals of:
 - a. Economic and neighborhood vitality.
 - b. Infrastructure and heritage preservation.
 - c. Capital projects that implement a component of an approved redevelopment plan.
 - d. Projects specifically included in an approved replacement schedule.
 - e. Projects that reduce the cost of operations. Projects that increase the cost of operations shall have identified trade-offs 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.

Impact of Property Tax Reform

Anticipating reduced tax revenues due to Property Tax Reform, capital projects that would have been funded by General Fund revenues (including Ad Valorem Taxes) were eliminated from the 2007-2008 Adopted Budget. Each department and division was given the discretion as to which year the postponed 2007-2008 expenditures were rescheduled. Capital Expenditures specifically and exclusively related to the Fire Control function were funded by increased Fire Protection Assessments and, therefore, were not postponed. Though the Super Homestead Exemption referendum has been recently pulled from the January 2008 ballot, legislators plan to replace it with a new measure that would also negatively impact the 2008-2009 Budget, including Capital Expenditures.

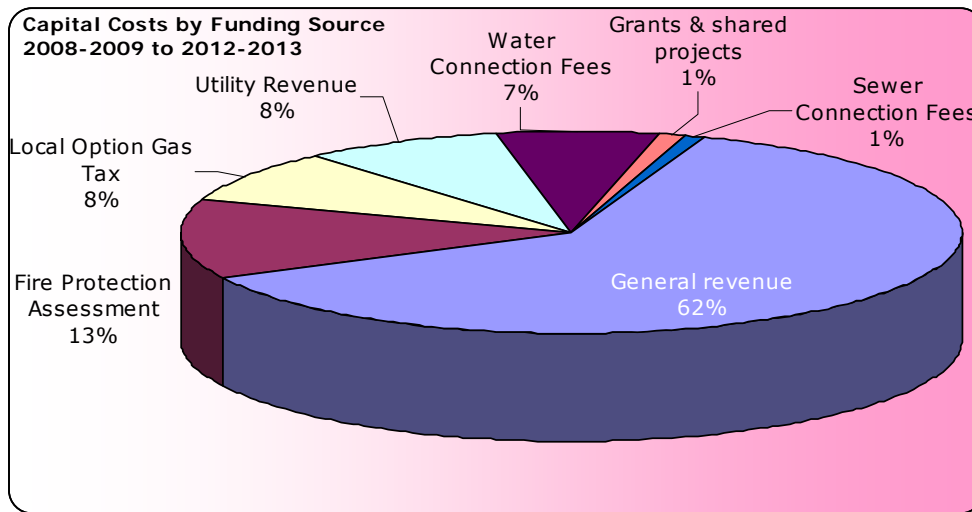
Overview of the CIP

The five-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 is \$36.0 million, with the general fund accounting for \$26.5 million (73.6%) of this total. The general fund capital items consist mostly of replacement motor vehicles (\$17.0 million) and computer equipment (\$4.6 million). These capital expenditures are anticipated to be funded from current operating revenues.

The other major segment of the CIP is the utility fund which accounts for \$5.7 million (15.8%) and comprise chiefly of the Water Master Plan for \$1.0 million; a raw waste well for \$1.0 million; and lift station, forcemain, sewer and water main replacements costing \$2.5 million. The water master plan and the raw waste well will be funded by water and sewer connection fees while the replacements will be financed with operating revenues.

Funding and Use of the CIP

The Five-Year 2009-2013 CIP which stands at \$36.0 million will be financed mainly through \$22.3 million (61.9%) in general operating revenues, \$4.6 million (12.8%) from Fire Protection Assessments, \$3.0 million (8.4%) from Local Option Gas Taxes, \$3.0 million in Utility Revenues (8.4%), and \$2.4 million (6.6%) in water and sewer connection fees. FY2007-2008 will mark the first year that Fire Control Capital Expenses will be fully-funded by Fire Protection Assessments.

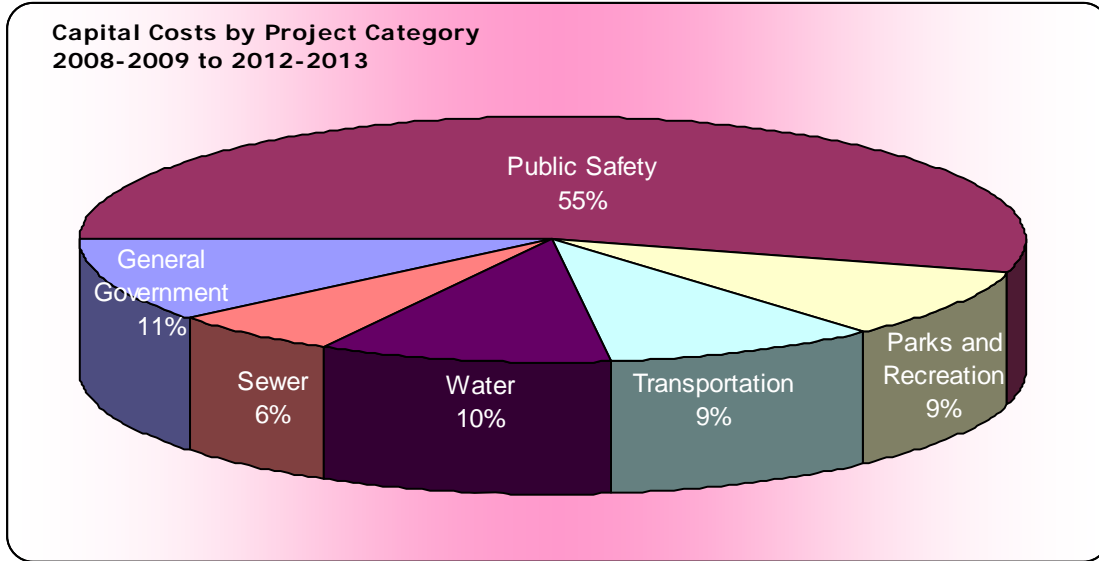


CITY OF PEMBROKE PINES, FLORIDA
CAPITAL IMPROVEMENT PROGRAM

2008-2009 to 2012-2013 Capital Costs by Funding Source

FUNDING	2008 - 2009	2009 - 2010	2010 - 2011	2011 - 2012	2012 - 2013	Total	% of Total
General revenue	\$ 5,331,927	\$ 4,223,113	\$ 4,276,213	\$ 4,166,313	\$ 4,299,613	\$ 22,297,179	61.9%
Fire Protection Assessment	1,046,900	374,200	863,600	1,007,500	1,318,700	4,610,900	12.8%
Local Option Gas Tax	550,000	567,000	600,000	650,000	650,000	3,017,000	8.4%
Utility Revenue	575,000	525,000	525,000	725,000	675,000	3,025,000	8.4%
Water Connection Fees	325,000	1,325,000	225,000	225,000	275,000	2,375,000	6.6%
Grants & shared projects	400,000	-	-	-	-	400,000	1.1%
Sewer Connection Fees	250,000	50,000	-	-	-	300,000	0.8%
Total	\$8,478,827	\$7,064,313	\$6,489,813	\$6,773,813	\$7,218,313	\$ 36,025,079	100.0%

The CIP comprises mainly of public safety and water/sewer projects accounting for 54.6% and 15.9% respectively. The public safety component includes \$13.9 million in replacement vehicles, \$2.0 million for a computer system for the Police Department and \$0.9 million in computer equipment for the Fire and Building Department. The water/sewer element includes \$1.0 million for a raw waste well, \$1.2 million for water main replacement and \$1.0 million in connection with the Water Master Plan.



**CITY OF PEMBROKE PINES, FLORIDA
CAPITAL IMPROVEMENT PROGRAM**

2008-2009 to 2012-2013 Capital Costs by Project Category

FUNDING	2008 - 2009	2009 - 2010	2010 - 2011	2011 - 2012	2012 - 2013	Total	% of Total
General Government	\$ 1,110,126	\$ 779,313	\$ 683,813	\$ 689,813	\$ 709,313	\$ 3,972,378	11.0%
Public Safety	4,416,921	3,197,000	3,871,000	3,859,000	4,304,000	19,647,921	54.6%
Parks and Recreation	1,175,000	525,000	525,000	525,000	525,000	3,275,000	9.1%
Transportation	600,000	663,000	660,000	750,000	730,000	3,403,000	9.5%
Water	575,000	1,575,000	475,000	475,000	525,000	3,625,000	10.1%
Sewer	575,000	325,000	275,000	475,000	425,000	2,075,000	5.8%
Total	\$ 8,452,047	\$ 7,064,313	\$ 6,489,813	\$ 6,773,813	\$ 7,218,313	\$ 35,998,299	100.0%

Impact on the General Fund Operating Budget

The magnitude of the operating impact of the park improvements that are being funded by either the General Obligation Bonds (Phase 1 and Phase 2) over the five-year period is estimated at \$3.6 million. In addition, the operating impact of Water Treatment Plant #3 over the next five years is estimated at \$0.7 million. For details, please refer to Pages 18-9 and 18-23.

Analysis of the Disposition CIP

As a part of the budget preparation process, departments are expected to analyze the first year of the prior year CIP to determine whether the items planned are still needed. Based upon need, items are then submitted for inclusion in the budget and the status of all planned items are recorded in a Disposition CIP.

In last year's CIP, the all funds planned expenditure for FY2008 was estimated at \$7.0 million, with the general fund, the utility fund, and the road and bridge fund accounting for 69.7%, 16.5% and 8.0% respectively. The FY2008 appropriated capital expenditure (shown on Page 18-5) for these funds is \$9.5 million, a \$2.5 million (136.2%) deviation from plan in nominal terms.

General Fund: The impact of the Property Tax Reform and other budgeting constraints upon the General Fund is clearly reflected in the appropriated capital expenditures, which include only \$0.5 million of the \$4.8 million planned FY2008 Capital Projects reflected in the CIP. The only General Fund Capital Projects that were budgeted were Fire Control expenses that will be funded by increased Fire Protection Assessments. A total of \$4.3 million in expenditures that were in the five-year CIP were either postponed or cancelled, while \$1.5 million in additional Fire Control expenditures were appropriated. The \$1.5 million included \$0.9 million to complete the Fire Training Facility and \$0.5 million for a fire engine. A table showing the disposition of items in the 2008-2012 CIP has been included on Pages 18-10 to 18-11 for ease of reference.

General Fund - Details of Budget Deviation from Plan

Planned FY2008 Expenditures	\$ 4,845,500
Cost of Planned FY2008 Items cancelled	(47,500)
Cost of Planned FY2008 Items postponed to FY2009	(4,326,201)
Expenditures that were in the Five-Year CIP that are in the Adopted FY2008 Budget	<u>471,799</u>
Expenditures that were <u>not</u> in the Five-Year CIP that are in the Adopted FY2008 Budget	<u>1,511,349</u>
Adopted FY2008 Capital Expenditures	<u><u>\$ 1,983,148</u></u>

Utility Fund: The Utility Fund planned capital outlay for FY2008 was \$1.2 million, of that amount only \$0.1 million was actually appropriated in the FY2008 Budget, while \$0.7 million was included in the FY2007 Budget and \$0.4 million was postponed to FY2009. Over \$6.5 million in appropriated capital expenditures were not in the CIP and comprise mainly of:

- \$ 3,650,000 - Water Treatment Plant Expansion, Phase III
- \$ 650,000 - Sewer treatment rehabilitation
- \$ 550,000 - Lift station upgrade
- \$ 450,000 - Water main master plan.

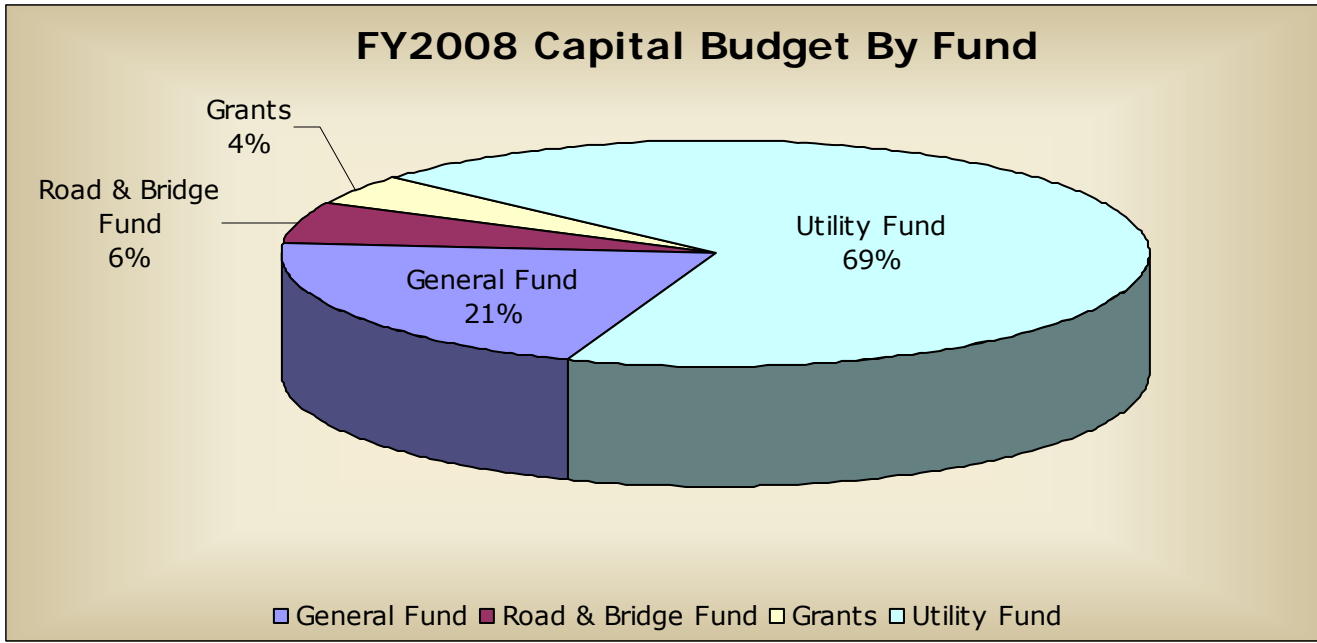
Utility Fund - Details of Budget Deviation from Plan

Planned FY2008 Expenditures	\$ 1,150,000
Cost of Planned FY2008 Items cancelled	-
Cost of Planned FY2008 Items that were included in the FY2007 Budget	(700,000)
Cost of Planned FY2008 Items postponed to FY2009	(400,000)
Expenditures that were in the Five-Year CIP that are in the Adopted FY2008 Budget	<u>50,000</u>
Expenditures that were <u>not</u> in the Five-Year CIP that are in the Adopted FY2008 Budget	<u>6,484,000</u>
Adopted FY2008 Capital Expenditures	<u><u>\$ 6,534,000</u></u>

FY2008 Capital Budget

The all funds FY2008 Capital Budget of \$9.5 million is funded mainly by \$4.4 million of water and sewer connection fees and \$2.0 million of fire protection assessments. The utility fund and the general fund account for 69% and 21% of the total respectively. The public safety capital budget of \$2.0 million is 21% of the total capital outlay and is the only General Fund appropriation. The major components of the capital budget are:

- \$ 3,650,000 – Water Treatment Plant #3
- \$ 1,950,000 – Water main master plan, lift station upgrades, and sewer treatment rehabilitation
- \$ 1,625,000 – Fire Training Facility, Fire Engine and refurbish Fire station at 9500 Pines Boulevard



FY2008 CAPITAL BUDGET

By Fund		By Department	
General Fund	\$1,983,148	Fire/Rescue	\$1,983,148
Road & Bridge	576,000		\$1,983,148
HUD Grants CDBG/HOME	19,228		
Treasury - Confiscated	20,900		
Justice - Confiscated	12,945		
FDLE - Confiscated	323,355		
Utility Fund	6,534,000		
	\$9,469,576		

General Obligation Bond Projects

In a referendum held on March 8, 2005, the voters of the City of Pembroke Pines approved the issuance of \$100,000,000 General Obligation Bonds, with maturity not exceeding 30 years, and which will be repaid from the proceeds of ad valorem taxes. This represents the first time that the City will be using General Obligation Bonds as a funding source. During July, 2007, \$43,000,000 of the General Obligation Bonds were issued, representing Phase II of the voter-approved \$100,000,000 General Obligation Bonds. Phase I General Obligation Bonds of \$47,000,000 were issued in 2005. The balance of \$10,000,000, if needed, will be issued as Phase III in 2009.

The projects which are to be executed over the period include various roadwork projects; recreational and cultural amenities; economic development and neighborhood revitalization. Some of these projects are direct responses to the requests made from the citizenry, while others are as a result of the visions of progress, and the proactive stance of the City Commission.

Series A, B and select Series C projects were appropriated in the FY2005 budget for a total of \$80 million. Municipal construction projects are budgeted on a project-length basis rather than an annual basis. As a result of Commission action and the Series B borrowed during 2007, bond projects were revised to a total appropriation of \$90 million to date. Since the bond-financed projects are a major undertaking, a financial status report that includes a detailed list of all bond projects and an operational impact statement are presented on Pages 18-12 to 18-22. In addition, a location map of bond projects costing in excess of \$500,000 has been included on Page 18-24.

CAPITAL IMPROVEMENT PROGRAM

Capital Costs by Project Category

GENERAL FUND

IN PRESENT VALUE AS REVISED BY DEPT DIRECTORS

	SOURCE OF FUNDING	IN PRESENT VALUE AS REVISED BY DEPT DIRECTORS					Total
		2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	
Community Services							
(3) Van Replacements	Revenues	\$ 316,626	\$ 180,813	\$ 180,813	\$ 180,813	\$ 180,813	\$ 1,039,878
Senior Housing							
Air-Conditioning Unit Replacements	Revenues	60,000	60,000	42,000	36,000	30,000	228,000
Administrative Services							
Vehicle Replacements	Revenues	30,000	15,000	40,000	15,000	43,000	143,000
Office Equipment	Revenues	10,000	10,000	10,000	5,000	10,000	45,000
Other Equipment	Revenues	10,000	10,000	10,000	6,000	10,000	46,000
Copy Machines	Revenues	15,000	-	-	7,000	-	22,000
Police							
Vehicles	Revenues	1,625,000	1,750,000	1,750,000	1,750,000	1,750,000	8,625,000
Radios	Revenues	59,000	75,000	75,000	75,000	75,000	359,000
Motorcycle	Revenues	21,000	25,000	25,000	75,000	75,000	221,000
Weapons	Revenues	12,000	15,000	15,000	15,000	15,000	72,000
Computer System	Revenues	400,000	400,000	400,000	400,000	400,000	2,000,000
Fire Department							
(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	-	1,425,000
Life Pak 12	Revenues	120,000	60,000	60,000	60,000	60,000	360,000
Rescue Vehicle	Revenues	555,000	185,000	370,000	185,000	370,000	1,665,000
Command Vehicle	Fire Asmt	90,000	-	-	90,000	-	180,000
Air System	Fire Asmt	-	-	50,000	-	0	50,000
CAD Laptops	Fire Asmt	135,246	60,000	100,000	-	60,000	355,246
Rescue Palm Computers	Revenues	-	40,000	-	-	40,000	80,000
CAD Servers	Rev/Fire Asmt	50,000	-	-	50,000	-	100,000
File Servers	Rev/Fire Asmt	75,455	-	-	30,000	-	105,455
CAD Work Stations	Rev/Fire Asmt	50,000	-	-	50,000	-	100,000
Radios	Revenues	-	24,000	24,000	24,000	24,000	96,000
Communications Upgrade	Revenues	192,000	-	-	-	-	192,000
Rescue Lt. Vehicle	Revenues	-	55,000	-	-	0	55,000
AED's	Revenues	50,000	25,000	25,000	25,000	25,000	150,000
SCBA Refurbishment	Fire Asmt	30,000	-	-	-	-	30,000
Cargo Van	Rev/Fire Asmt	-	35,000	-	35,000	-	70,000
Training Facility Upgrades /Fire Academy	Fire Asmt	-	-	-	75,000	-	75,000
Training Facility Refurbishment	Fire Asmt	12,000	50,000	12,000	2,000	12,000	88,000
Station Refurbishment	Fire Asmt	150,000	150,000	150,000	150,000	150,000	750,000
Fire Prevention vehicle	Revenues	30,000	15,000	15,000	15,000	15,000	90,000
Turnout Gear	Fire Asmt	100,000	100,000	100,000	100,000	100,000	500,000
Fire Safety Education Trailer	Revenues	-	-	-	45,000	-	45,000
Building Department							
Vehicle Replacements	Revenues	108,000	54,000	54,000	54,000	54,000	324,000
Computer Equipment	Revenues	20,000	10,000	75,000	10,000	10,000	125,000
Office Equipment	Revenues	-	-	-	-	-	-
Other Equipment	Revenues	30,000	15,000	34,000	15,000	15,000	109,000
Copy Machines	Revenues	-	-	8,000	-	-	8,000

CAPITAL IMPROVEMENT PROGRAM

Capital Costs by Project Category

GENERAL FUND (continued)

IN PRESENT VALUE AS REVISED BY DEPT DIRECTORS

SOURCE OF FUNDING	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	Total
Information Technology						
Micro-computers/Upgrades	\$ 180,000	\$ 180,000	\$ 120,000	\$ 120,000	\$ 120,000	\$ 720,000
Computer Programs/ Software & Systems Mod.	120,000	120,000	80,000	80,000	80,000	480,000
Replace Mainframe	40,000		-	-	-	40,000
Network Servers	22,500	27,500	15,000	25,000	15,000	105,000
Vehicles	-	-	-	-	17,500	17,500
Data Storage	30,000	-	25,000	-	30,000	85,000
Printers	15,000	15,000	10,000	10,000	10,000	60,000
Switches and Hubs	22,500	17,500	10,000	10,000	15,000	75,000
Disaster Recovery Equipment	22,500	22,500	15,000	50,000	15,000	125,000
Recreation						
Vehicles	325,000	200,000	200,000	200,000	200,000	1,125,000
Heavy Equipment-Park & Rec & Golf	250,000	175,000	175,000	175,000	175,000	950,000
Playground Equipment	100,000	50,000	50,000	50,000	50,000	300,000
Other Equipment	100,000	100,000	100,000	100,000	100,000	500,000
General Government Buildings						
Vehicles & Heavy Equipment	72,000	36,000	42,000	45,000	48,000	243,000
Grounds Maintenance						
Vehicles & Heavy Equipment	144,000	60,000	84,000	70,000	85,000	443,000
Purchasing						
Vehicles & Heavy Equipment	-	25,000	-	30,000	-	55,000
TOTAL GENERAL FUND	\$ 6,328,827	\$ 4,501,313	\$ 5,079,813	\$ 5,073,813	\$ 5,538,313	\$ 26,522,079

ROAD & BRIDGE FUND

IN PRESENT VALUE AS REVISED BY DEPT DIRECTORS

SOURCE OF FUNDING	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	Total
Streets & Sidewalks						
Vehicles & Heavy Equipment	50,000	96,000	60,000	100,000	80,000	386,000
Road, Sidewalk & Drainage Improvements	550,000	567,000	600,000	650,000	650,000	3,017,000
TOTAL ROAD & BRIDGE FUND	\$ 600,000	\$ 663,000	\$ 660,000	\$ 750,000	\$ 730,000	\$ 3,403,000

CAPITAL IMPROVEMENT PROGRAM

Capital Costs by Project Category

MUNICIPAL CONSTRUCTION FUND

IN PRESENT VALUE AS REVISED BY DEPT DIRECTORS

	SOURCE OF FUNDING	IN PRESENT VALUE AS REVISED BY DEPT DIRECTORS					Total
		2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	
Municipal Construction							
Pembroke Falls Park & Aquatic Ctr. Improvements	Revenue/Grant	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ 250,000
Cinnamon Place- Pk. Improvements	Revenue/Grant	150,000	-	-	-	-	150,000
TOTAL MUNICIPAL CONSTRUCTION FUND		\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ 400,000

UTILITY FUND

IN PRESENT VALUE AS REVISED BY DEPT DIRECTORS

	SOURCE OF FUNDING	IN PRESENT VALUE AS REVISED BY DEPT DIRECTORS					Total
		2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	
Wastewater System							
Wastewater Treatment Plant Odor Control	Sewer Connect	-	50,000	-	-	-	50,000
Lift Station Replacement	Revenues	50,000	50,000	50,000	100,000	100,000	350,000
Forcemain Replacement	Revenues	100,000	-	-	50,000	100,000	250,000
Sewer Replacement	Revenues	100,000	150,000	150,000	150,000	100,000	650,000
Wastewater Master Plan	Sewer Connect	250,000	-	-	-	-	250,000
SCADA Upgrade	Revenues	-	-	-	100,000	50,000	150,000
Heavy Equipment/Vehicles	Revenues	75,000	75,000	75,000	75,000	75,000	375,000
Sub Total for Wastewater		575,000	325,000	275,000	475,000	425,000	2,075,000
Water System							
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	-	1,000,000	-	-	-	1,000,000
Water Master Plan	Water Connect	250,000	250,000	150,000	150,000	200,000	1,000,000
Water Main Replacement	Revenues	250,000	250,000	250,000	250,000	250,000	1,250,000
Sub Total for Water		575,000	1,575,000	475,000	475,000	525,000	3,625,000
TOTAL UTILITY FUND		\$ 1,150,000	\$ 1,900,000	\$ 750,000	\$ 950,000	\$ 950,000	\$ 5,700,000
TOTAL - ALL FUNDS		\$ 8,478,827	\$ 7,064,313	\$ 6,489,813	\$ 6,773,813	\$ 7,218,313	\$ 36,025,079

ESTIMATED OPERATING IMPACT CAPITAL IMPROVEMENT PROGRAM (5 YRS.)

Note: Impact related to new, non-reoccurring and non-replacement Capital Expenditures

GENERAL FUND

Since all projected General Fund Capital Expenditures are for replacements, there is no future impact on operating expenses, revenues or anticipated savings.

ROAD & BRIDGE FUND

Since all projected Road & Bridge Fund Capital Expenditures are for replacements, there is no future impact on operating expenses, revenues or anticipated savings.

UTILITY FUND

Water System	SOURCE OF FUNDING	IN PRESENT VALUE AS REVISED BY DEPT DIRECTORS					Total
		2008-2009	2009- 2010	2010-2011	2011-2012	2012-2013	
	Personnel	\$ 53,596	\$ 56,811	\$ 60,220	\$ 63,833	\$ 67,663	\$352,686
	Operating	60,100	61,903	63,760	65,673	67,643	377,428
Water Treatment Plant #3 *		113,696	118,714	123,980	129,506	135,306	730,115
Heavy Equipment/Vehicles	Water Connect	-	-	-	-	-	-
Raw Waste Well	Water Connect	-	-	-	-	-	-
Water Master Plan	Water Connect	-	-	-	-	-	-
Water Main Replacement	Revenues	-	-	-	-	-	-
Sub Total for Water		113,696	118,714	123,980	129,506	135,306	730,115
TOTAL UTILITY FUND		\$ 113,696	\$ 118,714	\$ 123,980	\$ 129,506	\$ 135,306	\$730,115

* Since Water Treatment Plant #3 is an expansion project, rather than a replacement project, no estimated savings or additional revenue is anticipated. Estimated completion date: Fall 2007.

Note: Aside from Water Treatment Plant #3 and the General Obligation Bond Projects (shown on Page 18), there are no other projects or capital purchases that will have anticipated operating revenue, cost or savings impact.

DISPOSITION OF PRIOR CIP

	Source of Funding	Adopted CIP 2007-2008	Revised Nature of Disposition of Items
General Fund			
Community Services			
(3) Van Replacements	Revenues	\$ 465,500	Postponed to 2008-2009
Senior Housing			
There were no 2008-2009 projections.			
Administrative Services			
Vehicle Replacements	Revenues	30,000	postponed to 2008-2009
Office Equipment	Revenues	10,000	postponed to 2008-2009
Other Equipment	Revenues	10,000	postponed to 2008-2009
Copy Machines	Revenues	15,000	postponed to 2008-2009
Police			
Vehicles	Revenues	1,625,000	Postponed to 2008-2009
Radios	Revenues	59,000	Postponed to 2008-2009
Motorcycle	Revenues	21,000	Postponed to 2008-2009
Weapons	Revenues	12,000	Postponed to 2008-2009
Computer System	Revenues	400,000	Postponed to 2008-2009
Fire Department			
Vehicles	Rev/Fire Asmt	53,000	\$27,000 budgeted in #64028; the balance is cancelled.
Life Pak 12	Revenues	60,000	\$60,000 postponed to 2008-2009
Rescue Vehicle	Revenues	360,000	\$360,000 postponed to 2008-2009
CAD Laptops	Fire Asmt	90,000	\$54,754 included in 2007-2008 budget (#64055 & #64056), \$35,246 postponed to 2008-2009
File Servers	Rev/Fire Asmt	50,000	\$24,545 included in 2007-2008 budget (#64039), \$25,455 postponed to 2008-2009
CAD Work Stations	Rev/Fire Asmt	20,000	\$20,000 postponed to 2009-2010
Communications Upgrade	Revenues	200,000	\$8,000 included in 2007-2008 budget (64038), \$192,000 postponed to 2008-2009
AED's	Revenues	54,000	\$50,000 postponed to 2008-2009 budget year, \$4,000 cancelled
Training Facility Upgrades /Fire Academy	Fire Asmt	75,000	\$950,000 included in 2007-2008 budget (62038)
Station Refurbishment	Fire Asmt	200,000	\$200,000 included in 2007-2008 budget (62016)
Fire Prevention vehicle	Revenues	15,000	\$15,000 postponed to 2008-2009
Turnout Gear	Fire Asmt	100,000	\$82,500 included in 2007-2008 budget, \$17,500 cancelled
Building Department			
Vehicle Replacements	Revenues	48,000	Postponed to 2008-2009
Computer Equipment	Revenues	10,000	Postponed to 2008-2009
Other Equipment	Revenues	15,000	Postponed to 2008-2009
Information Technology			
Micro-computers/Upgrades	Revenues	120,000	Postponed to 2008-2009
Computer Programs/ Software & Systems Mod.	Revenues	80,000	Postponed to 2008-2009
Network Servers	Revenues	15,000	Postponed to 2008-2009
Data Storage	Revenues	15,000	Postponed to 2008-2009
Printers	Revenues	10,000	Postponed to 2008-2009
Switches and Hubs	Revenues	15,000	Postponed to 2008-2009
Disaster Recovery Equipment	Revenues	15,000	Postponed to 2008-2009
Recreation			
Vehicles	Revenues	175,000	Postponed to 2008-2009 and increased to \$325,000.
Heavy Equipment-Park & Rec & Golf	Revenues	120,000	Postponed to 2008-2009 and increased to \$250,000.
Playground Equipment	Revenues	75,000	Postponed to 2008-2009 and increased to \$100,000.
Other Equipment	Revenues	100,000	Postponed to 2008-2009.
General Government Buildings			
Vehicles & Heavy Equipment	Revenues	36,000	Postponed to 2008-2009.
Grounds Maintenance			
Vehicles & Heavy Equipment	Revenues	72,000	Postponed to 2008-2009.
TOTAL GENERAL FUND		\$ 4,845,500	

DISPOSITION OF PRIOR CIP

	Source of Funding	<u>Adopted CIP</u> <u>2007-2008</u>	Revised Nature of Disposition of Items
Road & Bridge Fund			
Streets & Sidewalks			
Vehicles & Heavy Equipment	Revenues	\$ 36,000	\$51,000 is in 2008-2009 Budget (64221 and 64400)
Road, Sidewalk & Drainage Improvements	Add'l Local Option Gas Tax	519,693	\$495,000 is in 2008-2009 Budget (63041, 63186, 63205, 67041, 67193 and 67205)
TOTAL ROAD & BRIDGE FUND		\$ 555,693	

Municipal Construction Fund			
Municipal Construction			
Pembroke Falls Park & Aquatic Ctr. Improvements	Revenue/Grant	250,000	Postponed to 2008 - 2009 Budget
Cinnamon Place - Park Improvements	Revenue/Grant	150,000	Postponed to 2008 - 2009 Budget
Total Municipal Construction Fund		\$ 400,000	

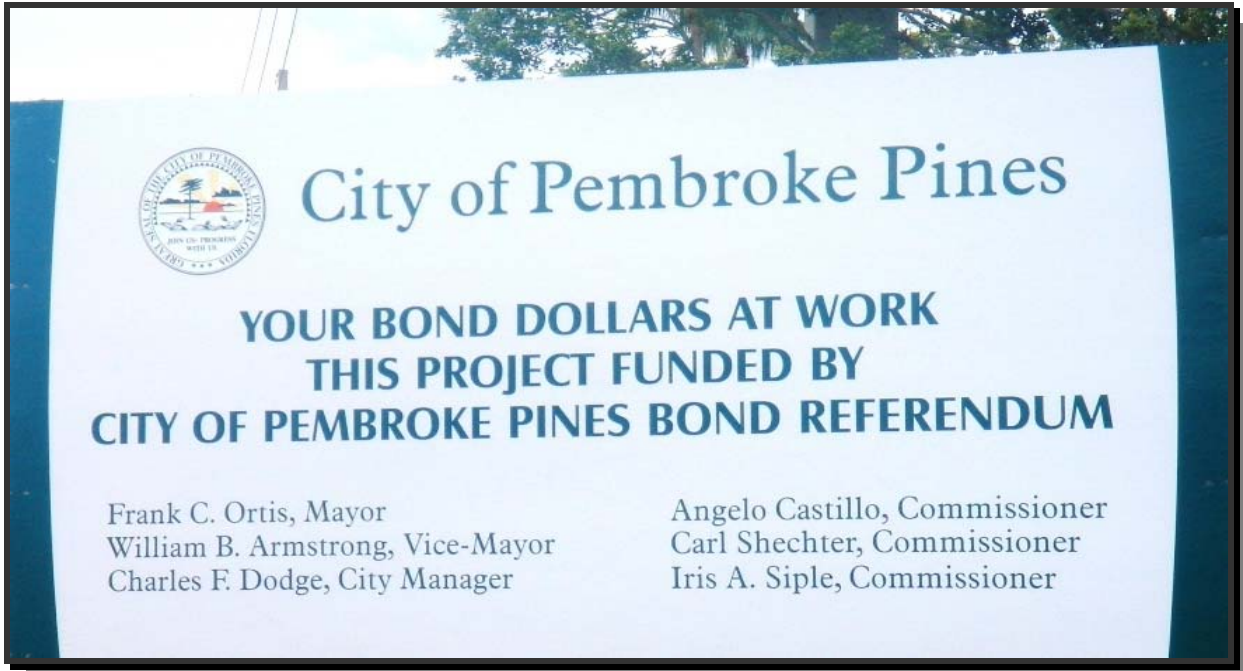
Utility Fund			
Wastewater System			
Lift Station Replacement (6021, Proj 812)	Revenues	50,000	\$612,000 in 2008-2009 Budget (63001 and 63122). 2006-2007 Balance will be carried forward.
Forcemain Replacement (6021, Proj 948)	Revenues	100,000	\$1,979,721 budgeted in 2007 that includes \$100,000. 2006-2007 Balance will be carried forward.
Sewer Replacement (6021, Proj 829)	Revenues	100,000	\$1,000,001 budgeted in 2007 that the included \$100,000. 2006-2007 Balance will be carried forward.
Wastewater Master Plan (6021, Proj 948)	Sewer Connect	250,000	\$1,979,721 budgeted in 2007 that includes \$250,000. 2006-2007 Balance will be carried forward.
Heavy Equipment/Vehicles	Revenues	75,000	\$201,500 in 2008-2009 Budget (64073, 64165, 64210, 64214, 64350, and 64400)
Sub Total for Wastewater		\$ 575,000	
Water System			
Heavy Equipment/Vehicles (6031,6032)	Water Connect	75,000	\$229,500 in 2008-2009 Budget (64053, 64214, 64221, 64400, 64190, 64213, 64214, 64350, and 64400)
Water Master Plan (6032, Proj 957)	Water Connect	250,000	\$700,000 in 2008-2009 Budget (63001 and 63233)
Water Main Replacement (6032, Proj 829)	Revenues	250,000	\$3,407,220 budgeted in 2007 that includes \$250,000. 2006-2007 balance will be carried forward.
Sub Total for Water		575,000	
TOTAL UTILITY FUND		1,150,000	
TOTAL - ALL FUNDS		\$ 6,951,193	

* = FY2006-07 funds that are eligible for carryover will be added to the adopted FY2007-2008 budget during October.

Summary - All Funds

General Fund	69.7%	\$ 4,845,500
Road & Bridge Fund	8.0%	555,693
Municipal Construction Fund	5.8%	400,000
Utility Fund	16.5%	1,150,000
Total - All Funds	100.0%	\$ 6,951,193

List of Bond Projects



Summary of General Obligation Projects Quarter ending June 30, 2007

Description	Original Projects	Changes to Budget	Total Budget	Total Expenditures & Encumb. to Date	Available Budget			Total
					A (2005) Project 675	B (2007) Project 676	C (2009) Project 677	
1 Community Recreation Projects	\$ 620,000	\$ 6,515	\$ 626,515	\$ (289,185)	\$ 337,330	\$ -	\$ -	\$ 337,330
2 New community facilities	25,817,386	(12,126,296)	13,691,090	(453,020)	9,465,400	3,772,670	-	13,238,070
3 Park sports lighting renovations	397,000	-	397,000	-	397,000	-	-	397,000
4 Recreation facility improvements	9,265,000	411,183	9,676,183	(7,688,481)	762,757	395,000	829,945	1,987,705
5 Recreation/Playground Equipment	575,000	10,188	585,188	(340,188)	245,000	-	-	245,000
6 Landscaping	2,000,000	-	2,000,000	(183,315)	511,740	717,320	587,625	1,816,685
7 Purchase/development of open space	13,000,000	(2,000,000)	11,000,000	(7,386,569)	1,605,567	2,007,863	-	3,613,431
8 Transportation Projects	31,000,000	11,363,361	42,363,361	(31,755,400)	(35,264)	8,357,839	2,285,386	10,607,961
9 Other	22,246,850	(6,577,767)	15,669,083	(6,158,733)	1,485,114	400,000	7,514,886	9,510,350
10 Contingency Fund	11,078,764	(7,323,033)	3,755,731	-	116,469	-	3,749,612	3,755,731
TOTAL PROJECTS COST	116,000,000	(16,235,849)	99,764,151	(54,254,891)	14,891,113	15,650,693	14,967,454	45,509,262
Reimbursements for Transportation	(16,000,000)	9,000,000	(7,000,000)	6,000,000	(1,000,000)			(1,000,000)
discount on Series A \$47,000,000 bonds	-	358,853	358,853	(358,853)	-	-	-	-
discount on Series A \$43,000,000 bonds	-	320,103	320,103	(320,103)	-	-	-	-
TOTAL GENERAL OBLIGATION DEBT	\$ 100,000,000	\$ (6,556,893)	\$ 93,443,107	\$ (48,933,847)	\$ 13,891,113	\$ 15,650,693	\$ 14,967,454	\$ 44,509,262

Note:
* The difference between the \$90,000,000 borrowed and the \$93,443,107 budgeted is due to interest earned 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					
1 Community Recreation Projects:							
1.1 Flamingo Park Renovation of ball fields # 1 & 5	06/01/05	08/31/05	100%	Complete	\$ 95,935	\$ (95,935)	\$ -
1.2 Maxwell Park Bermuda grass installation field # 2 & 3	05/01/07	TBD	15%	Planning/Design	25,000	-	25,000
1.3 Pasadena Park Resod school athletic field	06/01/06	11/31/06	100%	Complete	23,250	(23,250)	-
1.4 Pasadena Park Field & sports lighting renovations	06/01/06	TBD	50%	Construction	162,330	-	162,330
1.5 Silver Lakes North Park Athletic field & common area impmts	03/01/07	6/31/08	15%	Planning/Design	150,000	-	150,000
1.6 Silver Lakes South Park Bermuda grass installation on ball fields	11/01/06	01/31/07	100%	Complete	120,000	(120,000)	-
1.7 Towngate Field renovation with drainage	05/02/05	08/31/05	100%	Complete	50,000	(50,000)	-
Subtotal					\$ 626,515	\$ (289,185)	\$ 337,330

Highlights & Updates

- 1.1 Flamingo Park - Renovation of ball fields # 1 & 5**
The renovations of ball fields 1 and 5 at Flamingo Park are 100% complete as of 11/4/05. The remaining budget of \$4,065 has been re-allocated to other projects.
- 1.2 Maxwell Park - Bermuda grass installation field # 2 & 3**
The Bermuda grass installation on fields #2 & 3 at Maxwell Park are currently on hold due to the South Florida Water Management District's water restrictions.
- 1.3 Pasadena Park - Resod school athletic field**
The resodding of the school's athletic field at Pasadena Park is 100% complete as of 10/31/06. (Note: \$8,250 from project 4.54 Miscellaneous projects & capital expenditures has been transferred to this project.)
- 1.4 Pasadena Park - Field & sports lighting renovations**
The sports lighting renovations are complete but the field renovations are currently on hold due to the South Florida Water Management District's water restrictions. The sports lighting renovations were expensed to the FEMA 406 mitigation program for damages caused by Hurricane Wilma. An additional \$2,330 has been transferred to this project for the estimated cost of completion.
- 1.5 Silver Lakes North Park - Athletic field & common area improvements**
The construction drawings and specifications are being prepared and finalized for the improvements of the athletic field and common area at Silver Lakes North Park.
- 1.6 Silver Lakes South Park - Bermuda grass installation on ball fields**
The Bermuda grass installation on the ball fields at Silver Lakes South Park is 100% complete as of 12/15/06.
- 1.7 Towngate - Field renovation with drainage**
The field renovation with drainage for Towngate Park is 100% complete as of 9/2/05.

New Community Facilities

Location / Description	Project Timetable		% Complete	Current Project Phase	Total Budget	Total Expenditures & Encumb. to Date	Available Budget Total
	Start	Finish					
2 New community facilities:							
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	08/01/07	15%	Permit Process Project Awarded	384,000	(23,852)	360,148
2.3 Citywide Flanagan HS restroom/concession building	Closed	Closed	0%	Eliminated	-	-	-
2.4 Citywide Flanagan HS (softball/baseball) field lighting	11/03/06	03/30/07	100%	Complete	180,000	(180,000)	-
2.5 Citywide City Place Passive Park development	01/01/07	03/31/08	15%	Construction	2,139,852	-	2,139,852
2.6 Citywide Construct 4,000 SF art gallery at City Place	06/01/07	08/29/08	5%	Planning/Design	855,386	-	855,386
2.7 Citywide Lighting/bermuda sod - Silver Trail MS PE field	11/01/06	09/01/08	15%	Planning/Design	350,000	-	350,000
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	01/01/08	15%	Construction	608,000	(116,716)	491,284
2.10 Pembroke Shores Construct 2 lighted ballfields (on adjacent school)	09/01/07	12/01/07	0%	Re-Allocated to 4.60	-	-	-

List of Bond Projects

2.11	Rose Price Park New health trail	Closed	Closed	0%	Eliminated	-	-	-
2.12	Silver Lakes South Park Construction of clubhouse building	Closed	Closed	0%	Eliminated	23,852	(23,852)	-
2.13	Spring Valley 10,000 SF community recreation/teen facility	Closed	Closed	0%	Re-Allocated to 2.22	-	-	-
2.14	Spring Valley Construction of 7,500 SF artist colony	01/02/07	09/01/08	15%	Permit Process	1,500,000	(34,600)	1,465,400
2.15	Spring Valley Construction of skate park	Closed	Closed	0%	Eliminated	-	-	-
2.16	City Place Civic center at City Place	Closed	Closed	0%	Eliminated	-	-	-
2.17	Citywide Construct a dog park on west side	Closed	Closed	0%	Eliminated	-	-	-
2.18	Citywide Lighting/bermuda sod - Silver Palms Elem PE field	Closed	Closed	0%	Eliminated	-	-	-
2.19	Pembroke Falls Aquatic Ctr Construct 3,500 SF special populations building	Closed	Closed	0%	Eliminated	-	-	-
2.20	Walter C. Young Restrooms & storage bldg w/sidewalk from pkg lot	Closed	Closed	0%	Eliminated	-	-	-
2.21	Winn Dixie site Development of Winn Dixie site	Closed	Closed	0%	Re-Allocated TBD	650,000	-	650,000
2.22	184 Ave & Pines (5 Acre) Property SF community rec, teen & sr facility	06/01/07	09/01/07	5%	Planning/Design	7,000,000	(74,000)	6,926,000
Subtotal						\$ 13,691,090	\$ (453,020)	\$ 13,238,070

Highlights & Updates

- 2.1 208 Ave (24 acre) Property - 25,000 SF community recreation, teen & senior facility**
Funds totaling \$5,000,000 for this project have been re-allocated to the new project 2.22 21,500 sq. ft. community recreation, teen & senior facility on the 5 acre property at Pines Boulevard and 184th Avenue.
- 2.2 Chapel Trail Park - Construct 1,300 SF storage/clubhouse building**
On 3/21/07 Commission approved the letter of agreement with Recreational Design & Construction, Inc. for the preliminary development, architectural, engineering and construction services for a 1,300 sq. ft. meeting/storage building. Funds totaling \$294,000 have been transferred to this project for the estimated cost of completion.
- 2.3 Citywide - Flanagan HS restroom/concession building**
On 6/27/07 Commission approved to eliminate this project and its budget of \$200,000 from the GO Bond project list.
- 2.4 Citywide - Flanagan HS (softball/baseball) field lighting**
The softball/baseball field lighting renovation is 100% complete as of 1/19/07.
- 2.5 Citywide - City Place Passive Park development**
This project is currently in the beginning stage of construction. On 6/27/07, Commission reduced the budget for this project by \$860,148 in lieu of eliminating projects 2.2 Chapel Trail Park - Construct 1,300 SF storage/clubhouse building and 4.28 Pines 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**
This project is in the re-bidding process.
- 2.8 Pembroke Falls Aquatic Center - Construct 11,000 SF special events/storage bldg.**
On 6/27/07 Commission approved to eliminate this project and its budget of \$2,500,000 from the GO Bond project list.
- 2.9 Pembroke Lakes Tennis Center - New tennis building**
This project is currently in the beginning stage of construction. Funds totaling \$198,000 have been transferred to this project for the estimated cost of completion.
- 2.10 Pembroke Shores - Construct 2 lighted ball fields (on adjacent school)**
Funds totaling \$190,000 for this project have been re-allocated to project 4.60 Miracle League Baseball Field.
- 2.11 Rose Price Park - New health trail**
On 6/27/07 Commission approved to eliminate this project and its budget of \$12,000 from the GO Bond project list.
- 2.12 Silver Lakes South Park - Construction of clubhouse building**
The estimated cost of completion for this project is \$382,148. Funds totaling \$206,000 were transferred to this project to bring the budget to \$406,000. However on 6/27/07 Commission approved to eliminate this project and a portion of the budget, \$382,148 leaving a budget of \$23,852 which has already been expensed.
- 2.13 Spring Valley - 10,000 SF community recreation/teen facility**
Funds totaling \$2,000,000 for this project have been re-allocated to the new project 2.22 community recreation, teen, and senior facility at the 5 acre property at Pines Boulevard and 184th Avenue.
- 2.14 Spring Valley - Construction of 7,500 SF artist colony**
On 3/21/07 Commission approved the letter of agreement with Recreational Design & Construction, Inc. for the preliminary development, architectural, engineering and construction services for the artists' village building

List of Bond Projects

- 2.15 Spring Valley - Construction of skate park**
On 6/27/07 Commission approved to eliminate this project and its budget of \$100,000 from the GO Bond project list.
- 2.16 City Place - Civic center at City Place**
On 6/27/07 Commission approved to eliminate this project and its budget of \$8,000,000 from the GO Bond project list.
- 2.17 Citywide - Construct a dog park on west side**
On 6/27/07 Commission approved to eliminate this project and its budget of \$80,000 from the GO Bond project list.
- 2.18 Citywide - Lighting/bermuda sod - Silver Palms Elementary PE field**
On 6/27/07 Commission approved to eliminate this project and its budget of \$250,000 from the GO Bond project list.
- 2.19 Pembroke Falls Aquatic Center - Construct 3,500 SF special populations bldg.**
On 6/27/07 Commission approved to eliminate this project and its budget of \$750,000 from the GO Bond project list.
- 2.20 Walter C. Young - Restrooms & storage bldg w/sidewalk from parking lot**
The estimated cost of completion for this project is \$200,000. Funds totaling \$50,000 were transferred to this project to bring the budget to \$200,000. However on 6/27/07 Commission approved to eliminate this project and its budget of \$200,000 from the GO Bond project list.
- 2.21 Winn Dixie site - Development of Winn Dixie site**
The purchase of the Winn Dixie site is no longer being pursued. Other options are still being weighed.
- 2.22 184 Ave & Pines (5 Acre) Property - 12,500 SF community recreation, teen & senior facility**
This project is currently in the conceptual design stage where general activities and ideas are being considered and deliberated.

Park Sports Lighting Renovations

Location / Description	Project Timetable		% Complete	Current Project Phase	Total Budget	Total Expenditures & Encumb. to Date	Available Budget Total
	Start	Finish					
3 Park sports lighting renovations:							
Flamingo Park							
3.1 Relighting of ballfields # 6 & 7 Pembroke Lakes Tennis Center	10/03/05	11/03/05	100%	Complete	\$ 100,000	\$ -	\$ 100,000
3.2 Relighting of courts Rose Price Park	01/02/06	02/02/06	100%	Complete Re-Allocated	202,000	-	202,000
3.3 Move light pole/add light pole (for 100 yd field) Silver Lakes North Park	Closed	Closed	0%	TBD	15,000	-	15,000
3.4 Renovation of sports lighting	10/03/05	11/30/05	100%	Complete	80,000	-	80,000
Subtotal					\$ 397,000	-	\$ 397,000

Highlights & Updates

- 3.1 Flamingo Park - Relighting of ball fields # 6 & 7**
The relighting of both ball fields 6 and 7 at Flamingo Park are 100% complete as of 3/31/06. Funding for the lighting of this project is anticipated to come from FEMA 406 mitigation funds.
- 3.2 Pembroke Lakes Tennis Center - Relighting of courts**
The relighting of the tennis courts at the Pembroke Lakes Tennis Center is 100% complete as of 4/14/06. Funding for the lighting of this project is anticipated to come from FEMA 406 mitigation funds.
- 3.3 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 Silver Lakes North Park - Renovation of sports lighting**
The renovation of the sports lighting at Silver Lakes North Park are 100% complete as of 4/14/06. Funding for the lighting of this project is anticipated to come from FEMA 406 mitigation funds.

Recreation Facility Improvements

Location / Description	Project Timetable		% Complete	Current Project Phase	Total Budget	Total Expenditures & Encumb. to Date	Available Budget Total
	Start	Finish					
4 Recreation facility improvements:							
Academic Village							
4.1 Rubberize track surface	Closed	Closed	0%	Eliminated	\$ 20,000	\$ -	\$ 20,000
4.2 Resurface tennis courts	04/02/07	05/31/07	100%	Complete	11,840	(11,840)	-
4.3 Add light fixtures - tennis	04/02/07	05/31/08	15%	Planning/Design	35,000	-	35,000
4.4 Resurface & restripe basketball courts	01/01/07	08/01/07	15%	Planning/Design	20,000	-	20,000
Citywide							
4.5 Bleacher shade structures	11/01/06	10/01/07	15%	Permit Process	200,000	-	200,000
4.6 Lighting of Pembroke Road Storage Facility	Closed	Closed	0%	Eliminated	-	-	-

List of Bond Projects

4.7	Citywide Golf course renovation Phase I	04/01/07	11/15/07	50%	Construction	3,519,157	(3,478,483)	40,674
4.8	Citywide Golf course renovation Phase II	04/01/07	11/15/07	50%	Construction	3,468,568	(3,170,820)	297,748
4.9	Citywide Resurface Flanagan HS (rubberized) track	05/02/05	05/31/05	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	08/31/05	100%	Complete	66,148	(66,148)	-
4.12	Flamingo Park Installation of 2nd playground	09/02/06	05/01/07	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	11/30/05	100%	Complete	10,830	(10,830)	-
4.15	Fletcher Increase pkg lot lighting for softball complex	11/01/06	TBD	15%	Planning/Design	50,000	-	50,000
4.16	Linear Park (Taft-Johnson) Asphalt overlay & landscape-jogging path/ball ct	07/01/05	07/31/05	100%	Complete	37,260	(23,697)	13,563
4.17	Maxwell Park Increase pkg lot lighting	11/01/06	TBD	15%	Planning/Design	20,000	-	20,000
4.18	Maxwell Park Renovation of batting cages	11/02/06	09/01/08	15%	Planning/Design	17,000	-	17,000
4.19	Maxwell Park Optimist building restroom renovation	07/01/05	11/30/05	100%	Complete	11,120	(11,120)	-
4.20	Maxwell Park Convert irrigation system to electric	08/01/06	02/01/07	100%	Complete	23,498	(23,498)	-
4.21	Maxwell Park Replace tennis perimeter fencing	Closed	Closed	0%	Eliminated	-	-	-
4.22	Maxwell Park Tennis building restroom renovation	07/01/05	11/30/05	100%	Complete	9,110	(9,110)	-
4.23	Pasadena Park Renovate restrooms	07/01/05	11/30/05	100%	Complete	8,916	(8,916)	-
4.24	Pasadena Park Irrigate/landscape north parking lot	12/01/06	07/01/07	15%	Planning/Design	15,000	-	15,000
4.25	Pembroke Lakes Tennis Ctr Renovation of walkways & landscaping	01/15/07	01/01/08	80%	Construction	30,000	(28,189)	1,811
4.26	Pembroke Lakes Tennis Ctr Replacement of perimeter fencing	03/02/07	05/31/07	90%	Construction	61,000	(50,030)	10,970
4.27	Pembroke Shores Renovate batting cages	12/02/06	08/01/07	50%	Construction	35,900	(4,479)	31,421
4.28	Pines Recreation Center Expansion of existing teen center	03/02/07	12/29/07	5%	Planning/Design	500,000	-	500,000
4.29	Pines Recreation Center Renovation of field # 3	03/01/07	07/31/07	15%	Planning/Design	70,000	-	70,000
4.30	Pines Recreation Center Optimist building restroom renovation	07/01/05	11/30/05	100%	Complete	4,806	(4,806)	-
4.31	Pines Recreation Center Rec Center restroom renovation	07/01/05	11/30/05	100%	Complete	1,989	(1,989)	-
4.32	Pines Recreation Center Resurface paddle ball & basketball courts	10/02/06	10/31/06	100%	Complete	6,549	(6,549)	-
4.33	Pines Recreation Center South concession restroom renovation	07/01/05	11/30/05	100%	Complete	16,942	(16,942)	-
4.34	Pines Recreation Center Replacement of accordion doors in Rec room	07/01/05	09/30/05	100%	Complete	12,865	(12,865)	-
4.35	Rose Price Park 1" overlay on walkway	11/01/06	02/01/07	100%	Complete	47,866	(47,866)	-
4.36	Rose Price Park New slab dugouts/fencing	11/02/06	02/01/07	100%	Complete	-	-	-
4.37	Rose Price Park Replace accordion doors	07/01/05	09/30/05	100%	Complete	7,707	(7,707)	-
4.38	Rose Price Park Upgrade walkway (18 poles) lighting	11/01/06	TBD	15%	Planning/Design	25,000	-	25,000
4.39	Silver Lakes North Park Asphalt overlay walkway	02/07/07	07/15/07	20%	Construction	20,000	(17,538)	2,462
4.40	Silver Lakes North Park West perimeter (6' vinyl) fencing	01/02/07	01/31/07	100%	Complete	10,080	(10,080)	-
4.41	Silver Lakes North Park Restroom renovation	07/01/05	11/30/05	100%	Complete	11,429	(11,429)	-
4.42	Silver Lakes South Park Replace backstop netting & fencing	10/02/06	10/31/06	100%	Complete	-	-	-
4.43	Silver Lakes South Park Restroom renovation	07/01/05	11/30/05	100%	Complete	14,272	(14,272)	-
4.44	Silver Lakes South Park Add parking in front of tennis building	11/01/06	12/01/06	100%	Complete	13,150	(13,150)	-
4.45	Walden Lakes Security lighting for pool	11/01/06	TBD	15%	Planning/Design	5,000	-	5,000
4.46	Walden Lakes Parking lot lighting	11/01/06	01/01/07	100%	Complete	8,504	(8,504)	-
4.47	Walter C. Young Separate pump station/panel for irrigation system	11/03/06	10/01/07	30%	Planning/Design	22,000	(19,800)	2,200
4.48	Walter C. Young Resurface tennis courts	10/01/06	10/30/06	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	08/01/07	80%	Construction	150,000	(123,176)	26,824
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	06/01/08	15%	Planning/Design	30,000	-	30,000

List of Bond Projects

4.54	Citywide Miscellaneous projects & capital expenditures	11/01/06	11/01/07	80%	Planning/Design	92,296	-	92,296
4.55	Pasadena Park Completion of parking lot expansion	Closed	Closed	0%	Re-Allocated	-	-	-
4.56	Pembroke Lakes Tennis Center Resurfacing tennis courts	04/01/07	10/01/07	20%	Permit Process	90,000	-	90,000
4.57	Pines Recreation Center Swale parking - basketball courts 35 spaces	Closed	Closed	0%	Eliminated	-	-	-
4.58	Rainbow Irrigation improvements/landscaping/beautification	Closed	Closed	0%	Eliminated	-	-	-
4.59	Tanglewood Renovation of fields & irrigation system	01/01/08	04/01/08	15%	Planning/Design	84,000	-	84,000
4.60	Rose Price Park-Miracle League Miracle League Baseball Field	11/04/06	02/01/07	100%	Complete	463,740	(366,081)	97,659
4.61	Pasadena Park Press Box /Storage Building & parking lot lighting	07/01/07	11/01/07	10%	Planning/Design	200,000	(7,000)	193,000
4.62	Ben Fiorenino Park Ben Fiorenino Park	N/A	N/A	N/A	N/A	11,000	(11,000)	-
Subtotal						\$ 9,676,183	\$ (7,688,481)	\$ 1,987,705

Highlights & Updates

4.1 Academic Village - Rubberize track surface

On 6/27/07 Commission approved to reduce the budget for this project by \$100,000. The project was originally budgeted at \$120,000 leaving a balance of \$20,000 to complete this project.

4.2 Academic Village - Resurface tennis courts

The resurfacing of the tennis courts at Academic Village is 100% complete as of 2/23/07. The remaining balance of \$8,160 has been re-allocated to other projects.

4.3 Academic Village - Add light fixtures - tennis

The construction drawings and specifications are being prepared and finalized for this project. Funds totaling \$15,000 were transferred to this project to cover the estimated cost of completion.

4.4 Academic Village - Resurface & restripe basketball courts

The construction drawings and specifications are being prepared and finalized for this project.

4.5 Citywide - Bleacher shade structures

This project is currently in the permitting process.

4.6 Citywide - Lighting of Pembroke Road Storage Facility

The estimated cost of completion for this project is \$200,000. Funds totaling \$95,000 were transferred to this project to bring the budget to \$200,000. However on 6/27/07 Commission approved to eliminate this project and its budget of \$200,000 from the GO Bond project list.

4.7 Citywide - Golf course renovation Phase I

This project is currently under construction. (Note: On 12/20/06 Commission approved the re-allocation of \$987,724.59 from the GO Bond Contingency to fund both Phase I and II of the Golf course renovation.)

4.8 Citywide - Golf course renovation Phase II

This project is currently under construction. (Note: On 12/20/06 Commission approved the re-allocation of \$987,724.59 from the GO Bond Contingency to fund both Phase I and II of the Golf course renovation.)

4.9 Citywide - Resurface Flanagan HS (rubberized) track

The resurfacing of the rubberized track at Flanagan High School is 100% complete as of 4/28/06.

4.10 Citywide - Lighting of Chapel Trail Storage Facility

Funds totaling \$25,000 have been re-allocated from this project to other projects.

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 are 100% complete as of 12/16/05. The remaining balance of \$8,400 has been re-allocated to other projects.

4.12 Flamingo Park - Installation of 2nd playground

The installation of the second playground at Flamingo Park is 100% complete as of 3/16/07. The remaining balance of \$13,000 has been re-allocated to other projects.

4.13 Flamingo Park - Installation of additional netting for field # 1

On 6/27/07 Commission approved to eliminate this project and its budget of \$10,000 from the GO Bond project list.

4.14 Fletcher - Restroom renovation

The restroom renovation at Fletcher Park is 100% complete as of 12/28/06. The remaining balance of \$309 has been re-allocated to other projects.

4.15 Fletcher - Increase parking lot lighting for softball complex

This project is in the re-bidding process. Funds totaling \$30,000 have been re-allocated to this project for the estimated cost of completion.

4.16 Linear Park - Asphalt overlay & landscape - jogging path/basketball court

The asphalt overlay & landscape renovation for both the jogging path and basketball court at Linear Park is 100% complete as of 6/23/05. (Note: \$22,740 from this project has been re-allocated to project 4.60 Miracle League Baseball Field.)

4.17 Maxwell Park - Increase parking lot lighting

This project is in the re-bidding process.

4.18 Maxwell Park - Renovation of batting cages

The construction drawings and specifications are being prepared and finalized for this project.

List of Bond Projects

- 4.19 Maxwell Park - Optimist building restroom renovation**
The restroom renovations for the Optimist building at Maxwell Park are 100% complete as of 1/12/06. The remaining balance of \$695 has been re-allocated to other projects.
- 4.20 Maxwell Park - Covert irrigation system to electric**
The conversion of Maxwell Park's irrigation system to an electric system is 100% complete. (Note: \$10,998 from project 4.54 Miscellaneous projects & capital expenditures has been transferred to this project.)
- 4.21 Maxwell Park - Replace tennis perimeter fencing**
On 6/27/07 Commission approved to eliminate this project and its budget of \$75,000 from the GO Bond project list.
- 4.22 Maxwell Park - Tennis building restroom renovation**
The restroom renovations for the Tennis building at Maxwell Park are 100% complete as of 12/9/05. The remaining balance of \$827 has been re-allocated to other projects.
- 4.23 Pasadena Park - Renovate restrooms**
The restroom renovations at Pasadena Park are 100% complete as of 12/16/05. The remaining balance of \$5,490 has been re-allocated to other projects.
- 4.24 Pasadena Park - Irrigate/landscape north parking lot**
The construction drawings and specifications are being prepared and finalized for this project.
- 4.25 Pembroke Lakes Tennis Center - Renovation of walkways & landscaping**
This project is currently under construction.
- 4.26 Pembroke Lakes Tennis Center - Replacement of perimeter fencing**
The replacement of the perimeter fencing at Pembroke Lakes Tennis Center is almost complete. A portion of the budget, \$54,000, has been re-allocated to other projects, leaving a remaining balance of \$10,970 to complete the project.
- 4.27 Pembroke Shores - Renovate batting cages**
This project is currently under construction. Funds totaling \$5,900 were transferred to this project to cover the estimated cost of completion.
- 4.28 Pines Recreation Center - Expansion of existing teen center**
On 12/20/06, Commission selected the design/build services firm, Cubellis/SGR for building construction.
- 4.29 Pines Recreation Center - Renovation of field # 3**
The construction drawings and specifications are being prepared and finalized for this project.
- 4.30 Pines Recreation Center - Optimist building restroom renovation**
The restroom renovation for the Optimist building at the Pines Recreation Center is 100% complete as of 5/12/06. The remaining balance of \$5,194 has been re-allocated to other projects.
- 4.31 Pines Recreation Center - Recreation Center restroom renovation**
The restroom renovation for the Recreation Center at the Pines Recreation Center is 100% complete as of 11/4/05. The remaining balance of \$5,511 has been re-allocated to other projects.
- 4.32 Pines Recreation Center - Resurface paddle ball & basketball courts**
The resurfacing of the paddle ball and basketball courts at Pines Recreation Center is 100% complete as of 12/14/06. The remaining balance of \$3,451 has been re-allocated to other projects.
- 4.33 Pines Recreation Center - South concession restroom renovation**
The restroom renovation for the South concession at the Pines Recreation Center is 100% complete as of 1/20/06. The remaining balance of \$1,862 has been re-allocated to other projects.
- 4.34 Pines Recreation Center - Replacement of accordion doors in Recreation room**
The replacement of the accordion doors in the Recreation Room at the Pines Recreation Center is 100% complete as of 10/6/05.
- 4.35 Rose Price Park - 1" overlay on walkway**
The 1" overlay on the walkway at Rose Price Park is 100% complete as of 4/6/07. (Note: On 1/17/07 Commission approved the transfer of \$2,866.25 from the completed project 5.4 citywide - fitness equipment and \$20,000 from project 4.54 miscellaneous project & capital expenditures) The remaining balance of \$1 has been re-allocated to other projects.
- 4.36 Rose Price Park - New slab dugouts/fencing**
The construction of the new slab dugouts/fencing at the Rose Price Park Miracle League is 100% complete as of 3/23/07. (Note: The expenses for this project were recorded in project 4.60.) The remaining balance of \$10,000 has been re-allocated to other projects.
- 4.37 Rose Price Park - Replace accordion doors**
The replacement of the accordion doors at Rose Price Park is 100% complete as of 10/10/05. The remaining balance of \$1,293 has been re-allocated to other projects.
- 4.38 Rose Price Park - Upgrade walkway (18 poles) lighting**
This project is in the re-bidding process.
- 4.39 Silver Lakes North Park - Asphalt overlay walkway**
The construction drawings and specifications are being prepared and finalized for this project.
- 4.40 Silver Lakes North Park - West perimeter (6' vinyl) fencing**
The construction of the west perimeter, 6' vinyl fencing at Silver Lakes North Park is 100% complete as of 3/23/07. Funds totaling \$80 were transferred to this project to cover the estimated cost of completion.
- 4.41 Silver Lakes North Park - Restroom renovation**
The restroom renovations at Silver Lakes North Park are 100% complete as of 11/23/05. The remaining balance of \$1,218 has been re-allocated to other projects

- 4.42 Silver Lakes South Park - Replace backstop netting & fencing**
The replacement of the backstop netting & fencing at Silver Lakes South Park is 100% complete as of 4/12/06. This project was expensed to FEMA for damages caused by Hurricane Wilma. The remaining balance of \$20,000 has been re-allocated to other projects.
- 4.43 Silver Lakes South Park - Restroom renovation**
The restroom renovations at Silver Lakes South Park are 100% complete as of 12/16/05. The remaining balance of \$646 has been re-allocated to other projects.
- 4.44 Silver Lakes South Park - Add parking in front of tennis building**
The addition of parking spaces at Silver Lakes South Park is 100% complete as of 3/23/07.
- 4.45 Walden Lakes - Security lighting for pool**
This project is being re-designed.
- 4.46 Walden Lakes - Parking lot lighting**
The new parking lot lighting at Walden Lakes is 100% complete as of 4/06/07. The remaining balance of \$11,496 has been re-allocated to other projects.
- 4.47 Walter C. Young - Separate pump station/panel for irrigation system**
This project is currently in the bid process. Funds totaling \$8,000 have been re-allocated to other projects, leaving a balance of \$2,200 to complete this project.
- 4.48 Walter C. Young - Resurface tennis courts**
The resurfacing of the tennis courts at Walter C. Young is 100% complete as of 12/14/06. The remaining balance of \$9,147 has been re-allocated to other projects.
- 4.49 Citywide - Sealcoat & restripe various parking lots**
On 6/27/07 Commission approved to eliminate this project and its budget of \$127,212 from the GO Bond project list. The remaining budget of \$8,788 was left for expenses that have already been paid against this project.
- 4.50 Citywide - Resurfacing of basketball/racquetball courts**
On 6/27/07 Commission approved to eliminate this project and its budget of \$100,000 from the GO Bond project list. This elimination of the budget left a negative balance of \$3,923 for this project. A budget adjustment is being processed to zero out this account.
- 4.51 Citywide - Various fence projects**
Various fencing projects are currently under construction. 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 Citywide - Concrete monument signage (\$6,000 x 6)**
On 6/27/07 Commission approved to eliminate this project and its budget of \$36,000 from the GO Bond project list.
- 4.53 Citywide - Sod installation at various sites**
The construction drawings and specifications are being prepared and finalized for this project.
- 4.54 Citywide - Miscellaneous projects & capital expenditures**
Funds for this project are used for miscellaneous project overruns and expenditures.
- 4.55 Pasadena Park - Completion of parking lot expansion**
This project is no longer scheduled. On 3/07/07 Commission approved the re-allocation of this project's funds, totaling \$200,000, to project 4.61.
- 4.56 Pembroke Lakes Tennis Center - Resurfacing tennis courts**
This project is currently in the permitting process.
- 4.57 Pines Recreation Center - Swale parking - basketball courts 35 spaces**
On 6/27/07 Commission approved to eliminate this project and its budget of \$25,000 from the GO Bond project list.
- 4.58 Rainbow - Irrigation improvements/landscaping/beautification**
On 6/27/07 Commission approved to eliminate this project and its budget of \$25,000 from the GO Bond project list.
- 4.59 Tanglewood - Renovation of fields & irrigation system**
The construction drawings and specifications are being prepared and finalized for this project.
- 4.60 Rose Price Park - Miracle League Baseball Field**
The construction of Miracle League Baseball Field at Rose Price Park is 100% complete as of 3/23/07. The remaining balance of \$2,000 has been re-allocated to other projects.
- 4.61 Pasadena Park - Press Box /Storage Building & parking lot lighting**
On 3/07/07 Commission approved the re-allocation of \$200,000 from project 4.55, Pasadena Park parking lot expansion, to this new project. Project 4.61 will construct a press box/storage building at Pasadena Park and install parking lot lighting for the existing facilities.
- 4.62 Ben Fiorendino Park**
This project was recently added to the GO Bond projects. In July 2007 it was decided that this project will be coded to 1-572-7001-63000 and will no longer be a GO Bond project.

List of Bond Projects

Recreation/Playground Equip

	Location / Description	Project Timetable		% Complete	Current Project Phase	Total Budget	Total Expenditures & Encumb. to Date	Available Budget Total
		Start	Finish					
5	Recreation/Playground Equip:							
5.1	Citywide Playground shade structures (\$15,000 x 15)	11/15/06	TBD	15%	Planning/Design	\$ 225,000	\$ -	\$ 225,000
5.2	Citywide Playground equipment replacement (8)	08/01/06	06/01/07	100%	Complete	293,226	(293,226)	-
5.3	Citywide Generator Pemb Shores Gym (emergency generator)	04/01/07	05/01/08	15%	Planning/Design	20,000	-	20,000
5.4	Citywide Fitness equipment	08/01/05	08/31/05	100%	Complete	46,962	(46,962)	-
	Subtotal					\$ 585,188	\$ (340,188)	\$ 245,000

Highlights & Updates

5.1 Citywide - Playground shade structures (\$15,000 x 15)

The construction drawings and specifications are being prepared and finalized for this project.

5.2 Citywide - Playground equipment replacement (8)

The installation of the new playground equipment is 100% complete as of 6/22/07. The replacement playground equipment for West Pines Pre-School, Chapel Trail Park, Village Community Center, Fletcher Park, Pines Recreation Center, Fahey Park, Pasadena Park, Ashley Hale Park, Silver Lakes Park and the Kiddie Parks at NW 111th Avenue and NW 108th Avenue were included in this project. The remaining balance of \$1 has been re-allocated to other projects.

5.3 Citywide - Generator Pembroke Shores Gym (emergency generator)

Electrical calculations and load requirements for generator are to be determined.

5.4 Citywide - Fitness equipment

The installation of fitness equipment to the Parks is 100% complete as of 5/26/06. The remaining balance of \$171 has been re-allocated to other projects.

Landscaping

	Location / Description	Project Timetable		% Complete	Current Project Phase	Total Budget	Total Expenditures & Encumb. to Date	Available Budget Total
		Start	Finish					
6	Landscaping:							
6.1	Citywide Citywide planting of trees	01/01/06	06/30/07	43%	Construction	\$ 400,000	\$ (170,940)	\$ 229,060
6.2	Streetscape Citywide lighting, benches & streetscape Phase I	01/02/06	TBD	0%	-	235,000	-	235,000
6.3	Streetscape Citywide lighting, benches & streetscape Phase II	01/01/07	12/31/07	0%	-	765,000	-	765,000
6.4	Citywide Citywide planting of trees	12/01/06	04/01/08	12%	Construction	100,000	(12,375)	87,625
6.5	Streetscape Citywide lighting, benches & streetscape Phase III	TBD	TBD	0%	-	500,000	-	500,000
	Subtotal					\$ 2,000,000	\$ (183,315)	\$ 1,816,685

Highlights & Updates

6.1 Citywide - Citywide planting of trees

Various trees have been planted throughout the City. Trees include Royal Palms, Live Oaks, and Crepe Myrtle Trees. Additional sites for trees are still being considered and deliberated.

6.2 Streetscape - Citywide lighting, benches & streetscape Phase I

This project is currently in the conceptual design stage where general activities and ideas are being considered and deliberated.

6.3 Streetscape - Citywide lighting, benches & streetscape Phase II

This project is currently in the conceptual design stage where general activities and ideas are being considered and deliberated.

6.4 Citywide - Citywide planting of trees

\$12,375 has been expended for the purchase of Live Oaks at Rose Price Park. Additional sites for trees are still being considered and deliberated.

6.5 Streetscape - Citywide lighting, benches & streetscape Phase III

This project is currently in the conceptual design stage where general activities and ideas are being considered and deliberated.

List of Bond Projects

Purchase/development of open space

Location / Description	Project Timetable		% Complete	Current Project Phase	Total Budget	Total Expenditures & Encumb. to Date	Available Budget Total
	Start	Finish					
7 Purchase/development of open space:							
7.1 Citywide SW Pines Nature & Recreational Park (196 Ave) Phase I	06/01/05	06/30/05	11%	Planning/Design	\$ 1,500,000	\$ (1,241,202)	\$ 258,798
7.2 Citywide SW Pines Nature & Recreational Park (196 Ave) Phase II	01/01/07	TBD	0%	-	1,500,000	(1,492,137)	7,863
7.3 Citywide Purchase & development of open space Phase I	06/01/05	TBD	25%	Planning/Design	6,000,000	(4,653,230)	1,346,770
7.4 Citywide Purchase & development of open space Phase II	01/01/07	TBD	0%	-	2,000,000	-	2,000,000
Subtotal					\$ 11,000,000	\$ (7,386,569)	\$ 3,613,431

Highlights & Updates

- 7.1 Citywide - SW Pines Nature & Recreational Park (196 Ave) Phase I**
This project is currently under construction.
- 7.2 Citywide - SW Pines Nature & Recreational Park (196 Ave) Phase II**
On 12/20/06 Commission approved design/build agreement with the Haskell company for the second phase of Southwest Pines Nature and Recreation Park.
- 7.3 Citywide - Purchase & development of open space Phase I**
Nine acres of open land was purchased for \$1,325,154 from Sheridan Street Commerce Center to convert into wetlands. The design phase is in progress and the excavation of the wetlands has begun for this site. An additional \$3,328,076 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.
- 7.4 Citywide - Purchase & development of open space Phase II**
Phase II of this project has not begun. On 6/27/07 Commission approved to eliminate \$2,000,000 from this project's budget, leaving a balance of \$2,000,000.

Transportation Projects

Location / Description	Project Timetable		% Complete	Current Project Phase	Total Budget	Total Expenditures & Encumb. to Date	Available Budget Total
	Start	Finish					
8 Transportation Projects:							
8.1 Pines 136th Ave to 118th	03/01/05	11/30/05	100%	Complete	\$ 7,507,974	\$ (7,507,974)	-
8.4 118th to Hiatus to Palm	03/01/05	05/01/07	95%	Construction	11,847,423	(10,016,485)	1,830,938
Subtotal					19,355,397	(17,524,459)	1,830,938
Pembroke Road 184th to 196th/196th & Pembroke Rd to Pines							
8.6	Closed	Closed	0%	Eliminated	1,062,481	(1,062,481)	-
8.7 184th Ave widening (Pmbrk Rd to Shrdn St)	06/01/05	06/30/08	25%	Planning/Design	10,037,330	(4,368,950)	5,668,380
8.8 172nd Ave 4 lane from Shrdn St to Pmbrk Rd	07/01/05	05/01/07	99%	Construction	8,599,587	(8,599,319)	268
8.10 Sheridan St from SW 196th Ave to SW 172nd Ave	01/01/07	12/31/08	30%	Construction	3,108,566	-	3,108,566
8.11 Sheridan St Consulting Fees	11/01/06	01/01/09	30%	In Progress	200,000	(200,192)	(192)
Subtotal					23,007,964	(14,230,942)	8,777,023
Total Project Cost					42,363,361	(31,755,400)	10,607,961
Reimbursements:							
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)
Total Reimbursements					(7,000,000)	6,000,000	(1,000,000)
Net Project Cost					\$ 35,363,361	\$ (25,755,400)	\$ 9,607,961

Highlights & Updates

- 8.1 Pines 136th Ave to 118th**
This project is 100% complete as of 2/17/06.
- 8.2 FDOT LAP Agreement**
The full reimbursement of \$5,000,000 has been received.
- 8.3 Mall Agreement**
The full reimbursement of \$1,000,000 has been received.
- 8.4 118th to Hiatus to Palm**
This project is currently under construction.
- 8.5 FDOT LAP Agreement Phase II**
This reimbursement is no longer scheduled to be received. Adjustments to the budget have been made to account for this change.

List of Bond Projects

- 8.6 Pembroke Road 184th to 196th/196th & Pembroke Rd to Pines**
The estimated cost of completion for this project is \$9,000,000. However on 6/27/07 Commission approved to eliminate this project and its budget from the GO Bond project list.
- 8.7 184th Ave widening (Pembroke Rd to Sheridan St)**
This project is currently under construction.
- 8.8 172nd Ave 4 lane from Sheridan St to Pembroke Rd**
Completion of this project is pending striping.
- 8.9 184th Ave widening (Pembroke Rd to Sheridan St)**
This reimbursement is no longer scheduled to be received. Adjustments to the budget have been made to account for this change.
- 8.10 Sheridan St from SW 196th Ave to SW 172nd Ave**
This project is currently under construction.
- 8.11 Sheridan Street Consulting Fees**
Consulting for this project is currently taking place.
- 8.12 Reimbursement from City Center for Pines Expansion**
This reimbursement has not yet been received.

Other

Description	Project Timetable		% Complete	Current Project Phase	Total Budget	Total Expenditures & Encumb. to Date	Available Budget Total
	Start	Finish					
9 Other:							
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	1,211,605	(701,255)	510,350
9.3 Economic Development	07/01/05	06/30/07	0%	-	9,000,000	-	9,000,000
9.4 Signs for GO Bonds	N/A	N/A	100%	Complete	1,030	(1,030)	-
Subtotal					\$ 15,669,083	\$ (6,158,733)	\$ 9,510,350

Highlights & Updates

- 9.1 Refinancing Senior Center Bonds**
This project is 100% complete.
- 9.2 Bond Cost of Issuance**
Expenses incurred represent Bond costs for the series A issuance. Funds totaling \$110,350 were transferred to this project from contingency to cover the closing cost for phase two borrowing.
- 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 Fund

Description	Original Projects	Changes to Budget	Total Budget	Available Budget		
				A (2005)	B (2007)	C (2009)
10 Contingency Fund:						
Original	\$ 11,078,764		\$ 11,078,764	\$ -	\$ -	\$ 11,078,764
Increase to 8.1 Transportation	-	\$ (3,000,000)	(3,000,000)	-	-	(3,000,000)
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	-			(123,704)	-	123,704
Increase in bond closing costs	-	129,944	129,944	129,944	-	-
Commission Changes Series 2007	-	3,580,892	3,580,892			3,580,892
Signs for GO Bonds # 9.4		(1,030)	(1,030)			(1,030)
Rose Price Park Walkway Overlay # 4.35		-	-	(20,000)		20,000
Golf Course		(987,725)	(987,725)	(519,157)		(468,568)
Miracle baseball field				(238,000)		238,000
Development of Winn Dixie site		(650,000)	(650,000)	(650,000)		-
Closing Costs - Series 2007		(110,350)	(110,350)			(110,350)
Subtotal	\$ 11,078,764	\$ (7,323,033)	\$ 3,755,731	\$ 116,469	\$ -	\$ 3,639,262
						\$ 3,755,731

**CITY OF PEMBROKE PINES, FLORIDA
PROJECTS FUNDED BY GENERAL OBLIGATION BONDS
ESTIMATED OPERATING IMPACT**

Note: Impact related to new and non-reoccurring, non-replacement, Capital Expenditures.

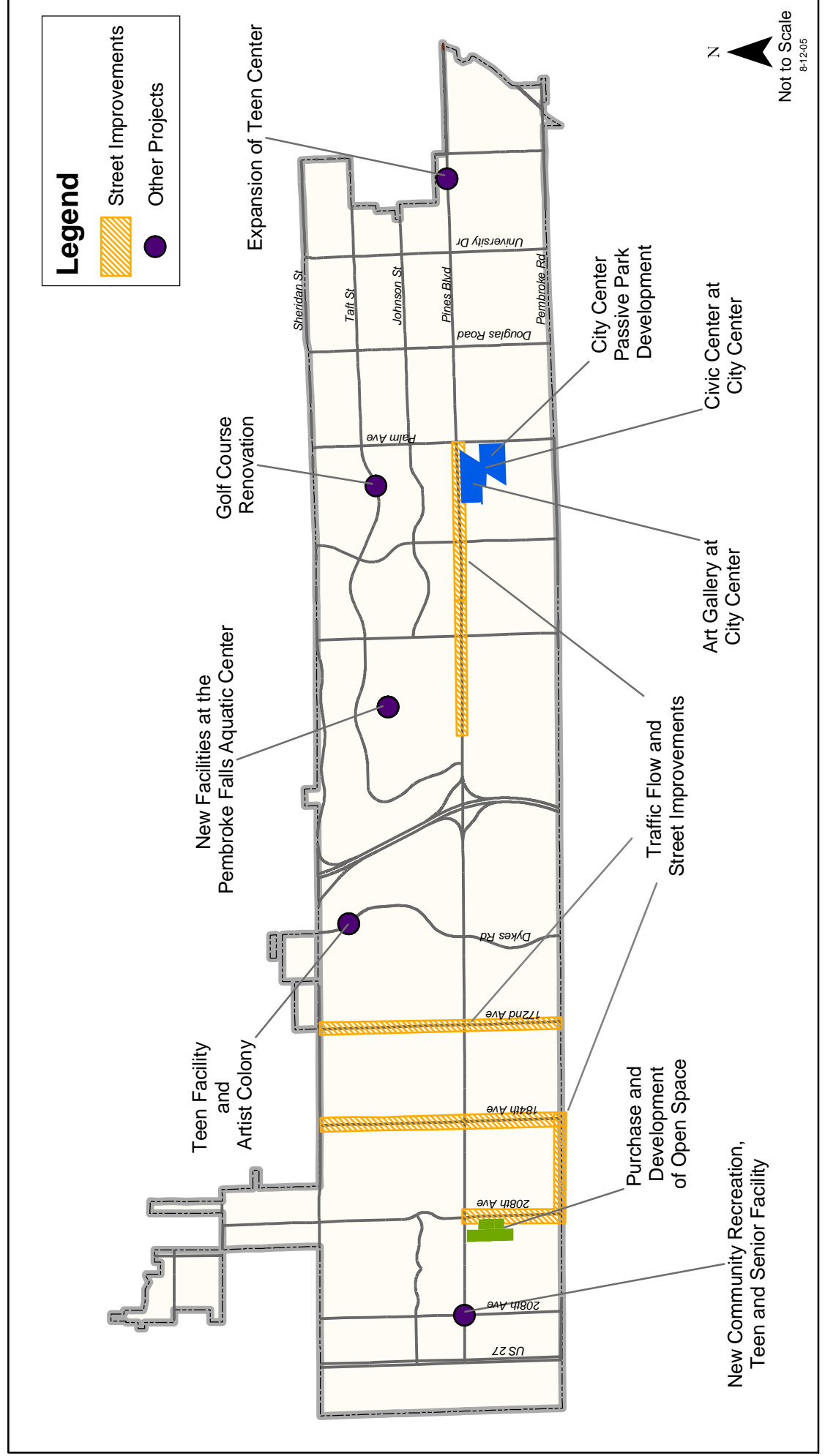
GENERAL FUND

IN PRESENT VALUE AS REVISED BY DEPT DIRECTORS

		2007- 2008	2008- 2009	2009- 2010	2010- 2011	2011- 2012	2012- 2013
Recreation							
Spring Valley Park Artist Colony	Revenue	\$ (27,000)	\$ (27,000)	\$ (27,000)	\$ (27,000)	\$ (27,000)	\$ (27,000)
	Personnel	15,884	16,836	17,844	18,914	20,047	21,248
	Operating	25,800	26,579	27,381	28,207	29,059	29,936
	Net	14,684	16,414	18,225	20,121	22,105	24,183
S.W. Pines Nature & Recreation Park Development	Revenue	(31,000)	(31,000)	(31,000)	(31,000)	(31,000)	(31,000)
	Personnel	64,070	67,909	71,978	76,290	80,861	85,706
	Operating	112,900	119,664	126,834	134,433	142,488	151,025
	Net	145,970	156,573	167,812	179,723	192,349	205,731
Purchase & Development of Open Space	Revenue	-	-	-	-	-	-
	Operating	20,000	20,604	21,225	21,866	22,526	23,206
	Net	20,000	20,604	21,225	21,866	22,526	23,206
Non-Revenue Producing Projects							
New Community Facilities / Rec Facility Improvements / Open Space Purchase & Development [except as detailed below.]							
	Personnel	33,783	35,807	37,952	40,226	42,637	45,191
	Operating	29,500	30,390	31,308	32,252	33,226	34,229
Pines Recreation Center - expand existing teen center	Personnel	-	18,511	19,620	20,796	22,042	23,362
	Operating	-	18,600	19,161	19,740	20,335	20,949
Chapel Trail Park Clubhouse and Storage	Operating	-	2,100	2,226	2,359	2,501	2,650
Development of Community Rec. Ctr. (208th Avenue)	Personnel	224,237	237,672	251,912	267,006	283,003	299,960
	Operating	81,000	83,445	85,963	88,558	91,230	93,984
Pembroke Road Storage Facility lights	Operating	6,700	7,101	7,527	7,978	8,456	8,963
Fletcher Park Improvemts.	Operating	1,200	1,272	1,348	1,429	1,514	1,605
W.C.Y. Resource Center Imp	Operating	3,600	3,816	4,044	4,287	4,543	4,816
Walden Lakes Park Imp.	Operating	400	424	449	476	505	535
Pasadena Park Imp.	Operating	1,500	1,590	1,685	1,786	1,893	2,007
Silver Lakes North Imp.	Operating	1,500	1,590	1,685	1,786	1,893	2,007
Chapel Trail Storage Lot Ligh	Operating	5,000	5,300	5,617	5,954	6,310	6,688
Rose Price Park Imp.	Operating	1,500	1,590	1,685	1,786	1,893	2,007
Maxwell Park Imp.	Operating	2,700	2,862	3,033	3,215	3,408	3,612
Tanglewood Park Improvements	Operating	4,000	4,240	4,494	4,763	5,048	5,351
	Subtotal	396,620	456,309	479,711	504,396	530,438	557,914
TOTAL GENERAL FUND		\$ 577,274	\$ 649,900	\$ 686,973	\$ 726,106	\$ 767,418	\$ 811,034

Total 2009 - 2013 \$ 3,641,432

CITY OF PEMBROKE PINES GENERAL OBLIGATION BOND PROJECTS BY LOCATION



**City of Pembroke Pines, Florida
Revenue Budget 2007-08**

Entity	Function	Division	Project	Account Description	Budget
1- General Fund					
Taxes					
Ad Valorem Taxes					
1	311001			Current real/personal property tax	46,655,184
1	311002			Delinq real/personal property taxes	70,000
Total Ad Valorem Taxes					46,725,184
General Sales & Use Taxes					
1	312510			Fire Insurance Premium Tax	1,171,000
1	312520			Casualty Insurance Premium Tax	1,052,000
Total General Sales & Use Taxes					2,223,000
Public Service Taxes					
1	314100			Public service taxes- Electric service	6,686,966
1	314300			Public service taxes- Water	1,432,831
1	314400			Public service taxes- Gas	150,000
1	314800			Public service taxes- Propane	74,000
Total Public Service Taxes					8,343,797
Communications Services Tax					
1	315000			Communications Services Tax	921,361
Total Communications Services Tax					921,361
Local Business Tax					
1	316000			Local business tax - City	3,200,000
Total Local Business Tax					3,200,000
Grand Total Taxes					61,413,342
Permits, Fees & Licenses					
Building Permits					
1	322005	9005		Air conditioning permits	508,080
1	322015	9005		Building permits	2,665,680
1	322016	9002		Building permit review	150,293
1	322020	9005		Certificate of occupancy	15,080
1	322025	9005		Electric permits	896,680
1	322037	9002		Special event permit review	1,503
1	322038	9002		Zoning Permit Review	70,137
1	322040	1001		Garage sales	8,507
1	322041	1001		POD annual permits	500
1	322042	1001		POD site permit fees	200
1	322050	6006		Landscaping permit	35,000
1	322053	6006		Landscape replacement contribution	2,000
1	322055	6006		Paving/drainage permits	250,000
1	322060	9005		Plumbing permits	461,284
1	322065	9005		Reinspection fees	323,640
1	322070	9005		Roofing permits	711,080

City of Pembroke Pines, Florida
Revenue Budget 2007-08

Entity	Function	Division	Project	Account Description	Budget
1	322075	1001		Sign renewal fee	24,416
Total Building Permits					6,124,080
Franchise Fees					
1	323100			Franchise fees- Electricity	8,573,477
1	323400			Franchise fees- Gas	160,000
1	323700			Franchise fees- Sanitation-commercial	80,000
1	323720			Franchise fees- Sanitation-All Refuse	1,746,000
1	323910			Franchise fees- Bus bench/shelter ad	29,535
1	323930			Franchise fees- Rsrc Rcvry Host Fee	1,737,100
1	323940			Franchise fees- Towing service	318,700
Total Franchise Fees					12,644,812
Grand Total Permits, Fees & Licenses					18,768,892
Intergovernmental Revenue					
Federal Grants					
1	331500	8001		Elderly energy assistance	8,862
Total Federal Grants					8,862
State Shared					
1	335121			Sales Tax Proceeds	3,401,795
1	335140	800		Mobile home licenses	1,900
1	335150	800		Beverage licenses	45,000
1	335180			Local gov 1/2cent sale tax	9,660,100
1	335200	4003		Firefighter supplemental comp	59,968
Total State Shared					13,168,763
Grants from Local Units					
1	337100	7001	301	Grant- Art & Cultural	24,700
Total Grants from Local Units					24,700
Occupational Licenses / County					
1	338000			Local business tax - County	154,000
Total Occupational Licenses / County					154,000
Grand Total Intergovernmental Revenue					13,356,325
Charges for Services					
General Government Charges					
1	341200	800		Administrative fees	10,858,635
1	341210	800		Communication service-utility	72,773
1	341280	800		Credit enhancement fee	50,000
1	341292	8002		Housing application fee	4,000
1	341292	8002	603	Housing application fee	13,600
1	341296	6008	670	Maintenance/administrative fees	25,186
1	341298	800		Payment in lieu of taxes	913,000

**City of Pembroke Pines, Florida
Revenue Budget 2007-08**

Entity	Function	Division	Project	Account Description	Budget
1	341904	800		Administrative fee-25% surcharge	57,000
1	341917	800		Administration fee - Sanitation	97,000
1	341932	1001		Certify copy record search	14,814
1	341934	6006		Engineering charges to Utility	342,908
1	341936	6006		Engineering plan review fee	10,000
1	341940	9002		Land use plan amendments	6,413
1	341941	9002		(DRI) Development of Regional Impact Fees	7,214
1	341942	9002		Flexibility Allocation Fees	3,206
1	341948	2001		Lien research	160,000
1	341952	1001		Notary fees	166
1	341956	1001		Other government filing fees	3,830
1	341957	1001		Passport Fee	120,551
1	341960	9002		Plat approval fees	19,237
1	341964	9005		Record retrieval fee	107,880
1	341968	1001		Sale of code of ordinance	271
1	341972	1001		Sale of maps & publications	174
1	341976	9002		Sign approval fees	15,029
1	341980	9002		Site review fees	160,313
1	341984	6006		Street light fees	10,000
1	341986	9002		Board of Adjustment review fees	42,400
1	341991	9002		Zoning letters	50,098
1	341992	9002		Zoning fees (public hearings)	7,214
1	341994	9002		Miscellaneous Fees	36,070
1	341996	9002		Special Exception Fees	1,202
1	341998	9002		Zoning Exception Fees	1,202
Total General Government Charges					13,211,386
Public Safety Charges					
1	342100	3001		Police services	40,680
1	342120	3001		School Resource Officers	824,850
1	342150	3001		Take Home Vehicle Program	1,755
1	342200	9005 678		Annual SSA Inspection Fee	97,146
1	342202	9005 678		Annual Fire Inspection Fee	300,000
1	342203	9005 678		Life Safety Plan Reviews	125,000
1	342204	9005 678		False Alarm Fee	10,000
1	342600	4003		Ambulance fees	3,300,000
1	342900	4003		C p r certification	5,000
1	342910	4003		911 Service Fees Distribution (PSAP)	39,708
1	342930	4003		Fire detail	9,000
1	342940	3001		Police detail	138,000
1	342960	3001		Police civilian academy	1,500
Total Public Safety Charges					4,892,639
Physical Environment Charges					
1	343930	6004		Lot mowing	2,000
Total Physical Environment Charges					2,000
Culture / Recreation / Education Charges					
1	347200	7001		Clean up fees	8,500
1	347205	7001		Canoe Rentals	1,000

City of Pembroke Pines, Florida
Revenue Budget 2007-08

Entity	Function	Division	Project	Account Description	Budget
1	347210	5002	203	Summer program fees	159,830
1	347210	5002	205	Summer program fees	264,874
1	347210	5002	208	Summer program fees	204,120
1	347210	5002	209	Summer program fees	275,710
1	347210	7003		Summer program fees	638,305
1	347215	5002	203	Summer activity fees	24,650
1	347215	5002	205	Summer activity fees	23,410
1	347215	5002	208	Summer activity fees	28,000
1	347215	5002	209	Summer activity fees	32,920
1	347220	5002	203	Sch Year Activity Fee	13,500
1	347220	5002	205	Sch Year Activity Fee	10,600
1	347220	5002	208	Sch Year Activity Fee	16,335
1	347220	5002	209	Sch Year Activity Fee	33,280
1	347400	7003		Special events	36,000
1	347400	8001		Special events	900
1	347450	7001		Special Population Programs	18,900
1	347504	7006		Driving range fees	36,500
1	347508	7006		Golf bag storage	9,000
1	347512	7006		Golf cart rental	925,000
1	347516	7006		Golf club rentals	2,530
1	347520	7006		Golf green fees	655,000
1	347524	7006		Golf handicaps fees	250
1	347528	7006		Golf locker rental	6,000
1	347532	7006		Golf memberships	245,000
1	347536	7001		Gymnasium fees	1,000
1	347540	7001		Membership fitness center	25,000
1	347544	7001		Racquet ball merchandise sale	1,600
1	347548	7001		Racquet club fees	23,500
1	347552	7001		Racquet club memberships	7,000
1	347556	7001		Recreation classes by staff	3,700
1	347556	8001		Recreation classes by staff	45,000
1	347564	7001		Swimming fees	203,000
1	347565	7001		Athletic fees-non resident	79,500
1	347566	7001		Youth Soccer Fees	139,000
1	347568	7001		Swimming lessons by staff	93,000
1	347572	7001		Swimming pool membership	54,280
1	347573	7001		Community Swim Team Fees	118,700
1	347576	7001		Tennis court fees	20,000
1	347580	7001		Tennis lessons	21,600
1	347584	7001		Tennis membership fees	50,000
1	347588	7001		Athletic Program Fees	163,000
1	347908	7001		Art & Cultural Program Fees	28,000
1	347909	7001		ArtsPark Program Fees	51,000
1	347961	5002	203	Early Development Center Fees	654,420
1	347961	5002	205	Early Development Center Fees	792,207
1	347961	5002	208	Early Development Center Fees	968,591
1	347961	5002	209	Early Development Center Fees	1,174,998
1	347961	7001	201	Early Development Center Fees	533,333
1	347961	7001	204	Early Development Center Fees	44,550
1	347966	7001	207	Daycare fees	41,580
1	347969	5002	203	EDC registration fees	12,375
1	347969	5002	205	EDC registration fees	16,350

**City of Pembroke Pines, Florida
Revenue Budget 2007-08**

Entity	Function	Division	Project	Account Description	Budget
1	347969	5002	208	EDC registration fees	23,100
1	347969	5002	209	EDC registration fees	23,930
Total Culture / Recreation / Education Charges					9,083,428
Grand Total Charges for Services					27,189,453
Fines & Forfeitures					
Fines & Forfeitures					
1	351010	3001		Parking citations	33,000
1	351020	3001		Parking fines-\$5 surcharge	4,200
1	354000	9007		Violations of local ordinance	130,000
1	359000	3001		Court fines & forfeiture	960,000
1	359200			Penalty - returned checks	20,000
Total Fines & Forfeitures					1,147,200
Grand Total Fines & Forfeitures					1,147,200
Miscellaneous Revenues					
Investment Income					
1	361030			Interest from state board of admin	167,000
1	361035			Interest on fire protection assmnt	15,000
1	361083			Interest on Note Receivable	20,000
1	361084			Interest on investments	1,068,200
1	361085			Interest on Money Market Acct	1,295,100
1	361088			Interest on tax deposits	75,000
Total Investment Income					2,640,300
Rents & Royalties					
1	362000	9005		B.R.A. fee commission	2,000
1	362016	800		Commission-vending machines	1,000
1	362020	7001		Commission-recreation classes	30,000
1	362022	800		Commission- Vending machines after tax	150
1	362024	800		Commission- Coke machines	45,000
1	362025	7006		Commisson- Pro Shop	5,200
1	362030	6001		Rental-city facilities	10,640
1	362030	7001		Rental-city facilities	53,875
1	362030	8002		Rental-city facilities	14,628
1	362031	6001		Rental- towers - Exempt	911,952
1	362032	6001		Rent- Building Dept	145,900
1	362033	7005		Rental - dinner theater	45,000
1	362035	7001		Field Rentals	38,000
1	362038	7001		Rental - Storage Lot	281,850
1	362040	7006		Rental restaurant-facility	23,500
1	362041	5005		Rental-wcyrc	15,500
1	362042	8002		Rental-senior housing	1,468,194
1	362042	8002	603	Rental-senior housing	4,173,053
1	362043	5005		Rental-exempt organizations	16,000
1	362043	7005		Rental-exempt organizations	1,500

City of Pembroke Pines, Florida
Revenue Budget 2007-08

Entity	Function	Division	Project	Account Description	Budget
1	362046	8001		Rental - Community Services	37,198
1	362046	8002		Rental - Community Services	14,628
1	362051	7001		Rental Misc Fees	2,100
1	362051	8002		Rental Misc Fees	300
1	362051	8002	603	Rental Misc Fees	8,800
1	362060	6001		Rental to utility fund	95,311
1	362070	6008		Rental State Hosp Site- Exempt	685,000
1	362071	6008		Rental State Hosp Site- Taxable	1,945,000
Total Rents & Royalties					10,071,279
Special Assessments					
1	363110	4003		Fire equipment assessment	64,568
1	363120	4003		Fire protection special assmt	17,191,214
1	363121	4003		Interim Fire special assmt	30,000
1	363130	3001		Police equipment assessment	58,000
Total Special Assessments					17,343,782
Disp of Fix Assets / Sale of Equip/ Scrap					
1	364010			Sale of equipment	35,000
1	365000			Scrap or surplus sales	2,000
Total Disp of Fix Assets / Sale of Equip/ Scrap					37,000
Private Gifts / Contributions					
1	366015			Contributions	60,000
Total Private Gifts / Contributions					60,000
Other Miscellaneous Revenues					
1	369010			Cash - over + short	1,000
1	369030			Jury duty & subpoena money	9,000
1	369039	7001		Concession Sales	67,000
1	369040			Other miscellaneous revenue	12,000
1	369045	5002	203	Food Sales	29,250
1	369045	5002	205	Food Sales	34,625
1	369045	5002	208	Food Sales	46,350
1	369045	5002	209	Food Sales	67,500
1	369058			Purchasing discounts earned	1,000
Total Other Miscellaneous Revenues					267,725
Grand Total Miscellaneous Revenues					30,420,086
Other Sources					
Beginning Surplus					
1	389940			Beginning surplus	767,991
Total Beginning Surplus					767,991
Grand Total Other Sources					767,991

**City of Pembroke Pines, Florida
Revenue Budget 2007-08**

Entity Function Division Project Account Description	Budget
Grand Total General Fund	153,063,289

**City of Pembroke Pines, Florida
Revenue Budget 2007-08**

Entity	Function	Division	Project	Account Description	Budget
51- Wetlands Trust Fund					
Miscellaneous Revenues					
Investment Income					
51	361030			Interest from state board of admin	31,100
Total Investment Income					31,100
Grand Total Miscellaneous Revenues					31,100
Other Sources					
Beginning Surplus					
51	389940			Beginning surplus	-3,850
Total Beginning Surplus					-3,850
Grand Total Other Sources					-3,850
Grand Total Wetlands Trust Fund					27,250

**City of Pembroke Pines, Florida
Revenue Budget 2007-08**

Entity	Function	Division	Project	Account Description	Budget
100- Road & Bridge Fund					
Taxes					
General Sales & Use Taxes					
100	312411			Local option gas tax - \$.06	1,717,000
100	312421			Addl local option gas tax \$.03	1,080,000
100	312422			Addl local option gas tax \$.01 (5th cent)	180,000
Total General Sales & Use Taxes					2,977,000
Grand Total Taxes					2,977,000
Intergovernmental Revenue					
State Shared					
100	335120			Municipal gas tax 8th cent	1,168,000
100	335122			Motor fuel tax rebate	100,000
100	335124			Special/motor fuel tax	500
Total State Shared					1,268,500
Grand Total Intergovernmental Revenue					1,268,500
Charges for Services					
General Government Charges					
100	341965	6002		Road repair charges-utility	355,227
Total General Government Charges					355,227
Grand Total Charges for Services					355,227
Miscellaneous Revenues					
Investment Income					
100	361030			Interest from state board of admin	123,000
100	361085			Interest on Money Market Acct	170,000
Total Investment Income					293,000
Disp of Fix Assets / Sale of Equip/ Scrap					
100	364010			Sale of equipment	1,000
Total Disp of Fix Assets / Sale of Equip/ Scrap					1,000
Other Miscellaneous Revenues					
100	369040			Other miscellaneous revenue	50,000
Total Other Miscellaneous Revenues					50,000
Grand Total Miscellaneous Revenues					344,000
Other Sources					
Beginning Surplus					

City of Pembroke Pines, Florida
Revenue Budget 2007-08

Entity	Function	Division	Project	Account Description	Budget
100	389940			Beginning surplus	770,596
				Total Beginning Surplus	770,596
Grand Total Other Sources					770,596
Grand Total Road & Bridge Fund					5,715,323

**City of Pembroke Pines, Florida
Revenue Budget 2007-08**

Entity	Function	Division	Project	Account Description	Budget
120- State Housing Initiative Program					
Intergovernmental Revenue					
State Grants					
120	334920	600		S.H.I.P.	1,364,916
Total State Grants					1,364,916
Grand Total Intergovernmental Revenue					1,364,916
Miscellaneous Revenues					
Investment Income					
120	361030			Interest from state board of admin	209,000
Total Investment Income					209,000
Grand Total Miscellaneous Revenues					209,000
Other Sources					
Beginning Surplus					
120	389940			Beginning surplus	-209,000
Total Beginning Surplus					-209,000
Grand Total Other Sources					-209,000
Grand Total State Housing Initiative Program					1,364,916

**City of Pembroke Pines, Florida
Revenue Budget 2007-08**

Entity	Function	Division	Project	Account Description	Budget
121- HUD Grants CDBG/HOME					
Intergovernmental Revenue					
Federal Grants					
121	331900	600		Community dev block grant	782,721
121	331900	8006		Community dev block grant	138,127
121	331930	600		HOME Grant	216,465
Total Federal Grants					1,137,313
Grand Total Intergovernmental Revenue					1,137,313
Grand Total HUD Grants CDBG/HOME					1,137,313

**City of Pembroke Pines, Florida
Revenue Budget 2007-08**

Entity	Function	Division	Project	Account Description	Budget
123- ADA/Paratransit Program					
Intergovernmental Revenue					
Grants from Local Units					
123	337400	8003		Ada/paratransit program	672,465
Total Grants from Local Units					672,465
Grand Total Intergovernmental Revenue					672,465
Other Sources					
Beginning Surplus					
123	389940			Beginning surplus	-276,609
Total Beginning Surplus					-276,609
Grand Total Other Sources					-276,609
Grand Total ADA/Paratransit Program					395,856

**City of Pembroke Pines, Florida
Revenue Budget 2007-08**

Entity	Function	Division	Project	Account Description	Budget
126- COPS Grants					
Intergovernmental Revenue					
Federal Grants					
126	331230	3007		Cops ahead grant	2,500
Total Federal Grants					2,500
Grand Total Intergovernmental Revenue					2,500
Other Sources					
Interfund Transfers					
126	381020	3007		Transfer from General Fund	69,006
Total Interfund Transfers					69,006
Grand Total Other Sources					69,006
Grand Total COPS Grants					71,506

**City of Pembroke Pines, Florida
Revenue Budget 2007-08**

Entity	Function	Division	Project	Account Description	Budget
128- Community Bus Program					
Intergovernmental Revenue					
Grants from Local Units					
128	337410	8004		Broward county transit grant	346,785
Total Grants from Local Units					346,785
Grand Total Intergovernmental Revenue					346,785
Other Sources					
Interfund Transfers					
128	381100	8001		Transfer from Road & Bridge Fund	600,872
128	381100	8004		Transfer from Road & Bridge Fund	242,077
Total Interfund Transfers					842,949
Grand Total Other Sources					842,949
Grand Total Community Bus Program					1,189,734

**City of Pembroke Pines, Florida
Revenue Budget 2007-08**

Entity	Function	Division	Project	Account Description	Budget
131- Treasury - Confiscated					
Miscellaneous Revenues					
Investment Income					
131	361030			Interest from state board of admin	8,000
Total Investment Income					8,000
Grand Total Miscellaneous Revenues					8,000
Other Sources					
Beginning Surplus					
131	389940			Beginning surplus	12,900
Total Beginning Surplus					12,900
Grand Total Other Sources					12,900
Grand Total Treasury - Confiscated					20,900

**City of Pembroke Pines, Florida
Revenue Budget 2007-08**

Entity	Function	Division	Project	Account Description	Budget
132- Justice - Confiscated					
Miscellaneous Revenues					
Investment Income					
132	361030			Interest from state board of admin	13,000
Total Investment Income					13,000
Grand Total Miscellaneous Revenues					13,000
Other Sources					
Beginning Surplus					
132	389940			Beginning surplus	-55
Total Beginning Surplus					-55
Grand Total Other Sources					-55
Grand Total Justice - Confiscated					12,945

**City of Pembroke Pines, Florida
Revenue Budget 2007-08**

Entity	Function	Division	Project	Account Description	Budget
133- \$2 Police Education					
Fines & Forfeitures					
Fines & Forfeitures					
133	351030	3013		Police education \$2.00	52,092
Total Fines & Forfeitures					52,092
Grand Total Fines & Forfeitures					52,092
Miscellaneous Revenues					
Investment Income					
133	361030			Interest from state board of admin	9,000
Total Investment Income					9,000
Grand Total Miscellaneous Revenues					9,000
Other Sources					
Beginning Surplus					
133	389940			Beginning surplus	-9,000
Total Beginning Surplus					-9,000
Grand Total Other Sources					-9,000
Grand Total \$2 Police Education					52,092

**City of Pembroke Pines, Florida
Revenue Budget 2007-08**

Entity	Function	Division	Project	Account Description	Budget
134- FDLE - Confiscated					
Miscellaneous Revenues					
Investment Income					
134	361030			Interest from state board of admin	63,000
Total Investment Income					63,000
Grand Total Miscellaneous Revenues					63,000
Other Sources					
Beginning Surplus					
134	389940			Beginning surplus	291,703
Total Beginning Surplus					291,703
Grand Total Other Sources					291,703
Grand Total FDLE - Confiscated					354,703

City of Pembroke Pines, Florida
Revenue Budget 2007-08

Entity	Function	Division	Project	Account Description	Budget
199- Older Americans Act					
Intergovernmental Revenue					
Federal Grants					
199	331505	8005		Medical Assistance Program	45,427
199	331506	8005		Medical Assistance Program-Channeling	80,080
199	331507	8005		Medical Assistance Program-MAP	160,160
199	331690	8005		Oaa title iii-b&d	351,315
199	331691	8005		Oaa title iii-e	93,215
Total Federal Grants					730,197
State Grants					
199	334692	8005		Local Service Providers (LSP)	243,320
Total State Grants					243,320
Grants from Local Units					
199	337630	8005		In kind rev from g.f.	95,286
199	337660	8005		Oaa cash match	43,867
Total Grants from Local Units					139,153
Grand Total Intergovernmental Revenue					1,112,670
Miscellaneous Revenues					
Investment Income					
199	361030			Interest from state board of admin	1,000
Total Investment Income					1,000
Private Gifts / Contributions					
199	366050	8005		Recipient donations	100,000
Total Private Gifts / Contributions					100,000
Grand Total Miscellaneous Revenues					101,000
Other Sources					
Interfund Transfers					
199	381020			Transfer from General Fund	87,058
Total Interfund Transfers					87,058
Grand Total Other Sources					87,058
Grand Total Older Americans Act					1,300,728

**City of Pembroke Pines, Florida
Revenue Budget 2007-08**

Entity	Function	Division	Project	Account Description	Budget
201- Debt Service					
Taxes					
Ad Valorem Taxes					
201	311001	900		Current real/personal property tax	5,232,579
Total Ad Valorem Taxes					5,232,579
Public Service Taxes					
201	314100			Public service taxes- Electric service	1,669,034
Total Public Service Taxes					1,669,034
Communications Services Tax					
201	315000			Communications Services Tax	6,351,331
Total Communications Services Tax					6,351,331
Grand Total Taxes					13,252,944
Permits, Fees & Licenses					
Franchise Fees					
201	323100			Franchise fees- Electricity	801,523
Total Franchise Fees					801,523
Grand Total Permits, Fees & Licenses					801,523
Miscellaneous Revenues					
Investment Income					
201	361030			Interest from state board of admin	836,771
201	361088	900		Interest on tax deposits	18,731
Total Investment Income					855,502
Rents & Royalties					
201	362042	900		Rental-senior housing	2,966,808
201	362044	900		Rental- Early Development Centers	382,146
201	362045	900		Rental Charter School	6,726,088
201	362047	900		Rental - SBA Center	326,645
201	362049	900		Rental - Howard C. Forman	268,577
Total Rents & Royalties					10,670,264
Grand Total Miscellaneous Revenues					11,525,766
Other Sources					
Beginning Surplus					
201	389940			Beginning surplus	13,127
Total Beginning Surplus					13,127

City of Pembroke Pines, Florida
Revenue Budget 2007-08

Entity	Function	Division	Project	Account Description	Budget
Grand Total Other Sources					13,127
Grand Total Debt Service					25,593,360

**City of Pembroke Pines, Florida
Revenue Budget 2007-08**

Entity	Function	Division	Project	Account Description	Budget
320- Municipal Construction					
Permits, Fees & Licenses					
Franchise Fees					
320	323600			Privilege fees- Sewer	1,968,000
Total Franchise Fees					1,968,000
Grand Total Permits, Fees & Licenses					1,968,000
Miscellaneous Revenues					
Private Gifts / Contributions					
320	366035			Municipal dedication fees	300,000
Total Private Gifts / Contributions					300,000
Grand Total Miscellaneous Revenues					300,000
Other Sources					
Beginning Surplus					
320	389940			Beginning surplus	-1,598,000
Total Beginning Surplus					-1,598,000
Grand Total Other Sources					-1,598,000
Grand Total Municipal Construction					670,000

City of Pembroke Pines, Florida
Revenue Budget 2007-08

Entity	Function	Division	Project	Account Description	Budget
471- Utility Fund					
Permits, Fees & Licenses					
Building Permits					
471	322085			Utility construction fee	10,000
Total Building Permits					10,000
Grand Total Permits, Fees & Licenses					10,000
Charges for Services					
General Government Charges					
471	341922	6031		Backflow prevention certif fee	34,000
471	341944	6010		Lien recording/release	200
471	341990	6010		Utility plan review fee	3,500
Total General Government Charges					37,700
Physical Environment Charges					
471	343300	6031		Water charges	15,400,000
471	343310	6031		Water utility installation fees	20,000
471	343320	6031		Water utility record/penalty fees	320,000
471	343510	6021		Sewer charges	16,400,000
471	343600	6010		New account charge	40,000
471	343910	6010		Lien recording/release	7,000
Total Physical Environment Charges					32,187,000
Grand Total Charges for Services					32,224,700
Miscellaneous Revenues					
Investment Income					
471	361030			Interest from state board of admin	120,000
471	361031			Interest SBA - Water Connection	1,000
471	361032			Interest SBA - Sewer Connection	17,000
471	361040			Interest revenue from other funds	2,507,000
471	361081			Int on Invest - Water Connection	860,400
471	361082			Int on Invest - Sewer Connection	142,300
471	361084			Interest on investments	292,000
471	361085			Interest on Money Market Acct	25,000
Total Investment Income					3,964,700
Disp of Fix Assets / Sale of Equip/ Scrap					
471	364010			Sale of equipment	1,000
471	365000			Scrap or surplus sales	1,000
Total Disp of Fix Assets / Sale of Equip/ Scrap					2,000
Other Miscellaneous Revenues					
471	369010			Cash - over + short	200
471	369040			Other miscellaneous revenue	1,000

**City of Pembroke Pines, Florida
Revenue Budget 2007-08**

Entity	Function	Division	Project	Account Description	Budget
471	369060	6021		Sewer - other revenue	2,000
471	369080			Water - other revenues	5,000
Total Other Miscellaneous Revenues					8,200
Grand Total Miscellaneous Revenues					3,974,900
Other Sources					
Estimated Budget Savings					
471	389951			Estimated budget savings	1,775,811
Total Estimated Budget Savings					1,775,811
Water / Sewer Connection					
471	389970	6021		Sewer connection - east	80,000
471	389980	6021		Sewer connection - west	200,000
471	389990	6031		Water connection - east	75,000
471	389995	6031		Water connection - west	175,000
Total Water / Sewer Connection					530,000
Other Non-Revenues					
471	389925			Appropriated connection fees	7,134,000
Total Other Non-Revenues					7,134,000
Grand Total Other Sources					9,439,811
Grand Total Utility Fund					45,649,411

**City of Pembroke Pines, Florida
Revenue Budget 2007-08**

Entity Function Division Project Account Description Budget

504- Public Insurance Fund

Charges for Services

General Government Charges

504	341212	203	402	Contribution from Charter School	2,454,292
504	341212	203	403	Contribution from Charter School	56,041
504	341212	203	404	Contribution from Charter School	179,030
504	341215	203	402	Contrib from comm development grant	29,452
504	341215	203	403	Contrib from comm development grant	246
504	341215	203	404	Contrib from comm development grant	629
504	341220	203	402	Contribution from ada/paratransit	87,309
504	341220	203	403	Contribution from ada/paratransit	665
504	341220	203	404	Contribution from ada/paratransit	12,100
504	341235	203	402	Contribution from general fund	10,698,742
504	341235	203	403	Contribution from general fund	217,258
504	341235	203	404	Contribution from general fund	2,952,079
504	341235	203	405	Contribution from general fund	2,416,706
504	341240	203	402	Contribution-law enforcement grants	8,467
504	341240	203	403	Contribution-law enforcement grants	202
504	341240	203	404	Contribution-law enforcement grants	2,473
504	341245	203	402	Contribution from pp utility fund	775,273
504	341245	203	403	Contribution from pp utility fund	14,226
504	341245	203	404	Contribution from pp utility fund	145,271
504	341245	203	405	Contribution from pp utility fund	2,177,297
504	341260	203	402	Contribution from OAA	179,458
504	341260	203	403	Contribution from OAA	2,351
504	341260	203	404	Contribution from OAA	16,461
504	341270	203	402	Contribution from road/bridge	89,039
504	341270	203	403	Contribution from road/bridge	1,324
504	341270	203	404	Contribution from road/bridge	27,337
504	341270	203	405	Contribution from road/bridge	236,387
504	341277	203	402	Contribution from transit system	156,573
504	341277	203	403	Contribution from transit system	1,966
504	341277	203	404	Contribution from transit system	47,064

Total General Government Charges 22,985,718

Grand Total Charges for Services

22,985,718

Miscellaneous Revenues

Investment Income

504	361030	203	402	Interest from state board of admin	71,000
504	361084	203	402	Interest on investments	181,700
504	361084	203	403	Interest on investments	4,700
504	361084	203	404	Interest on investments	37,640
504	361084	203	405	Interest on investments	50,200
504	361085	203	402	Interest on Money Market Acct	226,300

Total Investment Income 571,540

Other Miscellaneous Revenues

504	369055	203	402	Health ins dependent coverage	953,828
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**City of Pembroke Pines, Florida
Revenue Budget 2007-08**

Entity	Function	Division	Project	Account Description	Budget
504	369056	203	402	Health/Life insurance	90,000
504	369057	203	403	Supplemental life insurance	104,397
Total Other Miscellaneous Revenues					1,148,225
Grand Total Miscellaneous Revenues					1,719,765
Other Sources					
Estimated Budget Savings					
504	389951	203	405	Estimated budget savings	1,000,000
Total Estimated Budget Savings					1,000,000
Grand Total Other Sources					1,000,000
Grand Total Public Insurance Fund					25,705,483

**City of Pembroke Pines, Florida
Revenue Budget 2007-08**

Entity	Function	Division	Project	Account Description	Budget
655- General Pension Trust Fund					
Miscellaneous Revenues					
Investment Income					
655	361012	204		Investment Income	10,000,000
Total Investment Income					10,000,000
City Pension Fund Contribution					
655	368010	204		City contribution - general	8,752,980
Total City Pension Fund Contribution					8,752,980
Employee Pension Fund Contribution					
655	368050	204		Employee contribution - general	2,200,479
Total Employee Pension Fund Contribution					2,200,479
Grand Total Miscellaneous Revenues					20,953,459
Other Sources					
Beginning Surplus					
655	389940			Beginning surplus	-15,593,459
Total Beginning Surplus					-15,593,459
Grand Total Other Sources					-15,593,459
Grand Total General Pension Trust Fund					5,360,000

**City of Pembroke Pines, Florida
Revenue Budget 2007-08**

Entity	Function	Division	Project	Account Description	Budget
656- Fire & Police Pension Trust Fund					
Miscellaneous Revenues					
Investment Income					
656	361000	204		Appreciation of investments	18,474,000
656	361012	204		Investment Income	2,053,000
Total Investment Income					20,527,000
Casualty Insurance Premium Tax					
656	368000	204		Casualty insurance premium tax	1,052,000
Total Casualty Insurance Premium Tax					1,052,000
City Pension Fund Contribution					
656	368005	204		City contribution - fire	7,518,080
656	368020	204		City contribution - police	8,350,153
Total City Pension Fund Contribution					15,868,233
Employee Pension Fund Contribution					
656	368040	204		Employee contribution - fire	1,502,499
656	368060	204		Employee contribution - police	1,587,366
Total Employee Pension Fund Contribution					3,089,865
Fire Insurance Premium Tax					
656	368090	204		Fire insurance premium tax	1,171,000
Total Fire Insurance Premium Tax					1,171,000
Grand Total Miscellaneous Revenues					41,708,098
Other Sources					
Beginning Surplus					
656	389940			Beginning surplus	-28,751,098
Total Beginning Surplus					-28,751,098
Grand Total Other Sources					-28,751,098
Grand Total Fire & Police Pension Trust Fund					12,957,000

**City of Pembroke Pines, Florida
Revenue Budget 2007-08**

Entity	Function	Division	Project	Account Description	Budget
657- Other Post Employment Benefits					
Miscellaneous Revenues					
Investment Income					
657	361084	204		Interest on investments	1,514,369
Total Investment Income					1,514,369
Pension Fund Contribution					
657	368035	204		City contrib-General retiree health	2,493,654
657	368036	204		City contrib-Police retiree health	2,083,811
657	368037	204		City contrib-Fire retiree health	2,005,814
657	368038	204		City contrib-Schools retiree health	53,397
Total Pension Fund Contribution					6,636,676
Other Miscellaneous Revenues					
657	369056	204		Health/Life insurance	200,042
Total Other Miscellaneous Revenues					200,042
Grand Total Miscellaneous Revenues					8,351,087
Other Sources					
Beginning Surplus					
657	389940			Beginning surplus	-4,450,587
Total Beginning Surplus					-4,450,587
Grand Total Other Sources					-4,450,587
Grand Total Other Post Employment Benefits					3,900,500

City of Pembroke Pines, Florida
Revenue Budget 2007-08

Entity	Function	Division	Project	Account Description	Budget
657- Other Post Employment Benefits					
Miscellaneous Revenues					
Investment Income					
657	361084	204		Interest on investments	1,514,369
Total Investment Income					1,514,369
Pension Fund Contribution					
657	368035	204		City contrib-General retiree health	2,493,654
657	368036	204		City contrib-Police retiree health	2,083,811
657	368037	204		City contrib-Fire retiree health	2,005,814
657	368038	204		City contrib-Schools retiree health	53,397
Total Pension Fund Contribution					6,636,676
Other Miscellaneous Revenues					
657	369056	204		Health/Life insurance	200,042
Total Other Miscellaneous Revenues					200,042
Grand Total Miscellaneous Revenues					8,351,087
Other Sources					
Beginning Surplus					
657	389940			Beginning surplus	-4,450,587
Total Beginning Surplus					-4,450,587
Grand Total Other Sources					-4,450,587
Grand Total Other Post Employment Benefits					3,900,500
Total All Funds					\$284,542,309

City of Pembroke Pines, Florida
Expenditure Budget 2007-08

Entity	Function	Division	Project	Object	Account Description	Budget
General Fund - Legislative - City Commission						
Personnel Services						
1	511	100				457,438
Total Personnel Services						457,438
Operating Expenses						
1	511	100	40100		Travel/conferences	24,000
1	511	100	44200		Rents- machinery & equipment	250
1	511	100	46800		Maintenance contracts	750
1	511	100	51100		Office supplies	1,000
1	511	100	54100		Memberships/ dues/ subscription	15,000
Total Operating Expenses						41,000
Division 100 - City Commission Total						498,438

**City of Pembroke Pines, Florida
Expenditure Budget 2007-08**

Entity	Function	Division	Project	Object	Account Description	Budget
General Fund - Other general governmental services - City Clerk						
Personnel Services						
1	519	1001				998,135
Total Personnel Services						998,135
Operating Expenses						
1	519	1001	31500		Professional services-other	25,000
1	519	1001	34050		Contractual microfilming	5,000
1	519	1001	44200		Rents- machinery & equipment	45,566
1	519	1001	45440		Insurance- errors & omissions	920
1	519	1001	46250		R & M equipment	1,000
1	519	1001	46300		R & M motor vehicles	1,500
1	519	1001	46800		Maintenance contracts	11,680
1	519	1001	46801		I.T. Maintenance contracts	9,500
1	519	1001	47100		Printing	5,000
1	519	1001	47400		Print code of ordinance	6,000
1	519	1001	48100		Advertising	1,000
1	519	1001	49000		Legal/employment ads	20,100
1	519	1001	49100		Recording fees	4,700
1	519	1001	51100		Office supplies	12,000
1	519	1001	51300		Microfilm supplies	2,900
1	519	1001	52540		Fuel	1,000
1	519	1001	52650		Equip < than \$1000	500
1	519	1001	52652		Software < than \$1000 &/or licenses	22,230
1	519	1001	52653		Computer equipment < \$1000	900
1	519	1001	54100		Memberships/ dues/ subscription	190
Total Operating Expenses						176,686
Division 1001 - City Clerk Total						1,174,821

**City of Pembroke Pines, Florida
Expenditure Budget 2007-08**

Entity	Function	Division	Project	Object	Account Description	Budget
General Fund - Financial and administrative - Finance						
Personnel Services						
1	513	2001				2,456,253
Total Personnel Services						2,456,253
Operating Expenses						
1	513	2001	31500		Professional services-other	15,750
1	513	2001	32100		Accounting and auditing fees	53,866
1	513	2001	40100		Travel/conferences	3,560
1	513	2001	41100		Telephone	885
1	513	2001	46250		R & M equipment	450
1	513	2001	46800		Maintenance contracts	2,918
1	513	2001	46801		I.T. Maintenance contracts	98,970
1	513	2001	51100		Office supplies	16,010
1	513	2001	52650		Equip < than \$1000	500
1	513	2001	52652		Software < than \$1000 &/or licenses	8,648
1	513	2001	52653		Computer equipment < \$1000	1,450
1	513	2001	54100		Memberships/ dues/ subscription	1,575
Total Operating Expenses						204,582
Division 2001 - Finance Total						2,660,835

City of Pembroke Pines, Florida
Expenditure Budget 2007-08

Entity	Function	Division	Project	Object	Account Description	Budget
General Fund - Financial and administrative - Information Technology						
Personnel Services						
1	513	2002				2,449,868
Total Personnel Services						2,449,868
Operating Expenses						
1	513	2002		34990	Contractual services- other	1,080
1	513	2002		34995	I.T. Contractual services	20,100
1	513	2002		41100	Telephone	480
1	513	2002		44200	Rents- machinery & equipment	840
1	513	2002		46250	R & M equipment	2,500
1	513	2002		46800	Maintenance contracts	1,080
1	513	2002		46801	I.T. Maintenance contracts	69,305
1	513	2002		51100	Office supplies	1,250
1	513	2002		52000	Operating supplies	16,600
1	513	2002		52470	Computer supplies	2,400
1	513	2002		52540	Fuel	1,200
1	513	2002		52650	Equip < than \$1000	2,400
1	513	2002		52652	Software < than \$1000 &/or licenses	35,445
1	513	2002		52653	Computer equipment < \$1000	29,851
Total Operating Expenses						184,531
Division 2002 - Information Technology Total						2,634,399

**City of Pembroke Pines, Florida
Expenditure Budget 2007-08**

Entity	Function	Division	Project	Object	Account Description	Budget
General Fund - Executive - City Manager						
Personnel Services						
1	512	201				573,715
Total Personnel Services						573,715
Operating Expenses						
1	512	201	34990		Contractual services- other	264,229
1	512	201	44200		Rents- machinery & equipment	500
1	512	201	46250		R & M equipment	500
1	512	201	46800		Maintenance contracts	500
1	512	201	51100		Office supplies	1,500
1	512	201	52650		Equip < than \$1000	500
1	512	201	54100		Memberships/ dues/ subscription	500
Total Operating Expenses						268,229
Division 201 - City Manager Total						841,944

City of Pembroke Pines, Florida
Expenditure Budget 2007-08

Entity	Function	Division	Project	Object	Account Description	Budget
General Fund - Financial and administrative - Human Resources						
Personnel Services						
1	513	202				988,996
Total Personnel Services						988,996
Operating Expenses						
1	513	202	31400		Professional services- medical	30,000
1	513	202	31500		Professional services-other	6,000
1	513	202	34990		Contractual services- other	500
1	513	202	46800		Maintenance contracts	1,500
1	513	202	47100		Printing	1,250
1	513	202	49000		Legal/employment ads	30,000
1	513	202	51100		Office supplies	4,000
1	513	202	52000		Operating supplies	1,000
1	513	202	52650		Equip < than \$1000	1,000
1	513	202	52652		Software < than \$1000 &/or licenses	750
1	513	202	52653		Computer equipment < \$1000	1,500
Total Operating Expenses						77,500
Division 202 - Human Resources Total						1,066,496

City of Pembroke Pines, Florida
Expenditure Budget 2007-08

Entity	Function	Division	Project	Object	Account Description	Budget
General Fund - Legal counsel - City Attorney						
Operating Expenses						
1	514	300		31200	Professional services- retainer fees	196,050
1	514	300		31250	Professional services- prosecutor	54,105
1	514	300		31350	Professional services- on site	389,235
1	514	300		31360	Professional services- legal advisor	124,070
1	514	300		31500	Professional services-other	48,150
1	514	300		51100	Office supplies	18,085
1	514	300		52950	Out of pocket expenses	10,000
Total Operating Expenses						839,695
Division 300 - City Attorney Total						839,695

City of Pembroke Pines, Florida
Expenditure Budget 2007-08

Entity	Function	Division	Project	Object	Account Description	Budget
General Fund - Law enforcement - Police						
Personnel Services						
1	521	3001				41,568,083
Total Personnel Services						41,568,083
Operating Expenses						
1	521	3001	31400		Professional services- medical	33,720
1	521	3001	31450		Professional services- veterinarian	8,000
1	521	3001	31500		Professional services-other	93,000
1	521	3001	34500		Contract- building maintenance	60,000
1	521	3001	34990		Contractual services- other	605,001
1	521	3001	40100		Travel/conferences	6,950
1	521	3001	40229		Training	28,700
1	521	3001	41100		Telephone	155,000
1	521	3001	41380		Data communication	176,900
1	521	3001	43100		Electric	125,000
1	521	3001	43200		Water & sewer	12,500
1	521	3001	44100		Rents- land + buildings	2,100
1	521	3001	44200		Rents- machinery & equipment	84,620
1	521	3001	46150		R & M- land- building & improvement	13,240
1	521	3001	46250		R & M equipment	31,750
1	521	3001	46300		R & M motor vehicles	377,200
1	521	3001	46800		Maintenance contracts	44,500
1	521	3001	46801		I.T. Maintenance contracts	166,053
1	521	3001	47100		Printing	5,605
1	521	3001	49000		Legal/employment ads	15,400
1	521	3001	49354		Drug investigation	5,000
1	521	3001	49355		Special investigation	2,000
1	521	3001	49680		Special events- miscellaneous	23,500
1	521	3001	51100		Office supplies	25,000
1	521	3001	51400		Photo supplies	10,000
1	521	3001	52000		Operating supplies	40,198
1	521	3001	52002		Operating supplies- ID unit	5,000
1	521	3001	52003		Operating supplies- Training Unit	47,040
1	521	3001	52200		Cleaning/janitorial supplies	7,500
1	521	3001	52540		Fuel	700,000
1	521	3001	52600		Clothing/uniforms	132,484
1	521	3001	52645		S.E.T. Equipment < \$1000	18,113
1	521	3001	52650		Equip < than \$1000	73,831
1	521	3001	52652		Software < than \$1000 &/or licenses	86,000
1	521	3001	52653		Computer equipment < \$1000	9,073
1	521	3001	52681		Operating supplies for K-9	9,600
1	521	3001	52683		S.E.T. Operating supplies	16,773
1	521	3001	54100		Memberships/ dues/ subscription	8,595
Total Operating Expenses						3,264,946
Division 3001 - Police Total						44,833,029

City of Pembroke Pines, Florida
Expenditure Budget 2007-08

Entity	Function	Division	Project	Object	Account Description	Budget
General Fund - Other public safety - Fire/Rescue						
Personnel Services						
1	529	4003				36,417,747
Total Personnel Services						36,417,747
Operating Expenses						
1	529	4003	31400		Professional services- medical	139,095
1	529	4003	31500		Professional services-other	20,550
1	529	4003	34300		Contract- laundry & cleaning	76,600
1	529	4003	34500		Contract- building maintenance	47,876
1	529	4003	41100		Telephone	131,600
1	529	4003	41380		Data communication	17,280
1	529	4003	41400		Postage	1,000
1	529	4003	41500		Freight Charges	500
1	529	4003	43100		Electric	159,607
1	529	4003	43200		Water & sewer	18,600
1	529	4003	43300		Gas	13,063
1	529	4003	44200		Rents- machinery & equipment	10,000
1	529	4003	46100		R & M office equipment	2,500
1	529	4003	46150		R & M- land- building & improvement	54,000
1	529	4003	46250		R & M equipment	70,240
1	529	4003	46300		R & M motor vehicles	395,000
1	529	4003	46800		Maintenance contracts	112,400
1	529	4003	46801		I.T. Maintenance contracts	64,000
1	529	4003	47100		Printing	6,000
1	529	4003	48250		Employee award program	1,350
1	529	4003	48500		Promotional activities	4,000
1	529	4003	49104		License fees	2,000
1	529	4003	49105		License renewals	22,105
1	529	4003	49220		Entrance Exams	40,000
1	529	4003	51100		Office supplies	15,000
1	529	4003	51200		Maps	2,000
1	529	4003	51400		Photo supplies	1,500
1	529	4003	52005		Operating supplies - Fire	20,000
1	529	4003	52006		Operating supplies - Rescue	133,069
1	529	4003	52015		Books	4,530
1	529	4003	52160		Pharmaceutical supplies	26,570
1	529	4003	52200		Cleaning/janitorial supplies	11,407
1	529	4003	52250		Linen/bedding	4,820
1	529	4003	52431		Operating chemicals - Fire	9,500
1	529	4003	52432		Operating chemicals - Rescue	9,085
1	529	4003	52540		Fuel	179,716
1	529	4003	52600		Clothing/uniforms	33,000
1	529	4003	52630		Protective clothing	82,500
1	529	4003	52652		Software < than \$1000 &/or licenses	4,750
1	529	4003	52653		Computer equipment < \$1000	12,500
1	529	4003	52659		Equip less than \$1000 - Fire	56,500
1	529	4003	52660		Equip less than \$1000 - Rescue	16,089
1	529	4003	52701		Food purchases	4,000
Total Operating Expenses						2,035,902
Capital Outlay						
1	529	4003	62016		Fire station-9500 Pines	200,000

City of Pembroke Pines, Florida
Expenditure Budget 2007-08

Entity	Function	Division	Project	Object	Account Description	Budget
General Fund - Other public safety - Fire/Rescue						
1	529	4003		62038	Fire Training Facility	950,000
1	529	4003		64025	Breathing apparatus	35,000
1	529	4003		64028	Car	27,000
1	529	4003		64038	Communications systems	8,000
1	529	4003		64039	Computer equipment not micro	24,545
1	529	4003		64055	Laptop Computer	52,754
1	529	4003		64056	Laptop Computer - Fire	2,000
1	529	4003		64073	Generator	17,178
1	529	4003		64079	Fire hose	25,000
1	529	4003		64118	Ladders	5,000
1	529	4003		64141	Nozzle	7,500
1	529	4003		64180	Radio	17,500
1	529	4003		64181	Radio- portable	18,000
1	529	4003		64231	Video Training Tapes - Fire	3,150
1	529	4003		64350	Special equipment	12,000
1	529	4003		64351	Special equipment - Fire	63,800
1	529	4003		64400	Other equipment	3,221
1	529	4003		64440	Fire apparatus refurbish	35,000
1	529	4003		64450	Fire engine	475,000
1	529	4003		66000	Books/library materials	1,500
Total Capital Outlay						1,983,148
Division 4003 - Fire/Rescue Total						40,436,797

City of Pembroke Pines, Florida
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Entity	Function	Division	Project	Object	Account Description	Budget
General Fund - Other human services - Early Development Centers						
Personnel Services						
1	569	5002	203			631,276
Charter EDC - East Total Personnel Services						631,276
Operating Expenses						
1	569	5002	203	34500	Contract- building maintenance	32,000
1	569	5002	203	34990	Contractual services- other	1,000
1	569	5002	203	40100	Travel/conferences	500
1	569	5002	203	41100	Telephone	2,700
1	569	5002	203	43100	Electric	22,600
1	569	5002	203	43200	Water & sewer	1,200
1	569	5002	203	44360	Rentals	114,612
1	569	5002	203	46150	R & M- land- building & improvement	6,000
1	569	5002	203	46250	R & M equipment	500
1	569	5002	203	46800	Maintenance contracts	1,419
1	569	5002	203	49104	License fees	250
1	569	5002	203	49674	Special event- summer program	24,650
1	569	5002	203	51100	Office supplies	1,000
1	569	5002	203	52000	Operating supplies	26,500
1	569	5002	203	52050	Playground/athletic supplies	1,000
1	569	5002	203	52200	Cleaning/janitorial supplies	2,500
1	569	5002	203	52650	Equip < than \$1000	3,500
1	569	5002	203	52652	Software < than \$1000 &/or licenses	1,000
1	569	5002	203	52701	Food purchases	42,900
1	569	5002	203	54100	Memberships/ dues/ subscription	250
Charter EDC - East Total Operating Expenses						286,081
Personnel Services						
1	569	5002	205			887,064
WCY EDC Total Personnel Services						887,064
Operating Expenses						
1	569	5002	205	34500	Contract- building maintenance	5,000
1	569	5002	205	34990	Contractual services- other	1,200
1	569	5002	205	40100	Travel/conferences	300
1	569	5002	205	46150	R & M- land- building & improvement	6,000
1	569	5002	205	46250	R & M equipment	1,000
1	569	5002	205	46800	Maintenance contracts	1,500
1	569	5002	205	49104	License fees	250
1	569	5002	205	49674	Special event- summer program	23,410
1	569	5002	205	51100	Office supplies	2,500
1	569	5002	205	52000	Operating supplies	40,550
1	569	5002	205	52050	Playground/athletic supplies	1,000
1	569	5002	205	52200	Cleaning/janitorial supplies	2,000
1	569	5002	205	52650	Equip < than \$1000	7,500
1	569	5002	205	52652	Software < than \$1000 &/or licenses	300
1	569	5002	205	52653	Computer equipment < \$1000	2,000
1	569	5002	205	52701	Food purchases	35,000
WCY EDC Total Operating Expenses						129,510
Personnel Services						
1	569	5002	208			811,776

City of Pembroke Pines, Florida
Expenditure Budget 2007-08

Entity	Function	Division	Project	Object	Account Description	Budget
General Fund - Other human services - Early Development Centers						
Charter EDC - West Total Personnel Services						811,776
Operating Expenses						
1	569	5002	208	34500	Contract- building maintenance	59,000
1	569	5002	208	34990	Contractual services- other	1,200
1	569	5002	208	40100	Travel/conferences	250
1	569	5002	208	41100	Telephone	3,000
1	569	5002	208	43100	Electric	25,000
1	569	5002	208	43200	Water & sewer	2,200
1	569	5002	208	44360	Rentals	87,853
1	569	5002	208	46150	R & M- land- building & improvement	10,000
1	569	5002	208	46250	R & M equipment	500
1	569	5002	208	46800	Maintenance contracts	1,300
1	569	5002	208	49104	License fees	250
1	569	5002	208	49674	Special event- summer program	28,000
1	569	5002	208	51100	Office supplies	1,500
1	569	5002	208	52000	Operating supplies	24,335
1	569	5002	208	52050	Playground/athletic supplies	500
1	569	5002	208	52200	Cleaning/janitorial supplies	2,000
1	569	5002	208	52650	Equip < than \$1000	2,000
1	569	5002	208	52652	Software < than \$1000 &/or licenses	1,500
1	569	5002	208	52653	Computer equipment < \$1000	1,500
1	569	5002	208	52701	Food purchases	45,000
Charter EDC - West Total Operating Expenses						296,888
Personnel Services						
1	569	5002	209			954,094
Charter EDC - Central Total Personnel Services						954,094
Operating Expenses						
1	569	5002	209	34500	Contract- building maintenance	25,527
1	569	5002	209	34990	Contractual services- other	1,500
1	569	5002	209	40100	Travel/conferences	750
1	569	5002	209	41100	Telephone	3,600
1	569	5002	209	43100	Electric	31,827
1	569	5002	209	43200	Water & sewer	3,700
1	569	5002	209	44360	Rentals	179,681
1	569	5002	209	46150	R & M- land- building & improvement	8,505
1	569	5002	209	46250	R & M equipment	1,000
1	569	5002	209	46800	Maintenance contracts	6,745
1	569	5002	209	49104	License fees	200
1	569	5002	209	49674	Special event- summer program	32,920
1	569	5002	209	51100	Office supplies	3,500
1	569	5002	209	52000	Operating supplies	50,880
1	569	5002	209	52050	Playground/athletic supplies	500
1	569	5002	209	52200	Cleaning/janitorial supplies	1,833
1	569	5002	209	52650	Equip < than \$1000	3,000
1	569	5002	209	52652	Software < than \$1000 &/or licenses	1,000
1	569	5002	209	52653	Computer equipment < \$1000	500
1	569	5002	209	52701	Food purchases	65,500
1	569	5002	209	54100	Memberships/ dues/ subscription	150
Charter EDC - Central Total Operating Expenses						422,818

City of Pembroke Pines, Florida
Expenditure Budget 2007-08

Entity	Function	Division	Project	Object	Account Description	Budget
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General Fund - Other human services - Early Development Centers						
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Division 5002 - Early Development Centers Total						
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4,419,507

City of Pembroke Pines, Florida
Expenditure Budget 2007-08

Entity	Function	Division	Project	Object	Account Description	Budget
General Fund - Other human services - W.C.Y Administration						
Personnel Services						
1	569	5005				37,734
Total Personnel Services						37,734
Operating Expenses						
1	569	5005	32100		Accounting and auditing fees	1,167
1	569	5005	34500		Contract- building maintenance	2,500
1	569	5005	40100		Travel/conferences	214
1	569	5005	41100		Telephone	530
1	569	5005	43100		Electric	52,395
1	569	5005	43200		Water & sewer	8,840
1	569	5005	45300		Insurance- boiler & machinery	1,265
1	569	5005	46150		R & M- land- building & improvement	4,000
1	569	5005	51100		Office supplies	551
1	569	5005	52000		Operating supplies	565
1	569	5005	52200		Cleaning/janitorial supplies	582
1	569	5005	52650		Equip < than \$1000	750
1	569	5005	52652		Software < than \$1000 &/or licenses	105
1	569	5005	52653		Computer equipment < \$1000	105
Total Operating Expenses						73,569
Division 5005 - W.C.Y Administration Total						111,303

City of Pembroke Pines, Florida
Expenditure Budget 2007-08

Entity	Function	Division	Project	Object	Account Description	Budget
General Fund - Other general governmental services - General Gvt Buildings						
Personnel Services						
1	519	6001				918,967
Total Personnel Services						918,967
Operating Expenses						
1	519	6001	31100		Professional services- engineering	10,000
1	519	6001	31400		Professional services- medical	750
1	519	6001	34300		Contract- laundry & cleaning	3,000
1	519	6001	34500		Contract- building maintenance	60,000
1	519	6001	34990		Contractual services- other	2,369,841
1	519	6001	41100		Telephone	150,000
1	519	6001	43100		Electric	185,000
1	519	6001	43200		Water & sewer	5,250
1	519	6001	43300		Gas	250
1	519	6001	44200		Rents- machinery & equipment	5,000
1	519	6001	46150		R & M- land- building & improvement	400,000
1	519	6001	46160		R & M garage building	2,000
1	519	6001	46250		R & M equipment	25,000
1	519	6001	46260		R & M garage equipment	3,000
1	519	6001	46300		R & M motor vehicles	45,000
1	519	6001	46800		Maintenance contracts	35,000
1	519	6001	47100		Printing	2,000
1	519	6001	48100		Advertising	5,000
1	519	6001	49104		License fees	3,000
1	519	6001	51100		Office supplies	5,000
1	519	6001	52000		Operating supplies	35,000
1	519	6001	52150		First aid, safety equip & supplies	2,500
1	519	6001	52200		Cleaning/janitorial supplies	20,000
1	519	6001	52300		Expendable tools	5,000
1	519	6001	52540		Fuel	50,000
1	519	6001	52600		Clothing/uniforms	1,000
1	519	6001	52650		Equip < than \$1000	45,000
1	519	6001	52652		Software < than \$1000 &/or licenses	1,000
1	519	6001	52653		Computer equipment < \$1000	3,500
1	519	6001	52701		Food purchases	200
Total Operating Expenses						3,477,291
Division 6001 - General Gvt Buildings Total						4,396,258

City of Pembroke Pines, Florida
Expenditure Budget 2007-08

Entity	Function	Division	Project	Object	Account Description	Budget
General Fund - Other physical environment - Grounds Maintenance						
Personnel Services						
1	539	6004				1,016,812
Total Personnel Services						1,016,812
Operating Expenses						
1	539	6004	34300		Contract- laundry & cleaning	3,000
1	539	6004	34500		Contract- building maintenance	5,000
1	539	6004	34990		Contractual services- other	2,355,441
1	539	6004	41100		Telephone	46,000
1	539	6004	41400		Postage	2,000
1	539	6004	43100		Electric	124,484
1	539	6004	43200		Water & sewer	6,000
1	539	6004	44200		Rents- machinery & equipment	6,500
1	539	6004	46150		R & M- land- building & improvement	60,000
1	539	6004	46170		R & M irrigation	32,000
1	539	6004	46180		R & M mitigation	20,000
1	539	6004	46250		R & M equipment	20,000
1	539	6004	46300		R & M motor vehicles	115,000
1	539	6004	46800		Maintenance contracts	10,000
1	539	6004	48100		Advertising	2,000
1	539	6004	48500		Promotional activities	8,000
1	539	6004	49104		License fees	2,250
1	539	6004	49600		Trash disposal charges	23,000
1	539	6004	51100		Office supplies	8,000
1	539	6004	52000		Operating supplies	23,000
1	539	6004	52150		First aid, safety equip & supplies	4,500
1	539	6004	52200		Cleaning/janitorial supplies	7,500
1	539	6004	52300		Expendable tools	10,000
1	539	6004	52420		Horticultural chemicals	8,000
1	539	6004	52430		Operating chemicals	30,000
1	539	6004	52440		Fertilizers	5,000
1	539	6004	52540		Fuel	43,000
1	539	6004	52600		Clothing/uniforms	1,000
1	539	6004	52650		Equip < than \$1000	30,000
1	539	6004	52653		Computer equipment < \$1000	3,000
1	539	6004	52800		Horticultural supplies	2,000
1	539	6004	54100		Memberships/ dues/ subscription	160
Total Operating Expenses						3,015,835
Division 6004 - Grounds Maintenance Total						4,032,647

**City of Pembroke Pines, Florida
Expenditure Budget 2007-08**

Entity	Function	Division	Project	Object	Account Description	Budget
General Fund - Other general governmental services - Purchasing/Contract Administration						
Personnel Services						
1	519	6005				476,335
Total Personnel Services						476,335
Operating Expenses						
1	519	6005	34300		Contract- laundry & cleaning	500
1	519	6005	34500		Contract- building maintenance	3,000
1	519	6005	41100		Telephone	10,000
1	519	6005	41500		Freight Charges	250
1	519	6005	43100		Electric	10,000
1	519	6005	43200		Water & sewer	1,000
1	519	6005	46150		R & M- land- building & improvement	2,000
1	519	6005	46300		R & M motor vehicles	9,000
1	519	6005	49000		Legal/employment ads	2,000
1	519	6005	51100		Office supplies	500
1	519	6005	52000		Operating supplies	500
1	519	6005	52200		Cleaning/janitorial supplies	500
1	519	6005	52540		Fuel	13,000
1	519	6005	52600		Clothing/uniforms	50
1	519	6005	54100		Memberships/ dues/ subscription	700
Total Operating Expenses						53,000
Division 6005 - Purchasing/Contract Administration Total						529,335

**City of Pembroke Pines, Florida
Expenditure Budget 2007-08**

Entity	Function	Division	Project	Object	Account Description	Budget
General Fund - Other general governmental services - Environmental Services (Engineering)						
Personnel Services						
1	519	6006				755,778
Total Personnel Services						755,778
Operating Expenses						
1	519	6006	31100		Professional services- engineering	2,000
1	519	6006	34050		Contractual microfilming	1,000
1	519	6006	34300		Contract- laundry & cleaning	2,500
1	519	6006	34500		Contract- building maintenance	3,000
1	519	6006	41100		Telephone	1,000
1	519	6006	44200		Rents- machinery & equipment	500
1	519	6006	46300		R & M motor vehicles	13,000
1	519	6006	46800		Maintenance contracts	5,000
1	519	6006	51100		Office supplies	5,500
1	519	6006	51200		Maps	1,000
1	519	6006	52000		Operating supplies	4,000
1	519	6006	52540		Fuel	15,000
1	519	6006	52650		Equip < than \$1000	1,000
1	519	6006	52653		Computer equipment < \$1000	1,000
Total Operating Expenses						55,500
Division 6006 - Environmental Services (Engineering) Total						811,278

**City of Pembroke Pines, Florida
Expenditure Budget 2007-08**

Entity	Function	Division	Project	Object	Account Description	Budget
General Fund - Other general governmental services - Howard C. Forman Human Services Campus						
Operating Expenses						
1	519	6008		31100	Professional services- engineering	10,000
1	519	6008		31300	Professional services-Outside Legal	25,000
1	519	6008		31500	Professional services-other	10,000
1	519	6008		34990	Contractual services- other	891,000
1	519	6008		41100	Telephone	3,750
1	519	6008		43100	Electric	350,000
1	519	6008		43200	Water & sewer	5,000
1	519	6008		43300	Gas	15,000
1	519	6008		43500	Sanitation	120,000
1	519	6008		44200	Rents- machinery & equipment	10,000
1	519	6008		44360	Rentals	268,577
1	519	6008		45000	Insurance	77,896
1	519	6008		45065	Property insurance-Leasehold improvements	250,000
1	519	6008		46150	R & M- land- building & improvement	329,589
1	519	6008		46250	R & M equipment	15,000
1	519	6008		46800	Maintenance contracts	15,000
1	519	6008		52000	Operating supplies	9,000
1	519	6008		52300	Expendable tools	500
1	519	6008		52540	Fuel	6,000
1	519	6008		52650	Equip < than \$1000	10,500
Total Operating Expenses						2,421,812
Division 6008 - Howard C. Forman Human Services Campus Total						2,421,812

City of Pembroke Pines, Florida
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Entity	Function	Division	Project	Object	Account Description	Budget
General Fund - Parks and recreation - Recreation						
Personnel Services						
1	572	7001				11,716,627
Total Personnel Services						11,716,627
Operating Expenses						
1	572	7001	31100		Professional services- engineering	2,500
1	572	7001	31400		Professional services- medical	300
1	572	7001	31500		Professional services-other	7,000
1	572	7001	32100		Accounting and auditing fees	1,600
1	572	7001	34300		Contract- laundry & cleaning	20,000
1	572	7001	34500		Contract- building maintenance	14,720
1	572	7001	34990		Contractual services- other	406,850
1	572	7001	40229		Training	750
1	572	7001	41100		Telephone	62,000
1	572	7001	41400		Postage	21,000
1	572	7001	43100		Electric	814,200
1	572	7001	43200		Water & sewer	100,000
1	572	7001	43320		Gas- Pool	63,000
1	572	7001	44200		Rents- machinery & equipment	22,850
1	572	7001	44700		Rent - Charter School facilities	468,087
1	572	7001	44800		Transportation Rentals	13,100
1	572	7001	46150		R & M- land- building & improvement	271,000
1	572	7001	46170		R & M irrigation	42,000
1	572	7001	46250		R & M equipment	35,000
1	572	7001	46300		R & M motor vehicles	139,150
1	572	7001	46600		R & M pool	77,500
1	572	7001	46800		Maintenance contracts	17,212
1	572	7001	47100		Printing	40,700
1	572	7001	48100		Advertising	14,650
1	572	7001	48300		Athletic Leagues/Tournament expenses	75,000
1	572	7001	48505		Special Population Program	15,000
1	572	7001	48555		Youth Soccer	80,000
1	572	7001	48560		Community Swim Team Expenses	28,000
1	572	7001	49105		License renewals	7,900
1	572	7001	49400		Bank service charge	3,700
1	572	7001	49655		Special events- ArtsPark	9,000
1	572	7001	51100		Office supplies	12,000
1	572	7001	52000		Operating supplies	35,000
1	572	7001	52050		Playground/athletic supplies	22,000
1	572	7001	52070		Art & Cultural Supplies	23,000
1	572	7001	52071		ArtsPark Supplies	10,000
1	572	7001	52150		First aid, safety equip & supplies	5,000
1	572	7001	52200		Cleaning/janitorial supplies	57,000
1	572	7001	52300		Expendable tools	5,200
1	572	7001	52350		Electrical/mechanical supplies	50,300
1	572	7001	52420		Horticultural chemicals	85,000
1	572	7001	52460		Sand- seed- soil	122,000
1	572	7001	52480		Pool Chemicals & Supplies	74,200
1	572	7001	52540		Fuel	204,000
1	572	7001	52600		Clothing/uniforms	16,000
1	572	7001	52650		Equip < than \$1000	49,920
1	572	7001	52652		Software < than \$1000 &/or licenses	1,000
1	572	7001	52653		Computer equipment < \$1000	1,800

City of Pembroke Pines, Florida
Expenditure Budget 2007-08

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Entity	Function	Division	Project	Object	Account Description	Budget
General Fund - Parks and recreation - Recreation						
1	572	7001		52700	Cost of sales	1,500
1	572	7001		52706	Concession Expense	51,000
1	572	7001		52800	Horticultural supplies	10,000
1	572	7001		54100	Memberships/ dues/ subscription	760
Total Operating Expenses						3,710,449
Personnel Services						
1	572	7001	201			497,138
West Pines pre-school Total Personnel Services						497,138
Operating Expenses						
1	572	7001	201	34500	Contract- building maintenance	1,200
1	572	7001	201	40229	Training	750
1	572	7001	201	43100	Electric	14,200
1	572	7001	201	43200	Water & sewer	2,000
1	572	7001	201	46150	R & M- land- building & improvement	1,000
1	572	7001	201	46250	R & M equipment	500
1	572	7001	201	46800	Maintenance contracts	420
1	572	7001	201	49104	License fees	250
1	572	7001	201	49654	Special events- children trip	100
1	572	7001	201	51100	Office supplies	900
1	572	7001	201	52000	Operating supplies	8,000
1	572	7001	201	52050	Playground/athletic supplies	750
1	572	7001	201	52150	First aid, safety equip & supplies	100
1	572	7001	201	52200	Cleaning/janitorial supplies	1,500
1	572	7001	201	52600	Clothing/uniforms	650
1	572	7001	201	52650	Equip < than \$1000	1,767
1	572	7001	201	52701	Food purchases	200
1	572	7001	201	54510	Media Books	1,000
West Pines pre-school Total Operating Expenses						35,287
Personnel Services						
1	572	7001	204			22,922
Village after-care Total Personnel Services						22,922
Operating Expenses						
1	572	7001	204	40229	Training	350
1	572	7001	204	44800	Transportation Rentals	4,700
1	572	7001	204	49104	License fees	150
1	572	7001	204	51100	Office supplies	100
1	572	7001	204	52000	Operating supplies	1,000
1	572	7001	204	52050	Playground/athletic supplies	100
1	572	7001	204	52150	First aid, safety equip & supplies	50
1	572	7001	204	52200	Cleaning/janitorial supplies	500
1	572	7001	204	52600	Clothing/uniforms	100
1	572	7001	204	52650	Equip < than \$1000	200
Village after-care Total Operating Expenses						7,250
Personnel Services						
1	572	7001	207			22,922
Rose Price after-care Total Personnel Services						22,922
Operating Expenses						

City of Pembroke Pines, Florida
Expenditure Budget 2007-08

Entity	Function	Division	Project	Object	Account Description	Budget
General Fund - Parks and recreation - Recreation						
1	572	7001	207	44800	Transportation Rentals	10,300
1	572	7001	207	49104	License fees	150
1	572	7001	207	51100	Office supplies	100
1	572	7001	207	52000	Operating supplies	1,000
1	572	7001	207	52050	Playground/athletic supplies	100
1	572	7001	207	52150	First aid, safety equip & supplies	50
1	572	7001	207	52200	Cleaning/janitorial supplies	500
1	572	7001	207	52600	Clothing/uniforms	100
1	572	7001	207	52650	Equip < than \$1000	200
Rose Price after-care Total Operating Expenses						12,500
Operating Expenses						
1	572	7001	301	34990	Contractual services- other	49,400
Grants- Arts & Culture Total Operating Expenses						49,400
Division 7001 - Recreation Total						16,074,495

**City of Pembroke Pines, Florida
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Entity	Function	Division	Project	Object	Account Description	Budget
General Fund - Special events - Special Events						
Operating Expenses						
1	574	7003		49649	Special events	20,000
1	574	7003		49651	Special event- teen program	10,000
1	574	7003		49656	Special event- Xmas/Chanukah	22,600
1	574	7003		49659	Special Event- Kids Konnection	18,300
1	574	7003		49660	Special event- Easter egg hunt	10,000
1	574	7003		49662	Special Event- 4th Of July	25,000
1	574	7003		49666	Special event- Halloween contest	9,000
1	574	7003		49674	Special event- summer program	317,475
Total Operating Expenses						432,375
Division 7003 - Special Events Total						432,375

City of Pembroke Pines, Florida
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Entity	Function	Division	Project	Object	Account Description	Budget
General Fund - Other culture/recreation - Dinner Theater						
Personnel Services						
1	579	7005				140,959
Total Personnel Services						140,959
Operating Expenses						
1	579	7005	31500		Professional services-other	16,975
1	579	7005	34990		Contractual services- other	20,000
1	579	7005	41100		Telephone	1,060
1	579	7005	46150		R & M- land- building & improvement	1,490
1	579	7005	46250		R & M equipment	2,000
1	579	7005	47100		Printing	850
1	579	7005	48100		Advertising	7,630
1	579	7005	49104		License fees	740
1	579	7005	52000		Operating supplies	1,855
1	579	7005	52200		Cleaning/janitorial supplies	530
1	579	7005	52650		Equip < than \$1000	1,000
Total Operating Expenses						54,130
Division 7005 - Dinner Theater Total						195,089

City of Pembroke Pines, Florida
Expenditure Budget 2007-08

Entity	Function	Division	Project	Object	Account Description	Budget
General Fund - Special recreation facility - Golf Course						
Personnel Services						
1	575	7006				178,970
Total Personnel Services						178,970
Operating Expenses						
1	575	7006	31500		Professional services-other	356,853
1	575	7006	32100		Accounting and auditing fees	2,155
1	575	7006	34500		Contract- building maintenance	2,500
1	575	7006	34900		Contract- cart rental	126,550
1	575	7006	34950		Contract- maintenance	522,008
1	575	7006	34990		Contractual services- other	4,022
1	575	7006	41100		Telephone	7,500
1	575	7006	41225		Cable fees	4,500
1	575	7006	41400		Postage	750
1	575	7006	43100		Electric	90,000
1	575	7006	43200		Water & sewer	6,600
1	575	7006	43340		Gas- restaurant	8,800
1	575	7006	44200		Rents- machinery & equipment	1,000
1	575	7006	46150		R & M- land- building & improvement	5,000
1	575	7006	46170		R & M irrigation	2,000
1	575	7006	46250		R & M equipment	9,000
1	575	7006	46800		Maintenance contracts	2,000
1	575	7006	47100		Printing	6,000
1	575	7006	48100		Advertising	25,000
1	575	7006	48300		Athletic Leagues/Tournament expenses	200
1	575	7006	49105		License renewals	200
1	575	7006	49201		Taxes and/or assessments	19,500
1	575	7006	49400		Bank service charge	21,000
1	575	7006	51100		Office supplies	1,000
1	575	7006	52000		Operating supplies	16,340
1	575	7006	52150		First aid, safety eqip & supplies	100
1	575	7006	52200		Cleaning/janitorial supplies	5,650
1	575	7006	52300		Expendable tools	1,800
1	575	7006	52350		Electrical/mechanical supplies	1,755
1	575	7006	52420		Horticultural chemicals	129,860
1	575	7006	52460		Sand- seed- soil	26,200
1	575	7006	52650		Equip < than \$1000	4,950
1	575	7006	52652		Software < than \$1000 &/or licenses	500
1	575	7006	52800		Horticultural supplies	6,500
Total Operating Expenses						1,417,793
Division 7006 - Golf Course Total						1,596,763

City of Pembroke Pines, Florida
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Entity	Function	Division	Project	Object	Account Description	Budget
General Fund - Other general governmental services - General Government						
Personnel Services						
1	519	800				787,834
Total Personnel Services						787,834
Operating Expenses						
1	519	800	30010		Contingency	1,124,297
1	519	800	31100		Professional services- engineering	20,000
1	519	800	31300		Professional services-Outside Legal	500,000
1	519	800	31500		Professional services-other	320,000
1	519	800	34990		Contractual services- other	78,400
1	519	800	41225		Cable fees	225
1	519	800	41400		Postage	121,000
1	519	800	45000		Insurance	2,033,989
1	519	800	45030		Household hazard waste	114,000
1	519	800	48250		Employee award program	4,000
1	519	800	49150		Auto tags & titles	5,000
1	519	800	49201		Taxes and/or assessments	10,000
1	519	800	49356		Special projects	75,000
1	519	800	51100		Office supplies	5,000
1	519	800	52655		Recycling Program	44,000
1	519	800	54100		Memberships/ dues/ subscription	55,000
Total Operating Expenses						4,509,911
Grants and Aid						
1	519	800	81001		Area Agency On Aging	79,803
1	519	800	82005		Grant- Women In Distress	12,000
1	519	800	82011		Grant- Crime Watch	108,000
1	519	800	82013		Grant - Learning for Success-KAPOW	3,000
1	519	800	82016		Grant - Here's Help	5,000
1	519	800	82020		Grant - The Starting Place	5,000
1	519	800	83013		Grant child care program	25,382
Total Grants and Aid						238,185
Other						
1	519	800	91122		Transfer to Law Enforcement Grants	69,006
1	519	800	91171		Transfer to Charter Middle School	397,737
1	519	800	91199		Transfer to OAA	87,058
Total Other						553,801
Division 800 - General Government Total						6,089,731

**City of Pembroke Pines, Florida
Expenditure Budget 2007-08**

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Entity	Function	Division	Project	Object	Account Description	Budget
General Fund - Other human services - Community Services						
Personnel Services						
1	569	8001				1,583,987
Total Personnel Services						1,583,987
Operating Expenses						
1	569	8001	34500		Contract- building maintenance	93,204
1	569	8001	34990		Contractual services- other	74,445
1	569	8001	41100		Telephone	33,000
1	569	8001	43100		Electric	120,000
1	569	8001	43200		Water & sewer	5,600
1	569	8001	43300		Gas	700
1	569	8001	44200		Rents- machinery & equipment	792
1	569	8001	46150		R & M- land- building & improvement	40,000
1	569	8001	46250		R & M equipment	4,000
1	569	8001	46300		R & M motor vehicles	3,000
1	569	8001	46800		Maintenance contracts	9,970
1	569	8001	46801		I.T. Maintenance contracts	4,000
1	569	8001	47100		Printing	1,300
1	569	8001	48100		Advertising	1,500
1	569	8001	48252		Volunteer Appreciation Program	2,000
1	569	8001	49652		Special event- adult dance	3,500
1	569	8001	51100		Office supplies	6,000
1	569	8001	52000		Operating supplies	17,000
1	569	8001	52200		Cleaning/janitorial supplies	8,000
1	569	8001	52350		Electrical/mechanical supplies	4,300
1	569	8001	52540		Fuel	5,000
1	569	8001	52650		Equip < than \$1000	1,900
1	569	8001	52653		Computer equipment < \$1000	1,000
1	569	8001	54100		Memberships/ dues/ subscription	875
Total Operating Expenses						441,086
Grants and Aid						
1	569	8001	82012		Grant- elderly energy assistance	8,862
Total Grants and Aid						8,862
Division 8001 - Community Services Total						2,033,935

City of Pembroke Pines, Florida
Expenditure Budget 2007-08

Entity	Function	Division	Project	Object	Account Description	Budget
General Fund - Housing and urban development - Senior Housing Rental						
Personnel Services						
1	554	8002				170,809
Total Personnel Services						170,809
Operating Expenses						
1	554	8002		34300	Contract- laundry & cleaning	509
1	554	8002		34500	Contract- building maintenance	47,000
1	554	8002		34990	Contractual services- other	105,000
1	554	8002		40100	Travel/conferences	600
1	554	8002		41100	Telephone	4,000
1	554	8002		43100	Electric	50,000
1	554	8002		43200	Water & sewer	48,000
1	554	8002		44200	Rents- machinery & equipment	500
1	554	8002		44330	Credit application	2,700
1	554	8002		44360	Rentals	740,805
1	554	8002		45000	Insurance	97,561
1	554	8002		46150	R & M- land- building & improvement	75,000
1	554	8002		46250	R & M equipment	5,000
1	554	8002		46300	R & M motor vehicles	300
1	554	8002		46800	Maintenance contracts	26,250
1	554	8002		48100	Advertising	5,000
1	554	8002		49175	Administrative fees	205,253
1	554	8002		51100	Office supplies	3,000
1	554	8002		52000	Operating supplies	5,000
1	554	8002		52200	Cleaning/janitorial supplies	5,000
1	554	8002		52540	Fuel	3,000
1	554	8002		52650	Equip < than \$1000	3,000
1	554	8002		52653	Computer equipment < \$1000	2,000
1	554	8002		54100	Memberships/ dues/ subscription	500
Total Operating Expenses						1,434,978
Personnel Services						
1	554	8002	603			295,452
Senior rental - Pines Place Total Personnel Services						295,452
Operating Expenses						
1	554	8002	603	31300	Professional services-Outside Legal	10,500
1	554	8002	603	34500	Contract- building maintenance	93,000
1	554	8002	603	34990	Contractual services- other	303,545
1	554	8002	603	41100	Telephone	6,000
1	554	8002	603	43100	Electric	218,167
1	554	8002	603	43200	Water & sewer	80,000
1	554	8002	603	44200	Rents- machinery & equipment	2,500
1	554	8002	603	44330	Credit application	10,000
1	554	8002	603	44360	Rentals	2,226,003
1	554	8002	603	45000	Insurance	207,260
1	554	8002	603	46150	R & M- land- building & improvement	41,750
1	554	8002	603	46250	R & M equipment	15,000
1	554	8002	603	46800	Maintenance contracts	10,000
1	554	8002	603	48100	Advertising	5,000
1	554	8002	603	49175	Administrative fees	390,632
1	554	8002	603	51100	Office supplies	3,000

City of Pembroke Pines, Florida
Expenditure Budget 2007-08

Entity	Function	Division	Project	Object	Account Description	Budget
General Fund - Housing and urban development - Senior Housing Rental						
1	554	8002	603	52000	Operating supplies	3,000
1	554	8002	603	52200	Cleaning/janitorial supplies	15,000
1	554	8002	603	52300	Expendable tools	200
1	554	8002	603	52540	Fuel	3,000
1	554	8002	603	52650	Equip < than \$1000	2,000
Senior rental - Pines Place Total Operating Expenses						3,645,557
Division 8002 - Senior Housing Rental Total						5,546,796

**City of Pembroke Pines, Florida
Expenditure Budget 2007-08**

Entity	Function	Division	Project	Object	Account Description	Budget
General Fund - Comprehensive planning - Planning						
Personnel Services						
1	515	9002				808,371
Total Personnel Services						808,371
Operating Expenses						
1	515	9002	34990		Contractual services- other	5,000
1	515	9002	41100		Telephone	4,060
1	515	9002	41400		Postage	99,000
1	515	9002	44200		Rents- machinery & equipment	4,300
1	515	9002	44400		Rental- aerial maps	3,280
1	515	9002	45440		Insurance- errors & omissions	150
1	515	9002	46250		R & M equipment	220
1	515	9002	46300		R & M motor vehicles	700
1	515	9002	46800		Maintenance contracts	980
1	515	9002	47100		Printing	6,650
1	515	9002	48510		Economic Development Activities	54,100
1	515	9002	49000		Legal/employment ads	10,000
1	515	9002	51100		Office supplies	8,400
1	515	9002	52000		Operating supplies	260
1	515	9002	52540		Fuel	400
1	515	9002	52650		Equip < than \$1000	900
1	515	9002	52652		Software < than \$1000 &/or licenses	5,500
1	515	9002	52653		Computer equipment < \$1000	1,000
Total Operating Expenses						204,900
Division 9002 - Planning Total						1,013,271

City of Pembroke Pines, Florida
Expenditure Budget 2007-08

Entity	Function	Division	Project	Object	Account Description	Budget
General Fund - Protective Inspections - Building						
Personnel Services						
1	524	9005				5,062,243
Total Personnel Services						5,062,243
Operating Expenses						
1	524	9005	34300		Contract- laundry & cleaning	5,400
1	524	9005	34500		Contract- building maintenance	8,900
1	524	9005	34990		Contractual services- other	82,300
1	524	9005	41100		Telephone	25,900
1	524	9005	41380		Data communication	8,340
1	524	9005	43100		Electric	24,200
1	524	9005	44360		Rentals	145,900
1	524	9005	45440		Insurance- errors & omissions	1,688
1	524	9005	46250		R & M equipment	1,200
1	524	9005	46300		R & M motor vehicles	26,000
1	524	9005	46800		Maintenance contracts	4,300
1	524	9005	47100		Printing	4,200
1	524	9005	49105		License renewals	3,816
1	524	9005	49175		Administrative fees	248,181
1	524	9005	51100		Office supplies	15,100
1	524	9005	52000		Operating supplies	500
1	524	9005	52200		Cleaning/janitorial supplies	2,060
1	524	9005	52540		Fuel	37,600
1	524	9005	52650		Equip < than \$1000	2,622
1	524	9005	52652		Software < than \$1000 &/or licenses	4,500
1	524	9005	54100		Memberships/ dues/ subscription	8,000
Total Operating Expenses						660,707
Personnel Services						
1	524	9005	678			1,562,570
Fire Prevention Total Personnel Services						1,562,570
Operating Expenses						
1	524	9005	678	34500	Contract- building maintenance	3,400
1	524	9005	678	34990	Contractual services- other	1,500
1	524	9005	678	40100	Travel/conferences	7,097
1	524	9005	678	41100	Telephone	3,183
1	524	9005	678	43100	Electric	7,400
1	524	9005	678	44200	Rents- machinery & equipment	200
1	524	9005	678	46250	R & M equipment	2,525
1	524	9005	678	46300	R & M motor vehicles	10,702
1	524	9005	678	46800	Maintenance contracts	2,132
1	524	9005	678	47100	Printing	800
1	524	9005	678	47200	Photographing/blueprinting	655
1	524	9005	678	51100	Office supplies	2,369
1	524	9005	678	51200	Maps	32,321
1	524	9005	678	51400	Photo supplies	2,733
1	524	9005	678	52000	Operating supplies	2,303
1	524	9005	678	52200	Cleaning/janitorial supplies	525
1	524	9005	678	52540	Fuel	7,925
1	524	9005	678	52650	Equip < than \$1000	2,243
1	524	9005	678	52653	Computer equipment < \$1000	5,000

**City of Pembroke Pines, Florida
Expenditure Budget 2007-08**

Entity	Function	Division	Project	Object	Account Description	Budget
General Fund - Protective Inspections - Building						
1	524	9005	678	54100	Memberships/ dues/ subscription	500
Fire Prevention Total Operating Expenses						95,513
Division 9005 - Building Total						7,381,033

**City of Pembroke Pines, Florida
Expenditure Budget 2007-08**

Entity	Function	Division	Project	Object	Account Description	Budget
General Fund - Other public safety - Code Enforcement						
Personnel Services						
1	529	9007				939,547
Total Personnel Services						939,547
Operating Expenses						
1	529	9007	31300		Professional services-Outside Legal	6,650
1	529	9007	34990		Contractual services- other	3,700
1	529	9007	40100		Travel/conferences	1,080
1	529	9007	41100		Telephone	1,500
1	529	9007	44200		Rents- machinery & equipment	360
1	529	9007	46250		R & M equipment	1,600
1	529	9007	46300		R & M motor vehicles	8,000
1	529	9007	46800		Maintenance contracts	800
1	529	9007	47100		Printing	2,800
1	529	9007	49100		Recording fees	1,800
1	529	9007	51100		Office supplies	3,275
1	529	9007	51400		Photo supplies	600
1	529	9007	52000		Operating supplies	1,500
1	529	9007	52540		Fuel	14,600
1	529	9007	52600		Clothing/uniforms	400
1	529	9007	52650		Equip < than \$1000	1,500
1	529	9007	52653		Computer equipment < \$1000	1,000
1	529	9007	54100		Memberships/ dues/ subscription	495
Total Operating Expenses						51,660
Division 9007 - Code Enforcement Total						991,207
Entity 1 General Fund Total						153,063,289

**City of Pembroke Pines, Florida
Expenditure Budget 2007-08**

Entity	Function	Division	Project	Object	Account Description	Budget
General Fund - Legislative - City Commission						
Personnel Services						
1	511	100				457,438
Total Personnel Services						457,438
Operating Expenses						
1	511	100	40100		Travel/conferences	24,000
1	511	100	44200		Rents- machinery & equipment	250
1	511	100	46800		Maintenance contracts	750
1	511	100	51100		Office supplies	1,000
1	511	100	54100		Memberships/ dues/ subscription	15,000
Total Operating Expenses						41,000
Division 100 - City Commission Total						498,438

**City of Pembroke Pines, Florida
Expenditure Budget 2007-08**

Entity	Function	Division	Project	Object	Account Description	Budget
General Fund - Other general governmental services - City Clerk						
Personnel Services						
1	519	1001				998,135
Total Personnel Services						998,135
Operating Expenses						
1	519	1001	31500		Professional services-other	25,000
1	519	1001	34050		Contractual microfilming	5,000
1	519	1001	44200		Rents- machinery & equipment	45,566
1	519	1001	45440		Insurance- errors & omissions	920
1	519	1001	46250		R & M equipment	1,000
1	519	1001	46300		R & M motor vehicles	1,500
1	519	1001	46800		Maintenance contracts	11,680
1	519	1001	46801		I.T. Maintenance contracts	9,500
1	519	1001	47100		Printing	5,000
1	519	1001	47400		Print code of ordinance	6,000
1	519	1001	48100		Advertising	1,000
1	519	1001	49000		Legal/employment ads	20,100
1	519	1001	49100		Recording fees	4,700
1	519	1001	51100		Office supplies	12,000
1	519	1001	51300		Microfilm supplies	2,900
1	519	1001	52540		Fuel	1,000
1	519	1001	52650		Equip < than \$1000	500
1	519	1001	52652		Software < than \$1000 &/or licenses	22,230
1	519	1001	52653		Computer equipment < \$1000	900
1	519	1001	54100		Memberships/ dues/ subscription	190
Total Operating Expenses						176,686
Division 1001 - City Clerk Total						1,174,821

**City of Pembroke Pines, Florida
Expenditure Budget 2007-08**

Entity	Function	Division	Project	Object	Account Description	Budget
General Fund - Financial and administrative - Finance						
Personnel Services						
1	513	2001				2,456,253
Total Personnel Services						2,456,253
Operating Expenses						
1	513	2001	31500		Professional services-other	15,750
1	513	2001	32100		Accounting and auditing fees	53,866
1	513	2001	40100		Travel/conferences	3,560
1	513	2001	41100		Telephone	885
1	513	2001	46250		R & M equipment	450
1	513	2001	46800		Maintenance contracts	2,918
1	513	2001	46801		I.T. Maintenance contracts	98,970
1	513	2001	51100		Office supplies	16,010
1	513	2001	52650		Equip < than \$1000	500
1	513	2001	52652		Software < than \$1000 &/or licenses	8,648
1	513	2001	52653		Computer equipment < \$1000	1,450
1	513	2001	54100		Memberships/ dues/ subscription	1,575
Total Operating Expenses						204,582
Division 2001 - Finance Total						2,660,835

City of Pembroke Pines, Florida
Expenditure Budget 2007-08

Entity	Function	Division	Project	Object	Account Description	Budget
General Fund - Financial and administrative - Information Technology						
Personnel Services						
1	513	2002				2,449,868
Total Personnel Services						2,449,868
Operating Expenses						
1	513	2002		34990	Contractual services- other	1,080
1	513	2002		34995	I.T. Contractual services	20,100
1	513	2002		41100	Telephone	480
1	513	2002		44200	Rents- machinery & equipment	840
1	513	2002		46250	R & M equipment	2,500
1	513	2002		46800	Maintenance contracts	1,080
1	513	2002		46801	I.T. Maintenance contracts	69,305
1	513	2002		51100	Office supplies	1,250
1	513	2002		52000	Operating supplies	16,600
1	513	2002		52470	Computer supplies	2,400
1	513	2002		52540	Fuel	1,200
1	513	2002		52650	Equip < than \$1000	2,400
1	513	2002		52652	Software < than \$1000 &/or licenses	35,445
1	513	2002		52653	Computer equipment < \$1000	29,851
Total Operating Expenses						184,531
Division 2002 - Information Technology Total						2,634,399

**City of Pembroke Pines, Florida
Expenditure Budget 2007-08**

Entity	Function	Division	Project	Object	Account Description	Budget
General Fund - Executive - City Manager						
Personnel Services						
1	512	201				573,715
Total Personnel Services						573,715
Operating Expenses						
1	512	201	34990		Contractual services- other	264,229
1	512	201	44200		Rents- machinery & equipment	500
1	512	201	46250		R & M equipment	500
1	512	201	46800		Maintenance contracts	500
1	512	201	51100		Office supplies	1,500
1	512	201	52650		Equip < than \$1000	500
1	512	201	54100		Memberships/ dues/ subscription	500
Total Operating Expenses						268,229
Division 201 - City Manager Total						841,944

City of Pembroke Pines, Florida
Expenditure Budget 2007-08

Entity	Function	Division	Project	Object	Account Description	Budget
General Fund - Financial and administrative - Human Resources						
Personnel Services						
1	513	202				988,996
Total Personnel Services						988,996
Operating Expenses						
1	513	202	31400		Professional services- medical	30,000
1	513	202	31500		Professional services-other	6,000
1	513	202	34990		Contractual services- other	500
1	513	202	46800		Maintenance contracts	1,500
1	513	202	47100		Printing	1,250
1	513	202	49000		Legal/employment ads	30,000
1	513	202	51100		Office supplies	4,000
1	513	202	52000		Operating supplies	1,000
1	513	202	52650		Equip < than \$1000	1,000
1	513	202	52652		Software < than \$1000 &/or licenses	750
1	513	202	52653		Computer equipment < \$1000	1,500
Total Operating Expenses						77,500
Division 202 - Human Resources Total						1,066,496

**City of Pembroke Pines, Florida
Expenditure Budget 2007-08**

Entity	Function	Division	Project	Object	Account Description	Budget
General Fund - Legal counsel - City Attorney						
Operating Expenses						
1	514	300		31200	Professional services- retainer fees	196,050
1	514	300		31250	Professional services- prosecutor	54,105
1	514	300		31350	Professional services- on site	389,235
1	514	300		31360	Professional services- legal advisor	124,070
1	514	300		31500	Professional services-other	48,150
1	514	300		51100	Office supplies	18,085
1	514	300		52950	Out of pocket expenses	10,000
Total Operating Expenses						839,695
Division 300 - City Attorney Total						839,695

City of Pembroke Pines, Florida
Expenditure Budget 2007-08

Entity	Function	Division	Project	Object	Account Description	Budget
General Fund - Law enforcement - Police						
Personnel Services						
1	521	3001				41,568,083
Total Personnel Services						41,568,083
Operating Expenses						
1	521	3001	31400		Professional services- medical	33,720
1	521	3001	31450		Professional services- veterinarian	8,000
1	521	3001	31500		Professional services-other	93,000
1	521	3001	34500		Contract- building maintenance	60,000
1	521	3001	34990		Contractual services- other	605,001
1	521	3001	40100		Travel/conferences	6,950
1	521	3001	40229		Training	28,700
1	521	3001	41100		Telephone	155,000
1	521	3001	41380		Data communication	176,900
1	521	3001	43100		Electric	125,000
1	521	3001	43200		Water & sewer	12,500
1	521	3001	44100		Rents- land + buildings	2,100
1	521	3001	44200		Rents- machinery & equipment	84,620
1	521	3001	46150		R & M- land- building & improvement	13,240
1	521	3001	46250		R & M equipment	31,750
1	521	3001	46300		R & M motor vehicles	377,200
1	521	3001	46800		Maintenance contracts	44,500
1	521	3001	46801		I.T. Maintenance contracts	166,053
1	521	3001	47100		Printing	5,605
1	521	3001	49000		Legal/employment ads	15,400
1	521	3001	49354		Drug investigation	5,000
1	521	3001	49355		Special investigation	2,000
1	521	3001	49680		Special events- miscellaneous	23,500
1	521	3001	51100		Office supplies	25,000
1	521	3001	51400		Photo supplies	10,000
1	521	3001	52000		Operating supplies	40,198
1	521	3001	52002		Operating supplies- ID unit	5,000
1	521	3001	52003		Operating supplies- Training Unit	47,040
1	521	3001	52200		Cleaning/janitorial supplies	7,500
1	521	3001	52540		Fuel	700,000
1	521	3001	52600		Clothing/uniforms	132,484
1	521	3001	52645		S.E.T. Equipment < \$1000	18,113
1	521	3001	52650		Equip < than \$1000	73,831
1	521	3001	52652		Software < than \$1000 &/or licenses	86,000
1	521	3001	52653		Computer equipment < \$1000	9,073
1	521	3001	52681		Operating supplies for K-9	9,600
1	521	3001	52683		S.E.T. Operating supplies	16,773
1	521	3001	54100		Memberships/ dues/ subscription	8,595
Total Operating Expenses						3,264,946
Division 3001 - Police Total						44,833,029

City of Pembroke Pines, Florida
Expenditure Budget 2007-08

Entity	Function	Division	Project	Object	Account Description	Budget
General Fund - Other public safety - Fire/Rescue						
Personnel Services						
1	529	4003				36,417,747
Total Personnel Services						36,417,747
Operating Expenses						
1	529	4003	31400		Professional services- medical	139,095
1	529	4003	31500		Professional services-other	20,550
1	529	4003	34300		Contract- laundry & cleaning	76,600
1	529	4003	34500		Contract- building maintenance	47,876
1	529	4003	41100		Telephone	131,600
1	529	4003	41380		Data communication	17,280
1	529	4003	41400		Postage	1,000
1	529	4003	41500		Freight Charges	500
1	529	4003	43100		Electric	159,607
1	529	4003	43200		Water & sewer	18,600
1	529	4003	43300		Gas	13,063
1	529	4003	44200		Rents- machinery & equipment	10,000
1	529	4003	46100		R & M office equipment	2,500
1	529	4003	46150		R & M- land- building & improvement	54,000
1	529	4003	46250		R & M equipment	70,240
1	529	4003	46300		R & M motor vehicles	395,000
1	529	4003	46800		Maintenance contracts	112,400
1	529	4003	46801		I.T. Maintenance contracts	64,000
1	529	4003	47100		Printing	6,000
1	529	4003	48250		Employee award program	1,350
1	529	4003	48500		Promotional activities	4,000
1	529	4003	49104		License fees	2,000
1	529	4003	49105		License renewals	22,105
1	529	4003	49220		Entrance Exams	40,000
1	529	4003	51100		Office supplies	15,000
1	529	4003	51200		Maps	2,000
1	529	4003	51400		Photo supplies	1,500
1	529	4003	52005		Operating supplies - Fire	20,000
1	529	4003	52006		Operating supplies - Rescue	133,069
1	529	4003	52015		Books	4,530
1	529	4003	52160		Pharmaceutical supplies	26,570
1	529	4003	52200		Cleaning/janitorial supplies	11,407
1	529	4003	52250		Linen/bedding	4,820
1	529	4003	52431		Operating chemicals - Fire	9,500
1	529	4003	52432		Operating chemicals - Rescue	9,085
1	529	4003	52540		Fuel	179,716
1	529	4003	52600		Clothing/uniforms	33,000
1	529	4003	52630		Protective clothing	82,500
1	529	4003	52652		Software < than \$1000 &/or licenses	4,750
1	529	4003	52653		Computer equipment < \$1000	12,500
1	529	4003	52659		Equip less than \$1000 - Fire	56,500
1	529	4003	52660		Equip less than \$1000 - Rescue	16,089
1	529	4003	52701		Food purchases	4,000
Total Operating Expenses						2,035,902
Capital Outlay						
1	529	4003	62016		Fire station-9500 Pines	200,000

City of Pembroke Pines, Florida
Expenditure Budget 2007-08

Entity	Function	Division	Project	Object	Account Description	Budget
General Fund - Other public safety - Fire/Rescue						
1	529	4003		62038	Fire Training Facility	950,000
1	529	4003		64025	Breathing apparatus	35,000
1	529	4003		64028	Car	27,000
1	529	4003		64038	Communications systems	8,000
1	529	4003		64039	Computer equipment not micro	24,545
1	529	4003		64055	Laptop Computer	52,754
1	529	4003		64056	Laptop Computer - Fire	2,000
1	529	4003		64073	Generator	17,178
1	529	4003		64079	Fire hose	25,000
1	529	4003		64118	Ladders	5,000
1	529	4003		64141	Nozzle	7,500
1	529	4003		64180	Radio	17,500
1	529	4003		64181	Radio- portable	18,000
1	529	4003		64231	Video Training Tapes - Fire	3,150
1	529	4003		64350	Special equipment	12,000
1	529	4003		64351	Special equipment - Fire	63,800
1	529	4003		64400	Other equipment	3,221
1	529	4003		64440	Fire apparatus refurbish	35,000
1	529	4003		64450	Fire engine	475,000
1	529	4003		66000	Books/library materials	1,500
Total Capital Outlay						1,983,148
Division 4003 - Fire/Rescue Total						40,436,797

City of Pembroke Pines, Florida
Expenditure Budget 2007-08

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Entity	Function	Division	Project	Object	Account Description	Budget
General Fund - Other human services - Early Development Centers						
Personnel Services						
1	569	5002	203			631,276
Charter EDC - East Total Personnel Services						631,276
Operating Expenses						
1	569	5002	203	34500	Contract- building maintenance	32,000
1	569	5002	203	34990	Contractual services- other	1,000
1	569	5002	203	40100	Travel/conferences	500
1	569	5002	203	41100	Telephone	2,700
1	569	5002	203	43100	Electric	22,600
1	569	5002	203	43200	Water & sewer	1,200
1	569	5002	203	44360	Rentals	114,612
1	569	5002	203	46150	R & M- land- building & improvement	6,000
1	569	5002	203	46250	R & M equipment	500
1	569	5002	203	46800	Maintenance contracts	1,419
1	569	5002	203	49104	License fees	250
1	569	5002	203	49674	Special event- summer program	24,650
1	569	5002	203	51100	Office supplies	1,000
1	569	5002	203	52000	Operating supplies	26,500
1	569	5002	203	52050	Playground/athletic supplies	1,000
1	569	5002	203	52200	Cleaning/janitorial supplies	2,500
1	569	5002	203	52650	Equip < than \$1000	3,500
1	569	5002	203	52652	Software < than \$1000 &/or licenses	1,000
1	569	5002	203	52701	Food purchases	42,900
1	569	5002	203	54100	Memberships/ dues/ subscription	250
Charter EDC - East Total Operating Expenses						286,081
Personnel Services						
1	569	5002	205			887,064
WCY EDC Total Personnel Services						887,064
Operating Expenses						
1	569	5002	205	34500	Contract- building maintenance	5,000
1	569	5002	205	34990	Contractual services- other	1,200
1	569	5002	205	40100	Travel/conferences	300
1	569	5002	205	46150	R & M- land- building & improvement	6,000
1	569	5002	205	46250	R & M equipment	1,000
1	569	5002	205	46800	Maintenance contracts	1,500
1	569	5002	205	49104	License fees	250
1	569	5002	205	49674	Special event- summer program	23,410
1	569	5002	205	51100	Office supplies	2,500
1	569	5002	205	52000	Operating supplies	40,550
1	569	5002	205	52050	Playground/athletic supplies	1,000
1	569	5002	205	52200	Cleaning/janitorial supplies	2,000
1	569	5002	205	52650	Equip < than \$1000	7,500
1	569	5002	205	52652	Software < than \$1000 &/or licenses	300
1	569	5002	205	52653	Computer equipment < \$1000	2,000
1	569	5002	205	52701	Food purchases	35,000
WCY EDC Total Operating Expenses						129,510
Personnel Services						
1	569	5002	208			811,776

City of Pembroke Pines, Florida
Expenditure Budget 2007-08

Entity	Function	Division	Project	Object	Account Description	Budget
General Fund - Other human services - Early Development Centers						
Charter EDC - West Total Personnel Services						811,776
Operating Expenses						
1	569	5002	208	34500	Contract- building maintenance	59,000
1	569	5002	208	34990	Contractual services- other	1,200
1	569	5002	208	40100	Travel/conferences	250
1	569	5002	208	41100	Telephone	3,000
1	569	5002	208	43100	Electric	25,000
1	569	5002	208	43200	Water & sewer	2,200
1	569	5002	208	44360	Rentals	87,853
1	569	5002	208	46150	R & M- land- building & improvement	10,000
1	569	5002	208	46250	R & M equipment	500
1	569	5002	208	46800	Maintenance contracts	1,300
1	569	5002	208	49104	License fees	250
1	569	5002	208	49674	Special event- summer program	28,000
1	569	5002	208	51100	Office supplies	1,500
1	569	5002	208	52000	Operating supplies	24,335
1	569	5002	208	52050	Playground/athletic supplies	500
1	569	5002	208	52200	Cleaning/janitorial supplies	2,000
1	569	5002	208	52650	Equip < than \$1000	2,000
1	569	5002	208	52652	Software < than \$1000 &/or licenses	1,500
1	569	5002	208	52653	Computer equipment < \$1000	1,500
1	569	5002	208	52701	Food purchases	45,000
Charter EDC - West Total Operating Expenses						296,888
Personnel Services						
1	569	5002	209			954,094
Charter EDC - Central Total Personnel Services						954,094
Operating Expenses						
1	569	5002	209	34500	Contract- building maintenance	25,527
1	569	5002	209	34990	Contractual services- other	1,500
1	569	5002	209	40100	Travel/conferences	750
1	569	5002	209	41100	Telephone	3,600
1	569	5002	209	43100	Electric	31,827
1	569	5002	209	43200	Water & sewer	3,700
1	569	5002	209	44360	Rentals	179,681
1	569	5002	209	46150	R & M- land- building & improvement	8,505
1	569	5002	209	46250	R & M equipment	1,000
1	569	5002	209	46800	Maintenance contracts	6,745
1	569	5002	209	49104	License fees	200
1	569	5002	209	49674	Special event- summer program	32,920
1	569	5002	209	51100	Office supplies	3,500
1	569	5002	209	52000	Operating supplies	50,880
1	569	5002	209	52050	Playground/athletic supplies	500
1	569	5002	209	52200	Cleaning/janitorial supplies	1,833
1	569	5002	209	52650	Equip < than \$1000	3,000
1	569	5002	209	52652	Software < than \$1000 &/or licenses	1,000
1	569	5002	209	52653	Computer equipment < \$1000	500
1	569	5002	209	52701	Food purchases	65,500
1	569	5002	209	54100	Memberships/ dues/ subscription	150
Charter EDC - Central Total Operating Expenses						422,818

City of Pembroke Pines, Florida
Expenditure Budget 2007-08

Entity	Function	Division	Project	Object	Account Description	Budget
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General Fund - Other human services - Early Development Centers						
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Division 5002 - Early Development Centers Total						
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4,419,507

City of Pembroke Pines, Florida
Expenditure Budget 2007-08

Entity	Function	Division	Project	Object	Account Description	Budget
General Fund - Other human services - W.C.Y Administration						
Personnel Services						
1	569	5005				37,734
Total Personnel Services						37,734
Operating Expenses						
1	569	5005	32100		Accounting and auditing fees	1,167
1	569	5005	34500		Contract- building maintenance	2,500
1	569	5005	40100		Travel/conferences	214
1	569	5005	41100		Telephone	530
1	569	5005	43100		Electric	52,395
1	569	5005	43200		Water & sewer	8,840
1	569	5005	45300		Insurance- boiler & machinery	1,265
1	569	5005	46150		R & M- land- building & improvement	4,000
1	569	5005	51100		Office supplies	551
1	569	5005	52000		Operating supplies	565
1	569	5005	52200		Cleaning/janitorial supplies	582
1	569	5005	52650		Equip < than \$1000	750
1	569	5005	52652		Software < than \$1000 &/or licenses	105
1	569	5005	52653		Computer equipment < \$1000	105
Total Operating Expenses						73,569
Division 5005 - W.C.Y Administration Total						111,303

City of Pembroke Pines, Florida
Expenditure Budget 2007-08

Entity	Function	Division	Project	Object	Account Description	Budget
General Fund - Other general governmental services - General Gvt Buildings						
Personnel Services						
1	519	6001				918,967
Total Personnel Services						918,967
Operating Expenses						
1	519	6001	31100		Professional services- engineering	10,000
1	519	6001	31400		Professional services- medical	750
1	519	6001	34300		Contract- laundry & cleaning	3,000
1	519	6001	34500		Contract- building maintenance	60,000
1	519	6001	34990		Contractual services- other	2,369,841
1	519	6001	41100		Telephone	150,000
1	519	6001	43100		Electric	185,000
1	519	6001	43200		Water & sewer	5,250
1	519	6001	43300		Gas	250
1	519	6001	44200		Rents- machinery & equipment	5,000
1	519	6001	46150		R & M- land- building & improvement	400,000
1	519	6001	46160		R & M garage building	2,000
1	519	6001	46250		R & M equipment	25,000
1	519	6001	46260		R & M garage equipment	3,000
1	519	6001	46300		R & M motor vehicles	45,000
1	519	6001	46800		Maintenance contracts	35,000
1	519	6001	47100		Printing	2,000
1	519	6001	48100		Advertising	5,000
1	519	6001	49104		License fees	3,000
1	519	6001	51100		Office supplies	5,000
1	519	6001	52000		Operating supplies	35,000
1	519	6001	52150		First aid, safety equip & supplies	2,500
1	519	6001	52200		Cleaning/janitorial supplies	20,000
1	519	6001	52300		Expendable tools	5,000
1	519	6001	52540		Fuel	50,000
1	519	6001	52600		Clothing/uniforms	1,000
1	519	6001	52650		Equip < than \$1000	45,000
1	519	6001	52652		Software < than \$1000 &/or licenses	1,000
1	519	6001	52653		Computer equipment < \$1000	3,500
1	519	6001	52701		Food purchases	200
Total Operating Expenses						3,477,291
Division 6001 - General Gvt Buildings Total						4,396,258

City of Pembroke Pines, Florida
Expenditure Budget 2007-08

Entity	Function	Division	Project	Object	Account Description	Budget
General Fund - Other physical environment - Grounds Maintenance						
Personnel Services						
1	539	6004				1,016,812
Total Personnel Services						1,016,812
Operating Expenses						
1	539	6004	34300		Contract- laundry & cleaning	3,000
1	539	6004	34500		Contract- building maintenance	5,000
1	539	6004	34990		Contractual services- other	2,355,441
1	539	6004	41100		Telephone	46,000
1	539	6004	41400		Postage	2,000
1	539	6004	43100		Electric	124,484
1	539	6004	43200		Water & sewer	6,000
1	539	6004	44200		Rents- machinery & equipment	6,500
1	539	6004	46150		R & M- land- building & improvement	60,000
1	539	6004	46170		R & M irrigation	32,000
1	539	6004	46180		R & M mitigation	20,000
1	539	6004	46250		R & M equipment	20,000
1	539	6004	46300		R & M motor vehicles	115,000
1	539	6004	46800		Maintenance contracts	10,000
1	539	6004	48100		Advertising	2,000
1	539	6004	48500		Promotional activities	8,000
1	539	6004	49104		License fees	2,250
1	539	6004	49600		Trash disposal charges	23,000
1	539	6004	51100		Office supplies	8,000
1	539	6004	52000		Operating supplies	23,000
1	539	6004	52150		First aid, safety equip & supplies	4,500
1	539	6004	52200		Cleaning/janitorial supplies	7,500
1	539	6004	52300		Expendable tools	10,000
1	539	6004	52420		Horticultural chemicals	8,000
1	539	6004	52430		Operating chemicals	30,000
1	539	6004	52440		Fertilizers	5,000
1	539	6004	52540		Fuel	43,000
1	539	6004	52600		Clothing/uniforms	1,000
1	539	6004	52650		Equip < than \$1000	30,000
1	539	6004	52653		Computer equipment < \$1000	3,000
1	539	6004	52800		Horticultural supplies	2,000
1	539	6004	54100		Memberships/ dues/ subscription	160
Total Operating Expenses						3,015,835
Division 6004 - Grounds Maintenance Total						4,032,647

**City of Pembroke Pines, Florida
Expenditure Budget 2007-08**

Entity	Function	Division	Project	Object	Account Description	Budget
General Fund - Other general governmental services - Purchasing/Contract Administration						
Personnel Services						
1	519	6005				476,335
Total Personnel Services						476,335
Operating Expenses						
1	519	6005	34300		Contract- laundry & cleaning	500
1	519	6005	34500		Contract- building maintenance	3,000
1	519	6005	41100		Telephone	10,000
1	519	6005	41500		Freight Charges	250
1	519	6005	43100		Electric	10,000
1	519	6005	43200		Water & sewer	1,000
1	519	6005	46150		R & M- land- building & improvement	2,000
1	519	6005	46300		R & M motor vehicles	9,000
1	519	6005	49000		Legal/employment ads	2,000
1	519	6005	51100		Office supplies	500
1	519	6005	52000		Operating supplies	500
1	519	6005	52200		Cleaning/janitorial supplies	500
1	519	6005	52540		Fuel	13,000
1	519	6005	52600		Clothing/uniforms	50
1	519	6005	54100		Memberships/ dues/ subscription	700
Total Operating Expenses						53,000
Division 6005 - Purchasing/Contract Administration Total						529,335

**City of Pembroke Pines, Florida
Expenditure Budget 2007-08**

Entity	Function	Division	Project	Object	Account Description	Budget
General Fund - Other general governmental services - Environmental Services (Engineering)						
Personnel Services						
1	519	6006				755,778
Total Personnel Services						755,778
Operating Expenses						
1	519	6006	31100		Professional services- engineering	2,000
1	519	6006	34050		Contractual microfilming	1,000
1	519	6006	34300		Contract- laundry & cleaning	2,500
1	519	6006	34500		Contract- building maintenance	3,000
1	519	6006	41100		Telephone	1,000
1	519	6006	44200		Rents- machinery & equipment	500
1	519	6006	46300		R & M motor vehicles	13,000
1	519	6006	46800		Maintenance contracts	5,000
1	519	6006	51100		Office supplies	5,500
1	519	6006	51200		Maps	1,000
1	519	6006	52000		Operating supplies	4,000
1	519	6006	52540		Fuel	15,000
1	519	6006	52650		Equip < than \$1000	1,000
1	519	6006	52653		Computer equipment < \$1000	1,000
Total Operating Expenses						55,500
Division 6006 - Environmental Services (Engineering) Total						811,278

**City of Pembroke Pines, Florida
Expenditure Budget 2007-08**

Entity	Function	Division	Project	Object	Account Description	Budget
General Fund - Other general governmental services - Howard C. Forman Human Services Campus						
Operating Expenses						
1	519	6008		31100	Professional services- engineering	10,000
1	519	6008		31300	Professional services-Outside Legal	25,000
1	519	6008		31500	Professional services-other	10,000
1	519	6008		34990	Contractual services- other	891,000
1	519	6008		41100	Telephone	3,750
1	519	6008		43100	Electric	350,000
1	519	6008		43200	Water & sewer	5,000
1	519	6008		43300	Gas	15,000
1	519	6008		43500	Sanitation	120,000
1	519	6008		44200	Rents- machinery & equipment	10,000
1	519	6008		44360	Rentals	268,577
1	519	6008		45000	Insurance	77,896
1	519	6008		45065	Property insurance-Leasehold improvements	250,000
1	519	6008		46150	R & M- land- building & improvement	329,589
1	519	6008		46250	R & M equipment	15,000
1	519	6008		46800	Maintenance contracts	15,000
1	519	6008		52000	Operating supplies	9,000
1	519	6008		52300	Expendable tools	500
1	519	6008		52540	Fuel	6,000
1	519	6008		52650	Equip < than \$1000	10,500
Total Operating Expenses						2,421,812
Division 6008 - Howard C. Forman Human Services Campus Total						2,421,812

City of Pembroke Pines, Florida
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Entity	Function	Division	Project	Object	Account Description	Budget
General Fund - Parks and recreation - Recreation						
Personnel Services						
1	572	7001				11,716,627
Total Personnel Services						11,716,627
Operating Expenses						
1	572	7001	31100	Professional services- engineering		2,500
1	572	7001	31400	Professional services- medical		300
1	572	7001	31500	Professional services-other		7,000
1	572	7001	32100	Accounting and auditing fees		1,600
1	572	7001	34300	Contract- laundry & cleaning		20,000
1	572	7001	34500	Contract- building maintenance		14,720
1	572	7001	34990	Contractual services- other		406,850
1	572	7001	40229	Training		750
1	572	7001	41100	Telephone		62,000
1	572	7001	41400	Postage		21,000
1	572	7001	43100	Electric		814,200
1	572	7001	43200	Water & sewer		100,000
1	572	7001	43320	Gas- Pool		63,000
1	572	7001	44200	Rents- machinery & equipment		22,850
1	572	7001	44700	Rent - Charter School facilities		468,087
1	572	7001	44800	Transportation Rentals		13,100
1	572	7001	46150	R & M- land- building & improvement		271,000
1	572	7001	46170	R & M irrigation		42,000
1	572	7001	46250	R & M equipment		35,000
1	572	7001	46300	R & M motor vehicles		139,150
1	572	7001	46600	R & M pool		77,500
1	572	7001	46800	Maintenance contracts		17,212
1	572	7001	47100	Printing		40,700
1	572	7001	48100	Advertising		14,650
1	572	7001	48300	Athletic Leagues/Tournament expenses		75,000
1	572	7001	48505	Special Population Program		15,000
1	572	7001	48555	Youth Soccer		80,000
1	572	7001	48560	Community Swim Team Expenses		28,000
1	572	7001	49105	License renewals		7,900
1	572	7001	49400	Bank service charge		3,700
1	572	7001	49655	Special events- ArtsPark		9,000
1	572	7001	51100	Office supplies		12,000
1	572	7001	52000	Operating supplies		35,000
1	572	7001	52050	Playground/athletic supplies		22,000
1	572	7001	52070	Art & Cultural Supplies		23,000
1	572	7001	52071	ArtsPark Supplies		10,000
1	572	7001	52150	First aid, safety equip & supplies		5,000
1	572	7001	52200	Cleaning/janitorial supplies		57,000
1	572	7001	52300	Expendable tools		5,200
1	572	7001	52350	Electrical/mechanical supplies		50,300
1	572	7001	52420	Horticultural chemicals		85,000
1	572	7001	52460	Sand- seed- soil		122,000
1	572	7001	52480	Pool Chemicals & Supplies		74,200
1	572	7001	52540	Fuel		204,000
1	572	7001	52600	Clothing/uniforms		16,000
1	572	7001	52650	Equip < than \$1000		49,920
1	572	7001	52652	Software < than \$1000 &/or licenses		1,000
1	572	7001	52653	Computer equipment < \$1000		1,800

City of Pembroke Pines, Florida
Expenditure Budget 2007-08

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Entity	Function	Division	Project	Object	Account Description	Budget
General Fund - Parks and recreation - Recreation						
1	572	7001		52700	Cost of sales	1,500
1	572	7001		52706	Concession Expense	51,000
1	572	7001		52800	Horticultural supplies	10,000
1	572	7001		54100	Memberships/ dues/ subscription	760
Total Operating Expenses						3,710,449
Personnel Services						
1	572	7001	201			497,138
West Pines pre-school Total Personnel Services						497,138
Operating Expenses						
1	572	7001	201	34500	Contract- building maintenance	1,200
1	572	7001	201	40229	Training	750
1	572	7001	201	43100	Electric	14,200
1	572	7001	201	43200	Water & sewer	2,000
1	572	7001	201	46150	R & M- land- building & improvement	1,000
1	572	7001	201	46250	R & M equipment	500
1	572	7001	201	46800	Maintenance contracts	420
1	572	7001	201	49104	License fees	250
1	572	7001	201	49654	Special events- children trip	100
1	572	7001	201	51100	Office supplies	900
1	572	7001	201	52000	Operating supplies	8,000
1	572	7001	201	52050	Playground/athletic supplies	750
1	572	7001	201	52150	First aid, safety equip & supplies	100
1	572	7001	201	52200	Cleaning/janitorial supplies	1,500
1	572	7001	201	52600	Clothing/uniforms	650
1	572	7001	201	52650	Equip < than \$1000	1,767
1	572	7001	201	52701	Food purchases	200
1	572	7001	201	54510	Media Books	1,000
West Pines pre-school Total Operating Expenses						35,287
Personnel Services						
1	572	7001	204			22,922
Village after-care Total Personnel Services						22,922
Operating Expenses						
1	572	7001	204	40229	Training	350
1	572	7001	204	44800	Transportation Rentals	4,700
1	572	7001	204	49104	License fees	150
1	572	7001	204	51100	Office supplies	100
1	572	7001	204	52000	Operating supplies	1,000
1	572	7001	204	52050	Playground/athletic supplies	100
1	572	7001	204	52150	First aid, safety equip & supplies	50
1	572	7001	204	52200	Cleaning/janitorial supplies	500
1	572	7001	204	52600	Clothing/uniforms	100
1	572	7001	204	52650	Equip < than \$1000	200
Village after-care Total Operating Expenses						7,250
Personnel Services						
1	572	7001	207			22,922
Rose Price after-care Total Personnel Services						22,922
Operating Expenses						

**City of Pembroke Pines, Florida
Expenditure Budget 2007-08**

Entity	Function	Division	Project	Object	Account Description	Budget
General Fund - Parks and recreation - Recreation						
1	572	7001	207	44800	Transportation Rentals	10,300
1	572	7001	207	49104	License fees	150
1	572	7001	207	51100	Office supplies	100
1	572	7001	207	52000	Operating supplies	1,000
1	572	7001	207	52050	Playground/athletic supplies	100
1	572	7001	207	52150	First aid, safety equip & supplies	50
1	572	7001	207	52200	Cleaning/janitorial supplies	500
1	572	7001	207	52600	Clothing/uniforms	100
1	572	7001	207	52650	Equip < than \$1000	200
Rose Price after-care Total Operating Expenses						12,500
Operating Expenses						
1	572	7001	301	34990	Contractual services- other	49,400
Grants- Arts & Culture Total Operating Expenses						49,400
Division 7001 - Recreation Total						16,074,495

City of Pembroke Pines, Florida
Expenditure Budget 2007-08

Entity	Function	Division	Project	Object	Account Description	Budget
General Fund - Special events - Special Events						
Operating Expenses						
1	574	7003		49649	Special events	20,000
1	574	7003		49651	Special event- teen program	10,000
1	574	7003		49656	Special event- Xmas/Chanukah	22,600
1	574	7003		49659	Special Event- Kids Konnection	18,300
1	574	7003		49660	Special event- Easter egg hunt	10,000
1	574	7003		49662	Special Event- 4th Of July	25,000
1	574	7003		49666	Special event- Halloween contest	9,000
1	574	7003		49674	Special event- summer program	317,475
Total Operating Expenses						432,375
Division 7003 - Special Events Total						432,375

City of Pembroke Pines, Florida
Expenditure Budget 2007-08

Entity	Function	Division	Project	Object	Account Description	Budget
General Fund - Other culture/recreation - Dinner Theater						
Personnel Services						
1	579	7005				140,959
Total Personnel Services						140,959
Operating Expenses						
1	579	7005	31500		Professional services-other	16,975
1	579	7005	34990		Contractual services- other	20,000
1	579	7005	41100		Telephone	1,060
1	579	7005	46150		R & M- land- building & improvement	1,490
1	579	7005	46250		R & M equipment	2,000
1	579	7005	47100		Printing	850
1	579	7005	48100		Advertising	7,630
1	579	7005	49104		License fees	740
1	579	7005	52000		Operating supplies	1,855
1	579	7005	52200		Cleaning/janitorial supplies	530
1	579	7005	52650		Equip < than \$1000	1,000
Total Operating Expenses						54,130
Division 7005 - Dinner Theater Total						195,089

City of Pembroke Pines, Florida
Expenditure Budget 2007-08

Entity	Function	Division	Project	Object	Account Description	Budget
General Fund - Special recreation facility - Golf Course						
Personnel Services						
1	575	7006				178,970
Total Personnel Services						178,970
Operating Expenses						
1	575	7006	31500		Professional services-other	356,853
1	575	7006	32100		Accounting and auditing fees	2,155
1	575	7006	34500		Contract- building maintenance	2,500
1	575	7006	34900		Contract- cart rental	126,550
1	575	7006	34950		Contract- maintenance	522,008
1	575	7006	34990		Contractual services- other	4,022
1	575	7006	41100		Telephone	7,500
1	575	7006	41225		Cable fees	4,500
1	575	7006	41400		Postage	750
1	575	7006	43100		Electric	90,000
1	575	7006	43200		Water & sewer	6,600
1	575	7006	43340		Gas- restaurant	8,800
1	575	7006	44200		Rents- machinery & equipment	1,000
1	575	7006	46150		R & M- land- building & improvement	5,000
1	575	7006	46170		R & M irrigation	2,000
1	575	7006	46250		R & M equipment	9,000
1	575	7006	46800		Maintenance contracts	2,000
1	575	7006	47100		Printing	6,000
1	575	7006	48100		Advertising	25,000
1	575	7006	48300		Athletic Leagues/Tournament expenses	200
1	575	7006	49105		License renewals	200
1	575	7006	49201		Taxes and/or assessments	19,500
1	575	7006	49400		Bank service charge	21,000
1	575	7006	51100		Office supplies	1,000
1	575	7006	52000		Operating supplies	16,340
1	575	7006	52150		First aid, safety eqip & supplies	100
1	575	7006	52200		Cleaning/janitorial supplies	5,650
1	575	7006	52300		Expendable tools	1,800
1	575	7006	52350		Electrical/mechanical supplies	1,755
1	575	7006	52420		Horticultural chemicals	129,860
1	575	7006	52460		Sand- seed- soil	26,200
1	575	7006	52650		Equip < than \$1000	4,950
1	575	7006	52652		Software < than \$1000 &/or licenses	500
1	575	7006	52800		Horticultural supplies	6,500
Total Operating Expenses						1,417,793
Division 7006 - Golf Course Total						1,596,763

City of Pembroke Pines, Florida
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Entity	Function	Division	Project	Object	Account Description	Budget
General Fund - Other general governmental services - General Government						
Personnel Services						
1	519	800				787,834
Total Personnel Services						787,834
Operating Expenses						
1	519	800		30010	Contingency	1,124,297
1	519	800		31100	Professional services- engineering	20,000
1	519	800		31300	Professional services-Outside Legal	500,000
1	519	800		31500	Professional services-other	320,000
1	519	800		34990	Contractual services- other	78,400
1	519	800		41225	Cable fees	225
1	519	800		41400	Postage	121,000
1	519	800		45000	Insurance	2,033,989
1	519	800		45030	Household hazard waste	114,000
1	519	800		48250	Employee award program	4,000
1	519	800		49150	Auto tags & titles	5,000
1	519	800		49201	Taxes and/or assessments	10,000
1	519	800		49356	Special projects	75,000
1	519	800		51100	Office supplies	5,000
1	519	800		52655	Recycling Program	44,000
1	519	800		54100	Memberships/ dues/ subscription	55,000
Total Operating Expenses						4,509,911
Grants and Aid						
1	519	800		81001	Area Agency On Aging	79,803
1	519	800		82005	Grant- Women In Distress	12,000
1	519	800		82011	Grant- Crime Watch	108,000
1	519	800		82013	Grant - Learning for Success-KAPOW	3,000
1	519	800		82016	Grant - Here's Help	5,000
1	519	800		82020	Grant - The Starting Place	5,000
1	519	800		83013	Grant child care program	25,382
Total Grants and Aid						238,185
Other						
1	519	800		91122	Transfer to Law Enforcement Grants	69,006
1	519	800		91171	Transfer to Charter Middle School	397,737
1	519	800		91199	Transfer to OAA	87,058
Total Other						553,801
Division 800 - General Government Total						6,089,731

**City of Pembroke Pines, Florida
Expenditure Budget 2007-08**

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Entity	Function	Division	Project	Object	Account Description	Budget
General Fund - Other human services - Community Services						
Personnel Services						
1	569	8001				1,583,987
Total Personnel Services						1,583,987
Operating Expenses						
1	569	8001	34500		Contract- building maintenance	93,204
1	569	8001	34990		Contractual services- other	74,445
1	569	8001	41100		Telephone	33,000
1	569	8001	43100		Electric	120,000
1	569	8001	43200		Water & sewer	5,600
1	569	8001	43300		Gas	700
1	569	8001	44200		Rents- machinery & equipment	792
1	569	8001	46150		R & M- land- building & improvement	40,000
1	569	8001	46250		R & M equipment	4,000
1	569	8001	46300		R & M motor vehicles	3,000
1	569	8001	46800		Maintenance contracts	9,970
1	569	8001	46801		I.T. Maintenance contracts	4,000
1	569	8001	47100		Printing	1,300
1	569	8001	48100		Advertising	1,500
1	569	8001	48252		Volunteer Appreciation Program	2,000
1	569	8001	49652		Special event- adult dance	3,500
1	569	8001	51100		Office supplies	6,000
1	569	8001	52000		Operating supplies	17,000
1	569	8001	52200		Cleaning/janitorial supplies	8,000
1	569	8001	52350		Electrical/mechanical supplies	4,300
1	569	8001	52540		Fuel	5,000
1	569	8001	52650		Equip < than \$1000	1,900
1	569	8001	52653		Computer equipment < \$1000	1,000
1	569	8001	54100		Memberships/ dues/ subscription	875
Total Operating Expenses						441,086
Grants and Aid						
1	569	8001	82012		Grant- elderly energy assistance	8,862
Total Grants and Aid						8,862
Division 8001 - Community Services Total						2,033,935

City of Pembroke Pines, Florida
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Entity	Function	Division	Project	Object	Account Description	Budget
General Fund - Housing and urban development - Senior Housing Rental						
Personnel Services						
1	554	8002				170,809
Total Personnel Services						170,809
Operating Expenses						
1	554	8002	34300		Contract- laundry & cleaning	509
1	554	8002	34500		Contract- building maintenance	47,000
1	554	8002	34990		Contractual services- other	105,000
1	554	8002	40100		Travel/conferences	600
1	554	8002	41100		Telephone	4,000
1	554	8002	43100		Electric	50,000
1	554	8002	43200		Water & sewer	48,000
1	554	8002	44200		Rents- machinery & equipment	500
1	554	8002	44330		Credit application	2,700
1	554	8002	44360		Rentals	740,805
1	554	8002	45000		Insurance	97,561
1	554	8002	46150		R & M- land- building & improvement	75,000
1	554	8002	46250		R & M equipment	5,000
1	554	8002	46300		R & M motor vehicles	300
1	554	8002	46800		Maintenance contracts	26,250
1	554	8002	48100		Advertising	5,000
1	554	8002	49175		Administrative fees	205,253
1	554	8002	51100		Office supplies	3,000
1	554	8002	52000		Operating supplies	5,000
1	554	8002	52200		Cleaning/janitorial supplies	5,000
1	554	8002	52540		Fuel	3,000
1	554	8002	52650		Equip < than \$1000	3,000
1	554	8002	52653		Computer equipment < \$1000	2,000
1	554	8002	54100		Memberships/ dues/ subscription	500
Total Operating Expenses						1,434,978
Personnel Services						
1	554	8002	603			295,452
Senior rental - Pines Place Total Personnel Services						295,452
Operating Expenses						
1	554	8002	603	31300	Professional services-Outside Legal	10,500
1	554	8002	603	34500	Contract- building maintenance	93,000
1	554	8002	603	34990	Contractual services- other	303,545
1	554	8002	603	41100	Telephone	6,000
1	554	8002	603	43100	Electric	218,167
1	554	8002	603	43200	Water & sewer	80,000
1	554	8002	603	44200	Rents- machinery & equipment	2,500
1	554	8002	603	44330	Credit application	10,000
1	554	8002	603	44360	Rentals	2,226,003
1	554	8002	603	45000	Insurance	207,260
1	554	8002	603	46150	R & M- land- building & improvement	41,750
1	554	8002	603	46250	R & M equipment	15,000
1	554	8002	603	46800	Maintenance contracts	10,000
1	554	8002	603	48100	Advertising	5,000
1	554	8002	603	49175	Administrative fees	390,632
1	554	8002	603	51100	Office supplies	3,000

City of Pembroke Pines, Florida
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Entity	Function	Division	Project	Object	Account Description	Budget
General Fund - Housing and urban development - Senior Housing Rental						
1	554	8002	603	52000	Operating supplies	3,000
1	554	8002	603	52200	Cleaning/janitorial supplies	15,000
1	554	8002	603	52300	Expendable tools	200
1	554	8002	603	52540	Fuel	3,000
1	554	8002	603	52650	Equip < than \$1000	2,000
Senior rental - Pines Place Total Operating Expenses						3,645,557
Division 8002 - Senior Housing Rental Total						5,546,796

City of Pembroke Pines, Florida
Expenditure Budget 2007-08

Entity	Function	Division	Project	Object	Account Description	Budget
General Fund - Comprehensive planning - Planning						
Personnel Services						
1	515	9002				808,371
Total Personnel Services						808,371
Operating Expenses						
1	515	9002	34990		Contractual services- other	5,000
1	515	9002	41100		Telephone	4,060
1	515	9002	41400		Postage	99,000
1	515	9002	44200		Rents- machinery & equipment	4,300
1	515	9002	44400		Rental- aerial maps	3,280
1	515	9002	45440		Insurance- errors & omissions	150
1	515	9002	46250		R & M equipment	220
1	515	9002	46300		R & M motor vehicles	700
1	515	9002	46800		Maintenance contracts	980
1	515	9002	47100		Printing	6,650
1	515	9002	48510		Economic Development Activities	54,100
1	515	9002	49000		Legal/employment ads	10,000
1	515	9002	51100		Office supplies	8,400
1	515	9002	52000		Operating supplies	260
1	515	9002	52540		Fuel	400
1	515	9002	52650		Equip < than \$1000	900
1	515	9002	52652		Software < than \$1000 &/or licenses	5,500
1	515	9002	52653		Computer equipment < \$1000	1,000
Total Operating Expenses						204,900
Division 9002 - Planning Total						1,013,271

City of Pembroke Pines, Florida
Expenditure Budget 2007-08

Entity	Function	Division	Project	Object	Account Description	Budget
General Fund - Protective Inspections - Building						
Personnel Services						
1	524	9005				5,062,243
Total Personnel Services						5,062,243
Operating Expenses						
1	524	9005		34300	Contract- laundry & cleaning	5,400
1	524	9005		34500	Contract- building maintenance	8,900
1	524	9005		34990	Contractual services- other	82,300
1	524	9005		41100	Telephone	25,900
1	524	9005		41380	Data communication	8,340
1	524	9005		43100	Electric	24,200
1	524	9005		44360	Rentals	145,900
1	524	9005		45440	Insurance- errors & omissions	1,688
1	524	9005		46250	R & M equipment	1,200
1	524	9005		46300	R & M motor vehicles	26,000
1	524	9005		46800	Maintenance contracts	4,300
1	524	9005		47100	Printing	4,200
1	524	9005		49105	License renewals	3,816
1	524	9005		49175	Administrative fees	248,181
1	524	9005		51100	Office supplies	15,100
1	524	9005		52000	Operating supplies	500
1	524	9005		52200	Cleaning/janitorial supplies	2,060
1	524	9005		52540	Fuel	37,600
1	524	9005		52650	Equip < than \$1000	2,622
1	524	9005		52652	Software < than \$1000 &/or licenses	4,500
1	524	9005		54100	Memberships/ dues/ subscription	8,000
Total Operating Expenses						660,707
Personnel Services						
1	524	9005	678			1,562,570
Fire Prevention Total Personnel Services						1,562,570
Operating Expenses						
1	524	9005	678	34500	Contract- building maintenance	3,400
1	524	9005	678	34990	Contractual services- other	1,500
1	524	9005	678	40100	Travel/conferences	7,097
1	524	9005	678	41100	Telephone	3,183
1	524	9005	678	43100	Electric	7,400
1	524	9005	678	44200	Rents- machinery & equipment	200
1	524	9005	678	46250	R & M equipment	2,525
1	524	9005	678	46300	R & M motor vehicles	10,702
1	524	9005	678	46800	Maintenance contracts	2,132
1	524	9005	678	47100	Printing	800
1	524	9005	678	47200	Photographing/blueprinting	655
1	524	9005	678	51100	Office supplies	2,369
1	524	9005	678	51200	Maps	32,321
1	524	9005	678	51400	Photo supplies	2,733
1	524	9005	678	52000	Operating supplies	2,303
1	524	9005	678	52200	Cleaning/janitorial supplies	525
1	524	9005	678	52540	Fuel	7,925
1	524	9005	678	52650	Equip < than \$1000	2,243
1	524	9005	678	52653	Computer equipment < \$1000	5,000

**City of Pembroke Pines, Florida
Expenditure Budget 2007-08**

Entity	Function	Division	Project	Object	Account Description	Budget
General Fund - Protective Inspections - Building						
1	524	9005	678	54100	Memberships/ dues/ subscription	500
Fire Prevention Total Operating Expenses						95,513
Division 9005 - Building Total						7,381,033

**City of Pembroke Pines, Florida
Expenditure Budget 2007-08**

Entity	Function	Division	Project	Object	Account Description	Budget
General Fund - Other public safety - Code Enforcement						
Personnel Services						
1	529	9007				939,547
Total Personnel Services						939,547
Operating Expenses						
1	529	9007	31300		Professional services-Outside Legal	6,650
1	529	9007	34990		Contractual services- other	3,700
1	529	9007	40100		Travel/conferences	1,080
1	529	9007	41100		Telephone	1,500
1	529	9007	44200		Rents- machinery & equipment	360
1	529	9007	46250		R & M equipment	1,600
1	529	9007	46300		R & M motor vehicles	8,000
1	529	9007	46800		Maintenance contracts	800
1	529	9007	47100		Printing	2,800
1	529	9007	49100		Recording fees	1,800
1	529	9007	51100		Office supplies	3,275
1	529	9007	51400		Photo supplies	600
1	529	9007	52000		Operating supplies	1,500
1	529	9007	52540		Fuel	14,600
1	529	9007	52600		Clothing/uniforms	400
1	529	9007	52650		Equip < than \$1000	1,500
1	529	9007	52653		Computer equipment < \$1000	1,000
1	529	9007	54100		Memberships/ dues/ subscription	495
Total Operating Expenses						51,660
Division 9007 - Code Enforcement Total						991,207

City of Pembroke Pines, Florida
Expenditure Budget 2007-08

Entity	Function	Division	Project	Object	Account Description	Budget
Wetlands Trust Fund - Conservation and resource management - Mitigation Trust						
Operating Expenses						
51	537	6007		31750	Custodial fees	1,500
51	537	6007		46180	R & M mitigation	25,750
Total Operating Expenses						27,250
Division 6007 - Mitigation Trust Total						27,250
Entity 51 Wetlands Trust Fund Total						27,250

City of Pembroke Pines, Florida
Expenditure Budget 2007-08

Entity	Function	Division	Project	Object	Account Description	Budget
Road & Bridge Fund - Road and street facilities - Maintenance						
Personnel Services						
100	541	6002				682,737
Total Personnel Services						682,737
Operating Expenses						
100	541	6002	30010		Contingency	41,000
100	541	6002	34300		Contract- laundry & cleaning	1,500
100	541	6002	34990		Contractual services- other	1,447,500
100	541	6002	40100		Travel/conferences	500
100	541	6002	40200		College classes- education	1,000
100	541	6002	41100		Telephone	4,000
100	541	6002	43400		Street lighting	1,080,000
100	541	6002	44200		Rents- machinery & equipment	2,000
100	541	6002	45000		Insurance	236,387
100	541	6002	46150		R & M- land- building & improvement	35,000
100	541	6002	46250		R & M equipment	6,000
100	541	6002	46300		R & M motor vehicles	80,000
100	541	6002	49104		License fees	500
100	541	6002	51100		Office supplies	500
100	541	6002	52000		Operating supplies	5,000
100	541	6002	52150		First aid, safety equip & supplies	1,500
100	541	6002	52200		Cleaning/janitorial supplies	1,000
100	541	6002	52300		Expendable tools	2,750
100	541	6002	52540		Fuel	65,000
100	541	6002	52600		Clothing/uniforms	500
100	541	6002	52650		Equip < than \$1000	30,000
100	541	6002	53100		Road/street materials	40,000
100	541	6002	53200		Road signs	30,000
100	541	6002	53300		Street lighting material	50,000
Total Operating Expenses						3,161,637
Capital Outlay						
100	541	6002	63115		Landscaping	25,000
100	541	6002	64221		Van	21,000
100	541	6002	64400		Other equipment	30,000
Total Capital Outlay						76,000
Division 6002 - Maintenance Total						3,920,374

**City of Pembroke Pines, Florida
Expenditure Budget 2007-08**

Entity	Function	Division	Project	Object	Account Description	Budget
Road & Bridge Fund - Road and street facilities - Infrastructure						
Operating Expenses						
100	541	6003		31100	Professional services- engineering	30,000
100	541	6003		34990	Contractual services- other	5,000
100	541	6003		44400	Rental- aerial maps	3,500
100	541	6003		46150	R & M- land- building & improvement	312,500
100	541	6003		46165	R & M Drainage	70,000
100	541	6003		49102	Permit fees	3,000
100	541	6003		51200	Maps	3,000
100	541	6003		53400	Traffic Light owned by Other G'vt.	25,000
Total Operating Expenses						452,000
Capital Outlay						
100	541	6003		63041	Drainage	75,000
100	541	6003		63070	Guard rails	5,000
100	541	6003		63186	Repaving/Road improvement	300,000
100	541	6003		63205	Curbing	10,000
100	541	6003		67041	IF - Drainage	50,000
100	541	6003		67193	IF - Sidewalk	50,000
100	541	6003		67205	IF - Curbing	10,000
Total Capital Outlay						500,000
Division 6003 - Infrastructure Total						952,000

**City of Pembroke Pines, Florida
Expenditure Budget 2007-08**

Entity	Function	Division	Project	Object	Account Description	Budget
Road & Bridge Fund - Transit system - Transit System						
Other						
100	544	8004		91128	Transfer to Community Bus Program	842,949
Total Other						842,949
Division 8004 - Transit System Total						842,949
Entity 100 Road & Bridge Fund Total						5,715,323

City of Pembroke Pines, Florida
Expenditure Budget 2007-08

Entity	Function	Division	Project	Object	Account Description	Budget
Road & Bridge Fund - Road and street facilities - Maintenance						
Personnel Services						
100	541	6002				682,737
Total Personnel Services						682,737
Operating Expenses						
100	541	6002	30010		Contingency	41,000
100	541	6002	34300		Contract- laundry & cleaning	1,500
100	541	6002	34990		Contractual services- other	1,447,500
100	541	6002	40100		Travel/conferences	500
100	541	6002	40200		College classes- education	1,000
100	541	6002	41100		Telephone	4,000
100	541	6002	43400		Street lighting	1,080,000
100	541	6002	44200		Rents- machinery & equipment	2,000
100	541	6002	45000		Insurance	236,387
100	541	6002	46150		R & M- land- building & improvement	35,000
100	541	6002	46250		R & M equipment	6,000
100	541	6002	46300		R & M motor vehicles	80,000
100	541	6002	49104		License fees	500
100	541	6002	51100		Office supplies	500
100	541	6002	52000		Operating supplies	5,000
100	541	6002	52150		First aid, safety equip & supplies	1,500
100	541	6002	52200		Cleaning/janitorial supplies	1,000
100	541	6002	52300		Expendable tools	2,750
100	541	6002	52540		Fuel	65,000
100	541	6002	52600		Clothing/uniforms	500
100	541	6002	52650		Equip < than \$1000	30,000
100	541	6002	53100		Road/street materials	40,000
100	541	6002	53200		Road signs	30,000
100	541	6002	53300		Street lighting material	50,000
Total Operating Expenses						3,161,637
Capital Outlay						
100	541	6002	63115		Landscaping	25,000
100	541	6002	64221		Van	21,000
100	541	6002	64400		Other equipment	30,000
Total Capital Outlay						76,000
Division 6002 - Maintenance Total						3,920,374

**City of Pembroke Pines, Florida
Expenditure Budget 2007-08**

Entity	Function	Division	Project	Object	Account Description	Budget
Road & Bridge Fund - Road and street facilities - Infrastructure						
Operating Expenses						
100	541	6003		31100	Professional services- engineering	30,000
100	541	6003		34990	Contractual services- other	5,000
100	541	6003		44400	Rental- aerial maps	3,500
100	541	6003		46150	R & M- land- building & improvement	312,500
100	541	6003		46165	R & M Drainage	70,000
100	541	6003		49102	Permit fees	3,000
100	541	6003		51200	Maps	3,000
100	541	6003		53400	Traffic Light owned by Other G'vt.	25,000
Total Operating Expenses						452,000
Capital Outlay						
100	541	6003		63041	Drainage	75,000
100	541	6003		63070	Guard rails	5,000
100	541	6003		63186	Repaving/Road improvement	300,000
100	541	6003		63205	Curbing	10,000
100	541	6003		67041	IF - Drainage	50,000
100	541	6003		67193	IF - Sidewalk	50,000
100	541	6003		67205	IF - Curbing	10,000
Total Capital Outlay						500,000
Division 6003 - Infrastructure Total						952,000

City of Pembroke Pines, Florida
Expenditure Budget 2007-08

Entity	Function	Division	Project	Object	Account Description	Budget
Road & Bridge Fund - Transit system - Transit System						
Other						
100	544	8004		91128	Transfer to Community Bus Program	842,949
Total Other						842,949
Division 8004 - Transit System Total						842,949

**City of Pembroke Pines, Florida
Expenditure Budget 2007-08**

Entity	Function	Division	Project	Object	Account Description	Budget
State Housing Initiative Program - Housing and urban development - Community Development						
Operating Expenses						
120	554	600	2007	31120	Foreclosure Prevention	80,000
120	554	600	2007	31501	Professional service- CRA admin	136,491
120	554	600	2007	34930	Rental Deposit-Eviction Protection Program	30,000
120	554	600	2007	34940	Acquisition-Rehabilitation or New	220,000
120	554	600	2007	34941	Multifamily Rental Housing	200,000
120	554	600	2007	34991	Home repair/weatherization	453,425
120	554	600	2007	49206	1st Time Home Buyer Assistance	230,000
120	554	600	2007	49208	Home owner counseling	15,000
2007 Grant Year Total Operating Expenses						1,364,916
Division 600 - Community Development Total						1,364,916
Entity 120 State Housing Initiative Program Total						1,364,916

City of Pembroke Pines, Florida
Expenditure Budget 2007-08

Entity	Function	Division	Project	Object	Account Description	Budget
HUD Grants CDBG/HOME - Housing and urban development - Community Development						
Operating Expenses						
121	554	600	2007	31501	Professional service- CRA admin	184,170
121	554	600	2007	34460	Contract- removal arch barrier	100,000
121	554	600	2007	34991	Home repair/weatherization	398,551
121	554	600	2007	34996	Commercial revitalization	100,000
2007 Grant Year Total Operating Expenses						782,721
Operating Expenses						
121	554	600	2007	34991	Home repair/weatherization	216,465
2007 HOME Grant Year Total Operating Expenses						216,465
Division 600 - Community Development Total						999,186

**City of Pembroke Pines, Florida
Expenditure Budget 2007-08**

Entity	Function	Division	Project	Object	Account Description	Budget
HUD Grants CDBG/HOME - Transit system - Transportation						
Personnel Services						
121	544	8006	6			118,899
Senior center transportation Total Personnel Services						118,899
Capital Outlay						
121	544	8006	6	64028	Car	19,228
Senior center transportation Total Capital Outlay						19,228
Division 8006 - Transportation Total						138,127
Entity 121 HUD Grants CDBG/HOME Total						1,137,313

City of Pembroke Pines, Florida
Expenditure Budget 2007-08

Entity	Function	Division	Project	Object	Account Description	Budget
HUD Grants CDBG/HOME - Housing and urban development - Community Development						
Operating Expenses						
121	554	600	2007	31501	Professional service- CRA admin	184,170
121	554	600	2007	34460	Contract- removal arch barrier	100,000
121	554	600	2007	34991	Home repair/weatherization	398,551
121	554	600	2007	34996	Commercial revitalization	100,000
2007 Grant Year Total Operating Expenses						782,721
Operating Expenses						
121	554	600	2007	34991	Home repair/weatherization	216,465
2007 HOME Grant Year Total Operating Expenses						216,465
Division 600 - Community Development Total						999,186

City of Pembroke Pines, Florida
Expenditure Budget 2007-08

Entity	Function	Division	Project	Object	Account Description	Budget
HUD Grants CDBG/HOME - Transit system - Transportation						
Personnel Services						
121	544	8006	6			118,899
Senior center transportation Total Personnel Services						118,899
Capital Outlay						
121	544	8006	6	64028	Car	19,228
Senior center transportation Total Capital Outlay						19,228
Division 8006 - Transportation Total						138,127

**City of Pembroke Pines, Florida
Expenditure Budget 2007-08**

Entity	Function	Division	Project	Object	Account Description	Budget
ADA/Paratransit Program - Transit system - ADA/Paratransit Program						
Personnel Services						
123	544	8003	2			335,856
Grant - year 2 Total Personnel Services						335,856
Operating Expenses						
123	544	8003	2	31400	Professional services- medical	300
123	544	8003	2	34300	Contract- laundry & cleaning	1,500
123	544	8003	2	41100	Telephone	1,100
123	544	8003	2	46300	R & M motor vehicles	16,000
123	544	8003	2	51100	Office supplies	600
123	544	8003	2	52000	Operating supplies	500
123	544	8003	2	52540	Fuel	40,000
Grant - year 2 Total Operating Expenses						60,000
Division 8003 - ADA/Paratransit Program Total						395,856
Entity 123 ADA/Paratransit Program Total						395,856

**City of Pembroke Pines, Florida
Expenditure Budget 2007-08**

Entity	Function	Division	Project	Object	Account Description	Budget
COPS Grants - Law enforcement - Cops Ahead						
					Personnel Services	
126	521	3007	2004			71,506
					2004 Grant Year Total Personnel Services	71,506
Division 3007 - Cops Ahead Total						71,506
Entity 126 COPS Grants Total						71,506

**City of Pembroke Pines, Florida
Expenditure Budget 2007-08**

Entity	Function	Division	Project	Object	Account Description	Budget
Community Bus Program - Transit system - Community Services						
Personnel Services						
128	544	8001				478,993
Total Personnel Services						478,993
Operating Expenses						
128	544	8001	31400		Professional services- medical	300
128	544	8001	34300		Contract- laundry & cleaning	2,579
128	544	8001	46300		R & M motor vehicles	47,000
128	544	8001	52540		Fuel	72,000
Total Operating Expenses						121,879
Division 8001 - Community Services Total						600,872

**City of Pembroke Pines, Florida
Expenditure Budget 2007-08**

Entity	Function	Division	Project	Object	Account Description	Budget
Community Bus Program - Transit system - Transit System						
Personnel Services						
128	544	8004				508,662
Total Personnel Services						508,662
Operating Expenses						
128	544	8004	31400	Professional services- medical		600
128	544	8004	34300	Contract- laundry & cleaning		1,500
128	544	8004	41100	Telephone		1,200
128	544	8004	46300	R & M motor vehicles		30,000
128	544	8004	51100	Office supplies		1,000
128	544	8004	52000	Operating supplies		500
128	544	8004	52540	Fuel		45,000
128	544	8004	52650	Equip < than \$1000		400
Total Operating Expenses						80,200
Division 8004 - Transit System Total						588,862
Entity 128 Community Bus Program Total						1,189,734

**City of Pembroke Pines, Florida
Expenditure Budget 2007-08**

Entity	Function	Division	Project	Object	Account Description	Budget
Treasury - Confiscated - Law enforcement - Treasury Confiscated						
Capital Outlay						
131	521	3011		63166	Shooting range	20,900
Total Capital Outlay						20,900
Division 3011 - Treasury Confiscated Total						20,900
Entity 131 Treasury - Confiscated Total						20,900

**City of Pembroke Pines, Florida
Expenditure Budget 2007-08**

Entity	Function	Division	Project	Object	Account Description	Budget
Justice - Confiscated - Law enforcement - Justice Confiscated						
Capital Outlay						
132	521	3012		64181	Radio- portable	12,945
Total Capital Outlay						12,945
Division 3012 - Justice Confiscated Total						12,945
Entity 132 Justice - Confiscated Total						12,945

**City of Pembroke Pines, Florida
Expenditure Budget 2007-08**

Entity	Function	Division	Project	Object	Account Description	Budget
\$2 Police Education - Law enforcement - \$2 Police Education						
Operating Expenses						
133	521	3013		40100	Travel/conferences	25,857
133	521	3013		54000	Police Training- Std Bnd \$2	26,235
Total Operating Expenses						52,092
Division 3013 - \$2 Police Education Total						52,092
Entity 133 \$2 Police Education Total						52,092

City of Pembroke Pines, Florida
Expenditure Budget 2007-08

Entity	Function	Division	Project	Object	Account Description	Budget
FDLE - Confiscated - Law enforcement - FDLE						
Operating Expenses						
134	521	3004		52620	Drug & crime prevention	31,348
Total Operating Expenses						31,348
Capital Outlay						
134	521	3004		62000	Buildings	300,000
134	521	3004		64181	Radio- portable	23,355
Total Capital Outlay						323,355
Division 3004 - FDLE Total						354,703
Entity 134 FDLE - Confiscated Total						354,703

**City of Pembroke Pines, Florida
Expenditure Budget 2007-08**

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Entity	Function	Division	Project	Object	Account Description	Budget
Older Americans Act - Other human services - SW Multipurpose Center						
Personnel Services						
199	569	8005	24			975,972
Multipurpose center Total Personnel Services						975,972
Operating Expenses						
199	569	8005	24	31400	Professional services- medical	120
199	569	8005	24	34990	Contractual services- other	116,863
Multipurpose center Total Operating Expenses						116,983
Grants and Aid						
199	569	8005	24	81121	In-kind- salaries	83,426
Multipurpose center Total Grants and Aid						83,426
Personnel Services						
199	569	8005	45			112,488
III E Funds Total Personnel Services						112,488
Grants and Aid						
199	569	8005	45	81121	In-kind- salaries	11,859
III E Funds Total Grants and Aid						11,859
Division 8005 - SW Multipurpose Center Total						1,300,728
Entity 199 Older Americans Act Total						1,300,728

City of Pembroke Pines, Florida
Expenditure Budget 2007-08

Entity	Function	Division	Project	Object	Account Description	Budget
Debt Service - Debt service payments - General Debt Service						
Debt Services						
201	517	900		71440	Bond Principal \$24,055,000	900,000
201	517	900		71470	Bond Principal \$45,240,000	1,170,000
201	517	900		71490	Bond Principal \$19,600,000	750,000
201	517	900		71491	Bond Principal \$31,910,000	680,000
201	517	900		71492	Bond Principal \$20,060,000	595,000
201	517	900		71493	Bond Principal \$39,935,000	630,000
201	517	900		71494	Bond Principal \$49,910,000	415,000
201	517	900		71550	Bond Principal \$29,720,000	15,000
201	517	900		71551	Bond Principal \$45,050,000	465,000
201	517	900		72440	Bond Interest \$24,055,000	59,545
201	517	900		72470	Bond interest \$45,240,000	522,750
201	517	900		72490	Bond interest \$19,600,000	223,625
201	517	900		72491	Bond interest \$31,910,000	1,454,144
201	517	900		72492	Bond interest \$20,060,000	874,068
201	517	900		72493	Bond interest \$39,935,000	2,365,314
201	517	900		72494	Bond interest \$49,910,000	2,433,838
201	517	900		72495	Bond interest \$20,140,000	928,873
201	517	900		72496	Bond interest \$15,975,000	757,915
201	517	900		72497	Bond interest \$7,910,000	300,580
201	517	900		72499	Bond interest \$26,805,000	1,211,463
201	517	900		72550	Bond interest \$29,720,000	1,367,850
201	517	900		72551	Bond interest \$45,050,000	1,960,413
201	517	900		73450	Escrow agent fees	700
201	517	900		73800	Variable Rate Bond Fees	24,565
201	517	900		73850	Fiscal agent fees	6,300
Total Debt Services						20,111,943
Debt Services						
201	517	900	675	71498	Bond Principal \$47,000,000	935,000
201	517	900	675	72498	Bond interest \$47,000,000	1,859,898
201	517	900	675	73850	Fiscal agent fees	400
GO Bonds 2005 Total Debt Services						2,795,298
Debt Services						
201	517	900	676	71552	Bond Principal \$43,000,000	550,000
201	517	900	676	72552	Bond interest \$43,000,000	2,135,719
201	517	900	676	73850	Fiscal agent fees	400
GO Bonds 2007B Total Debt Services						2,686,119
Division 900 - General Debt Service Total						25,593,360
Entity 201 Debt Service Total						25,593,360

**City of Pembroke Pines, Florida
Expenditure Budget 2007-08**

Entity	Function	Division	Project	Object	Account Description	Budget
Municipal Construction - Parks and recreation - Recreation						
Debt Services						
320	572	7001	110	72900	Interest expense	670,000
Park construction plan Total Debt Services						670,000
Division 7001 - Recreation Total						670,000
Entity 320 Municipal Construction Total						670,000

City of Pembroke Pines, Florida
Expenditure Budget 2007-08

Entity	Function	Division	Project	Object	Account Description	Budget
Utility Fund - Water-sewer combined service - Utilities Admin Services						
Personnel Services						
471	536	6010				2,824,163
Total Personnel Services						2,824,163
Operating Expenses						
471	536	6010	31100		Professional services- engineering	10,000
471	536	6010	31300		Professional services-Outside Legal	10,000
471	536	6010	31400		Professional services- medical	2,000
471	536	6010	31500		Professional services-other	25,000
471	536	6010	32100		Accounting and auditing fees	68,500
471	536	6010	34300		Contract- laundry & cleaning	4,000
471	536	6010	34500		Contract- building maintenance	10,000
471	536	6010	34990		Contractual services- other	1,394,229
471	536	6010	40100		Travel/conferences	2,500
471	536	6010	40200		College classes- education	5,000
471	536	6010	41100		Telephone	50,000
471	536	6010	41400		Postage	145,000
471	536	6010	43200		Water & sewer	500
471	536	6010	44200		Rents- machinery & equipment	8,000
471	536	6010	45000		Insurance	2,177,297
471	536	6010	46100		R & M office equipment	3,000
471	536	6010	46150		R & M- land- building & improvement	15,000
471	536	6010	46250		R & M equipment	4,000
471	536	6010	46300		R & M motor vehicles	50,000
471	536	6010	46800		Maintenance contracts	10,000
471	536	6010	47100		Printing	15,000
471	536	6010	49100		Recording fees	1,500
471	536	6010	49104		License fees	600
471	536	6010	49105		License renewals	400
471	536	6010	49700		Bad debt expense	2,500
471	536	6010	51100		Office supplies	10,000
471	536	6010	51200		Maps	1,500
471	536	6010	51400		Photo supplies	1,000
471	536	6010	52000		Operating supplies	3,000
471	536	6010	52150		First aid, safety equip & supplies	1,000
471	536	6010	52200		Cleaning/janitorial supplies	2,000
471	536	6010	52300		Expendable tools	500
471	536	6010	52540		Fuel	60,000
471	536	6010	52600		Clothing/uniforms	2,000
471	536	6010	52650		Equip < than \$1000	5,000
471	536	6010	52652		Software < than \$1000 &/or licenses	2,000
471	536	6010	52653		Computer equipment < \$1000	3,000
471	536	6010	54100		Memberships/ dues/ subscription	4,000
Total Operating Expenses						4,109,026
Capital Outlay						
471	536	6010	62007		Utility buildings	50,000
471	536	6010	64028		Car	18,000
471	536	6010	64039		Computer equipment not micro	4,000
471	536	6010	64050		Copier machine	10,000
471	536	6010	64053		Micro computer	4,000
471	536	6010	64055		Laptop Computer	3,000

City of Pembroke Pines, Florida
Expenditure Budget 2007-08

Entity	Function	Division	Project	Object	Account Description	Budget
Utility Fund - Water-sewer combined service - Utilities Admin Services						
471	536	6010		64210	Truck pickup	35,000
471	536	6010		64214	Truck	22,000
471	536	6010		64221	Van	21,000
471	536	6010		64251	Vehicle- 4 wheel drive	48,000
471	536	6010		64350	Special equipment	15,500
471	536	6010		64400	Other equipment	10,000
Total Capital Outlay						240,500
Operating Expenses						
471	536	6010	510	34990	Contractual services- other	120,000
471	536	6010	510	46150	R & M- land- building & improvement	10,000
471	536	6010	510	52000	Operating supplies	500
471	536	6010	510	52150	First aid, safety equip & supplies	500
471	536	6010	510	52300	Expendable tools	1,000
471	536	6010	510	52650	Equip < than \$1000	1,500
Security Services Total Operating Expenses						133,500
Division 6010 - Utilities Admin Services Total						7,307,189

**City of Pembroke Pines, Florida
Expenditure Budget 2007-08**

Entity	Function	Division	Project	Object	Account Description	Budget
Utility Fund - Water-sewer combined service - Non-Departmental Expense						
Personnel Services						
471	536	6011				199,328
Total Personnel Services						199,328
Operating Expenses						
471	536	6011		30010	Contingency	364,000
471	536	6011		44110	Interfund rental	95,311
471	536	6011		49175	Administrative fees	9,073,060
471	536	6011		49201	Taxes and/or assessments	913,000
471	536	6011		49204	Road repair charges	355,227
471	536	6011		49205	Communication service- utility	72,773
471	536	6011		49207	Engineering Charges From General Fund	342,908
471	536	6011		49211	Privilege fees	1,968,000
471	536	6011		49990	Interest customer deposit	110,000
471	536	6011		52460	Sand- seed- soil	5,000
471	536	6011		53100	Road/street materials	30,000
Total Operating Expenses						13,329,279
Debt Services						
471	536	6011		73450	Escrow agent fees	700
Total Debt Services						700
Division 6011 - Non-Departmental Expense Total						13,529,307

City of Pembroke Pines, Florida
Expenditure Budget 2007-08

Entity	Function	Division	Project	Object	Account Description	Budget
Utility Fund - Sewer/wastewater services - Sewer Collection						
Personnel Services						
471	535	6021				846,320
Total Personnel Services						846,320
Operating Expenses						
471	535	6021	31400		Professional services- medical	2,000
471	535	6021	34300		Contract- laundry & cleaning	4,000
471	535	6021	34990		Contractual services- other	50,000
471	535	6021	40100		Travel/conferences	500
471	535	6021	40200		College classes- education	2,500
471	535	6021	44200		Rents- machinery & equipment	1,000
471	535	6021	46150		R & M- land- building & improvement	75,000
471	535	6021	46250		R & M equipment	15,000
471	535	6021	46300		R & M motor vehicles	60,000
471	535	6021	49104		License fees	1,000
471	535	6021	49105		License renewals	3,000
471	535	6021	51100		Office supplies	500
471	535	6021	52000		Operating supplies	3,000
471	535	6021	52150		First aid, safety equip & supplies	5,000
471	535	6021	52200		Cleaning/janitorial supplies	2,000
471	535	6021	52300		Expendable tools	7,500
471	535	6021	52350		Electrical/mechanical supplies	1,200
471	535	6021	52430		Operating chemicals	500
471	535	6021	52460		Sand- seed- soil	1,000
471	535	6021	52540		Fuel	51,000
471	535	6021	52600		Clothing/uniforms	1,000
471	535	6021	52650		Equip < than \$1000	10,000
471	535	6021	52701		Food purchases	500
Total Operating Expenses						297,200
Capital Outlay						
471	535	6021	64073		Generator	60,000
471	535	6021	64165		Pump	43,000
471	535	6021	64210		Truck pickup	16,500
471	535	6021	64214		Truck	22,000
471	535	6021	64350		Special equipment	50,000
471	535	6021	64400		Other equipment	10,000
Total Capital Outlay						201,500
Capital Outlay						
471	535	6021	812	63001	Engineering fees	100,000
471	535	6021	812	63122	Lift station	500,000
Lift station upgrade Total Capital Outlay						600,000
Operating Expenses						
471	535	6021	828	31100	Professional services- engineering	100,000
471	535	6021	828	34100	Contract- outside repairs	500,000
Infiltration & inflow correction Total Operating Expens						600,000
Division 6021 - Sewer Collection Total						2,545,020

City of Pembroke Pines, Florida
Expenditure Budget 2007-08

Entity	Function	Division	Project	Object	Account Description	Budget
Utility Fund - Sewer/wastewater services - Sewer Treatment Plant						
Personnel Services						
471	535	6022				1,835,924
Total Personnel Services						1,835,924
Operating Expenses						
471	535	6022	31100		Professional services- engineering	50,000
471	535	6022	31300		Professional services-Outside Legal	50,000
471	535	6022	31400		Professional services- medical	1,000
471	535	6022	31500		Professional services-other	35,000
471	535	6022	34300		Contract- laundry & cleaning	12,500
471	535	6022	34450		Contract- sludge removal	600,000
471	535	6022	34500		Contract- building maintenance	7,500
471	535	6022	34990		Contractual services- other	185,000
471	535	6022	40100		Travel/conferences	2,000
471	535	6022	40200		College classes- education	1,000
471	535	6022	43100		Electric	1,250,000
471	535	6022	43200		Water & sewer	31,500
471	535	6022	43600		Wastewater treatment charges	6,200,000
471	535	6022	44200		Rents- machinery & equipment	5,000
471	535	6022	46150		R & M- land- building & improvement	75,000
471	535	6022	46250		R & M equipment	400,000
471	535	6022	46300		R & M motor vehicles	25,000
471	535	6022	46800		Maintenance contracts	3,000
471	535	6022	49104		License fees	8,000
471	535	6022	49105		License renewals	4,500
471	535	6022	51100		Office supplies	1,500
471	535	6022	52000		Operating supplies	3,500
471	535	6022	52150		First aid, safety equip & supplies	6,000
471	535	6022	52200		Cleaning/janitorial supplies	5,500
471	535	6022	52300		Expendable tools	6,000
471	535	6022	52350		Electrical/mechanical supplies	5,000
471	535	6022	52410		Lab chemicals & supplies	25,000
471	535	6022	52430		Operating chemicals	350,000
471	535	6022	52540		Fuel	20,000
471	535	6022	52600		Clothing/uniforms	1,000
471	535	6022	52650		Equip < than \$1000	10,000
471	535	6022	52701		Food purchases	500
471	535	6022	54100		Memberships/ dues/ subscription	1,000
Total Operating Expenses						9,381,000
Capital Outlay						
471	535	6022	63061		Fencing	1,000
471	535	6022	63115		Landscaping	10,000
471	535	6022	64051		Computer programs	5,000
471	535	6022	64073		Generator	60,000
471	535	6022	64210		Truck pickup	16,500
471	535	6022	64214		Truck	122,000
471	535	6022	64221		Van	21,000
471	535	6022	64400		Other equipment	15,000
Total Capital Outlay						250,500
Capital Outlay						

City of Pembroke Pines, Florida
Expenditure Budget 2007-08

Entity	Function	Division	Project	Object	Account Description	Budget
Utility Fund - Sewer/wastewater services - Sewer Treatment Plant						
471	535	6022	834	63183	Sewer treatment rehabilitation	650,000
Plant Rehabilitation Total Capital Outlay						650,000
Division 6022 - Sewer Treatment Plant Total						12,117,424

City of Pembroke Pines, Florida
Expenditure Budget 2007-08

Entity	Function	Division	Project	Object	Account Description	Budget
Utility Fund - Water utility services - Water Plants						
Personnel Services						
471	533	6031				1,932,803
Total Personnel Services						1,932,803
Operating Expenses						
471	533	6031		31100	Professional services- engineering	112,361
471	533	6031		31400	Professional services- medical	1,500
471	533	6031		31500	Professional services-other	15,000
471	533	6031		34300	Contract- laundry & cleaning	6,000
471	533	6031		34450	Contract- sludge removal	225,000
471	533	6031		40100	Travel/conferences	1,500
471	533	6031		40200	College classes- education	2,000
471	533	6031		43100	Electric	750,000
471	533	6031		44200	Rents- machinery & equipment	5,000
471	533	6031		46150	R & M- land- building & improvement	70,000
471	533	6031		46250	R & M equipment	90,000
471	533	6031		46300	R & M motor vehicles	20,000
471	533	6031		46800	Maintenance contracts	3,500
471	533	6031		47100	Printing	500
471	533	6031		49104	License fees	5,000
471	533	6031		49105	License renewals	1,500
471	533	6031		51100	Office supplies	1,500
471	533	6031		52000	Operating supplies	2,000
471	533	6031		52150	First aid, safety equip & supplies	2,000
471	533	6031		52200	Cleaning/janitorial supplies	3,000
471	533	6031		52205	Paint crew supplies	1,500
471	533	6031		52300	Expendable tools	2,500
471	533	6031		52350	Electrical/mechanical supplies	3,000
471	533	6031		52410	Lab chemicals & supplies	25,000
471	533	6031		52430	Operating chemicals	850,000
471	533	6031		52540	Fuel	168,000
471	533	6031		52600	Clothing/uniforms	1,000
471	533	6031		52650	Equip < than \$1000	5,000
471	533	6031		52653	Computer equipment < \$1000	800
471	533	6031		52701	Food purchases	500
471	533	6031		54100	Memberships/ dues/ subscription	1,000
Total Operating Expenses						2,375,661
Capital Outlay						
471	533	6031		64051	Computer programs	5,000
471	533	6031		64053	Micro computer	2,000
471	533	6031		64214	Truck	44,000
471	533	6031		64221	Van	21,000
471	533	6031		64400	Other equipment	8,000
Total Capital Outlay						80,000
Capital Outlay						
471	533	6031	810	63001	Engineering fees	5,000
Water plant 2 expansion phase II Total Capital Outlay						5,000
Capital Outlay						
471	533	6031	838	62029	Water plant	3,500,000

City of Pembroke Pines, Florida
Expenditure Budget 2007-08

Entity	Function	Division	Project	Object	Account Description	Budget
Utility Fund - Water utility services - Water Plants						
471	533	6031	838	63001	Engineering fees	150,000
					Water Treatment Plant Expansion Phase III Total Capi	3,650,000
Division 6031 - Water Plants Total						8,043,464

City of Pembroke Pines, Florida
Expenditure Budget 2007-08

Entity	Function	Division	Project	Object	Account Description	Budget
Utility Fund - Water utility services - Water Distribution						
Personnel Services						
471	533	6032				964,207
Total Personnel Services						964,207
Operating Expenses						
471	533	6032	31400		Professional services- medical	1,000
471	533	6032	34300		Contract- laundry & cleaning	2,500
471	533	6032	34990		Contractual services- other	10,000
471	533	6032	40100		Travel/conferences	500
471	533	6032	44200		Rents- machinery & equipment	1,000
471	533	6032	46150		R & M- land- building & improvement	60,000
471	533	6032	46250		R & M equipment	10,000
471	533	6032	46300		R & M motor vehicles	20,000
471	533	6032	49105		License renewals	300
471	533	6032	51100		Office supplies	500
471	533	6032	52000		Operating supplies	2,000
471	533	6032	52150		First aid, safety equip & supplies	2,000
471	533	6032	52200		Cleaning/janitorial supplies	1,500
471	533	6032	52300		Expendable tools	5,000
471	533	6032	52350		Electrical/mechanical supplies	2,000
471	533	6032	52430		Operating chemicals	500
471	533	6032	52460		Sand- seed- soil	1,000
471	533	6032	52540		Fuel	35,000
471	533	6032	52600		Clothing/uniforms	1,000
471	533	6032	52650		Equip < than \$1000	10,000
471	533	6032	52651		Meters < than \$1000	120,000
471	533	6032	52701		Food purchases	500
Total Operating Expenses						286,300
Capital Outlay						
471	533	6032	64012		Backhoe	40,000
471	533	6032	64190		Safety equipment	3,500
471	533	6032	64213		Trailer	24,000
471	533	6032	64214		Truck	44,000
471	533	6032	64350		Special equipment	40,000
471	533	6032	64400		Other equipment	5,000
Total Capital Outlay						156,500
Capital Outlay						
471	533	6032	957	63001	Engineering fees	100,000
471	533	6032	957	63233	Water main	600,000
Water main master plan Total Capital Outlay						700,000
Division 6032 - Water Distribution Total						2,107,007
Entity 471 Utility Fund Total						45,649,411

City of Pembroke Pines, Florida
Expenditure Budget 2007-08

Entity	Function	Division	Project	Object	Account Description	Budget
Utility Fund - Water-sewer combined service - Utilities Admin Services						
Personnel Services						
471	536	6010				2,824,163
Total Personnel Services						2,824,163
Operating Expenses						
471	536	6010	31100		Professional services- engineering	10,000
471	536	6010	31300		Professional services-Outside Legal	10,000
471	536	6010	31400		Professional services- medical	2,000
471	536	6010	31500		Professional services-other	25,000
471	536	6010	32100		Accounting and auditing fees	68,500
471	536	6010	34300		Contract- laundry & cleaning	4,000
471	536	6010	34500		Contract- building maintenance	10,000
471	536	6010	34990		Contractual services- other	1,394,229
471	536	6010	40100		Travel/conferences	2,500
471	536	6010	40200		College classes- education	5,000
471	536	6010	41100		Telephone	50,000
471	536	6010	41400		Postage	145,000
471	536	6010	43200		Water & sewer	500
471	536	6010	44200		Rents- machinery & equipment	8,000
471	536	6010	45000		Insurance	2,177,297
471	536	6010	46100		R & M office equipment	3,000
471	536	6010	46150		R & M- land- building & improvement	15,000
471	536	6010	46250		R & M equipment	4,000
471	536	6010	46300		R & M motor vehicles	50,000
471	536	6010	46800		Maintenance contracts	10,000
471	536	6010	47100		Printing	15,000
471	536	6010	49100		Recording fees	1,500
471	536	6010	49104		License fees	600
471	536	6010	49105		License renewals	400
471	536	6010	49700		Bad debt expense	2,500
471	536	6010	51100		Office supplies	10,000
471	536	6010	51200		Maps	1,500
471	536	6010	51400		Photo supplies	1,000
471	536	6010	52000		Operating supplies	3,000
471	536	6010	52150		First aid, safety equip & supplies	1,000
471	536	6010	52200		Cleaning/janitorial supplies	2,000
471	536	6010	52300		Expendable tools	500
471	536	6010	52540		Fuel	60,000
471	536	6010	52600		Clothing/uniforms	2,000
471	536	6010	52650		Equip < than \$1000	5,000
471	536	6010	52652		Software < than \$1000 &/or licenses	2,000
471	536	6010	52653		Computer equipment < \$1000	3,000
471	536	6010	54100		Memberships/ dues/ subscription	4,000
Total Operating Expenses						4,109,026
Capital Outlay						
471	536	6010	62007		Utility buildings	50,000
471	536	6010	64028		Car	18,000
471	536	6010	64039		Computer equipment not micro	4,000
471	536	6010	64050		Copier machine	10,000
471	536	6010	64053		Micro computer	4,000
471	536	6010	64055		Laptop Computer	3,000

**City of Pembroke Pines, Florida
Expenditure Budget 2007-08**

Entity	Function	Division	Project	Object	Account Description	Budget
Utility Fund - Water-sewer combined service - Utilities Admin Services						
471	536	6010		64210	Truck pickup	35,000
471	536	6010		64214	Truck	22,000
471	536	6010		64221	Van	21,000
471	536	6010		64251	Vehicle- 4 wheel drive	48,000
471	536	6010		64350	Special equipment	15,500
471	536	6010		64400	Other equipment	10,000
Total Capital Outlay						240,500
Operating Expenses						
471	536	6010	510	34990	Contractual services- other	120,000
471	536	6010	510	46150	R & M- land- building & improvement	10,000
471	536	6010	510	52000	Operating supplies	500
471	536	6010	510	52150	First aid, safety equip & supplies	500
471	536	6010	510	52300	Expendable tools	1,000
471	536	6010	510	52650	Equip < than \$1000	1,500
Security Services Total Operating Expenses						133,500
Division 6010 - Utilities Admin Services Total						7,307,189

**City of Pembroke Pines, Florida
Expenditure Budget 2007-08**

Entity	Function	Division	Project	Object	Account Description	Budget
Utility Fund - Water-sewer combined service - Non-Departmental Expense						
Personnel Services						
471	536	6011				199,328
Total Personnel Services						199,328
Operating Expenses						
471	536	6011		30010	Contingency	364,000
471	536	6011		44110	Interfund rental	95,311
471	536	6011		49175	Administrative fees	9,073,060
471	536	6011		49201	Taxes and/or assessments	913,000
471	536	6011		49204	Road repair charges	355,227
471	536	6011		49205	Communication service- utility	72,773
471	536	6011		49207	Engineering Charges From General Fund	342,908
471	536	6011		49211	Privilege fees	1,968,000
471	536	6011		49990	Interest customer deposit	110,000
471	536	6011		52460	Sand- seed- soil	5,000
471	536	6011		53100	Road/street materials	30,000
Total Operating Expenses						13,329,279
Debt Services						
471	536	6011		73450	Escrow agent fees	700
Total Debt Services						700
Division 6011 - Non-Departmental Expense Total						13,529,307

City of Pembroke Pines, Florida
Expenditure Budget 2007-08

Entity	Function	Division	Project	Object	Account Description	Budget
Utility Fund - Sewer/wastewater services - Sewer Collection						
Personnel Services						
471	535	6021				846,320
Total Personnel Services						846,320
Operating Expenses						
471	535	6021	31400		Professional services- medical	2,000
471	535	6021	34300		Contract- laundry & cleaning	4,000
471	535	6021	34990		Contractual services- other	50,000
471	535	6021	40100		Travel/conferences	500
471	535	6021	40200		College classes- education	2,500
471	535	6021	44200		Rents- machinery & equipment	1,000
471	535	6021	46150		R & M- land- building & improvement	75,000
471	535	6021	46250		R & M equipment	15,000
471	535	6021	46300		R & M motor vehicles	60,000
471	535	6021	49104		License fees	1,000
471	535	6021	49105		License renewals	3,000
471	535	6021	51100		Office supplies	500
471	535	6021	52000		Operating supplies	3,000
471	535	6021	52150		First aid, safety equip & supplies	5,000
471	535	6021	52200		Cleaning/janitorial supplies	2,000
471	535	6021	52300		Expendable tools	7,500
471	535	6021	52350		Electrical/mechanical supplies	1,200
471	535	6021	52430		Operating chemicals	500
471	535	6021	52460		Sand- seed- soil	1,000
471	535	6021	52540		Fuel	51,000
471	535	6021	52600		Clothing/uniforms	1,000
471	535	6021	52650		Equip < than \$1000	10,000
471	535	6021	52701		Food purchases	500
Total Operating Expenses						297,200
Capital Outlay						
471	535	6021	64073		Generator	60,000
471	535	6021	64165		Pump	43,000
471	535	6021	64210		Truck pickup	16,500
471	535	6021	64214		Truck	22,000
471	535	6021	64350		Special equipment	50,000
471	535	6021	64400		Other equipment	10,000
Total Capital Outlay						201,500
Capital Outlay						
471	535	6021	812	63001	Engineering fees	100,000
471	535	6021	812	63122	Lift station	500,000
Lift station upgrade Total Capital Outlay						600,000
Operating Expenses						
471	535	6021	828	31100	Professional services- engineering	100,000
471	535	6021	828	34100	Contract- outside repairs	500,000
Infiltration & inflow correction Total Operating Expens						600,000
Division 6021 - Sewer Collection Total						2,545,020

City of Pembroke Pines, Florida
Expenditure Budget 2007-08

Entity	Function	Division	Project	Object	Account Description	Budget
Utility Fund - Sewer/wastewater services - Sewer Treatment Plant						
Personnel Services						
471	535	6022				1,835,924
Total Personnel Services						1,835,924
Operating Expenses						
471	535	6022	31100		Professional services- engineering	50,000
471	535	6022	31300		Professional services-Outside Legal	50,000
471	535	6022	31400		Professional services- medical	1,000
471	535	6022	31500		Professional services-other	35,000
471	535	6022	34300		Contract- laundry & cleaning	12,500
471	535	6022	34450		Contract- sludge removal	600,000
471	535	6022	34500		Contract- building maintenance	7,500
471	535	6022	34990		Contractual services- other	185,000
471	535	6022	40100		Travel/conferences	2,000
471	535	6022	40200		College classes- education	1,000
471	535	6022	43100		Electric	1,250,000
471	535	6022	43200		Water & sewer	31,500
471	535	6022	43600		Wastewater treatment charges	6,200,000
471	535	6022	44200		Rents- machinery & equipment	5,000
471	535	6022	46150		R & M- land- building & improvement	75,000
471	535	6022	46250		R & M equipment	400,000
471	535	6022	46300		R & M motor vehicles	25,000
471	535	6022	46800		Maintenance contracts	3,000
471	535	6022	49104		License fees	8,000
471	535	6022	49105		License renewals	4,500
471	535	6022	51100		Office supplies	1,500
471	535	6022	52000		Operating supplies	3,500
471	535	6022	52150		First aid, safety equip & supplies	6,000
471	535	6022	52200		Cleaning/janitorial supplies	5,500
471	535	6022	52300		Expendable tools	6,000
471	535	6022	52350		Electrical/mechanical supplies	5,000
471	535	6022	52410		Lab chemicals & supplies	25,000
471	535	6022	52430		Operating chemicals	350,000
471	535	6022	52540		Fuel	20,000
471	535	6022	52600		Clothing/uniforms	1,000
471	535	6022	52650		Equip < than \$1000	10,000
471	535	6022	52701		Food purchases	500
471	535	6022	54100		Memberships/ dues/ subscription	1,000
Total Operating Expenses						9,381,000
Capital Outlay						
471	535	6022	63061		Fencing	1,000
471	535	6022	63115		Landscaping	10,000
471	535	6022	64051		Computer programs	5,000
471	535	6022	64073		Generator	60,000
471	535	6022	64210		Truck pickup	16,500
471	535	6022	64214		Truck	122,000
471	535	6022	64221		Van	21,000
471	535	6022	64400		Other equipment	15,000
Total Capital Outlay						250,500
Capital Outlay						

City of Pembroke Pines, Florida
Expenditure Budget 2007-08

Entity	Function	Division	Project	Object	Account Description	Budget
Utility Fund - Sewer/wastewater services - Sewer Treatment Plant						
471	535	6022	834	63183	Sewer treatment rehabilitation	650,000
Plant Rehabilitation Total Capital Outlay						650,000
Division 6022 - Sewer Treatment Plant Total						12,117,424

City of Pembroke Pines, Florida
Expenditure Budget 2007-08

Entity	Function	Division	Project	Object	Account Description	Budget
Utility Fund - Water utility services - Water Plants						
Personnel Services						
471	533	6031				1,932,803
Total Personnel Services						1,932,803
Operating Expenses						
471	533	6031		31100	Professional services- engineering	112,361
471	533	6031		31400	Professional services- medical	1,500
471	533	6031		31500	Professional services-other	15,000
471	533	6031		34300	Contract- laundry & cleaning	6,000
471	533	6031		34450	Contract- sludge removal	225,000
471	533	6031		40100	Travel/conferences	1,500
471	533	6031		40200	College classes- education	2,000
471	533	6031		43100	Electric	750,000
471	533	6031		44200	Rents- machinery & equipment	5,000
471	533	6031		46150	R & M- land- building & improvement	70,000
471	533	6031		46250	R & M equipment	90,000
471	533	6031		46300	R & M motor vehicles	20,000
471	533	6031		46800	Maintenance contracts	3,500
471	533	6031		47100	Printing	500
471	533	6031		49104	License fees	5,000
471	533	6031		49105	License renewals	1,500
471	533	6031		51100	Office supplies	1,500
471	533	6031		52000	Operating supplies	2,000
471	533	6031		52150	First aid, safety equip & supplies	2,000
471	533	6031		52200	Cleaning/janitorial supplies	3,000
471	533	6031		52205	Paint crew supplies	1,500
471	533	6031		52300	Expendable tools	2,500
471	533	6031		52350	Electrical/mechanical supplies	3,000
471	533	6031		52410	Lab chemicals & supplies	25,000
471	533	6031		52430	Operating chemicals	850,000
471	533	6031		52540	Fuel	168,000
471	533	6031		52600	Clothing/uniforms	1,000
471	533	6031		52650	Equip < than \$1000	5,000
471	533	6031		52653	Computer equipment < \$1000	800
471	533	6031		52701	Food purchases	500
471	533	6031		54100	Memberships/ dues/ subscription	1,000
Total Operating Expenses						2,375,661
Capital Outlay						
471	533	6031		64051	Computer programs	5,000
471	533	6031		64053	Micro computer	2,000
471	533	6031		64214	Truck	44,000
471	533	6031		64221	Van	21,000
471	533	6031		64400	Other equipment	8,000
Total Capital Outlay						80,000
Capital Outlay						
471	533	6031	810	63001	Engineering fees	5,000
Water plant 2 expansion phase II Total Capital Outlay						5,000
Capital Outlay						
471	533	6031	838	62029	Water plant	3,500,000

City of Pembroke Pines, Florida
Expenditure Budget 2007-08

Entity	Function	Division	Project	Object	Account Description	Budget
Utility Fund - Water utility services - Water Plants						
471	533	6031	838	63001	Engineering fees	150,000
					Water Treatment Plant Expansion Phase III Total Capi	3,650,000
Division 6031 - Water Plants Total						8,043,464

City of Pembroke Pines, Florida
Expenditure Budget 2007-08

Entity	Function	Division	Project	Object	Account Description	Budget
Utility Fund - Water utility services - Water Distribution						
Personnel Services						
471	533	6032				964,207
Total Personnel Services						964,207
Operating Expenses						
471	533	6032		31400	Professional services- medical	1,000
471	533	6032		34300	Contract- laundry & cleaning	2,500
471	533	6032		34990	Contractual services- other	10,000
471	533	6032		40100	Travel/conferences	500
471	533	6032		44200	Rents- machinery & equipment	1,000
471	533	6032		46150	R & M- land- building & improvement	60,000
471	533	6032		46250	R & M equipment	10,000
471	533	6032		46300	R & M motor vehicles	20,000
471	533	6032		49105	License renewals	300
471	533	6032		51100	Office supplies	500
471	533	6032		52000	Operating supplies	2,000
471	533	6032		52150	First aid, safety equip & supplies	2,000
471	533	6032		52200	Cleaning/janitorial supplies	1,500
471	533	6032		52300	Expendable tools	5,000
471	533	6032		52350	Electrical/mechanical supplies	2,000
471	533	6032		52430	Operating chemicals	500
471	533	6032		52460	Sand- seed- soil	1,000
471	533	6032		52540	Fuel	35,000
471	533	6032		52600	Clothing/uniforms	1,000
471	533	6032		52650	Equip < than \$1000	10,000
471	533	6032		52651	Meters < than \$1000	120,000
471	533	6032		52701	Food purchases	500
Total Operating Expenses						286,300
Capital Outlay						
471	533	6032		64012	Backhoe	40,000
471	533	6032		64190	Safety equipment	3,500
471	533	6032		64213	Trailer	24,000
471	533	6032		64214	Truck	44,000
471	533	6032		64350	Special equipment	40,000
471	533	6032		64400	Other equipment	5,000
Total Capital Outlay						156,500
Capital Outlay						
471	533	6032	957	63001	Engineering fees	100,000
471	533	6032	957	63233	Water main	600,000
Water main master plan Total Capital Outlay						700,000
Division 6032 - Water Distribution Total						2,107,007

City of Pembroke Pines, Florida
Expenditure Budget 2007-08

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Entity	Function	Division	Project	Object	Account Description	Budget
Public Insurance Fund - Other general governmental services - Self Insurance						
Personnel Services						
504	519	203	401			238,775
Administration Total Personnel Services						238,775
Operating Expenses						
504	519	203	401	34990	Contractual services- other	35,000
504	519	203	401	40100	Travel/conferences	500
504	519	203	401	40200	College classes- education	500
504	519	203	401	45025	Hazardous cleanup	7,500
504	519	203	401	45050	Insurance- administrative fees	150,000
504	519	203	401	46800	Maintenance contracts	1,000
504	519	203	401	47100	Printing	5,000
504	519	203	401	49857	Allocation of Adm Expenses	-444,075
504	519	203	401	51100	Office supplies	4,500
504	519	203	401	52650	Equip < than \$1000	1,000
504	519	203	401	54100	Memberships/ dues/ subscription	300
Administration Total Operating Expenses						-238,775
Operating Expenses						
504	519	203	402	45053	Health- Administrative fees	534,000
504	519	203	402	45085	Dental/Cobra Fees	4,000
504	519	203	402	45420	Health- Premium	427,000
504	519	203	402	45808	Health Claims	14,760,000
504	519	203	402	49857	Allocation of Adm Expenses	276,433
Health Insurance Total Operating Expenses						16,001,433
Operating Expenses						
504	519	203	403	45095	Insurance- Life	396,408
504	519	203	403	49857	Allocation of Adm Expenses	6,968
Life Insurance Total Operating Expenses						403,376
Operating Expenses						
504	519	203	404	45070	Insurance-excess wrkrs compensation	401,000
504	519	203	404	45080	State assessment- self ins wrkrs comp	260,000
504	519	203	404	45764	Workers compensation 2006-07	2,700,000
504	519	203	404	49857	Allocation of Adm Expenses	59,084
Workers Compensation Total Operating Expenses						3,420,084
Operating Expenses						
504	519	203	405	45060	Insurance- excess property	2,500,000
504	519	203	405	45200	Insurance- Gallagher package	975,000
504	519	203	405	45400	Insurance- public official liability	295,000
504	519	203	405	45600	Insurance- fidelity bonds	9,000
504	519	203	405	45718	Insurance claims paid 2006-07	1,626,000
504	519	203	405	45770	Claims not part of Gallagher	160,000
504	519	203	405	45775	Claims - non-voucher	214,000
504	519	203	405	49857	Allocation of Adm Expenses	101,590
Property & Casualty Insurance Total Operating Expen						5,880,590
Division 203 - Self Insurance Total						25,705,483

**City of Pembroke Pines, Florida
Expenditure Budget 2007-08**

Entity	Function	Division	Project	Object	Account Description	Budget
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					Entity 504 Public Insurance Fund Total	25,705,483
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**City of Pembroke Pines, Florida
Expenditure Budget 2007-08**

Entity	Function	Division	Project	Object	Account Description	Budget
General Pension Trust Fund - Other general governmental services - Post Employment Benefits						
Operating Expenses						
655	519	204		31500	Professional services-other	65,000
655	519	204		31700	Professional service-investment mgt	45,000
655	519	204		36000	Retirement benefits	5,250,000
Total Operating Expenses						5,360,000
Division 204 - Post Employment Benefits Total						5,360,000
Entity 655 General Pension Trust Fund Total						5,360,000

**City of Pembroke Pines, Florida
Expenditure Budget 2007-08**

Entity	Function	Division	Project	Object	Account Description	Budget
Fire & Police Pension Trust Fund - Other general governmental services - Post Employment Benefits						
Operating Expenses						
656	519	204		31500	Professional services-other	176,500
656	519	204		31600	Actuarial services	170,000
656	519	204		31700	Professional service-investment mgt	1,400,000
656	519	204		31750	Custodial fees	75,000
656	519	204		40100	Travel/conferences	22,500
656	519	204		45650	Fiduciary bond Insurance	17,000
656	519	204		49910	Retirement benefits	6,000,000
656	519	204		49911	Drop Plan Benefits	5,000,000
656	519	204		49952	Contribution refund	50,000
656	519	204		52950	Out of pocket expenses	46,000
Total Operating Expenses						12,957,000
Division 204 - Post Employment Benefits Total						12,957,000
Entity 656 Fire & Police Pension Trust Fund Total						12,957,000

**City of Pembroke Pines, Florida
Expenditure Budget 2007-08**

Entity	Function	Division	Project	Object	Account Description	Budget
Other Post Employment Benefits - Other general governmental services - Post Employment Benefits						
Operating Expenses						
657	519	204		34990	Contractual services- other	3,500
657	519	204		45053	Health- Administrative fees	97,000
657	519	204		45095	Insurance- Life	37,000
657	519	204		45420	Health- Premium	73,000
657	519	204		45808	Health Claims	3,690,000
Total Operating Expenses						3,900,500
Division 204 - Post Employment Benefits Total						3,900,500
Entity 657 Other Post Employment Benefits Total						3,900,500

**City of Pembroke Pines, Florida
Expenditure Budget 2007-08**

Entity	Function	Division	Project	Object	Account Description	Budget
Other Post Employment Benefits - Other general governmental services - Post Employment Benefits						
Operating Expenses						
657	519	204		34990	Contractual services- other	3,500
657	519	204		45053	Health- Administrative fees	97,000
657	519	204		45095	Insurance- Life	37,000
657	519	204		45420	Health- Premium	73,000
657	519	204		45808	Health Claims	3,690,000
Total Operating Expenses						3,900,500
Division 204 - Post Employment Benefits Total						3,900,500
Entity 657 Other Post Employment Benefits Total						3,900,500
Total for all Funds						\$284,542,309

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 and even now has 3,063 pupils, making it the largest high school in the state. With the Broward County School Board unable to keep up with the demand, Mayor Alex Fekete and City Manager, Charles Dodge originated a charter school system. In August 1998, the City began its charter school system to alleviate the classroom shortage. The City now has the largest Charter School system in the nation, with four elementary schools, two middle schools, and one high school, serving 5,310 students.

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 Community 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, 15 football/soccer fields, 23 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 theaters provide plays and entertainment throughout the year. Three full-service Broward County library branches are located within the City.

Recognizing the need to provide senior residents with services, in 1996 the 52,000 square foot SW Focal Point Senior Center was constructed for seniors over 60 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. Affordable housing for seniors over 60 years of age capable of independent living is available at two facilities with a total capacity of 584 units.

Pembroke Pines now has an area of 34.25 square miles. It is a full-service City with its own Police and Fire Department. While providing above average services and amenities to approximately 152,000 residents, this year's budget stands at \$284,542,309 and the City's Ad Valorem tax rate remains one of the lowest in the county. Pembroke Pines continues to be a progressive City with the well being of its residents the City's primary concern.

Abbreviations & Acronyms

ADA	Americans with Disabilities Act	GEPP	General Employees Pension Plan
APB	Accounting Principles Board	GFOA	Government Finance Officer's Association
ARB	Accounting Research Boards		
BCT	Broward County Transit	GIS	Geographical Information System
C.E.R.T.	Community Emergency Response Team	HOME	HOME invest Partnerships Program
		HUD	United States Department of Housing and Urban Development
CAAD	Computer-Aided Drafting Design		
CAC	Citizen's Advisory Committee	IIMC	International Institute of Municipal Clerks
CAD	Computer Aided Dispatch		
CBOD5	Carbonaceous Biochemical Oxygen Demand 5-Day	INET	Institutional Network
		ISO	Insurance Service Organization
CDBG	Community Development Block Grant	IT	Information Technology
		KAPOW	Kids & the Power of Work
CEO	Chief Executive Officer	KVM	A Keyboard, Video, Mouse Switch
C.E.R.T.	Community Emergency Response Team	LAP	Local Agency Program
		L.E.A.C.H.	Law Enforcement Against Child Harm
CGFO	Certified Government Finance Officer	LHAP	Local Housing Assistance Plan
CIP	Capital Improvement Program	LLEBG	Local Law Enforcement Block Grant
COLA	Cost of Living Adjustment	LSP	Local Service Program
COPS	Community Oriented Policing Service	M.A.G.T.F.	Multi-Agency Gang Task Force
CMC	Certified Municipal Clerk	MFI	Median Family Income
CPFO	Certified Public Finance Officer	MGD	Million Gallons per Day
CPI	Consumer Price Index	NAEYC	National Association for the Education of Young Children
CRA	Community Redevelopment Association of Florida, Inc.		
		NPDES	National Pollutant Discharge Elimination System
CRE	Coordinated Review Effort		
CPR	Cardio Pulmonary Resuscitation	NTU	Nephelometric Turbidity Unit
DRI	Developments of Regional Impact	OAA	Older American Act
DROP	Deferred Retirement Option Plan	OSHA	Occupational Safety & Health Administration
DSL	Digital Subscriber Lines		
ESE	Exceptional Student Education	P/T	Part Time
ESOL	English for Speakers of Other Language	PAL	Police Athletic League
		PCD	Planned Commercial District
F/T	Full Time	PIN	Personal Identification Number
FASB	Financial Accounting Standards Board	RDA	Recommended daily allowance
		RFP	Request for Proposal
FAU	Florida Atlantic University	ROW	Right of Way
FBI	Federal Bureau of Investigation	SAN	Storage Area Network
FCAT	Florida Comprehensive Assessment Test	SBA	State Board of Administration
		SCADA	Supervisory Control & Data Acquisition
FDLE	Florida Department of Law Enforcement		
		SHIP	State Housing Initiative Partnership
FDOT	Florida Department of Transportation	SMI	School Meals Initiative
FEMA	Federal Emergency Management Association	TOPS	Transportation Options
		TSS	Total Suspended Solids
FIU	Florida International University	USEPA	U.S. Environmental Protection Agency
FRPA	Florida Recreation & Park Association		
FSU	Florida State University	U.S.T.A.	United States Tennis Association
FTE	Full-time Equivalent	WCY	Walter C. Young
FW	Florida Wetlandsbank TM	WLAN	Wireless Local-Area Network
FY	Fiscal Year	WTP	Water Treatment Plant
GAAP	Generally Accepted Accounting Principles	WWTP	Wastewater Treatment Plant
GASB	Government Accounting Standards Board		

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 the millage rate.

Administrative Fees – The Utility Fund, Charter Schools and the Building Department are assessed a pro-rated share of the cost of City-wide management and control functions such as accounting, personnel, information technology and purchasing, which are budgeted in the General Fund. These fees appear as expenditures in the above funds/department(s) and as revenues (cost reimbursement) in the General Fund.

Advance Refunding – A bond refunding in which the proceeds of new debt are placed in an interest-bearing escrow account pending the call dates or maturity dates of the old debt. (See also "Defeasance" and "Refunding".

Agency Fund – An agency fund is used to report resources held by the reporting government in a purely custodial capacity (assets equal liabilities). Agency funds typically involve only the receipt, temporary investment and remittance of fiduciary resources to individuals, private organizations or other governments.

Allot – To divide an appropriation into amounts that may be encumbered or expended during an allotment period.

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 which generally are utilized (consumed) in the delivery of municipal services.

Attrition – A method of achieving a staffing reduction by not refilling the positions vacated through resignation, reassignment, transfer, retirement, termination or death.

Authorized Positions – Employee positions, which are authorized/funded in the adopted budget.

Balanced Budget – To the extent that the Appropriated Revenues and Estimated Budget Savings equal or exceed the Appropriated Expenditures, the budget is considered balanced. Should the Appropriated Expenditures exceed the Appropriated Revenues and Estimated Budget Savings, the difference would be shown in the revenue section as Beginning Surplus. The amount of the Beginning Surplus would specify the amount by which the Fund Balance would be reduced.

Basis of Accounting – The timing of recognition, that is, when the effects of transactions or events should be recognized for financial reporting purposes. For example, the effects of transactions or events can be recognized on an accrual basis (that is, when the transactions or events take place), or on a cash basis (that is, when cash is received or paid). Basis of accounting is an essential part of measurement focus, because a particular timing of recognition is necessary to accomplish a particular measurement focus.

Basis Point – Equal to 1/100 of one percent, e.g., if interest rates rise from 4.75% to 5.00%, the difference is referred to as an increase of 25 basis points.

Benchmark – A point of reference, anchored either in experiences of peer municipalities [when available] or prior City performance, against which performance results may be measured or judged.

Biochemical Oxygen Demand (BOD) – A measure of the amount of oxygen consumed in the biological processes that break down organic matter in water. The greater the BOD, the greater the degree of pollution.

Bond – A long-term debt obligation primarily used to finance capital projects or other long-term obligations. A bond represents a promise to repay a specified sum of money called the face value or principal amount at a specified maturity date or dates in the future, together with periodic interest at a specified rate.

Bond Issue – A borrowing based upon certificates of debt containing a promise to pay a specified sum of money (face value or principal) at a specified date or dates in the future (maturity date-usually annually) together with periodic interest (usually semi-annually) at a specified rate.

Bond Refinancing – The refunding (current or advanced) from the proceeds of a new issue, to reduce debt service costs, i.e. interest, realign maturities and/or modify or remove restrictive bond covenants.
Bonded Debt – That portion of indebtedness represented by outstanding bonds.

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, which communicates programmatic goals and objectives and the anticipated means 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 budget 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. The level of budgetary controls that is the point at which 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 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 proposed 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 will retain a 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 will 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 would be admission fees for the use of the Pembroke Falls Aquatic Center.

Chart of Accounts – The classification system used by a City to organize the accounting records.

Collective Bargaining Agreement – A legal contract between the employer and verified representatives of a recognized bargaining unit for specific terms and conditions of employment (e.g., hours, working conditions, salary, fringe benefits, and matters affecting health and safety of employees).

Commodities – Expendable items that are consumable or have a short life span. Examples include office supplies, gasoline, minor equipment, etc.

Constant or Real Dollars – The presentation of dollar amounts adjusted for inflation to reflect the real purchasing power and recognize the time value of money. Dividing current dollar amounts by a price index derives constant dollars. The result is that a constant dollar series would report transaction(s) for several years on the basis of inflation-adjusted common dollar values.

Consumer Price Index (CPI) – A statistical description of price levels provided by the U.S. Department of Labor, Bureau of Labor Statistics. The monthly index is used as a measure of the increase in the cost of living (i.e., economic inflation). 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 administration/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 G.O. (General Obligation) bonds must be approved by the voters in a referendum.

Debt Limit – The maximum amount of debt, which 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 would be 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 and or services to the general public. The intent is that enterprise fund operations should be supported by user fees on a cost recovery basis. The periodic determination of revenues and expenses is appropriate for capital maintenance, management control, or other public policy. An example of an enterprise fund is the Utility Fund (Water and Sewer).

Entitlements – Payments to which eligible local governmental units are entitled, pursuant to an allocation formula determined by the agency providing the monies, usually by an agency of the state or the federal government.

Estimated Budget Savings – the projection of the budget variance for both revenue and expenditures based on the last eight years of historical data.

Existing Resources – Includes beginning surplus, estimated budget savings 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 the 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. 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 1st to September 30th.

Fixed Assets – See "Capital Assets".

Full Faith and Credit – A pledge of a government's taxing power to repay debt obligations.

Full-time Equivalent Position (FTE) – A part-time position converted to the decimal equivalent of a full-time position based on 2,080 hours per year. For example, a part-time typist working for 20 hours per week would be the equivalent to .5 of a full-time position.

Function – A group of related activities aimed at accomplishing a major service or regulatory program for which a government is responsible (e.g., public safety).

Fund – An accounting and reporting entity with a self-balancing set of accounts. Funds are created to establish accountability for revenues and expenses, which are segregated for the purpose of carrying out a specific purpose or range of activities.

Fund Balance – The difference between assets and liabilities reported in a governmental or trust fund. The fund balance may be reserved for various purposes, or the fund balance may be unreserved.

GAAP – Generally Accepted Accounting Principles. The conventions, rules, and procedures that serve as the norm for the fair presentation of financial statements.

General Fund – The chief operating fund used to account for both general government transactions and those financial resources not required to be accounted for in another fund.

General Obligation (G.O.) Bond – This type of bond is backed by the full faith, credit and taxing power of the government. It is not supported by a specified source of pledged revenue, but is usually payable from Ad Valorem taxes and other general revenues of the government.

GIS – Geographical Information System.

Goal – A statement of broad direction, purpose or intent based on the needs of the community. An objective to be achieved assuring the fulfillment of program purposes.

Governmental Accounting Standards Board (GASB) – The ultimate authoritative accounting and financial reporting standard-setting body for state and local governments.

Government Finance Officers Association (GFOA) – An association of public finance professionals. The GFOA has played a major role in the development and promotion of GAAP for state and local government since its inception, and sponsors the Certificate of Achievement for Excellence in Financial Reporting Program and the Distinguished Budget Presentation Awards Program.

Grants – Contributions or gifts of cash or other assets by a government or other organization to support a specified purpose, activity or facility. Grants may be classified as either operating, capital, or both depending upon the restrictions placed on use of the grant monies by the grantor.

Homestead Exemption – A state program, which permits a \$25,000 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 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 are the result of restating amounts to reflect the real purchasing power of money by adjusting for the inflation factor.

Non-Departmental – A group of accounts which are not directly related to a department's primary service activities, or which are separate from departmental operations for control purposes.

Non-operating Expenses - Expenses chargeable to a program, which are not personnel costs or purchases of services, supplies or materials. One example would be debt service. Another example would be proprietary fund expenses not directly related to the primary activities of the fund, such as interest.

Non-operating Revenues – Governmental Revenues that are not derived from the basic operations of such government, such as beginning surplus, estimated budget savings, water and sewer connection fees. Another example would be proprietary fund revenues incidental to, or by-products of, the primary activities of the fund.

Object of Expenditure – An expenditure classification, referring to the lowest and most detailed level of classification, such as electricity, office supplies, asphalt, furniture, and personal or contractual services.

Objective – Something to be accomplished in specific, well defined, and measurable terms, and that is achievable within a specific time frame.

Obligations – A commitment, encumbrance or liability that a government may be legally required to meet out of its resources. They include indebtedness of any kind, actual liabilities and unliquidated encumbrances.

Operating Expenses – The cost for personnel, materials and equipment required for a department to function. Another example would be 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 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 and/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/or 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 (e.g., number of permits issued, number of refuse collections made, or number of burglary arrests made). Output indicators do not reflect the effectiveness or efficiency of the work performed.

Par Value – 100% of the face value of the security. In the case of bonds, the amount of principal that must be paid at the maturity date.

Pay-as-you-go Basis – A term used to describe a financial policy by which capital outlays are financed from current revenues rather than through borrowing. Also, for pensions and risk management, another example would include the omission of financing retirement obligations or anticipated losses on a current basis, using an acceptable actuarial funding method.

Payment in Lieu of Taxes – Charges to the Utility Fund, which are intended to replace General Fund Ad Valorem revenues, which the City would receive if the Utility Fund was 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 in identifiable service programs or performance units. A unit can be a department, a division, or a workgroup. Each program has an identifiable service or output and objectives to effectively provide the service. Performance indicators measure the effectiveness and efficiency of providing the service by the program.

Program Revenue (Income) – Revenues earned by a program, including fees for services, license and permit fees, and fines. Program revenues reduce the net cost of a program or function and specifically exclude general government revenues, such as taxes.

Purpose – A broad statement of goals and objectives, predicated on satisfying public service needs, that a department is organized to meet.

Ratings – Evaluations of the credit quality of the City's notes and bonds usually made by independent rating services. Major rating agencies include: Moody's Investor Service, Standard & Poor's, and Fitch Ratings.

Receipts – Cash received by the City.

Refunding – The issuance of new debt whose proceeds are used to repay previously issued debt. See also "Advance Refunding" and "Defeasance".

Reserve – An account used either to set aside budgeted revenues that are not required for expenditure in the current budget year, or to earmark a portion of a governmental fund's net assets that is not available for appropriation.

Resolution – A special or temporary order of a legislative body; an order of a legislative body requiring less legal formality than an ordinance or statute.

Resources – Reflects funding that is available for appropriation, such as revenues, debt proceeds, transfers from other funds and existing resources.

Restricted Assets – Assets whose use is subject to constraints that are either externally imposed by creditors, grantors, contributors, or other governments, or that are imposed by law.

Restricted Net Assets – A component of net assets calculated by reducing the carrying value of restricted assets by the amount of any related outstanding debt.

Retained Earnings – An account that reflects accumulated net earnings (or losses) of an enterprise or internal service fund. As in the case of fund balance, retained earnings may include certain reservations of fund equity.

Revenue – Inflows of resources to finance the operations of government. Increases the net assets of the fund.

Revenue Bond – This type of bond is secured by the pledging of specified sources of revenue(s) 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 issuance of such obligations.

Rolled Back Rate – The millage rate which, exclusive of new construction, will provide the same property (Ad Valorem) tax revenue for each taxing entity as was levied during the prior year. The rolled back rate controls for changes in the market value of property and represents "no tax increase". The only source of additional tax revenue, if the rolled-back rate is levied, is the tax upon new construction.

Self-insurance – Decision of an entity not to purchase insurance, but instead to accept the risk of claims as a part of its risk-management policy.

Service Lease – A lease under which the lessor maintains and services the asset.

Service Level – Services or products which comprise actual or expected outputs of a given program. Focus is on results, not measures of workload.

Shared Revenue – Revenue that is earned by one governmental unit but that are 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, which 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 proposed 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, requires that property owners be notified by mail of the proposed property taxes for the next fiscal year based on "tentative" budgets approved by the City, County, School Board, and other taxing districts. The TRIM Act also includes specific requirements for newspaper advertisements of budget public hearings and the content and order of business of the hearings.

Total Suspended Solids (TSS) - A measure of the suspended solids in wastewater, effluent, or water bodies, determined by tests for "total suspended non-filterable solids.

Unencumbered Balance – The amount of an appropriation that is neither expended nor encumbered. It is essentially the amount of money still available for future purposes.

Unreserved Fund Balance – The portion of a fund's balance that is not restricted for a specific purpose and is available for general appropriation.

Unrestricted Fund Balance - This refers to the cumulative value of the excess of revenues over expenses/expenditures remaining from prior years, which are available for appropriation and expenditure in the current year. In the government-wide or proprietary fund statement of net assets, this is named "Net Assets – Unrestricted".

User Charges – The payment of a fee for direct receipt of a public service by the party who benefits from the service.

Variable Cost – A cost that increases/decreases 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 (e.g., 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, year-round 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.

z score – Number of standard deviations that a given value is above or below the mean.

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PROPOSED ORDINANCE NO. 2007-22**ORDINANCE NO. 1591**

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 2007-2008 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 0.4672 towards the payment of principal, interest and other related fees of those bonds issued by the City in 2005 and 2007; and

PROPOSED ORDINANCE NO. 2007-22**ORDINANCE NO. 1591**

WHEREAS, the City of Pembroke Pines, Florida, pursuant to State Statute, now desires to fix the City's operating millage at 4.1725;

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 14th day of September, 2007 and a second Public Hearing shall be held on the 26th day of September, 2007.

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 0.4672.

Section 6. The City's operating millage shall be set at 4.1725 which exceeds the rolled-back rate of 4.1725 by 0.0%.

PROPOSED ORDINANCE NO. 2007-22**ORDINANCE NO. 1591**

Section 7. The City's aggregate millage is 4.6397, which consists of an operating millage of 4.1725 and a debt service millage of 0.4672.

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 be and the same are hereby repealed to the extent of such conflict.

Section 11. This ordinance shall become effective immediately upon its passage and adoption.

**THE REMAINDER OF THIS PAGE HAS BEEN INTENTIONALLY
LEFT BLANK.**

PROPOSED ORDINANCE NO. 2007-22

ORDINANCE NO. 1591

PASSED AND ADOPTED BY THE CITY COMMISSION OF THE CITY OF PEMBROKE PINES, FLORIDA, ON THE FIRST READING, THIS 14th DAY OF SEPTEMBER, 2007. TIME ADOPTED 8:21 PM.

PASSED ADOPTED BY THE CITY COMMISSION OF THE CITY OF PEMBROKE PINES, FLORIDA, ON THE SECOND AND FINAL READING, THIS 26 DAY OF SEPTEMBER, 2007. TIME ADOPTED 7:58 PM.

CITY OF PEMBROKE PINES, FLORIDA

By: [Signature]
MAYOR FRANK C. ORTIS

ATTEST:
[Signature]
JUDITH A. NEUGENT, CITY CLERK

ORTIS	<u>AYE</u>
ARMSTRONG	<u>AYE</u>
CASTILLO	<u>AYE</u>
SHECHTER	<u>AYE</u>
SIPLE	<u>NAY</u>

APPROVED AS TO FORM:

[Signature]
OFFICE OF THE CITY ATTORNEY



STATE OF FLORIDA
COUNTY OF BROWARD

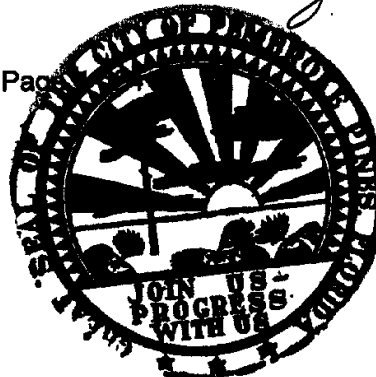
I HEREBY CERTIFY that the above foregoing is a true and correct copy of Ordinance No. 1591

as recorded in the Office of the City Clerk.
Witness my hand and official seal this 27th day of September A.D., 2007.
CITY OF PEMBROKE PINES

By: [Signature]
Judith A. Neugent, City Clerk

Page

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PROPOSED ORDINANCE NO. 2007-23**ORDINANCE NO. 1592**

1 **AN ORDINANCE OF THE CITY COMMISSION OF THE CITY**
2 **OF PEMBROKE PINES, FLORIDA, ADOPTING A BUDGET**
3 **FOR FISCAL YEAR 2007-2008 FOR THE CITY OF PEMBROKE**
4 **PINES, FLORIDA, PROVIDING FOR CONFLICTS;**
5 **PROVIDING FOR SEVERABILITY; AND PROVIDING AN**
6 **EFFECTIVE DATE.**

7
8 **WHEREAS,** the 2007-2008 Budget Estimates for the expenditures of the City's
9 departments, divisions, funds and offices have been prepared by the City Manager and
10 submitted to the City Commission, and

11 **WHEREAS,** said Budget Estimates, in conformity with the City Charter requirements,
12 have been filed with the City Clerk and have been open for inspection by the public, and

13 **WHEREAS,** a Public Hearing has been held pursuant to notice published in a
14 newspaper circulated in the City wherein all interested persons were given the opportunity to
15 voice their objections to any item listed in the Budget Estimates.

16 **NOW, THEREFORE, BE IT ORDAINED BY THE CITY COMMISSION**
17
18 **OF THE CITY OF PEMBROKE PINES, FLORIDA, THAT:**

19
20 Section 1. The Budget Estimates, a copy of which is attached hereto and expressly made
21 a part hereof, is hereby adopted and shall be in full force and effect for the Fiscal Year of the
22 City of Pembroke Pines, Florida, commencing on October 1, 2007 and terminated on
23 September 30, 2008.

24 Section 2. There is hereby appropriated from the General Fund and other funds of the
25 City as set forth in detail in the Budget Estimates annexed hereto, for the uses, expenditures and
26 fiscal requirements of the several departments, divisions, boards, funds and offices of the City,
27 the sum designated in said Budget Estimates.

28

PROPOSED ORDINANCE NO. 2007-23

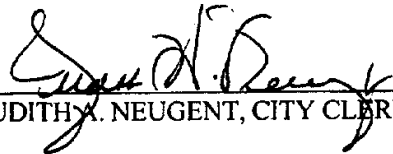
ORDINANCE NO. 1592

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PASSED AND ADOPTED BY THE CITY COMMISSION OF THE CITY OF PEMBROKE PINES, FLORIDA, ON FIRST READING THIS 14th DAY OF SEPTEMBER, 2007. TIME ADOPTED 8:24 PM.

PASSED AND ADOPTED BY THE CITY COMMISSION OF THE CITY OF PEMBROKE PINES, FLORIDA, ON SECOND AND FINAL READING IN THIS 26th DAY OF SEPTEMBER, 2007. TIME ADOPTED 8:02 PM.

ATTEST:


JUDITH A. NEUGENT, CITY CLERK

CITY OF PEMBROKE PINES, FLORIDA

By: 
FRANK C. ORTIS, MAYOR

ORTIS	<u>AYE</u>
ARMSTRONG	<u>AYE</u>
CASTILLO	<u>AYE</u>
SHECHTER	<u>AYE</u>
SIPLE	<u>NAY</u>

APPROVED AS TO FORM:


OFFICE OF THE CITY ATTORNEY



EXHIBIT A

PROPOSED ORDINANCE NO. 2007-23
ORDINANCE NO. 1592

Fund #	Fund Description	Estimated Beginning Fund Balance	Revenues	Expenditures	Excess (Deficit) Revs Over Expenditures	Estimated Ending Fund Balance
1	General Fund	\$ 26,014,714	\$ 152,295,298	\$ 153,063,289	\$ (767,991)	\$ 25,246,723
51	Wetlands Trust Fund	613,248	31,100	27,250	3,850	617,098
100	Road & Bridge Fund	6,159,594	4,944,727	5,715,323	(770,596)	5,388,998
120	State Housing Initiative Program	127,000	1,573,916	1,364,916	209,000	336,000
121	HUD Grants CDBG/HOME	-	1,137,313	1,137,313	-	-
123	ADA/Paratransit Program	13,030	672,465	395,856	276,609	289,639
126	COPS Grants	-	71,506	71,506	-	-
128	Community Bus Program	-	1,189,734	1,189,734	-	-
131	Treasury - Confiscated	24,394	8,000	20,900	(12,900)	11,494
132	Justice - Confiscated	19,580	13,000	12,945	55	19,635
133	\$2 Police Education	101,675	61,092	52,092	9,000	110,675
134	FDLE - Confiscated	319,293	63,000	354,703	(291,703)	27,590
199	Older Americans Act	(20,900)	1,300,728	1,300,728	-	(20,900)
201	Debt Service	17,150,784	25,580,233	25,593,360	(13,127)	17,137,657
320	Municipal Construction	(13,122,254)	2,268,000	670,000	1,598,000	(11,524,254)
471	Utility Fund	195,172,684	38,515,411	45,649,411	(7,134,000)	188,038,684
504	Public Insurance Fund	-	25,705,483	25,705,483	-	-
655	General Pension Trust Fund	123,656,009	20,953,459	5,360,000	15,593,459	139,249,468
656	Fire & Police Pension Trust Fund	226,771,642	41,708,098	12,957,000	28,751,098	255,522,740
657	Other Post Employment Benefits	3,555,126	8,351,087	3,900,500	4,450,587	8,005,713

STATE OF FLORIDA
COUNTY OF BROWARD

I HEREBY CERTIFY that the above foregoing is a true and correct copy of

Ordinance No. 1592

as recorded in the Office of the City Clerk.

Witness my hand and official seal this

27th Day of September A.D., 2007.

CITY OF PENSACOLA

By: *Judith A. Neugent*
Judith A. Neugent, City Clerk



SECTION I

Certification of Taxable Value

Year: 2007
County: Broward
Principal Authority: Pembroke Pines

FOR DOR USE ONLY
City:
TA:
Levy:

DR-420
R 06/07

Taxing Authority: Pembroke Pines

- (1) Current Year Taxable Value of Real Property for Operating Purposes \$ 11,426,383,060
(2) Current Year Taxable Value of Personal Property for Operating Purposes \$ 361,371,188
(3) Current Year Taxable Value of Centrally Assessed Property for Operating Purposes \$ 0
(4) Current Year Gross Taxable Value for Operating Purposes (1) + (2) + (3) = (4) \$ 11,787,754,248
(5) Current Year Net New Taxable Value (New Construction + Additions + Rehabilitative Improvements Increasing Assessed Value By At Least 100% + Annexations + Total Tangible Personal Property Taxable Value In Excess of 115% of the Previous Year's Total Tangible Personal Property Taxable Value - Deletions) \$ 112,214,191
(6) Current Year Adjusted Taxable Value (4) - (5) \$ 11,675,540,057
(7) Prior Year FINAL Gross Taxable Value (From Prior Year Applicable Form DR-403 Series) \$ 10,592,802,771
(8) Enter number of Tax Increment Value Worksheets (DR-420TIF) attached (If none, enter 0) 0

I do hereby certify the values shown herein to be correct to the best of my knowledge and belief. Witness my hand and official signature at Fort Lauderdale, Florida, this 2nd day of July, 2007. Signature of Property Appraiser: [Signature]

SECTION II

TAXING AUTHORITY: If this portion of the form is not completed in FULL your Authority will be denied TRIM certification and possibly lose its millage levy privilege for the tax year. If any line is inapplicable, enter N/A or -0-

- (9) Prior Year Operating Millage Levy \$ 4.5990 per \$1,000
(10) Prior Year Ad Valorem Proceeds (7) x (9) \$ 48,716,300
(11) Amount, if any, paid or applied in prior year as a consequence of an obligation measured by a dedicated increment value: Sum of either line (3)c or (4)a for all DR-420TIF forms \$ 0
(12) Adjusted Prior Year Ad Valorem Proceeds (10) - (11) \$ 48,716,300
(13) Dedicated Increment Value, if any: Sum of either line (3)b or (4)e for all DR-420TIF forms \$ 0
(14) Adjusted Current Year Taxable Value (6) - (13) \$ 11,675,540,057
(15) Current Year Rolled-Back Rate (12) divided by (14) \$ 4.1725 per \$1,000
(16) Current Year Proposed Operating Millage Rate \$ 4.5990 per \$1,000

- (17) Check TYPE of Principal Authority (check one)
[] County [] Independent Sp. Dist.
[X] Municipality [] Water Man. District
(18) Check Applicable Taxing Authority (check one)
[X] Principal Authority [] Dep. Spec. Dist. [] MSTU
(19) Is millage levied in more than one county? (check one)
[] Yes [X] No

- (20) Current Millage Levy for Voted Debt Service \$ 0.4672 per \$1,000
(21) Current Millage Levy for Other Voted Millage \$ 0 per \$1,000

DEPENDENT SPECIAL DISTRICTS AND MSTUs SKIP lines (22) through (28)

- (22) Enter the Total Adjusted Prior Year Ad Valorem Proceeds of ALL Dependent Special Districts and MSTUs levying a millage. (The sum of Line (12) from each District's and MSTU's Form DR-420) \$ 0
(23) Total Adjusted Prior Year Ad Valorem Proceeds: (12) + (22) \$ 48,716,300
(24) The Current Year Aggregate Rolled-Back Rate: (23) divided by (14) \$ 4.1725 per \$1,000
(25) Current Year Aggregate Rolled-Back Taxes (4) x (24) \$ 49,184,405
(26) Enter Total of all non-voted Ad Valorem Taxes proposed to be levied by the Principal Taxing Authority, all Dependent Districts, and MSTUs if any. Sum of line (16) x line (4) from all Form DR-420s \$ 54,211,882
(27) Current Year Proposed Aggregate Millage Rate: (26) divided by (4) \$ 4.5990 per \$1,000
(28) Current Year Proposed Rate as a Percent Change of Rolled-Back Rate: [(Line 27 divided by Line 24) - 1.00] x 100 10.22 %

Date, Time and Place of the First Public Budget Hearing: September 14, 2007 at 6:00 p.m. in the City Commission Chambers located at 10100 Pines Blvd Pembroke Pines, FL 33026

I do hereby certify the millages and rates shown herein to be correct to the best of my knowledge and belief. FURTHER, I certify that all millages comply with the provisions of Section 200.185 and 200.071 or 200.081, F.S. WITNESS my hand and official signature at

Pembroke Pines, Florida, this the 2nd day of August 2007. [Signature] City Manager, 10100 Pines Blvd. Address of Physical Location: 10100 Pines Blvd, Pembroke Pines, FL 33026. Name of Contact Person: Rene Gonzalez. Phone #: 954 435-6515, Fax #: 954 435-6524.