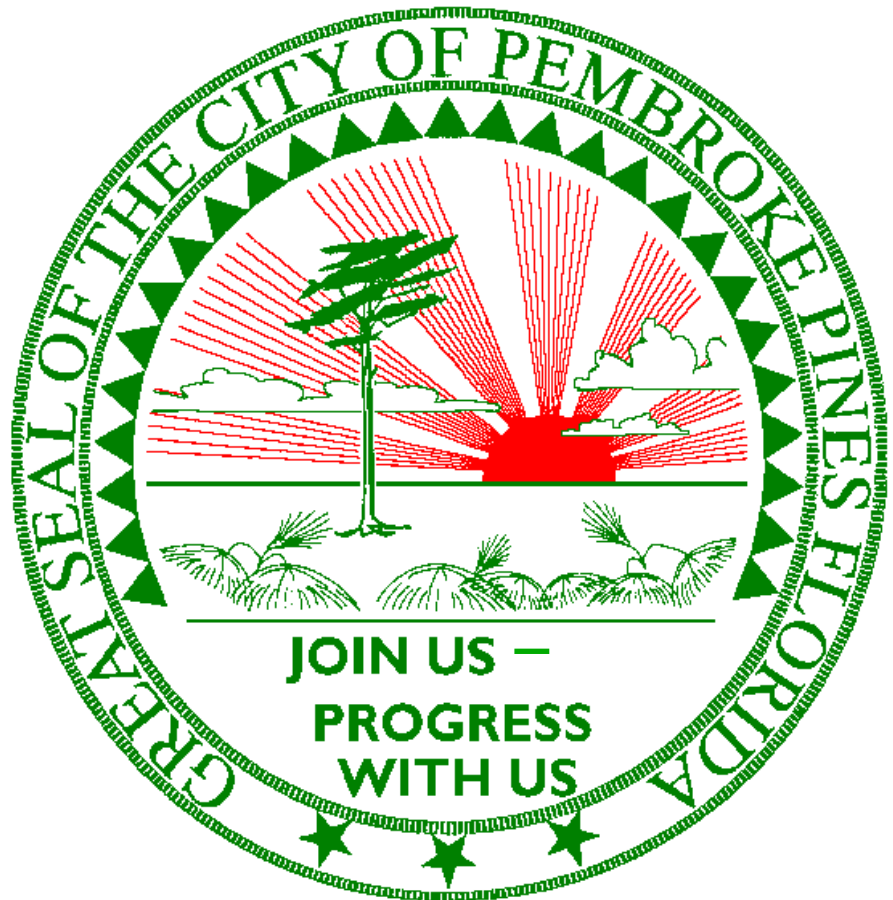


**CITY OF PEMBROKE PINES — FLORIDA**

**2013 BUDGET**



## BUDGET BOOK FORMAT

The budget consists of the following sections:

### Budget Summary Information

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

### General Fund Information

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

### Funds Other than General Fund

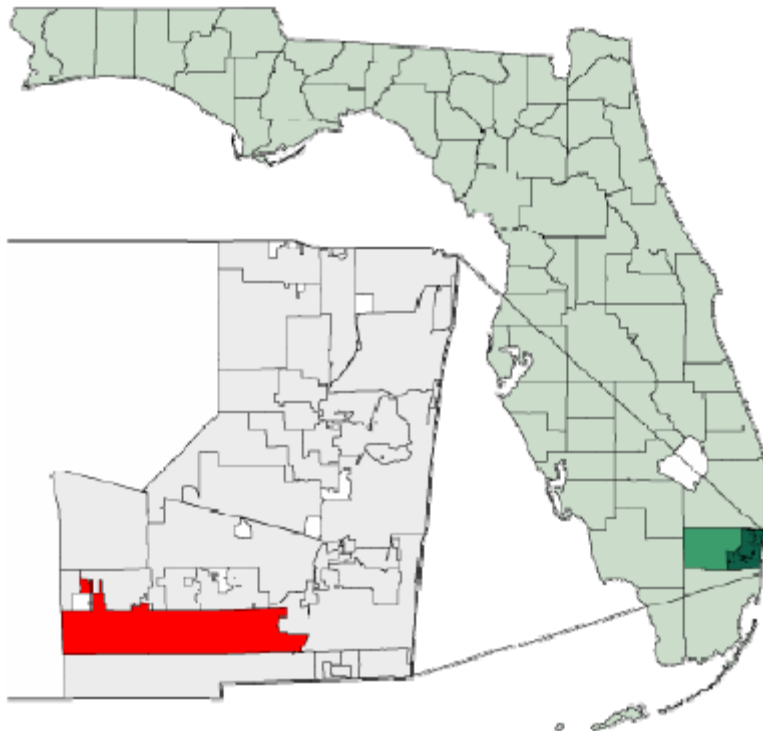
12. Special Revenues
13. Debt Service
14. Capital Projects
15. Enterprise
16. Pension
17. Permanent

### Detailed Information

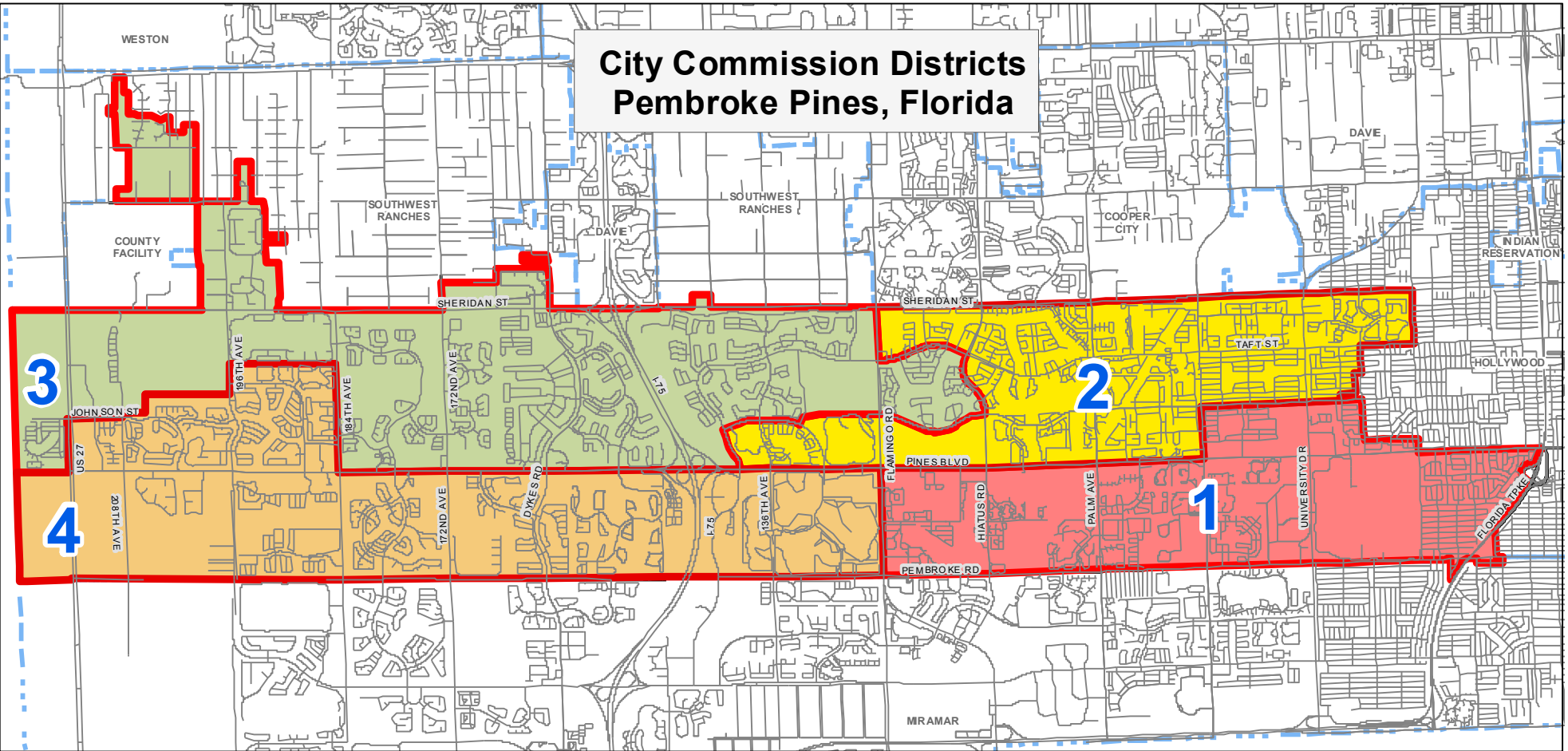
18. Five-Year Capital Improvement
19. Revenue Detail
20. Expenditure Detail
21. Appendix

## City Location

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



# City Commission Districts Pembroke Pines, Florida



0 0.45 0.9 1.35  
Miles

1 inch = 7,500 feet



### Map Information

Map Title: City Commission Map	Revisions: 01/12 Vice Mayor
Created By: MS	01/11 Vice Mayor
Verified By: Districts Ver Red	01/10 District 4
City Of:	01/09 Vice Mayor
Data Source: basecamp	01/08 Vice Mayor
Location: S:\planning\g_p\proj\city	01/07 District 2 & Vice Mayor
File Name: City Commission Map	01/07 District 3 & 4 Boundary
Print Date: July 2012	01/07 Vice Mayor

Disclaimer: The requester of this map acknowledges and accepts the limitations of the data shown, including the fact that the data is dynamic and is a snapshot of information, corrections and updates.



**Frank C. Ortis**  
Mayor



**Carl Shechter, Vice Mayor**  
District 1



**Iris A. Siple**  
District 3



**Jay Schwartz**  
District 2



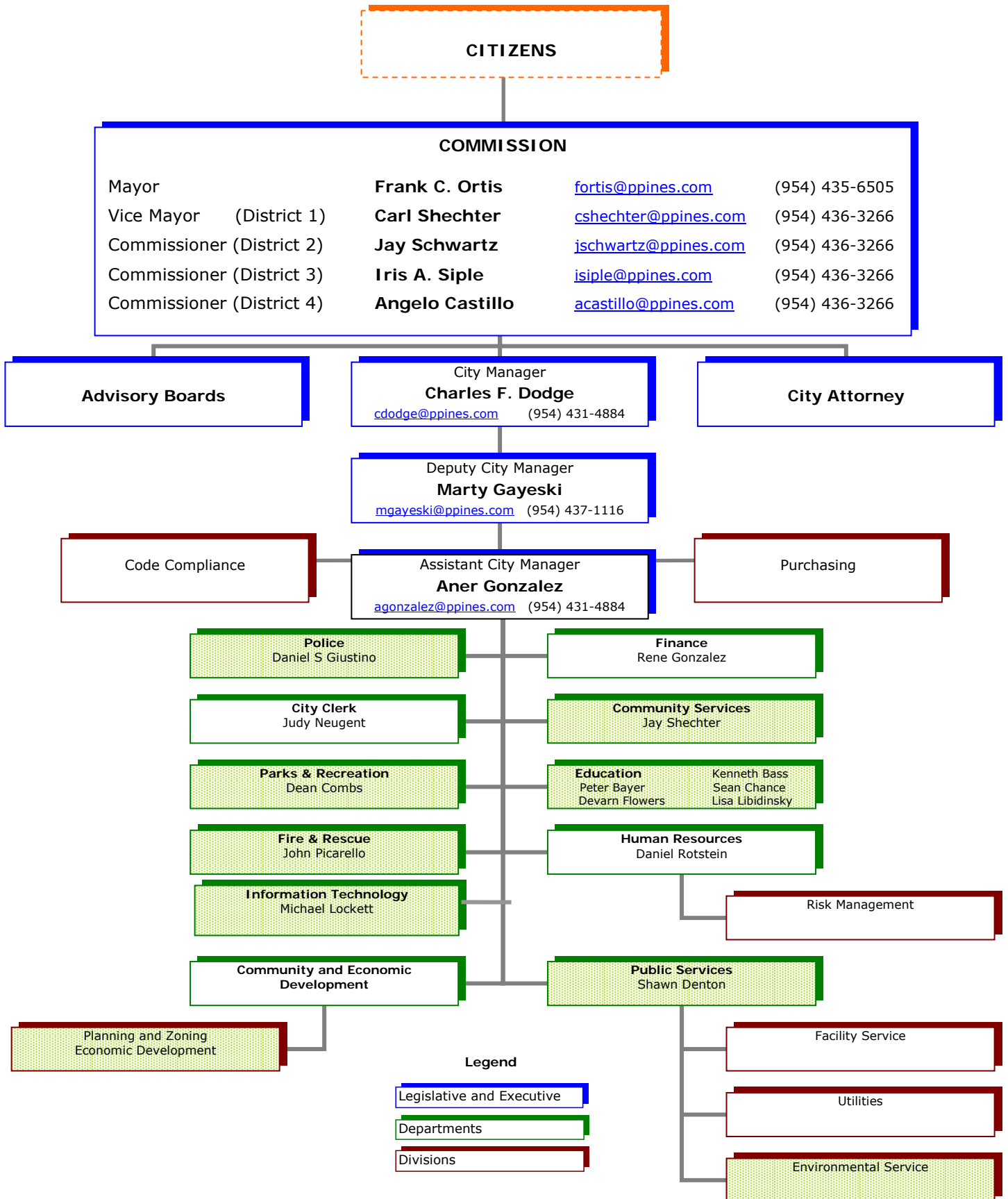
**Angelo Castillo**  
District 4



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

# CITY OF PEMBROKE PINES

## Organizational Chart



# Table of Contents

## **Introduction**

Budget Cover.....	i
Budget Book Format-State Map.....	ii
City Commission District Map.....	iii
City Organization Chart.....	iv
Table of Contents.....	

## **Budget Message**

Budget Message.....	1
Distinguished Budget Presentation Award.....	14

## **Budget Overview**

Budget Calendar.....	15
Introduction to the Budget Process.....	16
Fund Structure and the Basis of Budgeting.....	18
Budget Development Guidelines.....	21
Basis of Revenue and Expenditure Estimates.....	26
Basis of Revenue Estimates.....	27
Major Revenue Sources.....	28
Basis of Expenditure Estimates.....	37
Personnel Reports.....	40
Community Profile.....	47

## **Performance Summary**

Performance Summary.....	51
--------------------------	----

## **Fund Summaries**

Budget Summary - By Category.....	66
Budget Summary - By Fund.....	67
Components of Fund Balance - Retained Earnings - Net Assets.....	68
Expenditure Category Matrix.....	70
Transfer Schedule.....	73
General Fund.....	74
Wetlands Mitigation.....	76
Debt Service.....	77
Municipal Construction.....	78
Other Governmental Funds.....	79
Utility Fund.....	80
Public Insurance.....	81
Pension - General Members.....	82
Pension - Fire and Police.....	83
Other Post Employment Benefits.....	84

**General Fund**

Source of Revenue Dollars..... 85  
Use of Revenue Dollars..... 86

**General Government**

City Commission..... 87  
City Manager..... 91  
Community and Economic Development..... 95  
Technology Services..... 102  
Human Resources..... 108  
City Attorney..... 113  
City Clerk..... 119  
Finance..... 126  
Early Development Centers..... 133  
Walter C. Young Resource Center..... 140  
Community Services..... 145  
Housing Division..... 151  
Code Compliance..... 156

**Public Safety**

Police..... 160  
Fire Control - Ambulance Rescue..... 169

**Public Services**

Public Services..... 177  
Environmental Services (Engineering)..... 179  
General Government Buildings..... 184  
Grounds Maintenance..... 188  
Purchasing..... 192  
Support Services..... 196  
Howard C. Forman Human Services Campus..... 198

**Recreation**

Parks and Recreation..... 202

**Non-Departmental**

Non-Departmental..... 211

**Special Revenue**

Streets and Sidewalks..... 213  
State Housing Initiative Partnership (SHIP) Grant..... 218  
HUD Grants CDBG-HOME..... 222  
Law Enforcement Grant..... 226  
ADA-Paratransit Program..... 230  
Police Community Services Grant..... 233

**Special Revenue**

- Community Bus Program..... 236
- Law Enforcement Trust Fund Treasury Confiscated..... 239
- Law Enforcement Trust Fund Justice Confiscated..... 242
- Law Enforcement Trust Fund \$2 Police Education..... 245
- Law Enforcement Trust Fund FDLE Confiscated..... 248
- Older Americans Act (OAA) Grant..... 251

**Debt Service**

- Debt Service Fund..... 255

**Capital Projects**

- Municipal Construction Fund..... 267

**Enterprise**

- Utilities..... 270

**Internal Service**

- Public Insurance Fund..... 276

**Pension**

- General Employees Pension..... 279
- Police and Fire Pension..... 283
- Other Postemployment Benefits..... 287

**Permanent**

- Wetlands Mitigation Trust Fund..... 290

**5-Year Capital Improvement Program (CIP)**

- Capital Improvement Program..... 293

**Revenue Detail (By Fund)**

- 1 General Fund..... 335
- 51 Wetlands Mitigation Trust..... 344
- 100 Road and Bridge Fund..... 345
- 120 State Housing Initiative Program Grant..... 347
- 121 HUD Grants CDBG HOME..... 348
- 122 Law Enforcement Grant..... 349
- 123 ADA Paratransit Program..... 350
- 124 Police Community Services Grant..... 351
- 128 Community Bus Program..... 352
- 131 Treasury Confiscated..... 353
- 132 Justice Confiscated..... 354
- 133 \$2 Police Education..... 355
- 134 FDLE Confiscated..... 356
- 199 Older Americans Act..... 357

**Revenue Detail (By Fund)**

201 Debt Service Fund..... 359  
 320 Municipal Construction Fund..... 361  
 471 Utility Fund..... 363  
 504 Public Insurance Fund..... 366  
 655 General Pension Trust Fund..... 368  
 656 Fire and Police Pension Trust Fund..... 369  
 657 Other Post Employment Benefits (OPEB)..... 370  
 Total All Funds..... 371

**Expenditure Detail (By Fund)**

1 General Fund..... 372  
 51 Wetlands Mitigation Trust..... 431  
 100 Road and Bridge Fund..... 432  
 120 State Housing Initiative Program Grant..... 436  
 121 HUD Grants CDBG HOME..... 438  
 122 Law Enforcement Grant..... 446  
 123 ADA - Paratransit Program..... 451  
 124 Police Community Services Grant..... 452  
 128 Community Bus Program..... 454  
 131 Treasury - Confiscated..... 456  
 132 Justice - Confiscated..... 457  
 133 \$2 Police Education..... 458  
 134 FDLE - Confiscated..... 459  
 199 Older Americans Act..... 460  
 201 Debt Service Fund..... 461  
 320 Municipal Construction Fund..... 463  
 471 Utility Fund..... 474  
 504 Public Insurance Fund..... 488  
 655 General Pension Trust Fund..... 491  
 656 Fire and Police Pension Trust Fund..... 492  
 657 Other Post Employment Benefits (OPEB)..... 493  
 Total All Funds..... 494

**Appendix**

History..... 495  
 Abbreviations and Acronyms..... 497  
 Glossary..... 499  
 Index..... 513  
 Charts and Graphs..... 517  
 Millage Rate Ordinance..... 522  
 Budget Ordinance..... 526  
 DR-420..... 531





# City of Pembroke Pines



Frank C. Ortis, Mayor  
 Carl Shechter, Vice Mayor  
 Charles F. Dodge, City Manager

Angelo Castillo, Commissioner  
 Jay Schwartz, Commissioner  
 Iris A. Siple, Commissioner

September 30, 2012

Honorable Mayor and Commissioners:

Over the last three years the City has streamlined departments, changed the mode of delivery of some services, sought labor concessions from the bargaining units, extended the capital replacement schedule where possible, and engaged in mutually beneficial partnerships with other entities in order to achieve cost savings. Implementation of these measures allowed the City to maintain the quality, range, and level of service upon which residents depend without utilizing reserves.

In keeping with these strategies, during the past year the City initiated cost savings in the School Resource Officer (SRO) program. This program utilizes retired police officers to work in the public schools instead of assigning current active Police Officers to this duty. The reduced cost of providing this service is much closer to the reimbursement received from Broward County.

The City will implement two new measures in 2012-13: (a) the restructuring of the Administrative Services Department and (b) the reorganization of transportation services. Regarding the Administrative Services Department, the Information Technology Division was transitioned to the Technology Services Department, which overarches to the Charter School system. The Planning Division will transform into the Community and Economic Development Division and with two additional staff will boost the City's economic development function. The objective is to attract and recruit businesses to diversify the City's economy, as well as provide support to the existing businesses. The primary focus will be the redevelopment of the eastern portion of the City and the development of City Center, the government-planned downtown area.

Effective October 1, 2012 the City will no longer be a provider for Broward County's transportation services under the Americans with Disabilities Act (ADA) Program. However, eligible residents will still be able to access this service via the Broward County Call Center. In addition, the headway on the shuttle bus Green Route has been extended from 60 minutes to 120 minutes. The combined changes reduced the budget deficit by \$0.2 million.

Notwithstanding these changes, the main issue facing the City is the budgetary gap in the operating funds: the General Fund; the Road & Bridge Fund; and the Utility Fund. Overall, the budgetary gap is attributable to appropriations for replacement of capital items. The persistent soft economy characterized by high levels of unemployment, weak gain in wages, tight lending markets, and the depressed real estate market has influenced the City's response to this issue. Both the property tax and fire assessment rates were maintained at the 2011-12 rates to avoid increasing the burden on residents. The budgetary gap in the operating funds has been bridged with reserves. This issue is addressed further in the Budget-In-Brief section of this transmittal letter.

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

## Economic Analysis

Since last year's analysis, broad measures of economic growth have continued at very slow rates and overall City revenues of \$338.8 million lag most other indicators, showing an expected decrease of 0.8% for the upcoming 2012-13 fiscal year.

The politically driven economic crisis in the Eurozone continues; Congress and the country face unresolved, automatic, mechanical budget cuts and tax increases in the next few months due to legislation passed a year ago when Congress was unable to reach agreement on short-term fiscal matters; the Federal budget deficit for the first eleven months of fiscal 2012, although less than the year before, exceeded \$1.1 trillion; and governance across the country is heavily preoccupied by the upcoming fall electoral season.

The Congressional Budget Office's (CBO) August 2012 update to its *Budget and Economic Outlook: Fiscal Years 2012 to 2022* forecasts for the remainder of 2012 real (inflation-adjusted) Gross Domestic Product (GDP) growing at an annual rate of about 2¼% in the second half of the year, compared to a rate of about 1¾% in the first half, that the unemployment rate (nationally) will stay above 8% for the rest of the year, and the rate of inflation in consumer prices will remain low.

Then, under its base scenario that extant legislation continues in force and that the "fiscal cliff" of automated cuts and removal of previous tax cuts does occur in January, 2013, the CBO sees economic conditions in 2013 that will probably be considered a recession, with real GDP declining by 0.5% between the fourth quarter of 2012 and the fourth quarter of 2013 and the unemployment rate rising to about 9% in the second half of calendar year 2013. And, "because of the large amount of unused resources in the economy and other factors, the rate of inflation (as measured by the personal consumption expenditures (PCE) price index will remain low in 2013. In addition, interest rates on Treasury securities are expected to be very low next year." The latter point was very recently confirmed by an almost unanimous vote of the Federal Reserve Board.

The CBO also looked at an alternate scenario wherein expiring tax-cut provisions are extended (except the payroll tax reduction), that Medicare payment rates to providers are left uncut, and that the automatic spending reductions enacted in 2011 for 2013 are repealed (except for retention of spending caps on discretionary programs). In that case, it forecasts a 2013 deficit of \$1.0 trillion (\$400 billion more than the deficit under current law) and that the economy would be stronger in 2013, where Real GDP would grow by 1.7% between the fourth quarter of 2012 and the fourth quarter of 2013, and the unemployment rate would be about 8% by the end of 2013.

The third quarter of the *2012 Survey of Professional Forecasters* published by the Philadelphia Fed shows significantly weaker conditions for real outputs and labor markets in 2013 than were being forecast early in 2012. Their forecasts of PCE and Consumer Prince Index (CPI) inflations for 2013 are currently at 2.2% and 2.0%, respectively, and the group's estimates of the risk of a negative real GDP quarter in the next four quarters have grown from about 17.5% to about 21.0%.

The September 2012 *U.S. Economic Forecast* from The Conference Board predicts for 2013 modest growth in real consumer spending, slow growth in housing starts, relatively vigorous growth in real capital spending, and a continuing, steady decline in net exports. The Consumer Confidence Index® fell 4.8 points in August, 2012, to its lowest level since November 2011.

In the same vein, the Dow Jones Industrial Average had lost, by the beginning of June, 2012, all the gain it had accumulated since the beginning of the year, to close at 12,118. By mid-year, the Chief Economist at Moody's Analytics wrote that: "The decline in payroll jobs, the downward revisions to previous months, the increase in unemployment, the weak gain in wages, all point to a much softer economy." In short, the upcoming economic environment for fiscal 2012-13 remains unstable and carries a significant level of risk according to many respected analysts and indicators.

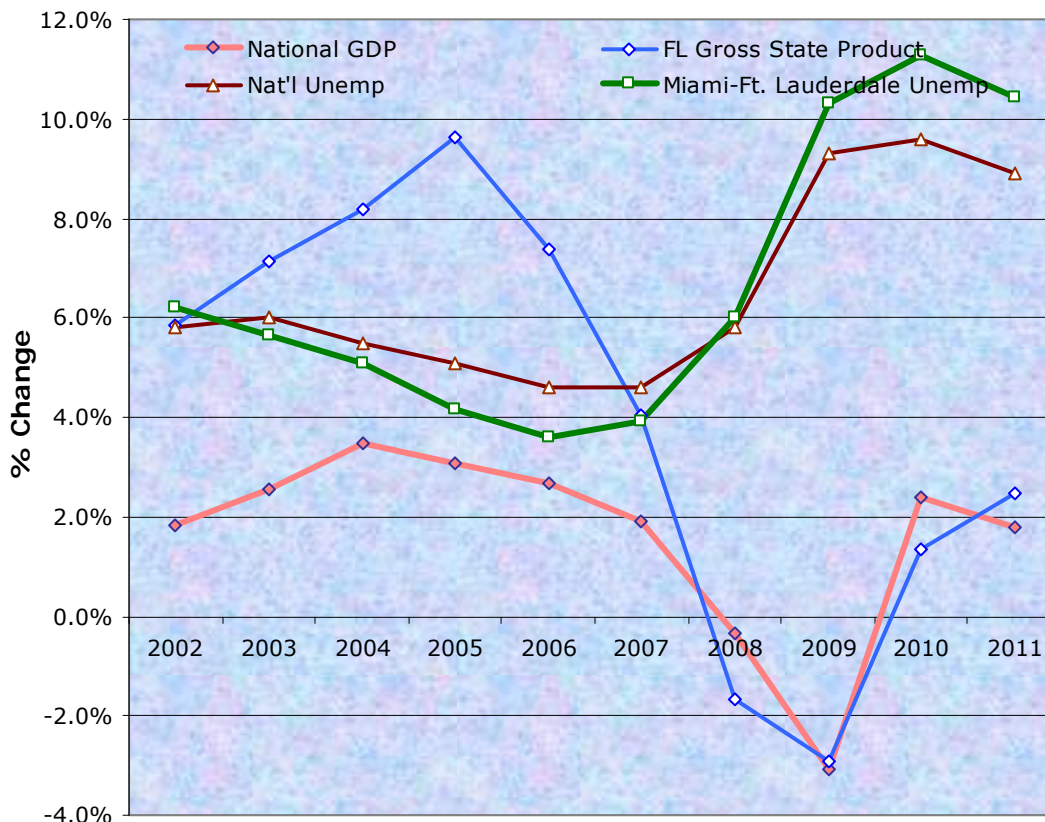
High levels of unemployment continue nationally and in the region. The national rate for August 2012, was 8.1% (seasonally adjusted) and has hovered just above and below 8.2% all year. In fact, the job-growth rate in Florida for 2012 through the end of August was negative (*Miami Herald*, 9/19/12). The state of Florida was holding at 8.8% in July, the Miami-Fort Lauderdale-Pompano Beach MSA at 9.3%, and the Bureau of Labor Studies' preliminary estimate for Pembroke Pines for July, 2012, is 7.6%. The City's trend is downward (as are the others) following annual City rates of 8.7% for 2010 and 8.4% for 2011, though it must be remembered that the rate is affected by two factors: changes in the number of unemployed (numerator) and

---

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

changes in the number of reportable persons in the labor force (denominator), employed and unemployed, from one period to another. Much of the reduction in regional unemployment rates is attributed to large numbers of unemployed persons leaving the reported labor force entirely.

The creation of new jobs continues to be hindered by businesses' continued lack of confidence in the recovery's sustainability, by uncertainty about future directions in tax and fiscal policies, and by limitations on access to credit.



Source: Bureau of Economic Analysis, U.S. Department of Commerce

Parallel statistics from the CBO and Florida's Office of Economic and Demographic Research (OEDR) noted the existence of negative growth in 2008-09 (-2.2%) for both the national GDP and Florida's State GDP and positive growth for 2009-10 (less than 1.0%). Both entities then forecast GDP growth, national and state, ranging from 3.0% to 3.2% in 2011 and 2012. National GDP, in fact, grew 3.8% in 2010 and 4.0% in 2011 according to the U.S. Bureau of Economic Analysis. The Fed's survey of professional forecasters (3rd quarter, 2012) revealed estimates of real national GDP for 2012 at 2.2% and 2.1% in 2013.

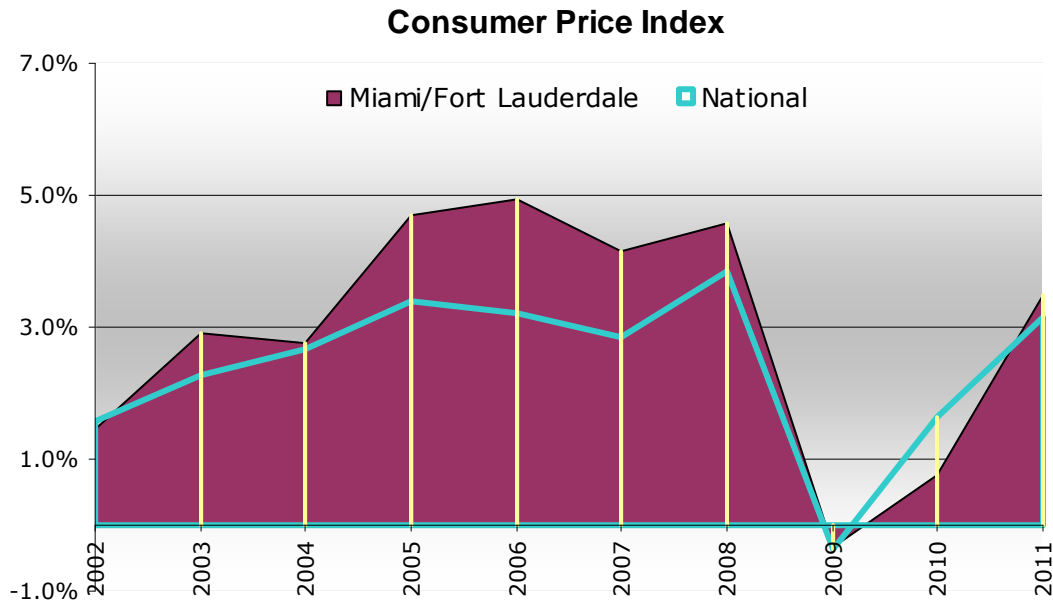
Nationally, businesses continue to show record-high profit margins and low interest costs. Cash on for-profit balance sheets is at the highest level in forty years, and debt—despite the low interest rates—at its lowest level over that period.

Consumer spending as measured by the CPI has followed a pattern similar to GDP, though spending changes were smaller than those of GDP on both the downside in 2009 and the subsequent upsides through mid-year 2012. As shown in the following graph, CPIs for both the national and Miami-Fort Lauderdale-Pompano Beach MSA markets reached negative levels for 2009 (-0.4% and -0.3% respectively). This change followed a five-year period in which the local rate averaged more than 3.0% and consistently exceeded the national rate. The annual CPI for 2011 (Not Seasonally Adjusted) shows a rate of increase of 3.2% for the country compared to 3.5% in the Miami-Fort Lauderdale MSA. Professional forecasts of CPI for 2012 focus around 1.8% or 1.9% and for 2013 range closely around an increase of 2.2%.

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

The Fed's survey published in August 2012, estimates corporate profits after tax increasing 2.9% throughout 2012 and a notable 6.7% further in 2013. Economists' feelings that the Fed has about exhausted its mechanisms for stimulus and the ability to attract additional foreign buyers of US debt are reflected in forecasts of both short- and long-term interest rates, expected to show double-digit percentage increases in 2013 over the 2012 rates for both T-bills and T-bonds. Few, however, are mentioning serious inflationary pressures appearing throughout the economy before mid-2014 or later.

Good economic news appears in standard measures of household debt. That debt, which had reached a peak of 124% of disposable income in 2007, declined to 111% by late 2010 and to 107% by late 2011. Note, however, that debt reduction and increasing savings rates produce a drag on municipal and other governmental revenues.



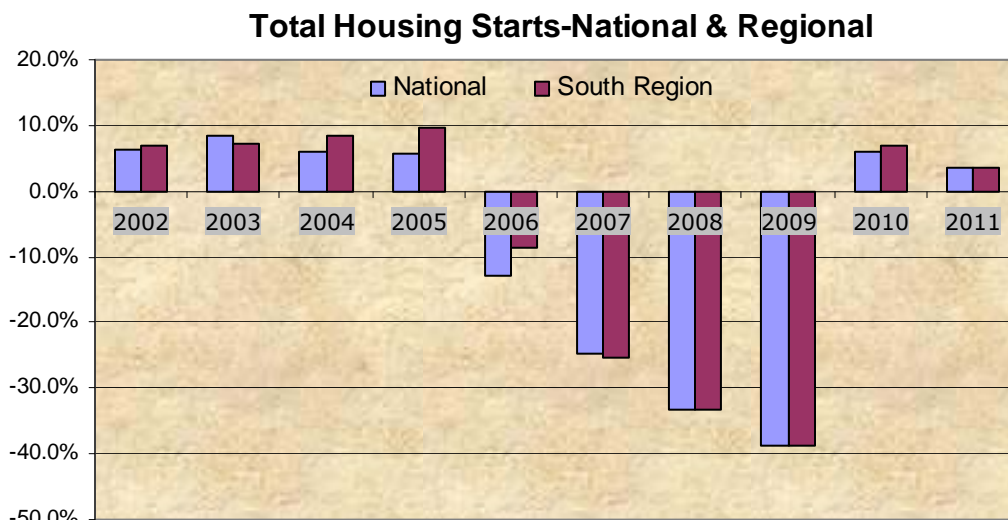
Source: Bureau of Labor Statistics

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

Average home prices in South Florida began to stabilize in early 2012, and some concentrated areas like coastal Miami have been experiencing sharp rises due to activity from foreign cash buyers in the upscale market. New numbers from the S&P/Case-Shiller Housing Price Index (the leading index for the US housing market) dashed hopes for an official bottom to a historic crash in real estate prices, a downturn that was entering its sixth year and producing a price index that was off 51% from its peak in November, 2006. But the annual Realtors' Report citing prices in December, 2011, showed the median home price in Broward County up 7% (to \$189,600). Forecasts for the remainder of 2012 and for 2013 are mixed. Some cite pent-up demand from temporary renters; others point to thousands of properties remaining in banks' foreclosure inventories. The foreclosure process in Florida, according to the Legislative Office of Economic and Demographic Research in August of 2012, averages 861 days (2.5 years) compared to 378 days nationally. Foreclosure commencements in Florida increased 26% annually, and bank repossessions have been up 12% (Miami Herald, 9/19/12). Yet while prices remain relatively low and lending standards remain high, volumes of sales are clearly increasing.

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

New residential construction in the South Region of the country showed steady growth of 3% to 4% from 2009 to 2011. During the first six months of 2012 the volume grew 27% compared to the same period in 2011; however, South Florida and Pembroke Pines in particular did not share in that level of housing starts.



Source: U. S. Census Bureau, Economic Indicators

Closer to home, the table that follows shows the ten-year history of building permits and the valuation of construction in Pembroke Pines since 2002. The effect of the 2007-09 recession on gross assessed values and the declines of construction activities in various categories are evident in the data provided.

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

Year	Total Permits Issued	Miscellaneous		Residential		Commercial		Total Value of Construction	Gross Assessed Value (3)
		Permits Issued (2)	Valuation	Number of Units	Valuation	Number of Units	Valuation		
2002	10,140	9,117	\$ 45,421,312	1,005	\$ 152,912,991	18	\$ 9,069,036	\$ 207,403,339	\$ 7,579,681,777
2003	9,170	8,792	54,660,725	361	40,571,126	17	14,659,667	109,891,518	8,678,811,181
2004	9,457	8,939	52,063,598	505	26,524,490	13	5,664,939	84,253,027	10,220,280,583
2005	10,991	10,761	73,078,888	214	17,326,438	16	26,553,469	116,958,795	11,606,680,186
2006	16,996	16,853	151,071,862	132	12,850,765	11	19,898,203	183,820,830	13,606,059,092
2007	10,837	10,267	161,924,777	554	50,298,274	16	25,169,009	237,392,060	17,145,457,817
2008	7,411	7,365	95,057,849	27	1,939,720	19	42,172,649	139,170,218	19,252,698,267
2009	6,318	6,289	62,524,850	24	2,106,616	5	4,331,001	68,962,467	17,848,661,534
2010	5,274	5,205	64,069,445	66	6,585,866	3	2,409,185	73,064,496	14,727,213,419
2011	6,939	6,662	37,295,528	202	18,600,807	75	265,336,362	321,232,697	12,597,755,293

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

Deeper analysis of the table above shows that, although the valuation of residential construction continued to recover in Pembroke Pines in 2011 (tripling from its 2010 level), it nevertheless declined at a compounding annual rate of 21% each year over the period from 2002 to 2011. More unexpected was the explosion of commercial activity in numbers and valuation over the last two years shown.

Recovery from the severe economic recession of 2007-09 continues to be protracted and slow, given the financial and employment environments and the sharp drop in the values of major assets that occurred. The future for the local economy in 2013 remains unclear and subject to many external variables, as outlined above.

### 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 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.

As of April 2012 the University of Florida’s preliminary population estimate for Pembroke Pines was 155,239 compared to 154,889 in 2011. During 2011, Pembroke Pines was ranked as the 11th largest city in Florida.

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

The Memorial Healthcare System, City of Pembroke Pines, Wal-Mart, City of Pembroke Pines Charter School System, Publix, Target, Macy’s, Cintas Corporation, Claire’s Corporation, and Winn Dixie are some of the major employers in the City.

### Long-Range Economic Planning

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

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

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

In keeping with this approach to development, there are two key initiatives which the City has embarked upon, namely the Building Our Future Program and the City Center real-estate development project. Both are noteworthy notwithstanding the fact that no direct appropriations for them are in this adopted budget.

## Building Our Future Program

The Building Our Future Program is being financed with General Obligation Bonds (G.O.) as passed by referendum in March, 2005. These projects were originally appropriated in the 2004-05 and 2006-07 budgets; unspent appropriations will be carried forward to the 2012-13 working budget. The Building Our Future bonds provided funding for the following:

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

Since the bond referendum was passed, the City has issued \$90.0 million of the \$100.0 million approved G.O. bonds. On June 27, 2007 as a result of cost overruns, City Commission decided to reduce the number of projects funded by the G.O. bonds.

Many of the General Obligation Bond projects authorized by the March 8, 2005, referendum have been completed and others have commenced. As of June 2012, Commission had approved a total of 146 projects. Of this amount, 95 projects were completed, 4 are in the construction phase, 7 are in the design/planning phase, 5 had not yet begun, 13 were re-allocated, and 22 projects have been eliminated. The major projects that are in progress include the \$5.3 million SW 196<sup>th</sup> Avenue/Pembroke Road improvement and the \$1.5 million streetscape project. The largest project yet to commence is the \$9.0 million economic development project. The total G.O. bonds project budget of \$96.5 million includes \$6.5 million of interest earned, bond discounts, and miscellaneous receipts. The unspent and unencumbered portion of the budget is \$18.1 million or 18.8 %. Details of the status of the G. O. bond projects are provided in the 5-year capital plan section of this document.

Apart from the redevelopment that will be financed with G.O. bond proceeds, the City is using funds from the U.S. Department of Housing and Urban Development (HUD) Neighborhood Stabilization Program (NSP) grant to purchase foreclosed or abandoned homes and to rehabilitate, resell, or redevelop those homes in order to stabilize neighborhoods and stem the potential decline of property values within the City. At the time of this writing, eight homes were purchased and rehabilitated; of these, three have been resold.

## City Center

The completion of the mixed-use City Center (142.89 acres adjoining the current site of City Hall) has been delayed as a result of market conditions. The project is in its second phase with 49.16 acres of land available for sale and further development; 16.7 acres were sold to Mills Creek Residential Trust LLC with an additional 10.5 acres under contract. Mills Creek is scheduled to complete construction of 422 rental garden apartments and rental townhomes on the 16.7-acre parcel by February 2013. The development of City Center is expected to have a net positive impact on future City budgets. The City remains committed to developing a vibrant downtown area and is aggressively marketing this project. The City has received a purchase offer for another 11.5 acres.

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

## Enhancements to City Services

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

1. To protect life and property. The budget provides funding for the modification of the Communications Center to withstand category 5 hurricanes. Funding is also provided for the procurement of P-25 compliant radios and accessories to improve the communication infrastructure and promote interoperable emergency communication in order to collect, process and transmit important information in a timely manner.
2. To maintain business occupancy levels. The Shop-Local Program will be expanded and the hiring of two Economic Development Specialists will augment the support provided to existing businesses.
3. To continue to provide recreation and leisure amenities to meet the needs of all citizens. The City continues the construction/renovation of recreation facilities and parks authorized under the General Obligation Bond referendum.
4. To restructure the ways in which we provide services to the public by modernizing our technology and adopting more flexible policies to improve customer satisfaction. Among the technology improvements planned is the conversion of microfilmed records to electronic format. This conversion will expedite the response to records requests as well reduce the cost of maintaining records. In addition, the SeeClickFix application that encourages residents to become active citizens in taking care of and improving their City by reporting non-emergency issues in their neighborhood will be initialized.

## Budget-In-Brief

### All Funds

#### Revenues/Sources:

The 2012-13 adopted revenue budget for all funds (including inter-fund transfers) totals \$338.8 million, a decrease of \$2.6 million or 0.8% below the 2011-12 adopted budget. The synopsis below explains the major components of the change.

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

- Public Insurance Fund - \$6.6 million decrease due directly to \$5.0 million, \$1.0 million, and \$0.5 million reductions in required funding for health care, liability insurance, and workers' compensation, respectively.
- Municipal Construction Fund - \$1.5 million decrease is attributable mainly to the reduction in privilege fees- sewer revenue that is recorded in this fund. The privilege fees- sewer revenue budget of \$1.1 million is the source of funding for the final payment on an inter-fund loan from the Utility Fund. After satisfying this interfund loan, this revenue will then be recorded the General Fund. In 2012-13 the General Fund is expected to receive \$1.5 million.
- Other Post Employment Benefits - \$3.2 million increase of which \$2.7 million is due to investment income and \$0.5 million to refunds on adjusted medical claims. The latter was not budgeted in 2011-12.
- Fire & Police Pension Trust Fund - \$2.3 million increase which consists of a \$1.1 million net increase in investment income and a \$1.4 million increase in the City's contribution, partially offset by a \$0.2 million reduction in employee contributions.

---

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



**All Funds Revenue Comparison - Adopted 2011-12 to 2012-13  
(in \$'000)**

Revenues/Sources	2011-12	2012-13	Change from	
	Adopted	Adopted	2011-12	
			\$	%
General Fund	\$149,312	\$149,762	\$450	0.3%
Road & Bridge Fund	4,263	4,153	(110)	-2.6%
Utility Fund	43,138	43,463	325	0.8%
Debt Service	26,859	26,714	(145)	-0.5%
Municipal Construction	2,661	1,134	(1,527)	-57.4%
Public Insurance Fund	27,850	21,297	(6,553)	-23.5%
General Pension Trust Fund	19,010	18,995	(15)	-0.1%
Fire & Police Pension Trust Fund	54,309	56,595	2,286	4.2%
Other Post-Employment Benefits	10,643	13,837	3,194	30.0%
All Other Funds	3,377	2,897	(480)	-14.2%
<b>Total Revenue</b>	<b>\$341,422</b>	<b>\$338,847</b>	<b>(\$2,575)</b>	<b>-0.8%</b>

**Expenditures/Uses:**

The 2012-13 adopted expenditure budget for all funds (including inter-fund transfers) totals \$306.7 million, an increase of \$3.7 million or 1.2% over the 2011-12 adopted budget. The key components of the change are highlighted below:

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

- Utility Fund - \$8.5 million increase of which \$7.5 million is due to the increase in appropriations for replacement of capital items.
- Fire & Police Pension Trust Fund - \$2.7 million increase attributable entirely to the increase in appropriations for retirement benefits.
- General Fund - \$1.8 million increase due primarily to the \$1.0 million increase in appropriations for capital and \$0.4 in transfers to other funds.
- Public Insurance Fund - \$6.6 million decrease directly attributable to the anticipated decrease in health insurance, liability insurance and workers' compensation claims based on recent history.
- Municipal Construction Fund - \$2.5 million decrease is due to a \$1.4 million reduction in principal payments to the Utility Fund and the elimination of a \$1.0 million transfer to the Debt Service Fund. The latter was a one-time transfer of unspent Series 2006 Capital Improvement Revenue Refunding bonds to pay interest on the Charter School bonds.

**All Funds Expenditure Comparison - Adopted 2011-12 to 2012-13**  
(in \$'000)

Expenditures/Uses	2011-12	2012-13	Change from	
	Adopted	Adopted	2011-12	
			\$	%
General Fund	\$151,556	\$153,386	\$1,830	1.2%
Road & Bridge Fund	5,616	5,058	(558)	-9.9%
Utility Fund	43,138	51,651	8,513	19.7%
Debt Service	26,779	26,571	(208)	-0.8%
Municipal Construction	3,586	1,134	(2,452)	-68.4%
Public Insurance Fund	27,850	21,297	(6,553)	-23.5%
General Pension Trust Fund	9,080	9,125	45	0.5%
Fire & Police Pension Trust Fund	24,415	27,134	2,719	11.1%
Other Post-Employment Benefits	7,376	8,070	694	9.4%
All Other Funds	3,536	3,242	(294)	-8.3%
<b>Total Expenditures</b>	<b>\$302,932</b>	<b>\$306,668</b>	<b>\$3,736</b>	<b>1.2%</b>

### The General Fund

The General Fund is the City's chief operating fund and accounts for 50.0% of total expenditure appropriations in the adopted 2012-13 budget. The General Fund 2012-13 adopted budget reflects an operating deficit of \$3.6 million, which is a \$1.4 million increase over the 2011-12 adopted budget deficit of \$2.2 million. Overall this is attributable to revenues remaining flat while expenditures are increasing. In particular capital replacement has grown due to the postponement of this category of expenditure over the last few years. City administration is currently in discussion with Broward County regarding payment from them on a per call basis pending the establishment of a Southwest Regional Public Safety Communication Center. The estimated annual payment is \$1.3 million. In addition, the City expects to realize a surplus for the fiscal year ending September 2012 that will cover the 2012-13 deficit.

### Revenue Highlights (General Fund)

Compared to the 2011-12 adopted revenue budget, the 2012-13 budget shows a net increase of \$0.5 million. The main increases consist of the following: \$1.5 million in privilege fees assessed on sewer revenues; \$1.0 million in public service taxes and franchise fees on electricity consumption; and \$0.5 million in ½ cent sales tax and sales tax proceeds. The anticipated increases in the foregoing revenues, except the privilege fee, are predicated on improvements in the economy. These increases were partially offset by a \$2.5 million loss in charges for services due to the termination of the contract to provide fire, rescue and prevention services to the Town of Southwest Ranches. Apart from the fees that are adjusted for inflation as stipulated in the City's code of ordinances, there will be \$5 decrease in the youth athletic program fees and a \$19 increase in the athletic fees-non resident for the winter and spring registration seasons. In addition, there will be a \$5.00 per week increase in tuition fees for the Central, West and Bright Beginnings Early Development Center sites.

The largest revenue source, ad valorem (property) tax, is budgeted at \$45.7 million for 2012-13 and represents 30.5% of total revenues. The budget is based on the current (2011-12) millage rate of 5.6368 mills. The anticipated receipts are approximately 1.4%, or \$0.6 million, more than the final estimate for the current year (based on a 95% collection rate) due to the growth in taxable values. Approximately 26.7% of the increase in taxable value is associated with new construction. Only those taxpayers whose taxable value has increased will see a increase in their property taxes. According to the Broward County Property Appraiser's Office, mainly homeowners who either purchased or homesteaded their property before 2001 or newer purchasers who recently moved portability savings to a new property will experience a 3% increase in

[10100 Pines Boulevard • Pembroke Pines, Florida 33026 • 954-431-4330](#)

assessed value as a result of the "recapture" rule. This rule is applied to homesteaded property when the "Save Our Homes Value" is less than the market value as of January 1. City property taxes on the median residential taxable value of \$88,850 will be \$496 in 2012-13. In 2012-13 property owners will pay 20.8710 mills in ad valorem taxes of which Pembroke Pines represents 30.2%.

The second largest revenue source in the General Fund is the Fire Protection Assessment Fee, which is 13.4% of total General Fund revenues. The fire assessment revenue budget is \$20.1 million, \$23K below the 2011-12 adopted budget. The residential fire assessment rate remains flat at \$235.44 per unit. This rate equates to a 96.32% levy of total assessable fire costs, which results in the non-residential rates also being 3.68% lower than the rates at 100% levy. As a consequence of levying fire costs at a rate less than 100%, an additional \$0.8 million from other revenues is being used to fund fire costs.

### Fire Assessment Synopsis

	2011-12 Adopted	2012-13 Adopted	Change
Residential (per unit)	\$ 235.44	\$ 235.44	\$ -
Commercial (per sq. ft.)	0.5212	0.5205	-0.0007
Industrial/Warehouse (per sq. ft.)	0.1409	0.1144	-0.0265
Institutional (per sq. ft.)	0.6779	0.5940	-0.0839
Assessable Fire Cost	\$ 24,671,274	\$25,637,453	\$ 966,179
Less: Assessable Cost Not Levied	(515)	(942,257)	(941,742)
Less: Exempt Properties	(3,471,915)	(3,520,648)	(48,733)
Less: Statutory Discount	(1,059,942)	(1,058,727)	1,215
<b>Budgeted Fire Assessment Revenue</b>	<b>\$ 20,138,902</b>	<b>\$ 20,115,821</b>	<b>\$ (23,081)</b>
<b>% of Assessable Cost Levied (inc. exempt)</b>	<b>100.0%</b>	<b>96.3%</b>	

### Expenditure Highlights (General Fund)

The adopted expenditure budget (including inter-fund transfers) shows an increase of \$1.8 million or 1.2%, from \$151.6 million in 2011-12 to \$153.4 million in 2012-13. This increase consists of a \$1.0 million increase in appropriations for capital, \$0.4 million for operating expenditures (including personnel) and \$0.4 million for transfers to other funds.

The \$1.0 million increase in appropriations for capital includes mainly:

- \$0.4 million for upgrading the current audiovisual configuration in City commission chambers to present all City related meetings in industry standard high definition;
- \$0.3 million associated with the hardening of the Fire Station at Stirling Road for hurricane resistance of up to category 5 rating; and
- \$0.3 million for the replacement of hedges along major arterials that are aging and damaged by the white fly infestation.

The key components of the \$0.4 million increase in the operating (non-capital) budget include:

- a \$4.0 million increase in the City's contribution to Fire/Police and General employees' pensions due to the net effect of prior years' investment losses, which are being recognized in the current year's actuarial valuations (investment gains and losses are recognized over 4-5 years);
- a \$1.2 million increase in appropriations for contractual employees, which includes the conversion of 22 full-time City vacant positions to contractual and the addition of 2 new contractual positions;
- a \$3.7 million reduction, based on recent history, in appropriations for health insurance and workers compensation; and
- a \$1.0 million decrease in appropriations for City salaries attributable mainly to the net reduction of 26 full-time and 2 part-time positions, all of which were vacant (Of this total, 22 vacant positions were converted to contractual).

The \$0.4 million increase in transfers to other funds is due mainly to the \$0.3 million transfer to the Older American Act Fund (OAA). This item was not appropriated in the 2011-12 adopted budget. The General Fund subsidy covers the funding shortfall of the transportation element of OAA operations. The shortfall resulted mainly from the realignment of cost for senior transportation between the Community Bus Program and the Older American Act Funds.

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

Expenditure Category	2011-12 Adopted	2012-13 Adopted	Change from 2011-12
Personnel	\$113,103	\$112,237	(\$866)
Operating	35,637	36,920	1,283
Total Operating	148,740	149,157	417
Capital	1,892	2,852	960
Grants and Aid	171	178	7
Other (Transfers)	753	1,200	447
	\$151,556	\$153,387	\$1,831

#### The Utility Fund

The 2012-13 Utility Fund budget shows an \$8.2 million deficit, which is attributable mainly to the increase in appropriations for capital spending. The City plans to bridge this gap by using Utility reserves. In addition, a rate study will be done by February 2013 to determine the appropriate water and sewer rates necessary to finance the 5-year capital improvement plan.

The 2012-13 revenue budget of \$43.5 million is \$0.3 higher than the 2011-12 adopted budget. Revenues from sewer charges account for \$0.2 million of the increase. The budget reflects a 2.3% rate increase adjustment for inflation applied effective October 1, 2012.

The \$51.7 million expenditure budget for 2012-13 is \$8.5 million larger than the 2011-12 adopted budget. This increase is due primarily to a \$7.5 million increase in the budget for capital items, mainly the rehabilitation of the odor control system and treatment units at the sewer plant. Phase 1 of the multi-year plan to rehabilitate the odor control system will cost approximately \$5.0 million of which \$4.0 million, based on the construction schedule, is reflected in the 2012-13 budget. The rehabilitation of treatment units is budgeted at \$2.5 million, which will cover the cost to rehabilitate treatment unit two and begin rehabilitation of unit three. The design for these units was completed in 2011-12. It should be noted that the 2011-12 budget was increased to facilitate emergency repairs needed at treatment unit one. Another item of significant increase (not related to capital expenditures) is \$0.9 million in wastewater treatment payments to the City of Hollywood.

### Accomplishments

Despite the economic hardships, the City has managed to move forward with various expansions, upgrades, and maintenance of its facilities and infrastructure in an effort not only to maintain the municipal services provided to its residents but also to enhance them. In this regard a number of road projects were completed. Several roads were resurfaced: NW 78 Avenue – 10 Street to NW 13 Street, NW 11 Street – NW 78 Avenue to NW 78 Terrace, NW 11 Street – NW 78 Avenue to NW 78 Terrace, NW 11 Court – NW 78 Avenue to NW 78 Terrace, NW 12 Street – NW 78 Avenue to NW 78 Terrace, Taft Street – Hiatus Road to Palm Avenue, and Hiatus Road – Johnson Street to Taft Street. New sidewalks and pedestrian ramps were constructed at various locations throughout the City.

Additionally, rehabilitation of wastewater treatment unit number one was completed and the construction work on the rehabilitation of wastewater treatment unit number four is scheduled to be completed in October, 2012. Six lift stations were replaced, and the plans and permits for the replacement of waterlines on NW 4 Street – SW 64 Way to SW 67 Avenue, NW 78 Avenue - NW 11 Street to NW 13 Street, NW 78 Terrace – NW 11 Street to NW 13 Street, NW 11 Court - NW 78 Avenue to NW 78 Terrace, and NW 12 Street - NW 78 Avenue to NW 78 Terrace were completed. The construction and inspection of these waterlines is scheduled to be completed in October 2012.

Further, renovation and maintenance of recreational facilities were also undertaken and consisted mainly of the resurfacing of the pool at Silver Lakes South; renovation of soccer/football fields at Silver Lakes North, Pines Recreation, West Pines Soccer Park, Chapel Trail, Towngate and Walter C. Young; resurfacing of four hard courts at Price Park Tennis Center; and replacement of turf at Maxwell Park field #1, T-ball and Little League fields as well as Fletcher Park fields #1, #2, and #3.

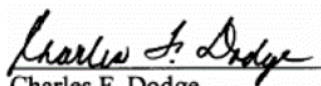
Apart from these improvements to the physical infrastructure, technological enhancements to customer service were also implemented. These included the deployment of an Interactive Voice Response (IVR) system that allows customers to pay their utility bills over the phone using credit cards, debit cards and e-checks; building permit history searches on the City's Website; online lobbyist registration along with searchable records of documents required to be filed by City officials; and online payment of both utility bills and local business tax using credit cards, debit cards and e-checks.

In addition to these improvements, the community also benefited from \$2.5 million in disbursements from the Housing and Urban Development (HUD) grants. These disbursements consisted mainly of \$1.5 million for residential rehabilitation benefiting over 31 households, \$0.3 million for the purchase of foreclosed properties (benefiting six households), and \$0.3 million for waterline replacement along a portion of NW 77 Way. Furthermore, \$0.6 million was disbursed from the State Housing Initiative Program grant to assist with the repairs of 18 homes.

## Conclusion

The development of the City's budget for fiscal year 2012-13 has been challenging despite the tough decisions already instituted over the last three years. The hurdles yet to be overcome include the funding of capital improvements and transportation services. Administration will continue to pursue efficiencies through streamlining processes, searching for new revenue sources, and reprioritizing needs as necessary. The priority remains providing services *par excellence* in a financially sustainable manner, and with the support of the community, employees, and business partners this will be achieved.

Sincerely,



Charles F. Dodge  
City Manager

CFD/lw



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, 2011**

*Linda C. Danson* *Jeffrey R. Egan*

President

Executive Director

# BUDGET CALENDAR

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

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

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

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

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

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

## NOVEMBER / DECEMBER 2011

Monitoring of all Budgets

## JANUARY 2012

Departments began planning for the upcoming fiscal year and begin to prepare budgets  
Budget module enabled for departmental input

## FEBRUARY 2012

Finance forecasts status quo personnel expenses  
Departments submit revenue, debt service, personnel and new program estimates and narratives to Finance  
Departments submit operating and capital expenses  
Departments request new positions and reclassifications

## MARCH 2012

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

## APRIL 2012

## MAY 2012

## JUNE 2012

Finance submits draft of budget book to City Manager for review

## JULY 2012

Completion of 5-year capital improvement plan

## AUGUST 2012

City Manager submits the Proposed Budget to City Commission  
Commission Workshop on the Proposed Budget for FY 2012-13  
Establish Maximum Millage Rate to advertise in the property-tax TRIM Notice  
Budget Revisions for fiscal year ending 9/30/12

## SEPTEMBER 2012

- 5** First Budget Hearing
- 13** Fire Assessment Hearing
- 19** Second and Final Budget hearing—Adopt millage rate and Budget Budget is loaded into the accounting system and is published on the City's website:

<http://www.ppines.com/finance/citybudget-link.html>

## OCTOBER 2012

- 1** Adopted Budget for Fiscal Year 2013 goes into effect

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

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

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

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

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

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

## INTRODUCTION TO THE BUDGET PROCESS

### Budget Preparation/Development

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

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

### Budget Adoption

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

### Budget Amendment

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



### **Budget Monitoring/Control**

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

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

The hierarchy for reporting and budgetary control is as follows:

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

### **Capital Budget Process**

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

## FUND STRUCTURE AND BASIS OF BUDGETING

### Fund Structure

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

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

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

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

The City utilizes governmental, proprietary and fiduciary fund types:

#### Governmental Fund Types

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

The following are the City's governmental fund types:

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

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

All of the special revenue funds have appropriated fiscal year 2012-13 budgets except the State Housing Initiative Program (SHIP), the ADA-Paratransit Grant and the Police Community Services Grant. It is expected that fiscal year 2011-12 would be the final year of activity for the ADA-Paratransit Grant since effective October, 2012 the City will no longer be a provider for Broward County's Paratransit Program.

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

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

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

Proprietary Fund Types

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

Enterprise funds are used to account for operations that provide a service to citizens, financed primarily by a user charge, and where the periodic measurement of net income is deemed appropriate for capital maintenance, public policy, management control, accountability, and other purposes. The only Enterprise Fund in the fiscal year 2012-13 Budget is the Utility Fund.

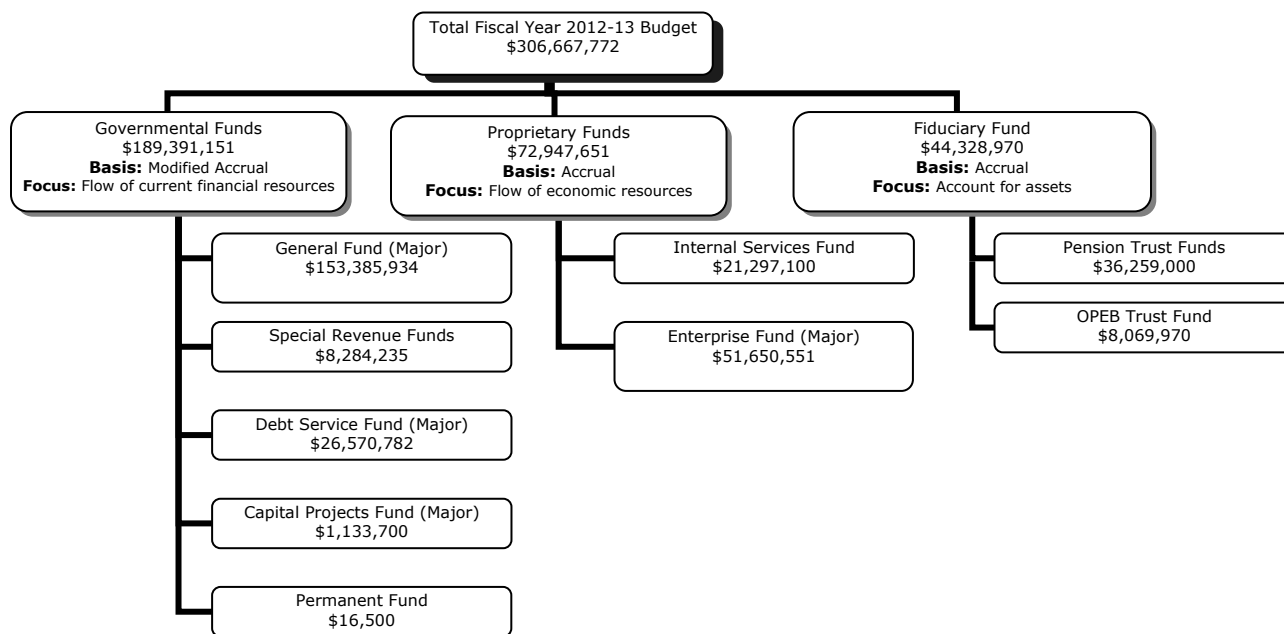
Internal service funds account for operations that provide services to other departments or agencies of the City, or to other governments, on a cost-reimbursement basis. The Public Insurance [Risk Management] Fund is the only Internal Service Fund in the fiscal year 2012-13 Budget.

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 three pension trust funds: one for general employee’s pension, one for police officers and firefighter’s pension and one for retiree health and life insurance (OPEB).

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



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

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

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

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

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

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

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

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

## BUDGET DEVELOPMENT GUIDELINES

### Strategies

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

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

A cautious approach to personnel growth has been adopted since personnel-related costs account for 73.3% of the General Fund operating expenses. This budget reflects expenditure containment in response to the rising cost of employee benefits, especially health insurance and pension, and reflects major concessions that all three unions of the City made during fiscal year 2009-10 to their collective bargaining agreements. There were substantial modifications to existing employee current benefits and future retirement benefits.

The City's staff complement comprises of employees hired directly by the City (the authorized staff level) and those hired through a private company. The City-wide authorized staff level shows a net decrease of 26 full-time and 2 part-time positions, for a total of 28 positions. The net decrease in full-time positions consists mainly of 32 deletions (all of which were vacant) and 6 additions. Below is a summary of these changes. All positions changes are presented by division in tabular form later in this section.

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

<b>Deletions (vacant)</b>	
Converted to Contractual	(22)
Transitioned to Part-Time	(1)
Eliminated Firefighter Positions Attributable to Terminated Contract	(9)
<b>Total Positions Deleted</b>	<b>(32)</b>
<b>Additions</b>	
Contractual Positions Added to City's Payroll	
City Manager, Deputy City Manager, and Micro Computer Specialist	3
New Positions	
Assistant Public Safety Communication Chief, Engineer & Maintenance Crew Leader	3
<b>Total Positions Added</b>	<b>6</b>
<b>Net Position Changes</b>	<b>(26)</b>

### Translation of Municipal Goals

The longer-term municipal goals provide direction to the departments in preparing their annual operating and capital budget requests. The City has developed and approved a statement of annual budget policy, consisting of goals and guidelines that translate the longer-term goals into specific guidelines for the budget. The budget goals as delineated below provide the framework for the overall budget process.

**Diversification of Revenue Sources:** The City's goal is to minimize increases in the millage rate. This traditionally was accomplished by finding new sources of revenue where possible and by implementing tight budgetary controls on expenditures. The City's aggregate millage is 6.3084, which is comprised of an operating millage of 5.6368 (the current millage rate) and a debt service millage of 0.6716.

**Components of Property Tax Bill: 2012-13**

South Broward Hospital District	0.6000
S. Florida Water Management District	0.4289
Florida Inland Navigational District	0.0345
<b>City of Pembroke Pines</b>	<b>5.6368</b>
Broward County School Board	7.4560
Broward County Government Services	5.2576
Children's Services Council	0.4902

**Voter Approved Debt Payments**

<b>City of Pembroke Pines</b>	<b>0.6716</b>
County	0.2954

<b>Total Millage Rate</b>	<b>20.8710</b>
---------------------------	----------------

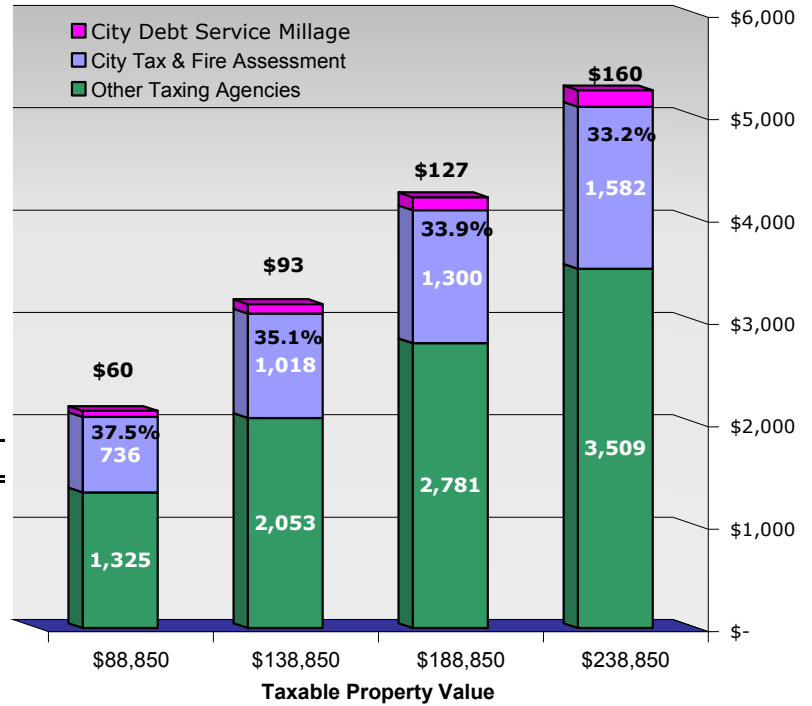
**Special Assessments**

<b>Pembroke Pines Fire</b>	<b>\$ 235.44</b>
South Broward Drain #1 - Flat	31.00

Drainage assessment is a flat rate but there are several districts with different rates

<b>Total Special Assessments</b>	<b>\$ 266.44</b>
----------------------------------	------------------

**Your Total Property Tax Bill**



City portion of the Tax Bill ranges from 37.5% to 33.2%

The above calculations show the City of Pembroke Pines and county-wide total property taxes based upon taxable values starting from the median value of \$88,850.

- Fund Balance Goal:** The City will plan the budget in such a way to retain a General Fund unassigned fund balance of not less than 10% of the total budgeted expenditures.
- User Fees for Services:** Fees for services will be set with the goal to recover 100 percent of costs, except in specific instances in which the City Commission determines that it is in the public interest to offset some of the cost through use of other revenues, such as general tax support. The same logic applies to services that are funded by grants. In relation to the Utility Fund, which is an enterprise fund, the water and sewer fees are updated annually by the change in the Consumer Price Index for the 12 months ending April of the current year. Revenues are expected to cover the cost of operations.
- Full Range of Municipal Services:** The City provides a full range of municipal services in order to maintain and enhance the quality of life in Pembroke Pines. The City acknowledges that the highest priority service areas relate to those that protect and enhance public safety and health.
- Public Safety Services:** Public safety services are a high priority. The City will ensure that services are provided in an efficient, effective manner, and through thoughtful plans, public safety needs can be met in our growing community. The budget for Police, Fire, Rescue, and Code Enforcement represents 64.2% of the General Fund.
- Employee Safety/Productivity:** The City has made great strides in updating its fleet of vehicles, and in providing equipment and supplies to employees that enhance safety and productivity. In the budget, Departments are asked to identify and to request funding to continue this policy of providing up-to-date equipment, supplies, and facilities to assure employee safety.

## Financial Policies

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

Most of the policies represent long-standing principles; traditions and practices that have guided the City in the past and have helped maintain financial stability over the last 52 years. They are reviewed annually as a decision-making tool and to ensure their continued relevance in an ever-changing environment. Minor changes have been made in wording and organization to clarify the intent of some of the policies.

### Balanced Budget Policy

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

### Operating Budget Policies

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

### Capital Budget Policies

1. The City has developed a multi-year plan for capital improvement that is updated annually with documentation of deviations from the plan.
2. The City will maintain its physical assets at a level adequate to protect the City's capital investment and minimize future maintenance and replacement costs. The budget will provide for the adequate maintenance and the systematic replacement of the capital plant and equipment from current revenues wherever possible.
3. The City has provided sufficient funds to replace and upgrade equipment as well as to take advantage of new technology thereby ensuring that employees have safe and efficient tools to service the public. It reflects a commitment to further automation and use of available technology to improve productivity of the City's work force.

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

4. The City will, according to its Comprehensive Land Use Plan, try to ensure that the necessary infrastructure is in place to facilitate the orderly development of vacant lands.

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

### **Revenue Policies**

1. The City will attempt to maintain a diversified and stable revenue system as a shelter from short-run fluctuations in any single revenue source.
2. The City will attempt to obtain additional major revenue sources as a way of ensuring a balanced budget.
3. The City will establish user charges and fees at a level to recover the full cost (direct and indirect) of providing the service in the Utility Fund, which is self-sustaining. User fees in the Recreation Department provide approximately 26.2% of its operating costs.
4. The City will review fees/charges annually and will design or modify revenue systems to include provisions that automatically allow charges to grow at a rate that keeps pace with the cost of providing the service.
5. The City will consider market rates and charges levied by other public and private organizations for similar services in establishing fees and charges.

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

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

### **Debt Management Policies**

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



6. The amount of direct, non-self-supporting, limited tax general obligation ("LTGO") debt and lease purchase obligations outstanding at any time that are not subject to approval by the voters should not exceed 1.5% of the City's taxable assessed valuation. Furthermore, the City shall strive to limit the annual debt service requirements on these obligations to an amount that is not greater than 10% of annual General Fund and Debt Service Fund revenues.
7. The City will maintain bond reserves and sinking funds as required by the various bond issues.
8. The City may issue advance refunding bonds (as defined for federal tax law purposes) when advantageous, legally permissible, prudent, and net present value savings, expressed as a percentage of the par amount of the refunding bonds, equals or exceeds three percent and is equal to or greater than \$100,000.

#### **Derivative Debt Management Policy**

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

#### **Fund Balance Policy**

1. The unassigned fund balance for the General Fund shall be not less than 10% of the total budgeted expenditures of the General Fund.
2. Compliance with the provisions of this policy shall be reviewed as part of the annual budget adoption process, and the amounts of non-spendable, restricted, committed, and assigned fund balance shall be determined during this process.
3. The estimated 2012-13 General Fund unassigned ending fund balance of \$32.2 million represents 21.1% of the total General Fund expenditures of \$152.2 million.

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

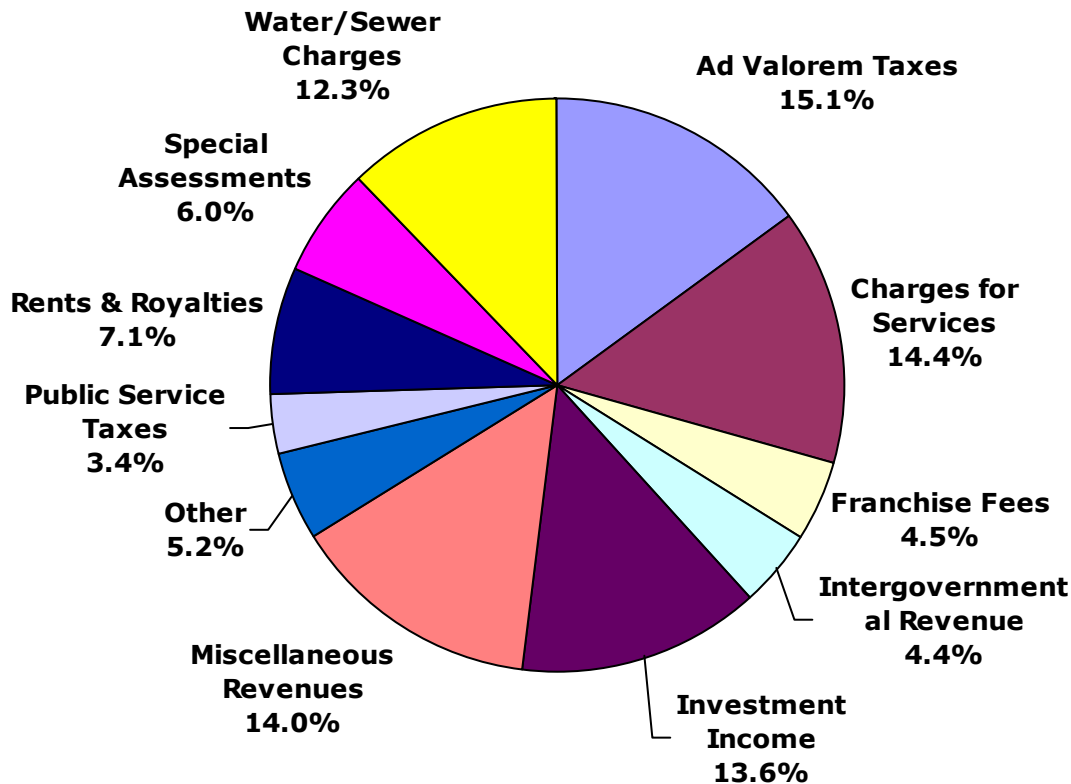
1. An independent audit in accordance with Government Auditing Standards will be performed annually.
2. The City will produce annual financial reports in accordance with Generally Accepted Accounting Principles (GAAP) as outlined by the Governmental Accounting Standards Board (GASB).

## BASIS OF REVENUE AND EXPENDITURE ESTIMATES

The preceding guidelines are the foundation upon which (1) the annual 2012-13 budget and (2) the fiscal year 2013-14 to 2017-18 Capital Improvement Program are prepared. Estimation of revenues and expenditures are predicated on the following considerations. Also, tables and charts highlighting the major revenue and expenditure components have been provided. Due to rounding, the percentages related to the components of some charts and graphs may not add up to 100%.

### 2012-13 All Funds Revenue - By Category

**Total Revenues \$338,213,326**



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

## Basis of Revenue Estimates

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

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

**Primary Forecast Drivers**

Projected Rate of Inflation: +3.09%  
Based on 24-month trend in Consumer Price Index (CPI)  
(All Urban Consumers - U.S. City Average, Bureau of Labor Statistics)  
compared the 12-month CPI average through May 2012  
with 12-month average through May 2011.

Projected Population Change: +0.09%, as of April 2011  
[Source: Florida Office of Economic & Demographic Research]

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

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

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

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

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

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

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

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

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

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

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

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

## Major Revenue Sources

### Ad Valorem Taxes

#### Description

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

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

The 2012-13 Budget is based on an operating millage of 5.6368.

#### Forecast Methodology and Analysis

The combined operating and debt service millage of 6.3084 multiplied by the taxable value, less 5% for possible adjustments to assessed values and/or discounts taken for early payment.

The \$1.4 million (2.7%) decrease in operating Ad Valorem taxes in fiscal year 2010-11 reflected an 11.4% decrease in taxable values. A \$0.4 million decrease (0.9%) is anticipated for fiscal year 2011-12 and a \$0.3 million increase for 2012-13, reflecting anticipated 1.1% growth in Taxable Property Value.

Fiscal Year Ending	Operating Millage Rate	General Fund	Debt Millage	Debt Service	Total	% Change
2013	5.6368	\$ 45,684,608	0.6716	\$ 5,443,121	\$ 51,127,729	0.5%
2012	5.6368	45,445,147	0.6713	5,412,172	50,857,319	(0.9%)
2011	5.6880	45,839,333	0.6780	5,459,564	51,298,897	(2.7%)
2010	5.1249	47,224,460	0.5951	5,482,360	52,706,820	-

### Water & Sewer Charges

#### Description

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

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

These revenues are accounted for in the Utility Fund.

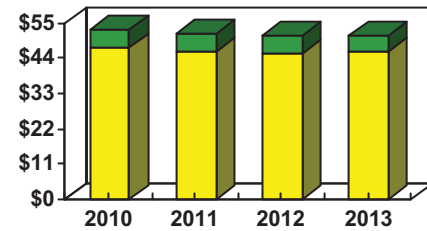
#### Forecast Methodology and Analysis

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

The inelasticity of this revenue is revealed by the impact of rate increases: a 11.31% increase in October 2010 netted a 11.5% actual 2010-11 increase and a 3.16% increase in October 2011 is projected to bring a 3.0% additional actual 2011-12 revenues. The proposed 2.30% October 2012 increase is expected to yield only an additional 0.55% in 2012-13 due in part to the loss of approximately \$500,000 with the May 2012 closure of Broward County Correctional Institute (BCI).

Fiscal Year Ending	Water Charges	Sewer Charges	Total	% Change
2013	\$ 20,070,000	\$ 21,670,000	\$ 41,740,000	0.6%
2012	20,054,304	21,457,280	41,511,584	3.0%
2011	19,431,042	20,872,045	40,303,087	11.5%
2010	17,461,751	18,689,072	36,150,822	-

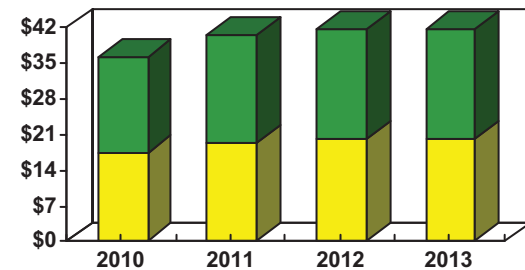
Millions



Fiscal Year Ending

■ General Fund ■ Debt Service Fund

Millions



Fiscal Year Ending

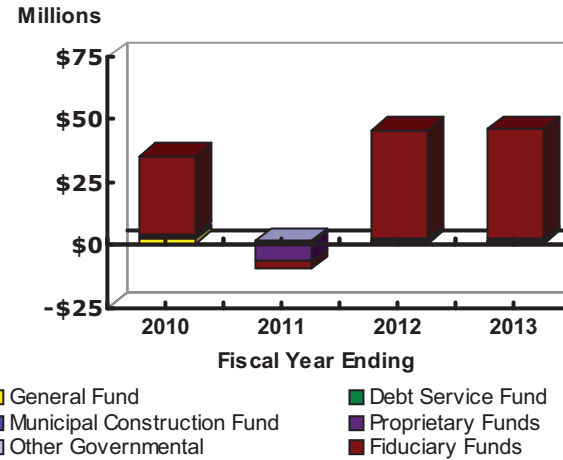
■ Water Charges ■ Sewer Charges

## Interest and Other Earnings

### Description

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

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



### Forecast Methodology and Analysis

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

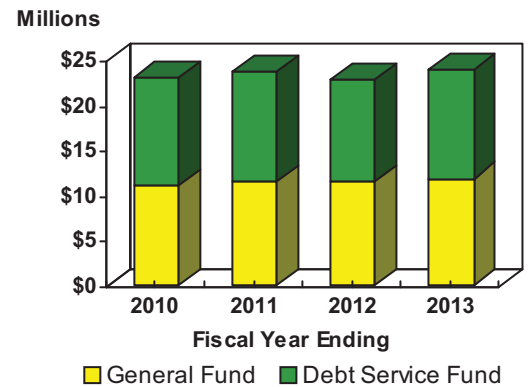
Actuarial losses in the General Employees Pension Fund and the Fire & Police Employees Pension Fund are the main reasons for the \$8.6 million loss in fiscal year 2010-11. There are wide fluctuations in asset return on a market value basis.

Fiscal Year Ending	General Fund	Debt Service Fund	Municipal Construction Fund	Other Gov. Funds	Proprietary Fund	Fiduciary Funds	Total	% Change
2013	\$ 659,100	\$ 102,232	\$ 0	\$ 533,241	\$ 388,000	\$ 44,236,000	\$ 45,918,573	1.3%
2012	624,100	102,437	213,860	557,124	422,000	43,404,300	45,323,821	(3178.7%)
2011	421,640	125,127	513,139	265,516	-6,891,075	-3,050,800	-8,616,452	(124.5%)
2010	1,853,584	147,066	516,684	696,466	665,360	31,095,835	34,974,996	-

## Rentals

### Description

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



### Forecast Methodology and Analysis

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

The change in apartment rental policy to an "All Ages" residential population has resulted in 90% occupancy rates in both Pines Point and Pines Place.

Fiscal Year Ending	General Fund	Debt Service Fund	Total Amount	% Change
2013	\$ 11,934,512	\$ 12,130,020	\$ 24,064,532	4.7%
2012	11,673,851	11,311,017	22,984,868	(3.9%)
2011	11,561,619	12,359,630	23,921,250	3.3%
2010	11,134,929	12,014,252	23,149,181	-

## State Shared Revenues

### Description

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

The City's share increases with the overall growth of the economy and the City's population. The University of Florida Bureau of Economics and Business Research (BEBR) estimated the City population grew from 154,750 to 154,889 from 2010 to 2011.

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

### Forecast Methodology and Analysis

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

The projected 3.1% increase for fiscal year 2011-12 and 3.6% increase for fiscal year 2012-13 reflect modest but positive trends in the current economic environment.

Fiscal Year Ending	Sales Tax Proceeds	Municipal Gas Tax 8th Cent	Local Gov 1/2 Cent Sales Tax	Special Motor/Other Tax	Total	% Change
2013	\$ 2,791,000	\$ 1,014,000	\$ 8,587,000	\$ 223,980	\$ 12,615,980	3.6%
2012	2,600,000	1,052,000	8,290,000	237,324	12,179,324	3.1%
2011	2,529,284	991,889	8,037,920	250,413	11,809,506	5.6%
2010	2,356,020	973,769	7,655,238	203,175	11,188,202	-

## Franchise Fees

### Description

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

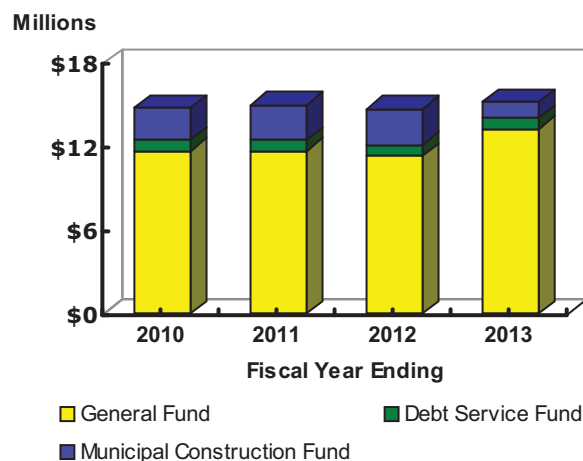
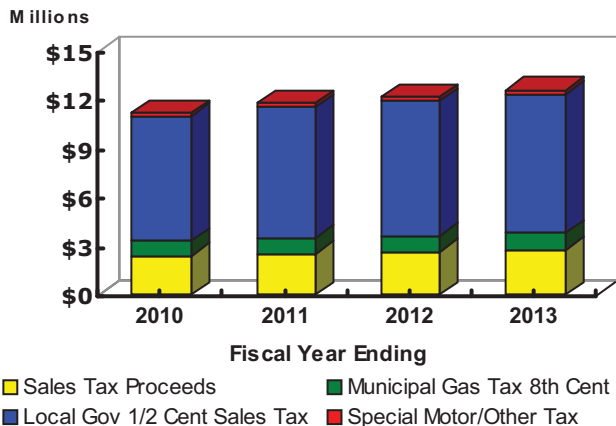
This revenue is generated based on all residential, commercial, and industrial revenues collected by the provider for services within the City. This revenue source is accounted for in the General Fund, the Debt Service Fund, and the Municipal Construction Fund.

### Forecast Methodology and Analysis

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

The decline of Electricity Franchise Fees of \$0.4 million during fiscal year 2011-12 is projected to be countered by an increase of \$0.6 million during fiscal year 2012-13. While KWH usage continues to be even for the last two years, the State Public Service Commission vote in November 2012 on a Florida Power & Light base rate increase and a proposed fuel rate reduction would impact revenue more during 2013-14 than 2012-13.

Fiscal Year Ending	General Fund	Debt Service Fund	Municipal Construction Fund	Total	% Change
2013	\$ 13,225,700	\$ 813,605	\$ 1,133,700	\$ 15,173,005	3.4%
2012	11,282,900	811,650	2,574,874	14,669,424	(1.9%)
2011	11,641,765	813,440	2,504,647	14,959,851	1.7%
2010	11,649,485	820,652	2,242,686	14,712,823	-



## Public Services Taxes

### Description

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

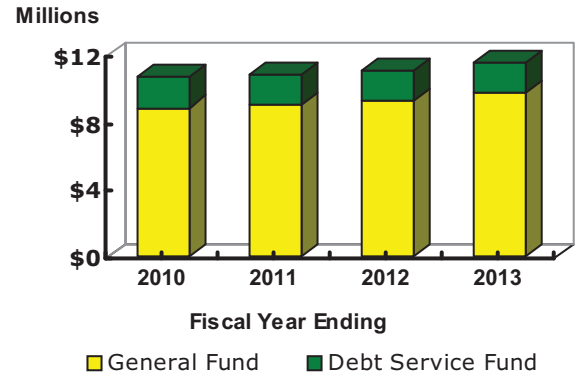
This revenue is based on a contracted percentage applied to the taxable amounts charged by the seller of the service. Fuel rate adjustments related to electricity service do not impact this revenue. This revenue is accounted for in the General Fund and the Debt Service Fund.

### Forecast Methodology and Analysis

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

Actual growth of 1.1% during fiscal year 2009-10 and projected growth of 2.3% and 4.3% during fiscal year 2011-12 and 2012-13 respectively are positive trends. In addition, the State Public Service Commission is set to vote during November 2012 on the first base rate increase (16.3%) for Florida Power and Light since 1985. If approved the base rate would increase by 12.1% during January 2013 and by 3.8% during June 2013.

Fiscal Year Ending	General Fund	Debt Service Fund	Total	% Change
2013	\$ 9,768,000	\$ 1,784,705	\$ 11,552,705	4.3%
2012	9,294,000	1,787,007	11,081,007	2.3%
2011	9,054,064	1,778,293	10,832,358	1.1%
2010	8,919,926	1,790,358	10,710,284	-



## Fire Protection Special Assessment

### Description

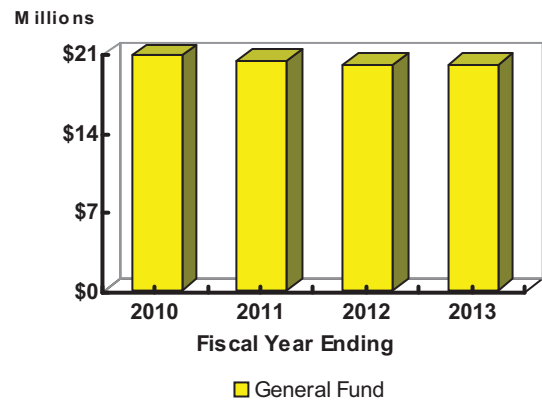
Represents a non-ad valorem assessment collected through the county's tax collector. It funds a portion of the costs associated with providing fire services; however, from fiscal year 2007-08 it has been 100% of the assessable costs.

### Forecast Methodology and Analysis

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

While the 2.7% reduction during fiscal year 2010-11 was due to lower assessable Fire Protection costs than fiscal year 2009-10, projected fiscal year 2012-13 assessable costs could return to the level of 2009-10 (\$20.9 million).

Fiscal Year Ending	General Fund	% Change
2013	\$ 20,115,821	(0.1%)
2012	20,139,035	(1.8%)
2011	20,508,146	(1.9%)
2010	20,902,426	-

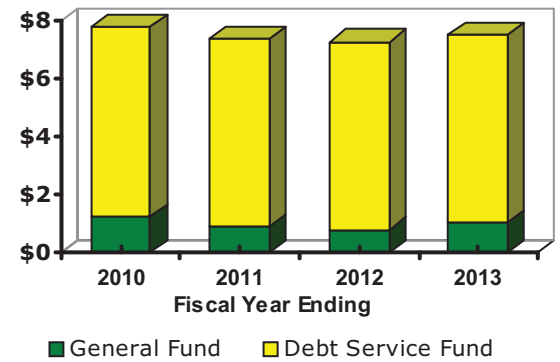


## Communication Services Tax

### Description

The Communications Services Tax took effect October 1, 2001, and represents a combination of the former Cable Television and Telecommunication Franchise Fees as well as the Public Service Tax on telecommunications services. Previously each service provider remitted these taxes and fees directly to each municipality throughout the state. In an effort to eliminate the onerous disbursement burden placed upon the providers, the state decided to become the central receiving authority for these taxes. The state retains a 1% administrative fee and redistributes the monies to the municipalities according to a pre-determined percentage.

Millions



### Forecast Methodology

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

Receipts have been skewed by audits of prior years. \$0.2 million was received during both FY2010 and FY2011, followed by \$0.1 million in FY2012. While recent audits have had minimal impact, annual revenue comparisons have become more difficult. In the 2012 legislative session HB 0809 (an act relating to communications services taxes; amending s. 202.105) passed, with a projected FY2013 revenue reduction of \$50,000. Potential additional legislative action to spur the lagging economy posed a temporary threat: a sister bill (HB5703) could have diverted approximately \$300,000 in FY2013, but the bill died in committee.

Fiscal Year Ending	General Fund	Debt Service Fund	Total	% Change
2013	\$ 1,078,000	\$ 6,440,111	\$ 7,518,111	3.7%
2012	812,088	6,440,655	7,252,743	(1.5%)
2011	937,398	6,422,409	7,359,807	(5.0%)
2010	1,284,689	6,463,395	7,748,084	-

## Education and Recreational/Cultural Charges

### Description

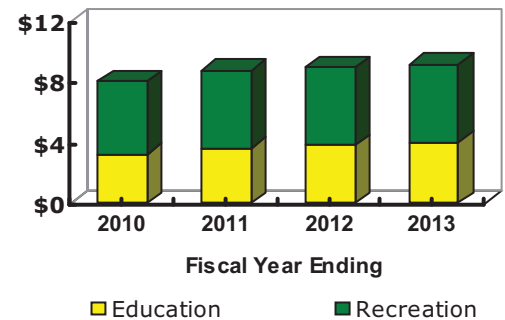
Includes all revenues stemming from charges for educational and recreational/cultural services performed. Educational charges include registration fees and monthly fees paid by parents to enroll their children in pre-school and after-school care. Recreational/cultural services include golf, tennis, swimming,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

These revenues are accounted for in the General Fund.

### Forecast Methodology and Analysis

The main factors considered in projecting these revenues are (1) historical trend, and (2) any approved rate increases. \$0.5 million of the increase in fiscal year 2010-11 was earned by the Early Development Centers through Voluntary Pre-Kindergarten Program (VPK).

Millions



Fiscal Year Ending	Education Charges	Recreation Charges	Total	% Change
2013	\$ 3,995,838	\$ 5,165,801	\$ 9,161,639	2.1%
2012	3,820,359	5,151,077	8,971,436	2.1%
2011	3,641,260	5,142,671	8,783,932	9.7%
2010	3,268,149	4,759,272	8,027,421	-



## Local Option Gas Tax

### Description

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

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

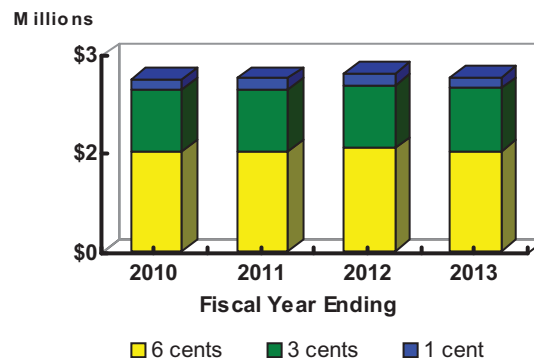
Pursuant to F.S. 336.025(1)(b)(2) the county has exercised its authority in levying a 1 cent tax on every gallon of motor fuel (excluding diesel fuel) sold in the county. The proceeds may be used for transportation expenditures needed to meet the requirements of the capital improvement elements of the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

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

### Forecast Methodology and Analysis

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

The anticipated modest 0.4% increase during fiscal year 2010-11 is projected to be followed by an additional 2.6% during fiscal year 2011-12 and then a -2.2% decline during fiscal year 2012-13 highlighting a continuing weakened economy.



Fiscal Year Ending	\$0.06	\$0.03	\$0.01	Total	% Change
2013	\$ 1,541,000	\$ 951,000	\$ 161,000	\$ 2,653,000	(2.2%)
2012	1,576,000	973,000	165,000	2,714,000	2.6%
2011	1,537,388	946,538	160,524	2,644,449	0.4%
2010	1,529,103	943,992	160,092	2,633,187	-

## Local Business Tax

### Description

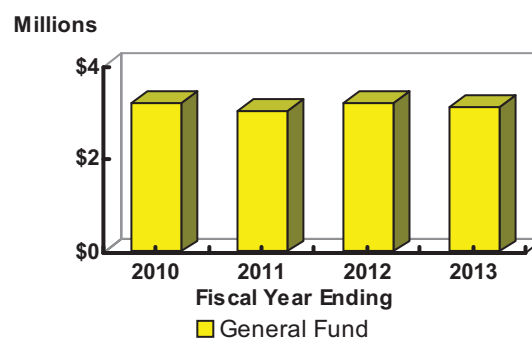
A license issued by the City as a prerequisite to conducting and maintaining a business, service, or profession. Payment is received annually and is due on or before October 1st of each year. The annual fee for the Local Business Tax receipt varies depending on the nature of the business.

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

### Forecast Methodology and Analysis

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

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

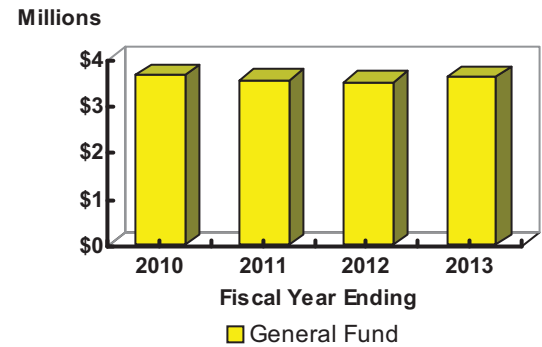


Fiscal Year Ending	General Fund	% Change
2013	\$ 3,108,000	(2.6%)
2012	3,191,000	4.8%
2011	3,045,727	(4.6%)
2010	3,191,395	-

## Rescue Transport Fees

### Description

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



### Forecast Methodology and Analysis

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

A trend toward more uninsured patient and the use of false identity and/or insurance information has led to an actual decline of -3.2% during 2010-11 and a projected decline of -1.1% during 2011-12. A 2.9% recovery is currently projected for 2012-13 as collection uncertainty continues to be a problem.

Fiscal Year Ending	General Fund	% Change
2013	\$ 3,600,000	2.9%
2012	3,500,000	(1.1%)
2011	3,540,399	(3.2%)
2010	3,656,089	-

## Fines & Forfeitures

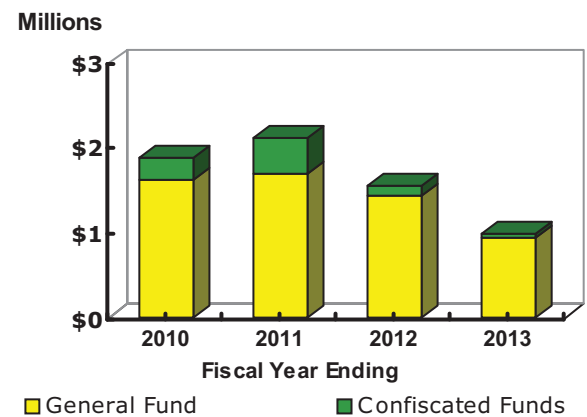
### Description

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

### Forecast Methodology and Analysis

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

The variation in percentage change over the last two fiscal years relates to the unpredictability of confiscation of assets and citations issued. After \$1.9 million was received during 2009-10 and \$2.1 million during 2010-11, \$1.6 million is budgeted for 2011-12. Treasury Confiscations that cannot be budgeted until received.



Fiscal Year Ending	General Fund	Confiscated Funds	Total	% Change
2013	\$ 936,660	\$ 47,294	\$ 983,954	(36.5%)
2012	1,433,980	116,458	1,550,438	(26.8%)
2011	1,685,888	431,443	2,117,331	12.6%
2010	1,619,653	259,916	1,879,569	-

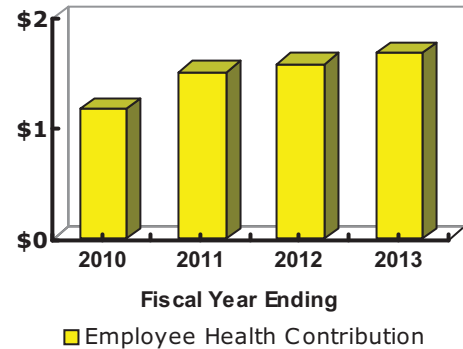
## Employee Health Contributions

### Description

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

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

Millions



### Forecast Methodology

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

Fluctuations in contributions reflect mainly changes in employee demographics and coverage type selected. Fiscal year 2010-11 reflects a \$100 per month contribution from select employees towards the cost of their health insurance.

Fiscal Year Ending	Employee Contribution	% Change
2013	\$ 1,675,170	6.2%
2012	1,576,869	4.9%
2011	1,503,573	28.4%
2010	1,171,260	-

## City Pension Contribution

### Description

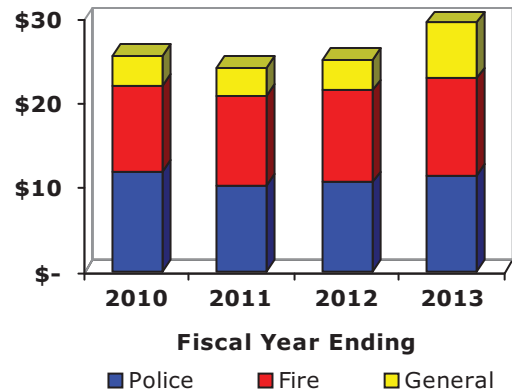
Per GASB, the City's Annual Required Contribution (ARC) must be made into the appropriate Pension Trust Funds.

### Forecast Methodology and Analysis

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

The fiscal year 2012-13 increase reflects the combination of disappointing investment returns and a change in the mortality table used by the Actuary.

Millions



Fiscal Year Ending	Fire	Police	General	Total	% Change
2013	\$ 11,476,622	\$ 11,467,982	\$ 6,675,067	\$ 29,619,671	17.1%
2012	10,972,521	10,572,120	3,742,497	25,287,138	3.9%
2011	10,791,117	10,229,640	3,317,988	24,338,745	(5.3%)
2010	10,310,756	11,890,148	3,502,940	25,703,844	-

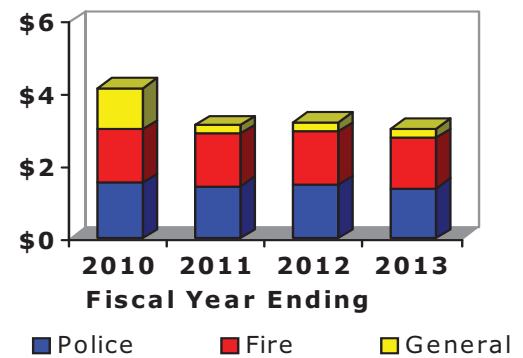
## Employee Pension Contribution

### Description

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

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

### Millions



### Forecast Methodology and Analysis

Projection factors include (1) the projected salary multiplied by the (2) required percentage of regular wages: General Employees pay 7.25%, while Fire & Police employees contribute 10.4%.

The employee contribution rates have remained constant while the covered payroll varies with eligibility. Employees working while in the Deferred Retirement Option Program (DROP) are not required to contribute towards pension expenses. The fiscal year 2010-11 decrease reflects various changes in the City's pension plans mainly the freezing of benefits for all current members of the General Employees' union therefore requiring no further contributions. Part of the fiscal year 2012-13 reduction is due to the use of retired police officers as School Resource Officers (SRO) and assimilation without replacement of Fire personnel that provided Fire Protection coverage for Southwest Ranches.

Fiscal Year Ending	Fire	Police	General	Total	% Change
2013	\$ 1,382,105	\$ 1,381,892	\$ 255,965	\$ 3,019,962	(6.1%)
2012	1,475,978	1,472,917	267,019	3,215,914	3.1%
2011	1,441,160	1,424,229	252,766	3,118,155	(25.0%)
2010	1,490,590	1,511,225	1,157,825	4,159,639	-

## Major Revenues

### % of Total 2012-13 Revenue Budget

Description	2012-13 Budget	% of Total
Ad Valorem Taxes	\$ 51,127,729	15.0%
Interest and Other Earnings	45,918,573	13.5%
Water/Sewer Charges	41,740,000	12.3%
City Pension Contribution	29,619,671	8.7%
Rentals	24,064,532	7.1%
Fire Protection Special Assessment	20,115,821	5.9%
Franchise Fees	15,173,005	4.5%
State Shared Revenues	12,615,980	3.7%
Public Service Taxes	11,552,705	3.4%
Education/Recreational/Cultural Charges	9,161,639	2.7%
Communication Services Tax	7,518,111	2.2%
Rescue Transport Fees	3,600,000	1.1%
Local Business Tax	3,108,000	0.9%
Employee Pension Contribution	3,019,962	0.9%
Local Option Gas Tax	2,653,000	0.8%
Employee Health Contributions	1,675,170	0.5%
Fines & Forfeitures	983,954	0.3%
<b>Total Major Revenues</b>	<b>\$ 283,647,852</b>	<b>83.9%</b>
<b>Total Revenues</b>	<b>\$ 338,213,326</b>	<b>100.00%</b>

## Basis of Expenditure Estimates

### Personnel Services

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

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

- ◆ Merit increase of 5% based on approved pay plans for Firefighters and Police Officers. This budget does not reflect any merit increases for general employees.
- ◆ No cost of living (COLA) increases are reflected in this budget.
- ◆ Workers' Compensation - The revised rates for each employment classification times a modification factor of approximately 149% of the original projection.

### Operating Expenses

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

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

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

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

### Capital Outlay

**Description** Effective October 1, 2004, this category includes expenditures for capital items, with an initial individual cost of \$1,000 or more, and an estimated useful life in excess of one year (the only exception being computers, which will retain a minimal threshold of \$750). Purchase orders encumbered at the end of the previous year are carried over. For budgetary purposes, significant capital encumbrances outstanding at year-end are re-appropriated in the subsequent year's revised budget, rather than shown in the adopted budget. Insignificant encumbrances outstanding at year-end are deemed to have lapsed, and the related expenditures are charged to the subsequent year's budget when incurred.

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

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

### Capital Projects

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

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

## General Fund 10-Year Expenditure Analysis

**Growth in Constant 2004 Dollars:** Consistent with guidelines, expenditure containment has been the underpinning principle of budget development with notable recent results. Over the past ten years, excluding the impact of the \$77.9 million lump sum pension contribution from bond proceeds during 2004, the General Fund budget has experienced total growth of \$40.3 million or 35.6%. Using 2004 constant dollars to account for the impact of inflation, the growth was only \$3.2 million or 2.8%, with the remaining \$37.1 million or 32.8% growth due to inflation. The actual \$40.3 million increase is attributable to rising personnel expenses of \$31.5 million, (+38.9%), operating expenses of \$11.3 million (+44.0%), and \$0.7 million (+29.9%) in capital expenditures. These increases were mitigated by a decrease of \$3.1 million (-69.3%) in other expenses due to the 2003-04 transfer of \$4.0 to the Municipal Construction Fund (for the new soccer park) with no comparable 2012-13 transfer planned.

The \$31.5 million personnel cost actual increase was due to pension (\$20.0 million or +230.2%), health insurance (\$7.8 million or 83.7%), and salary increases (\$1.7 million or 3.2%, including \$1.0 million in sick leave payouts due to contractual changes). The pension increases were linked to enhanced benefits and recent underperformance of investments while the health insurance increase was due to \$8.6 million funding of other post employment benefit (OPEB) as required by GASB Statements 43 and 45. The City started funding OPEB in 2007 and that expense will account for 7.7% of the 2012-13 personnel costs.

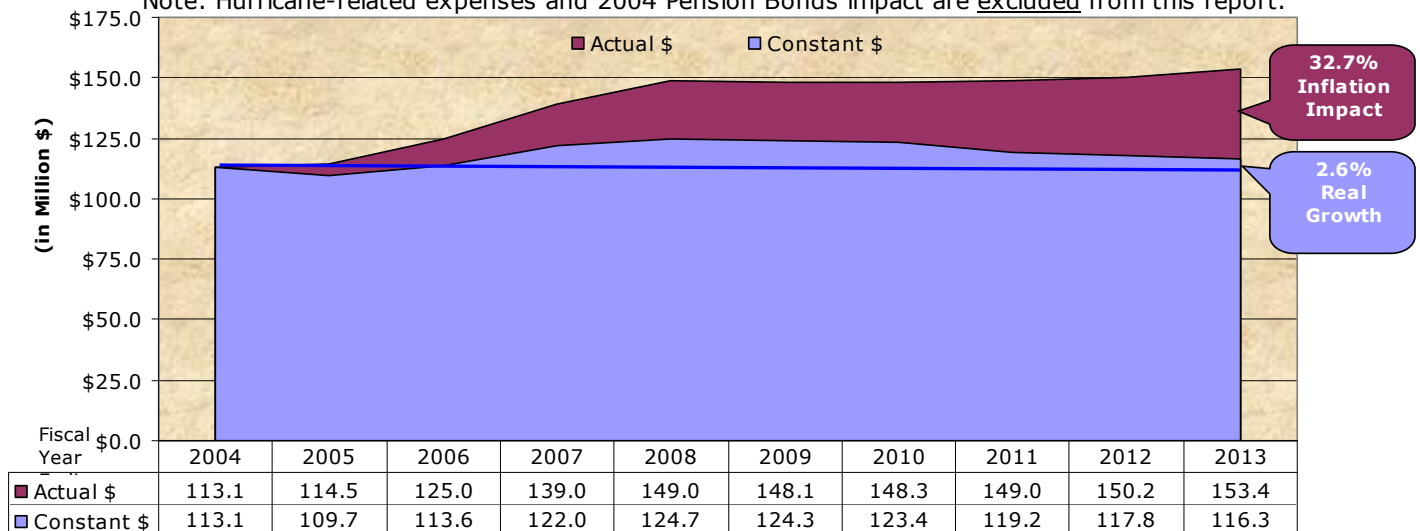
The \$11.3 million or 44.0% unadjusted increase in operating expense is connected chiefly to \$4.4 million in debt service related to the construction of three rental apartment towers, \$2.9 million in contractual services, \$1.2 million in internal charges to the Fire Department, and \$0.8 million for other operating expenses. Reductions include \$0.7 million in property insurance and \$0.1 million each in administrative fees and special events.

The \$0.7 million increase in capital expenditures included \$0.4 million to harden the public safety dispatch center to category 5 resistance and \$0.3 million each for police cars, new audiovisual equipment in Commission Chambers, and to replace hedges along major arterials. The \$3.1 million decrease in other expenses is primarily due to there being no 2012-13 equivalent to the 2003-04 transfer of \$4.0 million for the soccer park.

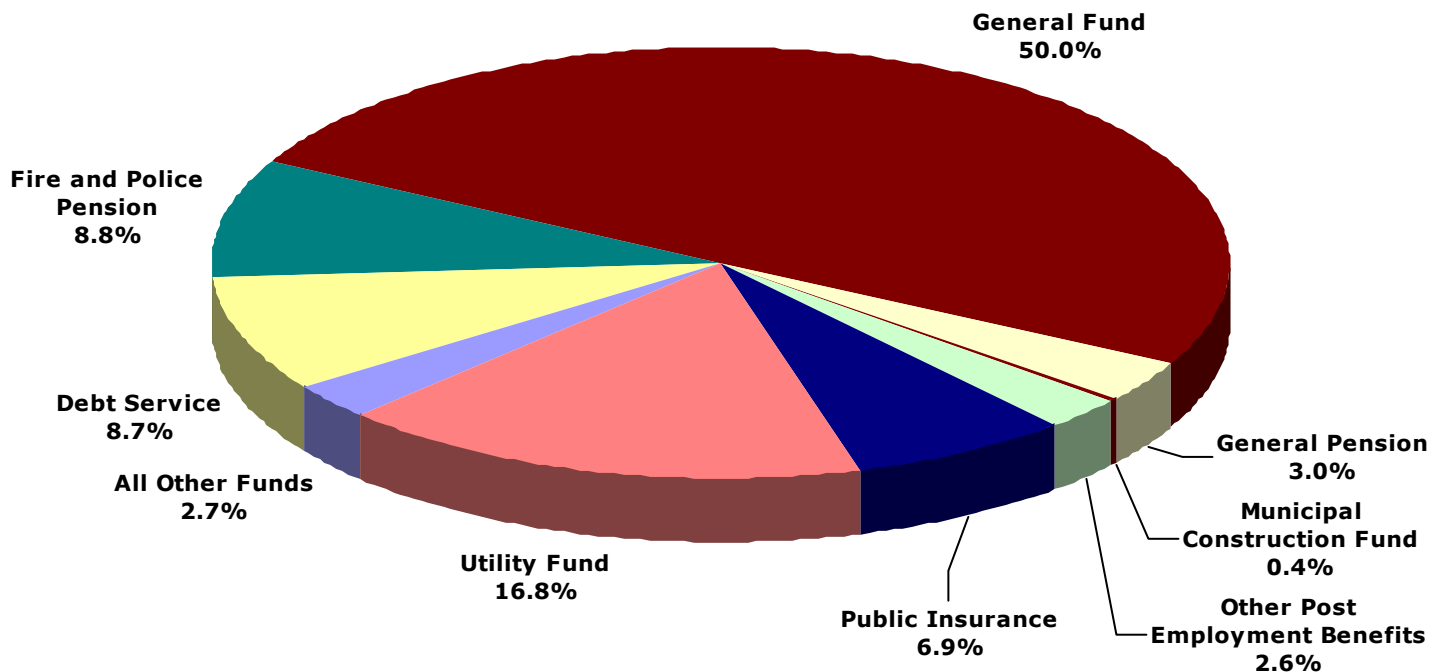
### General Fund Expense: Actual vs Constant 2004 Dollars

(Actual 2004-2011; Working Budget 2012; Adopted Budget 2013)

Note: Hurricane-related expenses and 2004 Pension Bonds impact are excluded from this report.

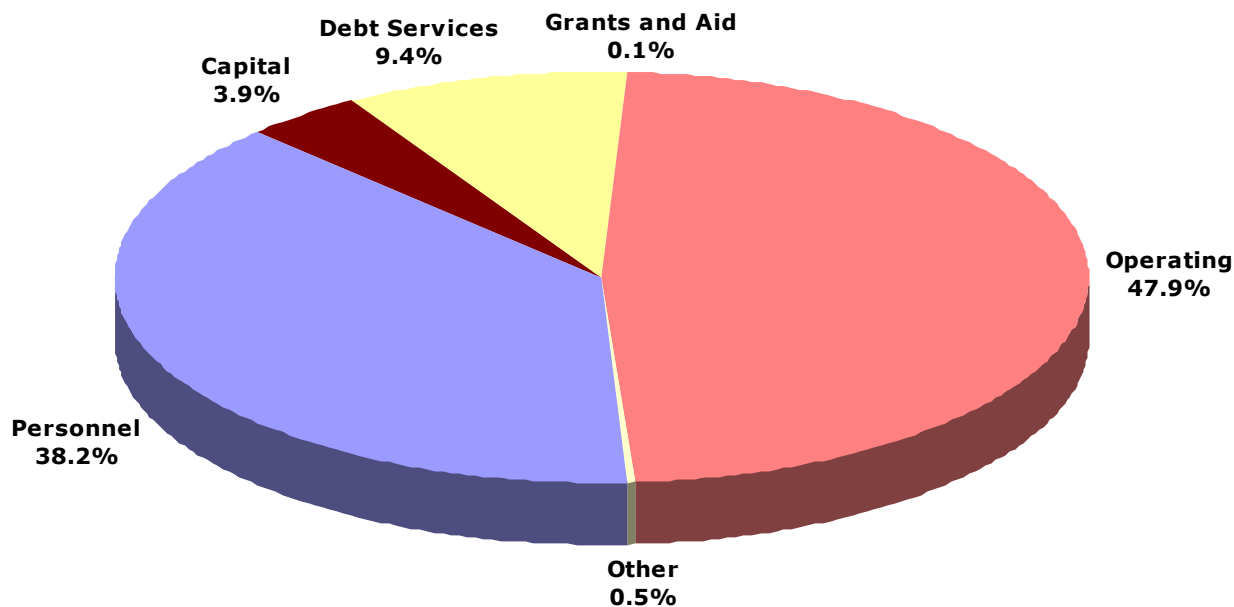


## 2012-13 Budget - Expenditures By Fund



Total Expenditures \$306,667,772

## 2012-13 Budget - Expenditures By Category



## City of Pembroke Pines, Florida

Personnel Additions / Deletions / Changes

2012-13 Budget as Compared to 2011-12 Adopted Budget

	Full Time	Part Time
<b>1 General Fund</b>		
<b>1001 City Clerk</b>		
12679 Clerical Spec I	-1	-
<b>1001 City Clerk</b>	-1	-
<b>2001 Finance</b>		
12523 Accountant	-2	-
12642 Accounting Supervisor	1	-
<b>2001 Finance</b>	-1	-
<b>2002 Technology Services</b>		
12280 Micro Computer Specialist	1	-
12721 Project Manager	-1	-
12903 Technology Services Director	1	-
<b>2002 Technology Services</b>	1	-
<b>201 City Manager</b>		
11005 City Manager	1	-
<b>201 City Manager</b>	1	-
<b>3001 Police</b>		
12425 Police Officer	-9	-
12735 Intelligence Analyst	-1	-
12736 Crime Analyst	1	-
13576 P/T Victim's Advocate	-	1
<b>3001 Police 303 SRO program</b>		
12426 School Resource Officer	9	-
<b>3001 Police</b>	-	1
<b>4003 Fire/Rescue</b>		
12575 Rescue Lieutenant	-1	-
12607 Captain - P/M	1	-
12915 Firefighter/EMT	-5	-
12918 Firefighter/PM	-4	-
<b>4003 Fire/Rescue 911 Public Safety Dispatch</b>		
13004 Asst Public Safety Comm Chief	1	-
<b>4003 Fire/Rescue</b>	-8	-
<b>5002 Early Development Centers 203 Charter EDC - Village Center</b>		
12120 Sch Accounting Clerk II	-1	-



## City of Pembroke Pines, Florida

Personnel Additions / Deletions / Changes

2012-13 Budget as Compared to 2011-12 Adopted Budget

	Full Time	Part Time
<b>1 General Fund</b>		
<b>5002 Early Development Centers 203 Charter EDC - Village Center</b>		
12143 EDC Teacher	-1	-
13551 P/T Teacher Aide	-	1
13680 P/T Clerk Spec I	-	-1
<b>5002 Early Development Centers 205 WCY EDC</b>		
12120 Sch Accounting Clerk II	-1	-
12143 EDC Teacher	-1	-
12780 Teacher Aide	-1	-
12972 EDC Clerical Spec I	-1	-
13680 P/T Clerk Spec I	-	1
13738 P/T Custodian	-	-1
<b>5002 Early Development Centers 209 Charter EDC - Central</b>		
12143 EDC Teacher	-1	-
13680 P/T Clerk Spec I	-	-1
<b>5002 Early Development Centers</b>		-1
<b>6001 General Gvt Buildings</b>		
12466 Plumber II/AC Mechanic I	-1	-
<b>6001 General Gvt Buildings</b>		-
<b>6004 Grounds Maintenance</b>		
12109 Administrative Supervisor	-1	-
12246 Public Service Maintenance Worker I	-1	-
12499 Deputy City Manager	0.5	-
<b>6004 Grounds Maintenance</b>		-
<b>6005 Purchasing/Contract Administration</b>		
13730 P/T Storekeeper	-	-1
<b>6005 Purchasing/Contract Administration</b>		-1
<b>6006 Environmental Services (Engineering)</b>		
12774 Engineer	0.5	-
<b>6006 Environmental Services (Engineering)</b>		-
<b>7001 Recreation</b>		
12352 P & R Maint WRK/HEO	1	-
12356 P & R MAINT WRK II	-2	-
12357 P & R MAINT WRK III	1	-
12578 Maintenance Crew Leader	1	-

## City of Pembroke Pines, Florida

Personnel Additions / Deletions / Changes

2012-13 Budget as Compared to 2011-12 Adopted Budget

	Full Time	Part Time
<b>1 General Fund</b>		
<b>7001 Recreation</b>		
13454 P/T Administrative Assistant	-	-1
13495 P/T Recreation Aide	-	-1
13526 P/T Recreation Therapeutics	-	1
<b>7001 Recreation 201 West Pines pre-school</b>		
13552 P/T Teacher - Recreation	-	-1
13680 P/T Clerk Spec I	-	1
<b>7001 Recreation</b>	<b>1</b>	<b>-1</b>
<b>8002 Housing Division</b>		
12101 Residential Rental Coordinator	0.5	-
12525 Administrative Assistant I	-0.5	-
<b>8002 Housing Division 603 Rental - Pines Place</b>		
12101 Residential Rental Coordinator	0.5	-
12525 Administrative Assistant I	-0.5	-
<b>8002 Housing Division</b>	<b>-</b>	<b>-</b>
<b>9002 Planning</b>		
12518 Associate Planner	-1	-
12520 Assistant Planner	-2	-
12695 Planning/Economic Development Adm.	1	-
12696 Planning Administrator	1	-
13161 Administrative Services Director	-	-1
13426 P/T Planning Administrator	-	1
<b>9002 Planning</b>	<b>-1</b>	<b>-</b>
<b>9007 Code Compliance</b>		
12193 Code Comp. Officer/Landscape Insp.	-1	-
12715 Code Compliance Officer	1	-
<b>9007 Code Compliance</b>	<b>-</b>	<b>-</b>
<b>1 General Fund</b>	<b>Total -17</b>	<b>-2</b>
<b>100 Road &amp; Bridge Fund</b>		
<b>6002 Maintenance</b>		
12578 Maintenance Crew Leader	-2	-

## City of Pembroke Pines, Florida

Personnel Additions / Deletions / Changes

2012-13 Budget as Compared to 2011-12 Adopted Budget

	Full Time	Part Time
<b>100 Road &amp; Bridge Fund</b>		
<b>6002 Maintenance</b>	-2	-
<b>100 Road &amp; Bridge Fund</b>	<b>Total</b>	<b>-2</b>
<b>471 Utility Fund</b>		
<b>6010 Utilities Admin Services</b>		
12027 Utility Operations Manager	1	-
12499 Deputy City Manager	0.5	-
12550 Backflow Specialist	-1	-
12774 Engineer	0.5	-
<b>6010 Utilities Admin Services</b>	1	-
<b>6021 Sewer Collection</b>		
12767 Utility Maintenance Supervisor	-1	-
12785 S-Utility Service Worker I	-1	-
<b>6021 Sewer Collection</b>	-2	-
<b>6022 Sewer Treatment Plant</b>		
12672 Chief Waste Water Operations	-1	-
12947 S-Treatment Plant Operator II	-2	-
<b>6022 Sewer Treatment Plant</b>	-3	-
<b>6031 Water Plants</b>		
12928 Water Plant Operator III	-1	-
<b>6031 Water Plants</b>	-1	-
<b>6032 Water Distribution</b>		
12779 W-Utility Ser Worker II	-2	-
<b>6032 Water Distribution</b>	-2	-
<b>471 Utility Fund</b>	<b>Total</b>	<b>-7</b>

**City of Pembroke Pines, Florida**

Personnel Additions / Deletions / Changes

2012-13 Budget as Compared to 2011-12 Adopted Budget

	Full Time	Part Time
<b>Total Change for All Funds</b>	<b>-26</b>	<b>-2</b>

## City of Pembroke Pines, Florida

### Position Count History by Department

	2009-10 Actual		2010-11 Actual		2011-12 Adopted Budget		2012-13 Budget	
	FT	PT	FT	PT	FT	PT	FT	PT
100 City Commission	1	6	1	6	1	6	1	6
1001 City Clerk	10	2	10	2	10	2	9	2
2001 Finance	16	1	20	-	19	-	18	-
2002 Technology Services	15	-	15	-	15	-	16	-
201 City Manager	-	3	0.5	3	0.5	3	1.5	3
202 Human Resources	9	-	5	-	5	-	5	-
3001 Police	294	-	287	-	281	-	272	1
3001 Police 303 SRO program	-	-	-	-	6	-	15	-
4003 Fire/Rescue	223	2	223	2	223	2	214	2
4003 Fire/Rescue 678 Fire Prevention	10	1	10	1	10	1	10	1
4003 Fire/Rescue 911 Public Safety Disp	32	-	36	-	36	-	37	-
5002 Early Development Centers 203 C	6	11	5	10	5	10	3	10
5002 Early Development Centers 205 W	20	21	20	21	20	21	16	21
5002 Early Development Centers 208 C	22	33	22	33	22	33	22	33
5002 Early Development Centers 209 C	19	31	18	31	18	31	17	30
5005 W.C.Y Administration	-	2	-	2	-	1	-	1
6001 General Gvt Buildings	8	1	8	1	8	1	7	1
6004 Grounds Maintenance	8.5	-	8	-	8	-	6.5	-
6005 Purchasing/Contract Administratio	3	2	2	1	2	1	2	-
6006 Environmental Services (Engineeri	2.5	-	2.5	-	2	-	2.5	-
7001 Recreation	79.67	93	78.5	94	73.5	90	74.5	89
7001 Recreation 201 West Pines pre-sch	2.33	7	2.5	15	2.5	15	2.5	15
7001 Recreation 207 Rose Price after-ca	-	1	-	-	-	-	-	-
7005 Walter C Young Dinner Theatre	2	1	2	1	2	1	2	1
7006 Golf Course	-	-	-	-	-	-	-	-
8001 Community Services	2.5	-	2.5	-	2.5	-	2.5	-
8002 Housing Division	0.75	-	0.75	-	0.75	-	0.75	-
8002 Housing Division 603 Rental - Pine	1.75	-	1.75	-	1.75	-	1.75	-
9002 Planning	6	2	6	2	6	2	5	2
9007 Code Compliance	11	-	11	-	11	-	11	-
<b>1 General Fund</b>	<b>805</b>	<b>220</b>	<b>798</b>	<b>225</b>	<b>791.5</b>	<b>220</b>	<b>774.5</b>	<b>218</b>
6002 Maintenance	6	-	6	-	5	-	3	-
<b>100 Road &amp; Bridge Fund</b>	<b>6</b>	<b>0</b>	<b>6</b>	<b>0</b>	<b>5</b>	<b>0</b>	<b>3</b>	<b>0</b>
3015 Victims of Crime Act Grant	-	1	-	1	-	1	-	1
<b>122 Law Enforcement Grant</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>
3040 COPS - Hiring Recovery Program -	-	-	-	-	-	-	-	-
<b>126 COPS Grants</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
8005 SW Multipurpose Center 24 Multip	-	-	-	-	-	-	-	-

## City of Pembroke Pines, Florida

### Position Count History by Department

	2009-10 Actual		2010-11 Actual		2011-12 Adopted Budget		2012-13 Budget	
	FT	PT	FT	PT	FT	PT	FT	PT
<b>199 Older Americans Act</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
6010 Utilities Admin Services	9	2	9	2	7.5	2	8.5	2
6021 Sewer Collection	6	-	6	-	6	-	4	-
6022 Sewer Treatment Plant	9	-	9	-	9	-	6	-
6031 Water Plants	9	2	9	2	9	2	8	2
6032 Water Distribution	5	-	5	-	5	-	3	-
<b>471 Utility Fund</b>	<b>38</b>	<b>4</b>	<b>38</b>	<b>4</b>	<b>36.5</b>	<b>4</b>	<b>29.5</b>	<b>4</b>
203 Self Insurance 401 Administration	1	-	1	-	1	-	1	-
<b>504 Public Insurance Fund</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>

<b>Total All Funds</b>	<b>850</b>	<b>225</b>	<b>843</b>	<b>230</b>	<b>834</b>	<b>225</b>	<b>808</b>	<b>223</b>
------------------------	------------	------------	------------	------------	------------	------------	------------	------------

	2009-10	2010-11	2011-12	2012-13
<b>Total Full Time Equivalents (FTE):</b>	<b>962.5</b>	<b>958</b>	<b>946.5</b>	<b>919.5</b>

## COMMUNITY PROFILE

### CITY GOVERNMENT

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

### DEMOGRAPHICS

Land Area - Square Miles	34.25
Location	In the Southeast of Florida next to Miramar, Hollywood, Cooper City and The Town of Davie
Elevation	8 feet above sea level

#### Climate in Fahrenheit (November, 1912 - April, 2012)

Source: SW Regional Climate Center (Ft. Lauderdale)

Average minimum temperature (F)	75.46
Average maximum temperature (F)	77.40
Avg. annual temperature (degrees)	72.70
Average annual precipitation (inches) since 1912	63.36

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

Source: City of Pembroke Pines Planning Department

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

#### Elections (January 2012)

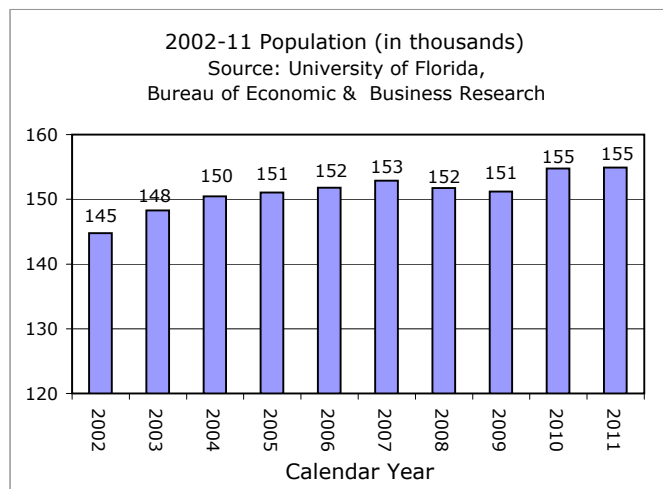
Source: Broward County Supervisor of Elections

Active Voters - 17th Congressional [June 2012]	98,871
Votes Cast Last City Election	5,988
City Commissioners [Districts #2 & #3 only] - January 31, 2012	
% Voting Last City Election	6.06%

#### Racial Composition

Source: 2011 American Community Survey and Bureau of Economic & Business Research, University of Florida

Hispanic or Latino	45.8%	70,955
White	30.0%	46,505
Black or African American	16.6%	25,784
Asian	5.9%	9,159
Other	<u>1.6%</u>	<u>2,486</u>
	100.0%	154,889



#### Median Age

Source: 2011 American Community Survey and Bureau of Economic & Business Research, University of Florida

2011	38.9
------	------

#### Age Composition

Source: 2011 American Community Survey and Bureau of Economic & Business Research, University of Florida

Under 5 years	5.73%	8,883
5-14 years	12.58%	19,486
15-19 years	6.22%	9,640
20-24 years	5.60%	8,668
25-34 years	14.55%	22,537
35-44 years	12.94%	20,045
45-54 years	16.00%	24,776
55-64 years	12.11%	18,760
65 + years	<u>14.26%</u>	<u>22,094</u>
	100.00%	154,889

#### Gender Composition

Source: 2011 American Community Survey and Bureau of Economic & Business Research, University of Florida

Male	48.20%	74,656
Female	<u>51.80%</u>	<u>80,233</u>
	100.00%	154,889

#### Housing Tenure [Occupied Housing Units]

Source: 2011 American Community Survey and Bureau of Economic & Business Research, University of Florida

Owner-occupied	70%	40,639
Renter-occupied	30%	<u>17,043</u>
		57,682

#### Average Household (persons)

2.83

Source: 2011 American Community Survey and Bureau of Economic & Business Research, University of Florida

**DEMOGRAPHICS** (continued)

Educational Attainment - Population 25 years and over (%)

Source: 2011 American Community Survey (Census Bureau)

Less than High School Diploma	11,028	10.0%
High School Diploma	28,143	25.6%
Some college, no degree	23,825	21.6%
Associates Degree	12,680	11.5%
Bachelor's Degree	20,237	18.4%
Graduate or Professional Degree	14,202	12.9%
	<u>110,115</u>	<u>100.0%</u>

**ECONOMICS**

Principal Property Owners (2011 Collection Year)

Source: Broward County Property Appraiser's Tax Roll

	Taxable Assessed Value (in 1000's)	% of Total Taxable Assessed Value
SPUSV5 Pembroke Pines LLC	\$ 114,863	1.76%
Pembroke Lakes Mall LTD	118,647	1.44%
AD Pembroke Land Company LLC	68,777	0.84%
EQR-SWN Line Financing Limited	52,356	0.64%
Prudential Ins. Co. of America	42,973	0.52%
WRI JT Pembroke Commons, LP	39,844	0.48%

Occupation Composition

Source: 2011 American Community Survey (Census Bureau)

Management, professional & related occupations	32,435
Service occupations	12,324
Sales and office occupations	22,017
Natural resources, construction, & maintenance occupations	3,860
Production, Transportation, and Material Moving occupations	<u>4,317</u>
	<u>74,953</u>

Industrial Composition - Civilian employed, 16 years and over

Source: 2011 American Community Survey (Census Bureau)

Agriculture, forestry, fishing/hunting, and mining	7
Construction	3,460
Manufacturing	3,333
Wholesale Trade	2,770
Retail Trade	11,089
Transportation, warehousing and utilities	4,652
Information	1,988
Finance, insurance, real estate/rental and leasing	7,026
Professional, scientific, management, administrative and waste management svcs.	8,243
Educational, health and social services	16,149
Arts, entertainment, recreation, accommodation and food services	7,166
Other services (except public admin.)	5,169
Public Administration	<u>3,901</u>
	<u>74,953</u>

Household Income - in 2011 Inflation-adjusted dollars

Source: 2011 American Community Survey (Census Bureau)

Less than \$24,999	23.1%	13,334
\$25,000-\$49,999	23.4%	13,481
\$50,000-\$74,999	18.5%	10,670
\$75,000-\$99,999	14.5%	8,345
\$100,000 +	<u>20.5%</u>	<u>11,852</u>
	100.0%	57,682
Median Household Income		\$54,766

Unemployment Rate (%)

Source: Florida Dept. of Labor for Pembroke Pines

2010-11	9.1%	2005-06	2.9%
2009-10	9.5%	2004-05	3.3%
2008-09	7.4%	2003-04	3.5%
2007-08	5.2%	2002-03	4.1%
2006-07	3.0%	2001-02	4.3%

Per Capita Income - using inflation-adjusted dollars

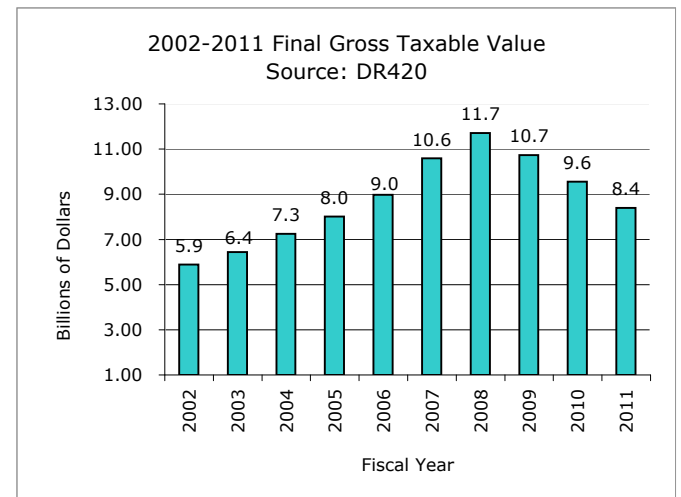
Source: 2011 American Community Survey (Census Bureau)

2011	\$ 26,518	2008	25,964
2010	28,600	2007	26,982
2009	25,766	2006	28,377

Building Permits      Number      Total Value of Construction

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

2010-11	6,939	\$ 321,232,697
2009-10	5,274	73,064,496
2008-09	6,318	68,962,467
2007-08	7,365	139,170,218
2006-07	10,267	237,392,060
2005-06	16,910	183,846,230
2004-05	10,800	116,958,795
2003-04	9,457	84,253,027
2002-03	9,171	109,883,816
2001-02	10,140	207,403,339





**ECONOMICS** (continued)

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

Memorial Health Systems	3,480
City of Pembroke Pines	1,073
Wal-Mart Pembroke Pines	610
City of Pembroke Pines Charter Schools	587
Publix	450
Target	266
Macy's	249
Cintas Corporation	200
Claire's Corporation	200
Winn Dixie	161

**Fiscal Year 2010-11 Property Taxable and Assessed Valuation**

Source: Broward County Property Appraiser [DR403V amd DR420]

Total Just Value	\$12,672,170,184
Less: Tax Exempt Property	-1,411,247,232
Differentials (Just Value - Assessed)	-800,373,704
Personal Exemptions	-2,006,049,281
Value Adjustment Board/Appraiser Adjmts	-41,956,052
<b>Operating Taxable Value</b>	<b>\$8,412,543,915</b>

**Tax Rates (2012)**

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

**SERVICE STATISTICS**

**Water (September 30, 2011)** Source: Water Department

Water Accounts	42,690
Operating Wells	9
Daily Pumping Wells Capacity (MGD)	18.0
Average Daily Water Pumping (MGD)	12.4
Total Daily Pumping Plant Capacity (MGD)	18.0

**Sewer (September 30, 2011)** Source: Sewer Department

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

**Public Works (September 30, 2011)** Source: Public Svcs. Dept.

Residential Solid Waste Customers	37,736
Solid Waste Collected (tons)	96,150

**Educational System [July 2011]** Source: Charter Schools Admin.

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

**Center for Arts (2011)** Source: Recreation Dept.

Number of Event Days - Walter C. Young	354
Number of Event Days - River of Grass	284
Theaters	2

**Police Protection (December 31, 2011)** Source: Police Dept.

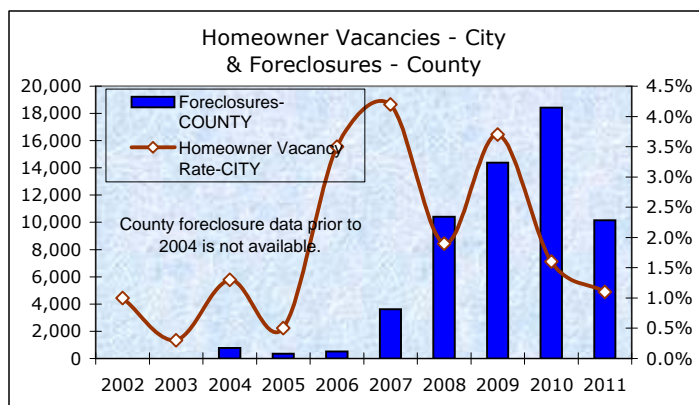
Employees (full-time)	287.5
Sworn	231
Non-Sworn	56.5
Grant Positions	0.5
Crime Index (fiscal year)	5,254
Crime Rate (per 1,000 population)	33.9
Traffic Accidents	5,192
Traffic/Parking Citations	41,896
Total Calls for Police Service	88,613

**Fire Protection (December 31, 2011)** Source: Fire Dept.

Stations	6
Employees (full-time)	262
Structure Fires	61
Adv Life Support Rescue Responses	13,678
Basic Life Support Rescue Responses	2,642
Other Rescue Calls	2,528
Other Emergencies	2,930
Fire Inspections (various kinds)	10,383
Fire Investigations	30

**Municipal Parks (September 30, 2011)** Source: Rec. Dept.

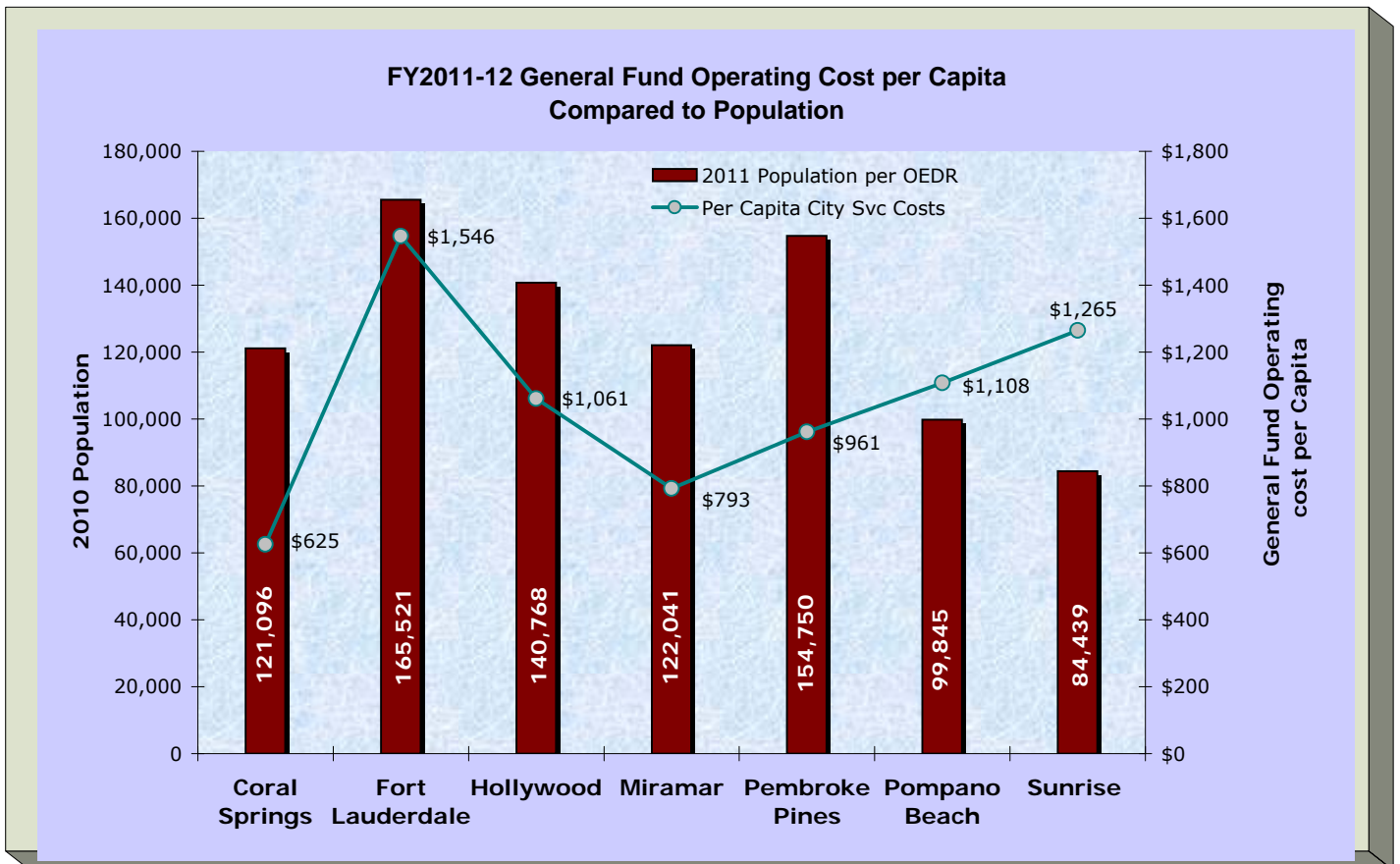
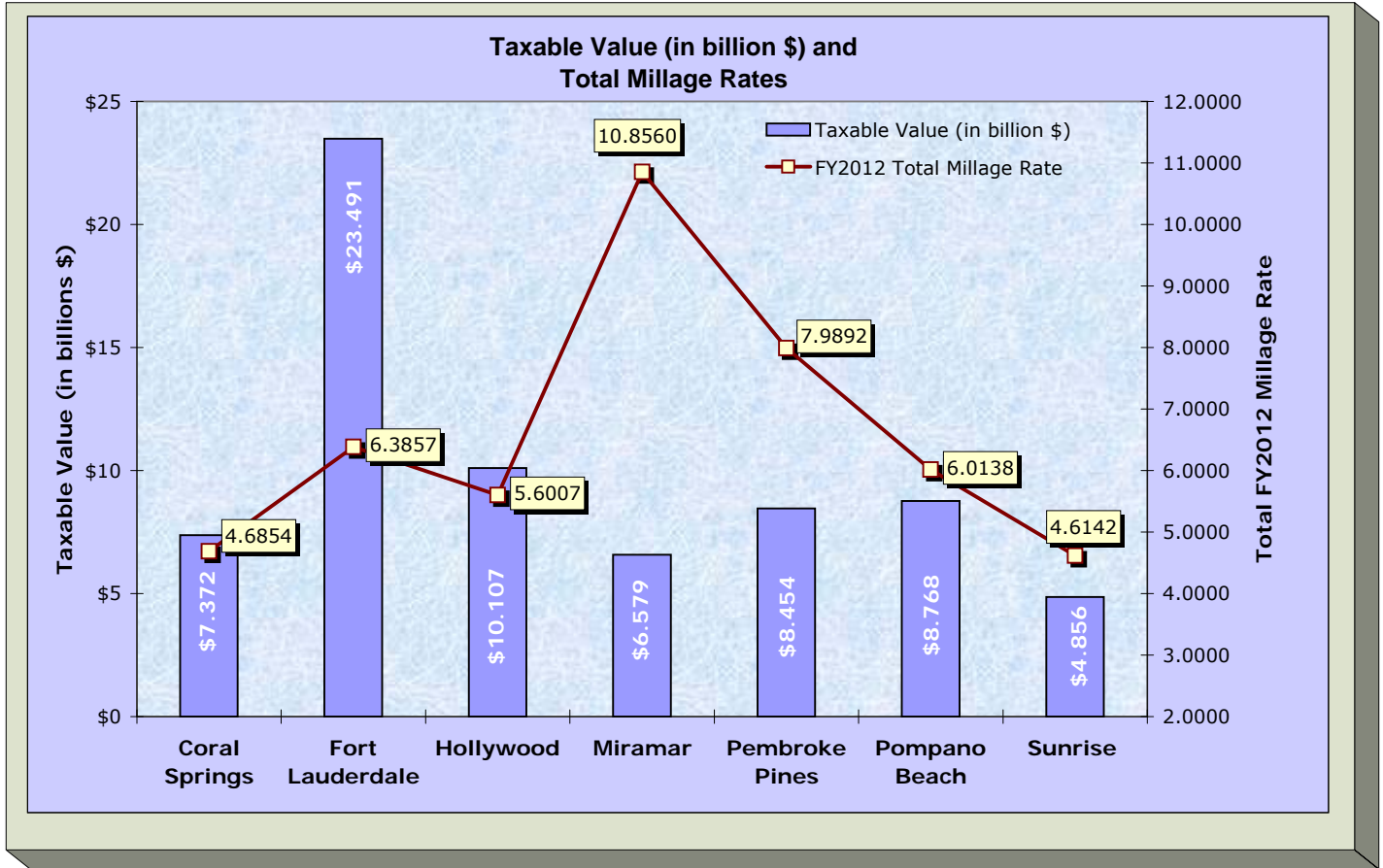
Developed Parks	31
Developed Acres	926.69
Undeveloped Acres	15
Swimming Pools	6
Recreation Centers	4
Lighted Ball fields	48
Unlighted Ball fields	2
Lighted Tennis Courts	50
Playgrounds	20
Gymnasium	2
Racquetball Courts/Indoor	6
Volleyball	2
Hockey Rinks	11
Fitness Center	1
Pavilions	35
Gazeboes	3
Paddleball Courts	25
Basketball Courts/Outdoor	21.5
Football/Soccer	19



(Source: American Community Survey & County Appraiser Office)

### COMPARISON TO LOCAL CITIES

(Source: Survey of Local Cities)



# City of Pembroke Pines

## Performance Measures

### Overview

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

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

## Strategy Map



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

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

## City and Departmental Goals Matrix

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

## City and Departmental Goals Matrix (continued)

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

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

## Performance Measures Crosswalk

Department Objective	Performance Measure
<b>CITY GOAL #1: Promote health, safety &amp; welfare of the community.</b>	
<b>KPI: Crime rate per 100,000 population ranked against the ten largest cities in Broward County</b>	
<b>Police</b>	
<b>To deter crime, apprehend criminals and enhance public safety.</b>	<ul style="list-style-type: none"> <li>• Clearance rate Part I offenses <sup>(1)</sup></li> <li>• Average emergency call response time [min]</li> <li>• Average calls for service per 1,000 resident population</li> </ul> <b>Crime Rate per 100,000 for the following types of offenses:</b> <ul style="list-style-type: none"> <li style="width: 50%;">• Murder</li> <li style="width: 50%;">• Burglary</li> <li style="width: 50%;">• Forcible rape</li> <li style="width: 50%;">• Larceny</li> <li style="width: 50%;">• Robbery</li> <li style="width: 50%;">• Motor vehicle theft</li> <li style="width: 50%;">• Aggravated assault</li> </ul>
<sup>(1)</sup> Consists of homicides, rapes, robberies, assaults, burglaries, auto thefts, and larcenies.	
<b>KPI: Insurance Service Organization (ISO) evaluation compared to other cities nationally with 24,999 or more population</b>	
<b>Fire</b>	
<b>Conduct pre-fire planning for all commercial and multifamily structures.</b>	<ul style="list-style-type: none"> <li>• % of buildings that received annual pre-fire plan surveys</li> <li>• Number of public participants in safety education classes (non-CPR) classes</li> </ul>
<b>To reduce loss to property from fire, flood, domestic terrorism or natural disaster.</b>	<ul style="list-style-type: none"> <li>• Average response time from receipt of Broward Sheriff's Office call to dispatch of units (in seconds)</li> <li>• % of dispatch processing time less than 1 minute</li> <li>• Average unit response time from en route to arrival (in minutes)</li> <li>• % of unit response time less than 6 minutes</li> </ul>
<b>KPI: Social service client hours per each unduplicated client</b>	
<b>Community Services</b>	
<b>To plan and implement recreation, health support, transportation, in-home services coordination, counseling, public education, nutrition program, senior housing and relief/respite services for senior residents.</b>	<ul style="list-style-type: none"> <li>• Units of service (services covered by OAA Title IIIB Grant)</li> <li>• Number of unduplicated clients</li> </ul>
<b>KPI: Potable water quality ranking among Broward cities</b>	
<b>Utilities [Water]</b>	
<b>Ensure both treatment plants operate at maximum efficiency in order to provide high quality potable water.</b>	<b>Finished Water Quality:</b> <ul style="list-style-type: none"> <li style="width: 50%;">• pH</li> <li style="width: 50%;">• Fluoride AS F</li> <li style="width: 50%;">• Total Residual Chlorine</li> <li style="width: 50%;">• Turbidity NTU</li> <li style="width: 50%;">• Color</li> <li style="width: 50%;">• Iron Fe-</li> </ul>
<b>CITY GOAL #2: Promote/pursue a positive economic environment.</b>	
<b>KPI: Per Capita City Operating Costs Compared to Prior Years</b>	
<b>KPI: Median household income ranked against the ten largest cities in Broward County</b>	
<b>City Manager</b>	
<b>To maintain a low tax burden.</b>	<ul style="list-style-type: none"> <li>• % Change over operating rolled-back millage rate</li> <li>• Change in Per Capita City Operating Costs Compared to Prior Years (in present dollars)</li> </ul>
<sup>(2)</sup> Expenses exclude transfers, hurricane (FEMA-reimbursed) expenses, and a 2004 bond-funded \$77.9 million pension payment.	
<b>KPI: % change in taxable value in relation to other Broward County Cities</b>	
<b>Administrative Services [Code Enforcement]</b>	
<b>Maintain 90% compliance on cases prior to hearings.</b>	<ul style="list-style-type: none"> <li>• % of cases closed prior to Code Board and/or Special Master hearing</li> </ul>

## Performance Measures Crosswalk (continued)

Department Objective	Performance Measure
<b>CITY GOAL #2: Promote/pursue a positive economic environment. (continued)</b>	
<i>KPI: % change in taxable value in relation to other Broward County Cities</i>	
<b>Administrative Services [Code Enforcement]</b> <b>Maintain 90% compliance on cases prior to</b>	<b>· % of cases closed prior to Code Board and/or Special Master hearing</b>
<i>KPI: % change in local business tax revenue per capita</i>	
<b>City Clerk</b> <b>Ensure that all businesses have a valid local business tax receipt.</b>	<b>· Local business tax revenue per capita</b>
<b>CITY GOAL #3: Provide diverse recreational, educational, and cultural opportunities and maintain a full range of municipal services.</b>	
<i>KPI: Charter School FCAT (Florida Comprehensive Assessment Test) Scores ranking among Broward schools</i>	
<b>City Manager</b> <b>Enhance the educational environment at the Charter Schools.</b>	<b>Charter School FCAT Scores ranking:</b> <b>· Elementary Schools</b> <b>· Middle Schools</b> <b>· High Schools</b>
<b>CITY GOAL #4: Provide a positive work environment that encourages teamwork, initiative, productivity, and individual development.</b>	
<i>KPI: % change in FT employee retention rate within one year of employment</i>	
<b>Human Resources</b> <b>Implement sound recruitment practices to ensure competent candidates are hired.</b>	<b>· FT employee turnover rate within one year of employment</b>
<b>CITY GOAL #5: Commitment to excellence in leadership and management skills; instill confidence in integrity of City government.</b>	
<i>KPI: City underlying bond rating compared to peer cities in Florida</i>	
<b>City Manager</b> <b>Manage City finances to ensure financial benchmarks are met.</b>	<b>· Unreserved Fund Balance as a % of annual General Fund expenditures</b> <b>· Total direct debt as a % of property market value</b> <b>· Debt service as a % of General Fund budget</b> <b>· Direct debt per capita</b>
<b>Finance</b> <b>Maintain high levels of professional accounting and reporting standards worthy of the Government Finance Officers Association (GFOA) awards.</b>	<b>· Receive Award of Certificate of Achievement for Excellence in Financial Reporting from GFOA</b> <b>· Receive Distinguished Budget Presentation Award from GFOA</b>
<i>KPI: Monitor average number of days to complete routine public requests.</i>	
<b>City Clerk</b> <b>Comply with all applicable Florida Statutes for public record requests.</b>	<b>· Average number of days to complete routine public requests.</b>
<b>CITY GOAL #6: Preserve/promote the ecological and environmental quality within the City.</b>	
<i>KPI: Comparison of licensed wetlands per total acres with other Broward County cities</i>	
<b>Public Services [Environmental]</b> <b>Conserve, protect, maintain or improve wetlands.</b>	<b>· Licensed wetland acres in Pembroke Pines</b>
<i>KPI: Wastewater quality ranking among Broward cities</i>	
<b>Public Services [Water]</b> <b>Ensure the treatment plant operates at maximum efficiency to facilitate the environmentally sound disposal of wastewater.</b>	<b>· Carbonaceous Biochemical Oxygen Demand 5-Day (CBOD5) Effluent</b> <b>· Total Suspended Solids (TSS) Effluent</b>
<i>KPI: Acres of parkland per 1,000 population</i>	
<b>Parks and Recreation</b> <b>Present to the public clean, physically-attractive and well-maintained facilities to support our youth/adult programs, and for the general public visiting our parks for passive, non-structured leisure activities.</b>	<b>· Acres of parkland per 1,000 population</b>

## Initiative / Action Steps Summary that Support Strategic Objectives

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

#### Strategic Objective: Reduce crime

- POLICE**
- \* A new School Resource Officer (S. R. O.) Program was implemented that reduces personnel costs to the city by replacing a police officer assigned to specific schools with a school resource officer who works only when school is in session.
  - \* The Pembroke Pines Police Department Police Department Reserve Unit (R. P. O.) has been established and will be maintained in order to provide a reserve force that is equipped and trained to assist when necessary. The Reserve Unit will supplement the efforts of the police department during routine and emergency operations, and will also be available for duty at City sponsored functions or events.
  - \* The Animal Assistance Program has been instituted to reunite animals with their owners prior to animal control being contacted. If the owners cannot be located, several animal rescue adoption agencies in the area may be requested to assist. Since its inception, the program has rescued 53 dogs and four cats. This program has received positive publicity with the residents within our community and has been recognized in articles published in the Sun-Sentinel.
  - \* Multiple Mobile License Plate Reader systems which will be deployed by The Auto Theft Unit in conjunction with the Operations and Investigations Divisions. The systems will automatically read license plates and alert officers if the vehicle is stolen or being operated by an endangered missing person. The goal of the program is to quickly recover stolen vehicles and provide investigative leads on cases.
  - \* The Pembroke Pines Police Department will break ground during the summer of 2012 on a new training facility. This 5700 square foot building will be state of the art, providing the most current training opportunities for our officers and outside agencies that lease the facility.

#### Strategic Objective: Maintain effective fire control capabilities

- FIRE**
- \* Enhanced the Computer Aided Dispatch (CAD) using new technology to improve location accuracy, and routing for emergency calls.
  - \* Create and broadcast a new series of Fire Safety Public Service tips on Channel 78.
  - \* Purchased tablet computers to replace failing and personal digital assistant (PDA) used while conducting fire inspections. Efficiency has increased by the ability to email inspection results, update new construction inspections, initiate fire investigation reports, and to research information from the internet and multiple software programs while in the field.

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

- COMMUNITY SERVICES**
- \* In response to the increasing number of *Baby Boomers* new classes have and will continue to be added to our program. This past year, Personal Touch: which teaches members how to use weights and maintain a healthy lifestyle as well as Hip Hop Fitness Classes which offer a great way to stimulate your mind and exercise your body were introduced and are currently being offered.
  - \* One day workshops will soon be offered. More and more of our members work or have had to re-enter the workplace. One day workshops are a great way to meet the needs of this population.
  - \* Fitness Classes: Enhanced Fitness Classes were added to our program. This is an evidence based program which meets three times a week and offers great health benefits. The classes are taught by the YMCA.
  - \* A partnership with Impact Broward (Senior Companion Program) will soon flourish. This partnership will allow seniors to volunteer their time and make a difference within the community.
  - \* Citizenship classes were added to our program to met the needs of our members and the community as a whole. Classes are taught by instructors from Hispanic Unity.

#### Strategic Objective: Provide high quality potable water

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

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

#### Strategic Objective: Maintain tax base.

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



# Initiative / Action Steps Summary that Support Strategic Objectives

(continued)

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

Strategic Objective: Foster business growth

PLANNING

- Utilization of GO Bonds dedicated to Economic Development and Streetscape.
- Coordination of business networking and educational events including Power Business Week to support local businesses growth.
- Creation of Innovative Zoning Categories to foster new types of mixed use development.
- Improve partnership and support with the Miramar-Pembroke Pines Chamber of Commerce, through marketing and association with Chamber advisory groups.
- Participation with the Broward Alliance, to improve knowledge base as it relates to county and state programs that support business activity.
- Staff support of City Economic Development Advisory Board.
- Work with the Information Technology Division to enhance the City's Website promoting Pembroke Pines as a destination for business.
- Work with the Local Business Tax Receipt Division to obtain valuable information about the City's businesses via new renewal forms. This procedure will allow staff to communicate more effectively with our businesses.
- Hold workshops with the City Commission and Advisory Board to make Pembroke Pines a destination for business.

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

Strategic Objective: Improve academic performance at schools

READING (FSU)

- Teachers will integrate various technology programs including Riverdeep, Reading Counts, Study Island, to supplement reading instruction.
- All teachers will utilize the FCAT Reading Item Specifications to create higher order thinking questions.
- Social studies teachers will explicitly infuse the reading benchmarks in lesson plans and delivery of instructional material.

**Action steps geared towards students in grades 6 to 8 to ensure that 92% or above will score at a level 3 or higher on the FCAT Reading Test.**

- The school will continue to utilize the FAIR assessments to monitor student progress.
- Implement differentiated instruction and independent learning plans.
- Students not responding to core instruction will be referred to RTI and receive planned and targeted interventions.

**Maintain or exceed 88% of students scoring at a level 3 or above on the FCAT Math test by students in grades 6 to 8.**

- Teachers will spiral curriculum in order to constantly provide review of previously taught concepts that may be assessed on future tests.

MATH

- Teachers will implement Higher Order Thinking (HOT) activities provided by newly adopted textbook

**Action steps geared towards students in grades 6 to 8 to ensure that 88% or above will score at a level 3 or higher on the FCAT Math Test.**

- Organize classes into proficiency levels and implement differentiated instruction based on specific students' needs.
- Identify and consistently monitor the progress of the lowest 25 percentile, revise instruction, and supply supplemental instruction as needed via before/after school camps and peer tutoring.

SCIENCE

**Maintain or exceed 75% of students scoring at a level 3 or above on the FCAT Science Test by students in grades 8.**

- Teachers will incorporate hands-on and real-world experiments and/or demonstrations.
- Students not mastering weekly science instructional objectives will be provided supplemental instruction in the form of small groups and before and after school tutoring.
- Students will utilize the science components of FCAT Explorer and FOCUS web based programs.

WRITING

**Maintain 99% of students scoring at a level 4 or above on the FCAT Writing Test by students in grades 8.**

- Language Arts teachers will administer diagnostic test to drive instruction and determine remediation needs.
- Eighth grade students will write a minimum of two essays per week: a 45 minute timed essay in the classroom and one at home via My Access prompt.
- All students scoring below level 3.5 on the writing diagnostic will receive remediation through an after school writing tutorial program.

- Provide space and fund a new ESE (Exceptional Student Education) Center in the C Building.
- Create an Assessment Coordinator position to oversee all aspects of student testing.
- Expand the New England Prep SAT Program to include the sophomore class. All juniors and sophomores will participate in the NEP SAT Program through their English and Math Classes.
- Implement an afterschool SAT Preparatory Program to help students prepare for the SAT Test.
- Provide space and fund the creation of two new computer labs in the C Building.

## Initiative / Action Steps Summary that Support Strategic Objectives (continued)

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

Strategic Objective: Improve academic performance at schools

<b>High School</b>	<ul style="list-style-type: none"> <li>• Provide space and fund a new ESE (Exceptional Student Education) Center in the C Building.</li> <li>• Create an Assessment Coordinator position to oversee all aspects of student testing.</li> <li>• Expand the New England Prep SAT Program to include the sophomore class. All juniors and sophomores will participate in the NEP SAT Program through their English and Math Classes.</li> <li>• Implement an afterschool SAT Preparatory Program to help students prepare for the SAT Test.</li> <li>• Provide space and fund the creation of two new computer labs in the C Building.</li> </ul> <p><b>Students in grades 3 to 5 achieving proficiency (FCAT Level 3) in reading.</b></p> <ul style="list-style-type: none"> <li>• Teachers will implement small group instructional strategies based on Dr. Jan Richardson.</li> <li>• Teachers will integrate the technological program, Accelerated Reader (AR) to increase reading comprehension and build vocabulary.</li> <li>• Teachers will differentiate instruction in various formats, including but not limited to small group, whole group, individual resource groups, and cross-grouping to promote reading development.</li> </ul> <p><b>Students in grades 3 to 5 achieving above proficiency (FCAT Levels 4 or 5) in reading.</b></p> <ul style="list-style-type: none"> <li>• In addition to the steps outlined above for students achieving proficiency (Level 3) in reading, teachers of students achieving Levels 4 or 5 in reading) will implement Small Group Instructional Strategies based on Dr. Jan Richardson's "The Next Step in Guided Reading"</li> <li>• An additional resource for this group will include Thinking Maps to promote reading development.</li> </ul> <p><b>Students in grades 3 to 5, including those in the lowest 25%, making learning gains in reading.</b></p> <ul style="list-style-type: none"> <li>• Teachers will receive professional development in Differentiated Instruction.</li> <li>• An extended learning program will provide additional reading instruction for a minimum of 30 minutes a day, outside the 90-minute reading block, using research-based supplemental materials.</li> <li>• Students not responding to core instruction will be referred to R+I and receive planned and targeted interventions.</li> </ul> <p><b>Action steps created for student subgroups not making Adequate Yearly Progress in reading</b></p> <ul style="list-style-type: none"> <li>• Before-school and after-school instructional reading tutorials using Great Leaps as the core program. The sessions will be held a minimum of two times per week for 40 minutes per session.</li> <li>• Support staff will participate in all school-wide trainings and interventions (e.g. Differentiated Instruction) to increase student achievement.</li> <li>• ESE Support staff will meet monthly with classroom teachers to share best practices and align instructional and intervention strategies.</li> </ul>
<b>READING</b>	
<b>ELEMENTARY SCHOOL</b>	<p style="text-align: center;"><b>Students with Disabilities</b></p> <p><b>Students in grades 3 to 5 achieving proficiency (FCAT Level 3) in mathematics.</b></p> <ul style="list-style-type: none"> <li>• Implementation of new mathematics series, Go Math!</li> <li>• Teachers will implement Acaletics and differentiate instruction in various formats including but not limited to small group, whole group, individual resource groups, and cross-grouping to promote mathematical concepts.</li> <li>• Teachers will receive professional development in Differentiated Instruction.</li> </ul> <p><b>Students in grades 3 to 5 achieving above proficiency (FCAT Levels 4 or 5) in mathematics.</b></p> <ul style="list-style-type: none"> <li>• Use of enrichment strategies and materials from Go Math! Series</li> <li>• Utilize the technology component of the Go Math! Series.</li> <li>• Increased use of interactive centers.</li> </ul> <p><b>Students in grades 3 to 5 making Learning Gains in mathematics.</b></p> <ul style="list-style-type: none"> <li>• Implementation of new mathematics series, Go Math!</li> <li>• Teachers will implement Acaletics and differentiate instruction in various formats including but not limited to small group, whole group, individual resource groups, and cross-grouping to promote mathematical concepts.</li> <li>• Teachers will receive professional development in Differentiated Instruction.</li> </ul> <p><b>Students in grades 3 to 5 in the lowest 25% making learning gains in mathematics.</b></p> <ul style="list-style-type: none"> <li>• Use of targeted small group instruction as per the Go Math! Series.</li> <li>• Use of technology to differentiate instruction and target specific needs.</li> <li>• Discovery learning through hands-on experience to assist with concrete learning of mathematical skills.</li> </ul>
<b>MATH</b>	

## Initiative / Action Steps Summary that Support Strategic Objectives (continued)

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

Strategic Objective: Improve academic performance at schools

<b>ELEMENTARY SCHOOL (cont.)</b>	<b>SCIENCE</b>	<p><b>Students in grade 5 achieving proficiency (FCAT Level 3) in science.</b></p> <ul style="list-style-type: none"> <li>• Teachers will implement an Instructional Focus calendar for Science.</li> <li>• Science facilitators will conduct Learning Communities to align standards, implement curriculum.</li> <li>• Teacher-guided science experiments will expose and involve students in the scientific method.</li> </ul> <p><b>Students in grade 5 achieving above proficiency (FCAT Levels 4 and 5 in science.</b></p> <ul style="list-style-type: none"> <li>• Teachers will differentiate instruction in various formats, including but not limited to small group, whole group, individual resource groups, and cross-grouping to promote science enrichment.</li> <li>• Science Facilitators will conduct Professional Learning Communities to share enrichment Best Practices.</li> </ul>
	<b>WRITING</b>	<p><b>Students in grade 4 who scored at or above a 3.0 on the FCAT Writes! assessment.</b></p> <ul style="list-style-type: none"> <li>• Effective writing techniques will be modeled to students through a variety of research-based strategies, including but not limited to, students writing samples from previous FCAT administrations and the Mary Lewis writing program.</li> <li>• A monthly FCAT Writing Practice to assess strengths and weaknesses in writing skills and a set instructional focus will be implemented in grades K - 5.</li> <li>• Teachers will participate in cross-campus professional development with a focus on horizontal alignment of research-based writing strategies.</li> <li>• Teachers will use a variety of strategies to differentiate instruction during writing lessons.</li> </ul>

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

## Balanced Scorecard

Strategic Objectives	Key Performance Indicators (KPIs)	Desired Direction	2011 Benchmark	2011 Actual	Score	Weight	Weighted score		
<b>(1) Promote health, safety &amp; welfare of the community.</b>									
Reduce crime	Crime rate per 100,000 population ranked against the ten largest cities in Broward County	↓	4,616	3,392	79.4%	12.0%	9.5%		
Maintain effective fire control capabilities	Insurance Service Organization (ISO) evaluation compared with national cities with 24,999 or more population	↑ *	67.20 *	90.23 *	98.9%	12.0%	* 11.9%		
Increase social services to seniors (aged 60+)	Social service client-hours per each unduplicated client	↑	65.56	60.48	44.7%	4.0%	1.8%		
Provide high quality potable water	Potable water quality ranking among Broward cities	=	48.9%	70.6%	94.6%	12.0%	11.4%		
<b>(2) Promote and pursue a positive economic environment.</b>									
Exceed County household income	Median household income ranked against the ten largest cities in Broward County	↑	49,523	54,766	68.8%	4.0%	2.8%		
Maintain tax base	% change in taxable value in relation to other Broward County Cities	↑	0.94%	1.41%	55.9%	8.0%	4.5%		
To maintain a low tax burden	Per Capita City Operating <sup>(2)</sup> Costs compared to prior years (in constant dollars)		\$ 1,204	\$ 940	95.1%	4.0%	3.8%		
Foster business growth	Local Business Tax Revenue per capita (in constant dollars)	↑	\$ 18.50	\$ 19.66	58.0%	8.0%	4.6%		
<b>(3) Provide diverse recreational, educational, and cultural opportunities and maintain a full range of municipal services.</b>									
Improve academic performance at schools	Charter School FCAT (Florida Comprehensive Assessment Test) Scores ranking among Broward schools	↑	542.0	629.5	89.2%	8.0%	7.1%		
<b>(4) Provide a positive work environment that encourages teamwork, initiative, productivity, and individual development.</b>									
Reduce employee turnover	% of FT employees retained after one year	↑	82.4%	95.5%	93.3%	4.0%	3.7%		
<b>(5) Commitment to excellence in leadership and management skills; instill confidence in integrity of City government.</b>									
Maintain sound financial stability	City underlying bond rating compared to peer cities in Florida	↑	88.6%	92.0%	73.7%	8.0%	5.9%		
<b>(6) Preserve and promote the ecological and environmental quality within the City.</b>									
Preserve wetlands ecosystem & watershed	Comparison of licensed wetlands per total acres with other Broward County cities	=	2.8%	10.6%	93.2%	4.0%	3.7%		
Control the quality of the wastewater	Wastewater quality ranking among Broward cities	↑	50.5%	23.6%	16.8%	8.0%	1.3%		
Maintain at least seven acres of parkland per 1,000 population [excluding golf courses]	Acres of parkland per 1,000 population in relation to ten largest Broward cities	↑	6.54	10.23	96.9%	4.0%	3.9%		
* = The ISO rating of 90.23 was during 2007. While the rating is updated every five years, the benchmark will not be updated from 2005 due to data not being available. (2) Expenses exclude transfers, hurricane (FEMA-reimbursed) expenses, and a 2004 bond						<b>Overall Operating Performance Score</b>		<b>100.0%</b>	<b>75.9%</b>



The 3.4 percentage point decrease in the City's overall score, from 79.3% to 75.9%, was due to the following:

- Taxable values increased slightly less than other Broward cities;
- Decline in local business taxes per capita;
- Decline in comparative bond rating
- Comparative median household income;
- And less comparative social service hours per unduplicated clients;

Gains included:

- Increased retention rate for new hires during their first year
- And lower per capita City service costs.

## Key Performance Indicators (KPIs)

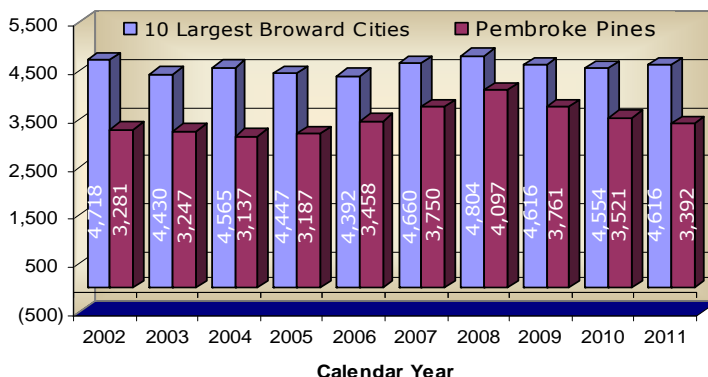
Each KPI score was based on the City's actual performance compared to a benchmark, which was either the average score of peer Cities, when sufficient data are available, or prior City performance. A standardized score, between 0 and 100, was calculated by determining the "z score," which finds the difference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

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

**Benchmark:** 4,616 (average crime rate per 100,000 population for ten largest Broward cities during calendar year 2011).

**Analysis:** During 2011 the City's crime rate of 3,392 per 100,000 residents declined by 3.7 percentage points, while the rate increased for the ten largest cities and the county by 1.3 and 3.5 percentage points respectively. The City moved from the 2<sup>nd</sup> to 3<sup>rd</sup> lowest crime rate among the ten largest Broward County cities, behind only Coral Springs (2,469) and Miramar (3,026).

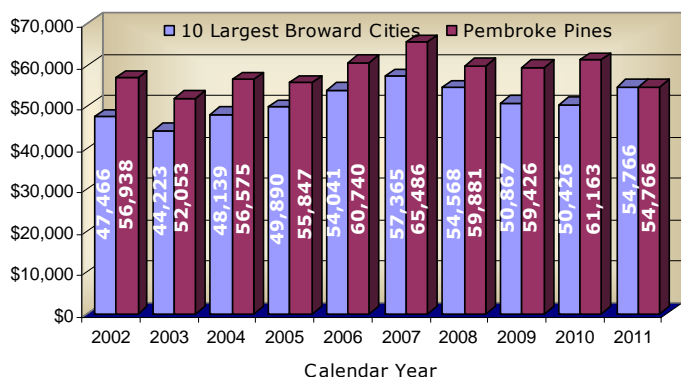
### Crime Rate per 100,000 Population



Ft. Lauderdale and Hollywood had 2011 crime rates of 7,074 and 5,995, respectively.

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

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



**Analysis:** Since 1999 the median household income (in inflation-adjusted dollars) for Pembroke Pines has averaged 15.2% greater than the average of the ten largest cities in Broward County. But the 2011 City median household income fell by 10.6% while the loss for the County was -25.2%, while top ten cities declined by 1.8%. The average decline among the other nine cities was 3.9%.

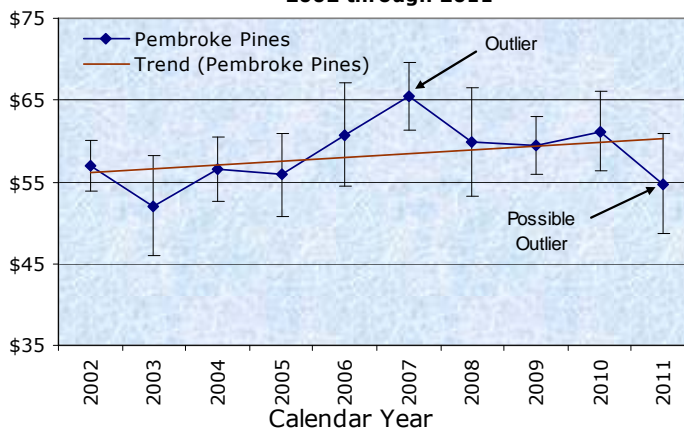
The American Community Survey reduced the sample from 3.0% to 2.5% during 2002 with an attending increase in the margin of error, as demonstrated in the chart.

The -0.4% compounded annual decline from 2002 to 2011, driven by the \$49,000 estimate for 2011, does not agree with the ten-year trend of +0.2% compounded annual growth.

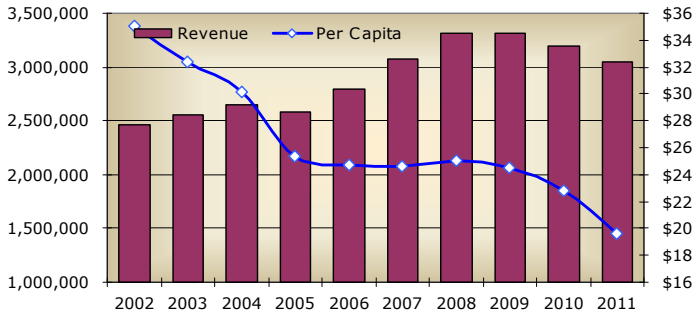
While it is now evident the 2007 estimate of \$65,000 was overestimated, it is possible, even likely, that 2011 income was underestimated.

### City Median Household Income and Trend

**Median Household Income (in \$1,000s)  
2002 through 2011**



### Change in Local Business Tax Revenue



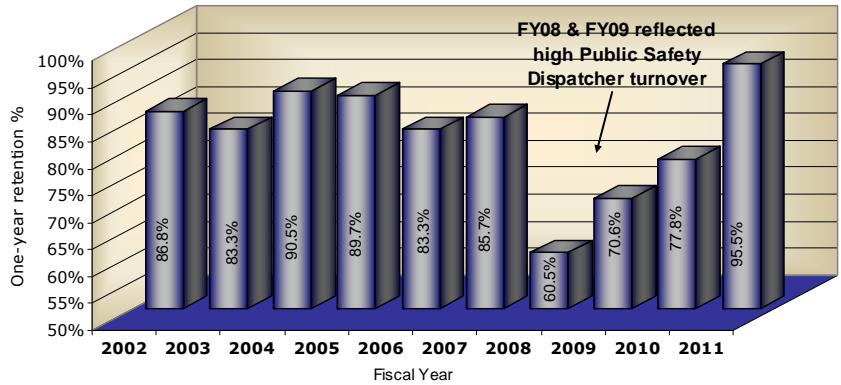
**Benchmark:** \$25.52 (Average per capita revenue since 1982-83 in constant 2011 dollars)

**Analysis:** Given that local business tax rates have not changed since their introduction, this measure is driven by growth in population and business activity. Population growth averaged 6.8% while revenue growth averaged 2.1% since fiscal year 2001-02 in constant 2011 dollars.

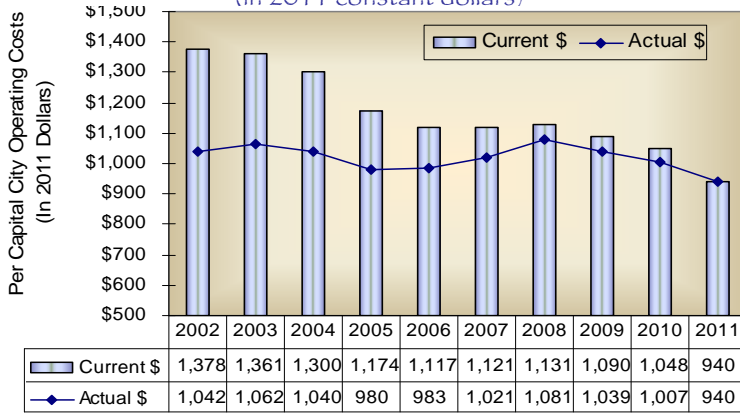
**Benchmark:** 82.7% (Average City retention rate since 1997-1998)

**Analysis:** After averaging 85.0% from 1997-98 to 2006-07, the next three years averaged 69.6% primarily due to the challenge of screening and retaining Public Safety Dispatchers. 20 of the 21 new hires during 2010-11 were retained after one year.

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



### Per Capita City Operating Costs (in 2011 constant dollars)



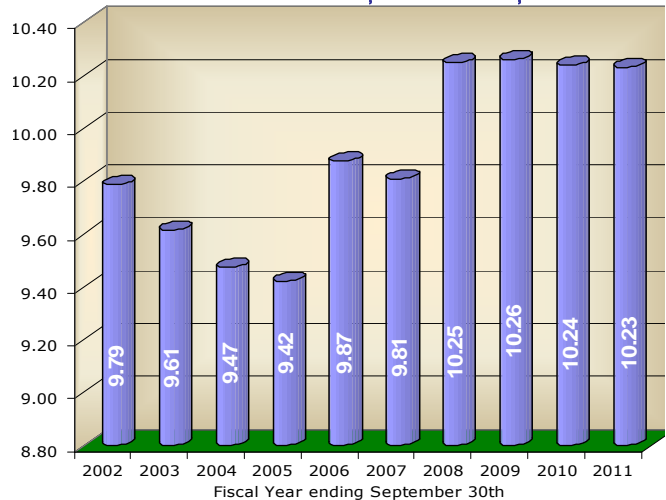
**Benchmark:** Since Fiscal Year 1996 the average per capita cost of City operations has been \$1,204 in current (2011) dollars.

**Analysis:** Adjusted for inflation, using 2011 dollars, the per capita cost for 2010-11 was \$940, compared to \$1,378 in 2001-02. Note that hurricane-related expenses and the \$78 million bond-funded lump sum pension payment during 2004 have not been included in this measure.

**Benchmark:** 6.54 acres of parkland per 1,000 population for the ten largest Broward cities for fiscal year 2010-11.

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

### Acres of Parkland per 1,000 Population



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

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

## Department Performance Measures Report

### Police

City Goal: (1) Promote health, safety & welfare of the community.	2009-10		2010-11		2011	2012
KPI: Crime rate per 100,000 population ranked against the ten largest cities in Broward County	Actual	Goal	Actual	Goal	Goal	Goal
Measurement Type: <b>Outputs</b>						
Calls for service per 1,000 residents ↓	626	700	573	700	700	700
Measurement Type: <b>Effectiveness</b>						
Clearance rate for Part I offenses <sup>(1)</sup> ↑	24%	26%	23%	26%	26%	26%
<b>Crime index for the following types of offenses:</b>						
Murder ↓	4	0	4	0	0	0
Forcible rape ↓	12	15	28	10	15	15
Robbery ↓	92	100	119	100	100	100
Aggravated assault ↓	168	200	157	200	200	150
Burglary ↓	1,102	750	1,059	800	800	800
Larceny ↓	3,619	4,000	3,591	4,000	4,000	3,500
Motor vehicle theft ↓	305	350	294	350	350	300
Crime index ↓	5,302	5,000	5,254	5,000	5,000	5,000
Crime rate (per 100,000 residents) ↓	3,521	3,500	3,395	3,500	3,500	3,300

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

### Fire

City Goal: (1) Promote health, safety & welfare of the community.	2009-10		2010-11		2011	2012
KPI: Insurance Service Organization (ISO) evaluation compared with national cities with 24,999 or more population	Actual	Goal	Actual	Goal	Goal	Goal
Measurement Type: <b>Efficiency</b>						
Average unit response time from en route to arrival (in minutes) ↓	3.40	4.00	3.40	<4.00	<3.5	<3.5
% of dispatch processing time less than 1 minute ↑	98%	99%	99%	>95%	>97%	>95%
% of unit response time less than 6 minutes ↑	92%	90%	92%	>90%	>92%	>92%
Measurement Type: <b>Effectiveness</b>						
Number of public participants in safety education classes (non-CPR) classes ↑	16,752	31,000	14,375	25,000	16,000	16,000

### Community Services

City Goal: (1) Promote health, safety & welfare of the community.	2009-10		2010-11		2011	2012
KPI: Social service client hours per each unduplicated client	Actual	Goal	Actual	Goal	Goal	Goal
Measurement Type: <b>Outputs</b>						
Number of unduplicated clients ↑	1,835	3,900	2,180	3,300	2,000	2,200
Units of service (services covered by OAA Title IIIB and IIIE Grant) ↑	87,248	149,750	89,989	82,997	81,803	81,810

### Finance

City Goal: (5) Commitment to excellence in leadership and management skills; instill confidence in integrity of City government.	2009-10		2010-11		2011	2012
KPI: City's underlying bond rating compared to peer cities in Florida	Actual	Goal	Actual	Goal	Goal	Goal
Measurement Type: <b>Efficiency</b>						
Number of years to receive Award for Certificate of Achievement for Excellence in Financial Reporting from GFOA ↑	26	26	27	27	28	29
Number of years to receive Distinguished Budget Presentation Award from GFOA ↑	13	13	14	14	15	16

## Department Performance Measures Report (continued)

### Public Services

	2009-10		2010-11		2011	2012
	Actual	Goal	Actual	Goal	Goal	Goal
<b>City Goal: (1)</b> Promote health, safety & welfare of the community.						
<b>KPI:</b> Potable water quality ranking among Broward cities						
Measurement Type: <b>Effectiveness</b>						
<b>Finished Water Quality:</b>						
pH (County standard 6.5 - 9.1 or higher)	↑	9.20	9.20	<b>9.20</b>	9.20	9.20
Total Residual Chlorine (County standard 4.0 or lower)	↑	3.50	3.50	<b>3.50</b>	3.50	3.50
Color (County standard 15.0 or lower)	↓	6.00	6.00	<b>6.00</b>	6.00	6.00
Fluoride ASF (County Standard 0.8 or lower)	↑	0.80	0.80	<b>0.80</b>	0.80	0.80
Turbidity NTU (Nephelometric Turbidity Unit) (County standard 1.0 or lower)	↓	0.06	0.06	<b>0.06</b>	0.06	0.06
Iron Fe- (County standard 0.3 or lower)	↓	0.02	0.02	<b>0.02</b>	0.02	0.02
<b>City Goal: (6)</b> Preserve and promote the ecological and environmental quality within the City.						
<b>KPI:</b> Wastewater quality ranking among Broward cities						
Measurement Type: <b>Effectiveness</b>						
CBOD5 (Carbonaceous Biochemical Oxygen Demand 5-Day) Effluent (County standard 20 or lower)	↓	5.20	5.20	<b>5.20</b>	5.25	5.20
TSS (Total Suspended Solids) Effluent (County standard 20 or lower)	↓	3.00	3.00	<b>3.00</b>	3.00	3.00
<b>KPI:</b> Comparison of licensed wetlands per total acres with other Broward County cities						
Measurement Type: <b>Effectiveness</b>						
Licensed wetland acres in Pembroke Pines	=	622	620	<b>N/A</b>	622	666

### City Manager

	2009-10		2010-11		2011	2012
	Actual	Goal	Actual	Goal	Goal	Goal
<b>City Goal: (2)</b> Promote and pursue a positive economic environment.						
<b>KPI:</b> Median household income ranked against the ten largest cities in Broward County						
Measurement Type: <b>Efficiency</b>						
Change over operating rolled-back millage rate	↓	2.50%	2.50%	<b>-1.89%</b>	-1.89%	0.91%
<b>City Goal: (3)</b> Provide diverse recreational, educational, and cultural opportunities and maintain a full range of municipal services.						
<b>KPI:</b> Charter School FCAT (Florida Comprehensive Assessment Test) Scores ranking among Broward schools						
Measurement Type: <b>Effectiveness</b>						
<b>Charter School FCAT Scores for:</b>						
Elementary Schools	↑	621	600	<b>629</b>	625	630
Middle Schools	↑	663	600	<b>661</b>	625	630
High Schools	↑	578	550	<b>568</b>	575	600
FSU Elementary	↑	603	600	<b>660</b>	625	630
<b>City Goal: (5)</b> Commitment to excellence in leadership and management skills; instill confidence in integrity of City government.						
<b>KPI:</b> City's underlying bond rating compared to peer cities in Florida						



## Department Performance Measures Report (continued)

### Parks & Recreation

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

**KPI:** Acres of parkland per 1,000 population compared to the ten largest cities in Broward County

Measurement Type: **Effectiveness**

		2009-10		2010-11		2011	2012
		Actual	Goal	Actual	Goal	Goal	Goal
Acres of parkland per 1,000 population ranked against the ten largest cities in Broward County	↑	10.24	10.38	10.23	10.70	10.24	10.24

### City Clerk

**City Goal: (2)** Promote and pursue a positive economic environment.

**KPI:** Local business tax revenue per capita

Measurement Type: **Effectiveness**

		2009-10		2010-11		2011	2012
		Actual	Goal	Actual	Goal	Goal	Goal
Local business tax revenue per capita (in constant dollars)	↑	\$ 21.19	\$19.00	\$ 19.66	\$20.00	\$21.00	\$19.00

### Human Resources

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

**KPI:** % of new FT employee retained after one year

Measurement Type: **Effectiveness**

		2009-10		2010-11		2011	2012
		Actual	Goal	Actual	Goal	Goal	Goal
New FT employee turnover rate within one year of employment	↓	22.2%	14.0%	4.5%	20.0%	20.0%	4.0%

## Budget Summary for Fiscal Year 2012-13 - All Funds By Category

	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget	% of Total	% Change from 2011-12
<b>BEGINNING BALANCE</b>	\$ 628,647,451	674,862,004	678,773,852	678,600,297		
<b>REVENUES/SOURCES</b>						
Ad Valorem Taxes	52,706,820	51,298,897	50,857,319	51,127,729	15.1%	0.5%
General Sales & Use Taxes	4,970,696	4,913,559	5,101,000	4,922,158	1.5%	(3.5%)
Public Service Taxes	10,710,284	10,832,358	11,081,007	11,552,705	3.4%	4.3%
Communication Services Tax	7,748,084	7,359,807	7,252,743	7,518,111	2.2%	3.7%
Local Business Tax	3,191,395	3,045,727	3,191,000	3,108,000	0.9%	(2.6%)
Franchise Fees	14,712,823	14,959,851	14,669,424	15,173,005	4.5%	3.4%
Building Permits	304,070	467,880	293,500	339,366	0.1%	15.6%
Intergovernmental Revenue	21,664,049	19,741,206	23,053,775	14,775,882	4.4%	(35.9%)
Special Assessments	21,015,296	20,633,100	20,156,035	20,146,021	6.0%	-
Charges for Services	43,237,143	46,213,341	55,224,886	48,765,643	14.4%	(11.7%)
Other Licenses, Fees & Permit	-	-	200	200	-	-
Water/Sewer Charges	36,150,822	40,303,087	41,511,584	41,740,000	12.3%	0.6%
Fines & Forfeitures	1,879,569	2,117,331	1,550,438	983,954	0.3%	(36.5%)
Investment Income	34,974,996	(8,616,452)	45,323,821	45,918,573	13.6%	1.3%
Miscellaneous Revenues	49,407,852	45,038,764	42,912,426	47,503,107	14.0%	10.7%
Rents & Royalties	23,207,993	23,952,849	23,057,868	24,088,872	7.1%	4.5%
Debt Proceeds	8,545,700	-	-	-	-	-
Water/Sewer Connection	574,813	814,432	450,000	550,000	0.2%	22.2%
Capital Contributed from Deve	105,740	580,229	-	-	-	-
<b>Total Revenues</b>	<b>335,108,146</b>	<b>283,655,966</b>	<b>345,687,026</b>	<b>338,213,326</b>	<b>100.0%</b>	<b>(2.2%)</b>
<b>EXPENDITURES/USES</b>						
General Government Service	70,714,589	72,785,944	98,977,251	88,686,227	29.1%	(10.4%)
Public Safety	97,825,716	94,158,393	101,058,964	99,018,720	32.5%	(2.0%)
Physical Environment	2,741,285	2,472,940	2,845,285	2,969,657	1.0%	4.4%
Transportation	7,524,770	6,569,318	14,529,016	5,366,610	1.8%	(63.1%)
Economic Environment	12,107,776	10,659,736	14,943,409	8,408,416	2.8%	(43.7%)
Human Services	6,502,417	6,603,358	7,031,312	6,999,488	2.3%	(0.5%)
Culture-Recreation	16,424,473	17,970,738	25,939,516	16,505,905	5.4%	(36.4%)
Debt Service	34,675,040	26,831,803	26,736,532	26,570,782	8.7%	(0.6%)
Water Utility Services	4,318,216	4,596,991	5,847,455	6,218,476	2.0%	6.3%
Sewer-Wastewater Services	10,946,520	11,947,362	24,906,819	23,074,695	7.6%	(7.4%)
Utility Administration	24,764,737	24,277,496	22,321,686	21,305,743	7.0%	(4.6%)
<b>Total Expenditures/Uses</b>	<b>288,545,539</b>	<b>278,874,078</b>	<b>345,137,245</b>	<b>305,124,719</b>	<b>100.0%</b>	<b>(11.6%)</b>
Excess (Deficit) Revenues over Expenditures	46,562,607	4,781,888	549,781	33,088,607		
Transfers Out	(909,155)	(9,446,652)	(2,202,245)	(1,543,053)		
Transfers In	561,101	8,576,612	1,478,909	632,492		
<b>ENDING BALANCE</b>	<b>\$ 674,862,004</b>	<b>678,773,852</b>	<b>678,600,297</b>	<b>710,778,343</b>		

### Notes:

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

Fiscal year 2010-11 ending fund balance increased by \$3.9 million due primarily to actuarially funding Other Post Employment Benefits.

Fiscal year 2011-12 ending fund balance is estimated to decrease by \$0.2 million. This is attributable mainly to a \$43.1 million operating surplus for future pension and other retirement benefits partially offset by drawdowns of \$27.6 million and \$11.0 million in the Municipal Construction and Utility funds, respectively.

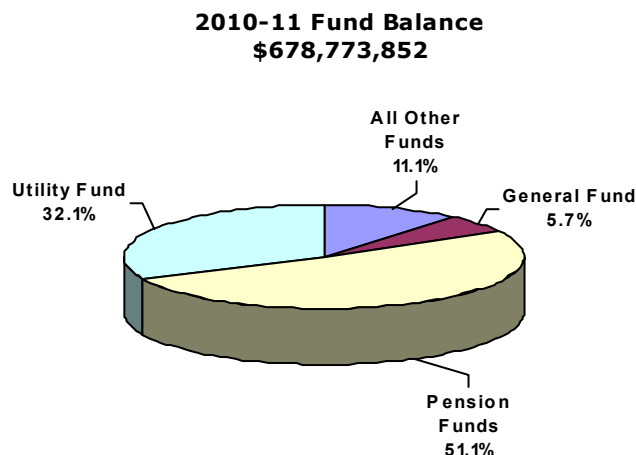
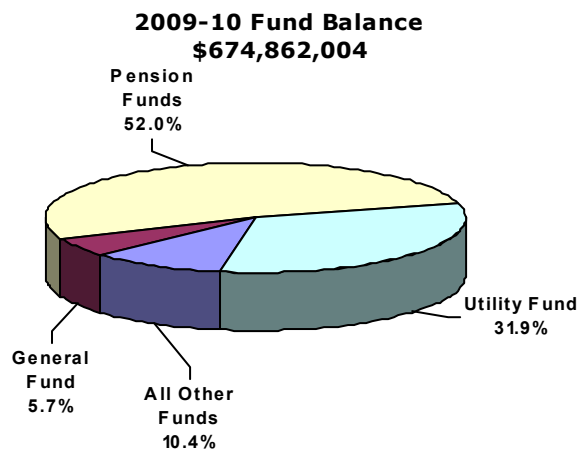
Fiscal year 2012-13 has a proposed surplus of \$32.2 million. This is mainly due to \$45.1 million related to pension and OPEB funds that are partially offset by operating deficits in the General and other funds. The General Fund unassigned fund balance accounts for \$32.2 million of the final ending balance.

## Budget Summary for Fiscal Year 2012-13 - All Funds By Fund

	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget	% of Total	% Change from 2011-12
<b>BEGINNING BALANCE</b>	\$ 628,647,451	674,862,004	678,773,852	678,600,297		
<b>REVENUES/SOURCES</b>						
General Fund	148,938,735	149,328,615	149,900,813	149,762,347	44.3%	(0.1%)
Debt Service	35,263,783	26,958,464	25,864,938	26,713,794	7.9%	3.3%
Municipal Construction Fund	5,750,337	4,589,876	2,896,141	1,133,700	0.3%	(60.9%)
Utility Fund	38,351,045	35,764,979	43,137,784	43,462,700	12.9%	0.8%
Public Insurance	17,206,900	17,920,856	24,849,930	21,297,100	6.3%	(14.3%)
General Pension	16,095,638	5,196,273	19,009,516	18,995,032	5.6%	(0.1%)
Fire and Police Pension	46,354,721	22,318,778	54,308,536	56,594,759	16.7%	4.2%
Other Post Employment Benef	15,366,510	11,577,695	10,642,667	13,836,795	4.1%	30.0%
All Other Funds	11,780,478	10,000,430	15,076,701	6,417,099	1.9%	(57.4%)
<b>Total Revenues</b>	335,108,146	283,655,966	345,687,026	338,213,326	100.0%	(2.2%)
<b>EXPENDITURES/USES</b>						
General Fund	146,580,637	140,364,313	149,466,575	152,186,182	49.9%	1.8%
Debt Service	34,675,040	26,831,803	26,736,532	26,570,782	8.7%	(0.6%)
Municipal Construction Fund	3,866,091	5,456,663	30,468,003	1,133,700	0.4%	(96.3%)
Utility Fund	40,029,474	40,910,145	54,093,673	51,650,551	16.9%	(4.5%)
Public Insurance	17,206,900	17,920,856	24,849,930	21,297,100	7.0%	(14.3%)
General Pension	8,868,167	8,807,166	9,080,000	9,125,000	3.0%	0.5%
Fire and Police Pension	20,341,749	22,566,499	24,415,000	27,134,000	8.9%	11.1%
Other Post Employment Benefi	3,970,589	5,225,335	7,376,427	8,069,970	2.6%	9.4%
All Other Funds	13,006,892	10,791,299	18,651,105	7,957,434	2.6%	(57.3%)
<b>Total Expenditures</b>	288,545,539	278,874,078	345,137,245	305,124,719	100.0%	(11.6%)
Excess (Deficit) Revenues over Expenditures	46,562,607	4,781,888	549,781	33,088,607		
Transfers Out	(909,155)	(9,446,652)	(2,202,245)	(1,543,053)		
Transfers In	561,101	8,576,612	1,478,909	632,492		
<b>ENDING BALANCE</b>	\$ 674,862,004	678,773,852	678,600,297	710,778,343		

**Components of Fund Balance/Retained Earnings/Net Assets -  
All Funds for 2009-10 and 2010-11**

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



<u>All Funds</u>	<u>2009-10</u>	<u>2010-11</u>	<u>Change</u>
Asset	869,209,487	807,516,606	-61,692,881
Liability	194,347,483	128,742,754	-65,604,729
Fund Balance	674,862,004	678,773,852	3,911,848

<u>General Fund</u>	<u>2009-10</u>	<u>2010-11</u>	<u>Change</u>
Cash & Investments	104,512,870	48,407,972	-56,104,898
Taxes Receivable	5,051,162	5,224,698	173,536
Accounts Receivable	943,142	1,602,545	659,403
Other Assets	16,493,423	1,670,703	-14,822,721

	<b>Asset Total</b>	<b>127,000,598</b>	<b>56,905,917</b>	<b>-70,094,680</b>
Accounts Payable		11,109,277	9,147,799	-1,961,479
Deposits		1,601,443	1,621,844	20,401
Deferred Revenue		3,087,212	2,908,406	-178,806
Other Liabilities		4,348,271	4,320,920	-27,352

	<b>Liability Total</b>	<b>20,146,204</b>	<b>17,998,968</b>	<b>-2,147,236</b>
Inventory and prepaid costs		306,332	395,065	88,732
Unassigned Fund Balance		36,155,707	36,092,554	-63,154
Disaster Assistance		2,125,000	2,125,000	0

	<b>Fund Balance Total</b>	<b>38,587,040</b>	<b>38,612,618</b>	<b>25,579</b>
--	---------------------------	-------------------	-------------------	---------------

<u>Utility Fund</u>	<u>2009-10</u>	<u>2010-11</u>	<u>Change</u>
Cash & Investments	585,714	62,629,894	62,044,180
Accounts Receivable	4,270,870	4,781,751	510,881
Restricted Investments	2,753,511	12,292,643	9,539,132
Land, Buildings, Equipment & Improvements	205,881,355	223,162,552	17,281,197
Accumulated Depreciation	-75,541,038	-80,814,284	-5,273,246
Construction in Progress	18,987,139	5,587,444	-13,399,695
Advances to Other Funds	74,530,660	3,708,574	-70,822,087

**Components of Fund Balance/Retained Earnings/Net Assets -  
All Funds for 2009-10 and 2010-11**

<u>Utility Fund</u>	<u>2009-10</u>	<u>2010-11</u>	<u>Change</u>
Other Assets	2,588,566	2,225,946	-362,620
<b>Asset Total</b>	<b>234,056,778</b>	<b>233,574,520</b>	<b>-482,259</b>
Accounts Payable	78,304	28,740	-49,564
Deposits	2,754,092	2,927,408	173,315
Other Liabilities	1,187,488	12,951,527	11,764,039
<b>Liability Total</b>	<b>4,019,885</b>	<b>15,907,674</b>	<b>11,887,789</b>
Retained Earnings - Unreserved	215,036,893	208,301,534	-6,735,359
<b>Retained Earnings Total</b>	<b>215,036,893</b>	<b>208,301,534</b>	<b>-6,735,359</b>
<b>Pension Funds</b>	<b>2009-10</b>	<b>2010-11</b>	<b>Change</b>
Cash & Investments	413,030,387	417,144,898	4,114,511
Accounts Receivable	692,858	904,742	211,884
Land, Buildings, Equipment & Improvements	440,612	423,240	-17,372
Other Assets	947,054	1,003,166	56,112
<b>Asset Total</b>	<b>415,110,911</b>	<b>419,476,046</b>	<b>4,365,135</b>
Accounts Payable	1,523,933	207,617	-1,316,316
Other Liabilities	62,773,918	72,313,983	9,540,065
<b>Liability Total</b>	<b>64,297,851</b>	<b>72,521,600</b>	<b>8,223,749</b>
Net Assets - Reserved	350,813,060	346,954,446	-3,858,614
<b>Net Assets Held In Trust Total</b>	<b>350,813,060</b>	<b>346,954,446</b>	<b>-3,858,614</b>
<b>All Other Funds</b>	<b>2009-10</b>	<b>2010-11</b>	<b>Change</b>
Cash & Investments	86,246,632	93,467,039	7,220,408
Taxes Receivable	443,834	416,944	-26,890
Accounts Receivable	5,000,000	2,097,769	-2,902,231
Restricted Investments	227,042	225,128	-1,914
Other Assets	1,123,693	1,353,243	229,550
<b>Asset Total</b>	<b>93,041,200</b>	<b>97,560,123</b>	<b>4,518,923</b>
Accounts Payable	372,165	268,037	-104,128
Due to Other Funds	1,007,671	1,256,693	249,022
Deposits	27,234	19,734	-7,500
Deferred Revenue	1,660,933	1,126,380	-534,553
Advances from Other Funds	6,264,073	3,708,574	-2,555,499
Other Liabilities	13,284,879	15,935,093	2,650,215
<b>Liability Total</b>	<b>22,616,954</b>	<b>22,314,512</b>	<b>-302,443</b>
Fund Balance - Restricted	47,324,858	26,294,516	-21,030,342
Inventory and prepaid costs	23,223	469,349	446,126
<b>Fund Balance Total</b>	<b>47,348,081</b>	<b>26,763,865</b>	<b>-20,584,216</b>

### Expenditure Category Matrix For 2012-13 Budget

Allocation of Expenditures	Personnel Services	Operating Expenditure/ Expenses	Capital Outlay	Debt Service	Grants and Aids	Other Uses	Total
<b>General Fund</b>							
City Commission	504,657	289,967					794,624
City Manager	428,266	105,222					533,488
Human Resources	633,482	63,360	9,000				705,842
City Attorney		854,669					854,669
General Government	224,371	3,194,122			146,955	289,191	3,854,639
City Clerk	937,330	242,904	7,000				1,187,234
Finance	2,288,275	602,347	2,600				2,893,222
Technology Services	2,303,563	526,242	433,550				3,263,355
Police	45,541,779	3,803,983	944,825				50,290,587
Fire/Rescue	43,145,499	3,489,118	405,000				47,039,617
Early Development Centers	3,168,329	1,644,298	10,000			910,561	5,733,188
W.C.Y Administration	14,050	39,697					53,747
General Gvt Buildings	763,271	3,697,199	54,000				4,514,470
Grounds Maintenance	760,297	1,852,860	340,000				2,953,157
Purchasing/Contract Administrati	260,699	225,335	28,000				514,034
Environmental Services (Engineer	326,306	117,311	30,000				473,617
Howard C. Forman Human Servic		1,838,784					1,838,784
Recreation	8,527,134	4,047,082	497,405				13,071,621
Special Events		146,300					146,300
Walter C Young Dinner Theatre	163,560	12,320					175,880
Golf Course		1,923,704	54,700				1,978,404
Community Services	260,526	554,899			30,713		846,138
Housing Division	287,913	7,313,631					7,601,544
Planning	630,833	238,900					869,733
Code Compliance	1,066,590	95,450	36,000				1,198,040
<b>General Fund Total</b>	<b>112,236,730</b>	<b>36,919,704</b>	<b>2,852,080</b>	-	<b>177,668</b>	<b>1,199,752</b>	<b>153,385,934</b>
<b>% of General Fund</b>	<b>73.2%</b>	<b>24.1%</b>	<b>1.9%</b>	-	<b>0.1%</b>	<b>0.8%</b>	<b>100%</b>
<b>Road &amp; Bridge Fund</b>							
Maintenance	429,335	3,277,944	330,000				4,037,279
Infrastructure		677,700					677,700
Transit System						343,301	343,301
<b>Road &amp; Bridge Fund Total</b>	<b>429,335</b>	<b>3,955,644</b>	<b>330,000</b>	-	-	<b>343,301</b>	<b>5,058,280</b>
<b>% of Road &amp; Bridge Fund</b>	<b>8.5%</b>	<b>78.2%</b>	<b>6.5%</b>	-	-	<b>6.8%</b>	<b>100%</b>
<b>HUD Grants CDBG/HOME</b>							
Community Development		556,872	250,000				806,872
Transportation		99,277					99,277
<b>HUD Grants CDBG/HOME Total</b>	-	<b>656,149</b>	<b>250,000</b>	-	-	-	<b>906,149</b>
<b>% of HUD Grants CDBG/HOME</b>	-	<b>72.4%</b>	<b>27.6%</b>	-	-	-	<b>100%</b>
<b>Law Enforcement Grant</b>							
Victims of Crime Act Grant	17,918						17,918
<b>Law Enforcement Grant Total</b>	<b>17,918</b>	-	-	-	-	-	<b>17,918</b>
<b>% of Law Enforcement Grant</b>	<b>100.0%</b>	-	-	-	-	-	<b>100%</b>

### Expenditure Category Matrix For 2012-13 Budget

Allocation of Expenditures	Personnel Services	Operating Expenditure/ Expenses	Capital Outlay	Debt Service	Grants and Aids	Other Uses	Total
<b>Community Bus Program</b>							
Community Services		98,376					98,376
Transit System		453,978					453,978
Community Bus Program Total	-	552,354	-	-	-	-	552,354
% of Community Bus Program	-	100.0%	-	-	-	-	100%
<b>Treasury - Confiscated</b>							
Treasury Confiscated			98,833				98,833
Treasury - Confiscated Total	-	-	98,833	-	-	-	98,833
% of Treasury - Confiscated	-	-	100.0%	-	-	-	100%
<b>Justice - Confiscated</b>							
Justice Confiscated			78,371				78,371
Justice - Confiscated Total	-	-	78,371	-	-	-	78,371
% of Justice - Confiscated	-	-	100.0%	-	-	-	100%
<b>\$2 Police Education</b>							
\$2 Police Education		47,294					47,294
\$2 Police Education Total	-	47,294	-	-	-	-	47,294
% of \$2 Police Education	-	100.0%	-	-	-	-	100%
<b>FDLE - Confiscated</b>							
FDLE		11,553	231,507		5,000		248,060
FDLE - Confiscated Total	-	11,553	231,507	-	5,000	-	248,060
% of FDLE - Confiscated	-	4.7%	93.3%	-	2.0%	-	100%
<b>Older Americans Act</b>							
SW Multipurpose Center		1,181,689			95,287		1,276,976
Older Americans Act Total	-	1,181,689	-	-	95,287	-	1,276,976
% of Older Americans Act	-	92.5%	-	-	7.5%	-	100%
<b>Debt Service</b>							
General Debt Service				26,570,782			26,570,782
Debt Service Total	-	-	-	26,570,782	-	-	26,570,782
% of Debt Service	-	-	-	100.0%	-	-	100%
<b>Municipal Construction</b>							
Recreation				1,133,700			1,133,700
Municipal Construction Total	-	-	-	1,133,700	-	-	1,133,700
% of Municipal Construction	-	-	-	100.0%	-	-	100%

### Expenditure Category Matrix For 2012-13 Budget

Allocation of Expenditures	Personnel Services	Operating Expenditure/ Expenses	Capital Outlay	Debt Service	Grants and Aids	Other Uses	Total
<b>Utility Fund</b>							
General Debt Service				1,051,637			1,051,637
Utilities Admin Services	1,379,113	3,522,998					4,902,111
Non-Departmental Expense	43,418	16,307,123			53,091		16,403,632
Sewer Collection	510,174	1,994,452	442,817				2,947,443
Sewer Treatment Plant	785,311	12,279,441	7,062,500				20,127,252
Water Plants	1,171,705	3,134,249	25,000				4,330,954
Water Distribution	458,287	874,235	555,000				1,887,522
Utility Fund Total	4,348,008	38,112,498	8,085,317	1,051,637	53,091	-	51,650,551
% of Utility Fund	8.4%	73.8%	15.7%	2.0%	0.1%	-	100%
<b>Public Insurance Fund</b>							
Self Insurance	101,144	21,195,956					21,297,100
Public Insurance Fund Total	101,144	21,195,956	-	-	-	-	21,297,100
% of Public Insurance Fund	0.5%	99.5%	-	-	-	-	100%
<b>Wetlands Trust Fund</b>							
Mitigation Trust		16,500					16,500
Wetlands Trust Fund Total	-	16,500	-	-	-	-	16,500
% of Wetlands Trust Fund	-	100.0%	-	-	-	-	100%
<b>General Pension Trust Fund</b>							
Post Employment Benefits		9,125,000					9,125,000
General Pension Trust Fund Tot	-	9,125,000	-	-	-	-	9,125,000
% of General Pension Trust Fun	-	100.0%	-	-	-	-	100%
<b>Fire &amp; Police Pension Trust Fund</b>							
Post Employment Benefits		27,134,000					27,134,000
Fire & Police Pension Trust Fun	-	27,134,000	-	-	-	-	27,134,000
% of Fire & Police Pension Trust	-	100.0%	-	-	-	-	100%
<b>Other Post Employment Benefits</b>							
Post Employment Benefits	2,000	8,067,970					8,069,970
Other Post Employment Benefit	2,000	8,067,970	-	-	-	-	8,069,970
% of Other Post Employment Be	0.0%	100.0%	-	-	-	-	100%
<b>TOTAL</b>	117,135,135	146,976,311	11,926,108	28,756,119	331,046	1,543,053	306,667,772
% OF BUDGET	38.2%	47.9%	3.9%	9.4%	0.1%	0.5%	100%



**City of Pembroke Pines, Florida**  
**Transfers Matrix 2012-13 Budget**

<b>Fund</b>	<b>Transfer From</b>	<b>Transfer To</b>
General Fund	1,199,752	-
Road & Bridge Fund	343,301	-
Older Americans Act	-	289,191
Charter Middle Schools	-	910,561
Community Bus Program	-	343,301
	<b>\$1,543,053</b>	<b>\$1,543,053</b>

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

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

	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget	% of Total	% Change from 2011-12
<b>Beginning Fund Balance</b>	<b>\$ 36,682,887</b>	<b>38,587,806</b>	<b>38,906,949</b>	<b>38,617,851</b>		
<b>Revenues/Sources</b>						
Ad Valorem Taxes	47,224,460	45,839,333	45,445,147	45,684,608	30.5%	0.5%
General Sales & Use Taxes	2,337,509	2,269,110	2,387,000	2,269,158	1.5%	(4.9%)
Public Service Taxes	8,919,926	9,054,064	9,294,000	9,768,000	6.5%	5.1%
Communication Services Tax	1,284,689	937,398	812,088	1,078,000	0.7%	32.7%
Local Business Tax	3,191,395	3,045,727	3,191,000	3,108,000	2.1%	(2.6%)
Franchise Fees	11,649,485	11,641,765	11,282,900	13,225,700	8.8%	17.2%
Building Permits	296,534	430,216	263,500	319,366	0.2%	21.2%
Intergovernmental Revenue	10,491,933	11,427,969	11,360,332	11,700,293	7.8%	3.0%
Special Assessments	21,015,296	20,633,100	20,156,035	20,146,021	13.5%	-
Charges for Services	27,540,989	29,743,337	31,595,153	28,630,989	19.1%	(9.4%)
Other Licenses, Fees & Per	-	-	200	200	-	-
Fines & Forfeitures	1,619,653	1,685,888	1,433,980	936,660	0.6%	(34.7%)
Investment Income	1,853,584	421,640	624,100	659,100	0.4%	5.6%
Miscellaneous Revenues	319,539	605,851	308,527	277,400	0.2%	(10.1%)
Rents & Royalties	11,193,742	11,593,218	11,746,851	11,958,852	8.0%	1.8%
<b>Total Revenues</b>	<b>148,938,734</b>	<b>149,328,615</b>	<b>149,900,813</b>	<b>149,762,347</b>	<b>100.0%</b>	<b>(0.1%)</b>
<b>Expenditures/Uses</b>						
General Government Service	19,417,695	17,838,965	20,664,648	22,008,520	14.5%	6.5%
Public Safety	97,401,662	93,540,078	98,223,617	98,528,244	64.7%	0.3%
Physical Environment	2,731,465	2,463,390	2,828,785	2,953,157	1.9%	4.4%
Economic Environment	7,140,641	7,158,090	7,481,770	7,601,544	5.0%	1.6%
Human Services	5,118,138	5,258,289	5,917,223	5,722,512	3.8%	(3.3%)
Culture-Recreation	14,771,035	14,105,501	14,350,532	15,372,205	10.1%	7.1%
<b>Total Expenditures</b>	<b>146,580,636</b>	<b>140,364,313</b>	<b>149,466,575</b>	<b>152,186,182</b>	<b>100.0%</b>	<b>1.8%</b>
Excess (Deficit) of Revenues over Expenditures	2,358,098	8,964,302	434,238	(2,423,835)		
Transfers Out	(453,178)	(8,645,158)	(723,336)	(1,199,752)		
<b>Ending Fund Balance</b>	<b>\$ 38,587,806</b>	<b>38,906,949</b>	<b>38,617,851</b>	<b>34,994,264</b>		
Less Nonspendable						
Inventory and prepaid costs	306,332	395,065	395,065	395,065		
Less Assigned						
Disaster Assistance	2,125,000	2,125,000	2,125,000	2,125,000		
Encumbrances	767	-	-	-		
Subsequent year's budget	-	294,331	294,331	294,331		
<b>Unassigned Fund Balance</b>	<b>36,155,707</b>	<b>36,092,554</b>	<b>35,803,455</b>	<b>32,179,868</b>		
<b>% of Expenses</b>	<b>25%</b>	<b>26%</b>	<b>24%</b>	<b>21%</b>		

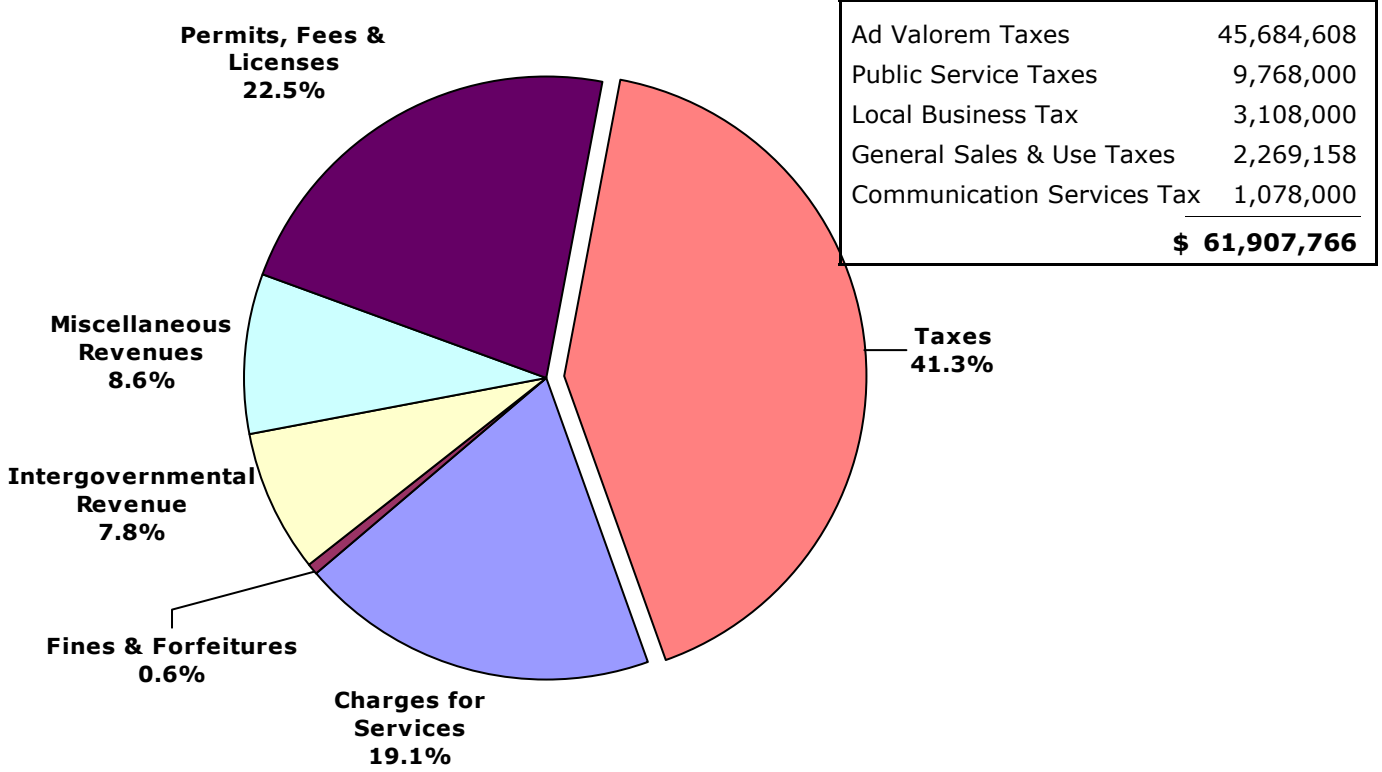
**Note:**

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

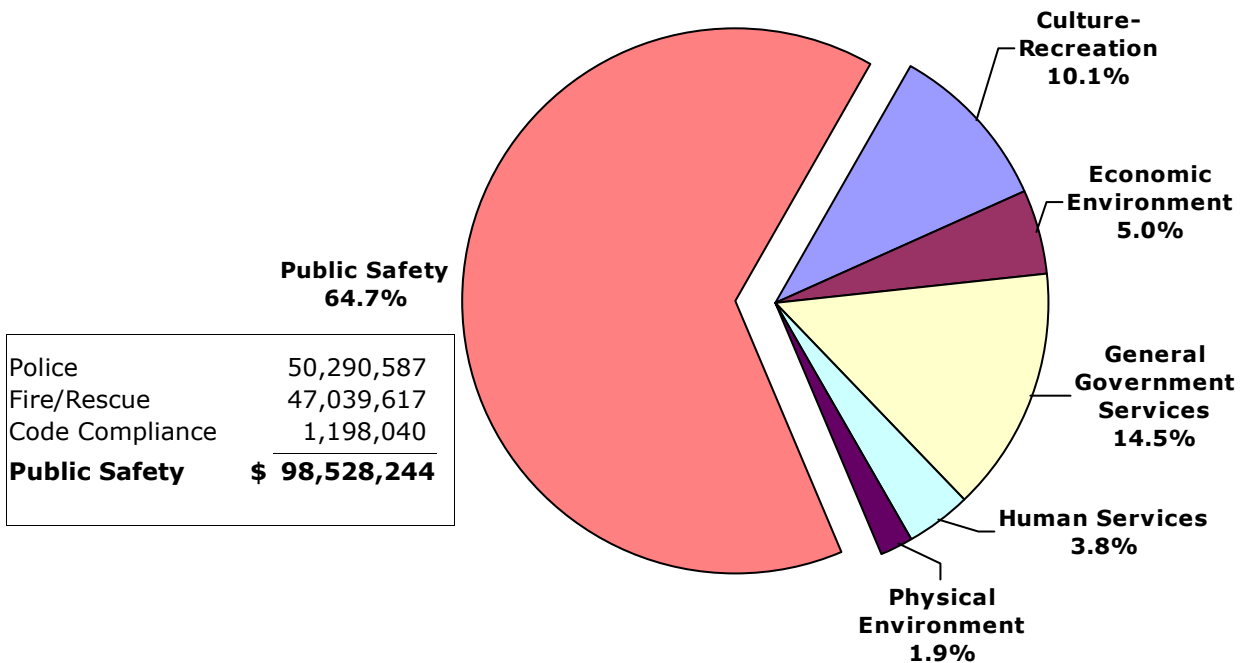
Fiscal Year 2011-12 is expected to end with a deficit of about \$0.3 million, after transfers of \$0.9 million in Early Development Center (EDC) profits to the Charter Schools.

Fiscal year 2012-13 fund balance is expected to decrease by \$3.6 million. Revenues in 2012-13 are expected to remain relatively flat overall, with a large increase in Franchise Fees partially offsetting a \$3 million decline in Charges for Services, the latter created mainly by cessation of a public-safety service contract with a neighboring township. The unassigned portion of the general-fund balance as a percentage of annual expenditures declines to 21% at the end of 2012-13 and remains well within the policy stipulation of from 10% to 30%.

### General Fund Revenues



### General Fund Expenditures



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

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

	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget	% of Total	% Change from 2011-12
<b>Beginning Balance</b>	\$ 590,648	582,509	574,475	591,975	-	-
<b>Revenues/Sources</b>						
Investment Income	1,681	1,516	34,000	36,000	100.0%	5.9%
Total Revenues	1,681	1,516	34,000	36,000	100.0%	5.9%
<b>Expenditures/Uses</b>						
Physical Environment	9,820	9,550	16,500	16,500	100.0%	-
Total Expenditures	9,820	9,550	16,500	16,500	100.0%	-
Excess (Deficit)	(8,139)	(8,034)	17,500	19,500		
Transfers In	-	-	-	-		
Transfers Out	-	-	-	-		
<b>Ending Balance</b>	<b>\$ 582,509</b>	<b>574,475</b>	<b>591,975</b>	<b>611,475</b>		
<b>Percent Change</b>	<b>-</b>	<b>(1.4%)</b>	<b>3.0%</b>	<b>3.3%</b>		

**Note(s):**

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

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

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

Fiscal year 2012-13 fund balance is expected to increase by \$19,500 as a result of investment income. The City is required to maintain the wetlands by spending only the investment income. Investment returns have been budgeted to increase based on a proposed easing of investment options available to the fund.

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

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

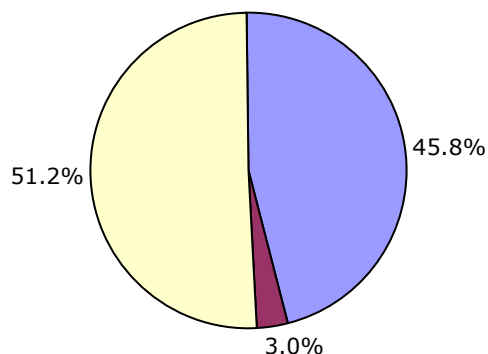
	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget	% of Total	% Change from 2011-12
<b>Beginning Balance</b>	\$ 13,529,020	14,117,762	14,474,824	14,554,844	-	-
<b>Revenues/Sources</b>						
Ad Valorem Taxes	5,482,360	5,459,564	5,412,172	5,443,121	20.4%	0.6%
Public Service Taxes	1,790,358	1,778,293	1,787,007	1,784,705	6.7%	(0.1%)
Communication Services Ta	6,463,395	6,422,409	6,440,655	6,440,111	24.1%	-
Franchise Fees	820,652	813,440	811,650	813,605	3.0%	0.2%
Investment Income	147,066	125,127	102,437	102,232	0.4%	(0.2%)
Rents & Royalties	12,014,252	12,359,630	11,311,017	12,130,020	45.4%	7.2%
Debt Proceeds	8,545,700	-	-	-	-	-
<b>Total Revenues</b>	<b>35,263,783</b>	<b>26,958,464</b>	<b>25,864,938</b>	<b>26,713,794</b>	<b>100.0%</b>	<b>3.3%</b>
<b>Expenditures/Uses</b>						
Debt Service	34,675,040	26,831,803	26,736,532	26,570,782	100.0%	(0.6%)
<b>Total Expenditures</b>	<b>34,675,040</b>	<b>26,831,803</b>	<b>26,736,532</b>	<b>26,570,782</b>	<b>100.0%</b>	<b>(0.6%)</b>
Excess (Deficit)	588,743	126,661	(871,594)	143,012		
Transfers In	-	230,400	961,000	-		
Transfers Out	-	-	(9,386)	-		
<b>Ending Balance</b>	<b>\$ 14,117,763</b>	<b>14,474,824</b>	<b>14,554,844</b>	<b>14,697,856</b>		
<b>Percent Change</b>	<b>-</b>	<b>2.5%</b>	<b>0.6%</b>	<b>1.0%</b>		

**Note(s):**

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

The fund balance is expected to increase by \$0.1 million in 2011-12 and another \$0.1 million in 2012-13.

#### Revenues



■ Miscellaneous Revenues ■ Permits, Fees & Licenses □ Taxes

Property taxes of \$5.4 million will cover the debt service in 2012-13 on the \$90 million of GO bonds issued in 2004-05 and 2006-07. Miscellaneous Revenues include charges to City facilities (such as Charter Schools and rental housing units), which are pledged revenues for debt service. Transfers-in of \$1.0 million in 2011-12 came from the Municipal Construction Fund and will not recur in 2012-13.

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

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

	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget	% of Total	% Change from 2011-12
<b>Beginning Balance</b>	\$ 25,217,942	27,102,188	26,005,001	(2,518,475)	-	-
<b>Revenues/Sources</b>						
Franchise Fees	2,242,686	2,504,647	2,574,874	1,133,700	100.0%	(56.0%)
Intergovernmental Revenue	2,575,837	1,802,394	21,200	-	-	(100.0%)
Investment Income	516,684	513,139	213,860	-	-	(100.0%)
Miscellaneous Revenues	415,130	(230,304)	86,207	-	-	(100.0%)
<b>Total Revenues</b>	<b>5,750,337</b>	<b>4,589,876</b>	<b>2,896,141</b>	<b>1,133,700</b>	<b>100.0%</b>	<b>(60.9%)</b>
<b>Expenditures/Uses</b>						
General Government Service	909,489	338,827	11,573,533	-	-	(100.0%)
Transportation	859,402	790,773	7,195,322	-	-	(100.0%)
Economic Environment	-	8,777	-	-	-	-
Human Services	443,762	453,050	110,164	-	-	(100.0%)
Culture-Recreation	1,653,437	3,865,237	11,588,984	1,133,700	100.0%	(90.2%)
<b>Total Expenditures</b>	<b>3,866,090</b>	<b>5,456,663</b>	<b>30,468,003</b>	<b>1,133,700</b>	<b>100.0%</b>	<b>(96.3%)</b>
Excess (Deficit)	1,884,247	(866,787)	(27,571,862)	-	-	-
Transfers In	-	-	9,386	-	-	-
Transfers Out	-	(230,400)	(961,000)	-	-	-
<b>Ending Balance</b>	<b>\$ 27,102,189</b>	<b>26,005,001</b>	<b>(2,518,475)</b>	<b>(2,518,475)</b>		
<b>Percent Change</b>		<b>- (4.0%)</b>	<b>(109.7%)</b>			

**Note(s):**

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

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

The main component of operating revenues is "franchise fees," a privilege fee paid by the Utility Fund and budgeted at about \$1.1 million per year. This is the source of funding for the repayment of an internal loan taken from the Utility fund.

Because this fund is on a project-length basis, additional spending plans for 2012-13 will be recognized after October 1st as revisions to the adopted spending budget and will be funded by unspent balances being carried forward from prior years. Investment returns will also be budgeted after the start of the fiscal year, when the amount of the beginning fund balance is known.

### Projected Changes in Fund Balances Other Governmental Funds

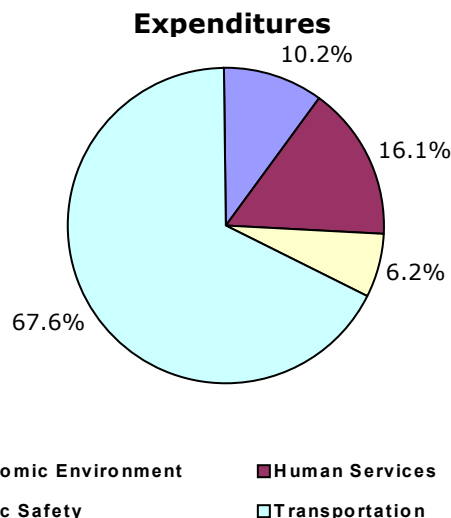
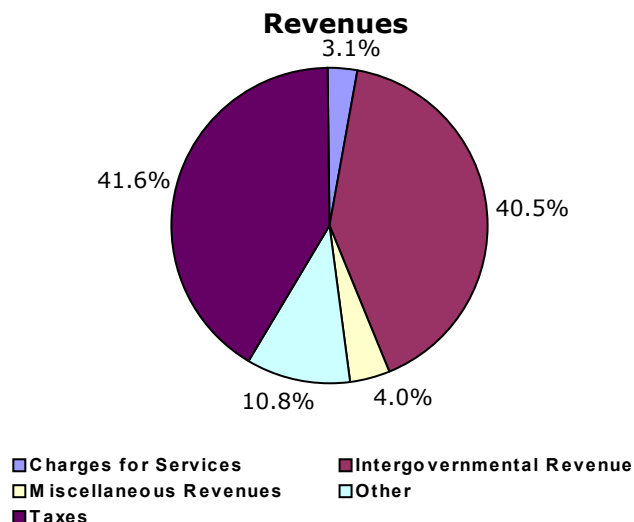
Other Governmental Funds excludes the General Fund, the Debt Service Fund, and the Municipal Construction Fund; it includes grant funds and other special revenue funds. In the aggregate, this group represents less than 3% of all the City's budgeted funds combined.

	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget	% of Total	% Change from 2011-12
<b>Beginning Balance</b>	\$ 9,792,781	8,679,631	7,896,796	4,304,892	-	-
<b>Revenues/Sources</b>						
General Sales & Use Taxes	2,633,187	2,644,449	2,714,000	2,653,000	41.6%	(2.2%)
Intergovernmental Revenue	8,403,879	6,510,844	11,672,243	3,075,589	48.2%	(73.7%)
Charges for Services	174,676	200,020	200,000	200,000	3.1%	-
Fines & Forfeitures	259,916	431,443	116,458	47,294	0.7%	(59.4%)
Investment Income	176,832	78,499	207,972	205,000	3.2%	(1.4%)
Miscellaneous Revenues	130,308	133,658	132,028	200,216	3.1%	51.6%
<b>Total Revenues</b>	<b>11,778,798</b>	<b>9,998,914</b>	<b>15,042,701</b>	<b>6,381,099</b>	<b>100.0%</b>	<b>(57.6%)</b>
<b>Expenditures/Uses</b>						
Public Safety	424,053	618,316	2,835,347	490,476	6.2%	(82.7%)
Transportation	6,665,367	5,778,545	7,333,694	5,366,610	67.6%	(26.8%)
Economic Environment	4,967,134	3,492,870	7,461,639	806,872	10.2%	(89.2%)
Human Services	940,517	892,019	1,003,925	1,276,976	16.1%	27.2%
<b>Total Expenditures</b>	<b>12,997,071</b>	<b>10,781,749</b>	<b>18,634,605</b>	<b>7,940,934</b>	<b>100.0%</b>	<b>(57.4%)</b>
Excess (Deficit)	(1,218,273)	(782,835)	(3,591,904)	(1,559,835)		
Transfers In	561,101	571,094	508,523	632,492		
Transfers Out	(455,976)	(571,094)	(508,523)	(343,301)		
<b>Ending Balance</b>	<b>\$ 8,679,632</b>	<b>7,896,796</b>	<b>4,304,892</b>	<b>3,034,248</b>		
<b>Percent Change</b>	<b>-</b>	<b>(9.0%)</b>	<b>(45.5%)</b>	<b>(29.5%)</b>		

#### Note(s):

This group of funds includes the Road and Bridge Fund, grant funds like those from the Department of Housing and Urban Development (HUD), and other funds with restricted revenues like the Justice-Confiscated and the Florida Department of Law Enforcement funds. In prior years, this group included the Wetlands Mitigation Trust Fund, which moved to a separate reporting category in 2011-12.

The 2012-13 aggregate operating deficit projected for this group of funds is \$1.3 million, created mainly as follows: Road & Bridge (\$0.9 million), Community Bus (\$0.3 million before a balancing transfer from the Road & Bridge fund), Treasury-Confiscated (\$0.1 million), Justice-Confiscated (\$0.1 million), and FDLE (\$0.2 million). Spending in most of these funds will be supported by monies received in prior years. The ADA Paratransit fund has been eliminated.



The largest source of revenues comes from Intergovernmental support consisting of Federal and local grants and from State-Shared monies.

Of the \$5.4 million in City-wide Transportation expenditures, the Road and Bridge Fund accounts for \$4.7 million, or 88%, of that total.

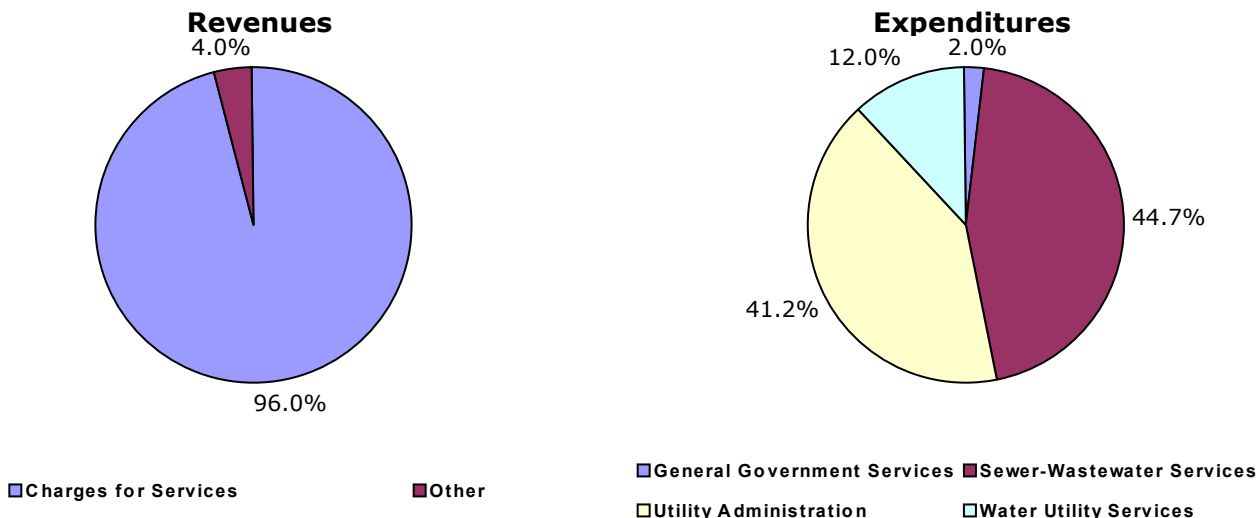
**Projected Changes in Fund Balances - Fund 471 Utility Fund**

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

	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget	% of Total	% Change from 2011-12
<b>Beginning Balance</b>	\$ 216,715,322	215,036,893	217,666,845	206,710,956	-	-
<b>Revenues/Sources</b>						
Building Permits	7,536	37,664	30,000	20,000	-	(33.3%)
Intergovernmental Revenue	192,400	-	-	-	-	-
Charges for Services	651,921	819,448	716,200	758,200	1.7%	5.9%
Water/Sewer Charges	36,150,822	40,303,087	41,511,584	41,740,000	96.0%	0.6%
Investment Income	665,360	(6,891,075)	422,000	388,000	0.9%	(8.1%)
Miscellaneous Revenues	2,453	101,194	8,000	6,500	-	(18.8%)
Water/Sewer Connection	574,813	814,432	450,000	550,000	1.3%	22.2%
Capital Contributed from De	105,740	580,228	-	-	-	-
<b>Total Revenues</b>	<b>38,351,045</b>	<b>35,764,979</b>	<b>43,137,784</b>	<b>43,462,700</b>	<b>100.0%</b>	<b>0.8%</b>
<b>Expenditures/Uses</b>						
General Government Service	-	88,296	1,017,713	1,051,637	2.0%	3.3%
Water Utility Services	4,318,216	4,596,991	5,847,455	6,218,476	12.0%	6.3%
Sewer-Wastewater Services	10,946,520	11,947,362	24,906,819	23,074,695	44.7%	(7.4%)
Utility Administration	24,764,737	24,277,496	22,321,686	21,305,743	41.2%	(4.6%)
<b>Total Expenditures</b>	<b>40,029,473</b>	<b>40,910,145</b>	<b>54,093,673</b>	<b>51,650,551</b>	<b>100.0%</b>	<b>(4.5%)</b>
Excess (Deficit)	(1,678,428)	(5,145,165)	(10,955,889)	(8,187,851)		
Transfers In	-	7,775,118	-	-		
Transfers Out	-	-	-	-		
<b>Ending Balance</b>	<b>\$ 215,036,894</b>	<b>217,666,845</b>	<b>206,710,956</b>	<b>198,523,105</b>		
<b>Percent Change</b>		<b>- 1.2%</b>	<b>(5.0%)</b>	<b>(4.0%)</b>		

**Note(s):**

The retained earnings at the end of 2012-13 are projected to be \$198.5 million, a decline of \$8.2 million from 2011-12.



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

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



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

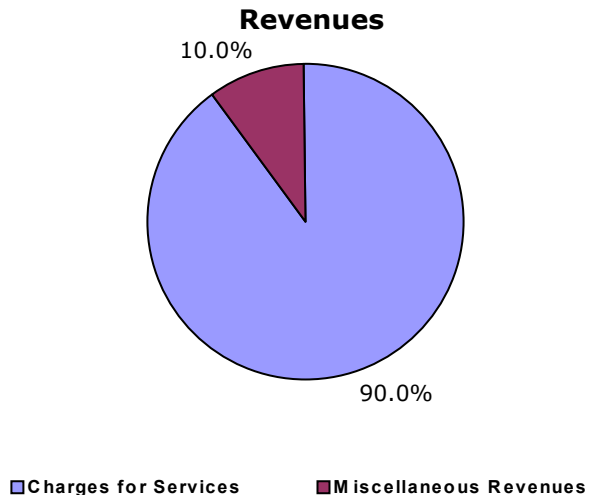
The Public Insurance Fund accounts for the receipt of intra-governmental revenues and the payment of expenditures related to the City's self-insurance program.

	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget	% of Total	% Change from 2011-12
<b>Beginning Balance</b>	\$ -	-	-	-	-	-
<b>Revenues/Sources</b>						
Charges for Services	14,869,557	15,450,536	22,713,533	19,176,454	90.0%	(15.6%)
Investment Income	517,954	185,501	315,152	292,241	1.4%	(7.3%)
Miscellaneous Revenues	1,819,389	2,284,818	1,821,245	1,828,405	8.6%	0.4%
<b>Total Revenues</b>	<b>17,206,900</b>	<b>17,920,856</b>	<b>24,849,930</b>	<b>21,297,100</b>	<b>100.0%</b>	<b>(14.3%)</b>
<b>Expenditures/Uses</b>						
General Government Service	17,206,900	17,920,856	24,849,930	21,297,100	100.0%	(14.3%)
<b>Total Expenditures</b>	<b>17,206,900</b>	<b>17,920,856</b>	<b>24,849,930</b>	<b>21,297,100</b>	<b>100.0%</b>	<b>(14.3%)</b>
Excess (Deficit)	-	-	-	-		
Transfers In	-	-	-	-		
Transfers Out	-	-	-	-		
<b>Ending Balance</b>	<b>\$ -</b>	<b>-</b>	<b>-</b>	<b>-</b>		
<b>Percent Change</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		

**Note(s):**

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

Internal charges to recover the net costs of this fund are distributed to the other funds, thus no fund balance is accumulated.



The largest source of revenue is payments from the General Fund of \$12.4 million (64.7%) for fiscal year 2012-13, a reduction from \$14.5 million in the prior year.

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

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

	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget	% of Total	% Change from 2011-12
<b>Beginning Balance</b>	\$ 108,011,531	115,239,001	111,628,109	121,557,625	-	-
<b>Revenues/Sources</b>						
Investment Income	11,434,873	1,625,520	15,000,000	12,064,000	63.5%	(19.6%)
Miscellaneous Revenues	4,660,765	3,570,754	4,009,516	6,931,032	36.5%	72.9%
<b>Total Revenues</b>	<b>16,095,638</b>	<b>5,196,273</b>	<b>19,009,516</b>	<b>18,995,032</b>	<b>100.0%</b>	<b>(0.1%)</b>
<b>Expenditures/Uses</b>						
General Government Service	8,868,167	8,807,166	9,080,000	9,125,000	100.0%	0.5%
<b>Total Expenditures</b>	<b>8,868,167</b>	<b>8,807,166</b>	<b>9,080,000</b>	<b>9,125,000</b>	<b>100.0%</b>	<b>0.5%</b>
Excess (Deficit)	7,227,471	(3,610,892)	9,929,516	9,870,032		
Transfers In	-	-	-	-		
Transfers Out	-	-	-	-		
<b>Ending Balance</b>	<b>\$ 115,239,002</b>	<b>111,628,109</b>	<b>121,557,625</b>	<b>131,427,657</b>		
<b>Percent Change</b>	<b>-</b>	<b>(3.1%)</b>	<b>8.9%</b>	<b>8.1%</b>		

**Note(s):**

Effective July 1, 2010, the General Employees Pension Plan was frozen for all collective bargaining unit members and no additional benefits are being accrued for those employees. New members are no longer allowed to participate in the Plan.

The fiscal year 2009-10 fund balance increased by \$7.2 million due largely to an \$11.4 million increase in the valuation of investments. City and employee contributions decreased by \$5.0 million, partly as a result of freezing the benefits for all current members of the bargaining unit.

The fiscal year 2010-11 fund balance declined by \$3.6 million as investment returns dropped from \$11.4 million in 2009-10 to \$1.6 million in 2010-11.

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

The surplus projected for 2012-13 is also \$9.9 million and is predicated on \$12.1 million of investment returns.

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

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

	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget	% of Total	% Change from 2011-12
<b>Beginning Balance</b>	\$ 209,561,086	235,574,058	235,326,337	265,219,873	-	-
<b>Revenues/Sources</b>						
Investment Income	18,737,041	(4,039,092)	27,397,000	28,460,000	50.3%	3.9%
Miscellaneous Revenues	27,617,680	26,357,870	26,911,536	28,134,759	49.7%	4.5%
<b>Total Revenues</b>	<b>46,354,721</b>	<b>22,318,778</b>	<b>54,308,536</b>	<b>56,594,759</b>	<b>100.0%</b>	<b>4.2%</b>
<b>Expenditures/Uses</b>						
General Government Service	20,341,749	22,566,499	24,415,000	27,134,000	100.0%	11.1%
<b>Total Expenditures</b>	<b>20,341,749</b>	<b>22,566,499</b>	<b>24,415,000</b>	<b>27,134,000</b>	<b>100.0%</b>	<b>11.1%</b>
Excess (Deficit)	26,012,972	(247,721)	29,893,536	29,460,759		
Transfers In	-	-	-	-		
Transfers Out	-	-	-	-		
<b>Ending Balance</b>	<b>\$ 235,574,058</b>	<b>235,326,337</b>	<b>265,219,873</b>	<b>294,680,632</b>		
<b>Percent Change</b>	<b>-</b>	<b>(0.1%)</b>	<b>12.7%</b>	<b>11.1%</b>		

**Note(s):**

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

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

The fiscal year 2010-11 fund balance had a deficit of \$0.2 million due largely to a \$4.0 million loss in investment returns.

The fiscal year 2011-12 fund balance is budgeted to increase by \$29.9 million and includes \$27.4 million in investment returns.

The projected 2012-13 surplus of \$29.5 million would increase the fund balance to \$294.7 million and requires a City contribution of \$22.9 million, an increase of \$1.4 million over that of the current year.

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

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

	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget	% of Total	% Change from 2011-12
<b>Beginning Balance</b>	\$ 8,546,235	19,942,156	26,294,516	29,560,756	-	-
<b>Revenues/Sources</b>						
Investment Income	923,921	(637,227)	1,007,300	3,712,000	26.8%	268.5%
Miscellaneous Revenues	14,442,588	12,214,922	9,635,367	10,124,795	73.2%	5.1%
<b>Total Revenues</b>	<b>15,366,509</b>	<b>11,577,695</b>	<b>10,642,667</b>	<b>13,836,795</b>	<b>100.0%</b>	<b>30.0%</b>
<b>Expenditures/Uses</b>						
General Government Service	3,970,589	5,225,335	7,376,427	8,069,970	100.0%	9.4%
<b>Total Expenditures</b>	<b>3,970,589</b>	<b>5,225,335</b>	<b>7,376,427</b>	<b>8,069,970</b>	<b>100.0%</b>	<b>9.4%</b>
Excess (Deficit)	11,395,920	6,352,360	3,266,240	5,766,825		
Transfers In	-	-	-	-		
Transfers Out	-	-	-	-		
<b>Ending Balance</b>	<b>\$ 19,942,155</b>	<b>26,294,516</b>	<b>29,560,756</b>	<b>35,327,581</b>		
<b>Percent Change</b>	<b>-</b>	<b>31.9%</b>	<b>12.4%</b>	<b>19.5%</b>		

**Note(s):**

This fund was established as a result of GASB Standard 45 to recognize and account for "Other Post Employment Benefits Other Than Pension." The City is required to fund its health and life insurance costs for retirees over the working life of the employee, similar to a pension fund. The plan includes employees of the City's Charter Schools. The Other Post Employment Benefits (OPEB) Fund remains a relatively young plan, which explains why current claims are lower than the contributions being made into the plan.

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

The fund balance for fiscal year 2010-11 increased by \$6.4 million. Investment returns incurred a loss of \$0.6 million for the year, while expenses were well below budgeted levels.

The fund balance in fiscal year 2011-12 is expected to increase by \$3.3 million. The City's contribution is expected to be \$1.8 million below the prior year. Expenditures are expected to increase by \$2.2 million due mainly to anticipated increases in health claims.

Investment returns for 2012-13 are projected to increase to \$3.7 million from the \$3.3 million realized year-to-date in the current year through August. Expenditures are expected to increase at 9.4% and the fund balance to be augmented by \$5.8 million.

## SOURCE OF REVENUE DOLLARS: GENERAL FUND Adopted Budget 2012-13



(5)  
Rents &  
Royalties  
\$0.08

(6)  
Inter-  
gov'tal  
\$0.08

(8)  
Other  
\$0.03

(7)  
Public  
Service  
Taxes  
\$0.07

(2)  
Charges for  
Services  
\$0.19

(1)  
Ad Valorem  
Taxes  
\$0.31

(9)  
Investments &  
Local Bus  
Taxes  
\$0.02

(4)  
Franchise  
Fees  
\$0.09

(3)  
Special  
Assess-  
ments  
\$0.13

## GENERAL FUND REVENUES

Revenue Category	2009-10 Actual	2010-11 Actual	2011-12 Working Budget	2012-13 Adopted Budget
(1) Ad Valorem Taxes	\$ 47,224,460	\$ 45,839,333	\$ 45,445,147	\$ 45,684,608
(2) Charges for Services	27,540,989	29,743,341	31,595,153	28,630,989
(3) Special Assessments	21,015,296	20,633,100	20,156,035	20,146,021
(4) Franchise Fees	11,649,485	11,641,765	11,282,900	13,225,700
(5) Rents & Royalties	11,193,742	11,593,218	11,746,851	11,958,852
(6) Intergovernmental Revenue	10,491,933	11,427,970	11,360,332	11,700,293
(7) Public Services Taxes	8,919,926	9,054,064	9,294,000	9,768,000
(8) General Sales & Use Taxes	2,337,509	2,269,110	2,387,000	2,269,158
(8) Fines & Forfeitures	1,619,653	1,685,888	1,433,980	936,660
(8) Communication Services Tax	1,284,689	937,398	812,088	1,078,000
(8) Building Permits	296,534	430,215	263,500	319,366
(8) Miscellaneous Revenues	319,539	605,850	308,727	277,600
(9) Investment Income	1,853,584	421,640	624,100	659,100
(9) Local Business Tax	3,191,395	3,045,727	3,191,000	3,108,000
	<b>148,938,734</b>	<b>149,328,619</b>	<b>149,900,813</b>	<b>149,762,347</b>

## USE OF REVENUE DOLLARS: GENERAL FUND Adopted Budget 2012-13



(1)  
Police  
\$0.33

(2)  
Fire & Rescue  
\$0.31

(3)  
Parks  
& Rec  
\$0.10

(4)  
Public  
Services  
\$0.07

(5)  
Comm.  
Services  
\$0.05

(6)  
Gen  
Gov't  
\$0.02

(7)  
Educa-  
tion  
\$0.04

(8)  
Info.  
Tech.  
\$0.02

(9)  
Other  
\$0.06

## GENERAL FUND EXPENDITURES

Expenditure Category	2009-10 Actual	2010-11 Actual	2011-12 Working Budget	2012-13 Adopted Budget
(1) Police	\$ 49,945,513	\$ 47,021,361	\$ 49,509,138	\$ 50,290,587
(2) Fire & Rescue	46,453,384	45,467,467	47,620,406	47,039,617
(3) Parks & Recreation	14,771,036	14,105,501	14,350,532	15,372,205
(4) Public Services	9,368,257	8,752,451	9,796,601	10,294,062
(5) Community Services	8,017,749	7,914,780	8,313,351	8,447,682
(6) General Government	3,865,139	11,048,582	3,537,372	3,908,386
(7) Education (EDCs)	4,004,485	4,292,226	5,536,198	5,733,188
(8) Information Technology	2,580,528	2,694,570	2,908,826	3,263,355
(9) Planning	732,990	731,011	839,594	869,733
(9) Finance	2,385,104	2,708,758	2,751,760	2,893,222
(9) Legislative/Executive/Legal	1,700,267	1,804,089	2,078,059	2,182,781
(9) City Clerk	1,179,003	1,088,048	1,210,802	1,187,234
(9) Human Resources	1,027,595	474,299	643,199	705,842
(9) Code Compliance	1,002,765	1,051,251	1,094,073	1,198,040
	<b>147,033,815</b>	<b>149,154,394</b>	<b>150,189,911</b>	<b>153,385,934</b>



## City Commission

### Mission

To represent the public interest, promote prompt, courteous responses to citizen problems and concerns, provide clear leadership and direction, and assure the present and future fiscal integrity of the City.

### Goals

The Mayor and Commissioners of the City of Pembroke Pines are dedicated to serving the broad needs of our citizenry. We pledge to accomplish this by providing careful and responsible judgment in the exercise of our legislative duties. We also understand that we are the people's representatives in setting policies and in determining levels and priorities of programs and expenditures. Our goal is to guide the City along a path that allows for the most effective use of available resources. In this way, we can make possible a better quality of life for all, while giving each individual citizen the opportunity to be an important part of our future.

### Objectives

To meet the needs and concerns of the residents and businesses of the City of Pembroke Pines with effective representation and legislation.

### Major Functions and Activities

The City is divided into four geographical districts for the purpose of electing the four Commissioners. Each Commissioner represents a specific district but votes on all issues brought before the body. Terms of service for all Commissioners are four years with only two district seats coming up for election every two years.

The City Commission is the deliberative body of the City government. The individual Commissioners may propose policies or procedures for consideration by the entire body. They are also charged with considering proposals from the citizens or those brought forward by the Administration.

Individual citizens or interest groups have access to the Mayor and Commissioners through a variety of avenues. They may be heard either by making direct contact, by expressing their concerns before the City's Committees and Boards, by indirect contact through the various City departments, the City Manager's office and/or through e-mail at [www.ppines.com](http://www.ppines.com), the City's website.

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

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

### Accomplishments

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

Addressed the fiscal challenges presented in the preparation of the 2012-13 City budget and Charter School budget.

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

Conducted numerous Public Hearings and Town Hall meetings on topics such as:

Changes to a City bus route

The status and plans for the General Obligation Bond projects

Adopted language for proposed City Charter changes to be presented to voters in November, 2012, concerning elections, terms of office, and other matters.

Directed the administration's approach to extensive renegotiations with the company providing goods and services for the City's red-light-camera program.

Established a policy for Local Vendor Preference in the City's procurement process.

Reviewed and accepted consultant's proposals of guidelines for the City's Streetscape initiative.

Reviewed and approved or re-directed funding for projects remaining under the General Obligation Bond program, which totals \$90 million to date.

Defined and implemented the County's new ethics standards for municipal legislators and employees.

Continued to pursue realization of the planned I-75 Pembroke Road overpass.



## City Commission

Enacted legislation to allow the City to assess recovery of expenses incurred to remedy health and safety inadequacies on abandoned properties.

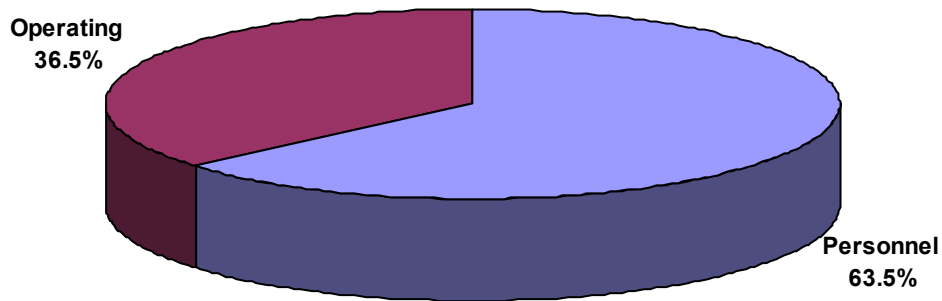
Created a community garden on land adjacent to City Hall.



# City Commission Performance Measures

Indicator	2009-10		2010-11		2011-12	2012-13
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Number of ordinances adopted during the year	20	50	21	35	25	35
Number of resolutions adopted during the year	36	40	43	45	35	50

### City Commission - Budget Summary



<b>Expenditure Category</b>	<b>2009-10 Actual</b>	<b>2010-11 Actual</b>	<b>2011-12 Budget</b>	<b>2012-13 Budget</b>
Personnel				
Salary	278,749	262,455	271,014	271,019
Benefits	171,644	210,894	212,485	233,638
<b>Personnel Subtotal</b>	<b>450,393</b>	<b>473,349</b>	<b>483,499</b>	<b>504,657</b>
Operating				
Other Contractual Services	-	-	250,000	250,000
Travel Per Diem	19,821	18,992	23,400	24,000
Other Current Charges and Obligation	-	356	-	375
Office Supplies	2,646	1,319	2,100	1,500
Operating Supplies	190	-	100	100
Publications and Memberships	13,384	13,694	13,556	13,992
<b>Operating Subtotal</b>	<b>36,041</b>	<b>34,360</b>	<b>289,156</b>	<b>289,967</b>
<b>Total</b>	<b>486,434</b>	<b>507,710</b>	<b>772,655</b>	<b>794,624</b>

<b>Position Title</b>	<b>2009-10 Actual</b>	<b>2010-11 Actual</b>	<b>2011-12 Adopted Budget</b>	<b>2012-13 Budget</b>
11001 Mayor	1	1	1	1
11002 Vice - Mayor	1	1	1	1
11003 Commissioner	3	3	3	3
12884 Executive Assist	1	1	1	1
13682 P/T Executive Assistant	1	1	1	1
Total				
Full-time	1	1	1	1
Part-time	6	6	6	6



## City Manager

### Mission

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

### Goals

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

### Objectives

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

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

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

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

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

### Major Functions and Activities

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

The City Manager's office is the liaison between the administrative functions of the City and the legislative body. The City Manager makes final decisions on the hiring, promotion, suspension, or termination of non-

Charter personnel. He oversees the preparation of City Commission Agendas, directs and controls the activities of the City's various departmental entities, establishes an innovative and cohesive vision for the City's employees, and provides assistance to the Mayor and Commission in their efforts to plan and guide the City's future.

### Budget Highlights

The City Manager's office, under the direction of the City Commission, successfully presented a budget that addresses the needs of the residents. As the City moves forward, the City Manager was faced with comparable challenges from last year in completing the 2012-13 budget. The main budget challenges faced this year were the overall flat revenues compared to the increasing cost of operations and the need for capital replacements.

### Accomplishments

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

Held workshops that provided additional information to the City Commission on various agenda items and City-related topics such as the City Center Project, Boards and Committees, Streetscape, and General Obligation Bond Projects.

Contract for sale of a portion (Mills Creek Trust LLC purchased 16.7 acres and has the option of purchasing an additional 10.5 acres) of City Center.

Contract for sale of a portion of Raintree property.

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

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

## City Manager Performance Measures

Indicator	2009-10		2010-11		2011-12	2012-13
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Number of resolutions reviewed	36	50	43	45	50	50
Number of ordinances reviewed during the year	25	35	21	30	35	35
<b>Effectiveness</b>						
% of General Fund actual revenues to budgeted revenues	98.5%	100%	99.3%	100%	100%	100%
% of General Fund actual expenditures to budgeted expenditures	87%	100%	94.6%	100%	100%	100%
Total direct debt as a % of property market value	4.0%	4.1%	4.4%	4.6%	4.5%	4.5%
Debt service as a % of General Fund budget	17%	15%	18%	18%	18%	18%
Direct debt per capita	\$2,447	\$2,602	\$2,390	\$2,549	\$2,512	\$2,370
% of principal retired in 10 years	N/A	28%	36%	30%	33%	36%
Unassigned Fund Balance as a % of annual General Fund expenditures ^	24.6%	25%	25.6%	22%	24%	21%
Charter School FCAT Scores for:						
Elementary School	621	600	629	625	630	630
Middle School	663	600	661	625	630	730
High School	578	550	568	575	600	600
FSU Elementary	603	600	660	625	630	630
<b>Efficiency</b>						
Percent change over rolled-back operating millage rate compared to change in per capita Florida personal income	2.50%	2.50%	-1.89%	-1.89%	0.91%	4.47%#
Per Capita City Operating Costs compared to prior years (in present Dollars)	\$1,048	*	\$ 940	*	*	\$1,030

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

\* New measure - goal and actual unavailable.

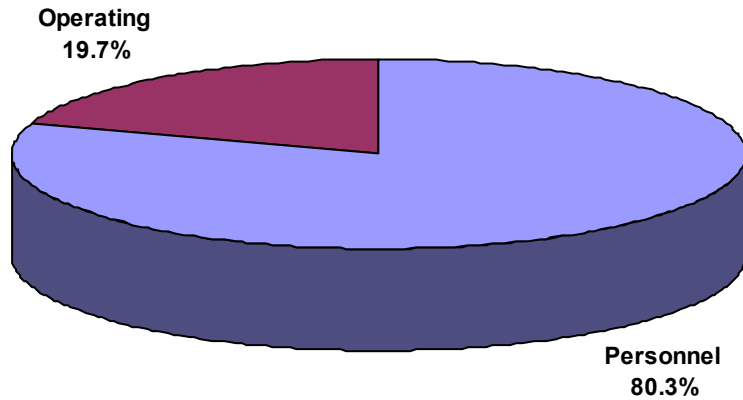
# Percent annual change in per capita Florida personal income

# CITY MANAGER

## Organizational Chart



### City Manager - Budget Summary



Expenditure Category	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Personnel				
Salary	77,300	158,528	171,500	348,857
Benefits	6,377	54,116	42,675	79,409
Personnel Subtotal	83,676	212,644	214,175	428,266
Operating				
Other Contractual Services	244,229	234,460	234,460	97,692
Travel Per Diem	-	-	-	3,000
Repair and Maintenance Services	316	199	600	600
Office Supplies	802	941	1,000	1,000
Operating Supplies	596	-	-	-
Publications and Memberships	442	252	500	2,930
Operating Subtotal	246,385	235,852	236,560	105,222
<b>Total</b>	<b>330,062</b>	<b>448,496</b>	<b>450,735</b>	<b>533,488</b>

Position Title	2009-10 Actual	2010-11 Actual	2011-12 Adopted Budget	2012-13 Budget
11005 City Manager	-	-	-	1
12516 Assistant City Manager	-	0.5	0.5	0.5
13682 P/T Executive Assistant	1	1	1	1
13685 P/T Clerical Aide	2	2	2	2
Total				
Full-time	-	0.5	0.5	1.5
Part-time	3	3	3	3



## Community and Economic Development

### Mission

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

### Goals

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

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

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

### Objectives

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

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

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

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

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

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

Provide intergovernmental coordination services to

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

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

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

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

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

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

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

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

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

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

Support businesses throughout the development process.

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

### Major Functions and Activities



## Community and Economic Development

The Community and Economic Development Division coordinates economic development, planning, zoning, and GIS functions.

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

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

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

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

Emphasizes redevelopment activities and associated studies and document preparation.

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

Provide support to the City's business community.

### Budget Highlights

Implementation of Eastern Redevelopment Programs including overlay district

Conduct business seminars and activities to support the business community

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

Updating sections of the code of ordinances

Continue providing the City manager's office with updated economic development marketing data relative to the City and County.

Expansion of Shop Local Program in coordination with the Chamber of Commerce

Implementation of Streetscape Program and guidelines

The vacant Administrative Service Director position will be deleted and two new Economic Development Specialists will be added.

### Accomplishments

Utilized the City's Cable channel and web site to improve public education and outreach programs.

Adopted the annual update to the Capital Improvement and Public School Facility Elements of the Comprehensive Land Use Plan.

Implemented Code of Ordinance changes relating to vendors and parking requirements.

Reviewed and approved Mill Creek residential development, the first site plan located within the City Center project.

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

Provided intergovernmental coordination to ensure the City's planning interests are represented on a countywide and regional basis by attending technical planning meetings and workshops.

Participated with Broward County School Board and other municipalities in implementing the Interlocal Agreement and public school concurrency.

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

Coordinated with the CRA to implement and monitor Federal and or State rehab programs.

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

Interacted with the business community to improve, maintain and attract businesses to diversify the City's economy by organizing networking seminars, workshops, as well as partnerships with the Chamber of Commerce.

Obtained the capability to provide the City Manager/Commission with up to date marketing data





## Community and Economic Development

about the City and its businesses.

Successfully worked with the City Commission, State and Greater Fort Lauderdale Alliance to pass a resolution, that enabled the City to provide direct cash incentive to Astor and Black Custom Clothiers for their corporate headquarters relocation. Astor and Black has committed to providing 62 high paying jobs to the area over the next two years.

## Community and Economic Development Performance Measures

Indicator	2009-10		2010-11		2011-12	2012-13
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Number of Planning and Zoning Board meetings held	19	18	18	18	18	18
Number of Development Review Committee meetings	28	35	25	25	28	25
Number of Board of Adjustment meetings	11	10	12	12	11	11
Number of intergovernmental coordination meetings attended	10	13	15	15	10	15
<b>Effectiveness</b>						
% of public information requests answered within three working days	99%	99%	99%	99%	99%	99%
<b>Efficiency</b>						
% of building plans reviewed within ten days for zoning compliance	100%	100%	100%	100%	100%	100%

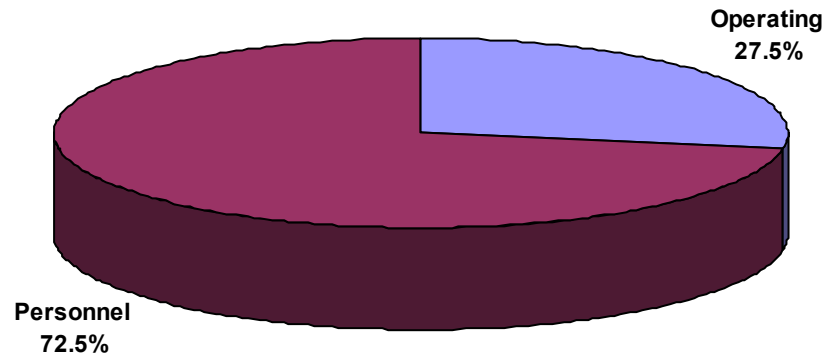
# COMMUNITY AND ECONOMIC DEVELOPMENT

## Organizational Chart



 Shading indicates direct public service provider

## Community and Economic Development - Budget Summary



Expenditure Category	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Personnel				
Salary	486,294	464,260	476,080	374,012
Benefits	211,916	252,046	255,614	256,821
<b>Personnel Subtotal</b>	<b>698,209</b>	<b>716,305</b>	<b>731,694</b>	<b>630,833</b>
Operating				
Other Contractual Services	3,500	1,750	5,400	136,000
Travel Per Diem	37	-	1,200	1,200
Communication and Freight Services	16,230	2,826	48,120	48,120
Rentals and Leases	4,292	4,294	4,500	4,500
Insurance	-	143	150	150
Repair and Maintenance Services	324	125	1,900	1,900
Printing and Binding	-764	-2,062	2,000	2,000
Promotional Activities	8,842	13,992	24,000	24,000
Other Current Charges and Obligation	493	-2,178	6,000	6,000
Office Supplies	3,318	1,605	6,000	6,000
Operating Supplies	-1,589	-5,858	7,810	8,210
Publications and Memberships	97	67	820	820
<b>Operating Subtotal</b>	<b>34,781</b>	<b>14,705</b>	<b>107,900</b>	<b>238,900</b>
<b>Total</b>	<b>732,990</b>	<b>731,011</b>	<b>839,594</b>	<b>869,733</b>

### Community and Economic Development - Personnel Summary

Position Title		2009-10 Actual	2010-11 Actual	2011-12 Adopted Budget	2012-13 Budget
12184	Zoning Administrator	1	1	1	1
12518	Associate Planner	1	1	1	-
12520	Assistant Planner	2	2	2	-
12524	Administrative Coordinator I	1	1	1	1
12684	Clerical Spec II	1	1	1	1
12695	Planning/Economic Development Adm.	-	-	-	1
12696	Planning Administrator	-	-	-	1
13161	Administrative Services Director	1	1	1	-
13426	P/T Planning Administrator	-	-	-	1
13449	P/T CADD Operator	1	1	1	1
Total	Full-time	6	6	6	5
	Part-time	2	2	2	2



## Technology Services

### Mission

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

### Goals

- Continue to improve the quality of service provided by the Technology Services department, to meet defined service levels.
- Increase the city's current backup and recovery capabilities to ensure adequate data protection.
- Expand the platform and training strategy for migration to Windows development model and application support.
- Provide the highest level of uptime for all technology resources for the City's employees that meet defined service levels.
- Expand the acceptance of credit card payments to over twenty point-of-sale locations throughout the city.
- Comply with changes requested by the Commission Auditor.

### Objectives

- Web redesign for better navigation, functionality with a focus around 24x7 resident and business owner access to government resources.
- Implement a comprehensive disaster recovery plan that will include testing protocols and business continuity as a practice.
- Develop and deploy phase one of Virtual desktop infrastructure as desktop replacement model for delivery of computing services to internal staff.
- Accept Credit Card payments for local business taxes online.
- Implement internal software-deployment change-management system.
- Create an internal query tool for Local Business Tax Data.

### Major Functions and Activities

The Division consists of three branches 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 subject to 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

Deploy Resident/Community engagement suite that allows user to submit and track service request with



## Technology Services

smart devices electronically using GPS and imaging technology while reducing operating cost.

\$350,000 for new video equipment for Commission Chambers to improve video quality and delivery for all broadcast city meetings and events.

### Accomplishments

- Expanded the online account system to include Local Business Taxes and Lobbyist Registration Fees.
- Provided data lookup capabilities on the intranet for cashiering data and Local Business Tax data.
- Provided building-history lookups on the web for the residents.
- Deployed credit card payments for Utility bills online and using an IVR system.
- Deployed credit card payments for local business taxes online.
- Implemented credit card payment option for point-of-sale payments at City Hall, the Utilities department, and the Recreation department.
- Automated the interface between the utility billing system, cashiering system and the collections system.
- Set up calendars for the charter school employees to better handle the different pay-structure requirements.

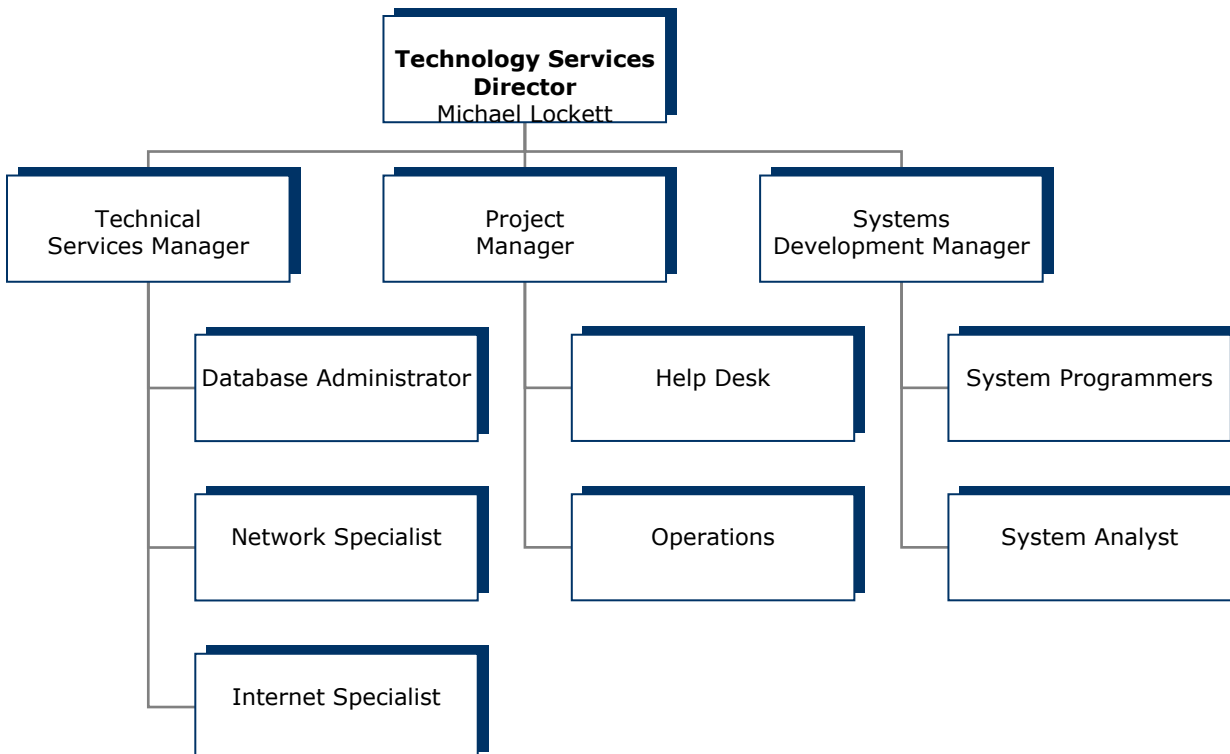
## Technology Services Performance Measures

Indicator	2009-10		2010-11		2011-12	2012-13
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Effectiveness</b>						
Network availability (% uptime)	99.99%	99.99%	99.99%	99.99%	99.99%	99.99%
% of messages blocked because they are spam	95.90%	93.50%	96.79%	97.20%	96.00%	97.50%
<b>Efficiency</b>						
Network devices per computer technician	364	350	371	375	370	335
Annual maintenance cost per computer	\$632	\$610	\$629	\$610	\$625	\$600

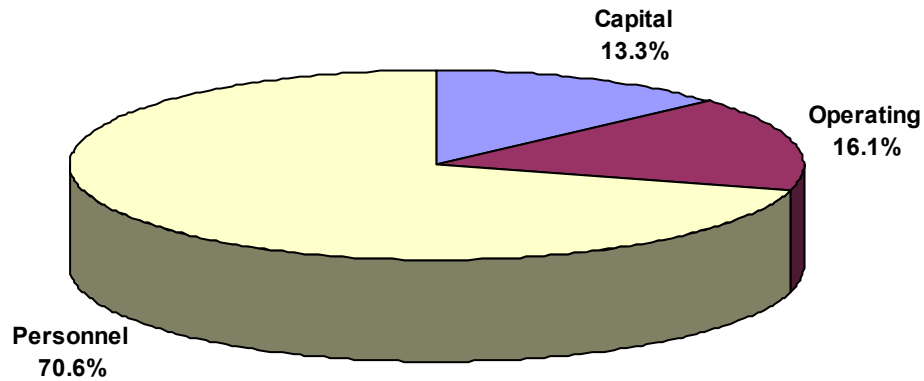


# TECHNOLOGY SERVICES

## Organizational Chart



## Technology Services - Budget Summary



Expenditure Category	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Personnel				
Salary	1,566,198	1,306,908	1,433,335	1,343,184
Benefits	667,258	697,259	722,761	960,379
Personnel Subtotal	2,233,456	2,004,168	2,156,096	2,303,563
Operating				
Other Contractual Services	80,877	233,435	297,474	243,000
Travel Per Diem	-	-	-	11,600
Communication and Freight Services	5,439	26,492	30,310	29,200
Rentals and Leases	1,236	456	738	2,898
Repair and Maintenance Services	63,316	64,137	100,326	174,226
Office Supplies	594	24	500	500
Operating Supplies	80,930	74,099	72,132	64,118
Publications and Memberships	-	-	100	700
Operating Subtotal	232,392	398,643	501,580	526,242
Capital				
Machinery and Equipment	80,632	291,759	251,150	433,550
Intangible Assets	34,048	-	-	-
Capital Subtotal	114,680	291,759	251,150	433,550
<b>Total</b>	<b>2,580,528</b>	<b>2,694,570</b>	<b>2,908,826</b>	<b>3,263,355</b>

### Technology Services - Personnel Summary

Position Title	2009-10 Actual	2010-11 Actual	2011-12 Adopted Budget	2012-13 Budget
12011 Internet Specialist	1	1	1	1
12280 Micro Computer Specialist	1	1	1	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
12652 Programmer/Analyst I	2	2	2	2
12693 Systems Programmer/Analyst II	1	1	1	1
12720 Manager of Technical Services	1	1	1	1
12721 Project Manager	1	1	1	-
12722 Manager of Systems Development	1	1	1	1
12723 Systems Administrator	1	1	1	1
12900 Web Page Developer	1	1	1	1
12903 Technology Services Director	-	-	-	1
Total				
Full-time	15	15	15	16
Part-time	-	-	-	-



## Human Resources

### Mission

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

### Goals

Continue to standardize human resources management practices in the areas of hiring, retention, employee development, benefits, testing, and compliance with federal, state, and local regulations.

Maintain a comprehensive and competitive pay and classification system, linking various elements of performance to merit.

Expand the City's outreach efforts to reach a diverse group of competent workers when recruiting for City vacancies.

Institute a city-wide program to enhance employee development through supervisory, technical, professional, and competency training.

### Objectives

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

### Major Functions and Activities

The Department of Human Resources provides administrative support to all departments for the management of the City's workforce. The functions of the division are as follows:

~ RECRUITMENT AND SELECTION - Provide a quality pool of applicants to fill departmental vacancies through the proper mechanisms in determining relative ability, knowledge, and skills to meet the City's overall goals and objectives.

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

~ EMPLOYEE RELATIONS and BENEFITS - These functions revolve around customer service to the employees of the City of Pembroke Pines with the goal of retaining top performers.

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

### Budget Highlights

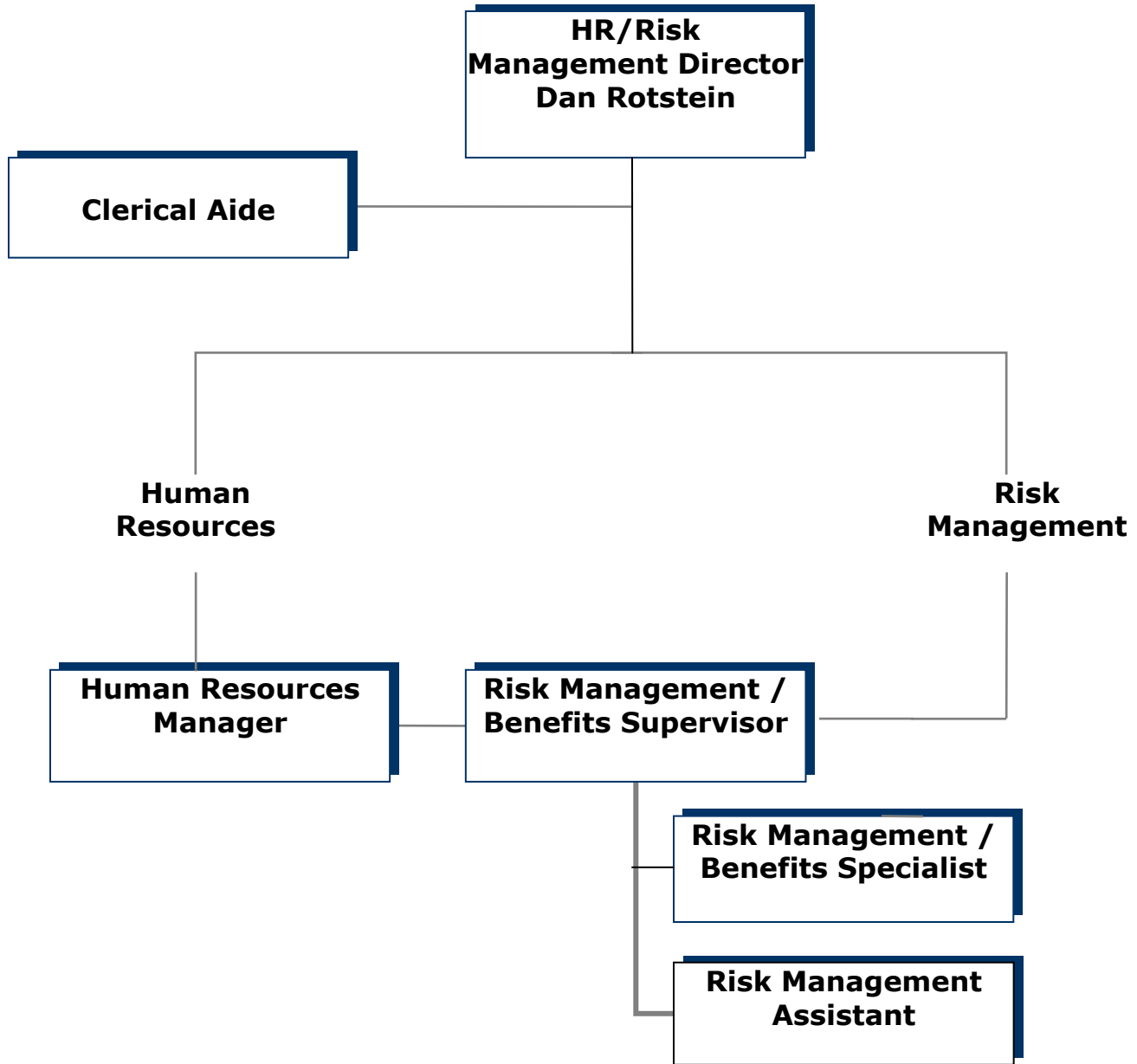
Continue to provide customer service to City employees and the general public. Ensure that the City of Pembroke Pines is in compliance with local, state, and federal regulations governing Human Resources issues.

# Human Resources Performance Measures

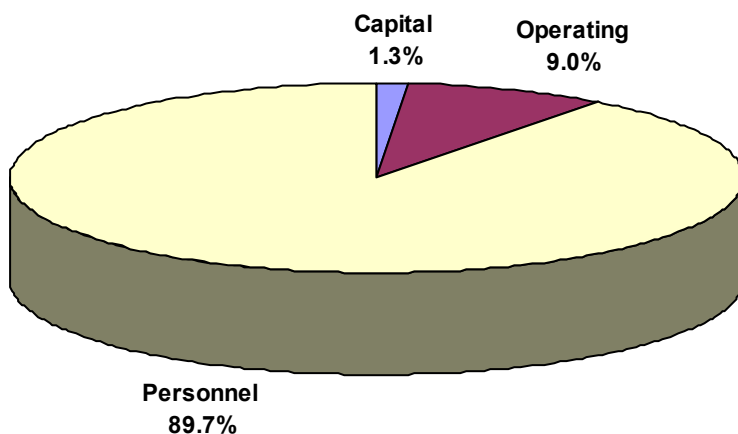
Indicator	2009-10		2010-11		2011-12	2012-13
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Number of positions processed for recruitment or promotion	89	20	47	20	31	20
Number of internal seminars offered	21	15	22	15	21	15
Number of employment applications received and processed (FT/PT City)	1,780	1,000	1,637	1,000	2,000	1,000
Number of applicants hired (FT/PT City and Schools)	266	200	66	20	31	20
<b>Effectiveness</b>						
New FT employee turnover rate within one year of employment	22.2%	14.0%	4.5%	20.0%	20.0%	4.0%
<b>Efficiency</b>						
Ratio of employees (City and School) to HR staff	236:1	162:1	274:1	160:1	422:1	274:1

# HUMAN RESOURCES/RISK MANAGEMENT

## Organizational Chart



## Human Resources - Budget Summary



<b>Expenditure Category</b>	<b>2009-10 Actual</b>	<b>2010-11 Actual</b>	<b>2011-12 Budget</b>	<b>2012-13 Budget</b>
Personnel				
Salary	630,019	223,899	351,915	377,917
Benefits	369,595	199,282	206,984	255,565
<b>Personnel Subtotal</b>	<b>999,614</b>	<b>423,182</b>	<b>558,899</b>	<b>633,482</b>
Operating				
Professional Services	18,516	13,954	17,000	14,000
Other Contractual Services	3,239	27,654	28,550	19,110
Travel Per Diem	-	-	10,000	12,000
Repair and Maintenance Services	1,204	1,367	1,500	1,500
Printing and Binding	540	544	1,000	1,000
Other Current Charges and Obligation	798	4,139	5,000	5,000
Office Supplies	2,641	2,441	3,000	3,000
Operating Supplies	1,043	1,018	10,250	7,750
<b>Operating Subtotal</b>	<b>27,981</b>	<b>51,116</b>	<b>76,300</b>	<b>63,360</b>
Capital				
Machinery and Equipment	-	-	8,000	9,000
<b>Capital Subtotal</b>	<b>-</b>	<b>-</b>	<b>8,000</b>	<b>9,000</b>
<b>Total</b>	<b>1,027,595</b>	<b>474,298</b>	<b>643,199</b>	<b>705,842</b>

### Human Resources - Personnel Summary

Position Title		2009-10 Actual	2010-11 Actual	2011-12 Adopted Budget	2012-13 Budget
12431	Payroll Coordinator	2	-	-	-
12433	Payroll Supervisor	1	-	-	-
12434	Assistant Payroll Supervisor	1	-	-	-
12440	Human Resources Director	1	1	1	1
12442	Human Resources Administrator	1	-	-	-
12557	Risk Management/Benefits Specialist	1	1	1	1
12684	Clerical Spec II	1	1	1	1
12685	Clerical Aide	1	1	1	1
12790	Human Resources Manager	-	1	1	1
Total	Full-time	9	5	5	5
	Part-time	-	-	-	-





## City Attorney

### Mission

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

### Goals

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

### Objectives

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

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

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

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

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

### Major Functions and Activities

~ CLIENT FOCUS:

Demonstrate a passion and commitment for client service.

Solicit and listen intently to client requirements and expectations.

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

Continuously collect client feedback and use it to improve quality.

Achieving client satisfaction requires assisting the specific needs and expectations of the client.

~ LEADERSHIP:

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

Create a system of guidelines, not rules.

Practice a "can do" attitude.

Solicit and listen intently to clients' requirements and expectations.

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

~ CONTINUOUS QUALITY IMPROVEMENT:

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

Plan for quality.

Quality is a never-ending effort and destination.

Clients define quality.

Quality improvements are driven by client feedback and directions.

Focus on process improvements to improve quality.

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

### Accomplishments

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

Continued coordination regarding purchaser's due diligence related to the City's sale of the residential parcel of City Center to Mills Creek.

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



## City Attorney

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

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

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

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

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

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

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

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

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

Collaborated with the City's consultants on the application for subsequent phases of the

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

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

Provided the City with legal advice associated with all election matters.

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

Advised the City in all labor and collective bargaining matters.

Provided guidance to City staff and successfully filed claim and pursued collection in class action settlement of refund of insurance proceeds pertaining to insurance company's reimbursement of expenses associated with fire rescue services.

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

Continued to advise and assist the City on matters relating to the City's red-light-camera program including representing the City in on-going negotiations with the City's red-light-camera vendor on contract modifications.

Counseled and assisted the City's police department on operational issues relating to coordination with the City's red-light-camera vendor and public inquiries and questions.

Continued to attend court hearings on red light camera prosecutions and have been successful in obtaining rulings in favor of the City that have resulted in more efficient hearings and increased success rates at court. Continued to monitor litigation and hearing in other venues that could affect the City's red light camera program.

Monitored on-going legislative efforts to alter the state's red-light-camera enforcement statutes.

Worked with special counsel in representing the City in lawsuit challenging the City's ordinance-based red light camera program (prior to July 1, 2010). Advised the City Commission on the status of the



## City Attorney

lawsuit and potential settlement and, once the City Commission approved a settlement, assisted the City's special counsel in court proceedings related to implementing the settlement and in matters relating to the claims process.

Reviewed and approved leases at the City's Residential Facilities, art studio (Studio 18), and commercial properties (Silver Emporium). Coordinated with City staff to enforce compliance with lease terms at such facilities, including processing of tenant evictions as necessary.

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

Advised the City Commission regarding potential amendments to the City's Charter as recommended by the City's Charter Review Board.

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

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

Assisted the City Commission with respect to implementing the Charter position of Commission Auditor and further advised the City Commission and City staff with respect to revision of the Commission Auditor contract, duties and responsibilities.

Facilitated the City's collection efforts related to payments returned for insufficient funds and non-payment of monies through the procurement of and contracting with a collection company to facilitate collections.

Continued on-going efforts between the Broward County Court system, Broward County Court Administrator, Broward County Clerk of Court and Broward County Commission with the City associated with the utilization and funding for the Broward County Court Traffic Magistrate Program.

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

Continued prosecution of Code Enforcement matters

before the Special Magistrates upon request.

Provided oversight of and supervised the implementation of the Special Magistrate process to ensure equity and due process.

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

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

Researched the Broward County Code of Ethics ordinance, advised the City as to its application to the City and its officials, continued coordinated efforts with the Broward County Attorney's Office, personally and in conjunction with the Broward League of Cities, regarding the implementation of the Code of Ethics upon cities within Broward County. Provided training to the City's officials and staff in accordance with the Broward County Code of Ethics ordinance requirements. Addressed ethics questions under the ordinance and issued written legal opinions if requested.

Assisted the City Commission and City staff with the flooding issues at SW 196 Avenue.

Continued assisting the City's police department in the false alarm enforcement program, including assisting in operational issues relating to fines and appeals and public inquiries.

Assisted the police department in coordinating hearings before the City's special magistrate for appeals filed by persons receiving fines for alleged violations of the City's ordinances.

Continued to facilitate the City's Traffic Enforcement Agreement program with homeowners' association along private roadways. Revised the Agreement to include restrictions associated with trespassing to empower the City's police department to enforce trespassing issues. On-going communications and coordination with the City's communities and staff with respect to the implementation of these Agreements.

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

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



## City Attorney

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

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

Assisted the City police department in forfeiture matters, including review of potential forfeitures to confirm that the item to be seized is "contraband"; assisted with settlement negotiations related to seized items; represented the City in the prosecution of forfeiture matters.

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

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

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

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

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

Comprehensive review and revision to the City's Code of Ordinances pertaining to the City's advisory boards.

Review of signage provisions of the City's Code of Ordinances and coordination with City staff.

Preparation of ordinance formally establishing the City Seal and ensuring the City's proprietary protection of same.

Coordination with City staff to craft a local vendor preference ordinance.

Assist City staff with various subpoena matters including, but not limited to, subpoenas duces tecum for City records and subpoenas for testimony in various litigation matters.

Ongoing review of various continuing contracts for the City's Charter Schools and City departments.

Coordination with the City Clerk's Office and IT Department to address logistical components of the registration and disclosure requirements of the newly enacted County Code of Ethics.

Advised and counseled City staff regarding the conveyance of escheated properties and drafted the appropriate legal documents to effectuate such conveyance.

Drafted proposal for City to become a regional PSAP dispatch center.

Coordinated with Broward County Supervisor of Elections regarding mail ballot and absentee ballot initiatives.

Assisted City staff with the renegotiation and preparation of revised landscape and park use agreement with Chapel Trail Homeowners' Association.

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

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

Facilitated with the draft or the necessary ordinance to update and re-write the City's building regulations.

Coordinated with City staff to revise the City's parking regulations.

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

# City Attorney Performance Measures

Indicator	2009-10		2010-11		2011-12	2012-13
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Number of ordinances prepared for consideration by City Commission	31	40	39	40	40	40
Number of resolutions prepared for consideration by City Commission	46	45	42	45	45	45
Number of contracts reviewed, negotiated and drafted weekly	42	45	49	45	45	45
Number of real estate transactions	16	4	19	10	10	20
Number of bond issues	1	3	0	2	2	2
Number of Commission meetings attended	34	35	33	35	35	40
Number of verbal, written and electronic (E-mail) correspondence processed weekly	670	650	727	650	650	700

### City Attorney - Budget Summary

<b>Expenditure Category</b>	<b>2009-10 Actual</b>	<b>2010-11 Actual</b>	<b>2011-12 Budget</b>	<b>2012-13 Budget</b>
Operating				
Professional Services	860,596	824,954	824,959	826,147
Office Supplies	19,716	19,716	19,710	18,922
Operating Supplies	3,459	3,214	10,000	9,600
Operating Subtotal	883,771	847,884	854,669	854,669
<b>Total</b>	<b>883,771</b>	<b>847,884</b>	<b>854,669</b>	<b>854,669</b>



## City Clerk

### Mission

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

### Goals

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

### Objectives

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

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

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

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

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

Efficiently process local business tax receipts and renewals.

### Major Functions and Activities

The City Clerk is the Custodian of Records for the City and is responsible for keeping a concise and accurate record of the official actions of the City Commission and the Commission-appointed Boards and Committees. The Department is responsible for the records management of the City and serves as the information nucleus for records requested throughout the City and its various departments.

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

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

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

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

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

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

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

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

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

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



## City Clerk

recommendations to the City Commission to change, alter, amend, or revise the City Charter.

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

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

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

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

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

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

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

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

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

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

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

## Budget Highlights

As a cost saving and efficiency measure, City microfilmed records will be converted to electronic format. The goal is to eliminate the need to replace expensive microfilm reading and scanning equipment in the future. Also, it is a more expedient and economical way to locate and provide information in response to records requests.

Commission will consider the recommendations of the 2010 Charter Review Board, and it is intended to put charter change questions to the electorate on an upcoming county-wide election.

A planned upgrade to the existing agenda production software has been delayed. The current software was installed in 1994. The City Clerk will work with the Information Technology Director to determine if a more economical and efficient product should be considered in lieu of an upgrade to the existing one.

The position for a part-time local business tax ("LBTR") inspector, which has been vacant for 2 years, has been eliminated from the budget. For the last several years, as a cost saving measure, the Fire Department has included the LBTR inspection as part of its semiannual business occupancy inspection.

## Accomplishments

The City Clerk's Office has been an authorized Passport Acceptance Facility since November of 1999. In March of 2012, a small renovation was done to create a physical separation between the passport office and the City Clerk's office. The division of traditional City Clerk functions from the optional passport service has resulted in a work area more conducive to the traditional functions, more control over the passport traffic, and greater privacy for our passport customers.

In December of 2011, as a result of collaboration between the City Clerk's Office and the Information Technology Department, the City's building permit history search was made available on the City's website in an extremely user-friendly format. Prior to that, City Clerk staff was processing an average of





## City Clerk

400 to 500 permit-history searches per month. This move has made the information instantly available to the public.

As of January 2, 2012, Broward municipalities were required to register lobbyists and keep contact logs to record visits between certain City officials and lobbyists, all in connection with the Ethics Ordinance adopted by Broward County. The Information Technology Department, working with the City Clerk, has created programming that allowed online lobbyist registration starting in April, 2012. In addition, other documents that officials are required to file, such as Statement of Financial Interest and lobbyist contact logs, will be in searchable format on the City's website.

In fiscal year 2010-11, staff processed 10,674 public records requests. However, that number is expected to be reduced in coming budget years due to the implementation of customer look-up of permit history searches now available on the City's website. In addition, staff processed and issued 6,811 local business tax receipts (formerly known as occupational licenses), scanned 112,827 documents, and processed 52,544 cashiering transactions at City Hall.

## City Clerk Performance Measures

Indicator	2009-10		2010-11		2011-12	2012-13
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Commission minutes transcribed and prepared for approval by next Commission meeting	3	27	0	22	22	22
Subpoenas for records processed	129	130	116	125	130	116
Commission agenda books prepared	440	352	476	352	440	440
Local business tax receipts monitored for compliance	8,107	8,000	7,915	8,000	8,107	8,000
Local Business Tax Receipts issued	6,945##	7,100	6,811	7,100	6,945	7,000
Public records requests processed	8,972^	7,000^	10,674	6,500	6,000^	5,000
Passport applications processed	1,712	2,888	1,693	2,700	1,725	1,800
Number of documents imaged and microfilmed	108,824	295,000	112,827	200,000##	125,000	118,000
Staff training hours	48	36	20	18	50	20
Garage sale permits issued	1,553	1,500	1,648	1,500	1,600	1,600
Cashiering transactions (in millions)	\$34.5M	\$51.0M	\$30.0M	\$42.0M	\$35.0M	\$30.0M
Cashiering transactions (number)	49,155	77,000	52,544	67,900	50,000	53,000
Agenda packets prepared	730	950	745	1,000	730	745
Number of Board and Committee meetings held	101	95	94	66	90	94
Abandoned properties registered	795	*	592	*	*	300
City Clerk customers served+	4,519+	7,900+	4,898+	6,000+	4,500+	1,800
Local Business Tax Office customers served+	*	*	*	*	*	2,000
Passport Office customers served+	*	*	*	*	*	3,000
<b>Effectiveness</b>						
Average number of days to complete routine public requests.	5.3	*	6.1	*	4.0	5.0
% of passport applications processed within 24 hours of appointment	100%	100%	100%	100%	100%	100%
% of documents accurately imaged	98%	100%	98%	100%	100%	100%
Commission meeting minutes made available on City's website within 2 days after approval	100%	100%	100%	100%	50%	100%
Local business tax receipts available for renewal as required by Statute	100%	100%	100%	100%	100%	100%
Cashiering - daily transactions balanced without overage or shortage	99.9%	100%	99.9%	100%	100%	100%
Local business tax revenue per capita (in constant dollars)	\$21.19	\$19.00**	\$19.66	\$20.00	\$21.00	\$19.00
Summary of Board actions submitted within 24 hours	100%	100%	100%	100%	100%	100%
% of minutes of all board meetings transcribed and ready for approval prior to next meeting	100%	100%	100%	100%	100%	100%
<b>Efficiency</b>						
Commission agendas prepared per year per F/T Employee	220	176	238	176	220	238
# of Full-time employees on this task	2	2	2	2	2	2
Average number of pages of Commission minutes transcribed per year per F/T Employee	442	400	425	330	400	400
# of Full-time employees on this task	1	1	1	1	1	1
Public Records requests processed per year per F/T Employee	1,795	1,400	2,135	1,300	1,200	1,500
# of Full-time employees on this task	5	5	5	5	5	5
Passports processed per day per F/T employee	1.2	1.4	1.2	2.0	1.2	2.0
# of Full-time employees on this task	7	8	7	8	7	7
Cashiering Transactions per year per F/T Employee	32,770	38,500	34,963	32,000	33,000	35,333
# of Full-time employees/contractors on this task	2.0	2.0	1.5	2.0	2.0	1.5

\* New measure - goal and actual unavailable.

\*\* Not expressed in constant dollars.

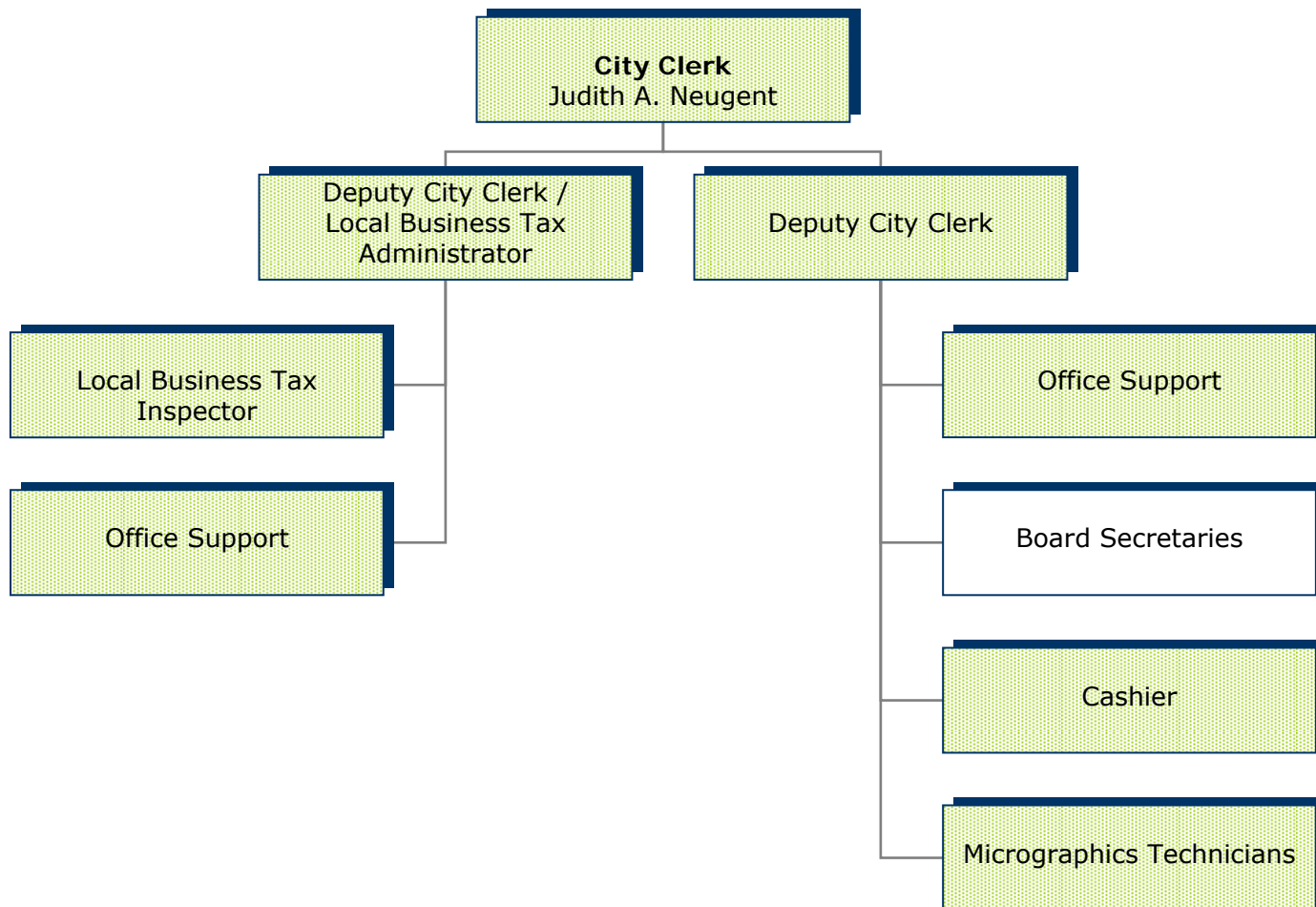
^ Reflects replacement of Blue Frog with WebQA, which reflects separate records requests more accurately.

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

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

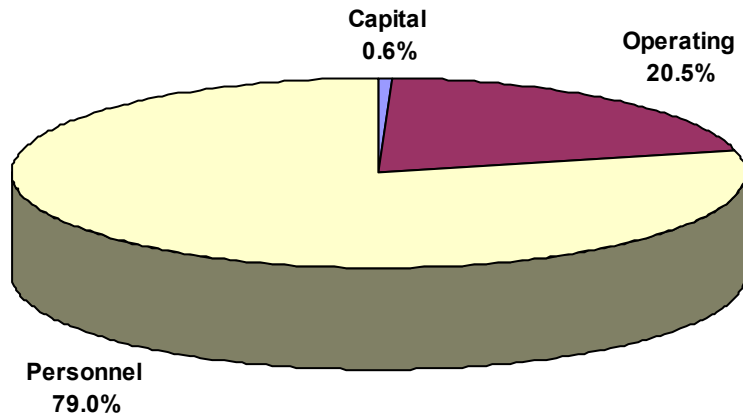
# CITY CLERK

## Organizational Chart



 Shading indicates direct public service provider

### City Clerk - Budget Summary



Expenditure Category	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Personnel				
Salary	600,976	534,338	625,457	525,391
Benefits	360,335	358,887	361,329	411,939
Personnel Subtotal	961,310	893,225	986,786	937,330
Operating				
Professional Services	131,311	71,260	46,000	25,000
Other Contractual Services	9,446	34,323	43,600	87,168
Travel Per Diem	-	67	-	200
Rentals and Leases	21,103	20,031	22,300	23,000
Insurance	145	-	360	480
Repair and Maintenance Services	18,097	15,312	42,364	50,201
Printing and Binding	8,406	13,395	11,800	13,400
Other Current Charges and Obligation	12,327	16,923	15,500	17,500
Office Supplies	13,133	11,655	15,000	13,000
Operating Supplies	3,303	11,399	19,792	12,955
Publications and Memberships	420	459	400	-
Operating Subtotal	217,692	194,823	217,116	242,904
Capital				
Machinery and Equipment	-	-	6,900	7,000
Capital Subtotal	-	-	6,900	7,000
<b>Total</b>	<b>1,179,003</b>	<b>1,088,048</b>	<b>1,210,802</b>	<b>1,187,234</b>

### City Clerk - Personnel Summary

Position Title		2009-10 Actual	2010-11 Actual	2011-12 Adopted Budget	2012-13 Budget
12047	City Clerk	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	3	3	3	3
12775	Deputy City Clerk	1	1	1	1
12782	Deputy City Clerk/Occ Lic Admin	1	1	1	1
13509	Shared - Secretary	2	2	2	2
Total	Full-time	10	10	10	9
	Part-time	2	2	2	2



## Finance

### Mission

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

### Goals

To ensure complete and accurate accounting of all transactions and to report all financial information in accordance with professional accounting standards and federal, state, and local laws. To develop and implement systems to enhance the financial viability of the City and provide financial information and analyses that are valuable as management tools and that are readily understood by our citizens.

### Objectives

Facilitate audits of the City and the Charter Schools. Coordinate with the City's 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 preparation of the budget document and publish the adopted budget by October 1st.

Maintain the high levels of professional accounting and reporting standards worthy of the Government Finance Officers Association (GFOA) "Certificate of Achievement for Excellence in Financial Reporting" and the "Distinguished Budget Presentation Award" 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 to populate automatically the revenues associated with inter-fund and interdepartmental charges.

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

Account for all employees working for the City and ensure accuracy in processing the biweekly payroll.

### Major Functions and Activities

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

#### ~ ASSET MANAGEMENT:

Records, reports, tracks, and retires capital items.

#### ~ ACCOUNTS RECEIVABLE:

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

#### ~ ACCOUNTS PAYABLE:

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

#### ~ DEBT MANAGEMENT:

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

#### ~ GRANTS:

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

#### ~ PENSION:

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

#### ~ SPECIAL ASSESSMENTS:

Responsible for the accounting of all special assessments.

#### ~ TREASURY:

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

#### ~ ADMINISTRATIVE SUPPORT:

Provides administrative support not only to the



## Finance

Finance Director but also to the entire department. Additionally, responsible for assisting in editing and producing the Comprehensive Annual Financial Report, entering payroll, ordering supplies, maintaining records retention, and processing over 4,100 property lien searches per year.

### ~ BUDGET:

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

### ~ 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.

### ~ PAYROLL:

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

## Budget Highlights

For FY 2012-13 the budgeted personnel costs show an increase of \$92,599 or 4.2% over the FY2011-12 working budget. This reflects personnel changes including the transition of two Accountant positions: one was promoted to an Accounting Supervisor, and the other was changed to a contractual Accounting Clerk position. As a result of these changes, personnel cost excluding benefits decreased by approximately \$24,000. This decrease was offset by an increase in benefit costs of approximately \$117,000 due mainly to an increase in pension costs.

The FY2012-13 operating budget increased by \$48,863 mainly due to the transition of temporary accounting clerk to a full-time accounting clerk position.

## Accomplishments

Awarded the Distinguished Budget Presentation Award by the Government Finance Officers Association (GFOA) for the 15th consecutive year since October 1, 1997, for the FY2011-12 Budget.

Submitted to the Government Finance Officers Association, the application for the Certificate of Achievement Award for Excellence in Financial Reporting for the Comprehensive Annual Financial Report for the fiscal year ending September 30, 2011. If awarded, this will be the 27th consecutive year the award will be received.

Successfully completed the 2011 independent audits of the Charter Schools and the City. The City received an unqualified opinion for both audits, and there were no auditor adjustments that were recommended. The external audit firm that conducted these audits was GLSC & Company, PLLC.

Revised the City's Fund Balance Policy to reflect the implementation of Governmental Accounting Standards Board (GASB) Statement No. 54 – Fund Balance Reporting and Governmental Fund Type Definitions.

Finance, assisted by the IT department, implemented the use of an Interactive Voice Response (IVR) system that allows customers to pay their utility bills over the phone using credit cards, debit cards and e-checks. In addition to this, local business tax customers can now make payments online using credit cards, debit cards and e-checks.

Upgraded the Budget Module, Budget Allotment,



## Finance

Budget Monitoring, Budget Revision, and Cash Flow applications. All of these applications are now running .NET 4.0, the latest framework version from Microsoft. By performing this upgrade, Finance has jumped 3 software release versions and almost 11 years in terms of technology. In addition to the upgrade, the department combined the different applications into one application. Prior to this, the Allotment and Budget Modules were two different applications.

Assisted the Commission Auditors in conducting and completing the Investment Policy Audit. This was an internal audit of the City's various investment policies, namely the Operating investments, General Employees Pension, and Other Post-Employment Benefit (OPEB). The Commission Auditor is also in the process of reviewing Debt, Fixed Assets and Fuel and is expected to be completed by the end of FY2011-12.

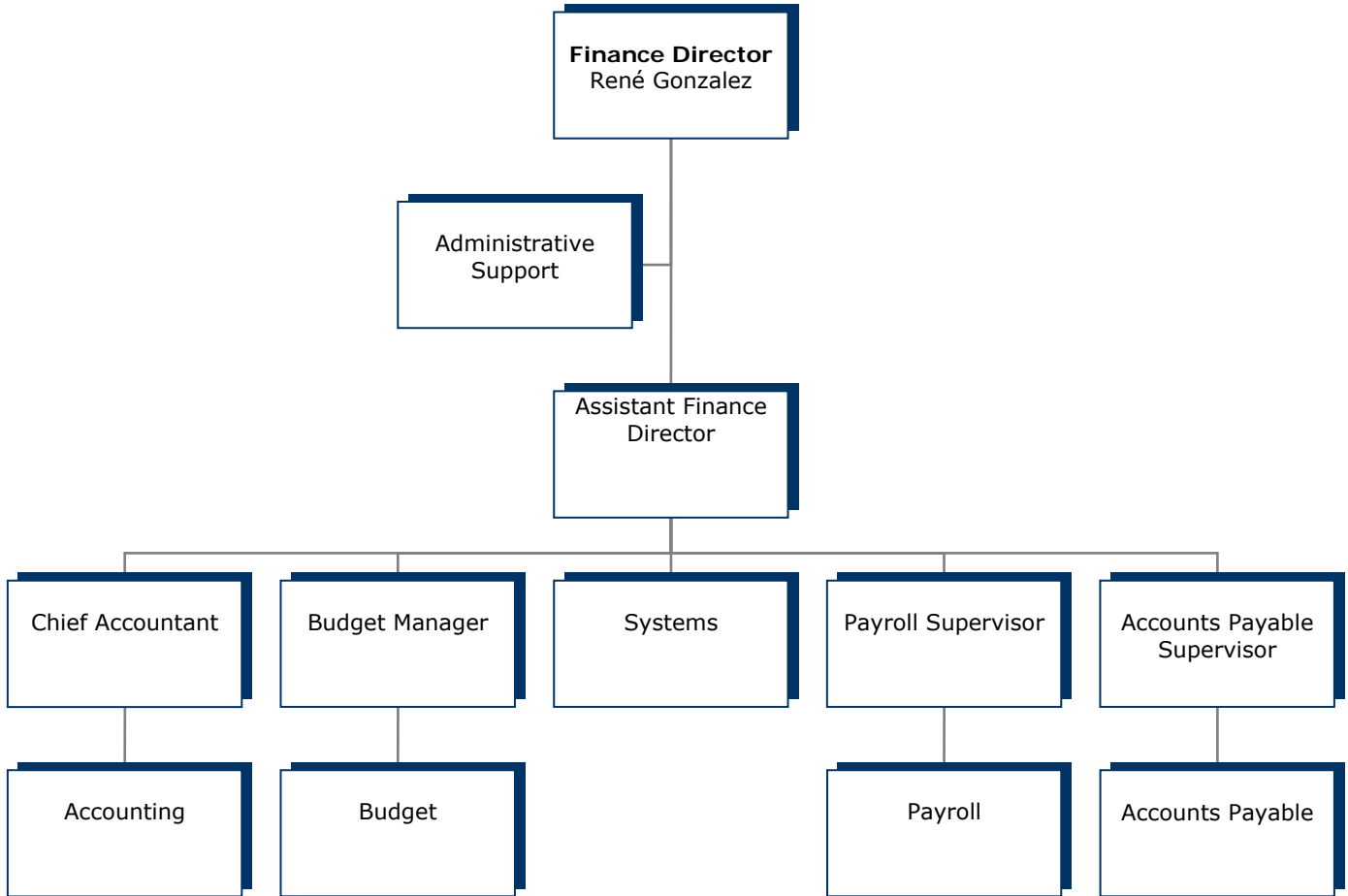


# Finance Performance Measures

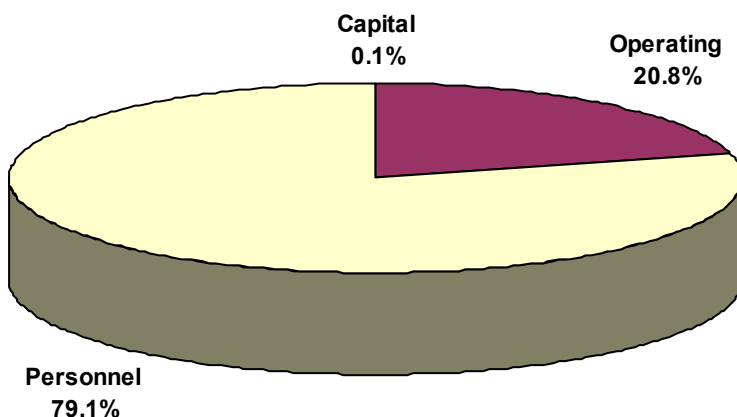
Indicator	2009-10		2010-11		2011-12	2012-13
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Invoices paid	44,906	30,000	47,265	30,000	38,000	48,000
Charter schools' special purpose financial statements	4	2	2	4	2	2
Monthly financial statements	12	1	12	12	12	12
Comprehensive Annual Financial Report	1	1	1	1	1	1
Annual Budget	1	1	1	1	1	1
<b>Effectiveness</b>						
Number of audit adjustments by auditors	0	0	0	0	0	0
Number of 10-hour working days to complete the Comprehensive Annual Financial Report	69	64	68	64	64	64
Average number of 10-hour working days after the month end to distribute the monthly financial statements (excluding October and September)	4	4	5	4	4	4
Average number of 10-hour working days to close year end	24	20	25	20	20	20
Average number of 10-hour working days after the receipt of the bank statement to complete reconciliations	4	8	5	8	8	8
% accuracy in forecasting approximately 25% of general fund revenues	97%	95%	98%	100%	100%	100%
Number of annual consecutive awards for Certificate of Achievement for Excellence in Financial Reporting from GFOA.	26	26	27	27	28	29
Number of annual consecutive Distinguished Budget Presentation Awards from GFOA	13	13	14	14	15	16
<b>Efficiency</b>						
Manual response time on lien searches and inquiries in 10-hour working days	1 day	1 day	1 day	1 day	1 day	1 day

# FINANCE

## Organizational Chart



### Finance - Budget Summary



<b>Expenditure Category</b>	<b>2009-10 Actual</b>	<b>2010-11 Actual</b>	<b>2011-12 Budget</b>	<b>2012-13 Budget</b>
Personnel				
Salary	1,468,505	1,444,788	1,368,201	1,343,519
Benefits	652,519	820,387	827,475	944,756
<b>Personnel Subtotal</b>	<b>2,121,024</b>	<b>2,265,175</b>	<b>2,195,676</b>	<b>2,288,275</b>
Operating				
Accounting and Auditing	56,450	41,278	42,810	44,081
Other Contractual Services	66,988	276,356	398,636	444,616
Travel Per Diem	516	1,382	3,900	2,200
Communication and Freight Services	814	809	900	1,200
Repair and Maintenance Services	103,046	108,578	90,803	93,925
Office Supplies	5,460	7,181	10,000	10,000
Operating Supplies	1,099	899	3,125	3,125
Publications and Memberships	2,447	2,821	3,310	3,200
<b>Operating Subtotal</b>	<b>236,821</b>	<b>439,306</b>	<b>553,484</b>	<b>602,347</b>
Capital				
Machinery and Equipment	-	4,275	2,600	2,600
Intangible Assets	27,259	-	-	-
<b>Capital Subtotal</b>	<b>27,259</b>	<b>4,275</b>	<b>2,600</b>	<b>2,600</b>
<b>Total</b>	<b>2,385,104</b>	<b>2,708,756</b>	<b>2,751,760</b>	<b>2,893,222</b>

### Finance - Personnel Summary

Position Title		2009-10 Actual	2010-11 Actual	2011-12 Adopted Budget	2012-13 Budget
12086	Finance Director	1	1	1	1
12428	Payables Supervisor	1	1	1	1
12431	Payroll Coordinator	-	2	2	2
12433	Payroll Supervisor	-	1	1	1
12434	Assistant Payroll Supervisor	-	1	-	-
12513	Account Clerk III	2	1	1	1
12515	Accounting Clerk II	2	2	2	2
12517	Assistant Finance Director	1	1	1	1
12523	Accountant	2	3	3	1
12525	Administrative Assistant I	1	1	1	1
12552	Budget Analyst	1	1	1	1
12556	Budget Manager	1	1	1	1
12641	Chief Accountant	1	1	1	1
12642	Accounting Supervisor	-	-	-	1
12651	Programmer Analyst II	2	2	2	2
12686	Systems Supervisor	1	1	1	1
13170	P/T Accounts Payable Specialist	1	-	-	-
Total	Full-time	16	20	19	18
	Part-time	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 is woven into program content.

The City has four Early Development Center locations as follows:

Bright Beginnings at Walter C. Young, 901 NW 129th Avenue

Village Preschool, 6700 SW 13 Street

Pembroke Pines Charter School - West Campus, 1600 SW 184 Avenue

Pembroke Pines Charter School - Central Campus, 12200 Sheridan Street

### Budget Highlights

Central Campus - Completed the sixth year of Florida's Voluntary Prekindergarten (VPK) program, the state-funded program that prepares children for kindergarten. The program develops skills the children need to become successful readers and students. VPK includes standards for literacy skills, accountability, age-appropriate curricula, significant instruction periods, and a for-our-center class-size ratio of twenty (20) children to two (2) Florida Child Care Professional Credentialed teachers.

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

East Campus – Complete our sixth year of Florida’s Voluntary Prekindergarten (VPK) program. Continue to improve/maintain Readiness rate. Continue to increase/maintain enrollment and revenue by



## Early Development Centers

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

The West Campus Pre-School has successfully completed its first year of the VPK Program. Our staff is committed to continuing their educational courses to assure our families that their child is being taught in an environment where the latest educational strategies are being used in a safe and nurturing place.

Bright Beginnings is now in its fifth year of the voluntary Pre-Kindergarten Program (VPK). This past school year we once again scored a great readiness rate of 95 out of 100. Our staff continue to update their educational credentials, attending the annual VPK conference once again, obtaining CPR/FIRST AID/AED training, and maintaining their mandatory renewals regarding all types of certification. Bright Beginnings continues to put the "caring" first in childcare.

### Accomplishments

Central Campus - scored a Voluntary Prekindergarten (VPK) Readiness Rate of 91 out of a possible 100. The VPK Provider Kindergarten Readiness Rate measures how well a VPK provider prepares four-year olds to be ready for kindergarten, based upon Florida's VPK Education Standards. The VPK Education Standards describe what four-year-old children should know and be able to do by the end of the VPK experience.

Maintained our AdvancED Southern Association of Colleges and Schools Council on Accreditation and School Improvement (SACS CASI) Accreditation. This Accreditation is only given to schools that offer the highest quality of care and education to young children.

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

All staff completed professional development courses in the Creative Curriculum and the Teaching Strategies Gold Online Assessment program.

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

East Campus ~ Completed the fifth year of Florida's Voluntary Prekindergarten (VPK) Program. Scored a VPK Provider Kindergarten Readiness Rate of 93 out of a possible 100. Preschool classes participated in the water safety course provided by Swim Central, Stranger Danger classes taught by the City of Pembroke Pines Police Department and fire prevention classes taught by the City's Fire Department. The Hop-A-Thon was a great success in raising funds and awareness for the Muscular Dystrophy Association. Our Scholastic Book fair raised over \$1,000 in "Scholastic" dollars, supplying dozens of books to our classroom libraries. Staff continued to maintain credentials and in-service hours required by licensing and current first aid and CPR.

The West Campus Pre-School will start its third successful year of the VPK Program. Our students are being taught the importance of being aware of strangers by having a class taught by our Police Department called "Stranger Danger," and the Fire Department taught them the importance of Fire Prevention. We've also had many other educational subjects introduced to our students by outside vendors, giving them a firsthand look at how our world works. Our school encourages parental involvement by providing opportunities for families to share experiences with their children, like our traditional Thanksgiving Feast and our Foods Around the World Expo. Our families also participated in the "Hop Along for Muscular Dystrophy," raising awareness and funds for a worthy cause and the Trike A Thon, which generates funds for St. Jude's Hospital. Our dedicated educators and staff completed professional development classes in Early Childhood Education, Online Assessment for VPK and a workshop called "The Peace Table," which provides our teachers a new way to help resolve behavioral problems in the classroom. Some of our staff has renewed their CDA's, and this September the entire school will be renewing and learning about CPR and First Aid. We continued our professional development at workshops and courses held throughout our community. Currently we have five high school student volunteers finishing their community service hours needed for graduation.

Bright Beginnings completed our fourth year of Voluntary Pre-Kindergarten (VPK) in 2010-11 and currently are in our 5th year, 2011-12. We scored a 95 out of 100 on our VPK Readiness Rate. We continue to offer our wonderful enrichment programs such as: A Taste of Black History Month, Making Homemade Valentines Day Cards To Mail To Our Parents and For Our Seniors At The Focal Point Center, Cooking Homemade Tacos for Cinco De Mayo,



## Early Development Centers

and Recognizing The Importance Of Early Literacy By Celebrating Dr. Suess's Birthday (we even cook green eggs & ham). Our annual 4th of July bike and wagon rally along with the traditional barbecue brings our families together. Our Mothers' Day Tea and Fathers' Day Ice Cream Social are still beautiful times spent with loved ones. Every Spring our students continue to raise butterflies in their classrooms and release them as they hatch to beautiful butterflies. We continue to have a dental team of experts come into the school to speak to our students about the importance of dental hygiene. The Pembroke Pines Fire Department visits to explain the importance of Fire Safety, and we love the Police Department's demonstration of "Stranger Danger" through their fantastic puppet show. We continue to follow the Creative Curriculum with our daily lesson plans and weekly newsletters that the teachers are required to do. We continue to maintain a great balance of nurturing and learning at Bright Beginnings, of which we are proud.

## Early Development Centers Performance Measures

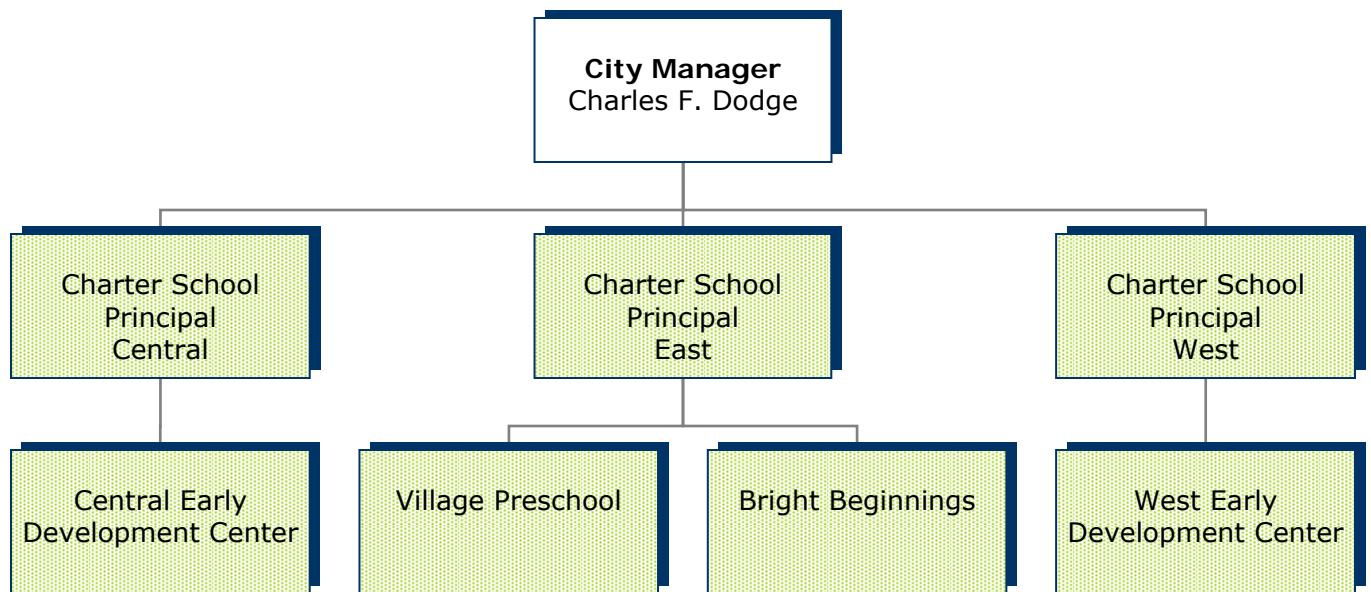
Indicator	2009-10		2010-11		2011-12	2012-13
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Number of students	621	610	684 ^	660 ^	675	674
<b>Effectiveness</b>						
Met state mandated student to teacher ratio of 21 to 1	Yes	Yes	Yes	Yes	Yes	Yes

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



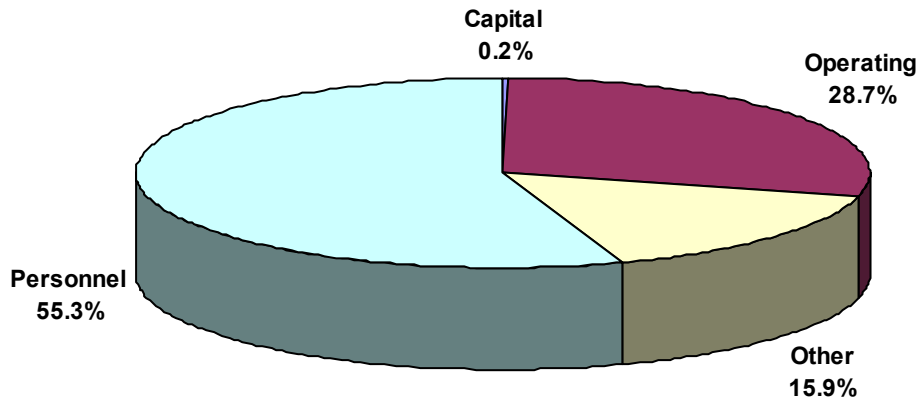
## EARLY DEVELOPMENT CENTERS

### Organizational Chart



 Shading indicates direct public service provider

## Early Development Centers - Budget Summary



<b>Expenditure Category</b>	<b>2009-10 Actual</b>	<b>2010-11 Actual</b>	<b>2011-12 Budget</b>	<b>2012-13 Budget</b>
Personnel				
Salary	2,230,978	2,323,527	2,345,278	2,379,554
Benefits	690,237	751,023	926,412	788,775
<b>Personnel Subtotal</b>	<b>2,921,215</b>	<b>3,074,550</b>	<b>3,271,690</b>	<b>3,168,329</b>
Operating				
Professional Services	-	1,500	-	358
Other Contractual Services	74,785	156,763	396,037	544,948
Travel Per Diem	-	2,313	1,300	5,000
Communication and Freight Services	6,308	6,273	8,284	8,334
Utility Services	79,614	83,914	91,925	91,300
Rentals and Leases	409,161	410,275	405,956	407,922
Repair and Maintenance Services	64,927	69,000	80,217	69,500
Other Current Charges and Obligation	73,124	73,229	103,500	97,286
Office Supplies	8,781	8,657	12,500	13,500
Operating Supplies	325,496	321,069	418,650	405,700
Publications and Memberships	-	-	-	450
<b>Operating Subtotal</b>	<b>1,042,196</b>	<b>1,132,993</b>	<b>1,518,369</b>	<b>1,644,298</b>
Capital				
Improvements Other Than Buildings	-	46,295	13,965	-
Machinery and Equipment	41,075	38,382	8,838	10,000
<b>Capital Subtotal</b>	<b>41,075</b>	<b>84,677</b>	<b>22,803</b>	<b>10,000</b>
Other				
Transfers	-	-	723,336	910,561
<b>Other Subtotal</b>	<b>-</b>	<b>-</b>	<b>723,336</b>	<b>910,561</b>
<b>Total</b>	<b>4,004,485</b>	<b>4,292,220</b>	<b>5,536,198</b>	<b>5,733,188</b>

### Early Development Centers - Personnel Summary

Position Title		2009-10 Actual	2010-11 Actual	2011-12 Adopted Budget	2012-13 Budget
12120	Sch Accounting Clerk II	4	4	4	2
12143	EDC Teacher	37	35	35	32
12780	Teacher Aide	18	18	18	17
12781	Site Supervisor	4	4	4	4
12972	EDC Clerical Spec I	4	4	4	3
13551	P/T Teacher Aide	92	91	91	92
13680	P/T Clerk Spec I	3	3	3	2
13738	P/T Custodian	1	1	1	-
Total	Full-time	67	65	65	58
	Part-time	96	95	95	94



## Walter C. Young Resource Center

### Mission

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

### Goals

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

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

### Objectives

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

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

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

### Major Functions and Activities

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

The City of Pembroke Pines is a partner with others in maintaining the Resource Center. The costs are shared by the Broward County School Board and the City. Effective use of tax dollars is made by sharing resources and extending the hours of income-producing usage beyond that of a typical school day. The programs and services are offered sixteen hours

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

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

#### ~ DINNER THEATER / CULTURAL ARTS:

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

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

#### ~ PARKS AND RECREATION CENTER:

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

#### ~ 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, community school program.



## Walter C. Young Resource Center

Space is provided for various civic organizations and the Pembroke Pines Parks and Recreation Department.

### Accomplishments

Walter C. Young Resource Center is one of the area's prominent educational facilities. Approximately 1,405 students attended WCY Middle School during the school year.

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

WCY Dinner Theater is a multi-functional facility that was utilized daily during the school year to provide breakfast and lunch to 1,405 middle school students.

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

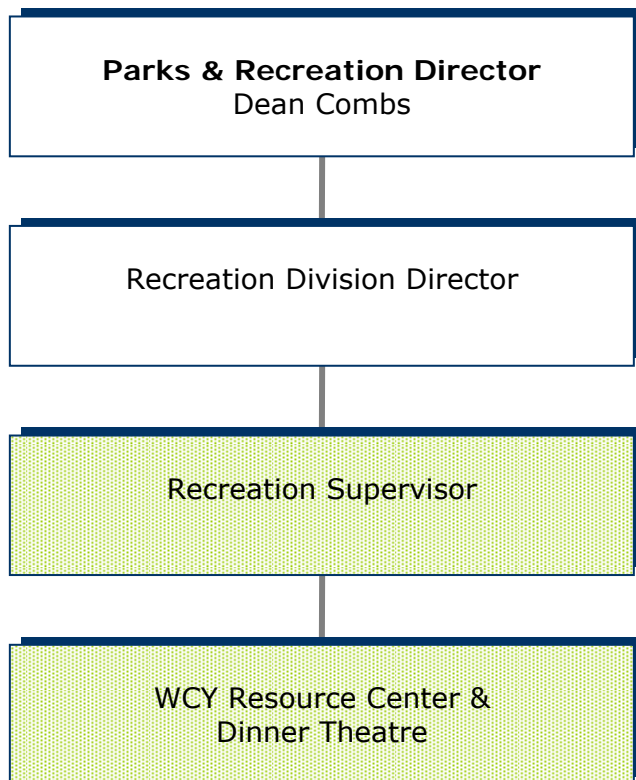
Conducted four Teen Dances at the Walter C. Young resource center.

## Walter C. Young Resource Center Performance Measures

Indicator	2009-10		2010-11		2011-12	2012-13
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Number of days per year the center is in use	347	340	347	344	347	347
Number of days per year the theatre is in use	278	355	354	352	290	354
Number of civic, charitable, and religious organizations which use the center	41	40	51	40	41	39
<b>Effectiveness</b>						
% of organizations not accommodated	0%	0%	0%	0%	0%	0%
Actual as a % of budgeted revenue - dinner theatre	68%	100%	82%	100%	100%	100%
Actual as a % of budgeted revenue - resource center	78%	100%	90%	100%	100%	100%

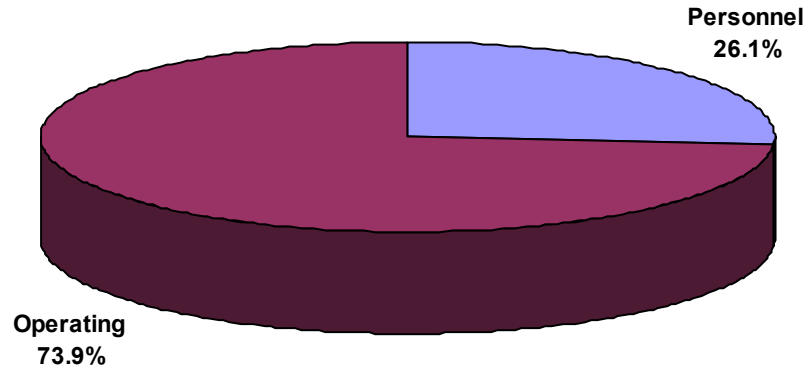
# WALTER C. YOUNG RESOURCE CENTER

## Organizational Chart



 Shading indicates direct public service provider

## Walter C. Young Resource Center - Budget Summary



Expenditure Category	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Personnel				
Salary	14,122	11,117	12,844	12,844
Benefits	2,300	1,400	1,132	1,206
Personnel Subtotal	16,422	12,517	13,976	14,050
Operating				
Accounting and Auditing	1,217	893	923	957
Other Contractual Services	3,363	568	-	-
Utility Services	38,891	33,415	43,000	36,155
Repair and Maintenance Services	312	-	500	200
Office Supplies	133	280	200	220
Operating Supplies	2,244	2,085	2,640	2,165
Operating Subtotal	46,160	37,242	47,263	39,697
<b>Total</b>	<b>62,583</b>	<b>49,759</b>	<b>61,239</b>	<b>53,747</b>

Position Title	2009-10 Actual	2010-11 Actual	2011-12 Adopted Budget	2012-13 Budget
13680 P/T Clerk Spec I	1	1	1	1
13738 P/T Custodian	1	1	-	-
Total				
Full-time	-	-	-	-
Part-time	2	2	1	1





## Community Services

### Mission

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

### Goals

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

### Objectives

To plan and implement the following services for our members:

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

### Major Functions and Activities

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

The complex is an approximately 53,000 square-foot facility offering eleven core social services developed to meet the needs of the community. Specific programs are designed to meet the needs of the geriatric population. The facility includes a library, two gyms, a billiard room, classrooms, a computer lab, a main hall, and over 5,000 square feet dedicated to Adult Day Care and Alzheimer's Day Care Programs. The diversified utilization includes university classes and professional training programs, meetings for clubs and organizations, and special City events. Facility rental is available for meetings, parties, and other social events.

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

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

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

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

~ ADULT DAY CARE - Coordinated under the supervision of a Day Care Coordinator, this program is specifically designed to provide a protective, structured environment with emphasis on remedial and restorative services for the frail and/or functionally-impaired adult in an effort to prevent or delay institutionalization.

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

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

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



## Community Services

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

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

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

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

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

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

provides screened volunteers to facilitate respite for caregivers of homebound seniors. Intergenerational programming takes place on a daily basis at the center.

~ TRANSPORTATION - The Community bus service provides shuttle services within the City limits and transportation for residents 60 years of age or older without access to a vehicle and/or not holding a valid Florida driver's license. Transportation services are provided for medical and dental appointments, pharmacies, social service agencies, supermarkets, shopping malls, banks, post offices, center-sponsored field trips, as well as cultural and civic events. As of October 1, 2012, the City's Transportation Division will no longer be a provider for Broward County's TOPS/ADA Program. All clients with TOPS/ADA eligibility will be directed to seek transportation from Broward County via their Call Center. There will be a member outreach within the Community Services department to educate all current TOPS/ADA riders of these changes.

### Budget Highlights

Continue to provide services and support to our clients and community at large. Daytime programming has been expanded and is now available to anyone aged 18 or above.

New classes will be offered in the afternoon and evening like Spanish Computer, Citizenship, Personal Touch and Hip Hop.

### Accomplishments

Entered into a second-year lease agreement with Pines Care Medical Center to provide services to our clients and the community. This lease generates revenues of \$12,000 per year.

A second-year lease agreement with Paradise Cafe has been executed. Paradise Cafe has enhanced the services we offer to our clients and the community. This lease generates revenues of \$10,200 per year.

Activities Desk Area was renovated to better accommodate and serve our clients.

Tasks were restructured to streamline operational efficiency.

Coordinated fashion shows, plays, and stage entertainment.

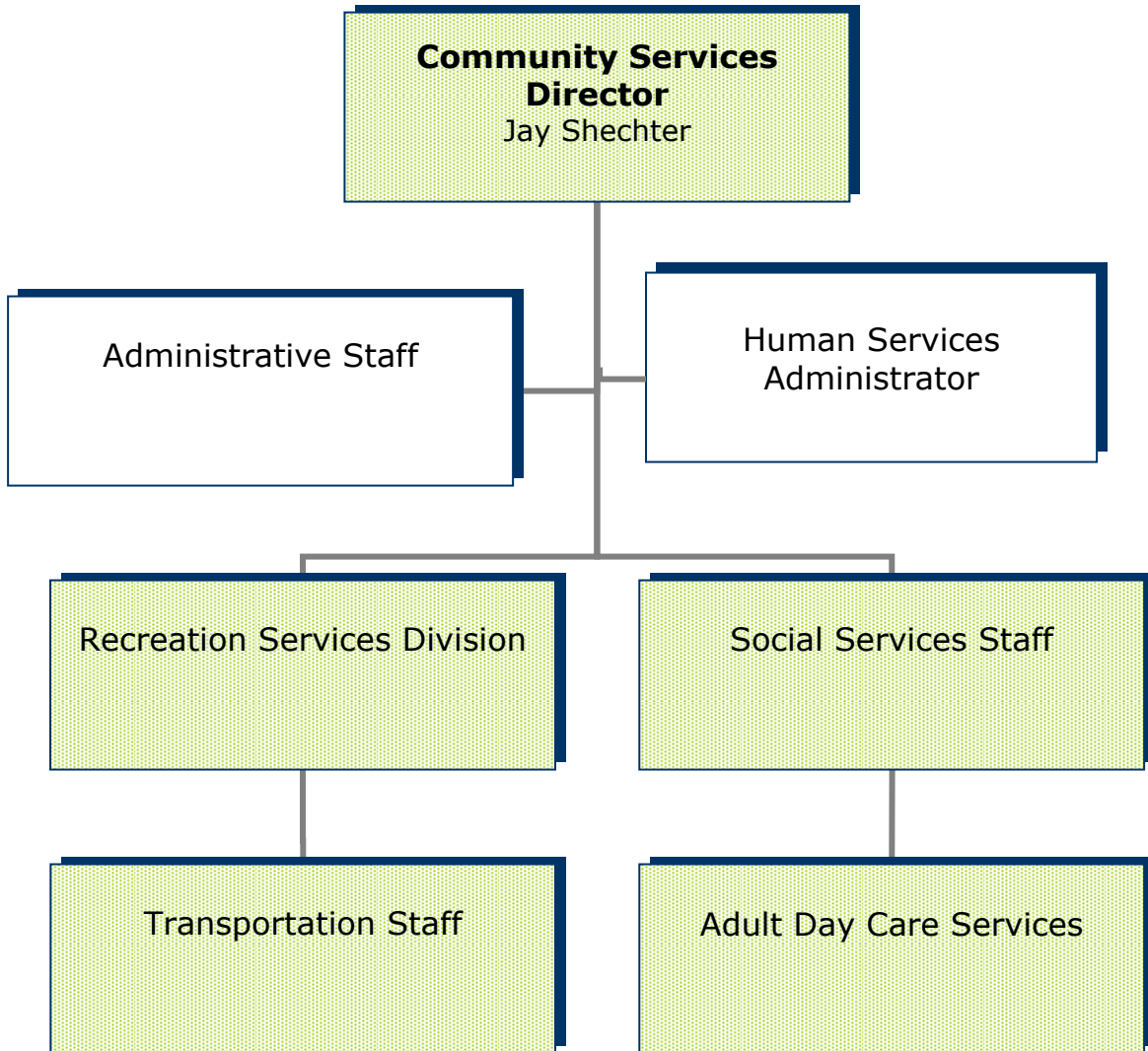
# Community Services Performance Measures


Indicator	2009-10		2010-11		2011-12	2012-13
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Number of unduplicated clients	1,835	3,900	2,180	3,300	2,000	2,200
Units of service (Services covered by OAA Title IIIB and IIIE Grant)	87,248	149,750*	89,989	82,997	81,803	81,810
<b>Effectiveness</b>						
% of people who requested and received recreational services	100%	100%	100%	100%	100%	100%
Social service client-hours per each senior (60+) in target area	1,918	1,615	1,524	1,880	2,000	1,254

\* During our fiscal year 2009-10 a new Department of Elder Affairs (DOEA) regulation specified that only classes, rather than number of participants, would be counted as a service unit. The 2009-10 Goal was based on anticipated number of participants, not the number of classes.

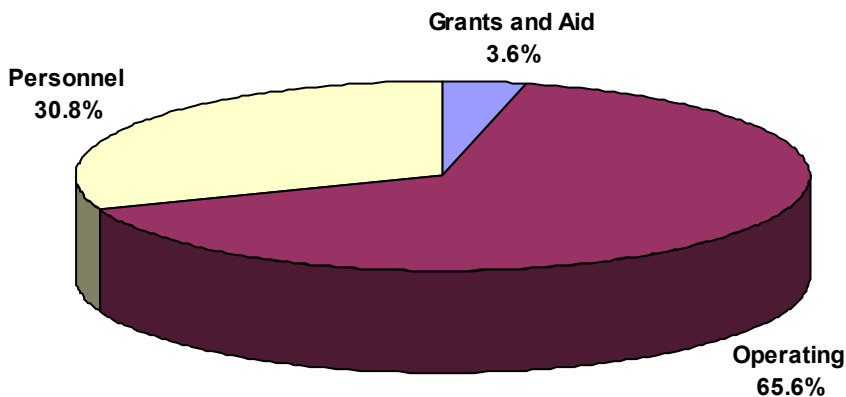
# COMMUNITY SERVICES

## Organizational Chart



 Shading indicates direct public service provider

### Community Services - Budget Summary



Expenditure Category	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Personnel				
Salary	266,971	138,210	137,098	137,100
Benefits	151,882	99,864	100,798	123,426
Personnel Subtotal	418,853	238,074	237,896	260,526
Operating				
Professional Services	2,021	2,425	3,000	1,000
Other Contractual Services	176,067	266,782	315,847	297,514
Travel Per Diem	505	385	325	-
Communication and Freight Services	22,357	22,358	31,260	23,260
Utility Services	112,092	98,936	115,650	133,050
Rentals and Leases	476	116	500	300
Repair and Maintenance Services	78,565	75,003	59,500	58,300
Printing and Binding	819	855	1,640	1,000
Promotional Activities	-	662	-	-
Office Supplies	4,863	3,687	4,000	4,500
Operating Supplies	37,296	26,817	37,375	35,300
Publications and Memberships	1,375	671	1,235	675
Operating Subtotal	436,437	498,696	570,332	554,899
Capital				
Machinery and Equipment	-	3,967	-	-
Capital Subtotal	-	3,967	-	-
Grants and Aid				
Aids to Private Organizations	21,818	15,947	23,353	30,713
Grants and Aid Subtotal	21,818	15,947	23,353	30,713
<b>Total</b>	<b>877,108</b>	<b>756,684</b>	<b>831,581</b>	<b>846,138</b>

### Community Services - Personnel Summary

Position Title		2009-10 Actual	2010-11 Actual	2011-12 Adopted Budget	2012-13 Budget
12084	Community Service Director	0.5	0.5	0.5	0.5
12543	Activities Coordinator	1	1	1	1
12685	Clerical Aide	1	1	1	1
Total	Full-time	2.5	2.5	2.5	2.5
	Part-time	-	-	-	-



## Housing Division

### Mission

To provide affordable, secure, and enhanced housing.

### Goals

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

### Objectives

To implement a comprehensive and strategic management plan that provides the necessary support to enable people to stay independent at the senior housing complex at Pines Point.

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

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

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

Maintain beautiful well-kept grounds for walking and biking.

Provide ample parking.

Coordinate recreation, health support services, transportation, counseling, education, and social services with the Southwest Focal Point Senior Center.

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

#### PINES PLACE:

Maintain gazebo for entertaining.

Maintain playground for children.

#### PINES POINT:

Lease vacant office space to a podiatrist and general practitioner. Provide space at no cost to ensure the comprehensive care of veterans through a Veterans' Administration Office.

### Major Functions and Activities

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

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

Pines Place was built between 2005 and 2008 and consists of three buildings (towers). The first building is located at 8103 S. Palm Drive and contains 208 apartments. The second building is located at 8210 Florida Drive and contains 186 apartments. The third building is located at 8203 S. Palm Drive and contains 220 apartments.

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 that helps build many friendships.

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

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

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

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

### Budget Highlights

Continue to provide affordable and safe rental housing for seniors at Pines Point and for tenants of all ages at Pines Place.



## Housing Division

Continue to provide organized meetings to meet with residents to encourage safety and well being throughout the community and to discuss Hurricane preparedness and provide information in the event of a hurricane.

Continue to organize flea market events that help to fund activities, events, and other special programs for the tenants.

Continue to distribute emergency meals to the community in conjunction with the Community Services department and maintain a supply of food to help those in need.

### Accomplishments

Sponsored the 4th Annual Fourth of July celebration with all expenses paid through fundraising efforts. Over 500 seniors enjoyed lunch and activities.

Coordinated a formal Holiday Party for over 150 residents featuring dinner, dancing and raffles.

In an effort to be proactive, we implemented the renovation of one elevator located in the 601 building.

As of June 2012, there have been three safety and hurricane meetings at Pines Place and two meetings at Pines Point.

As of June 2012, \$20,000 has been raised from three flea markets.

3,900 emergency meals are stored at Pines Place, while 1,200 meals are stored at Pines Point.



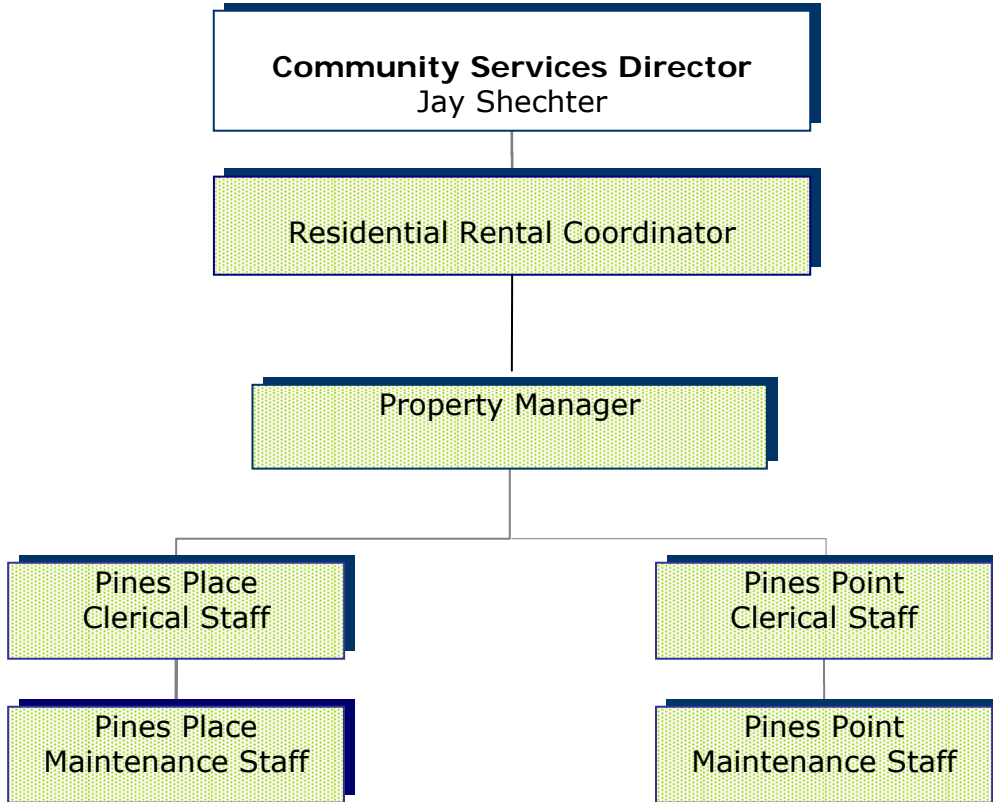
# Housing Division Performance Measures

Indicator	2009-10		2010-11		2011-12	2012-13
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Number of units occupied at Pines Point	172	180	172	180	180	171^
Number of units occupied at Pines Place:						
Tower I (opened April, 2005)	194	197	185	198	198	188^
Tower II (opened July, 2005)	166	176	168	177	177	168^
Tower III (opened January, 2008)	203	209	194	209	209	198^
<b>Effectiveness</b>						
Average occupancy rate at Pines Point	91%	95%	91%	95%	95%	90%^
Average occupancy rate at Pines Place	91%	95%	89%	95%	95%	90%^
Rental rate below market	Yes	Yes	Yes	Yes	Yes	Yes

^ Due to the severe economic downturn and the uncertainty as to the timing of the recovery, the goals for both occupied units and occupancy rates were adjusted for fiscal year 2012-13.

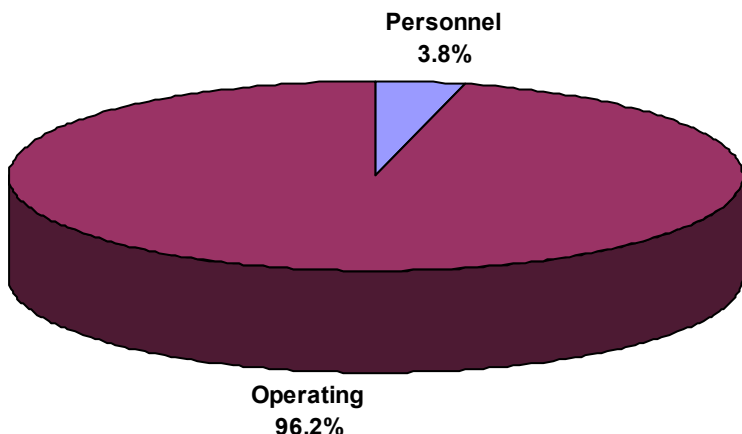
# HOUSING DIVISION

## Organizational Chart



 Color indicates direct public service provider

### Housing Division - Budget Summary



Expenditure Category	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Personnel				
Salary	204,016	164,924	173,592	165,322
Benefits	97,079	110,311	96,766	122,591
Personnel Subtotal	301,095	275,234	270,358	287,913
Operating				
Professional Services	22,438	15,475	15,000	18,000
Other Contractual Services	599,139	574,362	702,612	756,921
Communication and Freight Services	93,614	101,751	104,001	126,894
Utility Services	435,567	463,643	569,447	581,279
Rentals and Leases	4,839,233	4,940,564	5,010,193	5,013,663
Insurance	154,459	79,510	144,690	110,157
Repair and Maintenance Services	205,678	211,121	243,480	275,673
Promotional Activities	7,309	10,703	12,300	12,300
Other Current Charges and Obligation	372,971	382,421	289,868	297,540
Office Supplies	4,002	4,562	7,635	7,635
Operating Supplies	105,138	97,393	107,831	113,569
Publications and Memberships	-	-	115	-
Operating Subtotal	6,839,547	6,881,505	7,207,172	7,313,631
Capital				
Machinery and Equipment	-	1,350	4,240	-
Capital Subtotal	-	1,350	4,240	-
<b>Total</b>	<b>7,140,641</b>	<b>7,158,090</b>	<b>7,481,770</b>	<b>7,601,544</b>

Position Title	2009-10 Actual	2010-11 Actual	2011-12 Adopted Budget	2012-13 Budget
12084 Community Service Director	0.5	0.5	0.5	0.5
12101 Residential Rental Coordinator	-	-	-	1
12525 Administrative Assistant I	2	2	2	1
Total				
Full-time	2.5	2.5	2.5	2.5
Part-time	-	-	-	-



## Code Compliance

### Mission

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

### Goals

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

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

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

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

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

### Objectives

Standardize procedures within the Division to ensure consistency.

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

Maintain 90% compliance on cases prior to hearings.

Investigate complaints within 24 hours of receipt.

Staff 24 hearings before the Code Board and Special Masters.

Refer residents to the Community Redevelopment Agency for assistance.

### Major Functions and Activities

Responsible for ensuring compliance with 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, staff investigates potential violations and works with property owners, tenants, and the Code Board toward appropriate resolutions.

### Budget Highlights

Continue to resolve outstanding liens on properties throughout the City.

Updating the code of ordinances regarding snipe signs.

### Accomplishments

Distributed 140 gallons of paint to Pembroke Pines residents.

Attended fourteen Homeowners' Association meetings in an effort to maintain good communication between the Code Division and residents.

Began hearing false alarm appeal cases at the Special Magistrate hearings.

Continued to work with the City Manager and City Commissioners in resolving code-related issues with residents.

The use of laptops in all code officer vehicles has greatly improved the processing of code cases.

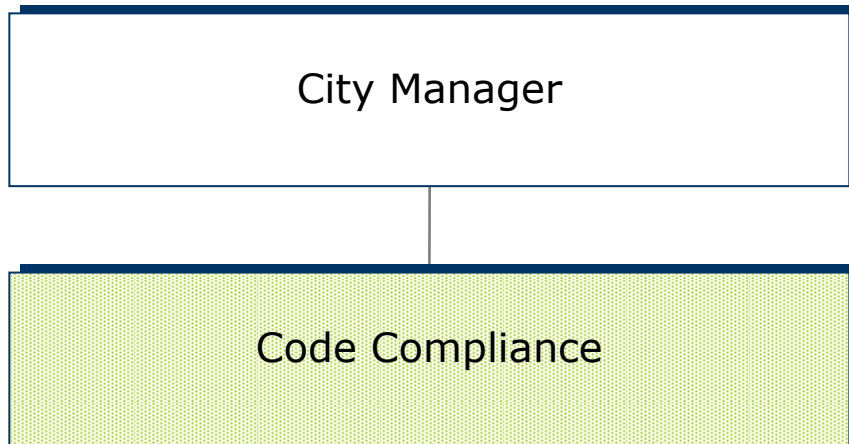
# Code Compliance Performance Measures


Indicator	2009-10		2010-11		2011-12	2012-13
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Number of citations issued	127	100	35	125	125	125
Number of violations issued ^	14,953	18,500	13,265	19,000	19,000	18,000
<b>Effectiveness</b>						
% of cases closed prior to Code Board and/or Special Master hearing	92%	95%	92%	95%	95%	95%

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

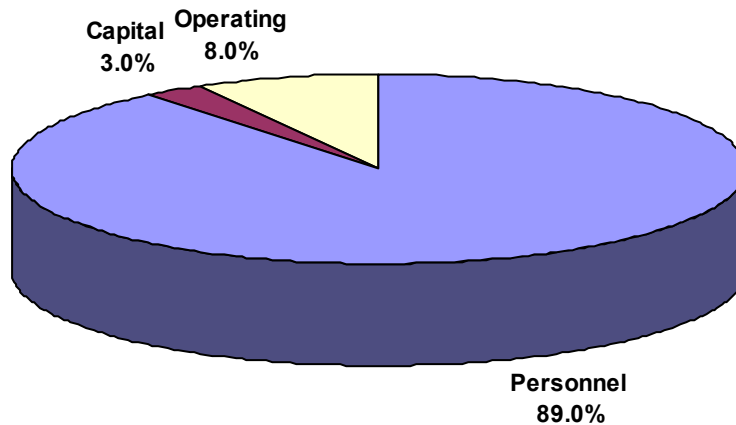
# CODE COMPLIANCE DIVISION

## Organizational Chart



 Shading indicates direct public service provider

### Code Compliance - Budget Summary



Expenditure Category	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Personnel				
Salary	590,451	563,583	577,359	554,248
Benefits	368,313	414,917	440,264	512,342
Personnel Subtotal	958,764	978,500	1,017,623	1,066,590
Operating				
Professional Services	3,822	3,260	3,350	6,850
Other Contractual Services	1,601	1,524	2,850	3,700
Communication and Freight Services	4,275	4,796	8,060	8,060
Repair and Maintenance Services	9,595	17,661	12,400	19,400
Printing and Binding	-	161	1,400	1,400
Other Current Charges and Obligation	4,624	4,410	7,000	7,000
Office Supplies	1,255	1,136	3,000	3,000
Operating Supplies	18,586	21,675	23,150	45,800
Publications and Memberships	243	128	240	240
Operating Subtotal	44,001	54,752	61,450	95,450
Capital				
Machinery and Equipment	-	18,000	15,000	36,000
Capital Subtotal	-	18,000	15,000	36,000
<b>Total</b>	<b>1,002,765</b>	<b>1,051,252</b>	<b>1,094,073</b>	<b>1,198,040</b>

Position Title	2009-10 Actual	2010-11 Actual	2011-12 Adopted Budget	2012-13 Budget
12085 Code Compliance Administrator	1	1	1	1
12192 Lead Code Officer	1	1	1	1
12193 Code Comp. Officer/Landscape Insp.	1	1	1	-
12684 Clerical Spec II	2	2	2	2
12715 Code Compliance Officer	6	6	6	7
Total				
Full-time	11	11	11	11
Part-time	-	-	-	-



## Police

### Mission

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

### Goals

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

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

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

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

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

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

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

**Department Motto** – "Dedicated to Excellence".

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

### Objectives

#### ADMINISTRATION BUREAU:

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

Conduct internal investigations and prepare reports pertaining to allegations of misconduct on the part of

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

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

Prepare and manage the departmental budget.

Work to provide safe school campuses.

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

#### OPERATIONS BUREAU:

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

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

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

Reduce the availability of narcotics and vice-related activities through the seizure of illegal narcotics and the arrest of narcotics offenders.

Continue to prevent and deter crimes related to youth gang activity.

Identify criminal suspects through the increased utilization of computer-driven data analysis and other electronic investigative tools.

Locate and identify persons utilizing the internet to prey upon and/or exploit children.





## Police

Review investigations of unresolved homicides that have occurred in previous years. "Cold Case" detectives can reevaluate physical evidence for DNA analysis not available at the time of offense.

Process crime scenes and gather all physical evidence to include latent fingerprints. Accurately evaluate the evidence in an effort to identify possible suspects, enhancing case resolution and clearance.

### Major Functions and Activities

~ COMMUNITY AFFAIRS UNIT - This Unit conducts follow-up investigations and identifies specific crimes or disorder issues, which they resolve through enforcement action. The Unit coordinates community affairs to promote better understanding between the Police Department and the community. They conduct crime prevention presentations for homeowners and businesses and coordinate reoccurring Police Department events such as Citizens Police Academy, National Night Out, Open House, Hurricane Preparedness, Community Emergency Response Team (CERT), and Child Safety Programs. This Unit is directly responsible for addressing "Quality of Life" issues at all levels within the community.

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

#### A) OPERATIONS BUREAU:

The Operations Bureau, which consists of the Patrol function as well as the Investigations function, is responsible for the protection of life and property through the enforcement of laws and ordinances. The Divisions and Units include: Investigations, Dive Team, Honor Guard, Traffic, K-9, Special Response Team, Crisis Response Team, Field Force, Crime Suppression Team and Burglary Suppression Team.

Patrol personnel are primarily assigned to three shifts:

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

Each shift covers the entire City of Pembroke Pines, which is organized into three patrol areas providing service 24 hours a day, 7 days per week. Each Officer is proactive in his/her patrol assignment. Crime prevention via patrol techniques and

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

#### INVESTIGATIONS DIVISION:

The Investigations Division is composed of separate units as follows:

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

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

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

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

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



## Police

~ 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.

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

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

~ AUTO CRIMES UNIT - Auto Theft Detectives are assigned to the Investigations Division with their primary duties being auto theft prevention and the apprehension of persons responsible for auto theft.

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

### B) ADMINISTRATION BUREAU:

The Administration Bureau provides law enforcement and support functions for the Department. Additionally, they conduct various community policing events to increase understanding between the citizens and the Police Department. This Bureau is composed of two Divisions: Professional Standards and Support Services.

#### 1. - PROFESSIONAL STANDARDS DIVISION:

~ PLANNING AND RESEARCH UNIT - This Unit conducts research regarding state laws, General Orders and Standard Operating Procedures; prepares new/revised General Orders and Standard Operating Procedures; and manages all grants and grant applications.

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

~ SELECTIONS UNIT – This Unit is responsible for recruitment, oral boards, polygraphs, psychological examinations, background investigations, and the

presentation of candidates for review by Command Staff.

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

~ PAYROLL/SCHEDULING 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. This Unit is also responsible for scheduling all Department personnel.

~ TRAINING UNIT – Conducts in-house training, coordinates employee training at other agencies and institutions, manages and conducts firearms and self-defense training at the Pembroke Pines Firearms Training Center. This Unit also hosts training for other agencies.

~ LOGISTICS UNIT – This unit handles all procurement and conducts responsible bidding for all purchases in accordance with the City's purchasing policy. The Unit is also responsible for fleet maintenance and repairs of all departmentally owned equipment and buildings.

~ EMERGENCY MANAGEMENT UNIT – This Unit handles all planning and preparedness for the Police Department and coordinates all projects, training, and preparedness for the various Departments in the City as it relates to Emergency Management.

#### 2. - SUPPORT SERVICES DIVISION:

~ 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.

~ 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 activities of



## Police

over seventy citizen volunteers in a myriad of police-related tasks.

~ 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.

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

~ POLICE EXPLORER PROGRAM - The Police Explorer Program is committed to educating youths about a career in law enforcement. Participants attend an Explorer Academy, where they learn about police procedures and participate in a ride-along program with Officers on patrol.

~ 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.

### Budget Highlights

In order for the police department to meet the demands of public safety digital communications interoperability requirements in the near future, the department is purchasing P-25 compliant radios and accessories over the next few budget years. Lessons learned during past disasters in the United States have forced this improvement in communications infrastructure.

Interoperable emergency communication is integral to initial response, public health, safety of communities, national security and economic stability. Of all the problems experienced during disaster events, one of the most serious is

communication due to lack of appropriate and efficient means to collect, process and transmit important and timely information.

We will be utilizing a Federal Urban Area Initiative Grant to purchase the Motorola APX7000 P-25 Multi-band radio to begin the transition to P-25 compliance.

### Accomplishments

We have begun the transition of applying our new design to our patrol fleet. An internal committee recommended the new design because they felt the older design was outdated. We plan to apply the new design to our newer vehicles over the course of the next few budget years until our entire fleet is updated. We have chosen not to re-stripe our older vehicles, which we anticipate retiring from our fleet soon, as a cost saving measure.

In an effort to update our police vehicle fleet, we have replaced 28 older marked police vehicles with 28 Ford 2012 Crown Victoria's. We were also able to update our unmarked fleet with the purchase of 23 new unmarked police vehicles of varying makes and models depending upon their intended use.

We have recently completed the process of having our radio fleet reprogrammed (or re-banded) as part of a Federal Communications Commission's (FCC) plan to prevent interference problems caused by other cellular-type services with traditional public safety frequencies. As most of the nation's public safety radios are re-banded over the next several years, this will increase safety and reliability for police, fire, and EMS, eliminating the potential for cellular interference.

We are pleased to have purchased twenty-seven Motorola Mobile APX7500 radios with multi-band capabilities utilizing a Federal Urban Area Initiative Grant. This state-of-the-art radio is capable of multi-band interoperability, further enhancing our ability to stay safe and communicate with all our public safety partners.

Using technology to help solve crimes, we have purchased a License Plate Recognition System that has the ability to read hundreds of vehicle license plates per minute. This new technology will enable us to locate more efficiently stolen vehicles and tags, and it will greatly assist us in locating SILVER and AMBER alerts.

The use of biometric clocks has brought enhanced accountability.



## Police

The revamped SRO program, utilizing retired police officers, has brought the cost of providing this service much closer to the level of the County reimbursement.

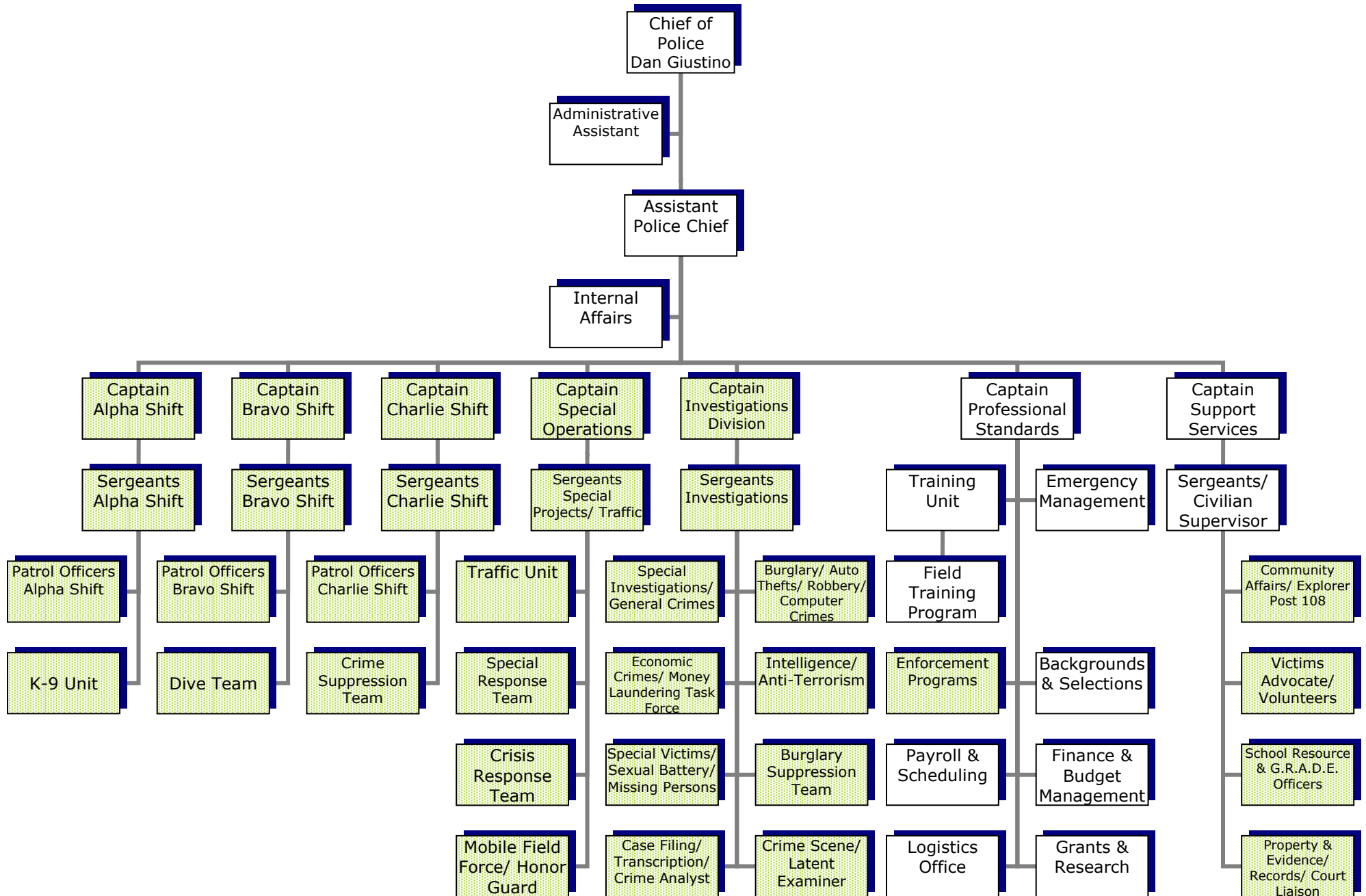
## Police Performance Measures

Indicator	2009-10		2010-11		2011-12	2012-13
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Total calls for police service	96,831	107,000	88,613	107,000	170,000	105,000
Number of arrests	3,715	4,000	3,932	4,000	4,000	4,000
Traffic accidents	5,023	5,000	5,192	5,000	5,000	5,000
Traffic/parking citations	45,201	60,000	41,896	60,000	55,000	55,000
Number of patrol zones patrolled 24 hours per day	36	36	36	36	36	36
Calls for service per 1,000 resident population	626	700	573	700	700	700
<b>Effectiveness</b>						
% of felony cases filed at the office of the State Attorney within 21 calendar days	98%	80%	96%	80%	98%	98%
Clearance rate for Part I offenses ^	24%	26%	23%	26%	26%	26%
Felony arrests per calls for service	1%	3%	1%	3%	3%	3%
% of arrests at sobriety check points	1.7%	2.0%	N/A	2.0%	2.0%	2.0%
Traffic accidents per citation issued	12%	10%	12%	10%	10%	10%
Crime index for the following types of offenses during calendar year:						
Murder	4	0	4	0	0	0
Forcible rape	12	15	28	10	15	15
Robbery	92	100	119	100	100	100
Aggravated assault	168	200	157	200	200	150
Burglary	1,102	750	1,059	800	800	800
Larceny	3,619	4,000	3,591	4,000	4,000	3,500
Motor vehicle theft	305	350	294	350	350	300
Crime index	5,302	5,000	5,254	5,000	5,000	5,000
Crime rate (per 100,000)	3,521	3,500	3,395	3,500	3,500	3,300
<b>Efficiency</b>						
Expenditures per resident population	\$331	\$368	\$320	\$322	\$327	\$325

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

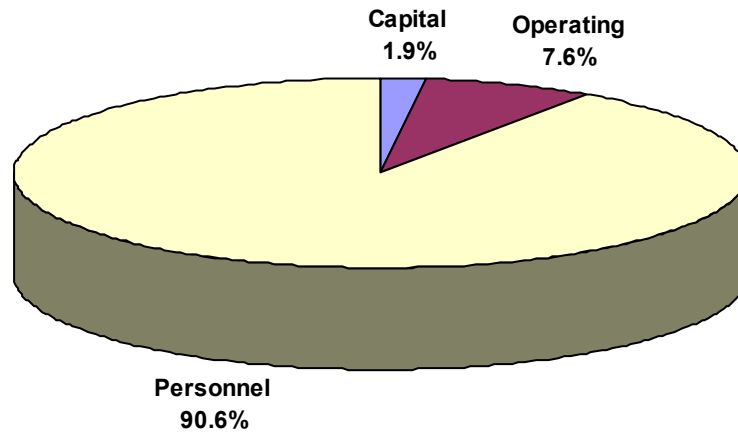
# POLICE

## Organizational Chart



Shading indicates direct public service provider

## Police - Budget Summary



Expenditure Category	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Personnel				
Salary	22,347,860	21,580,689	21,723,098	21,800,323
Benefits	24,648,543	20,636,371	22,920,370	23,741,456
<b>Personnel Subtotal</b>	<b>46,996,403</b>	<b>42,217,060</b>	<b>44,643,468</b>	<b>45,541,779</b>
Operating				
Professional Services	75,799	45,349	69,141	78,470
Other Contractual Services	575,156	1,081,778	610,900	634,298
Travel Per Diem	22,648	37,743	30,679	94,547
Communication and Freight Services	200,674	187,290	237,976	267,180
Utility Services	112,188	112,361	122,500	125,000
Rentals and Leases	51,592	61,354	74,123	83,648
Repair and Maintenance Services	785,742	830,416	848,753	916,347
Printing and Binding	5,995	3,195	18,375	6,575
Promotional Activities	-	1,297	1,200	1,200
Other Current Charges and Obligation	15,692	36,091	76,834	55,836
Office Supplies	38,674	34,861	43,740	42,500
Operating Supplies	970,500	1,195,823	1,225,370	1,490,130
Publications and Memberships	6,529	6,545	9,334	8,252
<b>Operating Subtotal</b>	<b>2,861,190</b>	<b>3,634,101</b>	<b>3,368,925</b>	<b>3,803,983</b>
Capital				
Improvements Other Than Buildings	-	-	-	15,000
Machinery and Equipment	87,920	1,170,199	1,496,745	929,825
<b>Capital Subtotal</b>	<b>87,920</b>	<b>1,170,199</b>	<b>1,496,745</b>	<b>944,825</b>
<b>Total</b>	<b>49,945,513</b>	<b>47,021,360</b>	<b>49,509,138</b>	<b>50,290,587</b>

### Police - Personnel Summary

Position Title	2009-10 Actual	2010-11 Actual	2011-12 Adopted Budget	2012-13 Budget
12045 Police Chief	1	1	1	1
12046 Deputy Police Chief	2	-	-	-
12093 Police Service Aid	14	14	14	14
12115 Police Captain	5	7	7	7
12204 Communication Specialist Supervisor	2	-	-	-
12205 Communication Specialist	5	-	-	-
12425 Police Officer	191	191	185	176
12426 School Resource Officer	-	-	6	15
12455 Grants/Research Coordinator	1	1	1	1
12456 Logistics Coordinator II	1	1	1	1
12458 Enforcement Programs Manager	1	1	1	1
12459 Logistics Coordinator I	1	1	1	1
12467 Property Evidence Technician	1	1	1	1
12468 Property Supervisor	1	1	1	1
12528 Administrative Assistant II	1	1	1	1
12552 Budget Analyst	1	1	1	1
12603 Support Services Coordinator	1	1	1	1
12631 Crime Scene Technician	6	5	5	5
12633 Crime Scene Investigator	-	1	1	1
12651 Programmer Analyst II	1	-	-	-
12652 Programmer/Analyst I	1	2	2	2
12655 Sergeant	31	31	31	31
12684 Clerical Spec II	18	18	18	18
12685 Clerical Aide	1	1	1	1
12730 Court Liaison Specialist	1	1	1	1
12735 Intelligence Analyst	1	1	1	-
12736 Crime Analyst	1	1	1	2
12800 Asst. Police Chief	1	1	1	1
12885 Victim's Advocate	1	1	1	1
12886 Assistant Victim's Advocate	1	1	1	1
12913 Finger Print Examiner	1	1	1	1
13576 P/T Victim's Advocate	-	-	-	1
Total	Full-time	294	287	287
	Part-time	-	-	1





## Fire Control - Ambulance Rescue

### Mission

Dedicated to the preservation of life, property, and the environment. Our goal is to provide quality, cost-effective professional services predicated upon the knowledge, skills, and abilities of our members.

### Goals

To protect life and property, reduce pain and suffering, and to assure properly maintained fire prevention systems on commercial properties.

### Objectives

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

- Fire Control
- Ambulance Rescue
- Fire Prevention
- Communications

#### FIRE CONTROL DIVISION:

To save lives.

To reduce loss to property from fire, domestic terrorism, flood, or other natural disaster.

To maintain preparedness in the handling of natural disaster or domestic terrorism within our region.

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

To efficiently operate a Fire Department Vehicle Maintenance Facility to reduce downtime of our emergency equipment.

To continue community outreach through public education programs.

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

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

To conduct pre-fire planning for all commercial and multi-family occupancies.

#### AMBULANCE RESCUE DIVISION:

To save lives: the Rescue Division strives to meet and exceed the national average for pre-hospital return of spontaneous circulation (ROSC) in cardiac arrest victims. Also, we provide a flexible community CPR/AED program for residents, police, general City employees and local business professionals. This program places trained individuals into our community that can assist those in need prior to the Fire Department's arrival.

Ensure competency: we continue extensive training in medical techniques for all employees utilizing up-to-date practical and scenario-based methods. This includes meeting and exceeding the prescribed hours of medical training required by the State of Florida to maintain licensure as an EMT or Paramedic.

Maintain member Basic Life Support (BLS) and Advanced Life Support (ALS) skills competency as outlined by the American Heart Association. This will ensure readiness for any medical emergency that may arise.

Maintain an active role in regional medical committees and organizations. This will serve as a forum for the exchange of ideas on improving operational efficiency and to monitor trends in medical care/treatment and equipment.

#### FIRE PREVENTION DIVISION:

Minimize the loss of life and property by ensuring that commercial and residential buildings are built with the required life safety features.

Conduct annual inspections on all fire safety and fire extinguishing apparatus, multi-family residential buildings, and commercial buildings to assure that the integrity of life safety is maintained.

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

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

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



## Fire Control - Ambulance Rescue

### COMMUNICATIONS DIVISION:

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

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

Expediently answer and process emergency calls with efficiency and accuracy.

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

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

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

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

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

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

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

Remain abreast of technological advances that may be leveraged to enhance response and/or safety capabilities.

Train and educate communications personnel to meet dynamic public safety needs.

### Major Functions and Activities

In addition to Fire Control, Ambulance Rescue, Communications and Fire Prevention services, a myriad of other services are provided by the Department, with support being supplied by each Division for all operations, special projects, and programs.

~ OPERATIONS DIVISION - Primarily responsible for providing fire extinguishment, mitigating medical emergencies and the threats from hazardous materials and domestic terrorism. All response

personnel are under the direction of the Operations Division. In addition to emergency incident response, these personnel also engage in a wide variety of other essential activities including, but not limited to,

Preventive maintenance programs for equipment and vehicles

Community training and public education programs, such as:

- Cardio-Pulmonary Resuscitation (CPR) Training
- Summer Safety Program
- Citizens' Fire Academy.

Pre-fire planning and sprinkler testing of commercial and multi-residential buildings.

~ COMMUNICATIONS DIVISION - In serving as the link between callers requesting emergency assistance and the units who respond, the Communications Division is tasked with providing the initial assessment of any situation. Communications personnel must make split-second decisions that will greatly impact the outcome of life and death situations. For this reason, our Dispatch Center is equipped with as many tools and technology as possible in order to enhance the City's Public Safety mission.

Some of the systems utilized to assist in the delivery of services are Computer Aided Dispatch (CAD), Enhanced 911, Mobile Data Communications and Automated Vehicle Mapping systems.

~ RESCUE DIVISION - Manages the delivery of Emergency Medical Services provided by our Fire Department through the training, licensure (county and state), and preparation of crew members.

Emergency Medical Services are provided by firefighters who are also licensed as Emergency Medical Technicians and Paramedics. Emergency Medical Services are conducted under the direction of a Medical Director who is a physician trained in Emergency Medicine.

The Department's Return of Spontaneous Circulation (ROSC) in cardiac arrest victims is consistently better than the national average. We also provide nearly 1,000 students with Cardio-Pulmonary Resuscitation (CPR)/ Automatic External Defibrillator (AED) training each year, which places skilled individuals into the community who can assist a medical victim when encountered.

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



## Fire Control - Ambulance Rescue

from six fire stations. Response to medical emergencies is achieved with three crew members trained in the most current medical treatment standards. All Emergency Medical Technicians and Paramedics individually receive over 20 hours of medical continuing education each year, which satisfies and exceeds State of Florida requirements. All members of the Department are recertified in the American Heart Association BLS or ACLS.

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

1. Broward County Medical Association
2. EMS Subcommittee of Broward County Fire Chief's Association
  - a. Special Medical Issues Subcommittee
  - b. Inter-facility Transport Subcommittee
  - c. Advanced Life Support Committee
3. Trauma Mortality/Morbidity Group
  - Memorial Health Care

Due to these efforts and relationships, the Fire Department is proud to provide cutting-edge emergency medical care to our residents and visitors.

~ FIRE PREVENTION DIVISION - Enforces the requirements of the Florida Fire Prevention Code and other related, adopted codes.

This is accomplished by building plan reviews and on-site inspections. On-site inspections are carried out by Fire Inspectors. Other essential services provided by the Prevention Division include Fire and Arson Investigations and Community Public Education programs designed to reduce property loss and prevent fire-related injuries. Public information related to emergency calls, public awareness, self-promotion, and related activities is disseminated from the Fire Prevention Division.

~ LOGISTICS/SUPPORT SERVICES DIVISION - Supplying the Department with needed vehicles, equipment, protective clothing, and a myriad of other material needs is a major responsibility. Directs the research and development necessary for new equipment and apparatus design. Responsible for all Preventative Maintenance Programs for equipment and vehicles. This Division assures that emergency response equipment is always ready to respond. We operate our own Emergency Equipment Repair Facility. Most departmental purchasing is handled by our Logistics unit.

~ TRAINING DIVISION - Responsible for the development, scheduling, and implementation of all departmental training. The Training Division manages the performance and educational requirements of all Fire Department employees. The Division works diligently to provide quality, up-to-date training in a variety of subjects throughout the year.

Effective training helps to achieve:

- Services that meet the needs of the public
- Efficient and effective performance
- Effective use of modern equipment
- Safe operations
- Quality customer services
- Personal and organizational pride

All facility training is accomplished by the Training Division at our own Fire Training Facility, which includes a five-story smoke tower with two burn rooms for creating realistic, comprehensive training. The facility also features the addition of a state-of-the-art propane field with several gas-fed props, two flammable liquid pits, and a flashover simulator designed to teach fire behavior and how to recognize and control the signs of impending flashover.

The Training Division completed National Incident Management System (NIMS) - Incident Command System (ICS) training for all Fire Department personnel as required by the Federal Government. The Department has maintained its NIMS compliance since 2006. Each year approximately 80,000 hours of in-service monthly training modules are completed.

## Budget Highlights

Perform major fire station maintenance; purchasing fire hoses; and making modifications to the Communications Center to withstand category 5 hurricanes.

## Accomplishments

The Fire Department retained its Class 1 fire protection rating following an evaluation from the Insurance Service Organization (ISO). This is an exceptional accomplishment given the challenges presented by a struggling economy.

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

Purchased cardiac defibrillator/monitors and installed fire station improvements and physical fitness evaluation/conditioning equipment made possible by



## Fire Control - Ambulance Rescue

a FEMA Grant worth over \$442,000.

Initiated our first Fire Explorer program for teens in the community.

Recertified department Paramedics in Advanced Cardiac Life Support and CPR.

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

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

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

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

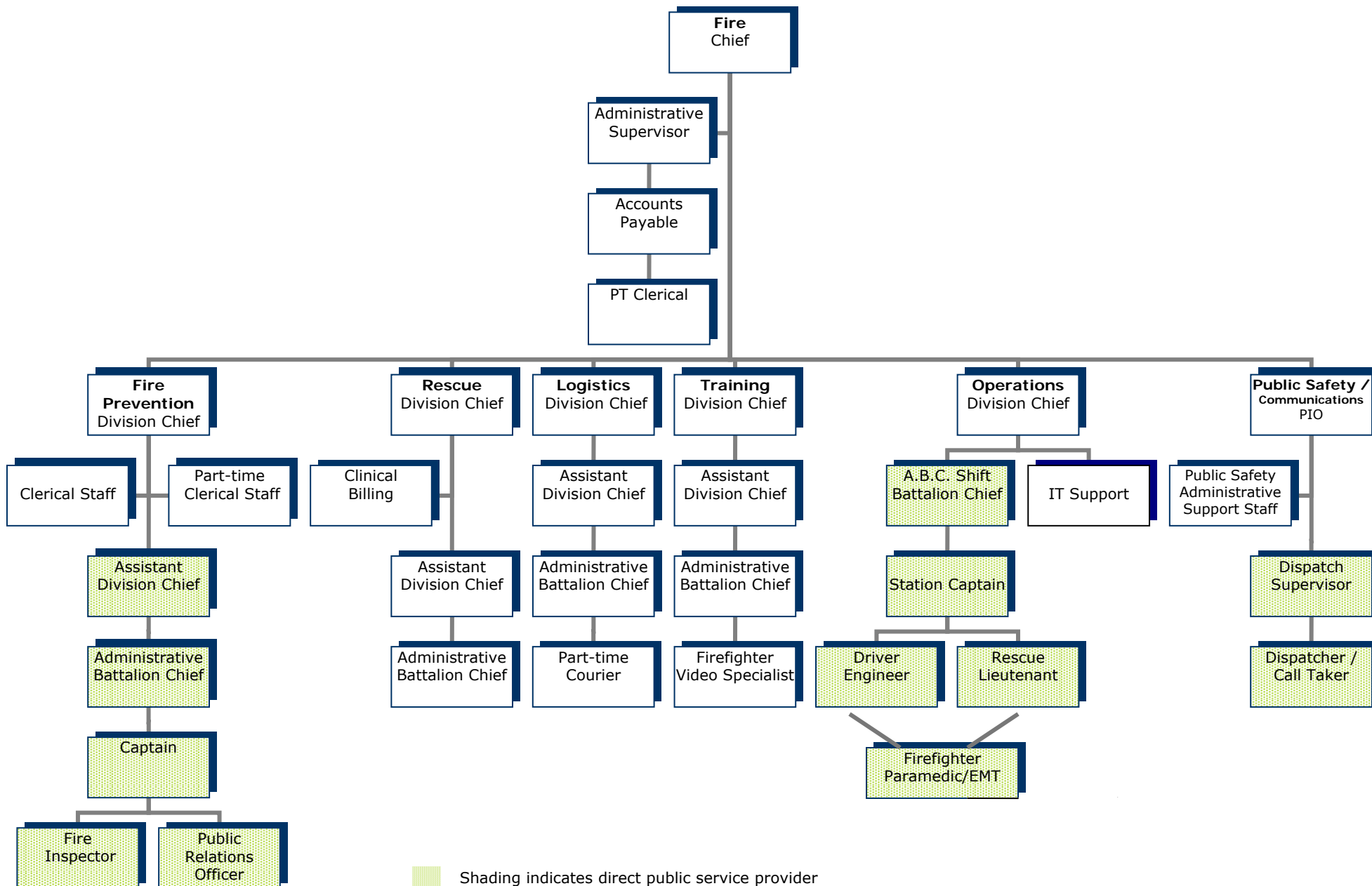
## Fire Control - Ambulance Rescue Performance Measures

Indicator	2009-10		2010-11		2011-12	2012-13
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Medical transports	10,367	*	10,636	*	11,500	11,300
Number of public CPR education participants	978	510	704	550	600	1000
<b>Effectiveness</b>						
Number of public participants in safety education (non-CPR) classes	16,752	31,000	14,375	25,000	16,000	16,000
<b>Efficiency</b>						
Average unit response time from en route to arrival (in minutes)	3.4	<4.0	3.4	<4.0	<3.5	<3.5
% of dispatch processing time less than 1 minute	98%	95%	99%	>95%	>97%	95%
% of unit response time less than 6 minutes	92%	90%	92%	>90%	>92%	>92%
Average response time from receipt of 911 calls to dispatch of units to emergencies in seconds	25	30	28	<30	<27	<27

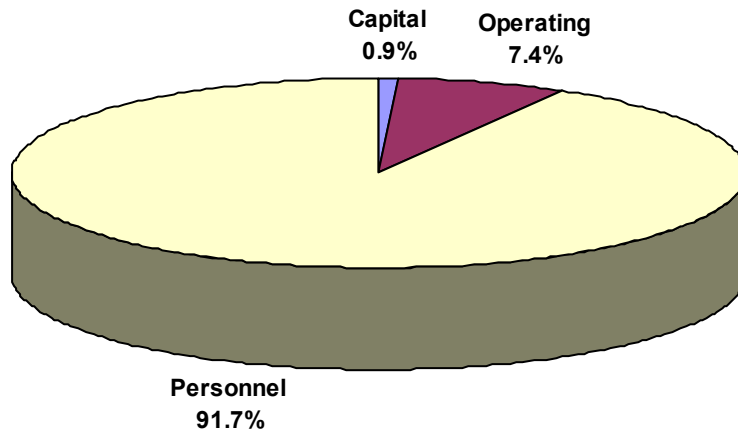
\* New measure - goal unavailable.

# FIRE CONTROL – AMBULANCE RESCUE

## Organizational Chart



## Fire Control - Ambulance Rescue - Budget Summary

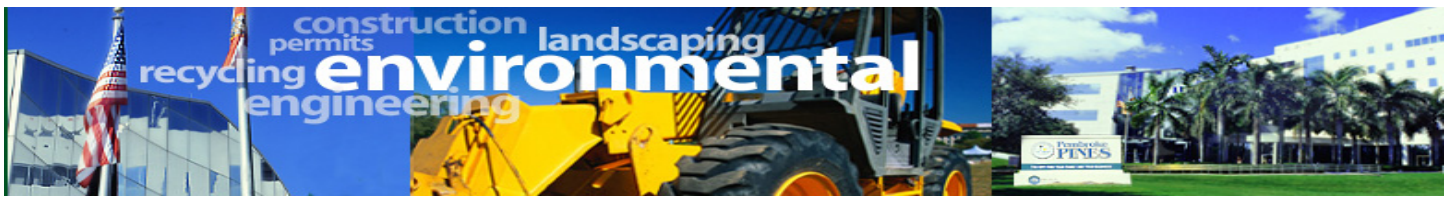


Expenditure Category	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Personnel				
Salary	20,901,615	20,424,473	21,777,351	21,280,769
Benefits	21,961,654	21,233,700	21,645,877	21,864,730
<b>Personnel Subtotal</b>	<b>42,863,269</b>	<b>41,658,172</b>	<b>43,423,228</b>	<b>43,145,499</b>
Operating				
Professional Services	168,623	217,161	169,336	166,616
Other Contractual Services	117,373	141,152	153,429	194,095
Travel Per Diem	775	39,140	8,050	1,100
Communication and Freight Services	162,135	175,587	192,601	193,341
Utility Services	180,517	183,860	192,900	198,575
Rentals and Leases	739,430	695,546	833,112	746,704
Repair and Maintenance Services	669,982	652,927	785,502	734,662
Printing and Binding	3,191	3,678	5,000	5,300
Promotional Activities	4,140	6,058	9,000	6,500
Other Current Charges and Obligation	527,077	614,564	782,012	509,485
Office Supplies	18,863	21,212	20,669	20,669
Operating Supplies	483,631	503,522	765,634	710,671
Publications and Memberships	823	925	1,400	1,400
<b>Operating Subtotal</b>	<b>3,076,558</b>	<b>3,255,332</b>	<b>3,918,645</b>	<b>3,489,118</b>
Capital				
Buildings	-	-	23,148	360,000
Improvements Other Than Buildings	5,422	-	-	-
Machinery and Equipment	508,135	553,962	255,385	45,000
<b>Capital Subtotal</b>	<b>513,557</b>	<b>553,962</b>	<b>278,533</b>	<b>405,000</b>
<b>Total</b>	<b>46,453,384</b>	<b>45,467,466</b>	<b>47,620,406</b>	<b>47,039,617</b>

### Fire Control - Ambulance Rescue - Personnel Summary

Position Title	2009-10 Actual	2010-11 Actual	2011-12 Adopted Budget	2012-13 Budget
12010 Insurance Clerk	1	1	1	1
12099 Battalion Chief - PM	9	9	9	9
12109 Administrative Supervisor	1	1	1	1
12172 Assistant Division Chief	4	4	4	4
12282 Micro Computer Specialist I	1	1	1	1
12528 Administrative Assistant II	1	1	1	1
12575 Rescue Lieutenant	28	28	28	27
12607 Captain - P/M	37	37	37	38
12651 Programmer Analyst II	1	1	1	1
12679 Clerical Spec I	1	1	1	1
12684 Clerical Spec II	1	1	1	1
12685 Clerical Aide	1	1	1	1
12694 Pub. Saf. Com. Project Chief	1	1	1	1
12788 Division Chief	5	5	5	5
12814 Dispatch Supervisor	4	5	5	5
12815 Public Safety Dispatcher	26	29	29	29
12816 Public Safety Admin Support Dispatch	1	1	1	1
12835 Driver/Engineer	13	13	13	13
12836 Driver Engineer - P/M	27	27	27	27
12912 Fire Inspector/PM	3	3	3	3
12915 Firefighter/EMT	30	30	27	22
12918 Firefighter/PM	63	63	66	62
12925 Fire Inspector	1	1	1	1
12934 Administrative Battalion Chief	3	3	3	3
12936 Fire Prevent Adm Battalion Chief	1	1	1	1
13003 Fire Chief	1	1	1	1
13004 Asst Public Safety Comm Chief	-	-	-	1
13474 P/T Courier/Custodian	1	1	1	1
13681 P/T Clerk Spec II	2	2	2	2
Total				
Full-time	265	269	269	261
Part-time	3	3	3	3





## Public Services Department

### Mission

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

### Goals

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

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

### Major Functions and Activities

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

Departmental functions include utility operations, engineering, drainage control, road and right-of-way maintenance, irrigation, landscaping, building construction and maintenance, contract administration, Charter School administrative support and budgeting, and Senator Howard C. Forman Human Services Campus operations and budgeting. The Department also provides critical logistical support for all other departments of the City.

### Budget Highlights

Budget funding will provide the fiscal resources necessary to continue to maintain the City's building and infrastructure to conform to standards of the highest quality.

Continue work on the Water Plant expansion upgrade.

Continue the administration of the \$100,000,000 General Obligation Bond referendum initiative (issued \$90,000,000 to date; \$47,000,000 in fiscal year 2005 and \$43,000,000 in fiscal year 2007). Projects scheduled under this initiative include roadway improvements, construction of a community center for seniors and teens, and renovations to the City's parks and recreation facilities.

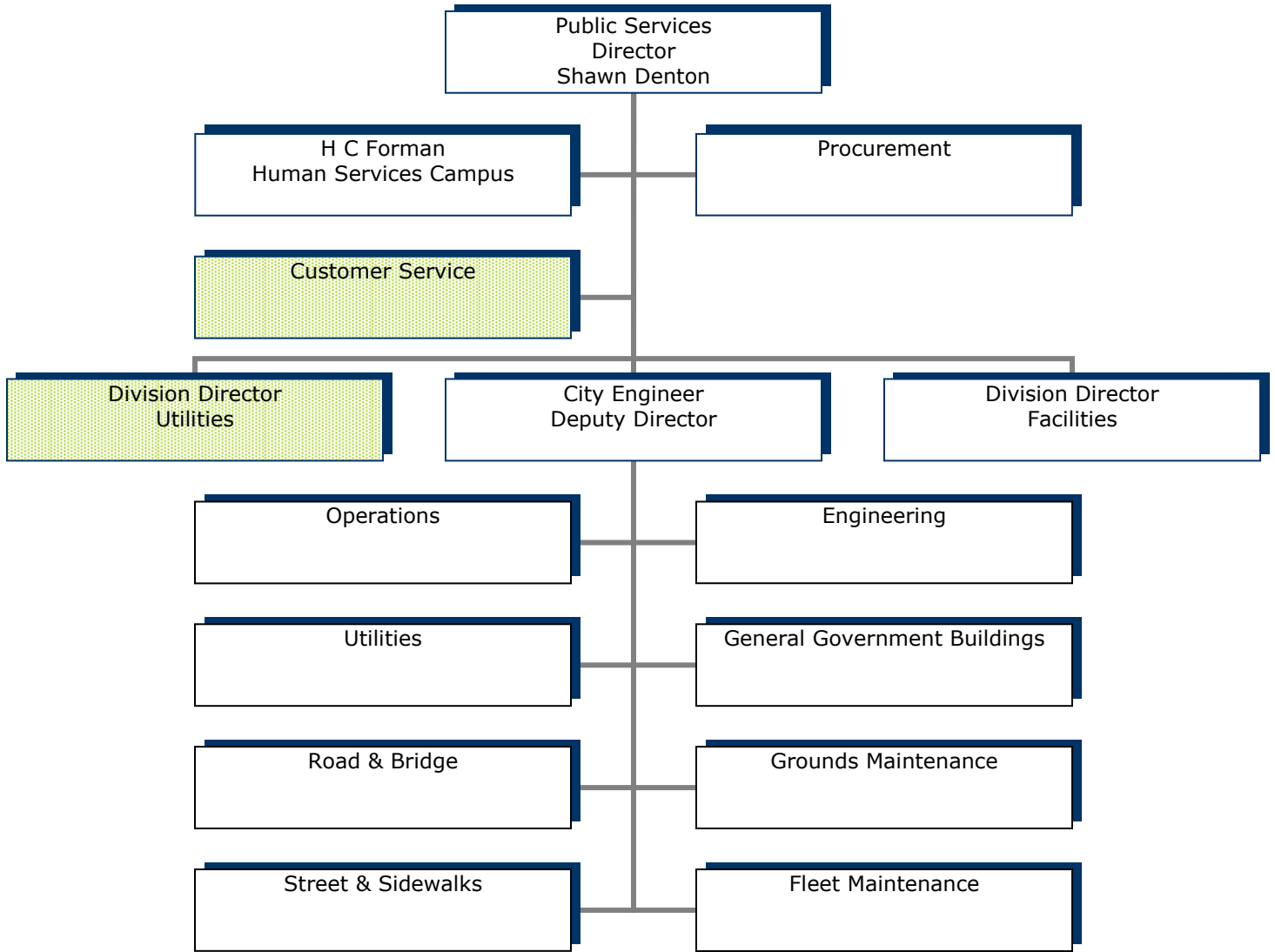
The Public Services Department's level of service requires constant flexibility based on the needs of the City and its citizens. This flexibility requires well-organized supervision of all expenditures affecting the operation of the Department. The Department's already efficient spending practices will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

### 2011-12 Accomplishments

Departmental accomplishments are detailed within each Division's narratives.

# PUBLIC SERVICES DEPARTMENT

## Organizational Chart





## Environmental Services (Engineering)

### Goals

To coordinate various engineering services for the City. These services include design and construction of land development and capital improvement projects, construction inspections, infrastructure improvements, traffic studies, flood plain administration, and long-range infrastructure planning. Environmental Services (Engineering) ensures that all applicable federal, state, and local regulatory requirements associated with the delivery of these services are adhered to.

### Objectives

Continue to evaluate the condition of all of the public roads in the City and schedule them for milling and resurfacing as funds permit.

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

Continue to clean the drainage system as needed for all projects older than 15 years.

Continue doing all necessary inspections and applications for the National Pollutant Discharge Elimination System (NPDES) permit for the City.

### Major Functions and Activities

Environmental Services (Engineering) deals with construction activities of residential, commercial, industrial, and other subdivisions in the City for the design and construction of water and sewer infrastructure, roads, parking lots, grading and drainage systems, waterways, blasting, walkways, street lighting, traffic control devices, landscaping, and other related activities.

All design and construction plans for regulated engineering projects are submitted to the Division by developers or builders seeking plan approval and permitting. Once such plans are approved, construction permits are processed.

Inspection, documentation, and approval for all construction activities of all water, sewer, paving, drainage systems, and landscaping throughout the City to ensure that the work done is executed in compliance with approved plans and code requirements.

Responsible for the design, bidding process, construction supervision, and payments for all municipal projects funded by the City including water

and sewer infrastructure, roads, drainage systems, sidewalks, and landscaping.

Investigation and resolution of concerns received from residents related to utilities, drainage problems, sidewalks, roads and traffic engineering, and landscaping, etc.

Issuance of Flood Insurance Elevation Certifications. Provide related information to the public and insurance companies.

Act as a liaison with other governmental engineering and regulatory agencies.

Produce and maintain various mapping and plan systems including Computer-Aided Drafting Design (CADD) maps, as-built drawings, utility atlas and field drawings, and general engineering plans associated with various elements of the City infrastructure.

Provide for the field location of the City-owned underground infrastructure per the requirements of the Sunshine One-Call System as mandated by Florida State Statutes.

Provide engineering support services to other divisions and departments within the City.

### Budget Highlights

Maintenance activities include the inspection and cleaning of the drainage systems on an as-needed basis. Continue to generate and update computerized base maps of new projects, the drainage system, and private sewer lift stations to ensure that these important facilities operate at their design parameters. Continue to perform traffic studies as requested by residents and by the Police Department. Conduct inspections of private developments for compliance with signage and marking requirements of the traffic enforcement agreements that the City has signed with these developments. Inspect all construction projects to ensure that they meet the sedimentation and erosion control requirements of the NPDES permit for the City. The budget provides 50% of the salary and benefits of a new Engineer position; the other 50% is coded to the Utilities Fund.

### Accomplishments

Completed plans and permits and oversaw the milling and resurfacing of Taft Street – Hiatus Road to Palm Avenue.

Continued to repair city sidewalks, constructed new sidewalks and provided pedestrian ramps at various



## Environmental Services (Engineering)

locations throughout the City.

Continued to inspect commercial parking lots.

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

- NW 78 Avenue – 10 Street to NW 13 Street
- NW 11 Street – NW 78 Avenue to NW 78 Terrace
- NW 11 Street – NW 78 Avenue to NW 78 Terrace
- NW 11 Court – NW 78 Avenue to NW 78 Terrace
- NW 12 Street – NW 78 Avenue to NW 78 Terrace.

Completed plans and permits and oversaw the milling and resurfacing of Hiatus Road between Johnson Street and Taft Street.

Completed plans and permits for the milling and resurfacing of Hiatus Road between Taft Street and Sheridan Street. Construction is scheduled to begin in December 2012.

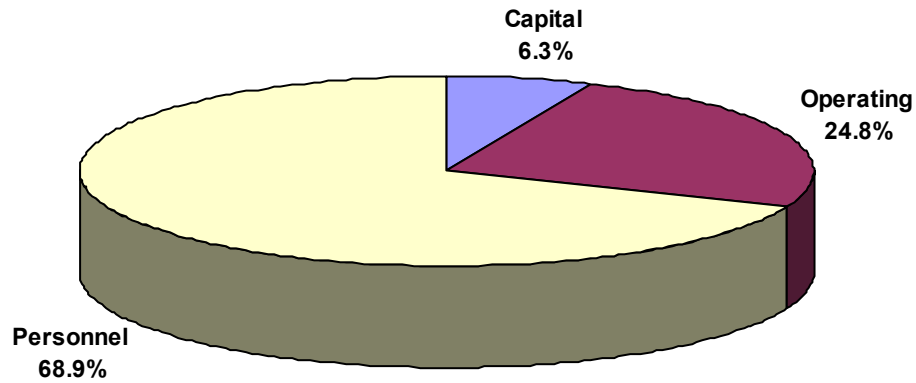
# Environmental Services (Engineering) Performance Measures

Indicator	2009-10		2010-11		2011-12	2012-13
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Permits issued	112	100	149	100	100	120
Linear feet of traffic guardrail installed	100	200	0	0~	0~	0~
Linear feet of sidewalk replaced	15,962	6,000	19,878	5,000~	7,000	10,000
Linear feet of curbing installed +	0	1,000	100	0~	0~	0~
Inspections conducted	2,000	3,000	1,943	3,000	2,500~	2,000~
Utility location tickets processed	3,610	5,000	3,697	5,000	4,500~	4,000~
<b>Effectiveness</b>						
% of projects designed, bid, and constructed on time and on budget	100%	100%	100%	100%	100%	100%
% completion of the computerized base map for the drainage system in the eastern portion of the City	70%	70%	70%	75%	70%	70%
<b>Efficiency</b>						
Inspections conducted per Engineer Inspector	1,200	1,200	633	1,200	1,200	700

+ Output reflects new curbing installed, which is not needed as much as replacement of damaged sidewalks.

~ The reduced fiscal year 2010-11, 2011-12, and 2012-13 Output Goals reflect a combination of limited activity in new construction and budgetary constraints.

## Environmental Services (Engineering) - Budget Summary



<b>Expenditure Category</b>	<b>2009-10 Actual</b>	<b>2010-11 Actual</b>	<b>2011-12 Budget</b>	<b>2012-13 Budget</b>
Personnel				
Salary	350,584	158,447	166,376	189,452
Benefits	195,974	131,285	101,261	136,854
<b>Personnel Subtotal</b>	<b>546,558</b>	<b>289,732</b>	<b>267,637</b>	<b>326,306</b>
Operating				
Other Contractual Services	20,361	72,695	90,470	79,682
Communication and Freight Services	372	762	750	800
Rentals and Leases	107	-	500	200
Repair and Maintenance Services	17,158	9,034	18,188	11,178
Office Supplies	2,191	3,335	2,500	3,000
Operating Supplies	12,000	15,025	14,447	22,323
Publications and Memberships	127	-	128	128
<b>Operating Subtotal</b>	<b>52,315</b>	<b>100,852</b>	<b>126,983</b>	<b>117,311</b>
Capital				
Machinery and Equipment	-	-	34,162	30,000
<b>Capital Subtotal</b>	<b>-</b>	<b>-</b>	<b>34,162</b>	<b>30,000</b>
<b>Total</b>	<b>598,873</b>	<b>390,584</b>	<b>428,782</b>	<b>473,617</b>

### Environmental Services (Engineering) - Personnel Summary

Position Title		2009-10 Actual	2010-11 Actual	2011-12 Adopted Budget	2012-13 Budget
12500 City Engineer		0.5	-	-	-
12667 Chief Engineering Inspector		1	1	1	1
12770 Engineer Inspector		1	1	1	1
12774 Engineer		-	0.5	-	0.5
Total	Full-time	2.5	2.5	2	2.5
	Part-time	-	-	-	-



## General Government Buildings

### Mission

To provide the supervision of the design, bidding and construction of all municipal building projects and to provide maintenance services related to governmental buildings and facilities.

### Goals

This section provides continuous construction-management support for new Capital Improvement Projects within the City.

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

### Objectives

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

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

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

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

Provide services required for maintenance of City vehicles and machinery.

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

### Major Functions and Activities

Develop and estimate municipal building projects.

Execute municipal building project permitting and construction.

Maintain safety-related regulatory requirements for all municipal buildings, including maintenance of locks and keys for all City buildings.

Maintain all fire alarms for municipal buildings.

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

### Accomplishments

Installed an additional 2,000 square feet of ceramic tile in the senior activities rooms at the Senior Center.

Installed 200 feet of wooden fencing at the Pembroke Shores Park.

Installed a new rubber playground at the Bright Beginnings Early Development Center.

Installed a new rubber playground at the East Early Development Center.

Remodeled the Summer Camp room at the Bright Beginnings preschool.

Changed the carpet and tile for 250 apartments at the Pine Point and Pines Place rental facilities.

Added 5 storage containers at the Pembroke Pines Health Park.

Remodeled the City Clerk's Office, which is located on the 5th floor of the City Hall building.

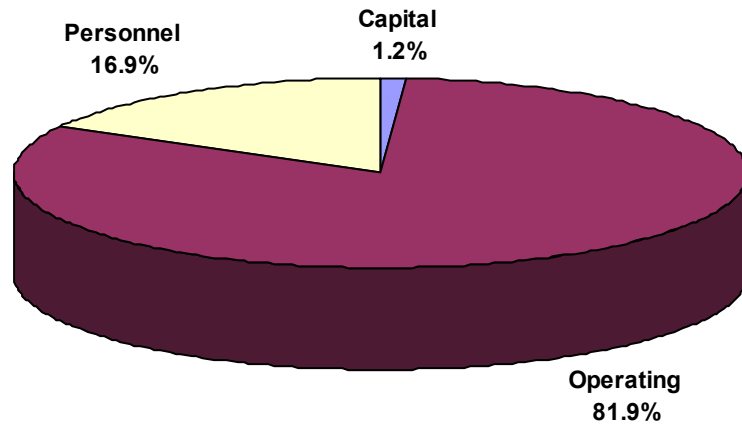
Remodeled the lobby of the East Charter School administrative building.



# General Government Buildings Performance Measures

Indicator	2009-10		2010-11		2011-12	2012-13
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Number of requests for routine maintenance services	7,418	8,000	13,360	13,500	13,800	14,000
Number of requests for emergency repairs during business hours	2,900	2,800	3,100	3,000	3,000	3,100
Number of requests for emergency repairs after business hours	730	720	760	720	730	740
Total work orders executed	11,048	11,520	17,220	17,220	17,530	17,840
<b>Effectiveness</b>						
% of projects that are designed, bid, and constructed in compliance with all federal, state, and local regulatory requirements	100%	100%	100%	100%	100%	100%
<b>Efficiency</b>						
Minutes required to respond to emergency calls related to municipal buildings	30	15	30	30	30	30

## General Government Buildings - Budget Summary



Expenditure Category	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Personnel				
Salary	607,032	437,117	451,286	404,540
Benefits	372,752	330,785	322,976	358,731
<b>Personnel Subtotal</b>	<b>979,784</b>	<b>767,903</b>	<b>774,262</b>	<b>763,271</b>
Operating				
Professional Services	-	112	2,584	2,500
Other Contractual Services	2,634,649	2,392,383	2,569,028	2,917,735
Travel Per Diem	206	187	1,000	1,000
Communication and Freight Services	118,283	118,998	105,000	90,000
Utility Services	123,678	130,801	139,850	139,750
Rentals and Leases	900	1,654	1,750	1,750
Repair and Maintenance Services	359,485	355,329	361,408	355,332
Printing and Binding	-	21	500	500
Promotional Activities	-	-	1,000	-
Other Current Charges and Obligation	3,512	3,166	3,500	3,500
Office Supplies	4,709	4,754	5,000	5,000
Operating Supplies	114,456	131,428	127,900	180,045
Publications and Memberships	227	72	1,052	87
<b>Operating Subtotal</b>	<b>3,360,105</b>	<b>3,138,906</b>	<b>3,319,572</b>	<b>3,697,199</b>
Capital				
Buildings	55,000	-	-	-
Improvements Other Than Buildings	-	210,769	-	-
Machinery and Equipment	472	11,395	11,805	54,000
<b>Capital Subtotal</b>	<b>55,472</b>	<b>222,164</b>	<b>11,805</b>	<b>54,000</b>
<b>Total</b>	<b>4,395,361</b>	<b>4,128,972</b>	<b>4,105,639</b>	<b>4,514,470</b>

### General Government Buildings - Personnel Summary

Position Title		2009-10 Actual	2010-11 Actual	2011-12 Adopted Budget	2012-13 Budget
12246	Public Service Maintenance Worker I	3	3	3	3
12462	Plumber III	1	1	1	1
12466	Plumber II/AC Mechanic I	1	1	1	-
12533	Electrician II	1	1	1	1
12609	Carpenter Foreman	1	1	1	1
12650	Communication Technician	1	1	1	1
13484	P/T Building Inspector	1	1	1	1
Total	Full-time	8	8	8	7
	Part-time	1	1	1	1



## Grounds Maintenance

### Mission

To provide the expertise and labor required for continual irrigation and regularly scheduled grounds maintenance operations.

### Goals

Preservation and enhancement of the current community landscaping.

### Objectives

Continually survey all municipal landscape areas to ensure that irrigation, fertilization, and plant maintenance requirements are being properly addressed.

### Major Functions and Activities

Maintain all public landscape areas within public rights-of-way (ROW) and municipal building sites.

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

Provide support services related to landscape inspection and code compliance.

Administer landscape maintenance contracts.

Oversee landscape fertilization programs.

Maintain all the wetlands and preserve areas within the City.

Maintain various canals throughout the City.

### Budget Highlights

The City continues to enjoy one of the most beautifully landscaped communities in the County.

Despite the increased landscaping and irrigation maintenance due to economic growth, the City has mitigated, through aggressive budget techniques, the need to increase the number of personnel by improving efficiency.

The budget provides funding for resources necessary to continue the inspection and maintenance functions required to properly maintain the 118 acres of various municipal wetlands and preserve areas

throughout the City in addition to the 502 that are accounted for the Wetlands Mitigation Trust Fund.

### Accomplishments

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

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

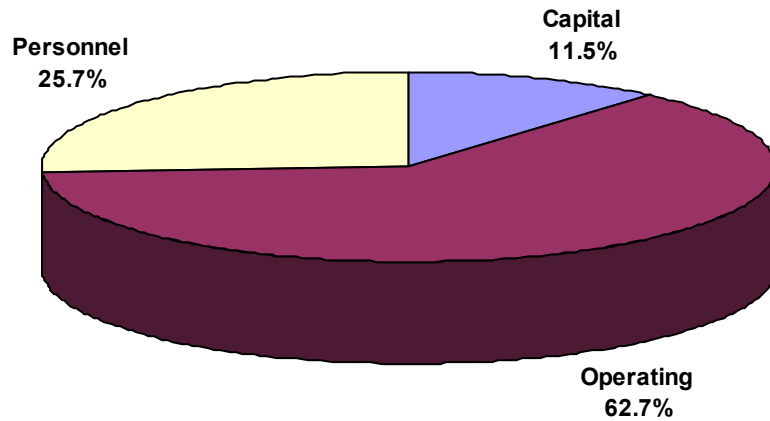
Maintained lawns of abandoned and foreclosed properties that have been issued violations from the code compliance division.

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

# Grounds Maintenance Performance Measures

Indicator	2009-10		2010-11		2011-12	2012-13
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Acres of maintained landscaping around public buildings	800	800	825	825	825	825
Miles of maintained rights-of-way	470	465	470	465	475	475
Miles of landscaping and irrigation	160	153	162	160	160	162
<b>Effectiveness</b>						
% of projects completed	100%	100%	98%	100%	100%	100%
Licensed wetland acres in Pembroke Pines	622	620	622	622	666	666
<b>Efficiency</b>						
Personnel hours required to inspect a typical municipal irrigation system	4.0	4.0	4.0	4.0	4.0	4.0
Personnel hours required to repair malfunctioning municipal irrigation system	4.0	3.5	4.0	4.0	4.0	4.0

## Grounds Maintenance - Budget Summary



Expenditure Category	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Personnel				
Salary	607,988	453,692	472,442	434,052
Benefits	321,450	258,620	297,962	326,245
<b>Personnel Subtotal</b>	<b>929,438</b>	<b>712,311</b>	<b>770,404</b>	<b>760,297</b>
Operating				
Other Contractual Services	1,345,752	1,365,212	1,488,681	1,382,631
Travel Per Diem	44	104	100	100
Communication and Freight Services	44,720	40,091	46,500	46,500
Utility Services	98,537	106,410	115,000	115,300
Rentals and Leases	4,409	3,287	5,000	4,000
Repair and Maintenance Services	179,189	106,001	223,600	134,736
Promotional Activities	151	2,350	7,000	3,000
Other Current Charges and Obligation	10,866	7,717	15,000	13,000
Office Supplies	6,417	8,635	8,000	8,000
Operating Supplies	111,768	111,271	149,250	145,593
Publications and Memberships	173	-	250	-
<b>Operating Subtotal</b>	<b>1,802,027</b>	<b>1,751,079</b>	<b>2,058,381</b>	<b>1,852,860</b>
Capital				
Improvements Other Than Buildings	-	-	-	250,000
Machinery and Equipment	-	-	-	90,000
<b>Capital Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>340,000</b>
<b>Total</b>	<b>2,731,465</b>	<b>2,463,390</b>	<b>2,828,785</b>	<b>2,953,157</b>

### Grounds Maintenance - Personnel Summary

Position Title		2009-10 Actual	2010-11 Actual	2011-12 Adopted Budget	2012-13 Budget
12055	Deputy Public Services Director	0.5	0.5	0.5	0.5
12109	Administrative Supervisor	1	1	1	-
12246	Public Service Maintenance Worker I	4	4	4	3
12250	Maintenance Worker II	2	2	2	2
12499	Deputy City Manager	-	-	-	0.5
12516	Assistant City Manager	0.5	-	-	-
13001	Public Services Director	0.5	0.5	0.5	0.5
Total	Full-time	8.5	8	8	6.5
	Part-time	-	-	-	-



## 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

The number of contractual employees within the purchasing budget increased by one employee to reflect the reclassification of the storekeeper for central stores from Grounds Maintenance to Purchasing.

### Accomplishments

Through the implementation of our online auction function, the revenue generated from surplus equipment sales increased by 288%.

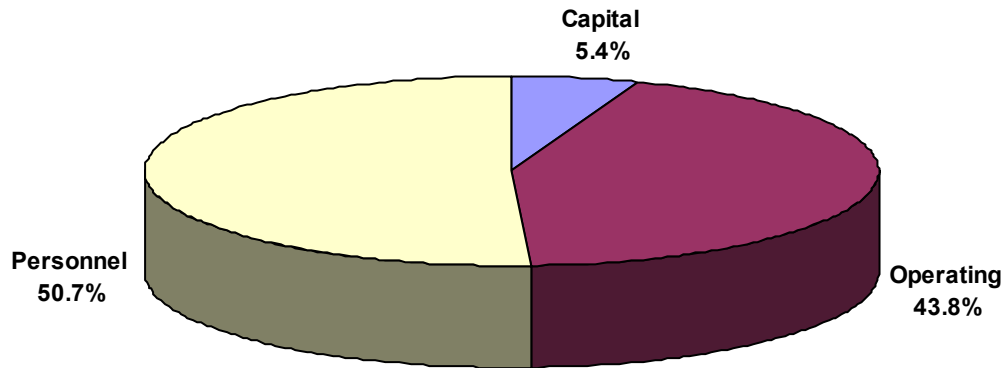
Enhanced the online website to include plan-holders lists and bid results.



# Purchasing Performance Measures

Indicator	2009-10		2010-11		2011-12	2012-13
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Number of City vehicles replaced	12	63	55	100	75	75
Number of bids processed	47	50	59	50	50	60
<b>Effectiveness</b>						
% of City fleet meeting all safety criteria on an annual basis	100%	100%	100%	100%	100%	100%
% of purchasing contracts in compliance with all applicable regulatory statutes	100%	100%	100%	100%	100%	100%
Number of initial bids that required rebidding	2	0	4	0	0	0
Number of formal protests filed related to the bidding process	0	0	0	0	0	0
<b>Efficiency</b>						
Number of work-days required to fully execute a standard purchase order	5	4	N/A	4	4	4

## Purchasing - Budget Summary



<b>Expenditure Category</b>	<b>2009-10 Actual</b>	<b>2010-11 Actual</b>	<b>2011-12 Budget</b>	<b>2012-13 Budget</b>
Personnel				
Salary	274,872	158,728	180,287	152,535
Benefits	82,693	134,682	81,980	108,164
<b>Personnel Subtotal</b>	<b>357,565</b>	<b>293,410</b>	<b>262,267</b>	<b>260,699</b>
Operating				
Other Contractual Services	6,073	76,855	118,970	193,573
Travel Per Diem	198	37	400	300
Communication and Freight Services	3,012	5,612	4,875	6,000
Utility Services	8,766	8,624	9,860	9,860
Repair and Maintenance Services	9,282	5,685	7,450	6,350
Other Current Charges and Obligation	3,099	3,680	5,900	4,000
Office Supplies	500	288	500	750
Operating Supplies	12,043	4,763	5,750	4,302
Publications and Memberships	100	25	200	200
<b>Operating Subtotal</b>	<b>43,073</b>	<b>105,568</b>	<b>153,905</b>	<b>225,335</b>
Capital				
Machinery and Equipment	-	-	-	28,000
<b>Capital Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>28,000</b>
<b>Total</b>	<b>400,637</b>	<b>398,978</b>	<b>416,172</b>	<b>514,034</b>

### Purchasing - Personnel Summary

Position Title		2009-10 Actual	2010-11 Actual	2011-12 Adopted Budget	2012-13 Budget
12486	Purchasing Manager	1	1	1	1
12487	Purchasing Agent/Contract Analyst	1	1	1	1
12525	Administrative Assistant I	1	-	-	-
13175	P/T Purchasing Division Director	1	-	-	-
13730	P/T Storekeeper	1	1	1	-
Total	Full-time	3	2	2	2
	Part-time	2	1	1	-



## Support Services

### Goals

Dedicated to providing customers and City departments with the highest quality administrative support services in the most cost-effective manner possible. Services provided are essential to ensure complete and accurate accounting of all financial transactions.

### Objectives

Provide customer service to all water and sewer customers.

Coordinate with the Finance Department to provide information requested for the annual audits to the City's independent auditors and provide account analyses, reconciliations, and Charter Schools' audit schedules.

Provide timely financial data to the Broward County School District.

Provide information and administrative support to other departments as needed.

### Major Functions and Activities

Support Services is comprised of the following sections:

~ UTILITIES ADMINISTRATIVE CUSTOMER SERVICES - This section generates billing information, collects revenues, and addresses all general customer inquiries related to water, sewer, and refuse services, which are provided to over 45,000 customer accounts.

~ CHARTER SCHOOLS BUDGETING - This section is responsible for the preparation of revenue and expenditure projections and budget instructions for the Charter Schools. This section controls expenditures within approved appropriations and prepares budget resolutions and budget adjustments.

This section also acts as a liaison between the Charter Schools and other departments throughout the City, thereby enabling the schools to concentrate their efforts on education.

~ CONSTRUCTION FUNDING – This section is responsible for accounting for financial resources to be used in the acquisition or construction of major capital facilities.

~ ADMINISTRATIVE SUPPORT – This section provides support to the City's administration in the form of

administrative requests, special projects, reviews, and presentations as well as administrative representation and support to various City-related functions.

### Budget Highlights

Continue to provide the highest level of administrative support to the City, Charter Schools, and Early Development Centers.

### Accomplishments

Provided quality customer service to over 46,400 utility accounts.

Received the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award for the Charter Schools fiscal year beginning July 1, 2011. This is the seventh year that this award has been received for the Charter School Budget.

Inventoried and maintained \$113,795 in United States Department of Agriculture (USDA) commodities for the Charter School food service.

# Support Services Performance Measures

Indicator	2009-10		2010-11		2011-12	2012-13
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Number of utility customers assisted	72,594	60,000	95,680	65,000	70,000	100,000
<b>Effectiveness</b>						
Number of audit findings for the charter schools	0	0	0	0	0	0



## Howard C. Forman Human Services Campus

### Goals

The Senator Howard C. Forman Human Services Campus is responsible for the establishment and maintenance of health care, community service, educational, and senior housing facilities serving various children, families and seniors of southeast Florida. This division 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 site-management plan designed to retain existing health care providers and encourage new health care, community service, and educational providers to relocate to the Senator Howard C. Forman Human Services Campus.

Maintain a low vacancy rate, keep lease rates competitive, and provide adequate facilities to its tenants.

Ensure that all lease agreements with lessees are executed to conform with all applicable requirements of the State of Florida.

### Major Functions and Activities

Provide for the planning, design, and construction of new buildings as well as the refurbishment of existing buildings.

Provide maintenance services for all buildings at the site.

Provide landscape maintenance services for the grounds at the site.

Review all lease agreements related to current and prospective tenants.

### Budget Highlights

The budget provides funding for the continued operation of the Senator Howard C. Forman Services Campus. Net revenues from this operation will be used to further improve and expand the campus and to increase efficiencies.

The 2012-13 Budget for Electricity is \$45,000 less than the Adopted 2011-12 Budget due to energy-savings improvements that were completed during 2011-12.

### Accomplishments

Replaced a 25-year-old piece of equipment with an energy-efficient chiller to reduce electrical costs and to provide a cornerstone for the addition of new equipment that will control or regulate electrical consumption. The new chiller, in addition to the other energy-savings improvements cited below, has contributed to an estimated potential annual savings of \$50,000 in electricity costs. It is anticipated that cost for the new chiller would be offset in just over three years.

Installed a new cooling tower to replace a 22-year-old unit. The new cooling tower will increase cooling capacity and eliminate redundancy.

Refurbished a 10-year-old cooling tower to increase the life expectancy of the unit and to reduce energy consumption.

Installed a variable-frequency drive system for the cooling tower's chillers to reduce electrical costs for the entire campus.

Replaced chilled water air handlers and performed duct work on two residential buildings.

Replaced two chilled-water air handler units and renovated duct work on an administrative building for a provider of a residential program.

Installed a control valve system for a chilled-water system to regulate and reduce energy costs for two facilities that provide programs to the campus.

Renovated the electrical systems of three buildings using FPL's storm hardened systems.

Installed an automatic emergency electrical transfer switch for the generator, freezers, and coolers in the main kitchen that supports the food service for the Charter Schools and other emergency operations.

Completed the replacement of all kitchen freezer systems to a new, environmentally friendly freon, type 404A. The change will result in the reduction of future repairs, costs, and any negative impacts on the environment.

Developed a parking facility for the Community Services Transportation vehicles.

Painted and maintained four fuel-station tanks.

Painted the exterior of the administrative building and renovated the office space for the use of the City



## Howard C. Forman Human Services Campus

transportation staff and the Charter School food service staff.

## Howard C. Forman Human Services Campus Performance Measures

Indicator	2009-10		2010-11		2011-12	2012-13
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Number of executed leases	9	10	9	10	12	12
Total square footage leased	194,840	165,000	191,326	200,000	200,000	200,000
Total square footage available ^	303,417	303,417	302,077	303,417	303,417	302,077
<b>Effectiveness</b>						
% of square footage leased	64%	54%	63%	65%	65%	66%
<b>Efficiency</b>						
Personnel hours required to review individual lease agreements	5	5	5	5	5	5

^ Fluctuation in the available square footage is due to renovations or replacement of facilities.



## Howard C. Forman Human Services Campus - Budget Summary

Expenditure Category	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Operating				
Contingency	-	-	5,000	-
Professional Services	14,230	4,745	19,501	10,500
Other Contractual Services	445,886	415,709	477,267	552,835
Travel Per Diem	-	-	500	-
Communication and Freight Services	5,815	5,249	6,457	3,000
Utility Services	308,142	316,366	396,686	332,750
Rentals and Leases	280,820	280,031	278,934	279,626
Insurance	38,366	58,542	105,453	73,304
Repair and Maintenance Services	99,055	222,124	588,714	566,719
Other Current Charges and Obligation	300	300	25,020	-
Office Supplies	517	461	1,333	-
Operating Supplies	21,373	23,641	27,556	20,050
Operating Subtotal	1,214,504	1,327,168	1,932,421	1,838,784
Capital				
Improvements Other Than Buildings	-	-	154	-
Machinery and Equipment	1,785	17,726	59,016	-
Capital Subtotal	1,785	17,726	59,170	-
Grants and Aid				
Aids to Government Agencies	25,632	25,632	25,632	-
Grants and Aid Subtotal	25,632	25,632	25,632	-
<b>Total</b>	<b>1,241,921</b>	<b>1,370,526</b>	<b>2,017,223</b>	<b>1,838,784</b>



## Parks and Recreation

### Mission

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

### Goals

Provide for all residents a variety of enjoyable leisure opportunities and facilities that are accessible, safe, physically attractive, and well maintained.

Contribute directly to the physical and emotional health, social growth, and development of our residents through a wide range of recreational experiences and involvement.

Improve the quality of life in Pembroke Pines by promoting public awareness of recreation.

Provide a well-designed and carefully maintained network of parks and other green spaces.

### Objectives

Present to the public a well-trained, responsive, knowledgeable, and helpful staff by expanding training for employees and volunteers interacting with our residents and youth organizations. Training and educational seminars include public relations and communication skills, risk management responsibilities, safety, and maintenance of parks and recreation facilities.

Increase user satisfaction, attendance, and participation rates for our programs and facilities by providing a wide variety of leisure opportunities in our parks and recreation centers that will appeal to our residents, prompting them to visit our parks and participate in our programs.

Work closely with our youth organizations to provide sufficient sports programs to meet the needs of our expanding youth population.

To ensure accessibility of our programs and facilities by providing leisure opportunities that are strategically located throughout the City and to 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 and other incidents occurring at our facilities.

Present aesthetically pleasing, attractive facilities with appropriate landscaping by continuing the beautification projects that enhance the presentation of our parks and recreation facilities.

Provide safe athletic turf for our sports leagues by the continuation of our proactive turf maintenance program. A year-round schedule of fertilization, aeration, weed control, and soil analysis is followed to provide healthy, safe turf grass.

#### ATHLETICS:

Recruit and train volunteers to coach in our soccer leagues.

Expand participation in the adult soccer league program.

Solicit additional sponsorship for our city run soccer programs.

Provide a variety of specialized sports camps through partnerships with our youth organizations.

Continue to train and certify volunteer coaches through National Alliance of Youth Sports (NAYS) in all our youth leagues.

#### TENNIS:

Continue to develop and offer programs, clinics, leagues, and United States Tennis Association (USTA) sanctioned tournaments for all ages and skill levels.

Work closely with the USTA to promote tennis in Pembroke Pines.

#### AQUATICS:

Continued participation in the Swim Central Program.

Continue lifeguarding classes for Charter High School students.

Increase participation in water aerobics classes.



## Parks and Recreation

### 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 River of Grass ArtsParkA, Fletcher Park Art & Culture Center, and Studio 18.

Cooperate in the coordination of all community resources--and with all agencies, private, voluntary, and public--in providing the community with facilities and programs to achieve the best use of all available resources.

### PRESCHOOL:

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

### SPECIAL EVENTS:

Continue to expand relationships with various community and nonprofit organizations to assist with their events, using Department resources and business contacts.

Identify and increase sponsorship and partnership opportunities.

### SPECIAL POPULATIONS PROGRAM:

Increase participation in Special Olympics events such as soccer, basketball, bowling, and swimming.

Schedule more social events, activities, and field trips.

Continue participation in the Challenger Little League and Miracle League Program.

### GOLF OPERATIONS:

The Pembroke Lakes Golf Course strives to provide the residents of Pembroke Pines, its annual members, and all golfers with a quality product and superior service.

Continue to measure our effectiveness by the following:

- User satisfaction
- User participation rates
- Facility cleanliness
- Course conditions
- Helpfulness of staff

Provide a challenging and well-maintained golf course to standards recommended by the United States Golf Association.

Continue to implement preventative maintenance projects against weeds, disease and contamination of the turf grass, along with projects designed to enhance the quality and playability of the golf course.

Increase the membership base with promotions and advertising targeting Pembroke Pines residents.

Present a knowledgeable, highly trained, professional staff to greet the public and solve problems.

Increase user participation rates.

Conduct year-round clinics for juniors with the purpose of exposing young people to golf.

Increase the amount of golf tournaments held by local churches, businesses, and community organizations.

Promote various marketing programs and activities at the golf course in an effort to increase revenues by attracting not only residents but also golfers from outside the community.

## Major Functions and Activities

The Parks and Recreation Department is comprised of two divisions:

1 - RECREATION DIVISION: Consists of seven sections that function as an integrated team to provide a wide variety of leisure and educational opportunities for our residents. These sections include Athletics, Tennis, Aquatics, Recreation Facilities/Centers, Pre-School Programs, Special Events, and Special Populations Programs.

### ~ ATHLETICS ~

Operate two sports facilities that include two gymnasiums, six indoor racquetball courts and locker rooms. City-run programs include soccer leagues for youths and racquetball leagues for adults. Drop-in opportunities are available weekly for adult basketball. Annual memberships are available for our racquetball courts.

~ TENNIS - Offer a wide range of programs for all ages and skill levels. Some of these programs consist of leagues, clinics, tournaments, summer tennis camps, junior tennis after-school programs, total fitness conditioning classes, and introductory clinics



## Parks and Recreation

for beginners offered in our summer camps. The tennis personnel oversee the daily maintenance and conduct safety checks of fifty lighted tennis courts across the City. The tennis courts consist of forty-five hard courts and five clay courts. Tennis professionals offer private and semi-private lessons and clinics to tennis players who wish to improve their skills and level of play. Annual tennis memberships are available.

~ AQUATICS - Operate four neighborhood pools and one competitive Olympic-size pool (at Academic Village). The purpose of this program is to provide a variety of aquatic programs and facilities that are safe, well maintained and affordable to the residents of Pembroke Pines. Four of these pools are heated. The Academic Village pool serves as the training base for our competitive swim teams (with over 340 members). Programs offered at these facilities include swimming lessons, water safety instructions, leisure swim time, and other specialized aquatic classes. Spring and summer swimming lessons (2,737 last year) are available to residents and nonresidents of all age groups and abilities.

~ RECREATION FACILITIES & CENTERS - Includes three community centers, an art and cultural center and the Studio 18 Artist Village. The community centers offer a variety of classes and activities and serve as meeting places for non-profit civic organizations and over forty homeowners' associations. 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, Zumba, baton, and karate. The community centers are available for rental by residents and nonresidents for weddings and parties. Three of the recreation centers are utilized by the YMCA to program summer camps. The Fletcher Park Art & Cultural Center and the River of Grass ArtsPark provide classes and workshops in the performing arts, language, and visual arts. In addition Studio 18 in the Pines provides art studio space rentals for local artists. This recreation division also manages the Pembroke Road & Chapel Trail boat/RV storage lots.

~ PRE-SCHOOL - The City of Pembroke Pines Parks and Recreation Department's Youth Division offers a pre-school program at our award-winning, licensed West Pines Pre-school. The Youth Division is dedicated to serving the youth of our community by providing recreational and educational programs for children in a safe and positive environment. Programs are offered for children aged two through five.

~ SPECIAL EVENTS - Typically program 23 events

annually. Some examples of these events are 4th of July Fireworks, Annual Art Festival, Kids Konnection, Snow Fest, Lighting Ceremony, Sundaes with Santa, and Sundaes with the Bunny and various holiday theme events. The City's annual birthday celebration, a.k.a. PINES DAY, features a festival, concerts, children's activities, and community exhibits. The special events section also provides assistance to community organizations and schools to support special events within our city.

~ SPECIAL POPULATIONS PROGRAMS - Responsible for the development and implementation of recreational programs and activities for special populations, including people with disabilities. Summer camp, winter and spring break camps, field trips, socials, participation in Special Olympics, and the county-wide Challenger Baseball and the Miracle League programs are among the leisure activities programmed.

2 - PARKS DIVISION - maintains our parks and recreation facilities to provide opportunities for recreation experiences. The Parks Division also has operational responsibilities for the oversight of the seven youth sports organizations using our facilities.

~ PARKS - The quality of the parks and athletic facilities in Pembroke Pines is among the finest in Broward County. Currently, the park system includes 50 baseball/softball diamonds, which host many regional tournaments. In addition, the park system has 19 football/soccer fields, 35 paddleball/racquetball courts at 6 locations, 26 outdoor basketball courts, 8 picnic shelters, 26 batting cages, 21 children's playgrounds, and 11 in-line hockey rinks.

~ DINNER THEATRE CULTURAL ARTS - This center houses a full-service auditorium/theatre with adjoining music and arts rooms. The auditorium/theatre configuration seats 450 and includes dressing rooms, a projection booth, reception lobby, and a room for set design and construction. The cafeteria/dining room area is available to all community organizations for dances, bazaars, club meetings and activities, workshops, etc. Rentals for banquets and receptions have use of a full kitchen for food preparation.

### Budget Highlights

Continuation of special events including the annual birthday celebration known as Pines Day.

Continue providing support and well-maintained facilities for our youth organizations with



## Parks and Recreation

approximately 10,000 children participating in recreational and travel leagues for football, soccer, basketball, softball, baseball, roller hockey, volleyball and track.

Sponsor and organize the 15th annual Art Festival in the Pines.

Host the Florida Gold Coast Open Swimming Invitational in 2013.

Plan monthly exhibits and lectures featuring well known artists at Studio 18 and Glass Gallery.

Host a Junior Sectional Tennis tournament in 2013 where the top junior players in the state compete.

Teach over 2,500 children water safety lessons in 2012-13.

Host the 4th Annual Mayor's Kids Day event in June 2013.

Will host the 2nd Annual National "Kids to Parks Day".

Co-Host with the Charter H.S. Booster Club a Challenger 3 versus 3 Soccer tournament in June of 2013.

### Accomplishments

Produced the 52nd Annual Pembroke Pines Birthday Celebration, featuring an 11-day festival and outdoor concerts.

In addition to the 23 events produced by our Special events section, the department provided assistance to many non-profit organizations.

Partnership with the YMCA was expanded as they now provide the traditional summer camps formerly programmed by the Parks and Recreation Department. The Y is offering summer camps sites throughout the city.

Worked closely with the Arts and Culture Advisory Board to produce the 14th Annual Art Festival in the Pines.

Hosted eight major swim meets at the Academic Village pool.

Hosted two Water Polo Tournaments at Academic Village.

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

Hosted five Teen dances at Walter C. Young.

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

Provided food and/or holiday gift baskets to over 70 families.

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

Successfully completed another year of Voluntary Pre-Kindergarten at West Pines Preschool.

Hosted the 1st annual national "Kids to Parks Day".

Opened the "Veterans Memorial" at City Center.

Resurfaced four hard courts at Price Park Tennis Center.

Completed turf replacement at Maxwell Park field #1, T-ball & Little League fields.

Completed turf replacement at Fletcher Park fields #1, #2, and #3, and redesigned bullpens from 2-2 station to 2-3 stations pitching.

Replaced Pool filters and one Gas Pool Heater at the Pembroke Falls/YMCA Aquatic Center.

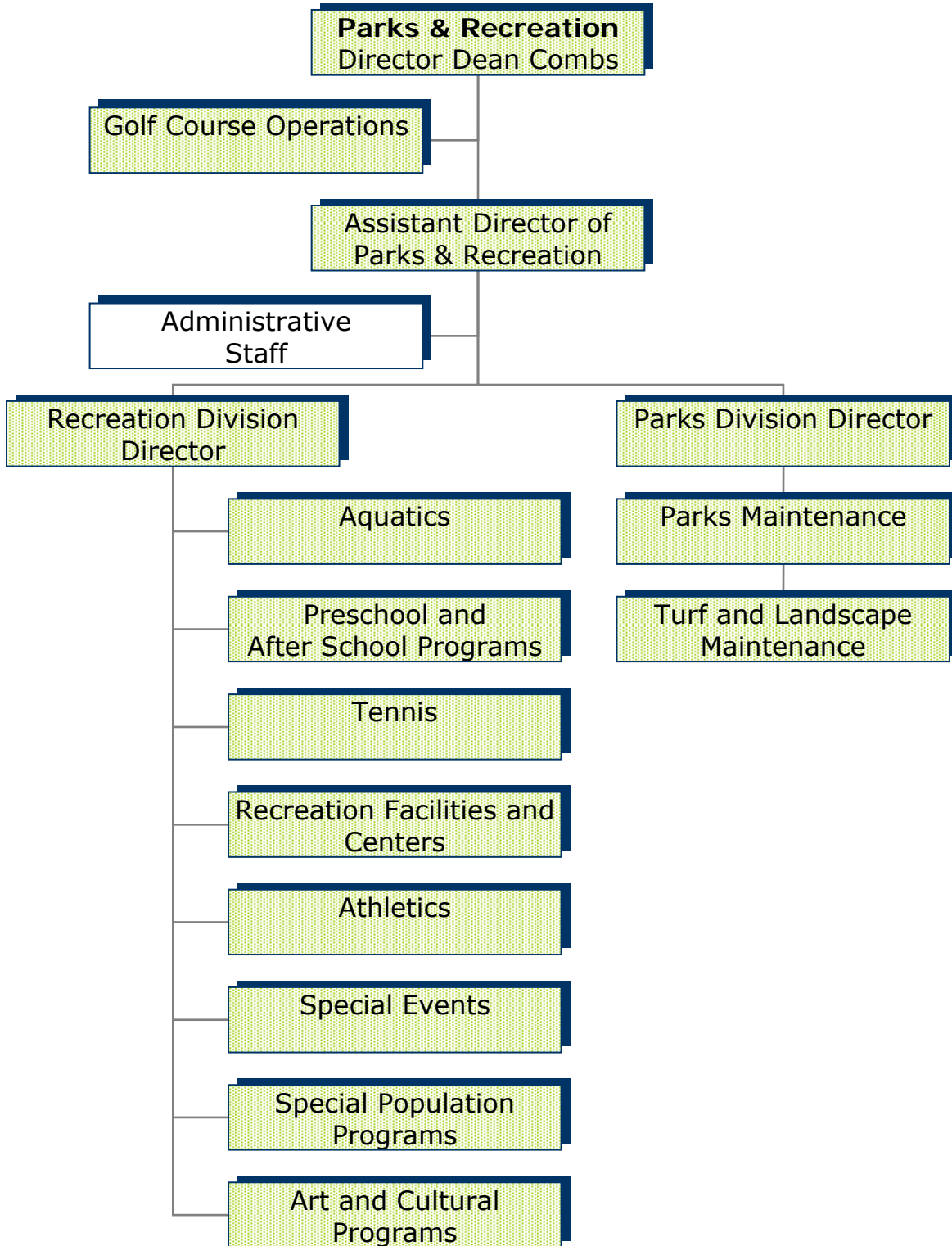
Resurfaced pool at Silver Lakes South Pool.

# Parks and Recreation Performance Measures

Indicator	2009-10		2010-11		2011-12	2012-13
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Acres maintained	421	421	421	421	421	421
Number of sports leagues	44	50	42	50	44	44
Number of participants for athletics	9,351	11,970	10,028	10,000	11,000	10,500
Number of swim team members	340	271	290	350	390	340
Number of children in youth programs	142	140	159	178	178	178
Number of special events	31	27	26	33	27	26
Number of participants (for special events / activities)	54,156	70,975	60,000	73,600	57,000	61,200
Number of tennis memberships	174	176	176	180	191	193
Number of golf rounds	49,842	45,539	50,506	50,000	50,000	50,000
Number of specialized recreation classes	109	50	106	70	115	115
Number of participants for specialized recreation classes	24,731	25,000	18,391	36,145	25,000	25,000
<b>Effectiveness</b>						
% of residents rating facilities as satisfactory	89.3%	100.0%	88.6%	100.0%	100.0%	100.0%
% of residents rating programs as satisfactory	88.4%	100.0%	86.9%	100.0%	100.0%	100.0%
% of residents rating physical attractiveness of facilities as satisfactory	84.5%	100.0%	88.3%	100.0%	100.0%	100.0%
% of residents rating hours of operation as satisfactory	88.5%	100.0%	84.8%	100.0%	100.0%	100.0%
% of residents rating the variety of program activities as satisfactory	84.5%	100.0%	82.5%	100.0%	100.0%	100.0%
% of residents rating helpfulness or attitude of staff as satisfactory	88.3%	100.0%	90.3%	100.0%	100.0%	100.0%
% of residents rating cleanliness as satisfactory	87.6%	100.0%	86.6%	100.0%	100.0%	100.0%
% of residents rating the safety of facilities as satisfactory	87.8%	100.0%	87.3%	100.0%	100.0%	100.0%
% of fields maintained on schedule	100%	100%	100%	100%	100%	100%
Acres of parkland per 1,000 population	10.24	10.40	10.23	10.70	10.24	10.23
<b>Efficiency</b>						
Cost per acre of athletic fields maintained	\$3,449	\$4,042	\$2,835	\$3,268	\$3,282	\$3,469
Operating cost per participant for athletic programs	\$48	\$48	\$33	\$30	\$34	\$50
Art and culture supplies cost/participant	\$4.78	\$3.86	\$3.00	\$4.55	\$4.93	\$3.15
Ratio of volunteer hours to total staff hours worked	.42	.50	.37	.50	.50	.50
Average cost per Soccer league game	\$85	\$95	\$104	\$64	\$96	\$113

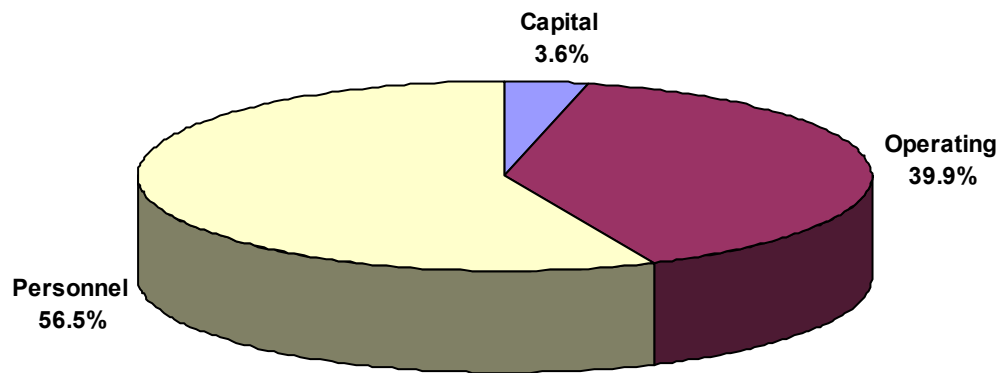
# PARKS AND RECREATION DEPARTMENT

## Organizational Chart



 Shading indicates direct public service provider

## Parks and Recreation - Budget Summary



Expenditure Category	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Personnel				
Salary	5,848,505	4,994,410	4,974,996	4,979,603
Benefits	3,172,281	3,294,526	3,171,344	3,711,091
Personnel Subtotal	9,020,786	8,288,937	8,146,340	8,690,694
Operating				
Professional Services	555,325	581,060	598,364	578,478
Accounting and Auditing	2,246	1,653	1,700	1,762
Other Contractual Services	1,268,400	1,502,983	1,610,423	1,710,110
Travel Per Diem	975	1,731	2,800	8,200
Communication and Freight Services	44,212	46,108	46,280	47,380
Utility Services	934,831	985,805	997,842	1,080,104
Rentals and Leases	514,937	517,952	525,521	513,204
Repair and Maintenance Services	561,537	630,468	662,204	659,860
Printing and Binding	6,661	6,434	7,733	6,410
Promotional Activities	117,154	98,837	129,100	132,500
Other Current Charges and Obligation	454,701	276,276	259,463	225,305
Office Supplies	10,788	7,651	11,000	9,420
Operating Supplies	1,036,782	960,750	1,115,686	1,154,533
Publications and Memberships	1,244	285	2,150	2,140
Operating Subtotal	5,509,793	5,617,993	5,970,266	6,129,406
Capital				
Improvements Other Than Buildings	201,063	25,919	24,708	56,850
Machinery and Equipment	39,393	172,653	209,218	495,255
Capital Subtotal	240,456	198,572	233,926	552,105
<b>Total</b>	<b>14,771,035</b>	<b>14,105,501</b>	<b>14,350,532</b>	<b>15,372,205</b>



### Parks and Recreation - Personnel Summary

Position Title	2009-10 Actual	2010-11 Actual	2011-12 Adopted Budget	2012-13 Budget
12004 Athletic Coordinator	1	-	-	-
12006 Assistant Athletic Coordinator	1	1	1	1
12015 Irrigation Maintenance Worker	2	2	2	2
12025 Irrigation Mechanic	1	1	1	1
12109 Administrative Supervisor	1	1	1	1
12151 City Teacher	2	2	2	2
12181 Division Director of Recreation	1	1	1	1
12185 Landscape Maintenance Superintendent	1	1	-	-
12215 Senior Lifeguard	2	2	2	2
12310 Night Supervisor	2	2	2	2
12352 P & R Maint WRK/HEO	1	1	1	2
12355 P & R Maint WRK I	29	29	27	27
12356 P & R MAINT WRK II	7	7	7	5
12357 P & R MAINT WRK III	3	3	3	4
12358 Landscape Maintenance Worker	1	1	1	1
12359 P&R Maint Worker III/Playground Safet	1	1	1	1
12508 Parks & Rec Account Clerk I	2	2	2	2
12519 Parks & Recreation Director	1	1	1	1
12521 Assistant Parks & Recreation Director	1	1	1	1
12525 Administrative Assistant I	2	1	1	1
12531 Division Director of Park Operations	1	1	1	1
12546 Aquatic Coordinator	1	1	1	1
12547 Aquatic Coordinator Assistant	1	1	1	1
12559 Recreation Supervisor II	2	2	3	3
12562 Recreation Supervisor I	-	1	1	1
12563 Special Events Coordinator	1	1	1	1
12564 Special Events- Coordinator Assistant	1	1	-	-
12572 Cultural Arts Coordinator	1	1	1	1
12573 Recreation Specialist	3	2	2	2
12578 Maintenance Crew Leader	2	2	2	3
12581 Recreation Specialist II	3	4	3	3
12659 Spray Fertilizer Technician	1	1	1	1
12669 Stage Manager/Custodian	2	2	2	2
12740 Custodian	1	1	1	1
12891 Special Population Prog Coord	1	1	1	1
12940 Head Custodian	1	1	-	-
13405 P/T Art Teacher	5	5	5	5
13450 P/T Cashier	2	2	1	1
13454 P/T Administrative Assistant	2	3	2	1
13488 P/T Senior Lifeguard	2	2	2	2
13492 P/T Lifeguard	10	10	10	10
13495 P/T Recreation Aide	23	23	23	22
13500 P/T Maintenance Worker I	15	15	15	15
13526 P/T Recreation Therapeutics	-	-	-	1

### Parks and Recreation - Personnel Summary

Position Title		2009-10 Actual	2010-11 Actual	2011-12 Adopted Budget	2012-13 Budget
13537	P/T Music Teacher	2	2	2	2
13539	P/T Drama Teacher	1	1	1	1
13549	P/T Storage Lot Attendant	1	1	1	1
13551	P/T Teacher Aide	4	-	-	-
13552	P/T Teacher - Recreation	2	5	5	4
13562	P/T Curator	1	1	1	1
13563	P/T Recreation Leader	5	5	5	5
13567	P/T Recreation Teacher Aide	-	8	8	8
13591	P/T Water Safety Instructor	9	9	9	9
13602	P/T Recreation Specialist	3	2	2	2
13620	P/T Videographer-Editor	1	1	-	-
13680	P/T Clerk Spec I	3	4	3	4
13738	P/T Custodian	10	10	10	10
13739	P/T Facilities Custodian	1	1	1	1
Total	Full-time	84	83	78	79
	Part-time	102	110	106	105



## Non-Departmental

### Goals

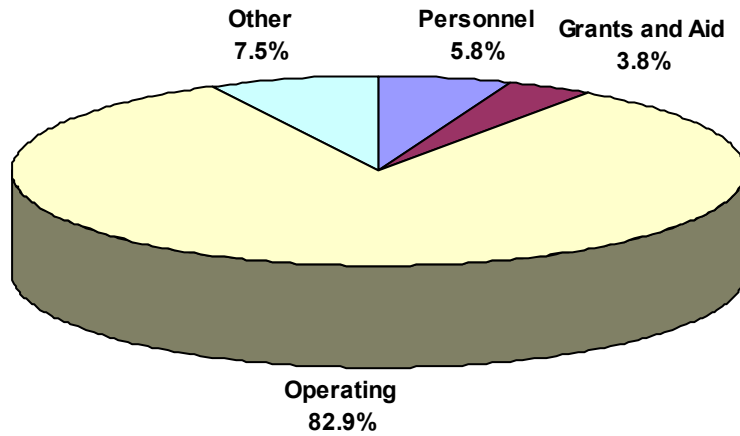
The Non-Departmental section is a group of accounts that are not directly related to a single operating department's primary service activities or that are separate from departmental operations for control purposes. Therefore, goals, objectives, performance measures, budget highlights and accomplishments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

### Major Functions and Activities

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

There are no City employees assigned to this division. City personnel services budgeted here are settlements and payments for accrued sick and vacation leave made to employees in the other divisions.

## Non-Departmental - Budget Summary



Expenditure Category	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Personnel				
Salary	1,145,091	189,317	234,169	143,400
Benefits	329,722	84,012	45,220	80,971
<b>Personnel Subtotal</b>	<b>1,474,813</b>	<b>273,329</b>	<b>279,389</b>	<b>224,371</b>
Operating				
Contingency	-	-	270,649	500,000
Professional Services	681,612	501,204	591,985	775,486
Other Contractual Services	24,810	95,600	176,171	177,075
Pension Benefits	37,559	43,327	38,696	39,857
Communication and Freight Services	109,654	108,275	126,183	108,183
Insurance	807,676	971,634	1,641,846	1,420,274
Printing and Binding	-	19,283	118,695	97,917
Promotional Activities	726	-	-	-
Other Current Charges and Obligation	21,819	11,880	25,931	27,500
Office Supplies	2,573	3,945	3,830	3,830
Operating Supplies	-	-	1,170	-
Publications and Memberships	55,363	43,402	54,000	44,000
<b>Operating Subtotal</b>	<b>1,741,790</b>	<b>1,798,551</b>	<b>3,049,156</b>	<b>3,194,122</b>
Grants and Aid				
Aids to Government Agencies	82,316	84,971	94,617	93,984
Aids to Private Organizations	20,000	20,000	20,000	20,000
Other Grants and Aids	30,458	31,910	32,971	32,971
<b>Grants and Aid Subtotal</b>	<b>132,774</b>	<b>136,881</b>	<b>147,588</b>	<b>146,955</b>
Other				
Transfers	453,178	8,645,158	-	289,191
<b>Other Subtotal</b>	<b>453,178</b>	<b>8,645,158</b>	<b>-</b>	<b>289,191</b>
<b>Total</b>	<b>3,802,556</b>	<b>10,853,919</b>	<b>3,476,133</b>	<b>3,854,639</b>



## Streets and Sidewalks

### Goals

The Streets and Sidewalks section is operated under the administrative direction of the Department of Public Services. This section is dedicated to providing the most cost-effective repair and maintenance of City streets and sidewalks.

### Objectives

Ensure all federal, state, and local regulatory requirements are addressed in relation to the safe and efficient operation and maintenance of all City streets and sidewalks.

Provide construction services for community projects that require paved surfaces, such as sidewalks and street repairs.

### Major Functions and Activities

Provide essential services to the community by ensuring the safety of the citizens while using City roads and sidewalks. This is achieved through a continuous cycle of maintenance and repairs provided by crews proficient in asphalt and concrete services.

Provide construction services in instances where projects require asphalt or concrete installation, such as pathways, foundations, and block walls.

### Budget Highlights

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

This budget provides funding for the replacement of a street sweeper, three trucks, and a backhoe.

Two vacant Maintenance Crew Leader positions were converted to contractual.

### Accomplishments

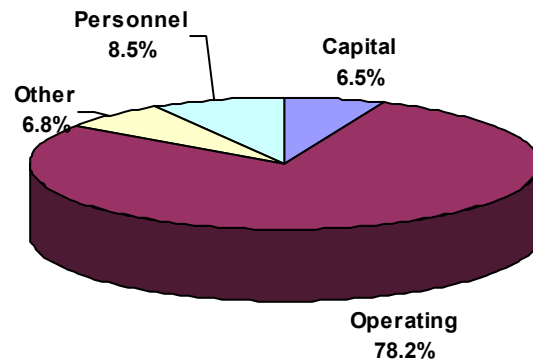
Repaired City sidewalks, constructed new sidewalks and provided pedestrian ramps at various locations throughout the City as well as repaired City-owned roads and parking areas throughout the City.

## Streets and Sidewalks Performance Measures

Indicator	2009-10		2010-11		2011-12	2012-13
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Number of miles of road to maintain	465	479	465	465	465	465
<b>Effectiveness</b>						
% of community projects with paved surfaces that have adhered to all applicable technical and engineering requirements	100%	100%	100%	100%	100%	100%
Number of safety violations related to the operation of all City streets and sidewalks	0	0	0	0	0	0
<b>Efficiency</b>						
Cost to install a square foot of concrete residential sidewalk	\$11.50	\$10.50	\$11.50	\$10.50	\$12.00	\$12.00
Cost to install a linear foot of concrete curb and gutter in a typical residential street	\$28.00	\$28.00	\$28.00	\$25.00	\$28.00	\$30.00

### Streets and Sidewalks - Budget Summary

Revenue Category	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
General Sales & Use Taxes	2,633,187	2,644,449	2,714,000	2,653,000
Federal Grants	519,215	-	-	-
State Shared	1,049,008	1,084,925	1,141,400	1,104,400
General Government Charges	174,676	200,000	200,000	200,000
Investment Income	136,536	53,862	157,000	145,000
Disp of Fix Assets / Sale of Equip/ Sc	-	-	500	500
Other Miscellaneous Revenues	94,792	97,636	50,000	50,000
Appropriated Fund Balance	-	-	276,906	-
Beginning Surplus	-	-	1,437,329	905,380
<b>Total</b>	<b>4,607,414</b>	<b>4,080,873</b>	<b>5,977,135</b>	<b>5,058,280</b>



### Streets and Sidewalks - Budget Summary

Expenditure Category	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Personnel				
Salary	467,859	361,094	364,062	214,343
Benefits	241,118	233,522	200,231	214,992
Personnel Subtotal	708,976	594,615	564,293	429,335
Operating				
Professional Services	1,163	17,349	10,000	20,000
Other Contractual Services	1,370,757	1,400,860	1,624,150	1,560,420
Communication and Freight Services	974	979	1,500	1,500
Utility Services	1,116,549	1,115,499	1,150,000	1,150,000
Rentals and Leases	1,815	3,242	5,500	3,500
Insurance	93,010	154,299	277,957	224,273
Repair and Maintenance Services	1,355,103	771,229	1,195,001	645,000
Other Current Charges and Obligation	-	-	1,500	1,500
Office Supplies	226	213	3,275	1,500
Operating Supplies	67,604	74,464	89,800	95,951
Road Materials and Supplies	63,670	60,652	82,297	252,000
Operating Subtotal	4,070,871	3,598,785	4,440,980	3,955,644
Capital				
Improvements Other Than Buildings	519,995	9,380	108,636	-
Machinery and Equipment	1,487	-	179,703	330,000
Infrastructure	2,386	181,763	175,000	-
Capital Subtotal	523,868	191,143	463,339	330,000
Other				
Transfers	186,924	571,094	508,523	343,301
Other Subtotal	186,924	571,094	508,523	343,301
<b>Total</b>	<b>5,490,638</b>	<b>4,955,637</b>	<b>5,977,135</b>	<b>5,058,280</b>



### Streets and Sidewalks - Personnel Summary

Position Title		2009-10 Actual	2010-11 Actual	2011-12 Adopted Budget	2012-13 Budget
12015 Irrigation Maintenance Worker		1	1	1	1
12091 Pub Works & Facility Supervisor		1	1	1	1
12250 Maintenance Worker II		1	1	1	1
12578 Maintenance Crew Leader		2	2	2	-
12831 CADD Operator		1	1	-	-
Total	Full-time	6	6	5	3
	Part-time	-	-	-	-



## State Housing Initiative Partnership (SHIP) Grant

### Mission

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

### Goals

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

### Objectives

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

### Major Functions and Activities

The State Housing Initiative Partnership (SHIP) has nine programs:

- ~ Administration
- ~ Minor Home Repair/Weatherization
- ~ Foreclosure Prevention
- ~ First-Time Home Buyer Assistance
- ~ Finance Assistance
- ~ Home Ownership Counseling
- ~ Public Facility (Children's Harbor)
- ~ Acquisition-Rehabilitation or New Construction
- ~ Multifamily Rental Housing
- ~ Rental Deposit-Eviction Protection

The State Housing Initiative Partnership Grant does not pay for City personnel costs. The administration of the program is a contractual service provided by Community Redevelopment Associates of Florida, Inc. (CRA).

#### Eligibility and Recapture Provision:

Eligible homeowners are selected on a first-come, first-qualified basis within the very low, low, and moderate income groups.

The maximum allowable income is based on household size and 120% of annual Median Family Income (MFI) for Broward County, provided by the Department of Housing and Urban Development (HUD). Except for the First-Time Home Buyer Program, all properties must be owner-occupied. Verification of ownership, income, homeowner's insurance, payment of property taxes, and any other

criteria to determine an applicant's eligibility will be conducted by CRA.

Eligible homeowners are required to sign the City's Home Loan Agreement and Promissory Note, which establishes a lien on the property in favor of the City. On February 18, 2009, the City Commission approved an amended provision for 2007-2008, 2008-2009, and 2009-2010 Local Housing Assistance Plan (LHAP).

The major provisions are:

1. New or Existing Homes: the maximum purchase price is \$429,620.
2. Minor Home Repair: the maximum award for very low, low, and moderate income is \$50,000. The City's lien for Home Repair lasts 15 years with full repayment and no annual forgiveness during this period. However, if the Home Repair is related to special-needs households, the recapture period is reduced to a 10-year forgivable lien written down 1/10 each year until the loan is 100% forgiven. Also, in the event the homeowner refinances and obtains funds as a result of the refinancing, the City will not require repayment of the entire loan so long as the City's interest is properly acknowledged in any documents related to the refinancing.
3. First-Time Home Buyer Assistance: Maximum award for very low income is \$50,000, low income is \$40,000, and moderate income is \$30,000. The City's lien for the First-Time Home Buyer lasts 15 years with full repayment and no annual forgiveness during this period. In addition, in the event the homeowner refinances and obtains funds as a result of the refinancing during the first ten years of the agreement, the homeowner shall pay back the full amount of the loan at the time of the refinancing. After the first ten years, in the event the homeowner refinances the debt obligations with respect to the property, the City will not require repayment of the entire loan so long as the City's interest is properly acknowledged in any documents related to a refinancing.
4. Acquisition-Rehabilitation or New Construction Development: This construction program is designed to promote the acquisition or construction of affordable housing for home ownership opportunities. Funds will be provided as deferred or low interest loans to support the acquisition and rehabilitation of, or the new construction of, multi-family or single family housing or the housing portion of a mixed-use facility. The program is also designed to promote infill housing and mixed-income



## State Housing Initiative Partnership (SHIP) Grant

projects/neighborhoods for home-ownership opportunities. For-profit and not-for-profit developers will be requested to submit proposals to provide housing that conforms with the City's RFP, neighborhood redevelopment plans, and comprehensive plan.

repairs.

5. Multi-family Rental Housing: This program is designed to promote the production of affordable multi-family housing in the City. Funds may be provided as deferred loans or low-interest loans to support the acquisition and rehabilitation of, or the new construction of, multi-family housing, including single room occupancy, transitional/group home housing, senior rental facilities or the housing portion of a mixed-use facility. Strategy is designed to promote mixed income projects and neighborhoods.

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 the first month's rent, security deposit, and utility connection/start-ups, up to a maximum of \$3,000. Funds may also be provided to those tenants in danger of being evicted from their currently occupied rental unit.

7. Financial assistance for first-time homebuyers: This program is under the Fiscal Year 2009-2010 Florida Homebuyer Opportunity Program (FHOP). It provides financial assistance to first-time homebuyers eligible to receive the federal first-time homebuyer tax credit established through the American Recovery and Reinvestment Act of 2009. Eligible FHOP applicants can receive up to \$8,000 in purchase assistance, which is expected to be repaid by the applicant upon receipt of his/her federal tax refund.

### Budget Highlights

The 2010-11, 2011-12, and 2012-13 fundings for SHIP were swept into the State's general revenue; therefore, no 2012-13 allocation is reflected in the City's budget. The balance of SHIP unspent funds from previous years will be carried over to 2012-13 after the budget is adopted.

### Accomplishments

As of September 10, 2012, the City has provided services in the amount of \$637,677 through the SHIP grant to assist eighteen individuals with home

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

Indicator	2009-10		2010-11		2011-12	2012-13
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Home repairs	36	0 <sup>^</sup>	28	#	#	#
First-time home buyer	1	0 <sup>^</sup>	0	#	#	#
Foreclosure prevention	1	0 <sup>^</sup>	0	#	#	#
Rental deposit / eviction protection	1	0 <sup>^</sup>	0	#	#	#
Acquisition-rehabilitation or new construction	5	0 <sup>^</sup>	0	#	#	#
Financial assistance for first-time home buyers	3	13	0	#	#	#
<b>Effectiveness</b>						
% of funds spent to total funds available	46%	0% <sup>^</sup>	41%	#	#	#
<b>Efficiency</b>						
Average cost per household assisted:						
Home repairs	\$30,369	\$0 <sup>^</sup>	\$46,842	#	#	#
Purchase assistance	\$27,500	\$0 <sup>^</sup>	\$0	#	#	#
Foreclosure prevention	\$10,000	\$0 <sup>^</sup>	\$0	#	#	#
Rental deposit / eviction protection	\$2,919	\$0 <sup>^</sup>	\$0	#	#	#
Acquisition-rehabilitation or new construction	\$32,367	\$0 <sup>^</sup>	\$0	#	#	#

<sup>^</sup> Indeterminable until carryover; this is a post budget-adoption process.

# No fiscal year 2010-11, 2011-12, or 2012-13 funds will be available; therefore, there could be no fiscal year 2010-11, 2011-12, or 2012-13 goals.

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

Revenue Category	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
State Grants	1,333,359	704,207	1,064,706	-
Investment Income	-	-	39,000	17,000
Beginning Surplus	-	-	-39,000	-17,000
<b>Total</b>	<b>1,333,359</b>	<b>704,207</b>	<b>1,064,706</b>	<b>-</b>

Expenditure Category	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Operating				
Professional Services	22,825	1,690	33,486	-
Other Contractual Services	1,259,034	702,517	949,144	-
Other Current Charges and Obligation	51,500	-	82,076	-
Operating Subtotal	1,333,359	704,207	1,064,706	-
<b>Total</b>	<b>1,333,359</b>	<b>704,207</b>	<b>1,064,706</b>	<b>-</b>



## HUD Grants CDBG-HOME

### Mission

To utilize the funds received from the U.S. Department of Housing and Urban Development (HUD) to assist the City in meeting its development needs through the provision of transportation services and home repairs for its residents.

### Goals

To improve the quality of life for low- and moderate-income residents of the City of Pembroke Pines in terms of housing, commercial rehabilitation, and transportation.

To ensure the availability of transportation services to transportation-disadvantaged persons who live in South Broward County, Florida.

### Objectives

There are five HUD Grants consisting of the following:

#### 1 - Community Development Block Grant (CDBG):

To provide housing assistance such as first-time home purchase assistance, home repairs, public improvement, new construction and removal of architectural barriers.

To provide safe, reliable, and efficient transportation services to the community via a subscription and advance reservation, while keeping client expectation and changing needs as a high priority.

#### 2 - HOME Investment Partnerships Program (HOME):

To provide housing assistance such as home repairs and new construction.

#### 3 - Neighborhood Stabilization Program (NSP):

To provide emergency assistance to acquire and redevelop foreclosed properties that might otherwise become sources of abandonment and blight without purchase assistance and home repairs. NSP is a component of the long-standing CDBG.

#### 4 - CDBG Disaster Recovery Initiative (DRI):

To address outstanding disaster-related repairs from the 2005 storm season for owner-occupied properties that meet Federal Income Guidelines.

#### 5 - Community Development Block Grant Recovery (CDBG-R) Program:

To stimulate the economy through measures that modernize the Nation's infrastructure, improve energy efficiency, and expand educational opportunities and access to health care.

### Major Functions and Activities

1 - The CDBG has ten programs:

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

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

2 - The HOME grant has two programs:

- ~ Home Repair/Weatherization
- ~ Acquisition-Rehabilitation or New Construction

3 - NSP has two programs:

- ~ Purchase assistance
- ~ Home Repair

4 - DRI has one program ~ Disaster Mitigation/Recovery

5 - CDBG-R has one program ~ Thermal Storage System-Senior Center.

Eligibility and recapture provisions for CDBG, Home and NSP grants:

Eligible homeowners are selected on a first-come, first-qualified basis, within the very low, low and moderate income groups.

The maximum allowable income is based on household size and 80% of annual Median Family



## HUD Grants CDBG-HOME

Income (MFI) for Broward County, provided by the Department of Housing and Urban Development (HUD). Except for the Purchase Assistance Program, all properties must be owner-occupied. Verification of ownership, income, homeowner's insurance, payment of property taxes, and any other criteria to determine an applicant's eligibility will be conducted by Community Redevelopment Associates of Florida, Inc. (CRA).

Eligible homeowners are required to sign the City's Home Loan Agreement and Promissory Note, which establishes a lien on the property in favor of the City. On February 18, 2009, the City Commission approved amended provisions for 2007-2008, 2008-2009, and 2009-2010 Local Housing Assistance Plans (LHAP).

The major provisions are:

The existing home's value cannot exceed \$429,615. The maximum award for very low, low, and moderate income is \$50,000. The City's lien for Home Repairs is 15 years with full repayment and no annual forgiveness during this period. However, if the Home Repair is related to special needs households, the recapture period is reduced to a 10-year forgivable lien written down 1/10 each year until the loan is 100% forgiven.

Also, in the event that the homeowner refinances and obtains funds as a result of the refinancing, the City will not require repayment of the entire loan as long as the City's interest is properly acknowledged in any documents related to the refinancing.

### Budget Highlights

The CDBG will continue to provide the same programs, such as minor home repairs, commercial rehabilitation, and transportation as in previous years. The HOME program will only provide minor home repair.

The unspent balance of the CDBG and HOME funds from previous project years will be carried over to fiscal year 2012-13.

### Accomplishments

As of June 2012, the Senior Transportation Program has generated approximately 5,300 trips.

As of September 10, 2012, the City has provided services in the amount of \$724,034 through the CDBG grant, including \$116,053 for home repairs (six homes), \$4,500 for the Tanglewood Park project,

\$72,000 for Fletcher Park, \$266,797 for the replacement of a waterline, and \$118,927 in support of the City's Senior Transportation Program.

As of September 10, 2012, the City provided services in the amount of \$926,268 through the NSP grant. Of this amount, \$569,482 assisted 12 individuals with home repairs and \$250,000 assisted six individuals to purchase foreclosed properties.

As of September 10, 2012, the City provided services in the amount of \$56,610 through the CDBG-ARRA grant. Of this amount, \$47,991 assisted two individuals with home repairs and \$8,619 to fund free classes for seniors of 62 years or older. The classes included Zumba, Yoga, Chair Yoga, Music Therapy and Pottery Studio.

As of September 10, 2012, the City provided services in the amount of \$140,834 through the HOME grant to assist six individuals with home repairs.

As of September 10, 2012, the City has provided services in the amount of \$659,282 through the DRI grant. Of this amount, \$61,015 assisted five individuals with home repairs and \$556,910 assisted the Westview Condominium Association with roof repairs.

## HUD Grants CDBG-HOME Performance Measures

Indicator	2009-10		2010-11		2011-12	2012-13
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Home repairs - CDBG	5	12	7	15	10	15
New construction - CDBG & Home	9	N/A*	0	4	6	0
Number of one-way (age 62+) client trips with HUD grant funding for fuel and R&M, and the balance of expenses covered by:						
o ADA – Paratransit Program	24,108	27,930	22,103	27,930	27,928	23,000
o Older Americans Act (OAA) Grant	31,959	32,340	20,033	30,269	30,260	29,260
Number of unduplicated CDBG clients	137	275	144	165	187	170
Home repairs - NSP	13	60	27	20	15	0
Purchase assistance - NSP	35	60	4	20	20	0
Home repairs - HOME	5	N/A*	4	5	5	5
<b>Effectiveness</b>						
% of funds spent vs. funds available for home repairs	49%	50%	27%	40%	45%	30%
% of seniors who request transportation and receive it	100%	100%	100%	100%	100%	100%
Number of grievances filed against the system	0	0	0	0	0	0
<b>Efficiency</b>						
Average cost (fuel and R&M only) per one-way client (age 62+) trip	\$2.37	\$2.20	\$1.83	\$2.45	\$2.04	\$2.05
Vehicular accidents per 100,000 miles	0.026	0.000	0.003	0.000	0.022	0.008
Road call rate per passenger trip (Calls for assistance due to mechanical problems)	0.04	0.01	0.12	0.00	0.01	0.10
Passengers per mile	0.90	0.15	0.68	0.60	1.00	0.80

\* N/A - New measure -- goal unavailable



### HUD Grants CDBG-HOME - Budget Summary

Revenue Category	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Federal Grants	3,766,450	2,931,345	6,515,861	906,149
<b>Total</b>	<b>3,766,450</b>	<b>2,931,345</b>	<b>6,515,861</b>	<b>906,149</b>

Expenditure Category	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Operating				
Professional Services	346,465	431,957	545,617	132,362
Other Contractual Services	1,774,712	1,867,896	4,676,846	424,510
Repair and Maintenance Services	14,087	22,682	-	-
Other Current Charges and Obligation	1,157,178	17,435	712,892	-
Operating Supplies	118,588	120,000	118,927	99,277
Operating Subtotal	3,411,029	2,459,970	6,054,282	656,149
Capital				
Improvements Other Than Buildings	223,460	471,374	461,578	250,000
Machinery and Equipment	131,961	-	1	-
Capital Subtotal	355,421	471,374	461,579	250,000
<b>Total</b>	<b>3,766,450</b>	<b>2,931,345</b>	<b>6,515,861</b>	<b>906,149</b>



## Law Enforcement Grant

### Mission

1 - The Victims of Crime Act (VOCA) Grant - To provide assistance to victims of crime, especially to those in under-served populations, such as the elderly and the mentally challenged.

2 - The Homeland Security Grant - The U.S. Department of Homeland Security has implemented various financial assistance programs and grants for states to enable the collective geopolitical entities within each state, and regions within each state, to better prepare, protect, respond and recover from both man-made and natural hazard occurrences.

Various segments of these programs contain information that is operationally sensitive; therefore, budget details will lack specific data concerning the mission, accomplishments, objectives, and performance measures normally associated with City's budget preparations.

There are four major grant-assistance categories within the State Homeland Security Grant Programs (SHSGP) funded by the U.S. Department of Homeland Security:

- Urban Area Security Initiative (UASI)
- Operation Stone Garden Grant Program (OPSG)
- Citizen Corps Program (CCP)
- Metropolitan Medical Response Program (MMRP)

As a result of Homeland Security regional threat and vulnerability analyses, the City of Pembroke Pines continues to be included as a participant in the UASI Grant for fiscal years 2007 through 2011; the status of FY 2012 and FY 2013 UASI funding remains unknown due to Federal Debt Reduction legislation.

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 - Bulletproof Vest Partnership Program – Over 13,000 law enforcement agencies have received over \$277 million in Federal funds since 1999 to offset costs of body armor for officers.

### Goals

1-The VOCA Grant

To provide services to underserved victim population groups and to meet the immediate needs of victims of crime.

2-The Homeland Security Grant - UASI: Program objectives are the decision of each UASI member City. The City of Pembroke Pines UASI projects are equipment-related and are an amalgam of various projects.

Prepare and protect the City's population and critical infrastructure through public information and facility backup systems.

Respond to all-hazards occurrences through critical facility hardening and sustaining capabilities in order to facilitate the continuity of government.

Recover from all-hazards occurrences through reestablishment of the transportation arteries to hasten social and economic recovery.

3-The Bulletproof Vest Program is funded to decrease officer mortality rates in encounters with criminals and from other job-related traumas, such as car crashes, promoting officer survivability in dangerous incidents.

### Objectives

VOCA Grant

To provide referral services to at least 110 victims in underserved populations.

To provide emergency legal advocacy to 25 victims in underserved populations.

To provide personal advocacy to 50 victims in underserved populations.

### Major Functions and Activities

1 - VOCA Grant funds the salary of a part-time Assistant Victim Advocate whose responsibilities are as follows: to provide referral services, group treatment, and personal advocacy to victims of crime.

2 - UASI City-Wide Security Grant Activities that enable this Federal and State mandate include:

Hardening accessed critical infrastructure necessary for continued community viability and the continued continuity of government operations, and strengthening interoperable communications capabilities.



## Law Enforcement Grant

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

Enhancing citizen emergency preparedness.

3 - Bulletproof Vest Program – Secure funding to offset costs of providing life-saving equipment to Police personnel.

### Budget Highlights

The following budget highlight is contingent upon receipt of grant funding for 2012-13.

VOCA Grant.

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

### Accomplishments

1 - Victims of Crime (VOCA) Grant.

The program continued to substantially exceed its targeted goals; demand for services increased as funding has remained relatively static since 2009. Special focus was placed on Personal Advocacy and Crisis Counseling, while continued progress was being made on various interventions and other services, such as Legal Advocacy referrals.

2 - The U.S. Department of Homeland Security Urban Area Security Initiative (UASI) Grant was utilized:

2009 UASI Grant Funds were spent during FY2011-12 for the following Police projects: \$248,000 for the acquisition of Interoperable Mobile Radio equipment, \$36,000 for portable video surveillance systems, and \$59,000 for Tag Recognition Systems.

2010 UASI Grant Funds have been budgeted in FY2011-12 for the following Public Safety projects: \$205,000 for 800 MHz communications equipment; \$76,000 for an electronic surge protection system; and \$111,000 for facility infrastructure hardening with fencing, gates, and security video to protect first responder facilities.

3 - Bulletproof Vest Program Grant.

Secured \$11,199 to offset 50% of the cost of eighty protective bulletproof vests, to be expended and submitted to the Bureau of Justice Assistance for reimbursement by September 30th, 2012.

## Law Enforcement Grant Performance Measures

Indicator	2009-10		2010-11		2011-12	2012-13
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
VOCA Direct expenditures	\$15,938	^ \$20,152	\$17,875	^ \$16,289	^ \$17,918	^ \$17,918
VOCA Victim referrals	379	^ 50	139	^ 250	^350	^ 350
VOCA Crisis intervention counseling	243	^ 50	84	^ 100	^200	^ 200
VOCA Legal advocacy referrals	88	^ 25	30	^ 25	^75	^ 75
VOCA Personal advocacy	85	^ 25	46	^ 50	^75	^ 75
Homeland Security USAI Grant Expenditures	\$40,300	+	\$186,146	^ \$430,923	^\$783,258	^ \$612,650
Highway Safety Grant Expenditures	\$19,462	+	\$0	^ \$145,000	+	+

+ No grant funding was/is expected.

^ Contingent upon receipt of grant funding.

### Law Enforcement Grant - Budget Summary

Revenue Category	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Federal Grants	77,881	186,146	690,679	17,918
<b>Total</b>	<b>77,881</b>	<b>186,146</b>	<b>690,679</b>	<b>17,918</b>

Expenditure Category	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Personnel				
Salary	36,449	43,593	46,650	16,575
Benefits	1,133	1,270	1,268	1,343
Personnel Subtotal	37,581	44,863	47,918	17,918
Operating				
Operating Supplies	739	429	-	-
Operating Subtotal	739	429	-	-
Capital				
Buildings	-	-	76,090	-
Improvements Other Than Buildings	-	-	85,000	-
Machinery and Equipment	39,561	140,855	481,671	-
Capital Subtotal	39,561	140,855	642,761	-
<b>Total</b>	<b>77,881</b>	<b>186,146</b>	<b>690,679</b>	<b>17,918</b>

Position Title	2009-10 Actual	2010-11 Actual	2011-12 Adopted Budget	2012-13 Budget
13576 P/T Victim's Advocate	1	1	1	1
Total				
Full-time	-	-	-	-
Part-time	1	1	1	1



## ADA-Paratransit Program

### Mission

To provide safe and efficient transportation service to the community via a subscription, advance reservation, and fixed-route system, while keeping a high priority on client expectations and changing needs.

### Goals

To ensure the availability of transportation services to South Broward residents who are transportation disadvantaged and have physical, cognitive, emotional, visual or other disabilities that render them functionally unable to utilize the regular fixed-route service.

To ensure that safe and quality service is offered through the Americans with Disabilities Act (ADA) Paratransit Program and throughout the system.

To ensure the ADA/Paratransit Program is delivered in the most effective and efficient manner.

To ensure program accountability.

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

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

### Objectives

Increase community awareness of ADA/Paratransit Service.

Encourage courteous service and client satisfaction.

Provide a safe and reliable service.

Ensure effective program administration.

Implement appropriate methods and procedures to accomplish cost effective service delivery.

Adhere to state and federal statutes, rules and regulations for the Transportation Disadvantaged Program.

### Major Functions and Activities

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

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

### Budget Highlights

As of October 1, 2012, the City's Transportation Division will no longer be a provider for Broward County's Paratransit Program. Therefore, this fund does not have a 2012-13 budget. All clients with Paratransit eligibility will be directed to seek transportation from Broward County via their Call Center. There will be a member outreach within the Community Services department to educate all current Paratransit riders of these changes.

### Accomplishments

A total of 21,630 trips were provided as of June 2012 to seniors in the Southwest Broward County.

# ADA-Paratransit Program Performance Measures

Indicator	2009-10		2010-11		2011-12	2012-13
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Number of informational documents distributed	500	600	550	600	600	600
Number of unduplicated ADA clients	156	200	120	115	115	125
Number of one-way client (Age 60+) trips	24,108	27,930	23,118	27,930	27,928	23,000
<b>Effectiveness</b>						
Number of grievances filed against system	0	0	0	0	0	0
% of satisfied clients	100%	100%	100%	100%	100%	100%
% of people who request and receive service	100%	100%	100%	100%	100%	100%
<b>Efficiency</b>						
Passengers per mile	0.18	0.30	0.33	0.35	0.20	0.35
Passengers per trip	3.0	6.0	3.6	4.0	3.6	4.0
Road call rate per passenger trip (Calls for assistance due to mechanical problems)	0	0	0	0	0	0
Vehicular accidents per 100,000 miles	0	0	0	0	0	0
Average cost per one-way client (Age 60+) trip, excluding fuel and R&M	\$19.45	\$12.95	\$19.59	\$16.21	\$16.21	\$16.21
Passengers per revenue hour	3.3	6.0	5.0	4.0	5.1	5.0

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

### ADA-Paratransit Program - Budget Summary

Revenue Category	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Grants from Local Units	496,022	377,377	452,928	-
Interfund Transfers	-	43,152	-	-
<b>Total</b>	<b>496,022</b>	<b>420,529</b>	<b>452,928</b>	<b>-</b>

Expenditure Category	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Operating				
Professional Services	655	626	760	-
Other Contractual Services	373,612	412,321	432,473	-
Travel Per Diem	-	84	-	-
Communication and Freight Services	567	634	960	-
Repair and Maintenance Services	32,811	4,354	17,235	-
Office Supplies	660	2,095	1,000	-
Operating Supplies	1,593	414	500	-
Operating Subtotal	409,897	420,529	452,928	-
Capital				
Machinery and Equipment	101,310	-	-	-
Capital Subtotal	101,310	-	-	-
Other				
Transfers	269,053	-	-	-
Other Subtotal	269,053	-	-	-
<b>Total</b>	<b>780,260</b>	<b>420,529</b>	<b>452,928</b>	<b>-</b>





## Police Community Services Grant

### Mission

To enhance community law enforcement services through any one of seven major programmatic categories. Specialized law enforcement technology and equipment not normally placed in the general fund budget is the cost-center focus of this grant.

### Goals

The Byrne Memorial Justice Grant, known as the Justice Assistance Grant (JAG), provides a source of funding to assist the City in reducing crime and improving public safety while fostering a relationship between the Police Department and the community at large.

### Objectives

To use funds received from the Bureau of Justice Assistance in accordance with program requirements. The following core activities are supported by this grant: hiring of officers and support personnel, enhancing security measures around schools, establishing crime prevention programs, and purchasing equipment and technology to enhance officer safety.

### Major Functions and Activities

The grant funds have been used primarily for the following purposes: procuring equipment and specific software directly related to basic law enforcement functions and, by utilizing the acquired technology and equipment to further response-readiness, to meet mandated Federal and State National Incident Management System (NIMS) goals of preparedness, response, mitigation, and recovery to all-hazards incidents.

### Budget Highlights

The JAG Grant funds will be utilized to purchase equipment that will better prepare the department to respond and recover from all hazardous incidents, as well as criminal activity. Any unspent 2010-11 funds will be utilized during 2012-13.

### Accomplishments

The 2009-10 annual JAG grant, which has an end date of September 30, 2012, has budgeted FY2011-12 expenditures of \$12,000 for overtime and \$30,000 for capital purchases, including \$26,000 for an outdoor camera security surveillance project.

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

The 2011-12 annual JAG grant, which has an end date of September 30th, 2014, has approved project expenditures of \$27,038 for the purchase of one Police Dive Boat package and one Side-imaging Sonar package.

## Police Community Services Grant Performance Measures

Indicator	2009-10		2010-11		2011-12	2012-13
	Actual	Goal	Actual	Goal	Goal	Goal

### Outputs

Funds spent on equipment	\$0	*	\$0	*	*	*
--------------------------	-----	---	-----	---	---	---

\* No additional funds anticipated. Unspent funds from prior grants will be carried forward.

### Police Community Services Grant - Budget Summary

Revenue Category	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Federal Grants	103,712	62,856	99,569	-
Investment Income	702	-	542	-
Beginning Surplus	-	-	-15	-
<b>Total</b>	<b>104,414</b>	<b>62,856</b>	<b>100,096</b>	<b>-</b>

Expenditure Category	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Personnel				
Salary	-	51,730	13,244	-
Personnel Subtotal	-	51,730	13,244	-
Operating				
Repair and Maintenance Services	12,327	-	-	-
Operating Supplies	12,474	3,955	10,056	-
Operating Subtotal	24,801	3,955	10,056	-
Capital				
Improvements Other Than Buildings	-	-	24,800	-
Machinery and Equipment	79,613	7,172	51,996	-
Capital Subtotal	79,613	7,172	76,796	-
<b>Total</b>	<b>104,414</b>	<b>62,856</b>	<b>100,096</b>	<b>-</b>



## Community Bus Program

### Mission

To provide safe and efficient transportation service to the community via a subscription, advance reservation, and fixed route system, while keeping client expectations and changing needs as a high priority.

### Goals

To ensure the availability of public transportation services to the general public in western Pembroke Pines that cannot be reached by BCT buses.

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

To ensure Community Bus Service is delivered in the most effective and efficient manner.

To ensure program accountability.

### Objectives

To increase community awareness of the Community Bus Program.

To encourage courteous service and client satisfaction.

To provide a safe and reliable service.

To ensure effective program administration.

To implement appropriate methods and procedures to accomplish cost effective service delivery.

To adhere to State and Federal Statutes, Rules and Regulations for the Transportation Disadvantaged Program.

### Major Functions and Activities

~ TRANSPORTATION - The Senior Transportation Administrator supervises this program: provision of free public transportation service at designated stops along 3 fixed routes – green, gold, and blue. Service hours on the Green and Gold Routes range from 7:00 AM to 7:37 PM, Monday thru Saturday, and on the Blue Route 8:00 AM thru 3:25 PM, Tuesday, Wednesday, and Friday. Service extends west on the Gold and Green Routes from the Southwest Focal Point Senior Center to US 27 (Holly Lake Clubhouse) and east on the Blue Route from SWFP to University Drive and Pines Blvd (USPS). The service is structured to allow for connections to Broward County Transit (BCT) routes 5, 7, and 23. Connections can

also be made with the City of Miramar Community Bus Service at Memorial Hospital West and the Pembroke Lakes Mall. There is also a connection with the Cooper City service at Sheridan Street and Flamingo Road. Service is not available on observed holidays. As of October 1, 2012, headway on the Gold Route will be 60 minutes, on the Green Route 120 minutes, and on the Blue Route 90 minutes. All community bus program buses are wheelchair accessible in compliance with the Americans with Disabilities Act (ADA).

### Budget Highlights

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

### Accomplishments

Service on the Blue Bus Route was expanded during May 2011 to include new stops at St. Charles Place, Century Village, and Publix-Flamingo Pines Plaza. Concurrently, the stop at Pines Boulevard and McArthur Parkway was eliminated.

During November 2011 the Blue Route shuttle schedule was expanded from 8:00 AM - 1:20 PM to 8:00 AM - 3:25 PM, every Tuesday, Wednesday and Friday. County funding did not change with the increased hours of service.

As of January 25, 2012, additional route expansion on the Blue Route to include the Wal-Mart stop at Flamingo Pines Plaza, while continuing to provide stops at St. Charles Place, Century Village, and Publix-Flamingo Pines Plaza.

# Community Bus Program Performance Measures

Indicator	2009-10		2010-11		2011-12	2012-13
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Number of information documents distributed	12,000	12,000	10,500	11,000	12,000	11,000
Road calls required (calls for assistance due to mechanical problems)	33*	10	52*	5	5	5
Number of one-way client trips	209,099	206,650	217,115	196,000	206,650	215,000
<b>Effectiveness</b>						
Number of grievances filed against system	0	0	0	0	0	0
<b>Efficiency</b>						
Passengers per service hour	11.9	12.3	10.1	10.0	12.0	12.0
Passengers per mile	1.2	1.2	2.1	1.0	1.2	2.0
Vehicular accidents per 100,000 miles	0	0	0	0	0	0
Average cost per one-way client (any age) trip	\$2.33	\$3.25	\$2.62	\$3.00	\$2.50	\$2.57

\* Prior year's postponements of vehicle replacements by Broward County Transit resulted in more calls due to the age of the vehicles.

### Community Bus Program - Budget Summary

<b>Revenue Category</b>	<b>2009-10 Actual</b>	<b>2010-11 Actual</b>	<b>2011-12 Budget</b>	<b>2012-13 Budget</b>
Federal Grants	-	-	475,000	-
Grants from Local Units	261,794	302,848	309,703	209,053
Interfund Transfers	455,976	527,943	508,523	343,301
<b>Total</b>	<b>717,771</b>	<b>830,791</b>	<b>1,293,226</b>	<b>552,354</b>

<b>Expenditure Category</b>	<b>2009-10 Actual</b>	<b>2010-11 Actual</b>	<b>2011-12 Budget</b>	<b>2012-13 Budget</b>
Operating				
Professional Services	1,260	1,482	49,240	4,318
Other Contractual Services	517,848	531,352	489,566	430,967
Communication and Freight Services	1,130	1,130	2,080	1,400
Repair and Maintenance Services	77,485	169,219	192,920	60,764
Office Supplies	1,216	1,184	1,100	1,500
Operating Supplies	118,832	126,424	132,195	53,405
Operating Subtotal	717,771	830,791	867,101	552,354
Capital				
Machinery and Equipment	-	-	426,125	-
Capital Subtotal	-	-	426,125	-
<b>Total</b>	<b>717,771</b>	<b>830,791</b>	<b>1,293,226</b>	<b>552,354</b>



## Law Enforcement Trust Fund Treasury Confiscated

### Goals

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

Support of the Department's efforts in Community-Oriented and Problem-Solving Policing will continue. The Department emphasizes a continual improvement of its level of service, and this fund provides additional resources without burdening the taxpayers.

### Objectives

Monies obtained will be utilized to fund various Police Department capital expenditures in order to improve the quality of service offered to residents of the City.

### Major Functions and Activities

Drug interdiction and drug activity suppression will be enhanced and expanded through the procurement of state-of-the-art surveillance and communications equipment, thereby augmenting investigative capabilities.

This trust fund does not provide for salaries.

### Budget Highlights

In accordance with "A Guide to Equitable Sharing of Federally Forfeited Property for State and Local Law Enforcement Agencies" by the U.S. Department of Treasury, confiscated revenues are not permitted to be budgeted until they have been awarded to the City's law enforcement department by a court having jurisdiction over the matter.

### Accomplishments

No funds were expended in fiscal year 2011-12.

# Law Enforcement Trust Fund Treasury Confiscated Performance Measures

Indicator	2009-10		2010-11		2011-12	2012-13
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Funds spent on equipment and building improvements	\$0	\$133,376	\$0	\$0	\$33,150	\$126,760



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

Revenue Category	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Fines & Forfeitures	35,838	98,652	383	-
Investment Income	7,505	3,004	6,000	8,000
Appropriated Fund Balance	-	-	263,329	-
Beginning Surplus	-	-	26,767	90,833
<b>Total</b>	<b>43,343</b>	<b>101,657</b>	<b>296,479</b>	<b>98,833</b>

Expenditure Category	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Operating				
Professional Services	-	-	2,000	-
Repair and Maintenance Services	-	-	25,927	-
Operating Subtotal	-	-	27,927	-
Capital				
Improvements Other Than Buildings	-	-	92,675	-
Machinery and Equipment	-	-	175,877	98,833
Capital Subtotal	-	-	268,552	98,833
<b>Total</b>	<b>-</b>	<b>-</b>	<b>296,479</b>	<b>98,833</b>



## Law Enforcement Trust Fund Justice Confiscated

### Goals

To provide funding to support the activities that are covered under the Department of Justice guidelines.

### Objectives

Allocations from this fund will continue to finance various service enhancement efforts. Essentially, these allocations will be in the form of one-time capital expenditures.

### Major Functions and Activities

Fleet purchases and the continuation of the computerization of the Records Management System.

Standardization of issued equipment will also continue.

This trust fund does not provide for salaries.

### Budget Highlights

In accordance with "A Guide to Equitable Sharing of Federally Forfeited Property for State and Local Law Enforcement Agencies" by the U.S. Department of Justice, confiscated revenues are not permitted to be budgeted until they have been awarded to the City's law enforcement department by a court having jurisdiction over the matter.

### Accomplishments

No funds were expended in FY 2012 as of June 30th.

# Law Enforcement Trust Fund Justice Confiscated Performance Measures

Indicator	2009-10		2010-11		2011-12	2012-13
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Funds spent on equipment	\$0	\$10,165	\$0	\$20,358	\$88,097	\$78,371

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

Revenue Category	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Fines & Forfeitures	87,634	68,263	7,870	-
Investment Income	7,890	4,147	110	8,000
Appropriated Fund Balance	-	-	255,394	-
Beginning Surplus	-	-	80,117	70,371
<b>Total</b>	<b>95,524</b>	<b>72,410</b>	<b>343,491</b>	<b>78,371</b>

Expenditure Category	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Operating				
Professional Services	-	-	17,579	-
Other Contractual Services	-	-	26,150	-
Repair and Maintenance Services	-	-	30,683	-
Other Current Charges and Obligation	-	-	17,700	-
Operating Supplies	-	-	48,866	-
Operating Subtotal	-	-	140,978	-
Capital				
Machinery and Equipment	-	-	202,513	78,371
Capital Subtotal	-	-	202,513	78,371
<b>Total</b>	<b>-</b>	<b>-</b>	<b>343,491</b>	<b>78,371</b>



## Law Enforcement Trust Fund \$2 Police Education

### Goals

To provide support for all facets of police education and training initiatives. The \$2 Police Education Fund is restricted, by law, for expenditures to train and educate only law enforcement personnel.

### Objectives

Monies obtained will be utilized to fund various Police Department efforts to improve its quality of service through enhanced training. The area of emphasis will be to enhance the total programmatic training modules for all levels of departmental activities – operations, administration, and ancillary functions.

### Major Functions and Activities

Continuous programmatic upgrades in training due to systematic enhancement in firearms, ongoing upgrades in the computerization of program structures, and increased focus on drug interdiction require dramatic training availability at all levels of the law enforcement endeavor.

This trust fund does not provide for salaries.

### Budget Highlights

~Training

Funds will be used to finance the cost of tuition and state exam fees associated with training police recruits at the Police Academy.

~ Travel/Conferences

Funds will be utilized to afford Officers, as well as other law enforcement personnel, the opportunity to attend special conferences and seminars throughout the United States.

### Accomplishments

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

\$3,990 was expended on advanced leadership courses for police supervisors.

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

Indicator	2009-10		2010-11		2011-12	2012-13
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
New recruits sent to the Police Academy	4	7	2	7	7	7
<b>Efficiency</b>						
Average training cost per recruit	\$3,350	\$3,255	\$3,420	\$3,255	\$3,350	\$3,420

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

Revenue Category	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Fines & Forfeitures	62,461	43,382	55,245	47,294
Investment Income	2,911	2,422	5,000	-
Appropriated Fund Balance	-	-	161,019	-
Beginning Surplus	-	-	-5,000	-
<b>Total</b>	<b>65,371</b>	<b>45,804</b>	<b>216,264</b>	<b>47,294</b>

Expenditure Category	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Operating				
Travel Per Diem	1,662	11,389	112,919	10,000
Publications and Memberships	22,185	13,630	103,345	37,294
Operating Subtotal	23,847	25,019	216,264	47,294
<b>Total</b>	<b>23,847</b>	<b>25,019</b>	<b>216,264</b>	<b>47,294</b>



## Law Enforcement Trust Fund FDLE Confiscated

### Goals

Traditionally, these funds have been used by the Police Department to procure state-of-the-art equipment. These funds will support the Department's continued focus on computerization of information systems and the enhancement of anti-drug and crime prevention strategies.

### Objectives

Monies obtained will be utilized to fund various Police Department efforts to improve its quality of service to the community. The areas of emphasis are communication equipment, specialized vehicle, firearms, research and procurement of less lethal equipment, and related safety mechanisms.

### Major Functions and Activities

Funds will be used to upgrade the Department's records management, specialized vehicles, and computerized information systems.

This trust fund does not provide for salaries.

### Budget Highlights

In accordance with Florida Statutes 932.7055(9)(c), confiscated revenues are not permitted to be budgeted until they have been awarded to the City's law enforcement department by a court having jurisdiction over the matter.

Increase the allocation of funds for the design and construction of a new training/administration facility. This is a continuation of accumulating funds to construct a building at the Police training facility and gun range. This building will house the Training Unit along with all its classrooms and training equipment.

### Accomplishments

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

We have purchased 15 laptops for the new School Resource Officers. These laptops will assist the new SRO's in their day-to-day responsibilities.

We have purchased tourniquets and ChitoGauze to be deployed to all officers in the field. This new hemorrhage control kit contains everything needed to quickly address moderate to severe bleeding injuries

for officers and the public.

We have purchased 45 concealable firearms to be issued to our plain clothes detectives to be used during plain clothes assignments.



# Law Enforcement Trust Fund FDLE Confiscated Performance Measures

Indicator	2009-10		2010-11		2011-12	2012-13
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Funds spent for drug and crime prevention	\$42,346	\$55,277	\$50,000	\$22,514	\$18,163	\$11,553
Funds spent on equipment and building improvements	\$174,865	\$275,383	\$217,118	\$171,080	\$87,077	\$231,507

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

Revenue Category	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Fines & Forfeitures	73,983	221,145	52,960	-
Investment Income	21,289	15,063	320	27,000
Appropriated Fund Balance	-	-	1,083,098	-
Beginning Surplus	-	-	51,960	221,060
<b>Total</b>	<b>95,272</b>	<b>236,208</b>	<b>1,188,338</b>	<b>248,060</b>

Expenditure Category	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Operating				
Professional Services	600	1,215	18,192	-
Travel Per Diem	-	-	27,547	-
Other Current Charges and Obligation	-	-	5,000	-
Operating Supplies	214,386	125,962	162,603	11,553
Operating Subtotal	214,986	127,177	213,342	11,553
Capital				
Buildings	-	-	717,908	231,507
Machinery and Equipment	2,925	217,118	252,088	-
Capital Subtotal	2,925	217,118	969,996	231,507
Grants and Aid				
Aids to Private Organizations	-	-	5,000	5,000
Grants and Aid Subtotal	-	-	5,000	5,000
<b>Total</b>	<b>217,911</b>	<b>344,294</b>	<b>1,188,338</b>	<b>248,060</b>



## Older Americans Act (OAA) Grant

### Mission

The Community Services Department is dedicated to providing a multitude of services and programs for our senior population. In part, funding dollars are provided by the Older Americans Act Grant and the State of Florida Department of Elder Affairs.

### Goals

**TITLE IIIB:** To facilitate the following social services to those 60 years of age or older residing in southwest Broward County: Information, Referral, Recreation, In-home Services, Health Support, Counseling, Adult Day Care, Alzheimer's Adult Day Care for seniors, and Public Education.

**TITLE III E FAMILY CAREGIVERS SERVICES:** To provide expanded services for Adult Day Care and Alzheimer's Day Care Programs. The expanded hours are Monday thru Friday, 7:00 AM – 6:00 PM. The expanded hours provide benefits to senior clients and caregivers.

**LOCAL SERVICE PROGRAM (LSP) TRANSPORTATION:** To provide safe, reliable, and efficient transportation services to seniors 60 years of age or older living in southwest Broward County.

### Objectives

To account for funds received from the OAA Grant and provide a full range of social services to eligible seniors in accordance with the guidelines of the Older Americans Act and the State of Florida Department of Elder Affairs.

### Major Functions and Activities

Plan and implement the following senior services:

~ **RECREATION** - Includes classes such as ceramics, arts and crafts, computers for seniors, bingo, card and board games, special events, and field trips.

~ **HEALTH SUPPORT SERVICES** - Provides health screening, counseling, assessments, speakers on a variety of health subjects, a walking club program, senior wellness and exercise classes.

~ **INFORMATION and REFERRAL** - Provides direct access to Community Services programs and special senior programs. This service includes case management and referrals facilitated by the staff social worker.

~ **COUNSELING** - Services include individual, group, and/or family/caregiver counseling sessions as well as referrals and educational speakers.

~ **ADULT DAY CARE** - Provides a structured program for frail and/or Alzheimer's specific clients. Special activities, classes, and programs are planned to enhance the lives of these seniors in an effort to delay institutionalization and to provide respite care.

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

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

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

~ **TRANSPORTATION** - Provision of one-way or round-trip service within a designated area. The service area is bordered on the north by State Road 84, on the east by State Road 1 (U.S. 441), on the south by Countyline Road and the west by U.S. 27. Strategically established routes ensure provision of subscription trips via a multi-load system to promote efficiency and consistency of service. Clients receive free, door-to-door, driver-assisted service. Each one-way trip accounts for a unit of service under the provision of each funding source.

### Budget Highlights

Annual Antique Shows, Arts and Crafts Shows, Flea Markets, Health Fair and Swing for the Green Golf Tournament will be held throughout 2012. Community events allow us to showcase our services. Funds collected permit us to expand and enhance programming.

Several support groups will continue to be offered on a weekly basis for caregivers, as is personal development/enrichment for English- and Spanish-speaking clients.



## Older Americans Act (OAA) Grant

Social Services will continue to offer weekly Visually Impaired Persons (VIP) support groups. This provides a forum for clients to ventilate and verbalize their adjustments to living with visual impairment. Guest speakers from Broward County Blind Services, the Transportation Authority Company and Lighthouse Broward frequently attend these sessions.

### Accomplishments

The Community Services Department has become the new home of the Broward Aging Networking Conference, held annually. The event occurs in May to help commemorate Older Americans Month.

The 8th Annual Swing for the Green Golf Tournament held in October, 2011, was a great success and brought in a total of \$30,000.

The 5th Annual Easter Seals South Florida, Alzheimer's Awareness Butterfly Release and Educational Presentation was held in November, 2011.

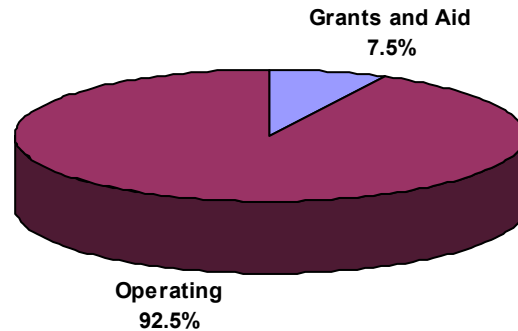
# Older Americans Act (OAA) Grant Performance Measures

Indicator	2009-10		2010-11		2011-12	2012-13
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Number of clients receiving daycare services	194	150	121	120	194	120
Number of senior clients registered at SW Focal Point Center	2,167	2,960	2,576	2,000	2,300	2,600
Units (1 hour) of service:						
Information	8,497	4,700	8,002	5,991	5,994	5,995
Referral	759	725	962	725	600	600
Public education	69	48	68	60	60	60
Personal care	5,134	4,576	4,375	4,576	4,576	4,576
Respite	390	390	390	390	390	390
Homemaker	3,381	3,381	3,176	3,380	3,176	3,176
Number of one-way client (age 60+) trips per year	31,959	32,340	33,562	30,269	30,260	29,260
Health support-individual	18	725	41	725	72	78
Health support-group	1,601	890	1,133	959	959	960
Adult day care	36,064	75,417~	65,593	60,396	36,013	60,223
Counseling--individual	91	96	139	84	72	72
Counseling--group	140	115	143	115	84	84
Transportation (one-way client trips)	31,959	32,340	33,562	30,269	30,260	29,260
Recreation	6,007	5,600	5,968	5,596	5,596	5,596
<b>Effectiveness</b>						
% of service units billed	100%	100%	100%	100%	100%	100%
<b>Efficiency</b>						
Annual Area Agency on Aging monitoring report (compliance)	100%	100%	100%	100%	100%	100%
% of people who request and receive service	100%	100%	100%	100%	100%	100%
% of survey responses with a positive rating	100%	100%	100%	100%	100%	100%
Passengers per mile	3.4	3.0	3.3	3.0	3.5	3.4
Vehicular accidents per 100,000 miles	0.004	0.000	0.020	0.020	0.000	0.005
Road calls per passenger trip	0.200	0.100	0.180	0.100	0.000	0.040
Grant reimbursement per trip	\$26.99	\$7.90	\$7.52	\$7.90	\$7.53	\$7.90

~ Only those unduplicated clients that are funded by IIIB and IIIIE are counted. The fiscal year 2009-10 goal reflects the fact that while the number of clients has not changed, other funding sources are now being used and fewer clients are being funded by IIIB and IIIIE.

### Older Americans Act (OAA) Grant - Budget Summary

Revenue Category	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Federal Grants	427,921	459,839	516,691	444,530
Grants from Local Units	127,841	132,008	139,152	139,151
State Grants	240,676	269,293	266,554	254,388
Other Human Services Charges	-	20	-	-
Private Gifts / Contributions	35,516	36,022	81,528	149,716
Interfund Transfers	105,124	-	-	289,191
<b>Total</b>	<b>937,078</b>	<b>897,182</b>	<b>1,003,925</b>	<b>1,276,976</b>



Expenditure Category	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Operating				
Professional Services	190	209	180	1,312
Other Contractual Services	824,129	770,097	861,990	1,010,824
Repair and Maintenance Services	-	-	-	84,800
Operating Supplies	24,500	23,223	46,468	84,753
Operating Subtotal	848,819	793,529	908,638	1,181,689
Grants and Aid				
Aids to Government Agencies	91,698	98,490	95,287	95,287
Grants and Aid Subtotal	91,698	98,490	95,287	95,287
<b>Total</b>	<b>940,517</b>	<b>892,019</b>	<b>1,003,925</b>	<b>1,276,976</b>



## Debt Service Fund

### Mission

To optimize City resources in obtaining funds for City projects.

### Goals

To finance projects and refund existing debts utilizing the most cost-effective methods while minimizing the restrictions that would hinder the future borrowing capacity of the City.

### Objectives

To account for the servicing of general long-term debt and to maintain the highest possible bond ratings for the marketability of the City's debt.

### Major Functions and Activities

The following paragraphs describe the bond issues of the City of Pembroke Pines. The balances outstanding shown in these paragraphs are as of September 30, 2012. All capitalized terms are as defined in each bond issue's official documents.

~ PUBLIC IMPROVEMENT REVENUE BONDS, SERIES 2001:

On October 12, 2001, the City issued \$19,600,000 bonds for the purpose of providing funds for various City projects including a police annex, fire and rescue system improvements, park improvements, and the payoff of the \$10,000,000 Capital Improvement Certificate of Indebtedness, Series 2000. The \$10,985,000 outstanding bonds, maturing on and after October 1, 2014, were advance refunded and defeased on December 1, 2006 by the Public Improvement Revenue Refunding Bonds, Series 2006. The refunding bond proceeds are held in an irrevocable escrow deposit trust for the purpose of generating the required resources for the refunded bonds' debt service and redemption premiums until they are called for redemption on October 1, 2011. The remaining \$1,845,000 outstanding bonds that were not refunded are due in varying installments through October 1, 2013. They bear interest at rates which range from 4.20% to 4.30%, with interest payable semi-annually on April 1st and October 1st. The principal and interest on these bonds are payable from a pledge of and lien upon the City's electric public service tax revenues on a parity with any Additional Parity Bonds. The bonds maturing on and after October 1, 2012 are subject to redemption at the option of the City, on or after October 1, 2011, in such order of maturity as the City

selects, plus accrued interest to the redemption date.

~ TAXABLE COMMUNICATIONS SERVICES TAX REVENUE BONDS, SERIES 2003A:

On October 17, 2003, the City issued \$39,935,000 bonds in order to maintain the City's pension contribution as a percentage of payroll at the level prior to the increased benefits for firefighters under the contributory defined benefit retirement plan known as the City Pension Fund for Firefighters and Police Officers. These bonds have an outstanding balance of \$36,390,000 due in varying installments through October 1, 2033. The outstanding bonds bear an interest rate of 5.97%, payable semi-annually on April 1st and October 1st of each year. The principal and interest on these bonds are payable from and secured by a pledge of and an irrevocable lien on the Communications Services Tax Revenues and Water Public Service Tax Revenues on a parity with the Series 2004 Bonds and any Additional Parity Bonds hereafter issued. The lien on and pledge of the Water Public Service Tax Revenues to the payment of the bonds shall be released upon the City demonstrating that, based on the City's annual audited financial statements for the two fiscal years immediately preceding such release, the Communications Services Tax Revenues recognized for each of such fiscal year, without taking into consideration any Water Public Service Tax Revenues, were not less than 1.30 times the Maximum Bond Service Requirement on all parity bonds then outstanding. This lien has not yet been released. The bonds maturing on and after October 1, 2014 are subject to redemption prior to their respective dates of maturity at the option of the City on or after October 1, 2013, in such order of maturity as the City selects, plus accrued interest to the redemption date.

~ TAXABLE COMMUNICATIONS SERVICES TAX REVENUE BONDS, SERIES 2004:

On April 1, 2004, the City issued \$49,910,000 bonds for the purpose of funding a deposit to the Police Pension Plan under the contributory defined benefit retirement plan known as the City Pension Fund for Firefighters and Police Officers and the General Employees' Pension Plan to maintain the City's annual contribution to such plans at approximately the same level as before the adoption of the 2004 Enhanced Pension Benefits. These bonds have an outstanding balance of \$44,775,000 due in varying installments through October 1, 2033. The outstanding bonds bear interest at rates from 4.25% to 5.25%, payable semi-annually on April 1st and October 1st of each year. The principal and interest on these bonds are payable from and secured by a pledge of and an



## Debt Service Fund

irrevocable lien on the Communications Services Tax Revenues and Water Public Service Tax Revenues on a parity with the Series 2003A Bonds and any Additional Parity Bonds hereafter issued. The lien on and pledge of the Water Public Service Tax Revenues to the payment of the Bonds shall be released upon the City demonstrating that, based on the City's annual audited financial statements for the two fiscal years immediately preceding such release, the Communications Services Tax Revenues recognized for each of such fiscal year, without taking into consideration any Water Public Service Tax Revenues, were not less than 1.30 times the Maximum Bond Service Requirement on all parity bonds then outstanding. This lien has not yet been released. The bonds maturing on and after October 1, 2015 are subject to redemption prior to their respective dates of maturity at the option of the City on or after October 1, 2014, in such order of maturity as the City selects, plus accrued interest to the redemption date.

### ~ PUBLIC IMPROVEMENT REVENUE BONDS, SERIES 2004A:

On May 6, 2004, the City issued \$20,140,000 bonds for the purpose of funding the acquisition, construction, and equipping of the Senior Housing Project (Tower One), the site development, engineering and permitting costs related to the Senior Housing Project, and the mobile safety equipment. These bonds have an outstanding balance of \$19,180,000 due in varying installments through October 1, 2034. The outstanding bonds bear interest at rates from 3.50% to 5.00%, with interest payable semi-annually on April 1st and October 1st. The principal and interest on these bonds are payable from a pledge of and lien upon the City's electric public service tax revenues on a parity with the Public Improvement Revenue Bonds, Series, 2001, and any Additional Parity Bonds. The bonds maturing on or after October 1, 2015 are subject to redemption at the option of the City, on or after October 1, 2014, in such order of maturity as the City selects, plus accrued interest to the redemption date.

### ~ PUBLIC IMPROVEMENT REVENUE BONDS, SERIES 2004B:

On July 14, 2004, the City issued \$15,975,000 bonds for the purpose of funding the cost of planning, designing, constructing, and equipping of the Senior Housing Project (Tower Two), and any remaining or additional Tower One project costs. These bonds have an outstanding balance of \$15,235,000 due in varying installments through October 1, 2034. The outstanding bonds bear interest at rates from 3.80% to 5.00%, with interest payable semi-annually on

April 1st and October 1st. The principal and interest on these bonds are payable from a pledge of and lien upon the City's electric public service tax revenues on a parity with the Public Improvement Revenue Bonds, Series, 2001, 2004A, and any Additional Parity Bonds. The bonds maturing on and after October 1, 2015 are subject to redemption at the option of the City, on or after October 1, 2014, in such order of maturity as the City selects, plus accrued interest to the redemption date.

### ~ GENERAL OBLIGATION BONDS, SERIES 2005:

On September 30, 2005, the City issued its first General Obligation Bonds in the amount of \$47,000,000 for the purpose of funding multiple projects including, but not limited to, various roadwork projects, recreational and cultural amenities, economic development and neighborhood revitalization. On December 1, 2005, \$5,456,448 of the General Obligation Bonds, Series 2005 was used to refund the Capital Improvement Revenue Bonds, Series 1993, which had a principal outstanding balance of \$5,985,000. These Series 2005 bonds have an outstanding balance of \$40,080,000 due in varying installments through September 1, 2035. The outstanding bonds bear interest at rates from 3.40% to 4.55%, with interest payable semi-annually on March 1st and September 1st. The Series 2005 Bonds are general obligations of the City and are payable from unlimited ad valorem taxes on all taxable real and tangible personal property within the City (except exemptions provided by applicable law). There is no limitation as to the rate or amount of ad valorem taxes that can be levied for the purpose of paying the Series 2005 Bonds. The bonds maturing on or after September 1, 2016 are subject to redemption at the option of the City, on or after September 1, 2015, in such order of maturity as the City selects, plus accrued interest to the redemption date.

### ~ PUBLIC IMPROVEMENT REVENUE REFUNDING BONDS, SERIES 2006:

On December 1, 2006, the City issued \$29,720,000 bonds for the purpose of advance refunding of all of the Public Improvement Revenue Bonds, Series 1998 maturing on and after October 1, 2009 totaling \$18,935,000 and all of the Public Improvement Revenue Bonds, Series 2001, maturing on and after October 1, 2014 totaling \$10,985,000. This advance refunding generates a net present value benefit of \$1,268,541. These refunding bonds have an outstanding balance of \$26,560,000 due in varying installments through October 1, 2022. The outstanding bonds bear interest at rates from 4.00%





## Debt Service Fund

to 5.00%, with interest payable semi-annually on April 1st and October 1st. The principal and interest on these bonds are payable from a pledge of and lien upon the City's electric public service tax revenues on a parity with the Public Improvement Revenue Bonds, Series 2001, 2004A, 2004B, and any Additional Parity Bonds. The bonds maturing on and after October 1, 2017 are subject to redemption at the option of the City, on or after October 1, 2016, in such order of maturity as the City selects, plus accrued interest to the redemption date.

### ~ CAPITAL IMPROVEMENT REVENUE REFUNDING BONDS, SERIES 2006:

On December 1, 2006, the City issued \$45,050,000 bonds for the purpose of (1) advance refunding \$28,100,000 outstanding Capital Improvement Revenue Bonds, Series 1999, maturing on and after December 1, 2009 that were not used to refund the Refunded 1995 Bonds and (2) funding various City capital projects. The advance refunding generates a net present value benefit of \$1,778,037. These refunding bonds have an outstanding balance of \$39,520,000 due in varying installments through December 1, 2031. They bear interest at rates which range from 3.85 % to 5.00%, with interest payable semi-annually on June 1st and December 1st. The principal and interest on these bonds are payable from a pledge of and lien upon the City's electric franchise revenues on a parity with any Additional Parity Bonds and Additional Parity Franchise Revenue Bonds. The bonds maturing on and after December 1, 2017 are subject to redemption at the option of the City, on or after December 1, 2016, in such order of maturity as the City selects, plus accrued interest to the redemption date.

### ~ CAPITAL IMPROVEMENT REVENUE BONDS (PHASE II OF FORMAN SENIOR HOUSING PROJECT), SERIES 2007:

On January 24, 2007, the City issued \$26,805,000 bonds for the purpose of funding (1) the design, construction, and equipping of approximately 220 residential units to become part of the City's senior housing facilities to be owned and operated by the City, to be located on the Senator Howard C. Forman Human Services Campus and related subordinate facilities, and (2) renovations to existing senior housing facilities owned and operated by the City. These bonds have an outstanding balance of \$25,200,000 due in varying installments through December 1, 2036. The outstanding bonds bear interest at rates from 3.75% to 5.00%, with interest payable semi-annually on June 1st and December 1st. The principal and interest on these bonds are

payable from a pledge of and lien upon the City's electric franchise revenues on a parity with the Capital Improvement Revenue Refunding Bonds, Series 2006, and any Additional Parity Franchise Revenue Bonds. The bonds maturing on 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 \$39,225,000 due in varying installments through September 1, 2036. The outstanding bonds bear interest at rates from 4.00% to 4.75%, with interest payable semi-annually on March 1st and September 1st. The Series 2007 Bonds are general obligations of the City and are payable from unlimited ad valorem taxes on all taxable real and tangible personal property within the City (except exemptions provided by applicable law). There is no limitation as to the rate or amount of ad valorem taxes that can be levied for the purpose of paying the Series 2007 Bonds. The bonds maturing on or after September 1, 2018 are subject to redemption at the option of the City, on or after September 1, 2017, in such order of maturity as the City selects, plus accrued interest to the redemption date.

### ~ CHARTER SCHOOL REVENUE BONDS, SERIES 2008 (Reissued in May 2011):

On March 25, 2008, the City issued \$64,095,000 bonds for the purpose of providing funds to: (i) finance the acquisition, construction and equipping of certain additions to existing charter school educational facilities located within the City and (ii) advance refund the outstanding City of Pembroke Pines, Florida Charter School Revenue Bonds, Series 2001A and 2001B (the "Refunded Bonds") in the aggregate principal amount of \$29,405,000 and \$17,715,000, respectively. The 2008 Bonds have an outstanding balance of \$62,895,000 due in varying installments through July 1, 2038. They initially bear interest at the Weekly Rate, but may be converted at the option of the City, to a Fixed Rate. The interest rate during each Weekly Rate Period will be determined by the Remarketing Agent and no 2008 Bond shall bear interest at an interest rate higher than 12% per annum. The 2008 Bonds and the City's regular payment obligations under the Series 2008 Swap Transaction, are payable from and secured by a



## Debt Service Fund

lien upon and pledge of revenues derived by the City from lease payments made to the City as a result of its ownership and operation of the Charter Schools and Charter Lab School, including, fee-based pre-school programs and revenues received pursuant to leases and/or other agreements for use of such facilities. Pursuant to the Resolution, the City has covenanted to apply the funds on deposit in the Special Revenue Fund to the payment of the Charter School Lease Revenues prior to any other application. In the event the Pledged Revenues are not sufficient, the City has covenanted to budget and appropriate in its annual budget amounts sufficient to meet its obligation from Non-Ad Valorem Revenues. The covenant to budget and appropriate does not create any lien upon or pledge of such Non-Ad Valorem Revenues. The 2008 Bonds were issued on parity with any Additional Parity Bonds.

The 2008 Bonds are subject to optional and mandatory tender for purchase and to optional and mandatory redemption prior to maturity. Holders of the 2008 Bonds may elect to have their 2008 Bonds purchased on any Business Day, upon delivery of a Tender Notice to the Tender Agent seven days prior to the applicable Purchase Date. They are subject to redemption on any Business Day at the option of the City at a redemption price equal to 100% of the principal amount of such 2008 Bonds plus accrued interest to the date of redemption. The 2008 Bonds tendered for purchase, either at the option of the owner or upon mandatory tender, and not remarketed, will be subject to purchase pursuant to a Stand-by Bond Purchase Agreement with Royal Bank of Canada providing liquidity support for the 2008 Bonds.

In an effort to hedge its exposure to variable interest rates on the 2008 Bonds, the City has entered into four Qualified Fixed Payor Swap (pay-fixed, receive-variable interest rate swap) transactions (collectively, the "Series 2008 Swap Transaction") with two Counterparties.

On May 17, 2011, the City reissued the Charter School Revenue Bonds, Series 2008 (the Series 2008 Bonds) in the principal amount of \$63,495,000. This transaction was necessitated by the expiration of the Stand-by Bond Purchase Agreement on March 25, 2011 which was extended to May 24, 2011.

The City, with the advice of the Financial Advisor, was able to remarket the Series 2008 Bonds to Wells Fargo Bank, National Association (the "Bank") and obtain a variable rate of SIFMA rate plus 0.89% for a three year term. The Series 2008 Bonds have four interest rate SWAPs for which the City pays fixed

rates to the Counterparties, and the Counterparties pay the City the SIFMA rate. During the three year period with the Bank, the effective interest cost to the City will be the fixed rates that the City pays to the Counterparties plus the 0.89% interest spread to the Bank.

The Series 2008 Swap Transaction has an initial notional amount equal to the initial aggregate principal amount of the 2008 Bonds and will terminate at various times with the final termination date on the final maturity date of the 2008 Bonds, unless earlier terminated pursuant to the terms of the applicable the 2008 Swap Transaction. The notional amount of the Series 2008 Swap Transaction will amortize at the same times and in the same amounts as the amortization of the 2008 Bonds. The City will pay a fixed rate of interest to each of the Swap Counterparties on their respective notional amounts equal to 3.324% and 3.794% and will receive in return from each of the Swap Counterparties a floating rate equal to the Securities Industry and Financial Markets Association (SIFMA) Municipal Swap Index, on the same notional amount determined on the day of the week specified in the applicable Series 2008 Swap Transaction.

It is anticipated by the City that the floating rate payable by each of the Swap Counterparties will approximate the interest rate on the 2008 Bonds while the 2008 Bonds bear interest in the Weekly Rate Mode. There is no guarantee, however, that such rates will match at all times or at any time. The City is exposed to "basis risk" to the extent that the floating rate it receives from the applicable Swap Counterparty does not equal the interest rate it is required to pay on the 2008 Bonds. The City's payment obligations under the Series 2008 Swap Transaction (except for Swap Termination Payments) will be payable from Pledged Revenues, on a parity with the payment of interest on the 2008 Bonds and are paid on a priority to principal payments on the 2008 Bonds.

The City's net payments/receipts under the Series 2008 Swap Transaction will consist of Periodic Payments based upon fluctuations in short-term interest rates and, in the event of a termination of the Series 2008 Swap Transaction prior to the stated term thereof, a potential Swap Termination Payment. The amount of such potential Swap Termination Payment will be based primarily upon market interest rate levels and the remaining term of the Series 2008 Swap Transaction at the time of termination. The City's obligations with respect to the payment of Swap Termination Payments, if any, are subordinate to the payment of Pledged Revenues on the 2008



## Debt Service Fund

Bonds and the Periodic Payments on the Series 2008 Swap Transaction.

As the SIFMA Rate for September 30, 2012 is not available, the debt service shown in the following "Schedule of Debt Service on Outstanding Bonds as of September 30, 2012" is based on the 1.05% interest rate which was the SIFMA Rate (0.16%) in effect at the prior year's financial statement date of September 30, 2011 (per GASB Statement No. 38, paragraph 10) plus the 0.89% interest spread to the Bank.

~ VARIABLE RATE CAPITAL IMPROVEMENT REVENUE REFUNDING BONDS (Susan B. Anthony Center), SERIES 2008 (Reissued in September 2011):

On July 25, 2008, the City issued \$8,040,000 bonds under an Indenture of Trust between the Issuer and U.S. National Bank Association, as trustee for the purpose of current refunding the Variable Rate Capital Improvement Revenue Bonds, Series 2005 (Susan B. Anthony Center) in order to realize a net interest cost savings. The Series 2008 Bonds initially will bear interest at the Weekly Rate, determined by the Remarketing Agent each Wednesday and payable on the first Wednesday of each month. Interest on the Series 2008 Bonds will be paid at the lesser of the maximum rate permitted by law and 12% per annum. The Issuer may change the interest rate determination method from time to time. A change in the method, other than a change between the Daily Rate and the Weekly Rate, will result in the Series 2008 Bonds becoming subject to mandatory tender for purchase on the effective date of such change. As a condition to the issuance of the Series 2008 Bonds, the City delivered an irrevocable direct-pay Letter of Credit expiring on July 15, 2011, this entitles the Trustee to draw an amount sufficient to pay (i) the principal of the Series 2008 Bonds or the portion of the Purchase Price corresponding to the principal of the Series 2008 Bonds (at maturity or upon acceleration or redemption prior to maturity) and (ii) 40-days' accrued interest on such Series 2008 Bonds or that portion of the Purchase Price corresponding to the interest accrued thereon.

These 2008 Bonds have an outstanding balance of \$8,040,000. They will mature on October 1, 2038, subject to optional redemption, purchase and tender. During any Daily Period or Weekly Period, the Series 2008 Bonds are subject to redemption by the Issuer, at the option of the Issuer, in whole at any time or in part on any Interest Payment Date, less than all of such Series 2008 Bonds to be selected by lot or in such other manner as the Trustee shall determine, at a redemption price of 100% of the outstanding

principal amount thereof plus accrued interest. The Series 2008 Bonds shall be subject to mandatory tender by the Registered Owners for purchase. The principal of, premium, if any, and interest on the Series 2008 Bonds are payable from and secured by a pledge of and an irrevocable lien upon the City's Electric Franchise Revenues on a parity with the Capital Improvement Revenue Refunding Bonds, Series 2006, the Capital Improvement Revenue Bonds (Phase II of Forman Senior Housing Project), Series 2007, and any Additional Parity Franchise Revenue Bonds.

The Credit Provider extended the Letter of Credit until September 15, 2011, and prior to its expiration, the City reissued the Series 2008 Bonds under an Amended and Restated Indenture of Trust with U.S. National Bank in the amount of \$8,040,000 in the same terms and conditions as the Original Indenture of Trust except for the requirement of the Letter of Credit Facility and the additional Interest Period with a banking institution.

The debt service shown in the following "Schedule of Debt Service on Outstanding Bonds as of September 30, 2012" is based on the 2.0079% five year term (from September 7, 2011) Direct Purchase fixed rate in effect at the financial statement date of September 30, 2012 (per GASB Statement No. 38, paragraph 10).

~ CAPITAL IMPROVEMENT REVENUE REFUNDING BONDS, SERIES 2010:

On June 22, 2010, the City issued the Capital Improvement Revenue Refunding Bonds, Series 2010 in the amount of \$8,545,700 for the purpose of refunding the outstanding \$8,690,000 Capital Improvement Revenue Bonds, Series 1999 in order to realize a net interest cost savings. These Series 2010 Bonds have an outstanding balance of \$8,085,600 due in varying installments through December 1, 2026. The outstanding bonds bear interest at the rate of 4.1575%, with interest payable semi-annually on June 1st and December 1st. The principal and interest on these bonds are payable from a pledge of and lien upon the City's electric franchise revenues on a parity with the Capital Improvement Revenue Refunding Bonds, Series 2006, the Capital Improvement Revenue Bonds (Phase II of Forman Senior Housing Project), Series 2007, the Variable Rate Capital Improvement Revenue Refunding Bonds (Susan B. Anthony Center), Series 2008 and any Additional Parity Franchise Revenue Bonds. The Bonds are subject to redemption at the option and direction of the Issuer in whole or in part on any date on and after the 10th anniversary of the Delivery



## Debt Service Fund

Date at a redemption price equal to the principal amount thereof to be redeemed plus interest accrued to the date of redemption.

~ Consolidated Utility System Revenue Bonds, Series 2010:

On December 21, 2010, the City issued the Consolidated Utility System Revenue Bonds, Series 2010 in the amount of \$12,300,000 for the purpose of financing certain improvements and expansions to the City's consolidated utility system. These Bonds have an outstanding balance of \$11,695,147 due in varying installments through December 1, 2025. The outstanding bonds bear interest at the rate of 3.50%, with interest payable semi-annually on June 1st and December 1st. The Bonds are not subject to optional redemption prior to December 1, 2015. After December 1, 2015, they may be subject to optional redemption, at the direction of the Issuer, in whole or in part, on any day for which proper notice of redemption may be given in accordance with the Resolution at a redemption price equal to the principal amount to be redeemed plus interest accrued to the date of redemption, plus a premium as set forth below:

Redemption Date: Premium  
 December 2, 2015 through December 1, 2020: 1%  
 December 2, 2020 and thereafter: 0%

### Budget Highlights

Future debt will be issued as the Commission deems appropriate.

The City has maintained a relatively stable annual debt service schedule over last year. In Fiscal Year 2012-13 the total annual debt service is \$26.6 million versus \$26.7 million in fiscal year 2011-12, and represents only a slight decrease of 0.4%.

For fiscal year 2012-13 the annual debt service per capita amounts to \$172, while the total debt outstanding per capita amounts to \$2,377.

### Accomplishments

All bond issues met their respective obligations and complied with their covenants.

In September 2011, prior to expiration of the Letter

of Credit, the City remarketed the Variable Rate Capital Improvement Revenue Refunding Bonds (Susan B. Anthony Center), Series 2008, to a bank for a five-year term at the relatively low fixed interest rate of 2.0079%. The debt service of these bonds is paid by the Susan B. Anthony Center (SBA) as rent to the City. To ensure funding availability for debt service payments in FY 2012, the SBA started funding the reserve to the Escrow Account.

By issuing the Variable Rate Capital Improvement Revenue Bonds (Susan B. Anthony Center), Series 2005 (the 2005 Bonds), the City has not only contributed in financing the construction of the recovery center, which provides treatment to mothers who suffer substance addiction, but it has also generated revenue for the City with an Annual Finance Charge of \$50,000 from the SBA. From the inception of the 2005 Bonds until September 30, 2012, the City will have generated \$383,333 in revenue. Barring unforeseen circumstances, this flow of revenue to the City will continue through October, 2038.

As required by the City's Derivative Debt Management Policy, the City continues submitting to the City Commission the Derivative Debt Annual Reports on the four Qualified Fixed Swap (pay-fixed, variable interest rate swap) transactions on the Charter School Revenue Bonds, Series 2008.

A swap is a type of derivative instrument in which there is an agreement to exchange future cash flows. These cash flows may be either fixed or variable and may be either received or paid. Variable cash flows depend on a reference rate. Please refer to the narrative of the Charter School Revenue Bonds, Series 2008, for details.

# Debt Service Fund Performance Measures

Indicator	2009-10		2010-11		2011-12	2012-13
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Number of bond issues outstanding	13	13	14	13	14	14
Number of payments	112	112	109	112	100	98
<b>Efficiency</b>						
% of payments made in accordance with bond indenture	100%	100%	100%	100%	100%	100%
% of required funding accomplished	100%	100%	100%	100%	100%	100%

### City of Pembroke Pines, Florida Schedule of Debt Service on Outstanding Bonds as of September 30, 2012

Governmental Activities														Business-type Activities	Combined Activities
Type of Bonds	Police Annex, Parks & Other Improvements	Firefighters Pension	Police Officers & General Employees Pension	Senior Housing Project Tower 1	Senior Housing Project Tower 2	Various Projects & Refunding	Capital Refunding	Refunding	Various Capital Projects & Refunding	Senior Housing Project Tower 3	Various Capital Projects	Refunding & New Charter School Projects	Refunding Susan B. Anthony Center 2005 Bonds	Refunding	Consolidated Utility System Project
	\$19,600,000	\$39,935,000	\$49,910,000	\$20,140,000	\$15,975,000	\$47,000,000	\$29,720,000	\$45,050,000	\$26,805,000	\$43,000,000	\$64,095,000	\$8,040,000	\$8,545,700	\$12,300,000	
Revenue	Public Improv.	Taxable Comm. Services Tax	Taxable Comm. Services Tax	Public Improv.	Public Improv.		Public Improv. Refunding	Capital Improv. Refunding	Capital Improv.			Charter School	Variable Rate Cap Improv. Refunding	Capital Improv. Refunding	Consolidated Utility System
General Obligation						General Obligation						*	**		
Fiscal Y/E	Series 2001	Series 2003A	Series 2004	Series 2004A	Series 2004B	Series 2005	Series 2006	Series 2006	Series 2007	Series 2007	Series 2008	Series 2008	Series 2010	Series 2010	Total Debt Service/Principal
Sep 30															
2013	\$ 964,425	\$ 2,987,409	\$ 3,426,181	\$ 1,390,110	\$ 1,114,136	\$ 2,794,438	\$ 2,349,150	\$ 3,365,513	\$ 1,715,663	\$ 2,681,787	\$ 758,382	161,435	\$ 705,714	\$ 1,059,355	\$ 25,473,698
2014	960,210	2,985,768	3,423,431	1,391,610	1,113,879	2,797,377	2,348,050	3,373,012	1,716,962	2,680,075	757,338	161,435	704,418	1,058,950	25,472,515
2015	-	2,985,994	3,426,731	1,391,397	1,112,423	2,797,828	3,294,550	3,370,675	1,717,263	2,678,075	756,294	309,929	702,021	1,058,530	25,601,710
2016	-	2,982,935	3,420,763	1,389,735	1,109,678	2,795,707	3,296,675	3,361,088	1,716,562	2,679,675	757,073	311,867	703,538	1,058,096	25,583,392
2017	-	2,981,445	3,420,331	1,391,835	1,110,760	2,798,583	3,293,050	3,369,962	1,714,013	2,678,425	756,028	323,604	703,784	1,057,647	25,599,467
2018	-	2,981,222	3,416,813	1,387,732	1,110,587	2,798,557	3,288,550	3,366,713	1,716,250	2,679,225	760,426	330,091	707,676	1,057,182	25,601,024
2019	-	2,977,119	3,415,088	1,386,942	1,109,059	2,796,158	3,282,925	3,371,350	1,712,319	2,683,112	752,100	336,376	705,234	1,056,701	25,584,483
2020	-	2,978,838	3,414,919	1,389,365	1,110,701	2,796,757	3,285,675	3,363,487	1,716,300	2,679,875	749,244	342,461	706,283	1,056,203	25,590,108
2021	-	2,976,078	3,412,881	1,384,763	1,105,656	2,795,158	3,276,550	3,372,113	1,714,900	2,683,250	751,823	343,395	706,141	1,055,687	25,578,395
2022	-	2,973,692	3,408,578	1,383,263	1,109,294	2,794,520	3,290,800	3,364,237	1,712,300	2,682,675	750,773	359,078	708,345	1,055,153	25,592,708
2023	-	2,971,381	3,404,791	1,384,831	1,106,253	2,794,495	3,284,400	3,363,763	1,713,400	2,684,625	1,882,808	369,409	708,938	1,054,601	26,723,695
2024	-	2,963,995	3,406,134	1,383,844	1,106,125	2,796,707	-	3,366,363	1,713,100	2,678,875	2,157,720	374,490	707,946	1,054,029	23,709,328
2025	-	2,966,088	3,397,481	1,380,725	1,104,125	2,795,945	-	3,250,153	1,716,300	2,680,650	2,026,736	384,319	827,893	1,053,438	23,583,853
2026	-	2,962,210	3,397,212	1,379,750	1,105,500	2,797,208	-	3,249,963	1,717,287	2,679,500	2,061,926	393,848	827,123	1,052,826	23,624,353
2027	-	2,957,212	3,389,875	1,380,625	1,105,125	2,795,282	-	3,245,028	1,716,038	2,680,425	3,575,603	398,125	829,084	-	24,072,422
2028	-	2,955,648	3,386,500	1,379,250	1,103,000	2,795,170	-	1,148,687	1,713,375	2,683,200	4,692,437	417,052	-	-	22,274,319
2029	-	2,952,069	3,386,563	1,375,625	1,099,125	2,796,745	-	1,142,569	1,713,750	2,683,400	4,822,476	430,526	-	-	22,402,848
2030	-	2,946,177	3,384,669	1,374,625	1,098,375	2,799,270	-	1,144,750	1,716,250	2,679,800	4,936,315	438,649	-	-	22,518,880
2031	-	2,942,524	3,380,556	1,376,000	1,100,500	2,797,520	-	1,140,125	1,715,750	2,682,400	5,049,304	456,370	-	-	22,641,049
2032	-	2,935,662	3,378,831	1,374,625	1,095,500	2,796,495	-	1,138,694	1,717,125	2,680,725	4,876,126	468,640	-	-	22,462,423
2033	-	2,934,994	3,374,100	1,370,500	1,098,250	2,795,825	-	-	1,715,250	2,679,775	4,999,515	480,508	-	-	21,448,717
2034	-	2,929,923	3,366,100	1,368,500	1,093,625	2,795,575	-	-	1,715,000	2,684,313	5,140,327	496,924	-	-	21,590,287
2035	-	-	-	1,368,375	1,091,625	2,795,375	-	-	1,716,125	2,683,863	5,305,130	512,838	-	-	15,473,331
2036	-	-	-	-	-	-	-	-	1,713,500	5,478,425	5,463,641	533,200	-	-	13,188,766
2037	-	-	-	-	-	-	-	-	1,716,875	-	5,628,399	552,960	-	-	7,898,234
2038	-	-	-	-	-	-	-	-	-	-	5,805,356	567,168	-	-	6,372,524
2039	-	-	-	-	-	-	-	-	-	-	-	585,823	-	-	585,823
<b>Total debt service</b>	<b>\$ 1,924,635</b>	<b>\$ 65,228,383</b>	<b>\$ 74,838,528</b>	<b>\$ 31,784,027</b>	<b>\$ 25,413,301</b>	<b>\$ 64,316,695</b>	<b>\$ 34,290,375</b>	<b>\$ 55,868,245</b>	<b>\$ 42,881,657</b>	<b>\$ 67,146,150</b>	<b>\$ 75,973,300</b>	<b>\$ 10,840,520</b>	<b>\$ 10,954,138</b>	<b>\$ 14,788,398</b>	<b>\$ 576,248,352</b>
<b>Principal outstanding FY 2012</b>	<b>\$ 1,845,000</b>	<b>\$ 36,390,000</b>	<b>\$ 44,775,000</b>	<b>\$ 19,180,000</b>	<b>\$ 15,235,000</b>	<b>\$ 40,080,000</b>	<b>\$ 26,560,000</b>	<b>\$ 39,520,000</b>	<b>\$ 25,200,000</b>	<b>\$ 39,225,000</b>	<b>\$ 62,895,000</b>	<b>\$ 8,040,000</b>	<b>\$ 8,085,600</b>	<b>\$ 11,695,147</b>	<b>\$ 378,725,747</b>

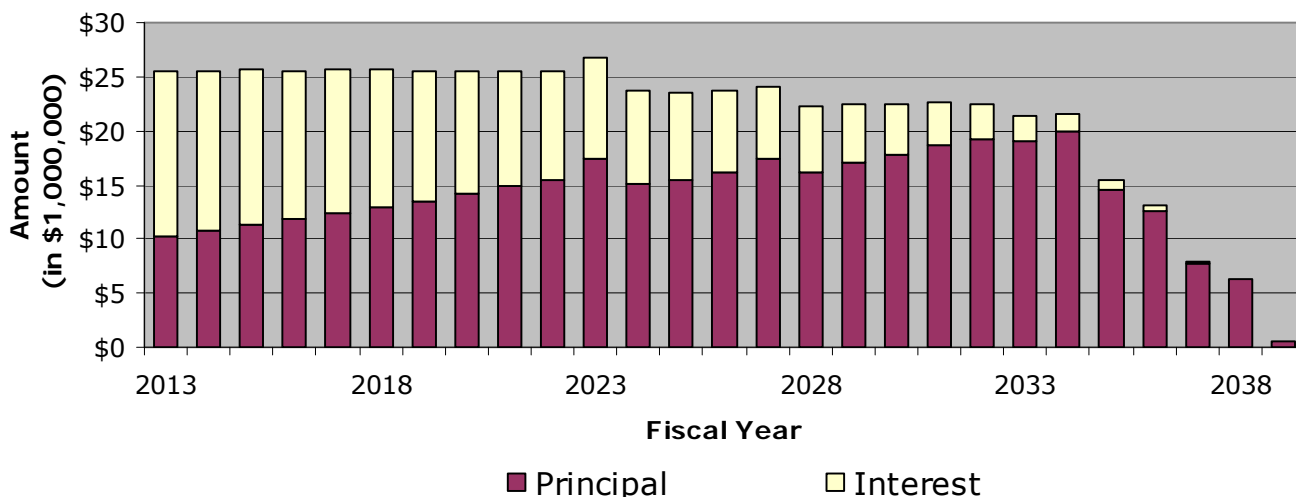
\* Based on the 1.05% interest rate which was the Securities Industry and Financial Markets Association Municipal Swap Index (SIFMA) Rate in effect at the financial statement date (September 30, 2011) per GASB Statement No. 38, paragraph 10, which was 0.16% + the 0.89% Direct Purchase spread to the bondholder for a three year term from May 17, 2011.

\*\* Based on the 2.0079% five year term (from September 7, 2011) Direct Purchase fixed rate in effect at the financial statement date (September 30, 2011) per GASB Statement No. 38, paragraph 10.

## DISCUSSION ON THE EFFECTS OF EXISTING DEBT LEVELS ON CURRENT AND FUTURE OPERATIONS

Per the assumptions as stated in the "Schedule of Debt Service on Outstanding Bonds as of September 30, 2012" regarding the two variable rate bond issues, the total annual debt service will be fairly constant for the next 22 years, 2013 – 2034, at approximately \$21,500,000 to \$26,700,000. From the year of 2035 forward and as more bonds mature, the total annual debt service will decline significantly, if no additional bonds are issued.

### Annual Principal and Interest Payment FY2013 to FY2039



The debt services and related fees of the Variable Rate Capital Improvement Revenue Refunding Bonds (Susan B. Anthony Center), Series 2008 of \$8,040,000 continue to be paid by the Susan B. Anthony Center (Center) as rent payments to the City. The Susan B. Anthony Center was built by the City and funded by the City's refunded Variable Rate Capital Improvement Revenue Bonds, Series 2005 (Susan B. Anthony Center).

The total outstanding bond principal balance as of September 30, 2012 is \$378,725,747, representing a decrease of \$10,062,454 from prior year for principal repayment.

### **Property Taxable Value for fiscal Year Ending Sept. 30, 2012 (2011 Tax Year)**

Just Value	12,672,170,184
Less: Property and Personal Exemptions	(3,417,296,513)
Homestead Assessment Differential <sup>(1)</sup>	(740,224,600)
Non-Homestead Residential Property Differential <sup>(2)</sup>	(17,052,590)
Certain Residential and Nonresidential Real Property Differential <sup>(2)</sup>	(14,171,930)
Agricultural Differential <sup>(3)</sup>	(28,839,820)
Pollution Control Devices Differential <sup>(4)</sup>	(84,764)
Value Adjustment Board & Broward County Property Appraiser Adjustments	(41,956,052)
Final Taxable Value	<u><u>8,412,543,915</u></u>

(1) Per F.S. 193.155, the reassessed value shall not exceed the lower of a) 3% of the assessed value of the property for the prior year; or b) the percentage change in the CPI.

(2) Per F.S. 193.1554 & 193.1555, the reassessed value may not exceed 10% of the assessed value of the property for the prior year.

(3) Per F.S. 193.461, no lands shall be classified as agricultural lands unless a return is filed on or before March 1 of each year.

(4) Per F.S. 193.621, the reassessed value may not be greater than its market value as salvage.

## **Legal Debt Limit**

There are no direct limitations imposed by the Florida Constitution or the Florida Statutes on the amount of debt that the City can issue.

The City of Pembroke Pines' limit is governed by the City's Ordinances No. 1560 (Debt Management Policy) and No. 1561 (Derivative Debt Management Policy) adopted on November 1, 2006.

<b>City's debt management policy regarding direct unlimited tax general obligation debt limitation (1.5% of the City's taxable assessed valuation)</b>		<b>\$126,188,159</b>
<u>General Obligation Bonds (Principal outstanding as of FY2012):</u>		
General Obligation Bonds, Series 2005	40,080,000	
General Obligation Bonds, Series 2007	39,225,000	
<b>Total General Obligation Bonds subject to debt limitation</b>	<u>79,305,000</u>	
<b>Legal debt margin</b>		<u><u>\$46,883,159</u></u>

## **Bond Covenants**

The City is also governed by the covenants of individual revenue bonds if the City plans to issue additional parity bonds. The covenants are as follows:

### ***Public Improvement Revenue Bonds, Series 2001***

Additional parity bonds payable from the pledged revenues may be issued for the acquisition or construction of capital improvements in the City, or for refunding of bonds, and only if the pledged revenues for the most recent full fiscal year equal at least 125% of the maximum bond debt service requirement on all existing and proposed parity bonds.

### ***Taxable Communications Services Tax Revenue Bonds, Series 2003A and Taxable Communications Services Tax Revenue Bonds, Series 2004***

Additional parity bonds payable from the pledged revenues may be issued only if the pledged Revenues for the most recent full fiscal year equal at least 120% of the maximum bond debt service requirement on all existing and proposed parity bonds.

### ***Public Improvement Revenue Bonds, Series 2004A Public Improvement Revenue Bonds, Series 2004B***

Additional parity bonds payable from the pledged revenues may be issued for acquisition or construction of capital improvements in the City, or for refunding of bonds, and only if the pledged revenues for the most recent full fiscal year equal at least 125% of the maximum bond debt service requirement on all existing and proposed parity bonds.

### ***Public Improvement Revenue Refunding Bonds, Series 2006***

Additional parity bonds payable from the pledged revenues may be issued for acquisition or construction of capital improvements in the City, or for refunding of bonds, and only if the pledged revenues for the most recent full fiscal year equal at least 125% of the maximum bond debt service requirement on all existing and proposed parity bonds.



**Capital Improvement Revenue Refunding Bonds, Series 2006**

Additional parity franchise revenue bonds payable from the pledged revenues may be issued only if the pledged revenues for such preceding fiscal year equal at least 125% of the maximum bond debt service requirement on all existing and proposed parity bonds.

**Capital Improvement Revenue Bonds (Phase II of Forman Senior Housing Project), Series 2007**

Additional parity franchise revenue bonds payable from the pledged revenues may be issued only if the pledged revenues for such preceding fiscal year equal at least 125% of the maximum bond debt service requirement on all existing and proposed parity bonds.

**Charter School Revenue Bonds, Series 2008 (Reissued in May 2011)**

Additional Parity Bonds payable on a parity with the 2008 Bonds may be issued for acquisition or construction of additional educational facilities and related facilities for Charter Schools or Charter Lab School or for refunding of Bonds, and only if the pledged revenues for the most recent full fiscal year equal at least 120% of the maximum bond debt service requirement on all existing and proposed parity bonds.

**Variable Rate Capital Improvement Revenue Refunding Bonds, Series 2008 (Reissued in September 2011)**

Additional parity franchise revenue bonds payable from the pledged revenue may be issued only if the pledged revenues for the most recent full fiscal year equal at least 125% of the maximum bond debt service requirement on all existing and proposed parity franchise revenue bonds.

**Capital Improvement Revenue Refunding Bonds, Series 2010**

Additional bonds and additional parity franchise revenue bonds payable from the pledged revenues may be issued only for acquisitions or construction of additions, extensions or improvements to the Project, or for refunding of bonds, and only if the pledged revenues for the preceding fiscal year equal at least 125% of the maximum bond debt service requirement on all existing and proposed parity bonds.

**Consolidated Utility System Revenue Bonds, Series 2010**

Additional Parity Obligations shall be issued after the Net Revenues derived for any consecutive twelve (12) months out of the preceding twenty-four (24) months preceding the date of issuance of the proposed Additional Parity Obligations adjusted as provided in the bond resolution, is equal to and not less than 120% of the Maximum Bond Service Requirement on all the outstanding Bonds and the Additional Parity Obligations.

### Debt Service Fund - Budget Summary

Revenue Category	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Ad Valorem Taxes	5,482,360	5,459,564	5,412,172	5,443,121
Public Service Taxes	1,790,358	1,778,293	1,787,007	1,784,705
Communications Service Tax	6,463,395	6,422,409	6,440,655	6,440,111
Franchise Fees	820,652	813,440	811,650	813,605
Investment Income	147,066	125,127	102,437	102,232
Rents & Royalties	12,014,252	12,359,630	11,311,017	12,130,020
Interfund Transfers	-	230,400	961,000	-
Debt Proceeds	8,545,700	-	-	-
Beginning Surplus	-	-	-80,020	-143,012
<b>Total</b>	<b>35,263,783</b>	<b>27,188,864</b>	<b>26,745,918</b>	<b>26,570,782</b>

Expenditure Category	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Debt Services				
Principal Payments	7,950,000	8,872,500	9,457,600	9,632,400
Interest Payments	17,408,607	17,179,540	17,269,618	16,921,482
Other Debt Service Costs	9,271,084	779,763	9,314	16,900
Debt Services Subtotal	34,629,691	26,831,803	26,736,532	26,570,782
Other				
Transfers	-	-	9,386	-
Bond Issuance	45,349	-	-	-
Other Subtotal	45,349	-	9,386	-
<b>Total</b>	<b>34,675,040</b>	<b>26,831,803</b>	<b>26,745,918</b>	<b>26,570,782</b>



## Municipal Construction Fund

### Mission

To account for the funding of various municipal construction projects with the objective of ensuring that only appropriated funds pertaining to each project are utilized.

### Goals

To complete projects on time and within the established project budget.

### Objectives

To account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by proprietary and trust funds).

### Major Functions and Activities

The construction of many different types of structures and facilities is an intrinsic element of City Planning. Revenues may be derived from funds dedicated by developers or financed through bank loans or bond issues.

Funding for projects that have been initiated but have not yet been completed during the current fiscal year are carried forward each year until the project has been completed.

The carryover of unspent funds is a post-adoption process and as such is not reflected in the adopted budget for October 1st. The budget for the Municipal Construction Fund does not have any significant (appropriations exceeding \$1,000,000) non-routine capital projects; therefore, there is no impact on operating expenses and/or savings to report.

### Budget Highlights

The budget does not reflect the magnitude of the municipal construction projects that will be ongoing in fiscal year 2013 since per policy, the total project costs 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 years 2005 and 2007, and the unspent portions will become part of the fiscal year 2013 appropriation only after the budget is adopted and the carryover finalized.

The operating impact of the General Obligation Bond projects is provided in the 5-Year Capital Improvement Program Section.

The projects to be funded from the General Obligation Bonds proceeds include street improvements and traffic flow, new and improved park facilities, and economic development.

### Accomplishments

Ongoing projects that are part of the \$90,000,000 General Obligation Bond Initiative include:

Planting of trees to improve the City's parks.

Construction of shade structures throughout the City.

Renovation of various concession buildings throughout the City.

Planning for Phase I of the Streetscape project.

Complete projects that were part of the \$90,000,000 General Obligation Bond Initiative include:

Completed a playground with shade screen at Rainbow Park.

Installed Bermuda grass on field #2 and #3 in Maxwell Park.

Began the following project as part of the \$90,000,000 General Obligation Bond Initiative:

Planning and design of a noise wall for Douglas Road and Taft Street.

Planning and design of road improvement for Pembroke Road 184th to 196th/196th and Pembroke Road to Pines.

## Municipal Construction Fund Performance Measures

Indicator	2009-10		2010-11		2011-12	2012-13
	Actual	Goal	Actual	Goal	Goal	Goal

### Outputs

Number of projects completed					N/A *	8
------------------------------	--	--	--	--	-------	---

\* This is a new measure to be tracked in future years.

### Municipal Construction Fund - Budget Summary

Revenue Category	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Franchise Fees	2,242,686	2,504,647	2,574,874	1,133,700
Federal Grants	2,370,445	1,602,394	21,200	-
Grants from Local Units	72,019	-	-	-
State Grants	133,373	200,000	-	-
Investment Income	516,684	513,139	213,860	-
Other Miscellaneous Revenues	0	-	-	-
Private Gifts / Contributions	415,130	-230,304	86,207	-
Interfund Transfers	-	-	9,386	-
Beginning Surplus	-	-	2,185,891	-
Prior Year Bond Proceeds	-	-	26,337,585	-
<b>Total</b>	<b>5,750,337</b>	<b>4,589,876</b>	<b>31,429,003</b>	<b>1,133,700</b>

Expenditure Category	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Operating				
Repair and Maintenance Services	29,747	1,338	12,909	-
Operating Supplies	31,638	-	3	-
Road Materials and Supplies	717,985	689,476	131,201	-
Operating Subtotal	779,370	690,814	144,113	-
Capital				
Capital Contingency	-	-	6,504,065	-
Land	-	-	1	-
Buildings	2,142,535	3,986,391	476,205	-
Improvements Other Than Buildings	672,941	157,767	14,896,220	-
Machinery and Equipment	49,330	536,891	147,026	-
Infrastructure	74,304	-	5,570,060	-
Capital Subtotal	2,939,110	4,681,048	27,593,577	-
Debt Services				
Principal Payments	-	-	2,574,874	1,133,700
Interest Payments	72,664	58,648	50,000	-
Debt Services Subtotal	72,664	58,648	2,624,874	1,133,700
Grants and Aid				
Aids to Government Agencies	-	-	105,438	-
Aids to Private Organizations	74,946	26,153	1	-
Grants and Aid Subtotal	74,946	26,153	105,439	-
Other				
Transfers	-	230,400	961,000	-
Other Subtotal	-	230,400	961,000	-
<b>Total</b>	<b>3,866,091</b>	<b>5,687,063</b>	<b>31,429,003</b>	<b>1,133,700</b>



## Utilities

### Goals

The goal of the Division of Environmental Services (Utilities) is to provide customers with the highest possible quality of water and wastewater services 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 a year, while maintaining one of the lowest utility rates in southeast Florida.

Maintain fire hydrant systems per City of Pembroke Pines Fire Department requirements, thereby retaining the best fire insurance rating in the State of Florida.

Identify and repair major sources of inflow and infiltration into the sanitary sewer system.

Continue to replace potable water meters annually on an as-needed basis.

Inspect and maintain lift stations throughout the City and upgrade or replace outdated parts, pumps, and stations as needed.

Continue to locate, clean, and pad strategic force main and water main valves throughout the City.

### Major Functions and Activities

The six sections of responsibilities are:  
 Environmental Services (Engineering)  
 Technical Services  
 Water Treatment  
 Water Distribution  
 Wastewater Collection  
 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 its separate 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 met. Additionally, the computerized control systems associated with the operation of both treatment plants, along with the computerized lift station telemetry Supervisory Control and Data Acquisition (SCADA) system, are maintained and upgraded by the Technical Services section.

~ WATER TREATMENT - The City's Water Treatment Plant is staffed and operated 24 hours per day, providing our customers with approximately 13.5 million gallons of safe and reliable potable water daily. The water plant also provides water for firefighting purposes at pressures and flow rates that enable the City to maintain the highest fire insurance rating possible. Staff also provides the 24-hour communication link between customers and emergency repair crews. During plant operations, frequent inspections are performed, thereby ensuring all routine preventative maintenance is performed to prevent degenerative performance.

~ WATER DISTRIBUTION - This section is responsible for the repair and preventative maintenance of more than 489 miles of water distribution lines, service lines, meters, and associated control valves and appurtenances. Additionally, the water distribution section provides repair and preventative maintenance and testing services to 4,121 fire hydrants.

~ WASTEWATER COLLECTION - This section is responsible for the operation, repair, and preventative maintenance of more than 30 miles of force mains and 399 miles of gravity sewer mains, as well as 7,288 associated manholes and 170 lift stations. In addition, the maintenance of over 226 miles of storm drains is provided via the Sewer Collection section.

~ WASTEWATER TREATMENT - The City's Wastewater Treatment Plant is staffed and operated 24 hours a day, ensuring that approximately 7.0 million gallons/day of sanitary waste is treated and disposed of in an environmentally safe manner and in conformance with all applicable federal, state and local laws. The plant provides treatment capacity for



## Utilities

those customers located west of Flamingo Road. The result of the treatment process is disposed of via deep well injection, while solids are land applied to serve the agricultural community. During plant operations, frequent inspections are performed, thereby ensuring all routine and preventative maintenance is performed in a timely manner to preclude any degenerative performance.

### Budget Highlights

The budget provides funding required to operate and maintain the existing utility infrastructure and customer service operations. Changes from the current budget include the following:

- \$4.0 million for Phase I of a multi-year program to replace the existing control odor scrubbers and existing biological odor filters, add redundant odor control scrubbers and add advance odor control equipment to the sewer treatment plant.
- \$2.6 million for the rehabilitation of treatment units two and three at the wastewater plant
- \$0.9 million for increased wastewater treatment charges paid to the City of Hollywood.
- \$0.5 million for the replacement of approximately 2,500 linear feet of waterline located immediately north of the water plant. This work was originally scheduled for fiscal year 2011-12 but had to be delayed because the funding for this waterline project was needed to pay for the replacement of some of the blowers at the wastewater plant.
- \$0.4 million to rehabilitate master lift station number four
- \$.03 million for replacement of the liner in the overflow basin at the waste water treatment plant

Phase II of the AWS project (Alternative Water System) is on hold pending a future City Commission workshop to discuss the rapidly changing regulatory environment and to determine whether the project could be delayed for 1-2 years without having a negative impact on the utility's ability to supply water and sewer services to its customers. Funds have not been appropriated for the AWS project in the fiscal year 2012-13 budget.

### Accomplishments

- Replaced 6 Lift Stations.
- Continued the meter replacement program

throughout the city.

- Continued the valve location and lift station inspection programs and repaired/replaced parts and/or stations as needed.
- Completed plans and permits of wastewater treatment unit number one. The construction work on the rehabilitation of wastewater treatment unit number one was completed in April, 2012.
- Completed plans and permits of wastewater treatment unit number four. The construction work on the rehabilitation of wastewater treatment unit number four is scheduled to be completed in October, 2012.

Completed plans, permits, and construction for the replacement of waterlines on the following streets:

- NW 4 Street - SW 64 Way to SW 67 Avenue
- NW 78 Avenue - NW 11 Street to NW 13 Street
- NW 78 Terrace - NW 11 Street to NW 13 Street
- NW 11 Court - NW 78 Avenue to NW 78 Terrace
- NW 12 Street - NW 78 Avenue to NW 78 Terrace.

The construction and inspections on the replacement of waterlines on the streets began in April, 2012, and are scheduled to be completed in October, 2012.

9,800 linear feet of gravity sewer lines were rehabilitated (lined) during 2011-2012.

Completed the plans and permits for wastewater treatment unit numbers 2 and 3. The construction work is scheduled to start in November 2012.

# Utilities Performance Measures

Indicator	2009-10		2010-11		2011-12	2012-13
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Number of potable water meters replaced *	1,601	2,700	1,792	2,500	2,000	2,500
Linear feet of gravity sewer mains rehabilitated, eliminating inflow and infiltration into the sanitary sewer system *	2,000	5,000	0 ^	5,000	5,000	5,000
Miles of water main maintained	521	521	521	521	521	521
Fire hydrants maintained	4,480	4,510	4,500	4,520	4,500	4,600
Lift stations maintained	186	187	187	187	186	190
Miles of sanitary sewer maintained	411	411	411	411	411	412
Miles of force main maintained	34	35	34	34	34	34
<b>Effectiveness</b>						
PH (County standard 6.5 - 9.1 or higher)	9.2	9.2	9.2	9.2	9.2	9.2
Total Residual Chlorine (County standard 4.0 or lower)	3.5	3.5	3.5	3.5	3.5	3.5
Color (County standard 15.0 or lower)	6.0	6.0	6.0	6.0	6.0	6.0
Fluoride ASF (County standard 0.8 or lower)	0.8	0.8	0.8	0.8	0.8	0.8
Turbidity NTU (County standard 1.0 or lower)	0.06	0.06	0.06	0.06	0.06	0.06
Iron Fe- (County standard 0.3 or lower)	0.02	0.02	0.02	0.02	0.02	0.02
CBOD5 Effluent (County standard 20 or lower)	5.20	5.20	5.20	5.25	5.20	5.20
TSS Effluent (County standard 20 or lower)	3.0	3.0	3.0	3.0	3.0	3.0
<b>Efficiency</b>						
Number of hours required to repair a pressure main break	4	4	4	4	4	4
Number of hours required to respond to after-hours emergency situations	1	1	1	1	1	1

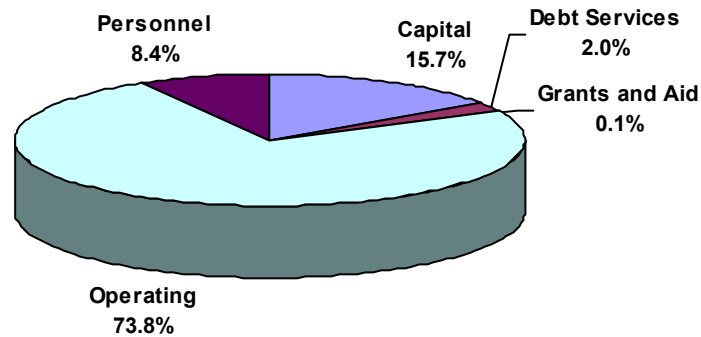
\* Once the goal is met the resources are directed to other needs within the City.

^ The 5,000 linear feet of sewer rehabilitation was delayed and rebid due to lack of qualified bids received during 2010-11. Over 9,800 linear feet are projected to be rehabilitated during 2011-12.



### Utilities - Budget Summary

Revenue Category	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Federal Grants	192,400	-	-	-
Building Permits	7,536	37,664	30,000	20,000
General Government Charges	46,673	49,434	44,200	48,200
Physical Environment Charges	605,247	770,014	672,000	710,000
Water/Sewer Charges	36,150,822	40,303,087	41,511,584	41,740,000
Investment Income	665,360	-6,891,075	422,000	388,000
Disp of Fix Assets / Sale of Equip/ Sc	-	-	1,000	1,000
Miscellaneous Revenues	-	-	1,000	1,000
Other Miscellaneous Revenues	2,453	1,194	6,000	4,500
Private Gifts / Contributions	-	100,000	-	-
Interfund Transfers	-	7,775,118	-	-
Appropriated Retained Earnings	-	-	2,287,877	-
Prior Year Bond Proceeds	-	-	6,862,852	-
Water/Sewer Connection	574,813	814,432	450,000	550,000
Capital Contributed from Developer	105,740	580,229	-	-
Beginning Retained Earnings	-	-	1,805,160	8,187,851
<b>Total</b>	<b>38,351,045</b>	<b>43,540,097</b>	<b>54,093,673</b>	<b>51,650,551</b>



### Utilities - Budget Summary

Expenditure Category	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Personnel				
Salary	3,416,602	2,331,174	2,594,021	2,316,175
Benefits	2,161,584	1,777,520	1,929,600	2,031,833
Personnel Subtotal	5,578,185	4,108,694	4,523,621	4,348,008
Operating				
Contingency	-	-	-	-
Professional Services	108,710	137,845	126,317	183,200
Accounting and Auditing	71,754	52,436	72,068	56,054
Other Contractual Services	3,198,773	3,277,259	4,400,863	4,733,782
Travel Per Diem	1,379	1,112	550	950
Communication and Freight Services	216,302	212,174	213,828	242,800
Utility Services	7,895,067	8,757,063	8,911,000	10,800,000
Rentals and Leases	106,233	108,761	115,745	117,337
Insurance	877,308	1,120,132	2,305,945	1,765,856
Repair and Maintenance Services	1,161,270	1,227,762	1,220,789	2,172,551
Printing and Binding	9,836	13,168	11,250	16,250
Promotional Activities	-	2,070	750	-
Depreciation	5,497,480	5,320,900	2,120,000	2,160,000
Other Current Charges and Obligation	13,721,939	14,702,655	14,283,595	14,043,361
Office Supplies	12,207	14,080	14,150	15,650
Operating Supplies	1,553,489	1,740,959	1,902,875	1,777,707
Road Materials and Supplies	19,541	24,433	25,000	25,000
Publications and Memberships	-	347	250	2,000
Operating Subtotal	34,451,289	36,713,154	35,724,975	38,112,498
Capital				
Buildings	-	-	6,752,708	4,000,000
Improvements Other Than Buildings	-	-	3,598,762	3,322,817
Machinery and Equipment	-	-	2,422,103	762,500
Capital Subtotal	-	-	12,773,573	8,085,317
Debt Services				
Principal Payments	-	-	604,854	661,603
Interest Payments	-	83,525	412,859	390,034
Other Debt Service Costs	-	-	700	-
Debt Services Subtotal	-	83,525	1,018,413	1,051,637
Grants and Aid				
Aids to Government Agencies	-	-	53,091	53,091
Grants and Aid Subtotal	-	-	53,091	53,091
Other				
Other Uses	-	4,771	-	-
Other Subtotal	-	4,771	-	-
<b>Total</b>	<b>40,029,474</b>	<b>40,910,145</b>	<b>54,093,673</b>	<b>51,650,551</b>

### Utilities - Personnel Summary

Position Title	2009-10 Actual	2010-11 Actual	2011-12 Adopted Budget	2012-13 Budget
12027 Utility Operations Manager	-	-	-	1
12055 Deputy Public Services Director	0.5	0.5	0.5	0.5
12109 Administrative Supervisor	2	2	2	2
12149 Division Director Utilities	1	1	-	-
12499 Deputy City Manager	-	-	-	0.5
12500 City Engineer	0.5	-	-	-
12513 Account Clerk III	1	1	1	1
12516 Assistant City Manager	0.5	0.5	0.5	0.5
12550 Backflow Specialist	1	1	1	-
12672 Chief Waste Water Operations	1	1	1	-
12673 Chief Water Operations	1	1	1	1
12753 Utility Service Worker II/Camera Oper	1	1	1	1
12767 Utility Maintenance Supervisor	1	1	1	-
12774 Engineer	-	0.5	-	0.5
12779 W-Utility Ser Worker II	6	6	6	4
12785 S-Utility Service Worker I	3	3	3	2
12786 S-Utility Service Worker II	2	2	2	2
12831 CADD Operator	1	1	1	1
12926 Water Plant Operator I	3	3	3	3
12928 Water Plant Operator III	4	4	4	3
12946 S-Treatment Plant Operator I	1	1	1	1
12947 S-Treatment Plant Operator II	4	4	4	2
12948 S-Treatment Plant Operator III	3	3	3	3
13001 Public Services Director	0.5	0.5	0.5	0.5
13160 Utility Special Project Manager	1	1	-	-
13163 Division Director of Utilities	-	-	1	1
13674 P/T Chief Chemist	1	1	1	1
13681 P/T Clerk Spec II	1	1	1	1
13926 P/T Water Plant Operator I	1	1	1	1
Total				
Full-time	38	38	36.5	29.5
Part-time	4	4	4	4



## Public Insurance Fund

### Mission

To effectively administer claims and to provide a safe and healthy environment for the City's employees and residents.

### Goals

The Self Insurance Division is responsible for the implementation and monitoring of the insurance and safety programs of the City. The purpose of the Department is to minimize the City's exposure to financial loss through the effective use of loss prevention and transfer programs, safety programs, and vigilant claims processing.

### Objectives

To reduce the severity and frequency of workers' compensation losses by continuous safety training and updating of city-wide Safety Programs.

Reduce the number of automobile accidents through Defensive Driving Training.

Continue to monitor group health claims and fees.

### Major Functions and Activities

The Risk Management Division is responsible for writing the specifications for the insurance program that will best protect the City's financial interests.

Responsible for reporting, negotiating and settling claims against the City in a timely and cost-effective manner.

Responsible for the administration of workers' compensation claims in accordance with Florida Statute 440.

Responsible for providing a safe environment through the use of updated safety programs and training.

Responsible for the administration and monitoring of group health benefits.

Responsible for coordinating the training of all City employees in areas including, but not limited to, social diversity, sexual harassment, safety, and anger management. Such training is not funded from this Division but will be coordinated as necessary.

### Budget Highlights

Continue to provide services and educate employees regarding benefits, monitor procedures to control claims cost, transfer risks as applicable, procure and provide the appropriate cost-effective insurance programs, and investigate and review options to reduce all claims costs including employee benefits.

## Public Insurance Fund Performance Measures

Indicator	2009-10		2010-11		2011-12	2012-13
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Safety seminars	25	20	10	5	5	10
<b>Effectiveness</b>						
Total claims	125	120	151	100	134	100
<b>Efficiency</b>						
Average Workers' Compensation Insurance cost per FT Employee	\$1,454	\$2,000	\$1,686	\$1,000	\$1,500	\$1,000

### Public Insurance Fund - Budget Summary

Revenue Category	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
General Government Charges	14,869,557	15,450,536	22,713,533	19,176,454
Investment Income	517,954	185,501	315,152	292,241
Other Miscellaneous Revenues	1,819,389	2,284,818	1,821,245	1,828,405
<b>Total</b>	<b>17,206,900</b>	<b>17,920,856</b>	<b>24,849,930</b>	<b>21,297,100</b>

Expenditure Category	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Personnel				
Salary	84,266	61,325	60,840	60,840
Benefits	38,967	29,261	27,991	40,304
Personnel Subtotal	123,234	90,586	88,831	101,144
Operating				
Other Contractual Services	16,134	63,422	84,100	101,971
Insurance	17,063,498	17,762,534	24,664,499	21,081,485
Repair and Maintenance Services	-	-	2,000	2,000
Printing and Binding	-	-	5,000	5,000
Other Current Charges and Obligation	-	-	-	-
Office Supplies	4,034	4,314	4,500	4,500
Operating Supplies	-	-	1,000	1,000
Operating Subtotal	17,083,666	17,830,270	24,761,099	21,195,956
<b>Total</b>	<b>17,206,900</b>	<b>17,920,856</b>	<b>24,849,930</b>	<b>21,297,100</b>

Position Title	2009-10 Actual	2010-11 Actual	2011-12 Adopted Budget	2012-13 Budget
12014 Risk Management/Benefits Supervisor	1	1	1	1
Total				
Full-time	1	1	1	1
Part-time	-	-	-	-



## General Employees Pension

### Mission

To accumulate financial assets in order to provide long-term pension benefits to the City's general employees and their beneficiaries.

### Goals

To accurately account for all the financial resources of the Pension Plan, whether earned through investments or contributed by the City and its employees, so as to ensure that funds will be available for the payment of benefits as they become due and to maintain the actuarial soundness of the Pension Plan.

### Objectives

To provide accurate, timely, and efficient accounting of the activities related to the General Employees Pension Plan (GEPP), which is administered by the Principal Financial Group.

To keep the GEPP actuarially sound by funding it in accordance with the Annual Required Contributions, as determined by the Plan's actuary.

To invest the assets of the GEPP in accordance with the Investment Policy adopted by the City.

To ensure that all eligible general employees contribute 7.25% of their gross wages, as required by the Plan.

To correctly pay pension benefits in accordance with stated policy.

### Major Functions and Activities

The General Employees Pension Plan was established by referendum in 1973 and restated on October 1, 1989. It has subsequently been amended by the following Ordinances:

ORDINANCE NUMBER	DATED
992	April 15, 1992
1058	December 15, 1993
1297	March 17, 1999
1413	June 19, 2002
1479	March 17, 2004
1515	May 18, 2005
1520	August 3, 2005
1555	August 16, 2006
1614	September 3, 2008
1668	August 4, 2010

The Pension Plan was established to provide retirement benefits to the general employees of the City.

The City is required to contribute an actuarially determined amount that, when combined with participants' contributions, will fully provide for all benefits as they become payable.

Until February 1, 2010, participants were required to contribute 8.5% of their regular wages. Effective February 1, 2010, participating employees contribute 7.25% of regular wages. The City's contribution is based on the actuarial valuation using the aggregate method.

As of October 1, 1998, all full-time employees, as defined in the 1973 Referendum, were required to participate in the Pension Plan as a condition of continued employment. Contributions were pre-tax. Upon normal retirement, a participant would receive a monthly pension amount equal to 2.85% of average yearly earnings for the highest two fiscal years of continuous service multiplied by years of service (not to exceed 28.07 years). Effective June 30, 2010 participation in the Plan became limited. No further contributions shall be made by bargaining unit members, and no additional benefits shall accrue to those members.

### Budget Highlights

The Annual Required Contribution (ARC) for fiscal year 2012-13 is approximately \$6.7 million; this represents an increase of \$3.0 million or 81.1% over the 2011-12 actual contribution. This increase was mainly attributable to the disappointing investment performance over the last few years. Other factors contributing to the change in the ARC are a change in the mortality table used by the Actuary and a decrease in annual salaries over last year.

The GEPP budget includes an estimated annual rate of return of 7.75%, which approximates to \$12.1 million in investment income. The actuarial assumption of 7.75% represents the average long-term expected rate of return.

Effective July 1, 2012 the Principal Financial Group eliminated the annual fee deduction. This will save the Pension Plan approximately \$63,000 per year in fees.



## General Employees Pension

### Accomplishments

The City's ARC for the fiscal year ending 2011-12 is \$3.7 million. This represented a \$0.4 million or 12.8% increase from the prior year, 2010-11. The City will be making the full contribution by the end of the 2011-12 year.

For the period ending June 30, 2012, the GEPP investments were valued at \$123.2 million. The annualized net rate of return for the GEPP was 13.7% for the nine months ending June 30, 2012.



# General Employees Pension Performance Measures

Indicator	2009-10		2010-11		2011-12	2012-13
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Retired participants	348	292	356	350	353	364
Benefits (in millions) paid to participants	\$8.8M	\$6.5M	\$8.9M	\$8.3M	\$9.0M	\$9.0M
Average retirement age	57	55	55	55	55	55
Average salary increase	-0.15%	3.00%	-3.3%	0.00%	0.00%	0.00%
<b>Effectiveness</b>						
% of transfers completed within a week of due date	100%	100%	100%	100%	100%	100%
Return on investment	10.71%	8.00% **	1.44%	7.50%	7.75%**	7.75%
City contribution as a % of covered payroll	23.50%	58.30%	^22.30%	^19.40%	^25.15%	^45.52%
<b>Efficiency</b>						
% of administrative costs to total assets	0.08%	0.05%	0.11%	0.05%	0.05%	0.05%

\*\* The actuarial assumption represents the average long term expected rate of return. It was increased from 7.5% in 2009-10 to 7.75% in 2010-11.

^ Covered payroll includes salaries for all active employees & inactive employees whose benefits were frozen effective 7-1-2010.

### General Employees Pension - Budget Summary

Revenue Category	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Investment Income	11,434,873	1,625,520	15,000,000	12,064,000
Pension Fund Contributions	4,660,765	3,570,754	4,009,516	6,931,032
Beginning Surplus	-	-	-9,929,516	-9,870,032
<b>Total</b>	<b>16,095,638</b>	<b>5,196,273</b>	<b>9,080,000</b>	<b>9,125,000</b>

Expenditure Category	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Operating				
Professional Services	122,450	124,316	80,000	125,000
Pension Benefits	8,766,235	8,691,131	9,000,000	9,000,000
Other Current Charges and Obligation	-20,517	-8,281	-	-
Operating Subtotal	8,868,167	8,807,166	9,080,000	9,125,000
<b>Total</b>	<b>8,868,167</b>	<b>8,807,166</b>	<b>9,080,000</b>	<b>9,125,000</b>



## Police and Fire Pension

### Mission

To accumulate sufficient financial assets in order to provide long-term pension benefits to the City's Firefighters and Police Officers who have served the residents of the City of Pembroke Pines.

### Goals

To accurately account for all the financial resources of the Pension Plan, whether earned through investments or contributed by the City, the State, and the members; to pay pension benefits as they become due; and to maintain the actuarial soundness of the Plan.

### Objectives

To provide accurate, timely and efficient accounting for the Firefighters and Police Officers Pension Fund's activities, as administered by the Pension Board of Trustees (hereinafter referred to as the Board).

To maintain the actuarial soundness of the Plan by funding the full amount of the Annual Required Contribution as determined by the Plan's actuary.

To invest the assets of the Plan in accordance with the Investment Policy adopted by the Board.

To ensure that all members of the Plan contribute the required 10.4% of regular wages.

To accurately pay pension benefits to retired members and their beneficiaries on a timely basis and in accordance with stated policy.

### Major Functions and Activities

The Plan, which is a single employer, defined-benefit plan, was established to provide retirement benefits to Firefighters and Police Officers in the City. A more detailed description of the Plan and its provisions--constituting the plan and the summary plan description--appears in the City's Code of Ordinances.

The City of Pembroke Pines Firefighters and Police Officers Pension Fund was established by referendum in 1973. It has subsequently been amended by the following ordinances:

ORDINANCE NUMBER	DATED
557	February 19, 1981
829	March 4, 1987
967	September 19, 1991
1014	November 4, 1992

1067	February 16, 1994
1091	September 8, 1994
1131	September 6, 1995
1198	December 18, 1996
1249	January 7, 1998
1318	November 17, 1999
1321	December 15, 1999
1325	January 19, 2000
1353	September 20, 2000
1360	November 15, 2000
1443	June 18, 2003
1480	March 17, 2004
1521	August 3, 2005
1572	February 21, 2007
1581	May 16, 2007
1669	August 4, 2010
1693	June 15, 2011

The City is required to contribute an actuarially determined amount that, when combined with participants' contributions and contributions from the State of Florida, will fully provide for all benefits as they become payable.

Participants are required to contribute 10.4% of regular wages, the State contributes approximately 7.8%, and the City's contribution is based on the actuarial valuation using the frozen-initial-liability method and the level-percent closed-amortization method. Unfunded liabilities are amortized over 30 years, consistent with Chapter 112, Part VII, Florida Statutes.

**Eligibility:**  
All full-time employees, as defined in the Ordinance, are required to participate in the Pension Plan as a condition of continued employment, provided that at the time of hiring the employee is at least eighteen years of age and has satisfactorily completed all required medical examinations.

**Service Retirement Benefits:**  
For Police Officer and Firefighter members of the Plan, normal retirement is the earliest of (1) the attainment of age 50 and the completion of 10 years of continuous service, or (2) the completion of 20 years of service regardless of age.

Police officers hired before May 1, 2010, shall receive a monthly pension, equal to 4% per year of continuous service prior to May 1, 2010 plus 3.5% per year of continuous service after April 30, 2010, of the average monthly earnings for the highest two years multiplied by the number of years of continuous service provided the pension does not exceed 80% of the average monthly earnings.



## Police and Fire Pension

Police officers hired after April 30, 2010, shall receive a benefit amount equal to 3% per year of the average monthly earnings for the highest two years multiplied by the number of years of continuous service provided the pension does not exceed 80% of the average monthly earnings for the highest two years of continuous service.

Firefighter members hired on or before June 18, 2003, shall receive a monthly pension, payable for life, equal to 4% per year of continuous service accrued prior to May 1, 2010, plus 3.5% per year of continuous service after April 30, 2010, times the average monthly earnings for the highest two years multiplied by the number of years of continuous service provided pension does not exceed 80% of the average monthly earnings.

Firefighter members hired after June 18, 2003, but before May 1, 2010, shall receive a benefit amount equal to 4% plus 3.5% per year of continuous service after April 30, 2010, times the average monthly earnings for the highest two years provided the pension does not exceed 80% of the average monthly salary. To be eligible for this benefit, firefighter members must retire or enter the DROP no later than the date they accrue the same accrual percentage they would have reached under the terms of the Plan in effect prior to April 30, 2010.

Firefighters hired after April 30, 2010, shall receive a benefit amount equal to 3% of the average monthly earnings for the highest two years of continuous service multiplied by the number of years of continuous service provided that the pension does not exceed 80% of the average monthly earnings.

Upon retirement, firefighter members who were hired on or after April 1, 2006, shall receive a fixed 3% increase to their retirement benefit on April 1 of each year following retirement. Firefighters hired on or after May 1, 2010, who retire or enter the DROP, and their beneficiaries, shall receive a 1.5% increase to their retirement benefit on October 1st each year following retirement.

For firefighter and police officer members who retired prior to April 30, 2010, under the Career Anniversary Pension retirement Incentive Option, earnings may include payment up to 1,000 hours of accrued unused leave. Effective May 1, 2010, firefighter and police officer members may include only accrued time earned as of April 30, 2010, up to 1,000 hours, in the final calculation of pension benefits. For employees hired after April 30, 2010, no payment of accrued leave will be included in the final calculation of pension benefits.

For firefighter and police officer members hired before May 1, 2010, entering the DROP after April 30, 2010, DROP interest credits will be based upon Plan gross return, subject to a minimum 5% to a maximum 8% per annum.

## Budget Highlights

The Annual Required Contribution (ARC) for fiscal year 2012-13 is approximately \$25.2 million; this represents an increase of \$1.3 million or 5.4% over the 2011-12 working budget. The reason for the increase is mainly attributable to the fact that actual investment performance has been significantly lower than expected.

The Fire and Police Pension budget includes an estimated annual rate of return of 8.0%, which approximates to \$28.5 million in investment income. The actuarial assumption of 8.0% represents the average long-term expected rate of return.

## Accomplishments

The City's ARC for the fiscal year ending 2011-12 is \$21.5 million. This represents a \$0.5 million or 2.5% increase from last year. The City will be making the full contribution by the end of the year.

For the period ending March 31, 2012, the Fire and Police Pension investments were valued at \$363.4 million. The annualized net rate of return for the Plan was 5.36% for the twelve months ending March 31, 2012.

# Police and Fire Pension Performance Measures

Indicator	2009-10		2010-11		2011-12	2012-13
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Retired participants	263	273	281	248	278	320
Benefits (in millions) paid to participants (including DROP)	\$18.3M	\$15.1M	\$20.4M	\$20.9M	\$22.0M	\$24.7M
<b>Effectiveness</b>						
% of transfers completed within pay period	100%	100%	100%	100%	100%	100%
Return on investment	7.99%	8.00% **	0.1%	8.00% **	8.00% **	8.00%
City contribution as a % of covered payroll	80.65%	88.20%	78.27%	71.60%	77.20%	84.10%
<b>Efficiency</b>						
% of administrative costs to total fund assets	0.27%	0.20%	0.23%	0.30%	0.30%	0.20%

\*\* The actuarial assumption of 8% represents the average long-term expected rate of return.

### Police and Fire Pension - Budget Summary

Revenue Category	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Investment Income	18,737,041	-4,039,092	27,397,000	28,460,000
Other Miscellaneous Revenues	46,815	48,038	-	-
Pension Fund Contributions	27,570,865	26,309,832	26,911,536	28,134,759
Beginning Surplus	-	-	-29,893,536	-29,460,759
<b>Total</b>	<b>46,354,721</b>	<b>22,318,778</b>	<b>24,415,000</b>	<b>27,134,000</b>

Expenditure Category	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Operating				
Professional Services	2,073,244	2,147,069	2,290,000	2,331,400
Travel Per Diem	-	-	10,000	7,500
Insurance	-	-	20,000	20,000
Other Current Charges and Obligation	18,268,505	20,419,430	22,050,000	24,730,000
Operating Supplies	-	-	45,000	45,100
Operating Subtotal	20,341,749	22,566,499	24,415,000	27,134,000
<b>Total</b>	<b>20,341,749</b>	<b>22,566,499</b>	<b>24,415,000</b>	<b>27,134,000</b>



## Other Postemployment Benefits

### Mission

To accumulate sufficient financial resources that will be able to provide Other Postemployment Benefits (OPEB), that is, benefits other than pension.

### Goals

To accurately account for all the financial resources of the Retiree Health/Life Insurance Plan (hereinafter referred to as the Plan), whether earned through investments or contributed by the City and its retirees, so as to ensure that funds will be available for the payment of benefits as they become due and to maintain the actuarial soundness of the Plan.

### Objectives

To provide accurate, timely, and efficient accounting of the activities related to the City's Retiree Health/Life Insurance Plan.

To invest the assets of the Plan in accordance with the Investment Policy as adopted by the City.

To correctly pay pension benefits in accordance with stated policy.

### Major Functions and Activities

The Other Postemployment Benefits Fund was established as a result of the new Governmental Accounting Standards Board (GASB) Statements number 43 and 45, issued in 2004. These standards call for governments to account for other postemployment benefits, those other than pensions, in a similar manner as pension plans. Governmental entities, including the City, previously accounted for these benefits on a pay-as-you-go basis.

The City created a retiree health and life insurance program as adopted by Ordinance. Coverage of health and life insurance is provided to all regular, full-time, permanent general, charter school, Early Development Center and utility employees of the City and to its certified firefighters and police officer employees, including dependents, for those hired before October 1, 1991. For those employees hired on or after October 1, 1991, the City provides single coverage only.

A life insurance benefit is also available to retirees. The amount of the benefit is equal to 100% of final salary at retirement up to a maximum of \$100,000. The benefit amount is reduced by 50% at age 65.

City employees are eligible to participate upon normal retirement in the City's pension plan of which the employee is a member. If the employee does not belong to a City's pension plan, that employee upon termination must have completed 10 years of continuous service and upon attaining age 55 would be eligible.

For employees hired after March 2005, health insurance for retirees is no longer being provided at the City's expense. A retiree may elect to continue health insurance in the City Plan if they pay the blended rate for employees and retirees as provided by state law.

Effective July 1, 2010, all general employees who are bargaining unit eligible will pay the full blended insured equivalent rate if they choose to continue the City's insurance at retirement.

### Budget Highlights

The City will contribute \$9.3 million to the OPEB Trust Fund, the actuarially determined annual OPEB cost for fiscal year 2012-13. This represents a \$0.2 million increase over the \$9.1 million that will be contributed in fiscal year 2011-12.

The FY2012-13 OPEB expenditure budget increased by \$0.7 million as a result of an anticipated increase in health claims for retirees.

### Accomplishments

In November 2011, the City contributed an additional \$2.3 million over and above the Annual OPEB Cost of \$8.7 million. This additional contribution eliminated the Net OPEB Obligation of \$2.3 million. This amount was accrued as a receivable in fiscal year 2010-11.

The OPEB Trust hired an investment consultant, Dahab Associates Inc. to review the overall investment strategy of the OPEB Trust Fund and to make recommendations to improve the investment performance. The Trust currently maintains an allocation of 60% equities and 40% fixed income, which is in keeping with the City's pension funds that have a similar time horizon.

The OPEB Board of Trustees was able to secure and purchase fiduciary liability insurance with coverage of \$1.0 million.

## Other Postemployment Benefits Performance Measures

Indicator	2009-10		2010-11		2011-12	2012-13
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Retired participants receiving benefits	376	337	393	376	393	423
Retiree health claim benefits paid	\$3.7M	\$4.8M	\$4.8M	\$6.1M	\$7.0M	\$7.7M
<b>Effectiveness</b>						
Return on investments	7.5%	8.0% **	-2.7%	8.0%	8.0%	8.0%
City's ARC as a % of City payroll	9.4%	14.0%	9.1%	9.3%	9.6%	9.5%
<b>Efficiency</b>						
City's actual contribution as a % of the ARC	160.0%	80.0%	100.7%	100.0%	100.5%	100.0%
Administrative costs as a % of total fund assets	1.5%	4.0%	1.5%	4.0%	3.0%	1.0%

\*\* The actuarial assumption of 8% represents the average long-term expected rate of return.



### Other Postemployment Benefits - Budget Summary

Revenue Category	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Investment Income	923,921	-637,227	1,007,300	3,712,000
Other Miscellaneous Revenues	608,588	1,211,275	466,580	768,523
Pension Fund Contributions	13,834,000	11,003,647	9,168,787	9,356,272
Beginning Surplus	-	-	-3,266,240	-5,766,825
<b>Total</b>	<b>15,366,510</b>	<b>11,577,695</b>	<b>7,376,427</b>	<b>8,069,970</b>

Expenditure Category	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Personnel				
Benefits	1,483	1,813	2,500	2,000
Personnel Subtotal	1,483	1,813	2,500	2,000
Operating				
Other Contractual Services	26,690	18,500	15,000	15,000
Insurance	3,942,417	5,205,022	7,358,927	8,052,970
Operating Subtotal	3,969,107	5,223,522	7,373,927	8,067,970
<b>Total</b>	<b>3,970,589</b>	<b>5,225,335</b>	<b>7,376,427</b>	<b>8,069,970</b>



## Wetlands Mitigation Trust Fund

### Mission

To ensure that the City of Pembroke Pines maintains and preserves its vital ecosystems. The restoration of lost and degraded wetlands to their natural state is essential to ensure the health of Florida's watershed.

the Trust can be utilized with the written consent of the Trust's beneficiaries.

### Goals

In accordance with the Mitigation Bank Irrevocable Trust Fund Agreement, the City of Pembroke Pines is required to maintain, protect and preserve the wetlands, developed as a diverse multi-habitat ecosystem, in perpetuity.

### Objectives

To account for all activities relating to the Wetlands Mitigation Trust and to invest the revenues earned to achieve the highest yield in order to sustain the wetlands in perpetuity.

### Major Functions and Activities

On October 21, 1992, the City entered into an agreement with the Florida Wetlandsbank™ (FW), a Florida Joint Venture, wherein the City granted FW a license to develop a Wetlands Mitigation Bank at a site containing approximately 450 acres and located in the Chapel Trail Preserve.

This agreement, which ended on December 31, 2004, established the first Wetland Mitigation Bank in Florida and the second in the nation. Florida Wetlandsbank's responsibilities included designing, permitting, and constructing the ecosystem; maintaining and monitoring the wetlands for a five-year period once construction was completed; and the sales and marketing of the mitigation credits.

On January 1, 2005, the City assumed full responsibility and maintenance for the wetlands. The City now owns various sites totaling approximately 620 acres of wetlands of which 502 are maintained by the Trust Fund. The City became the Grantor of the Mitigation Bank Irrevocable Trust Fund on April 5, 1995 in order to hold the funds to maintain the wetlands in perpetuity. The current Trustee is the Bank of New York, and the beneficiaries of the Trust Fund are the City, the South Florida Water Management District, the U. S. Army Corps of Engineers, and Broward County. Payments are made quarterly from the investment earnings of the Trust Fund to cover the cost of maintaining the wetlands. In the event that investment earnings are insufficient to cover expenses, payments from the principal of

## Wetlands Mitigation Trust Fund Performance Measures

Indicator	2009-10		2010-11		2011-12	2012-13
	Actual	Goal	Actual	Goal	Goal	Goal
<b>Outputs</b>						
Funds set aside for wetlands maintenance	\$582,509	\$585,302	\$574,475	\$561,000	\$600,009	\$611,475
<b>Effectiveness</b>						
Investment yield	0.26%	1.00%	0.25%	0.50%	6.00% *	2.00%

\* The 6% expected yield reflects a proposed FY2012 change in investment policy that would allow for investment in preferred stock.

### Wetlands Mitigation Trust Fund - Budget Summary

Revenue Category	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Investment Income	1,681	1,516	34,000	36,000
Beginning Surplus	-	-	-17,500	-19,500
<b>Total</b>	<b>1,681</b>	<b>1,516</b>	<b>16,500</b>	<b>16,500</b>

Expenditure Category	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
Operating				
Professional Services	1,460	1,460	1,500	1,500
Other Contractual Services	-	-	10,000	10,000
Repair and Maintenance Services	8,361	8,091	5,000	5,000
Operating Subtotal	9,820	9,550	16,500	16,500
<b>Total</b>	<b>9,820</b>	<b>9,550</b>	<b>16,500</b>	<b>16,500</b>



## Capital Improvement Program (CIP)

Section 5.08 of the City Charter requires that each year the City Manager prepare and submit to the City Commission, as part of the budget package, a Capital Improvement Program (CIP) for the 5-year period following the new budget year. The CIP is a planning document and does not authorize or fund any projects. All projects are reviewed, however, by the City Manager, Assistant City Manager, and Finance Director during the CIP preparation process.

The CIP consists of both planned capital outlay and capital projects. "Capital outlay" refers to expenditures for capital items with an initial individual cost of \$10,000 or more and an estimated useful life greater than one year. On the other hand, "capital projects" refer to capital outlay related to municipal construction. The CIP includes new facilities and improvement to existing facilities as well as the replacement of vehicles and computers.

Anticipated purchases of more than one unit for which the individual price is less than \$1,000 but for which the aggregate cost exceeds \$10,000 are also included in the 5-Year Capital Improvement Program; however, these items will be expensed to an operating account instead of a capital account because the unit cost does not meet the capitalization threshold. In addition, per GASB 34, all resurfacing and road repairs must be expensed from a repair and maintenance account and not a capital account because they should be treated as repairs.

The policies that guide the development of the CIP are as follows:

1. The City has developed a multi-year plan for capital improvement that is updated annually with documentation of deviations from the plan.
2. The City will maintain its physical assets at a level adequate to protect the City's capital investment and minimize future maintenance and replacement costs. The budget will provide for the adequate maintenance and timely replacement of the capital plant and equipment from current revenues whenever possible.
3. The City has provided sufficient funds to replace and upgrade equipment as well as to take advantage of new technology, thereby ensuring that employees have safe and efficient tools to serve the public. It reflects a commitment to further automation and the use of available technology to improve productivity of the City's work force. The objective for upgrading and replacing equipment includes:
  - a. normal replacement as equipment completes its useful life
  - b. upgrades to new technology
  - c. additional equipment necessary to serve the needs of the City.
4. The City will attempt to ensure, according to its Comprehensive Land Use Plan, that the necessary infrastructure is in place in order to facilitate the orderly development of vacant land.
5. The City will use the following criteria to evaluate the relative merit of each capital project. Capital expenditures will foster goals of:
  - a. economic and neighborhood vitality,
  - b. infrastructure and heritage preservation,
  - c. capital projects that implement a component of an approved redevelopment plan,
  - d. projects specifically included in an approved replacement schedule,
  - e. projects that reduce the cost of operations; projects that increase the cost of operations shall have identified trade-offs or objectives to support those additional costs, and
  - f. projects that significantly improve safety and reduce risk exposure.

Projects supporting private development must include satisfactory return on investment ratios or a fully documented cost/benefit analysis.

### Factors Influencing the 2012-13 Capital Budget

Anticipating reduced tax revenues due to declining property values and a struggling economy, \$1.7 million (48%) of the General Fund capital projects totaling \$3.5 million that were planned for 2012-13 were either cancelled or postponed in the preparation of the 2012-13 Budget. Additional cancelled and postponed expenditures for 2012-13 totaled \$1.2 million in the Road & Bridge Fund and \$31.9 million in the Utility Fund, which included \$31.0 million related to the Alternative Water Supply. When determining which plans would be postponed rather than cancelled, each department and division was given discretion as to which future year the postponed 2012-13 expenditures were rescheduled. See the table, "Disposition of Prior CIP" for additional information.

**Alternative Water Supply (AWS) Project:** The water supply requirements of the Lower East Coast Water Supply Plan, as required by the South Florida Water Management District (SFWMD), will eliminate deep well injections (3,000 feet below the surface) and recharge the Biscayne Aquifer, thereby replenishing the aquifer for future raw water demands. Included in the 5-year CIP is the construction of advanced treatment equipment at the existing Wastewater Treatment Plant. Projected total costs of the AWS Project are \$37.0 million, all of which are included in this 5-year CIP.

Consumption of water and wastewater services at the City of Pembroke Pines plants has decreased the last 4 years. The City of Pembroke Pines is currently renewing permits for the City's wastewater plant and, in light of the reduced consumption of water and wastewater, is requesting to delay the implementation of the AWS project. No firm budget information for 2012-13 is available on the AWS Project at this time. The City of Pembroke Pines is not proposing to construct the AWS project in 2012-2013.

As part of the large-user agreement, the City of Pembroke Pines pays 20% of the costs of operating the City of Hollywood's wastewater plant. The City of Hollywood is also required by the State of Florida to eliminate its current ocean outfalls and meet the required Lower East Coast Water Supply Plan. The upgrade to the City of Hollywood Plant is estimated to cost \$400-500 million. The City of Pembroke Pines could be charged for up to 20% of the cost of the required Hollywood upgrade, which could approximate \$80-\$100 million.

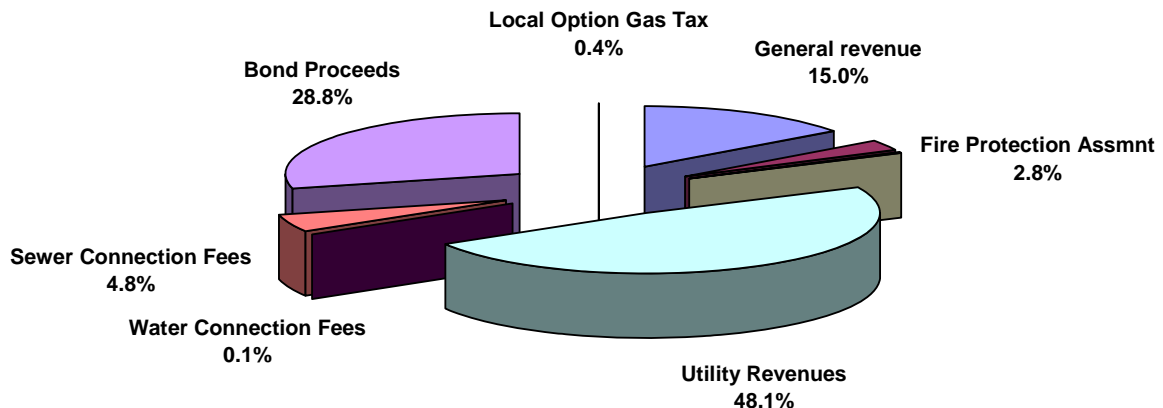
### Overview of the CIP

The 5-year CIP reflects the combined capital program for the General Fund, the Road and Bridge Fund, the Municipal Construction Fund, and the Utility Fund. The aggregate amount over the five-year period from 2013-14 to 2017-18 is \$168.6 million, with the Utility Fund comprising \$120.3 million (71%) of that total due primarily to the Alternative Water Supply Project. The other major segment of the CIP is the General Fund, accounting for \$21.9 million (13%) and consisting mainly of replacement motor vehicles (\$14.3 million, 65%) and other non-computer equipment (\$4.7 million, 22%). These capital expenditures will be funded from future operating revenues and bond proceeds.

### CIP Funding Sources

The CIP for the 5-year period to fiscal year 2017-18 totals \$168.6 million, and, of that total, \$48.6 million will be financed by bond proceeds (29%), \$106.3 million (63%) from general operating revenues, \$4.6 million (3%) from fire protection special assessments, and \$8.3 million (5%) from water and sewer connection fees.

### CAPITAL IMPROVEMENT PROGRAM Capital Costs by Funding Source 2013-14 to 2017-18

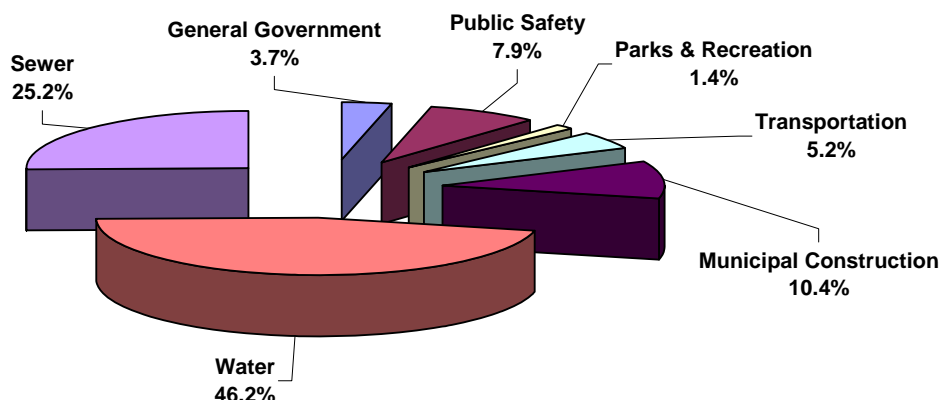


Funding Source	2013-14	2014-15	2015-16	2016-17	2017-18	Total	%
General revenue	4,789,694	4,704,470	5,046,885	5,793,170	4,926,315	\$ 25,260,535	15.0%
Fire Protection Assmnt	1,074,616	1,143,040	589,625	486,340	1,327,195	4,620,816	2.8%
Local Option Gas Tax	150,000	150,000	150,000	150,000	150,000	750,000	0.4%
Utility Revenues	12,460,000	16,510,000	20,060,500	16,176,550	15,853,205	81,060,255	48.1%
Water Connection Fees	250,000	0	0	0	0	250,000	0.1%
Sewer Connection Fees	6,000,000	2,000,000	0	0	0	8,000,000	4.8%
Bond Proceeds	7,907,173	6,200,000	6,200,000	6,200,000	22,105,059	48,612,232	28.8%
<b>Totals</b>	<b>\$ 32,631,483</b>	<b>\$ 30,707,510</b>	<b>\$ 32,047,010</b>	<b>\$ 28,806,060</b>	<b>\$ 44,361,774</b>	<b>\$ 168,553,837</b>	<b>100%</b>

## CIP Capital Costs

The CIP spending consists mainly of water and sewer projects accounting for \$120.3 million (71%) of the total. That utility component includes \$31.0 million for the Alternative Water Supply (the aquifer project described previously) and \$20.2 million for water-main replacements. The largest component in the public safety sector is spending for vehicles, totaling \$10.0 million over the five years.

### CAPITAL IMPROVEMENT PROGRAM Capital Costs by Project Category 2013-14 to 2017-18



Project Category	2013-14	2014-15	2015-16	2016-17	2017-18	Total	%
General Government	\$ 1,195,310	\$ 1,110,510	\$ 1,144,510	\$ 1,520,510	\$ 1,314,510	\$ 6,285,350	3.7%
Public Safety	2,629,000	2,687,000	2,412,000	2,649,000	2,859,000	13,236,000	7.9%
Parks & Recreation	450,000	450,000	480,000	510,000	480,000	2,370,000	1.4%
Transportation	1,740,000	1,750,000	1,750,000	1,750,000	1,750,000	8,740,000	5.2%
Municipal Construction	1,707,173	-	-	-	15,905,059	17,612,232	10.4%
Water	10,510,000	17,270,000	18,980,000	16,930,000	14,140,000	77,830,000	46.2%
Sewer	14,400,000	7,440,000	7,280,500	5,446,550	7,913,205	42,480,255	25.2%
<b>Total</b>	<b>\$ 32,631,483</b>	<b>\$ 30,707,510</b>	<b>\$ 32,047,010</b>	<b>\$ 28,806,060</b>	<b>\$ 44,361,774</b>	<b>\$ 168,553,837</b>	<b>100%</b>

## CIP Impact on the Operating Budget

The Alternative Water Supply Project, delayed from last year's plan, will not begin to affect the Utility's operating expenses until 2014-15 or later. The operating budget and the schedule of expenses associated with CIP plans will be updated in the latter part of 2012 to reflect any direction given by the City Commission after its consideration of the AWS Project at that time. The City's divisions have projected no future material operational spending to be affected by the capital spending plans identified above.

## Analysis of the Disposition of CIP

As a part of the budget preparation process, departments are expected to analyze the first year of the prior year's CIP to determine whether the items planned then for 2012-13 are still needed or affordable in the new year. Based on need, items are then submitted for inclusion in the budget, and the status of each previously planned item is recorded in a Disposition CIP. Note that capital-qualified operating expenses are included in the five-year CIP that are not reflected in the Capital Budget, and that the Capital Budget incorporates grant-funded activity that is not part of the five-year CIP.

In last year's CIP, the fiscal year 2012-13 planned capital expenditures for all funds were \$38.0 million, of which \$2.0 million were qualified operating expenditures and \$36.0 million were capital expenditures. The General, Road and Bridge, and Utility funds accounted for 9%, 5% and 86%, respectively. Including grants, which are not part of the CIP, the fiscal year 2012-13 capital budget for all funds total \$11.9 million, a reduction of \$26.1 million (69%) from the last year's CIP plan for 2012-13. This is due to large amounts of deferred and cancelled capital spending, and the uncertainty of the AWS project.

**Reconciliation of Net 2012-13 CIP (excluding Operating Expenses)  
with Adopted 2012-13 Capital Budget**

CIP for 2012-13	\$ 38,002,038	Adopted 2012-13 Capital Budget	\$ 11,926,108
Less: Qualified Operating Expenditures	<u>(2,007,000)</u>	Less Grants' Capital (not in CIP)	(658,711)
Net 2012-13 CIP	<u>\$ 35,995,038</u>	Less 2012-13 capital not from the CIP	(8,065,887)
		CIP Items in 2012-13 Capital Budget	\$ 3,201,510
		Variance from the 2012-13 CIP	<b>\$(34,800,528)</b>
		% Variance	96.7%

<b>Capital CIP Items ONLY</b>	<b>Cancelled</b>	<b>Postponed</b>	<b>Total</b>
General Fund	\$ 806,490	\$ 864,038	\$ 1,670,528
Road & Bridge Fund	1,230,000	-	\$ 1,230,000
Municipal Construction Fund	-	-	\$ -
Utility Fund	100,000	31,800,000	\$ 31,900,000
<b>Total Cancelled, Postponed, Reclassified</b>	<u>\$ 2,136,490</u>	<u>\$ 32,664,038</u>	<u>\$ 34,800,528</u>

**General Fund:** The continuing impact of the economy and other constraints on the General Fund budget are reflected in the capital expenditures for 2012-13, which include only \$1.8 million of the \$3.5 million originally planned in the CIP for 2012-13. Of the \$1.7 million withdrawn from planning, \$0.9 million is being postponed to future years while \$0.8 million has been cancelled outright. The capital budget for 2012-13 includes \$1.4 million that was not part of last year's CIP plan.

A table showing the detailed disposition of items in the 2012-13 CIP has been included on separate pages following the next section.

**General Fund – Details of Budget Deviation from Plan**

General Fund CIP for 2012-13	\$ 3,472,038
Less: Qualified Operating Expense items in 2012-13 CIP	(357,000)
Cancelled and Postponed 2012-13 CIP Capital items	(1,670,528)
Add: Non-CIP Capital Expenditures that are in the Adopted Capital Budget	<u>1,407,570</u>
<b>Adopted 2012-13 General Fund Capital Budget</b>	<b><u>\$ 2,852,080</u></b>

**Utility Fund:** The Utility Fund's planned capital outlay for fiscal year 2012-13 was \$32.8 million. Of that amount only \$0.9 million has been carried forward into the budget for 2012-13. Of the remainder, \$0.1 million was cancelled entirely and \$31.8 million has been postponed to one or more future years. Appropriated capital expenditures that were not in the original CIP total \$7.2 million and include \$4.8 million for Wastewater Treatment Plant odor control.

**Utility Fund – Details of Budget Deviation from Plan**

Utility Fund CIP for 2012-13	\$ 32,800,000
Less: Cancelled, Postponed, and Reclassified* 2011-12 CIP Capital items	(31,900,000)
Add: Non-CIP Capital Expenditures that are in the Adopted Capital Budget	<u>7,185,317</u>
<b>Adopted 2012-13 Utility Fund Capital Budget</b>	<b><u>\$ 8,085,317</u></b>

\* Reclassified from Capital in the CIP to operating expense in the new budget.

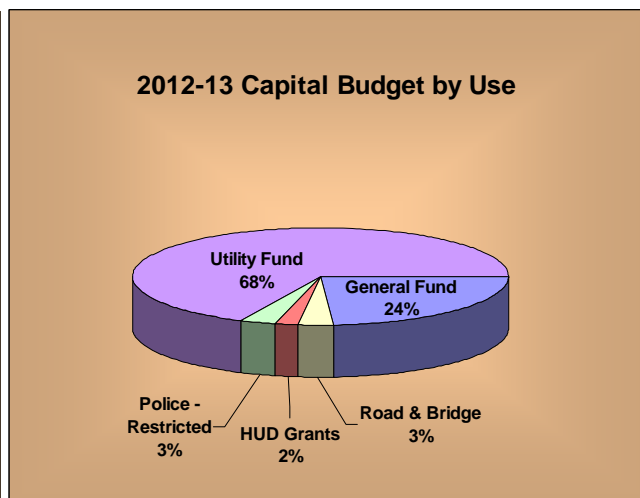
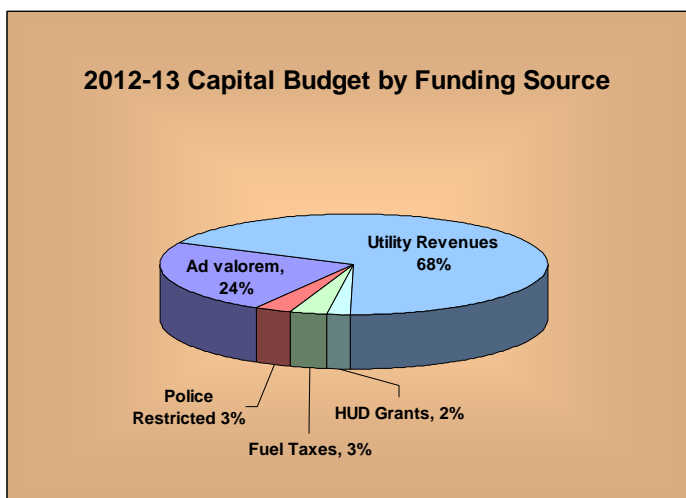


**Fiscal Year 2012-13 Capital Budget**

With the postponement of capital budgeting for the Alternative Water Supply, the City has primarily more routine capital expenditures. The fiscal year 2012-13 Capital Budget for all funds is \$11.9 million. The General Fund and the Utility Fund account for 24% and 68% of the total spending, respectively. The public safety capital budget of \$1.8 million is 15% of the total capital outlay, and the Police division represents 53% of the public safety total. The principal components of the 2012-13 capital budget are shown below. The majority of the items are replacements and as such, have a minimal impact on the operating budget.

- \$0.8 million – police vehicles
- \$0.5 million – water lines
- \$0.2 million – water and road improvements funded by HUD
- \$0.4 million – Video equipment in the I.T. department

**Fiscal Year 2012-13 Capital Budget**



By Funding Source	FY 13 Amount	% of Total
Ad valorem	\$ 2,814,972	24%
Utility Revenues	8,085,317	68%
Fire Assessment	37,109	1%
HUD Grants	250,000	2%
Fuel Taxes	330,000	3%
Police - Restricted	408,711	3%
Utility Bond Proceeds	-	0%
<b>Total</b>	<b>\$ 11,926,108</b>	<b>101.0%</b>

By Use	FY 13 Amount	% of Total
General Fund	\$ 2,852,080	24%
Road & Bridge	330,000	3%
HUD Grants	250,000	2%
Police - Restricted	408,711	3%
Utility Fund	8,085,317	68%
<b>Total</b>	<b>\$ 11,926,108</b>	<b>100.0%</b>

**General Obligation (G.O.) Bond Projects**

In a referendum held in 2005, the voters of the City of Pembroke Pines approved the issuance of up to \$100 million of General Obligation Bonds with maturities not exceeding 30 years, which will be repaid from the proceeds of ad valorem (property) taxes. This was the first time that the City used General Obligation Bonds as a funding source. Phase I General Obligation Bonds of \$47 million were issued in 2005. In 2007, another \$43 million of General Obligation Bonds were issued, constituting Phase II of the voter-approved \$100 million total.

The projects yet to be or already executed include various roadwork projects, recreational and cultural amenities, economic development, and neighborhood revitalization. Some of these projects are direct responses to requests made by the citizenry; others reflect the independent vision of the City Commission.

Municipal construction projects are budgeted on a project-length basis rather than an annual basis. General Obligation bond projects were appropriated in 2004-05 for a total of \$80 million. The Commission increased that total to \$90 million following the Phase II issuance in 2007. Because the bond-financed projects are a major undertaking, a financial status report that includes a detailed list of all bond projects, is presented herein on later pages. In addition, a location map of bond projects costing in excess of \$0.5 million is included in that section.

## CAPITAL IMPROVEMENT PROGRAM

Capital Costs by Project Category

IN PRESENT VALUE

SOURCE OF FUNDING	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	Total	
<b>GENERAL FUND</b>							
<b>Div. 8002 - Housing - Pines Point</b>							
Repair/replacement of Air-Conditioning Units and other appliances: Refrigerators, washers, dryers, ranges, water heaters	* Revenues	68,000	121,000	121,000	121,000	121,000	552,000
<b>Div. 8002 - Housing -Proj. 603-Pines Place</b>							
Repair/replacement of Air-Conditioning Units and other appliances: Refrigerators, washers, dryers, ranges, water heaters	* Revenues	225,000	249,000	280,000	311,000	230,000	1,295,000
<b>Div. 8001 - Community Services</b>							
(3) Van Replacements	Revenues	181,890	181,890	181,890	181,890	181,890	909,450
<b>Div. 9007 - Code Compliance</b>							
Vehicle Replacements	Revenues	15,000	40,000	15,000	30,000	15,000	115,000
Office Equipment	Revenues	-	5,000	-	5,000	-	10,000
Other Equipment	Revenues	-	-	-	5,000	-	5,000
Copy Machines	Revenues	-	-	-	15,000	-	15,000
Computer Equipment	Revenues	-	10,000	-	5,000	-	15,000
<b>Div. 3001 - Police</b>							
Vehicles	Revenues	810,000	810,000	810,000	810,000	810,000	4,050,000
Radios	Revenues	25,000	25,000	25,000	25,000	25,000	125,000
Motorcycle	Revenues	25,000	25,000	25,000	25,000	25,000	125,000
Computer System	Revenues	105,000	105,000	105,000	105,000	105,000	525,000
<b>Div. 4003 - Fire Rescue</b>							
(Note: Rev/Fire Asmt = Revenues & Fire Assessment)							
Vehicles	Rev/Fire Asmt	54,000	54,000	54,000	54,000	54,000	270,000
Ladder Truck	Fire Asmt	-	1,000,000	-	-	1,000,000	2,000,000
Fire Engine	Fire Asmt	450,000	-	450,000	450,000	450,000	1,800,000
Life Pak 12	Revenues	-	-	-	300,000	-	300,000
Ambulances	Revenues	210,000	210,000	420,000	420,000	210,000	1,470,000
Command Vehicle	Rev/Fire Asmt	65,000	-	-	-	-	65,000
Air System	Fire Asmt	-	-	50,000	-	-	50,000
CAD Laptops	Rev/Fire Asmt	-	-	-	-	-	-
Rescue Laptops	Revenues	-	40,000	-	-	40,000	80,000
File Servers-combined with CAD servers	Rev/Fire Asmt	-	50,000	-	50,000	-	100,000
Radios	Fire Asmt	-	35,000	35,000	35,000	-	105,000
Automated External Defibrillators	Revenues	-	25,000	-	25,000	-	50,000
SCBA Refurbishment	Fire Asmt	600,000	-	-	-	-	600,000
Cargo Van	Rev/Fire Asmt	-	-	-	-	-	-
Training Facility Upgrades /Fire Academy	Fire Asmt	-	-	75,000	-	-	75,000
Training Facility Refurbishment	Fire Asmt	-	10,000	-	-	10,000	20,000
Station Refurbishment	Rev/Fire Asmt	30,000	-	150,000	150,000	-	330,000
Fire Prevention vehicle	Fire Asmt	15,000	18,000	18,000	15,000	15,000	81,000
Fire Safety Education Trailer	Fire Asmt	100,000	-	-	-	-	100,000
Computer Programs	Rev/Fire Asmt	-	25,000	-	25,000	-	50,000
Stretchers	Revenues	-	-	60,000	-	-	60,000
Turnout Gear	* Fire Asmt	100,000	100,000	100,000	100,000	100,000	500,000
Fire Prevention laptops	Fire Asmt	-	-	20,000	-	-	20,000
<b>Div. 4003 - Fire Rescue-Proj. 911-Communications</b>							
(Note: Rev/Fire Asmt = Revenues & Fire Assessment)							
Communications upgrade	Rev/Fire Asmt	25,000	100,000	-	-	-	125,000

## CAPITAL IMPROVEMENT PROGRAM

Capital Costs by Project Category

IN PRESENT VALUE

SOURCE OF FUNDING		FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	Total
<b>Div. 7001 - Parks &amp; Recreation &amp; Div. 7006 - Golf</b>							
Vehicles	Revenues	150,000	150,000	150,000	150,000	150,000	750,000
Heavy Equipment-Park & Rec & Golf	Revenues	-	-	30,000	60,000	30,000	120,000
Playground Equipment	Revenues	100,000	100,000	100,000	100,000	100,000	500,000
Other Equipment	Revenues	100,000	100,000	100,000	100,000	100,000	500,000
Improvements other than bldg.	Revenues	100,000	100,000	100,000	100,000	100,000	500,000
<b>Div. 5002 - Early Development Centers</b>							
West - Shade Structure for Playground	Donations	-	-	30,000	-	-	30,000
<b>Div. 2002 - Information Technology</b>							
Micro-computers/Upgrades	Revenues	70,000	25,000	25,000	25,000	70,000	215,000
Computer Programs/ Software & Systems Mod.	Revenues	60,000	60,000	60,000	60,000	60,000	300,000
Replace Mainframe	Revenues	71,800	45,000	45,000	45,000	45,000	251,800
Network Servers	Revenues	-	-	-	-	-	-
Vehicles	Revenues	4,020	4,020	4,020	4,020	4,020	20,100
Data Storage	Revenues	90,000	-	-	-	90,000	180,000
Printers	* Revenues	117,600	117,600	117,600	117,600	117,600	588,000
Switches and Hubs	Revenues	45,000	45,000	45,000	450,000	45,000	630,000
Disaster Recovery Equipment	Revenues	-	-	-	-	-	-
<b>Div. 6001 - General Government Buildings</b>							
Vehicles & Heavy Equipment	Revenues	52,000	56,000	75,000	75,000	75,000	333,000
<b>Div. 6004 - Grounds Maintenance</b>							
Vehicles & Heavy Equipment	Revenues	70,000	86,000	10,000	10,000	125,000	301,000
<b>Div. 6005 - Purchasing</b>							
Vehicles & Heavy Equipment	Revenues	20,000	-	30,000	-	30,000	80,000
<b>Div. 6006 - Environmental Svcs</b>							
Vehicles & Heavy Equipment	Revenues	60,000	60,000	60,000	60,000	60,000	300,000
<b>Div. 6008 - HC Forman Campus</b>							
Vehicles & Heavy Equipment	Revenues	60,000	60,000	60,000	60,000	60,000	300,000
<b>TOTAL GENERAL FUND</b>		<b>\$ 4,274,310</b>	<b>\$ 4,247,510</b>	<b>\$ 4,036,510</b>	<b>\$ 4,679,510</b>	<b>\$ 4,653,510</b>	<b>\$ 21,891,350</b>

## CAPITAL IMPROVEMENT PROGRAM

Capital Costs by Project Category

IN PRESENT VALUE

SOURCE OF FUNDING	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	Total
-------------------	------------	------------	------------	------------	------------	-------

### ROAD & BRIDGE FUND

IN PRESENT VALUE AS REVISED BY DEPT DIRECTORS

SOURCE OF FUNDING	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	Total
-------------------	------------	------------	------------	------------	------------	-------

#### Div. 6002 - Maintenance & Div. 6003 - Infrastructure

Vehicles & Heavy Equipment	Revenues	90,000	100,000	100,000	100,000	100,000	490,000
Road Resurfacing	* Revenues	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	7,500,000
Road, Sidewalk & Drainage Improvements	Add'l Local Option Gas Tax	150,000	150,000	150,000	150,000	150,000	750,000

<b>TOTAL ROAD &amp; BRIDGE FUND</b>	<b>\$ 1,740,000</b>	<b>\$ 1,750,000</b>	<b>\$ 1,750,000</b>	<b>\$ 1,750,000</b>	<b>\$ 1,750,000</b>	<b>\$ 8,740,000</b>
-------------------------------------	---------------------	---------------------	---------------------	---------------------	---------------------	---------------------

### MUNICIPAL CONSTRUCTION FUND

IN PRESENT VALUE AS REVISED BY DEPT DIRECTORS

SOURCE OF FUNDING	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	Total
-------------------	------------	------------	------------	------------	------------	-------

#### Div. 7001 - Parks & Recreation

Community Recreation Projects	GO Bonds	1,597,717	-	-	-	-	1,597,717
Recreation Facility Improvements	GO Bonds	-	-	-	70,000	-	70,000

#### Div. 6003 - Infrastructure

Landscaping	GO Bonds	109,456	-	-	-	1,265,000	1,374,456
Transportation	GO Bonds	-	-	-	-	5,570,059	5,570,059
Economic Development	GO Bonds	-	-	-	-	9,000,000	9,000,000

<b>TOTAL MUNICIPAL CONSTRUCTION FUND</b>	<b>\$ 1,707,173</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 15,905,059</b>	<b>\$ 17,612,232</b>
--	---------------------	-------------	-------------	-------------	-------------	----------------------	----------------------

### UTILITY FUND

IN PRESENT VALUE AS REVISED BY DEPT DIRECTORS

SOURCE OF FUNDING	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	Total
-------------------	------------	------------	------------	------------	------------	-------

#### Div. 6021-Sewer Collection & Div. 6022-Sewer Treatment

Lift Station Replacements (10 per year)	Revenues	850,000	850,000	850,000	850,000	850,000	4,250,000
Lift Station Rehabs	Revenues	250,000	500,000	-	-	-	750,000
Gravity Sewer Lines - replace	Revenues	-	500,000	2,500,000	2,500,000	-	5,500,000
Gravity Sewer Lines - repair, re-line	Revenues	400,000	425,000	450,000	475,000	500,000	2,250,000
SCADA Upgrade	Revenues	350,000	100,000	100,000	100,000	100,000	750,000
Heavy Equipment/Vehicles	Revenues	100,000	110,000	120,000	130,000	140,000	600,000
Small Equipment - pumps, hoses, etc.	Revenues	50,000	55,000	60,500	66,550	73,205	305,255
Forcemain Replacement	Revenues	1,700,000	900,000	200,000	800,000	3,500,000	7,100,000
Wastewater Treatment Plant Odor Control	Sewer Connect	6,000,000	2,000,000	-	-	-	8,000,000
Deep Well Integrity Test	Revenues	-	-	-	100,000	-	100,000
Treatment Units - rehab	Revenues	2,550,000	-	-	-	1,000,000	3,550,000
Surge Tanks - rehab East and West	Revenues	1,700,000	-	-	-	-	1,700,000
Replace Sludge Dewatering Facility	Revenues	-	-	2,250,000	-	-	2,250,000
Buildings - rehab or replace	Revenues	200,000	-	-	-	250,000	450,000
Install New Sludge Holding Tank	Revenues	-	-	-	-	1,500,000	1,500,000
Replace pumps, generators, tanks, etc.	Revenues	-	2,000,000	750,000	-	-	2,750,000
Install Cover on Effluent Tank	Revenues	250,000	-	-	-	-	250,000
Rehab Monitoring Wells	Revenues	-	-	-	325,000	-	325,000
Paving: Resurface the entire sewer treatment plant	Revenues	-	-	-	100,000	-	100,000

<b>Sub Total for Sewer</b>	<b>14,400,000</b>	<b>7,440,000</b>	<b>7,280,500</b>	<b>5,446,550</b>	<b>7,913,205</b>	<b>42,480,255</b>
----------------------------	-------------------	------------------	------------------	------------------	------------------	-------------------

## CAPITAL IMPROVEMENT PROGRAM

Capital Costs by Project Category

IN PRESENT VALUE

	SOURCE OF FUNDING	IN PRESENT VALUE					Total
		FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	
<b>Div. 6031-Water Plant &amp; Div. 6032-Water Distribution (except AWS)</b>							
Replace Media in Ion Exchange	Revenues	-	1,000,000	1,000,000	-	-	2,000,000
Water Filters - rehab 8	Revenues	2,000,000	2,000,000	2,000,000	2,000,000	-	8,000,000
Decant System - upgrade	Revenues	-	-	1,500,000	-	-	1,500,000
Booster Pump Stations - rehabs and rebuilds	Revenues	500,000	2,000,000	2,000,000	2,000,000	1,000,000	7,500,000
Treatment Units - rehab 2	Revenues	-	1,000,000	1,000,000	-	-	2,000,000
Raw Waterline - replace	Revenues	-	-	-	-	1,500,000	1,500,000
Tank and Tanker for moving brine to plant	Water Connect	250,000	-	-	-	-	250,000
Replace Back-up Generators & fuel tanks	Revenues	-	-	-	750,000	750,000	1,500,000
Vehicle Replacement - water plant	Revenues	30,000	30,000	30,000	-	-	90,000
Miscellaneous Equipment - replacements	Revenues	230,000	630,000	330,000	300,000	-	1,490,000
Water Mains - replacements	Revenues	1,150,000	4,250,000	4,750,000	5,500,000	4,500,000	20,150,000
Heavy Equipment/Vehicles - water distrib.	Revenues	100,000	110,000	120,000	130,000	140,000	600,000
Small Equipment - pumps, hoses, etc.	Revenues	50,000	50,000	50,000	50,000	50,000	250,000
<b>Sub Total for Water</b>		<b>4,310,000</b>	<b>11,070,000</b>	<b>12,780,000</b>	<b>10,730,000</b>	<b>7,940,000</b>	<b>46,830,000</b>
<b>Sub Total for Water and Sewer</b>		<b>18,710,000</b>	<b>18,510,000</b>	<b>20,060,500</b>	<b>16,176,550</b>	<b>15,853,205</b>	<b>89,310,255</b>
Alternative Water Supply	Bond Proceeds	6,200,000	6,200,000	6,200,000	6,200,000	6,200,000	31,000,000
<b>TOTAL UTILITY FUND</b>		<b>\$ 24,910,000</b>	<b>\$ 24,710,000</b>	<b>\$ 26,260,500</b>	<b>\$ 22,376,550</b>	<b>\$ 22,053,205</b>	<b>\$ 120,310,255</b>
<b>TOTAL - ALL FUNDS</b>		<b>\$ 32,631,483</b>	<b>\$ 30,707,510</b>	<b>\$ 32,047,010</b>	<b>\$ 28,806,060</b>	<b>\$ 44,361,774</b>	<b>\$ 168,553,837</b>

\* Note: These items will be expensed to an operating account instead of a capital account because the unit cost does not meet the capitalization threshold. Any type of equipment or construction costing \$10,000 or more should be included in the Five-year CIP.

## DISPOSITION OF PRIOR CIP

	SOURCE OF FUNDING	FY 2011-12's Adopted CIP for FY 2012-13 #	Actual Disposition of FY 2011-12 CIP Items as found (or not found) in the budget for FY 2012-13
<b>General Fund</b>			
<b>Div. 8002 - Housing - Pines Point</b>			
Replace Air-Conditioning Units and other appliances: Refrigerators, washers, dryers, ranges, water heaters	* Revenues	\$ 64,000	\$64,000 in account #52650
<b>Div. 8002 - Housing -Proj. 603-Pines Place</b>			
Replace Air-Conditioning Units and other appliances: Refrigerators, washers, dryers, ranges, water heaters	* Revenues	183,000	\$152,000 as follows: \$46,000 in #46250; \$100,000 in #46150; \$6,000 in #52650; balance cancelled
<b>Div. 8001 - Community Services</b>			
(3) Van Replacements	Revenues	160,038	Postponed to FY 2013-14
<b>Div. 9007 - Code Compliance</b>			
Vehicle Replacements	Revenues	43,000	\$36,000 in #64210; balance cancelled
Office Equipment	Revenues	10,000	Cancelled
Other Equipment	Revenues	10,000	Cancelled
Copy Machines	Revenues	-	N/A
Computer Equipment	Revenues	5,000	Cancelled
<b>Div. 3001 - Police</b>			
Vehicles	Revenues	810,000	\$782,860 in #64028; \$27,140 cancelled
Radios	Revenues	25,000	Cancelled
Motorcycle	Revenues	50,000	\$15,000 in #64140; \$35,000 cancelled
Computer System	Revenues	105,000	\$106,500 in laptops/tables in #64055; \$4,670 in #64039; \$10,000 in #64051. Total = \$121,170
<b>Div. 4003 - Fire Rescue</b>			
(Note: Rev/Fire Asmt = Revenues & Fire Assessment)			
Vehicles	Rev/Fire Asmt	54,000	Postponed to FY 2013-14
Fire Engine	Fire Asmt	475,000	Postponed to FY 2013-14
Radios	Fire Asmt	35,000	Postponed to FY 2013-14
Automated External Defibrillators	Revenues	25,000	Postponed to FY 2013-14
Station Refurbishment	Rev/Fire Asmt	150,000	\$30,000 in #62016; balance cancelled
Fire Prevention vehicle	Fire Asmt	15,000	Postponed to FY 2013-14
Computer Software	Rev/Fire Asmt	25,000	Cancelled
Turnout Gear	* Fire Asmt	100,000	\$90,000 in #52630; balance cancelled
<b>Div. 4003 - Fire Rescue - Proj. 911, Communications</b>			
(Note: Rev/Fire Asmt = Revenues & Fire Assessment)			
Communications upgrade	Rev/Fire Asmt	200,000	\$25,000 in #64059, \$100,000 postponed to FY14, and \$75,000 cancelled
<b>Div. 7001 - Parks &amp; Recreation &amp; Div. 7006 - Golf</b>			
Vehicles	Revenues	175,000	\$226,500: \$210,000 in 7001-64210, \$16,500 in 7001-64214
Heavy Equipment-Park & Rec & Golf	Revenues	125,000	Cancelled
Playground Equipment	Revenues	100,000	Cancelled
Other Equipment	Revenues	100,000	\$224,215: \$11,840 in 7001-64012, \$73,000 in #64139, \$101,375 in #64400, \$24,000 in 7006-64139, and \$14,000 in #64400
Improvements other than bldg.	Revenues	150,000	\$26,850 in 7001-63000 (resurfacing six tennis courts); balance cancelled
<b>Div. 2002 - Information Technology</b>			
Micro-computers	Revenues	70,000	\$16,800 in #64053; balance cancelled.
Computer Software	Revenues	40,000	\$42,000 in #64051
Network Servers	Revenues	15,000	Cancelled, purchasing in 2011-12.
Printers	* Revenues	10,000	\$35,000 in #52653
Switches and Hubs	Revenues	10,000	Cancelled, purchasing in 2011-12.

## DISPOSITION OF PRIOR CIP

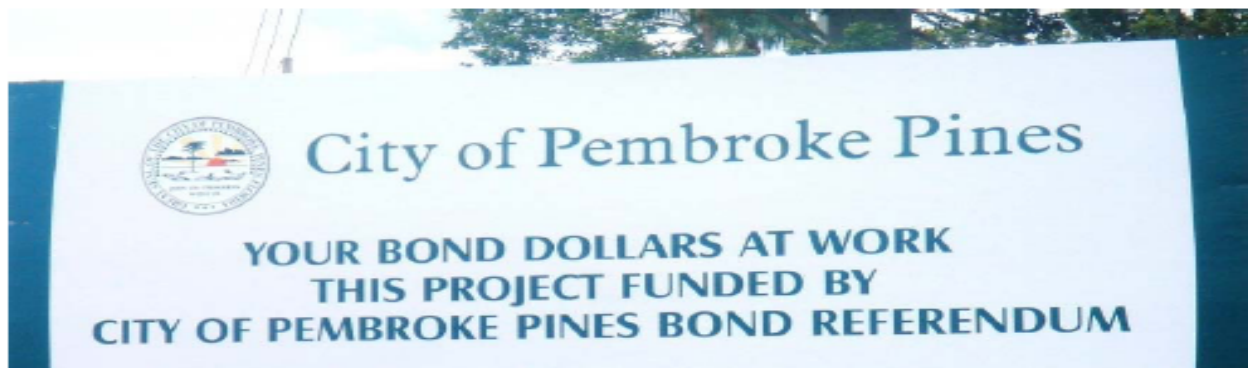
	SOURCE OF FUNDING	FY 2011-12's Adopted CIP for FY 2012-13 #	Actual Disposition of FY 2011-12 CIP Items as found (or not found) in the budget for FY 2012-13
<b>Div. 6001 - General Government Buildings</b>			
Vehicles & Heavy Equipment	Revenues	48,000	\$50,000 in #64221
<b>Div. 6004 - Grounds Maintenance</b>			
Vehicles & Heavy Equipment	Revenues	85,000	\$90,000 in #64214
<b>TOTAL GENERAL FUND</b>		<b>\$ 3,472,038</b>	
<b>Fund 100 - Road &amp; Bridge Fund</b>			
<b>Div. 6002 - Maintenance &amp; Div. 6003 - Infrastructure</b>			
Vehicles & Heavy Equipment	Revenues	80,000	\$330,000 in #64012, 64211, and 64214
Road Resurfacing	* Revenues	1,500,000	\$350,000 in #46164; balance cancelled
Road, Sidewalk & Drainage Improvements	* Add'l Local Option Gas Tax	150,000	\$70,000 in #46165; balance cancelled
<b>TOTAL ROAD &amp; BRIDGE FUND</b>		<b>\$ 1,730,000</b>	
<b>Fund 471 - Utility Fund</b>			
<b>Div. 6021-Sewer Collection &amp; Div. 6022-Sewer Treatment</b>			
Wastewater Treatment Plant Odor Control	Sewer Connect	250,000	\$5,000,000 in 6022-833
Lift Station Replacement	Revenues	250,000	\$272,817 in 6021-63122
Forcemain Replacement	Revenues	100,000	Cancelled
Sewer Replacement	Revenues	200,000	Postponed to FY 2014
SCADA Upgrade	Revenues	350,000	Postponed to FY 2014
Heavy Equipment/Vehicles	Revenues	75,000	\$55,000 in 6021-64012; \$30,000 in 6021-64210; \$60,000 in 6021-64214; \$25,000 in 6021-64221: total \$170,000
Alternative Water Supply	+ Bond Proceeds	31,000,000	Postponed to FY 2014 and later
Sub Total for Wastewater		\$ 32,225,000	
<b>Div. 6031-Water Plant &amp; Div. 6032-Water Distribution</b>			
Heavy Equipment/Vehicles	Water Connect	75,000	\$25,000 in 6031-64214; \$30,000 in 6032-64210; \$25,000 in 6032-64214; total \$80,000
Raw Waste Well	Water Connect	100,000	Postponed to FY 2014
Water Master Plan	Water Connect	150,000	Postponed to FY 2014
Water Main Replacement	Revenues	250,000	\$500,000 in 6032-63233
Sub Total for Water		\$ 575,000	
<b>TOTAL UTILITY FUND</b>		<b>\$ 32,800,000</b>	
<b>TOTAL - ALL FUNDS</b>		<b>\$ 38,002,038</b>	

# As found on pages 18-7 and -8 in the FY12 Budget Book.

\* Note: These items will be expensed to an operating account instead of a capital account because the unit cost does not meet the capitalization threshold. Any type of equipment or construction costing \$10,000 or more should be included in the Five-year Capital Improvement Program (CIP). Anticipated purchases of more than one (1) unit for which the individual price is less than \$10,000, but for which the aggregate cost exceeds \$10,000 should also be included in the Five-Year CIP. In addition, per GASB 34, all resurfacing and road repairs must be expensed from an R & M account and not a capital account, since it should be treated as a repair.

+ Note: The Alternative Water Supply will be used to convert wastewater to raw water that will be used to recharge the Biscayne Aquifer as required by the South Florida Water Management District (SFWMD). This project will include the construction of a new advanced Wastewater Treatment Plant for the western portion of the City, along with constructing advanced treatment equipment at the existing Wastewater Treatment Plant and the necessary pumping and piping systems to redirect wastewater flow from Hollywood to the City's existing treatment. This project is being funded through the issuance of bonds.

## List of Bond Projects



As of June 30, 2012, Commission has approved projects totaling \$106,595,363, which amount includes \$10.8 million reimbursed to the City for transportation projects and \$0.7 million of bond-issue discounts. The GO Bond budget after those adjustments is \$96,488,623. The difference between the spending budget and the \$90,000,000 borrowed is due to interest earned, bond discounts, and miscellaneous receipts. Of the \$96,488,623, \$78,385,703 (81%) has been spent or encumbered through June 30. The summary report is below; details of project activities to date are provided on the pages following.

CITY OF PEMBROKE PINES  
GENERAL OBLIGATION BONDS  
As of 6-30-12

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	\$ 1,579,897	\$ 2,199,897	\$ (602,180)	\$ -	\$ 1,597,717	\$ -	\$ 1,597,717
2 New community facilities	25,817,386	(18,324,097)	7,493,289	(6,993,289)	(0)	500,000	-	500,000
3 Park sports lighting renovations	397,000	(397,000)	-	-	-	-	-	-
4 Recreation facility improvements	9,265,000	(819,594)	8,445,406	(8,346,286)	86,997	11,792	330	99,121
5 Recreation/Playground Equipment	575,000	43,159	618,159	(594,399)	23,760	-	-	23,760
6 Landscaping	2,000,000	-	2,000,000	(621,743)	109,456	765,000	503,801	1,378,257
7 Purchase/development of open space	13,000,000	2,022,916	15,022,916	(15,022,916)	(1)	-	1	(1)
8 Transportation Projects	31,000,000	17,669,444	48,669,444	(48,669,443)	1	1	-	1
9 Other	22,246,850	(6,604,663)	15,642,187	(6,642,187)	1,485,114	-	7,514,886	9,000,000
10 Contingency Fund	11,078,764	(4,574,699)	6,504,065	-	176,298	-	6,327,767	6,504,065
<b>TOTAL PROJECTS COST</b>	<b>116,000,000</b>	<b>(9,404,637)</b>	<b>106,595,363</b>	<b>(87,492,443)</b>	<b>1,881,625</b>	<b>2,874,510</b>	<b>14,346,785</b>	<b>19,102,920</b>
Reimbursements for Transportation	(16,000,000)	5,214,304	(10,785,696)	9,785,696	(1,000,000)	-	-	(1,000,000)
discount on Series A \$47,000,000 bonds	-	358,853	358,853	(358,853)	-	-	-	-
discount on Series B \$43,000,000 bonds	-	320,103	320,103	(320,103)	-	-	-	-
<b>TOTAL GENERAL OBLIGATION DEBT</b>	<b>\$ 100,000,000</b>	<b>\$ (3,511,377)</b>	<b>\$ 96,488,623</b>	<b>\$ (78,385,703)</b>	<b>\$ 881,625</b>	<b>\$ 2,874,510</b>	<b>\$ 14,346,785</b>	<b>\$ 18,102,920</b>

## Note:

\* The difference between the \$90,000,000 borrowed and the \$96,488,623 budgeted is due to interest earned, bond discounts and miscellaneous receipts.



**CITY OF PEMBROKE PINES  
GENERAL OBLIGATION BONDS**

	<u>Location / Description</u>	<u>Project Timetable</u>		<u>% Complete</u>	<u>Current Project Phase</u>	<u>Total Budget</u>	<u>Total Expenditures &amp; Encumb. to Date</u>	<u>Available Budget Total</u>
		<u>Start</u>	<u>Finish</u>					
<b>1</b>	<b>Community Recreation Projects:</b>							
1.1	Flamingo Park Renovation of ball fields # 1 & 5	06/01/05	11/04/05	100%	Complete	\$ 95,935	\$ (95,935)	\$ -
1.2	Maxwell Park Bermuda grass installation field # 2 & 3	06/01/11	12/31/11	100%	Complete	22,135	(22,135)	-
1.3	Pasadena Park Resod school athletic field	06/01/06	10/31/06	100%	Complete	23,250	(23,250)	-
1.4	Pasadena Park Field & sports lighting renovations	06/01/06	07/25/08	100%	Complete	176,180	(176,180)	-
1.5	Silver Lakes North Park Athletic field & common area improvements	03/01/07	07/08/08	100%	Complete	114,680	(114,680)	-
1.6	Silver Lakes South Park Bermuda grass installation on ball fields	11/01/06	12/15/06	100%	Complete	120,000	(120,000)	-
1.7	Towngate Field renovation with drainage	05/02/05	09/02/05	100%	Complete	50,000	(50,000)	-
1.8	West Pines Soccer Park Additional Practice Fields	07/01/12	01/01/13	5%	Planning/Design	1,451,632	-	1,451,632
1.9	Chapel Trail Renovation of Football/ Soccer Fields	12/12/12	03/01/13	5%	Planning/Design	146,085	-	146,085
	<b>Subtotal</b>					<b>\$ 2,199,897</b>	<b>\$ (602,180)</b>	<b>\$ 1,597,717</b>

## **Highlights & Updates Community Recreation Projects**

- 1.1 Flamingo Park - Renovation of ball fields # 1 & 5**  
The renovations were completed 11/4/05.
- 1.2 Maxwell Park - Bermuda grass installation field # 2 & 3**  
The installations were completed 12/31/11. On 5/23/12, Commission transferred the remaining balance of \$2,865 from this project to the Contingency for reallocation to future projects.
- 1.3 Pasadena Park - Re-sod school athletic field**  
The re-sodding was completed 10/31/06.
- 1.4 Pasadena Park - Field & sports lighting renovations**  
The renovations were complete as of 7/25/08. Funding for the lighting portion of this project has been received by FEMA. Close-out on this project by FEMA is pending.
- 1.5 Silver Lakes North Park - Athletic field & common area improvements**  
The improvements were completed 7/8/08. On 5/23/12, commission transferred the remaining balance of \$35,320 from this project to the Contingency for reallocation to future projects.
- 1.6 Silver Lakes South Park - Bermuda grass installation on ball fields**  
The installation was completed 12/15/06.
- 1.7 Towngate - Field renovation with drainage**  
The renovation was completed 9/2/05.
- 1.8 West Pines Soccer Park - Additional Practice Fields**  
On 5/23/12, Commission transferred \$1,451,632 from the Contingency to this project. It is scheduled to be complete by January 2013.
- 1.9 Chapel Trail Renovation of Football/ Soccer Fields**  
On 5/23/12, Commission transferred \$146,085 from the Contingency to this project. It is scheduled to be complete by March 2013.

CITY OF PEMBROKE PINES  
GENERAL OBLIGATION BONDS

Location / Description	Project Timetable		% Complete	Current Project Phase	Total Budget	Total Expenditures & Encumb. to Date	Available Budget Total
	Start	Finish					
<b>2 New community facilities:</b>							
2.1 208 Ave (24 acre) Property 25,000 SF community rec, teen & sr facility	Closed	Closed	0%	Re-Allocated to 2.22	\$ -	\$ -	\$ -
2.2 Chapel Trail Park Construct 1,300 SF storage/clubhouse building	12/01/06	04/04/08	100%	Complete	194,949	(194,949)	-
2.3 Citywide Flanagan HS restroom/concession building	Closed	Closed	0%	Eliminated	-	-	-
2.4 Citywide Flanagan HS (softball/baseball) field lighting	11/03/06	01/19/07	100%	Complete	152,824	(152,824)	-
2.5 Citywide City Center Passive Park development	TBD	TBD	0%	Planning/Design	500,000	-	500,000
2.6 Citywide Construct 4,000 SF art gallery at City Center	Closed	Closed	0%	Eliminated	-	-	-
2.7 Citywide Lighting/Bermuda sod - Silver Trail MS PE field	11/01/06	01/16/09	100%	Complete	347,386	(347,386)	-
2.8 Pembroke Falls Aquatic Ctr Construct 11,000 SF special events/storage bldg.	Closed	Closed	0%	Eliminated	-	-	-
2.9 Pembroke Lakes Tennis Ctr New tennis building	01/01/07	03/01/08	100%	Complete	639,826	(639,826)	-
2.10 Pembroke Shores Construct 2 lighted ball fields (on adjacent school)	Closed	Closed	0%	Re-Allocated to 4.60	-	-	-
2.11 Rose Price Park New health trail	Closed	Closed	0%	Eliminated	-	-	-
2.12 Silver Lakes South Park Construction of clubhouse building	11/19/07	04/04/08	100%	Complete	178,622	(178,622)	-
2.13 Spring Valley 10,000 SF community recreation/teen facility	Closed	Closed	0%	Re-Allocated to 2.22	-	-	-
2.14* Howard C. Forman Human Services Campus Construction of 7,500 SF artist colony	01/02/07	03/31/11	100%	Complete	953,968	(953,968)	-
2.15 Spring Valley Construction of skate park	Closed	Closed	0%	Eliminated	-	-	-
2.16 City Center Civic center at City Center	Closed	Closed	0%	Eliminated	-	-	-
2.17 Citywide Construct a dog park on west side	Closed	Closed	0%	Eliminated	-	-	-
2.18 Citywide Lighting/Bermuda sod - Silver Palms Elem PE field	Closed	Closed	0%	Eliminated	-	-	-
2.19 Pembroke Falls Aquatic Ctr Construct 3,500 SF special populations building	Closed	Closed	0%	Eliminated	-	-	-
2.20 Walter C. Young Restrooms & storage bldg w/sidewalk from pkg lot	Closed	Closed	0%	Eliminated	-	-	-
2.21 Winn Dixie site Development of Winn Dixie site	Closed	Closed	0%	Re-Allocated to 7.5	-	-	-
2.22 184 Ave & Pines (5 Acre) Property 12,500 SF community rec, teen & sr facility	Closed	Closed	0%	Re-Allocated to 4.69, 8.17, 8.6A	33,702	(33,702)	(0)
2.23 Citywide Flanagan HS (Practice Field) Sports Lighting	01/01/10	06/01/10	100%	Complete	70,522	(70,522)	-
2.24 Citywide Flanagan HS Locker Room (Remodel Storage Bldg.)	07/01/09	08/01/11	100%	Complete	30,578	(30,578)	-
2.25 Citywide Flanagan HS Portable Concession Stand & Equip.	07/01/09	08/01/10	100%	Complete	18,337	(18,337)	-
2.26 Walter C. Young Portable Concession Stand & Equip.	07/01/09	12/09/09	100%	Complete	3,606	(3,606)	-
2.27 Pembroke Shores YMCA Expansion/Aquatic Center Renovation 17,000 SF addition to the Pemb Shores Gymnasium facility & parking	05/01/10	07/14/11	100%	Complete	4,219,296	(4,219,296)	-
2.28* 9/11-Memorial & Vet Monument Project to House 9/11 Memorial Sculpture & Construction of Vet Monument	07/02/11	09/01/11	100%	Complete	149,673	(149,673)	-
<b>Subtotal</b>					<b>\$ 7,493,289</b>	<b>\$ (6,993,289)</b>	<b>\$ 500,000</b>

2.14\* Remaining budget of \$532,418 from 2.14 was re-allocated to 2.28 for the Project to House the 9-11 Memorial Sculpture and Veterans Monument.

2.28\* The total budget of \$682,000 for the Project to House the 9/11-Memorial Sculpture & Vet Monument comes from the reallocation of \$532,418 from project 2.14 and the difference of \$149,582 from Contingency per Commission direction on 9/21/2010.

**Highlights & Updates**  
**New community facilities**

- 2.1 208 Ave (24 acre) Property - 25,000 SF community rec, teen & senior facility**  
On 5/2/2007, Commission reallocated funds totaling \$5,000,000 for this project to to the new project 2.22, a 12,500 sq. ft. community recreation, teen & senior facility on the five-acre property at Pines Boulevard and 184th Avenue.
- 2.2 Chapel Trail Park - Construct 1,300 SF storage/clubhouse building**  
The new building was completed 4/4/08. On 5/23/12, Commission transferred the remaining balance of \$8,977 from this project to the Contingency for allocation to future projects.
- 2.3 Citywide - Flanagan HS restroom/concession building**  
On 6/27/07, Commission eliminated this project and its budget of \$200,000 from the GO Bond project list.
- 2.4 Citywide - Flanagan HS (softball/baseball) field lighting**  
The renovation was completed 1/19/07.
- 2.5 Citywide - City Center Passive Park development**  
On 6/27/07, Commission reduced the budget for this project by \$860,148 in lieu of eliminating projects 2.2 Chapel Trail Park - Construct 1,300 SF storage/clubhouse building and 4.28 Pines Rec Center - Expansion of existing teen center. The cost to complete those two projects is \$860,148. Both of those projects had been proposed for elimination to balance the GO Bond budget. On 5/23/12, Commission transferred the remaining balance not anticipated to be used of \$1,643,486 from this project to the Contingency for reallocation to future projects.
- 2.6 Citywide - Construct 4,000 SF art gallery at City Center**  
This project was eliminated and will be incorporated into the new Civic Center/City Hall project. On 5/23/12, Commission transferred the remaining balance of \$855,386 from this project to the Contingency for reallocation to future projects.
- 2.7 Citywide - Lighting/Bermuda sod - Silver Trail MS PE field**  
The lighting and Bermuda installation were completed 1/16/09. On 5/23/12, Commission transferred the remaining balance of \$2,614 from this project to the Contingency for reallocation to future projects.
- 2.8 Pembroke Falls Aquatic Ctr - Construct 11,000 SF special events/storage bldg.**  
On 6/27/07, Commission eliminate this project and its budget of \$2,500,000 from the GO Bond project list.
- 2.9 Pembroke Lakes Tennis Ctr - New tennis building**  
The new building was complete 3/01/08. On 5/23/12, commission transferred the remaining balance of \$2,878 from this project to the Contingency for reallocation to future projects.

- 2.10 Pembroke Shores - Construct 2 lighted ball fields (on adjacent school)**  
Funds totaling \$190,000 for this project were re-allocated to project 4.60, the Miracle League Baseball Field, by the Commission 11/1/2006.
- 2.11 Rose Price Park - New health trail**  
On 6/27/07, Commission eliminated this project and its budget of \$12,000 from the GO Bond project list.
- 2.12 Silver Lakes South Park - Construction of clubhouse building**  
The new storage/clubhouse building was completed 4/4/08. On 5/23/12, Commission transferred the remaining balance of \$25,318 from this project to the Contingency for allocation to future projects.
- 2.13 Spring Valley - 10,000 SF community recreation/teen facility**  
Funds totaling \$2,000,000 for this project were re-allocated to the new project 2.22, the community recreation, teen & senior facility at the five-acre property at Pines Boulevard and 184th Avenue.
- 2.14 Howard C. Forman Campus - Construction of 7,500 SF artist colony**  
On 5/21/08, Commission changed the location of the proposed artists studio facility from Spring Valley Park to the Howard C. Forman Human Services Campus. \$34,600 had previously been spent on this project. The revised cost is between \$800,000 and \$1,000,000, which is less than the original \$1,500,000 allocated. At Commission direction, an available balance as of 9/30/10 of \$532,418 was re-allocated to project 2.28 for the Project to House the 9-11 Memorial Sculpture and Veterans Monument. The artist colony was completed 3/31/11. On 5/23/12, Commission transferred the remaining balance of \$13,614 from this project to the Contingency for reallocation to future projects.
- 2.15 Spring Valley - Construction of skate park**  
On 6/27/07, Commission eliminated this project and its budget of \$100,000 from the GO Bond project list.
- 2.16 City Center - Civic center at City Center**  
On 6/27/07, Commission eliminated this project and its budget of \$8,000,000 from the GO GO Bond project list.
- 2.17 Citywide - Construct a dog park on west side**  
On 6/27/07, Commission eliminated this project and its budget of \$80,000 from the GO Bond project list.
- 2.18 Citywide - Lighting/Bermuda sod - Silver Palms Elem PE field**  
On 6/27/07, Commission eliminated this project and its budget of \$250,000 from the GO Bond project list.
- 2.19 Pembroke Falls Aquatic Ctr - Construct 3,500 SF special populations bldg.**  
On 6/27/07, Commission eliminated this project and its budget of \$750,000 from the GO Bond project list.

**2.20 Walter C. Young - Restrooms & storage bldg w/sidewalk from pkg lot**

On 6/27/07, Commission eliminated this project and its budget of \$200,000 from the GO Bond project list.

**2.21 Winn Dixie site - Development of Winn Dixie site**

On 3/15/2006, Commission approved the concept of purchasing the Winn-Dixie property and allocating \$600,000 from the Contingency for the development of the property. On 2/4/09, Commission re-allocated the funds for this project in the amount of \$650,000 to project 7.5, Raintree - purchase of 112 Acres.

**2.22 184 Ave & Pines (5 Acre) Property - 12,500 SF community rec, teen & senior facility**

On 9/16/09, Commission approved entering into a lease agreement with the YMCA of Broward County. The agreement included language requiring the City to build a 17,000 sq-ft addition to the Pembroke Shores gymnasium facility, construct a 200-vehicle parking facility, and provide cosmetic improvements to the Pembroke Falls Aquatic Center. As a result of the partnership, this project is no longer planned. On May 2, 2007, Commission reallocated \$5,000,000 to Project 2.27 to fund the cost of the Pembroke Shores expansion. On 12/7/11, Commission re-allocated the available balance of \$1,966,298 to partially fund projects 4.69, 8.6A and 8.17.

**2.23 Citywide - Flanagan HS (Practice Field) Sports Lighting**

On 2/4/09, Commission transferred \$186,442 from project 4.61 to new projects benefiting the Pasadena Lakes Optimist Athletic Programs. The new projects are numbers 2.23, 2.24, 2.25, 2.26, 4.66 & 4.67. This project was completed 6/1/10. On 5/23/12, Commission added \$2,022 to this project to eliminate the budget overrun of that amount.

**2.24 Citywide - Flanagan HS Locker Room (Remodel Storage Bldg.)**

On 2/4/09, Commission transferred \$186,442 from project 4.61 to new projects benefiting the Pasadena Lakes Optimist Athletic Programs. The new projects are numbers 2.23, 2.24, 2.25, 2.26, 4.66 & 4.67. This project was completed 8/1/11. On 5/23/12, Commission transferred the remaining balance of \$30,422 from this project to the Contingency for allocation to future projects.

**2.25 Citywide - Flanagan HS Portable Concession Stand & Equip.**

On 2/4/09, Commission transferred \$186,442 from project 4.61 to new projects benefiting the Pasadena Lakes Optimist Athletic Programs. The new projects are numbers 2.23, 2.24, 2.25, 2.26, 4.66 & 4.67. This project was completed 8/1/10. On 5/23/12, Commission added \$1,337 to this project to eliminate the budget overrun of that amount.

**2.26 Walter C. Young - Portable Concession Stand & Equip.**

On 2/4/09, Commission transferred \$186,442 from project 4.61 to new projects benefiting the Pasadena Lakes Optimist Athletic Programs. The new projects are numbers 2.23, 2.24, 2.25, 2.26, 4.66 & 4.67. This project was completed 12/9/09. On 5/23/12, Commission transferred the remaining balance of \$13,394 from this project to the Contingency for allocation to future projects.

### **2.27 Pembroke Shores YMCA Expansion**

On 9/16/09, Commission approved entering into a lease agreement with the YMCA of Broward County. The agreement included language requiring the City to build a 17,000 sq-ft addition to the Pembroke Shores gymnasium facility, construct a 200-vehicle parking facility, and provide cosmetic improvements to the Pembroke Falls Aquatic Center. Cost of this project was estimated at \$5,000,000. The funding for this expansion was transferred from Project 2.22, which is no longer planned as a result of this new partnership. On 1/6/10, Commission awarded the bid to construct the facility to Kaufmann Lynn. The project was completed 7/14/11. On 5/23/12, Commission transferred the remaining balance of \$780,704 from this project to the Contingency for reallocation to future projects.

### **2.28 Project to House September 11 Memorial Sculpture & Construction of a Veterans Monument**

On 12/15/2010, Commission approved and awarded to MBR Construction the construction of the housing for the 9-11 Memorial Sculpture and the Construction of a Veterans Monument. At Commission direction on 9/21/2010, \$532,418 was transferred from the remaining GO Bond funds for project 2.14, the Artist Colony, as of 9/30/10, and the difference of \$149,582 was transferred from GO Bond Contingency. On 2/2/11, Commission reversed the awarding of this contract. During the same meeting, Commission approved moving the 9-11 Memorial to the City Center site. Commission directed Administration to obtain formal quotes for the projects and bring them back to Commission for consideration. Based on 35.189(C)(5) of the City's Procurement Code, the Procurement division researched existing bids with other agencies and found two contracts under a Clay County contract; one was called ICON Shelter Systems, Inc from Bliss Products and Services, and the other was a product called Poligon from REP Services from a Palm Beach County contract. On May 4, 2011, Bliss Products and Services was awarded construction of the 9/11 shelter for \$122,165. Additional costs related to the 9-11 project include \$25,000 for moving the sculptures, \$8,000 to reinforce the slab to hold the sculptures, and \$12,000 for miscellaneous amenities for a total estimated cost of \$167,165. The total amount in encumbrances and expenditures for the Veterans Monument was \$46,539.58. The Project to House the 9-11 Memorial Sculpture and Construction of a Veterans Monument was completed by 9/1/11. On 11/21/11, a check in the amount of \$45,000 was reimbursed to the City from the 9-11 Memorial Foundation. On 5/23/12, Commission transferred the remaining balance of \$532,327 from this project to the Contingency for reallocation to future projects.

**CITY OF PEMBROKE PINES  
GENERAL OBLIGATION BONDS**

<u>Location / Description</u>	<u>Project Timetable</u>		<u>% Complete</u>	<u>Current Project Phase</u>	<u>Total Budget</u>	<u>Total Expenditures &amp; Encumb. to Date</u>	<u>Available Budget Total</u>
	<u>Start</u>	<u>Finish</u>					
<b>3 Park sports lighting renovations:</b>							
3.1* Flamingo Park Relighting of ball fields # 6 & 7	10/03/05	03/31/06	100%	Complete	\$ -	\$ -	\$ -
3.2* Pembroke Lakes Tennis Center Relighting of courts	01/02/06	04/14/06	100%	Complete	-	-	-
3.3 Rose Price Park Move light pole/add light pole (for 100 yd field)	Closed	Closed	0%	Re-Allocated to 8.6A	-	-	-
3.4* Silver Lakes North Park Renovation of sports lighting	10/03/05	04/14/06	100%	Complete	-	-	-
<b>Subtotal</b>					<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## Note:

- 3\* Expenses for projects 3.1, 3.2, and 3.4 were recorded in account # 1-525-3050-1609-46150-G.  
Funding has been received by FEMA for sports lighting damage caused by Hurricane Wilma. Final project worksheet close-outs are still pending.



**Highlights & Updates**  
**Park sports lighting renovations**

**3.1 Flamingo Park - Relighting of ball fields # 6 & 7**

The relighting of both fields was completed by 3/31/06. Funding has been received by FEMA. Close-out on this project by FEMA is pending. On 2/4/09, Commission re-allocated funds for this project in the amount of \$100,000 to project 7.5, Raintree - purchase of 112 Acres.

**3.2 Pembroke Lakes Tennis Center - Relighting of courts**

The relighting of the tennis courts was completed 4/14/05. Funding has been received by FEMA. Close-out on this project by FEMA is pending. On 2/4/09, Commission re-allocated the funds for this project in the amount of \$202,000 to project 7.5, Raintree - purchase of 112 Acres.

**3.3 Rose Price Park - Move light pole/add light pole (for 100 yd field)**

This project is no longer scheduled. Project 4.60, Miracle League Baseball Field, replaced the need for project 3.3. On 12/7/2011, Commission re-allocated \$15,000 of the remaining available balance from this project to fund project 8.6A.

**3.4 Silver Lakes North Park - Renovation of sports lighting**

The renovation of the lighting was completed 4/14/06. Funding has been received by FEMA. Close-out on this project by FEMA is pending. On 2/4/09, Commission re-allocated the funds for this project in the amount of \$80,000 to project 7.5, Raintree - purchase of 112 Acres.

**CITY OF PEMBROKE PINES  
GENERAL OBLIGATION BONDS**

	Location / Description	Project Timetable		% Complete	Current Project Phase	Total Budget	Total Expenditures & Encumb. to Date	Available Budget Total
		Start	Finish					
<b>4</b>	<b>Recreation facility improvements:</b>							
4.1	Academic Village Rubberize track surface	01/01/07	09/30/09	100%	Complete	\$ 16,300	\$ (16,300)	\$ -
4.2	Academic Village Resurface tennis courts	01/02/07	02/23/07	100%	Complete	11,840	(11,840)	-
4.3	Academic Village Add light fixtures - tennis	04/02/07	06/01/10	100%	Complete	16,350	(16,350)	-
4.4	Academic Village Resurface & restripe basketball courts	01/01/07	02/01/10	100%	Complete	11,222	(11,222)	-
4.5	Citywide Bleacher shade structures	11/01/06	07/25/08	100%	Complete	203,081	(203,081)	0
4.6	Citywide Lighting of Pembroke Road Storage Facility	Closed	Closed	0%	Eliminated	-	-	-
4.7	Citywide Golf course renovation Phase I	04/01/07	12/15/07	100%	Complete	3,505,977	(3,505,977)	-
4.8	Citywide Golf course renovation Phase II	04/01/07	12/15/07	100%	Complete	3,218,115	(3,218,115)	-
4.9	Citywide Resurface Flanagan HS (rubberized) track	05/02/05	04/28/06	100%	Complete	40,000	(40,000)	-
4.10	Citywide Lighting of Chapel Trail Storage Facility	Closed	Closed	0%	Re-Allocated	-	-	-
4.11	Citywide Clay bins at various parks	07/01/05	12/16/05	100%	Complete	66,148	(66,148)	-
4.12	Flamingo Park Installation of 2nd playground	09/02/06	03/16/07	100%	Complete	27,000	(27,000)	-
4.13	Flamingo Park Installation of additional netting for field # 1	Closed	Closed	0%	Eliminated	-	-	-
4.14	Fletcher Restroom renovation	07/01/05	12/28/06	100%	Complete	10,830	(10,830)	-
4.15*	Fletcher Increase pkg lot lighting for softball complex	11/01/06	03/31/11	100%	Complete	-	-	-
4.16	Linear Park (Taft-Johnson) Asphalt overlay & landscape-jogging path/ball ct	07/01/05	06/23/05	100%	Complete	23,697	(23,697)	-
4.17	Maxwell Park Increase pkg lot lighting	11/01/06	03/31/11	100%	Complete	7,083	(7,083)	-
4.18	Maxwell Park Renovation of batting cages	TBD	09/30/12	10%	Planning/Design	17,000	-	17,000
4.19	Maxwell Park Optimist building restroom renovation	07/01/05	01/12/06	100%	Complete	11,120	(11,121)	(1)
4.20	Maxwell Park Convert irrigation system to electric	08/01/06	02/01/07	100%	Complete	23,598	(23,598)	-
4.21	Maxwell Park Replace tennis perimeter fencing	Closed	Closed	0%	Eliminated	-	-	-
4.22	Maxwell Park Tennis building restroom renovation	07/01/05	12/09/05	100%	Complete	9,110	(9,111)	(1)
4.23	Pasadena Park Renovate restrooms	07/01/05	12/16/05	100%	Complete	8,916	(8,916)	-
4.24	Pasadena Park Irrigate/landscape north parking lot	12/01/06	05/01/10	100%	Complete	4,422	(4,422)	-
4.25	Pembroke Lakes Tennis Ctr Renovation of walkways & landscaping	01/15/07	12/30/07	100%	Complete	29,584	(29,584)	-
4.26	Pembroke Lakes Tennis Ctr Replacement of perimeter fencing	03/02/07	08/10/06	100%	Complete	60,995	(60,995)	-
4.27	Pembroke Shores Renovate batting cages	12/02/06	01/11/08	100%	Complete	3,911	(3,911)	-
4.28	Pines Recreation Center Expansion of existing teen center	Closed	Closed	0%	Re-Allocated to 8.6A	-	-	-
4.29	Pines Recreation Center Renovation of field # 3	TBD	TBD	0%	N/A	70,000	-	70,000
4.30	Pines Recreation Center Optimist building restroom renovation	07/01/05	05/12/06	100%	Complete	4,806	(4,806)	-
4.31	Pines Recreation Center Rec Center restroom renovation	07/01/05	11/04/05	100%	Complete	1,989	(1,989)	-
4.32	Pines Recreation Center Resurface paddle ball & basketball courts	10/02/06	12/14/06	100%	Complete	6,549	(6,549)	-
4.33	Pines Recreation Center South concession restroom renovation	07/01/05	01/20/06	100%	Complete	16,942	(16,942)	-
4.34	Pines Recreation Center Replacement of accordion doors in Rec room	07/01/05	10/06/05	100%	Complete	12,865	(12,865)	-
4.35	Rose Price Park 1" overlay on walkway	11/01/06	04/06/07	100%	Complete	47,866	(47,866)	-

Note:

4.15\* Expenses for this project were expensed to a CDGB Grant, per Parks &amp; Recreation. Therefore, available funds in this project can be reallocated.

**CITY OF PEMBROKE PINES  
GENERAL OBLIGATION BONDS**

Location / Description	Project Timetable		% Complete	Current Project Phase	Total Budget	Total Expenditures & Encumb. to Date	Available Budget Total
	Start	Finish					
<b>4 Recreation facility improvements:</b>							
4.36* Rose Price Park New slab dugouts/fencing	11/02/06	03/23/07	100%	Complete	-	-	-
4.37 Rose Price Park Replace accordion doors	07/01/05	10/10/05	100%	Complete	7,707	(7,707)	-
4.38* Rose Price Park Upgrade walkway (18 poles) lighting	11/01/06	03/31/11	100%	Complete	-	-	-
4.39 Silver Lakes North Park Asphalt overlay walkway	02/07/07	07/20/07	100%	Complete	17,538	(17,538)	-
4.40 Silver Lakes North Park West perimeter (6' vinyl) fencing	01/02/07	03/23/07	100%	Complete	10,080	(10,080)	-
4.41 Silver Lakes North Park Restroom renovation	07/01/05	11/23/05	100%	Complete	11,429	(11,429)	-
4.42* Silver Lakes South Park Replace backstop netting & fencing	03/12/06	04/12/06	100%	Complete	-	-	-
4.43 Silver Lakes South Park Restroom renovation	07/01/05	12/16/05	100%	Complete	14,272	(14,272)	-
4.44 Silver Lakes South Park Add parking in front of tennis building	11/01/06	03/23/07	100%	Complete	13,150	(13,150)	-
4.45 Walden Lakes Security lighting for pool	05/12/10	05/17/10	100%	Complete	992	(992)	-
4.46 Walden Lakes Parking lot lighting	11/01/06	04/06/07	100%	Complete	8,504	(8,504)	-
4.47 Walter C. Young Separate pump station/panel for irrigation system	11/03/06	2/31/08	100%	Complete	15,098	(15,098)	-
4.48 Walter C. Young Resurface tennis courts	10/01/06	12/14/06	100%	Complete	10,853	(10,853)	-
4.49 Citywide Sealcoat & restripe various parking lots	Closed	Closed	0%	Eliminated	8,788	(8,788)	-
4.50 Citywide Resurfacing of basketball/racquetball courts	Closed	Closed	0%	Eliminated	3,924	(3,923)	1
4.51 Citywide Various fence projects	01/01/07	02/28/11	100%	Complete	149,995	(149,995)	-
4.52 Citywide Concrete monument signage (\$6,000 x 6)	Closed	Closed	0%	Eliminated	-	-	-
4.53 Citywide Sod installation at various sites	01/01/07	06/30/11	100%	Complete	27,508	(27,508)	-
4.54* Citywide Miscellaneous projects & capital expenditures	Closed	Closed	0%	Re-Allocated to 8.6A	-	-	-
4.55 Pasadena Park Completion of parking lot expansion	Closed	Closed	0%	Re-Allocated to 8.6A	7,460	(7,460)	-
4.56 Pembroke Lakes Tennis Ctr Resurfacing tennis courts	04/01/07	01/11/08	100%	Complete	32,800	(32,800)	-
4.57 Pines Recreation Center Swale parking - basketball courts 35 spaces	Closed	Closed	0%	Eliminated	-	-	-
4.58 Rainbow Irrigation improvements/landscaping/beautification	Closed	Closed	0%	Eliminated	-	-	-
4.59 Tanglewood Renovation of fields & irrigation system	01/01/08	09/01/10	100%	Complete	-	-	-
4.60 Rose Price Park-Miracle League Miracle League Baseball Field	11/04/06	03/23/07	100%	Complete	372,479	(372,480)	(0)
4.61 Pasadena Park Press Box /Storage Building & parking lot lighting	Closed	Closed	0%	Re-Allocated to Various	13,558	(13,558)	-
4.62 Ben Fiorendino Park Gazebo	Closed	Closed	0%	Eliminated	-	-	-
4.63 Pasadena Park Sealcoat & restripe North & South Parking Lots	01/01/08	02/01/08	100%	Complete	7,480	(7,480)	-
4.64 Ben Fiorendino Park Parking lot renovation	01/01/08	02/01/08	100%	Complete	10,540	(10,540)	-
4.65 Ben Fiorendino Park Fitness Trail	05/01/08	07/18/08	100%	Complete	16,166	(16,166)	-
4.66 Pasadena Park Ball field Fencing	03/01/09	03/31/09	100%	Complete	16,683	(16,683)	-
4.67 Pasadena Park Concession Building Remodeling	02/05/09	02/16/09	100%	Complete	1,269	(1,269)	-
4.68 Citywide Renovate/retrofit various Concession Buildings	04/01/10	09/30/12	80%	Construction	145,000	(133,208)	11,792
4.69 Rainbow Lakes Park Construct Children's Playground with shade screen	02/01/12	06/30/12	100%	Complete	34,819	(34,490)	329
<b>Subtotal</b>					<b>\$ 8,445,406</b>	<b>\$ (8,346,286)</b>	<b>\$ 99,121</b>

Note:  
4.36\* The expenses for this project were recorded in project 4.60.  
4.38\* In-House materials and labor is being used to complete this project. Cost is minimal and therefore not being charged as a capital improvement and GO Bond funds cannot be utilize  
4.42\* This project was expensed to FEMA for damages caused by Hurricane Wilma.  
4.54\* The original budget for this project was \$500,000. \$482,136 have been used for miscellaneous projects, overruns & expenditures. The balance of \$17,864 was re-allocated to 8.6A.

**Highlights & Updates**  
**Recreation facility improvements**

**4.1 Academic Village - Rubberize track surface**

On 6/27/07, Commission reduced the budget for this project by \$100,000. The project was originally budgeted at \$120,000 leaving a balance of \$20,000 to complete this project. This project was completed as of 9/30/09. On 5/23/12, Commission transferred the remaining balance of \$3,700 from this project to Contingency for reallocation to future projects.

**4.2 Academic Village - Resurface tennis courts**

The resurfacing was completed 2/23/07.

**4.3 Academic Village - Add light fixtures - tennis**

This project was completed 6/1/10. On 5/23/12, Commission transferred the remaining balance of \$18,650 from this project to the Contingency for reallocation to future projects.

**4.4 Academic Village - Resurface & restripe basketball courts**

The resurfacing and restriping was completed 2/1/10. On 5/23/12, Commission transferred the remaining balance of \$8,778 from this project to the Contingency for reallocation to future projects.

**4.5 Citywide - Bleacher shade structures**

The installation was completed 7/25/08. Sites include Chapel Trail Park, Fletcher Park, Maxwell Park, Pasadena Park, Pines Recreation Center & the SW Pines Nature & Recreation Soccer Park. On 5/23/12, Commission added \$200 to this project to eliminate the budget overrun of that amount.

**4.6 Citywide - Lighting of Pembroke Road Storage Facility**

On 6/27/07, Commission eliminated this project and its budget of \$200,000 from the GO Bond project list.

**4.7 Citywide - Golf course renovation Phase I**

The renovation of Phase I was completed 12/15/07. (Note: On 12/20/06, Commission re-allocated \$987,724.59 from the GO Bond Contingency to fund both phases of the golf course renovation.) On 5/23/12, Commission transferred the remaining balance of \$13,180 from this project to the Contingency for reallocation to future projects.

**4.8 Citywide - Golf course renovation Phase II**

The renovation of the golf course was completed 12/15/07. (Note: On 12/20/06 Commission re-allocated \$987,724.59 from the GO Bond Contingency to fund both phases of the golf course renovation.) On 10/21/2009, Commission re-allocated \$145,000 to project 4.68. On 5/23/12, Commission transferred the remaining balance of \$105,453 from this project to the Contingency for reallocation to future projects.

**4.9 Citywide - Resurface Flanagan HS (rubberized) track**

The resurfacing was completed 4/28/06.

**4.10 Citywide - Lighting of Chapel Trail Storage Facility**

On 6/27/07, Commission re-allocated funds totaling \$25,000 to other projects to balance the GO Bond budget.

**4.11 Citywide - Clay bins at various parks**

The installation at various sites including Flamingo Park, Fletcher Park, and Pines Recreation Center was completed 12/16/05.

**4.12 Flamingo Park - Installation of 2nd playground**

The installation was completed 3/16/07.

**4.13 Flamingo Park - Installation of additional netting for field # 1**

On 6/27/07, Commission eliminated this project and its budget of \$10,000 from the GO Bond project list.

**4.14 Fletcher - Restroom renovation**

The renovation was completed 12/28/06.

**4.15 Fletcher - Increase parking lot lighting for softball complex**

Expenses for this project were applied to a CDBG Grant, per Parks & Recreation. Therefore, available funds for this project can be reallocated. This project was completed 3/31/11. On 5/23/2012, Commission transferred the remaining balance of \$50,000 from this project to the Contingency for reallocation to future projects.

**4.16 Linear Park - Asphalt overlay & landscape - jogging path/basketball court**

On 11/1/06, Commission re-allocated a portion of this budget, \$22,740, to project 4.60. The overlay & landscape renovations were completed 6/23/05. On 5/23/12, Commission transferred the remaining balance of \$13,563 from this project to the Contingency for allocation to future projects.

**4.17 Maxwell Park - Increase parking lot lighting**

The increase of lighting was completed 3/31/11. On 5/23/12, Commission transferred the remaining balance of \$12,917 from this project to the Contingency for reallocation to future projects.

**4.18 Maxwell Park - Renovation of batting cages**

The project is scheduled for completion by September 2012.

**4.19 Maxwell Park - Optimist building restroom renovation**

The renovations were complete 1/12/06.

**4.20 Maxwell Park - Convert irrigation system to electric**

The conversion was completed 2/1/07.

**4.21 Maxwell Park - Replace tennis perimeter fencing**

On 6/27/07, Commission eliminated this project and its budget of \$75,000 from the GO Bond project list.

**4.22 Maxwell Park - Tennis building restroom renovation**

The renovation was completed 12/9/05.

**4.23 Pasadena Park - Renovate restrooms**

The renovation was completed 12/16/05.

**4.24 Pasadena Park - Irrigate/landscape north parking lot**

The project was completed 5/1/10. On 5/23/12, Commission transferred the remaining balance of \$10,579 from this project to the Contingency for reallocation to future projects.

**4.25 Pembroke Lakes Tennis Center - Renovation of walkways & landscaping**

The renovations were completed 12/30/07. On 5/23/12, Commission transferred the remaining balance of \$416 from this project to the Contingency for reallocation to future projects.

**4.26 Pembroke Lakes Tennis Ctr - Replacement of perimeter fencing**

The replacement was completed 8/10/06. On 5/23/12, Commission transferred the remaining balance of \$5 from this project to the Contingency for reallocation to future projects.

**4.27 Pembroke Shores - Renovate batting cages**

The renovations were completed 1/11/08. On 5/23/12, Commission transferred the remaining balance of \$31,989 from this project to the Contingency for reallocation to future projects.

**4.28 Pines Recreation Center - Expansion of existing teen center**

On 12/7/2011, Commission re-allocated \$500,000 of the remaining available balance in this project to fund project 8.6A.

**4.29 Pines Recreation Center - Renovation of field # 3**

The scope of this project is under review.

**4.30 Pines Recreation Center - Optimist building restroom renovation**

The renovation was completed 5/12/06.

**4.31 Pines Recreation Center - Rec Center restroom renovation**

The renovation was completed 11/4/05.

**4.32 Pines Recreation Center - Resurface paddle ball & basketball courts**

The resurfacing was completed 12/14/06.

**4.33 Pines Recreation Center - South concession restroom renovation**

The renovation was completed 1/20/06.

**4.34 Pines Recreation Center - Replacement of accordion doors in Rec room**

The replacement was completed 10/6/05.

**4.35 Rose Price Park - 1" overlay on walkway**

The overlay was completed 4/6/07.

**4.36 Rose Price Park - New slab dugouts/fencing**

This project was completed 3/23/07. (Note: The expenses for this project were recorded in project 4.60.)

**4.37 Rose Price Park - Replace accordion doors**

The replacement was completed 10/10/05.

**4.38 Rose Price Park - Upgrade walkway (18 poles) lighting**

The lighting was completed 3/31/11. In-House materials and labor were used to complete this project. Cost was minimal and therefore GO Bond funds were not utilized. On 5/23/2012, Commission transferred the remaining balance of \$25,000 from this project to the Contingency for reallocation to future projects.

**4.39 Silver Lakes North Park - Asphalt overlay walkway**

The overlay was completed 7/20/07. On 5/23/2012, Commission transfer the remaining balance of \$2,463 from this project to the Contingency for reallocation to future projects.

**4.40 Silver Lakes North Park - West perimeter (6' vinyl) fencing**

The fencing was completed 3/23/07.

**4.41 Silver Lakes North Park - Restroom renovation**

The renovation was completed 11/23/05.

**4.42 Silver Lakes South Park - Replace backstop netting & fencing**

The replacement was completed 4/12/06. Funding has been received by FEMA. Close-out on this project by FEMA is pending.

**4.43 Silver Lakes South Park - Restroom renovation**

The renovations was completed 12/16/05.

**4.44 Silver Lakes South Park - Add parking in front of tennis building**

The addition was completed 3/23/07.

**4.45 Walden Lakes - Security lighting for pool**

The lighting was completed 5/17/10. On 5/23/2012, Commission transferred the remaining balance of \$4,008 from this project to the Contingency for reallocation to future projects.

**4.46 Walden Lakes - Parking lot lighting**

The new lighting completed 4/6/07.

**4.47 Walter C. Young - Separate pump station/panel for irrigation system**

This project was completed 2/31/08. On 5/23/12, Commission transferred the remaining balance of \$6,902 from this project to the Contingency for reallocation to future projects.

**4.48 Walter C. Young - Resurface tennis courts**

The resurfacing was completed 12/14/06.

**4.49 Citywide - Sealcoat & restripe various parking lots**

On 6/27/07, Commission eliminated this project and its budget of \$127,212 from the GO Bond project list. The remaining budget of \$8,788 was left for expenses that had already been incurred for the project.

**4.50 Citywide - Resurfacing of basketball/racquetball courts**

On 6/27/07, Commission eliminated this project and its budget of \$100,000 from the GO

Bond project list. The remaining budget of \$3,923 was left for expenses that had already been incurred for the project.

**4.51 Citywide - Various fence projects**

The fencing projects were completed 2/28/11. Completed projects include Silver Lakes South east perimeter fencing, Pasadena Park backstops, Pembroke Shores miscellaneous Fence Repairs and Flamingo Park playground area, clay/sand area and Batting cage #1. On 5/23/12, Commission transferred the remaining balance of \$6 from this project to the Contingency for reallocation to future projects.

**4.52 Citywide - Concrete monument signage (\$6,000 x 6)**

On 6/27/07, Commission eliminated this project and its budget of \$36,000 from the GO Bond project list.

**4.53 Citywide - Sod installation at various sites**

Installation was completed 6/30/2011. Locations include Pembroke Shores Baseball field #5, Walter C. Young Baseball field, and two south Football fields at Pines Recreation Center. On 5/23/12, Commission transferred the remaining balance of \$2,492 from this project to the Contingency for reallocation to future projects.

**4.54 Citywide - Miscellaneous projects & capital expenditures**

Funds for this project are used for miscellaneous projects, overruns and expenditures. On 12/7/11, Commission re-allocated \$17,864 of the remaining available balance from this project to fund project 8.6A.

**4.55 Pasadena Park - Completion of parking lot expansion**

On 3/07/07, Commission re-allocated this project's funds, totaling \$200,000, to project 4.61. However, on 8/06/08 Commission entered into an interlocal agreement with the School Board of Broward County for a projected cost of \$1,050,000 to be evenly split between the two parties. The project is on hold pending School Board approval of the interlocal agreement. The \$525,000 needed for this project was taken from the Contingency. On 12/7/11, Commission re-allocated \$517,540 of the available balance from this project to fund project 8.6A.

**4.56 Pembroke Lakes Tennis Center - Resurfacing tennis courts**

The resurfacing was completed 1/11/08. On 2/18/09, Commission transferred the remaining \$57,200 from this project to project 5.1, Playground Shade Structures.

**4.57 Pines Recreation Center - Swale parking - basketball courts 35 spaces**

On 6/27/07, Commission eliminated 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 eliminate this project and its budget of \$25,000 from the GO Bond project list.

**4.59 Tanglewood - Renovation of fields & irrigation system**

The renovations were completed 9/1/10. On 5/23/12, Commission transferred the remaining balance of \$84,000 from this project to the Contingency for reallocation to future projects.



**4.60 Rose Price Park - Miracle League Baseball Field**

The construction of the field was completed 3/23/07. On 5/23/12, Commission transferred balance of \$91,261 from this project to the Contingency for reallocation to future projects.

**4.61 Pasadena Park - Press Box /Storage Building & parking lot lighting**

On 2/4/09, Commission re-allocate funds totaling \$186,442 from this project to new projects benefiting the Pasadena Lakes Optimist Athletic Programs. The new projects include numbers 2.23, 2.24, 2.25, 2.26, 4.66 & 4.67. The remaining budget of \$13,558 was left for expenses that had already been incurred for the project.

**4.62 Ben Fiorendino Park - Gazebo**

This project was eliminated from the GO Bond project list on 7/18/07.

**4.63 Pasadena Park - Sealcoat & restripe North & South Parking Lots**

The renovations were completed 2/1/08.

**4.64 Ben Fiorendino Park - Parking lot renovation**

The renovation was completed 2/01/08.

**4.65 Ben Fiorendino Park - Fitness Trail**

The installation was completed 7/18/08. On 5/23/12, Commission transferred the remaining balance of \$1,834 from this project to the Contingency for reallocation to future projects.

**4.66 Pasadena Park - Ball field Fencing**

The fencing was completed 3/31/09. On 5/23/12, Commission transferred the remaining balance of \$3,759 from this project to the Contingency for reallocation to future projects.

**4.67 Pasadena Park - Concession Building Remodeling**

The remodeling was completed 2/16/09. On 5/23/12, Commission transferred the remaining balance of \$3,731 from this project to the Contingency for reallocation to future projects.

**4.68 Citywide-Renovate/retrofit various Concession Buildings**

On 10/21/09, Commission transferred \$145,000 from the remaining funds of project 4.8 (Golf Course Renovation) to renovate/retrofit various concession buildings throughout the city. The project is scheduled for completion by September 2012. Currently, the project is in the construction phase.

**4.69 Rainbow Lakes Park - Construct Children's Playground with shade screen**

On 12/7/2011, the City Commission approved this construction. This project was completed on 6/30/12. Funding for it had been reallocated from project 2.22.

**CITY OF PEMBROKE PINES  
GENERAL OBLIGATION BONDS**

Location / Description	Project Timetable		% Complete	Current Project Phase	Total Budget	Total Expenditures & Encumb. to Date	Available Budget Total
	Start	Finish					
<b>5 Recreation/Playground Equip:</b>							
5.1 Citywide Playground shade structures (\$15,000 x 15)	11/15/06	09/30/12	95%	Construction	\$ 282,200	\$ (258,440)	\$ 23,760
5.2 Citywide Playground equipment replacement (8)	08/01/06	06/22/07	100%	Complete	288,997	(288,997)	-
5.3 Citywide Generator Pemb Shores Gym (emergency generator)	N/A	N/A	0%	Re-Allocated to 8.6A	-	-	-
5.4 Citywide Fitness equipment	08/01/05	05/26/06	100%	Complete	46,962	(46,962)	-
<b>Subtotal</b>					<b>\$ 618,159</b>	<b>\$ (594,399)</b>	<b>\$ 23,760</b>

## **Highlights & Updates Recreation/Playground Equip**

### **5.1 Citywide - Playground shade structures (\$15,000 x 15)**

Various shade structures have been installed for playgrounds at different sites throughout the City. Sites include Alhambra, Ashley Hale Park, Chapel Trail Park, Maxwell Park, Pasadena Park, Rose Price Park, and small passive parks located at 108 & 111 Avenue in Pembroke Lakes. Remaining sites will be completed by September 2012.

### **5.2 Citywide - Playground equipment replacement (8)**

The installation was completed 6/22/07.

The equipment for West Pines Pre-School, Chapel Trail Park, Village Community Center, Fletcher Park, Pines Recreation Center, Fahey Park, Pasadena Park, Ashley Hale Park, Silver Lakes Park and the Kiddie Parks at NW 111th Avenue and NW 108th Avenue were included in this project. On 5/23/12, Commission transferred the remaining balance of \$4,229 from this project to the Contingency for reallocation to future projects.

### **5.3 Citywide - Generator Pembroke Shores Gym (emergency generator)**

On 12/7/2011, Commission re-allocated \$20,000 of the remaining available balance from this project to fund project 8.6A.

### **5.4 Citywide - Fitness equipment**

The installation to the Parks was completed 5/26/06.

**CITY OF PEMBROKE PINES  
GENERAL OBLIGATION BONDS**

Location / Description	Project Timetable		% Complete	Current Project Phase	Total Budget	Total Expenditures & Encumb. to Date	Available Budget Total
	Start	Finish					
<b>6 Landscaping:</b>							
6.1 Citywide Citywide planting of trees	01/01/06	01/30/13	98%	Construction	\$ 400,000	\$ (377,944)	\$ 22,056
6.2 Streetscape Citywide lighting, benches & streetscape Phase I	05/01/11	05/01/13	23%	Planning/Design	235,000	(147,600)	87,400
6.3 Streetscape Citywide lighting, benches & streetscape Phase II	TBD	TBD	0%	-	765,000	-	765,000
6.4 Citywide Citywide planting of trees	12/01/06	09/30/12	95%	Construction	100,000	(96,199)	3,801
6.5 Streetscape Citywide lighting, benches & streetscape Phase III	TBD	TBD	0%	-	500,000	-	500,000
<b>Subtotal</b>					<b>\$ 2,000,000</b>	<b>\$ (621,743)</b>	<b>\$ 1,378,257</b>

## **Highlights & Updates Landscaping**

### **6.1 Citywide - Citywide planting of trees**

Various trees have been planted throughout the City. Trees include Royal Palms, Live Oaks, Crepe Myrtles and Green Buttonwood Trees. Additional sites for trees are still being considered and deliberated. Project is scheduled for completion by the end of January, 2013.

### **6.2 Streetscape - Citywide lighting, benches & streetscape Phase I**

On February 16, 2011, Commission selected Miller Legg and Associates to conduct the scope of work as outlined in the Citywide streetscape RFQ (AD-10-05) and authorized the City Manager to conduct contract negotiations to include price. Miller Legg presented City Administration a contract for services with a total cost of \$240,250. The City worked with Miller Legg to reduce the contract to \$147,600. Miller Legg has completed the design guidelines for the City's streetscape project. The guidelines are in the process of being formally adopted by Commission. In the meantime, Administration has drafted an RFQ for design/build services to construct streetscape gateways (pavers, signage, landscape) as part of the next step in the Citywide Streetscape project. Currently this project is in the planning and design phase. The project is scheduled for completion by May, 2013.

### **6.3 Streetscape - Citywide lighting, benches & streetscape Phase II**

This project is currently in the conceptual stage, where general activities and ideas are being considered and deliberated.

### **6.4 Citywide - Citywide planting of trees**

Live Oak trees have been planted at various parks throughout the City. Parks include Walnut Creek, Fletcher, Pasadena, Towngate, Silver Lakes North, and Chapel Trail. Pinus Elliotti/Slash Pines have been planted at various parks throughout the city. The project is scheduled for completion by September, 2012.

### **6.5 Streetscape - Citywide lighting, benches & streetscape Phase III**

This project is currently in the conceptual stage, where general activities and ideas are being considered and deliberated.

**CITY OF PEMBROKE PINES  
GENERAL OBLIGATION BONDS**

<u>Location / Description</u>	<u>Project Timetable</u>		<u>% Complete</u>	<u>Current Project Phase</u>	<u>Total Budget</u>	<u>Total Expenditures &amp; Encumb. to Date</u>	<u>Available Budget Total</u>
	<u>Start</u>	<u>Finish</u>					
<b>7 Purchase/development of open space:</b>							
7.1 Citywide SW Pines Nature & Recreational Park (196 Ave) Phase I	06/01/05	03/31/08	100%	Complete	\$ 1,449,286	\$ (1,449,286)	\$ -
7.2 Citywide SW Pines Nature & Recreational Park (196 Ave) Phase II	01/01/07	03/31/08	100%	Complete	1,467,295	(1,467,295)	-
7.3 Citywide Purchase & development of open space Phase I	06/01/05	04/30/09	100%	Complete	4,681,377	(4,681,378)	(1)
7.4 Citywide Purchase & development of open space Phase II	Closed	Closed	0%	Re-Allocated to 7.5	-	-	-
7.5 Citywide Raintree - purchase of 112 Acres	02/04/09	04/20/09	100%	Complete	7,424,958	(7,424,958)	1
<b>Subtotal</b>					<b>\$ 15,022,916</b>	<b>\$ (15,022,916)</b>	<b>\$ (1)</b>

**Highlights & Updates**  
**Purchase/development of open space**

- 7.1 Citywide - SW Pines Nature & Recreational Park (196 Ave) Phase I**  
 The development was completed 3/31/08. On 5/23/12, Commission transferred the remaining balance of \$50,714 from this project to the Contingency for reallocation to future projects.
- 7.2 Citywide - SW Pines Nature & Recreational Park (196 Ave) Phase II**  
 Phase II was completed 3/31/08. On 5/23/12, Commission transferred the remaining balance of \$32,705 from this project to the Contingency for reallocation to future projects.
- 7.3 Citywide - Purchase & development of open space Phase I**  
 Nine acres of open land was purchased for \$1,329,154, from Sheridan Street Commerce Center and converted into wetlands. An additional \$3,343,383 was spent on the purchase of five acres from Pembroke Pines 5 Acres, Ltd. to build a 12,500 sq. ft. recreation, teen & senior facility. On 2/4/09 Commission re-allocated the remaining \$1,309,622 to project 7.5, Raintree - purchase of 112 Acres. This project was completed 4/30/09. On 5/23/12, Commission transferred the remaining balance of \$9,001 from this project to the Contingency for reallocation to future projects.
- 7.4 Citywide - Purchase & development of open space Phase II**  
 On 6/27/07, Commission eliminated \$2,000,000 from this project's budget, leaving a balance of \$2,000,000. On 2/4/09 Commission re-allocated the remaining \$2,000,000 to project 7.5, Raintree - purchase of 112 Acres.
- 7.5 Citywide - Raintree - purchase of 112 Acres**  
 On 2/4/09, Commission approved the purchase of Raintree property. The purchase of the 112-acre property was complete 4/20/09. The total cost of the purchase was \$9,114,436 with \$7,424,958 coming from GO Bond projects and the remaining \$1,689,478 coming from Capital Improvement Bond funds. Of the \$7,424,958, \$650,000 came from project 2.21, \$100,000 from project 3.1, \$202,000 from project 3.2, \$80,000 from project 3.4, \$1,309,622 from 7.3, \$2,000,000 from 7.4, \$477,800 from the Contingency and \$2,605,456 from unbudgeted cash as a result of interest earnings and miscellaneous receivables. On 1/10/12, the City Commission approved the sale of 32.9 acres of the Raintree Property to Hoyer Homes, LLC at a price of \$3.1 million. The sale is currently pending closing. Once the closing is complete, the profits generated from the sale will be placed in the GO Bond Contingency for allocation to future projects.

**CITY OF PEMBROKE PINES  
GENERAL OBLIGATION BONDS**

Location / Description	Project Timetable		% Complete	Current Project Phase	Total Budget	Total Expenditures & Encumb. to Date	Available Budget Total
	Start	Finish					
<b>8 Transportation Projects:</b>							
8.1 Pines 136th Ave to 118th	03/01/05	02/17/06	100%	Complete	\$ 7,507,967	\$ (7,507,966)	\$ 1
8.4 118th to Hiatus to Palm	03/01/05	03/21/08	100%	Complete	11,875,258	(11,875,258)	1
8.13 Pines from Palm to Douglas	12/01/07	09/30/09	100%	Complete	2,885,890	(2,885,890)	-
8.15 Pines Blvd. & Hiatus Rd. Traffic Improvements	10/10/08	12/01/10	100%	Complete	280,680	(280,680)	-
<b>Subtotal</b>					<b>22,549,795</b>	<b>(22,549,794)</b>	<b>1</b>
8.6 Pembroke Road 184th to 196th/196th & Pembroke Rd to Pines	Closed	Closed	0%	Eliminated	692,513	(692,513)	0
8.6A Pembroke Road 184th to 196th/196th & Pembroke Rd to Pines	TBD	TBD	0%	Planning/Design	5,261,986	(5,261,986)	-
8.7 184th Ave widening (Pembroke Rd to Shrdn St)	06/01/05	06/30/09	100%	Complete	9,158,375	(9,158,375)	-
8.8 172nd Ave 4 lane from Shrdn St to Pmbrk Rd	07/01/05	11/15/07	100%	Complete	7,658,089	(7,658,089)	-
8.10 Sheridan St from SW 196th Ave to SW 172nd Ave	01/01/07	03/30/09	100%	Complete	2,867,829	(2,867,829)	-
8.11 Sheridan St Consulting & Inspection Fees	11/01/06	03/30/09	100%	Complete	172,784	(172,784)	-
8.17 Noise Wall at Douglas Road and Taft Street	TBD	TBD	0%	Planning/Design	308,073	(308,073)	-
<b>Subtotal</b>					<b>26,119,649</b>	<b>(26,119,649)</b>	<b>0</b>
<b>Total Project Cost</b>					<b>48,669,444</b>	<b>(48,669,443)</b>	<b>1</b>
<b>Reimbursements:</b>							
8.2 FDOT LAP Agreement	07/03/06	07/31/06	100%	Complete	(5,000,000)	5,000,000	-
8.3 Mall Agreement	01/01/07	01/31/07	100%	Complete	(1,000,000)	1,000,000	-
8.5 FDOT LAP Agreement Phase II	Closed	Closed	0%	Eliminated	-	-	-
8.9 184th Ave widening (Pmbrk Rd to Shrdn St)	Closed	Closed	0%	Eliminated	-	-	-
8.12 Reimbursement from City Center for Pines Exp	TBD	TBD	0%	-	(1,000,000)	-	(1,000,000)
8.14* FDOT JPA Agreement	06/17/10	07/31/10	100%	Complete	(3,698,696)	3,698,696	-
8.16 FDOT JPA Agreement Pines & Hiatus	09/30/10	09/30/10	100%	Complete	(87,000)	87,000	-
<b>Total Reimbursements</b>					<b>(10,785,696)</b>	<b>9,785,696</b>	<b>(1,000,000)</b>
<b>Net Project Cost</b>					<b>\$ 37,883,748</b>	<b>\$ (38,883,747)</b>	<b>\$ (999,999)</b>

8.14\* Reimbursement for the JPA Agreement # AOB-69 was increased by \$524,420. Total reimbursement of \$3,698,696 was received in August of 2010.



## Highlights & Updates Transportation Projects

- 8.1 Pines 136th Ave to 118th**  
This project was completed 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 was completed 3/21/08.
- 8.5 FDOT LAP Agreement Phase II**  
This reimbursement is no longer scheduled to be received. Adjustments to the budget have been made to account for this change.
- 8.6 Pembroke Road 184th to 196th/196th & Pembroke Rd to Pines**  
On 6/27/07, Commission eliminated this project and its budget from the GO Bond project list. On 12/7/11, Commission re-allocated the available balance of \$483,362 to fund project 8.6A.
- 8.6A Pembroke Road 184th to 196th/196th & Pembroke Rd to Pines**  
On 2/1/12, Commission approved the project between the City of Pembroke Pines and Weekly Asphalt Paving, Inc. for construction of the SW 196th Avenue/ Pembroke Rd roadway improvement in the amount of \$5,254,586. This project is subject to the City obtaining all necessary right-of-way and easements in order to complete the construction of the proposed road. Of the \$5,254,586, \$1,627,984 came from 2.22, \$15,000 came from 3.3, \$500,000 came from 4.28, \$17,864 came from 4.54, \$517,540 came from 4.55, \$20,000 came from 5.3, and \$2,078,236 came from contingency. On 5/23/2012, Commission approved to add \$2,000 to this project to eliminate the budget overrun in that amount.
- 8.7 184th Ave widening (Pembroke Rd to Sheridan St)**  
This project was completed 6/30/09. On 5/23/12, Commission transferred the remaining balance of \$765,561 from this project to the Contingency for reallocation to future projects.
- 8.8 172nd Ave 4 lane from Sheridan St to Pembroke Rd**  
This project was completed 11/15/2007. On 5/23/12, Commission transferred the remaining balance of \$658,128 from this project to the Contingency for reallocation to future projects.
- 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 was completed 3/30/09. On 5/23/12, Commission transferred the remaining balance of \$36,440 from this project to the Contingency for reallocation to future projects.

**8.11 Sheridan Street Consulting & Inspection Fees**

Consulting and inspection for this project was completed as of 3/30/09. On 5/23/12, Commission transferred the remaining balance of \$27,216 from this project to the Contingency for reallocation to future projects.

**8.12 Reimbursement from City Center for Pines Expansion**

This reimbursement has not yet been received.

**8.13 Pines from Palm to Douglas**

This project was completed 9/30/09. On 5/23/12, Commission transferred the remaining balance of \$336,559 from this project to the Contingency for reallocation to future projects.

**8.14 FDOT JPA Agreement**

Reimbursement for the JPA Agreement # AOB-69 was originally \$3,174,276, Amendment No. 1 increased reimbursement by \$524,420. Total reimbursement of \$3,698,696 was received in August of 2010. The project was completed 7/31/10.

**8.15 Pines Blvd. & Hiatus Rd. Traffic Improvements**

On 9/17/08, Commission approved adding a northbound left turn lane on Hiatus Road at Pines Boulevard, replace the signal mast arm for northbound traffic on Hiatus Road and install the final lift of asphalt and traffic markings on Hiatus Road between Pines Boulevard and Johnson Street. The project was completed 12/1/10. On 5/23/12, Commission transferred the remaining balance of \$22,524 from this project to the Contingency for reallocation to future projects.

**8.16 FDOT JPA Agreement Pines & Hiatus Traffic Improvements**

On 5/21/08, Commission approved JPA # AP-583. As part of this Joint Participation Agreement FDOT agreed to pay up to \$100,000 for a traffic mast arm on Pines Boulevard and Hiatus Road. Actual expense for the traffic mast arm was \$87,000. Reimbursement was received on 9/30/10.

**8.17 Noise Wall at Douglas Road and Taft Street**

On 2/1/2012, Commission approved the motion to construct a noise wall on Taft Street and Douglas Road in the amount of \$303,495. This project is subject to the City obtaining all necessary easements in order to complete the proposed noise wall. Funding for this project was re-allocated from project 2.22. On 5/23/2012, Commission added \$4,578 to this project to eliminate the budget overrun in that amount.

**CITY OF PEMBROKE PINES  
GENERAL OBLIGATION BONDS**

<u>Description</u>	<u>Project Timetable</u>		<u>% Complete</u>	<u>Current Project Phase</u>	<u>Total Budget</u>	<u>Total Expenditures &amp; Encumb. to Date</u>	<u>Available Budget Total</u>
	<u>Start</u>	<u>Finish</u>					
<b>9 Other:</b>							
9.1 Refinancing Senior Center Bonds	12/01/05	12/31/05	100%	Complete	\$ 5,456,448	\$ (5,456,448)	\$ -
9.2 Bond Cost of Issuance	12/01/05	01/31/07	100%	Complete	1,184,710	(1,184,710)	-
9.3 Economic Development	TBD	TBD	0%	-	9,000,000	-	9,000,000
9.4 Signs for GO Bonds	N/A	N/A	100%	Complete	1,030	(1,030)	-
<b>Subtotal</b>					<b>\$ 15,642,187</b>	<b>\$ (6,642,187)</b>	<b>\$ 9,000,000</b>

## Highlights & Updates Other

### 9.1 **Refinancing Senior Center Bonds**

This project is complete.

### 9.2 **Bond Cost of Issuance**

Expenses incurred represent the total Bond costs for the issuance of \$90,000,000.

### 9.3 **Economic Development**

This project is still in the development stage.

### 9.4 **Signs for GO Bonds**

This project was created for signage for various GO Bond project sites. Signs are interchangeable from project to project.

**CITY OF PEMBROKE PINES  
GENERAL OBLIGATION BONDS**

Description	Original Projects	Changes to Budget	Total Budget	Available Budget			Total
				A (2005)	B (2007)	C (2009)	
<b>10 Contingency Fund:</b>							
Original	\$ 11,078,764	-	\$ 11,078,764	\$ -	\$ -	\$ 11,078,764	
Increase to 8.1 Transportation	-	\$ (3,280,114)	(3,280,114)	-	-	(3,280,114)	
Decrease to 9.1 Other	-	350	350	-	-	350	
Decrease due to change to \$80,000,000	-	(6,285,114)	(6,285,114)	-	-	(6,285,114)	
Transfer - due to \$7M increase	-	-	-	1,537,386	-	(1,537,386)	
Budget overruns - recreation	-	(12,194)	(12,194)	(153,763)	-	141,569	
Increase in bond closing costs	-	129,944	129,944	129,944	-	-	
Commission Changes Series 2007	-	3,580,892	3,580,892	-	-	3,580,892	
<b>Signs for GO Bonds # 9.4</b>		(1,030)	(1,030)	-	-	(1,030)	
<b>Rose Price Park Walkway Overlay # 4.35</b>		-	-	(20,000)	-	20,000	
<b>Golf Course</b>		(987,725)	(987,725)	(519,157)	-	(468,568)	
<b>Miracle baseball field</b>		-	-	(238,000)	-	238,000	
<b>Development of Winn Dixie site</b>		(650,000)	(650,000)	(650,000)	-	-	
<b>Closing Costs - Series 2007</b>		(110,350)	(110,350)	-	-	(110,350)	
<b>Legal fees &amp; Appraisals</b>		(17,391)	(17,391)	(17,391)	-	-	
<b>Pasadena Park Field &amp; sports lighting # 1.4</b>		-	-	(13,850)	-	13,850	
<b>Pasadena Park Parking Lot # 4.55</b>		(525,000)	(525,000)	-	-	(525,000)	
<b>Flanagan HS Field lighting # 2.4</b>		27,176	27,176	27,176	-	-	
<b>Project # 7.5 purchase of Raintree</b>		(477,880)	(477,880)	-	-	(477,880)	
<b>Playground Shade Structures # 5.1</b>		-	-	(57,200)	-	57,200	
<b>* Project # 2.28 to House 9/11 Memorial Sculpture &amp; construction of Vet. Monument</b>		(149,582)	(149,582)	-	-	(149,582)	
<b>** Pembroke Road 184th to 196th/196th &amp; Pembroke Rd to Pines # 8.6A</b>		(2,078,236)	(2,078,236)	-	-	(2,078,236)	
<b>*** Transfer of Remaining Available GO Bond Fund not Anticipated to be used</b>		7,859,272	7,859,272	1,748,870	-	6,110,402	
<b>**** Additional Practice Fields at West Pines Soccer Park Project # 1.8</b>		(1,451,632)	(1,451,632)	(1,451,632)	-	-	
<b>***** Renovation of Football/Soccer Fields at Chapel Trail Project # 1.9</b>		(146,085)	(146,085)	(146,085)	-	-	
<b>Subtotal</b>	<b>\$ 11,078,764</b>	<b>\$ (4,574,699)</b>	<b>\$ 6,504,065</b>	<b>\$ 176,298</b>	<b>\$ -</b>	<b>\$ 6,327,767</b>	<b>\$ 6,504,065</b>

2.28\* \$149,582 was re-allocated from the Contingency Fund - C(2009) to Project # 2.28 per Commission direction on 9/21/2010.

8.6A\*\* 2,078,236 was re-allocated from the Contingency Fund -C(2009) to Project # 8.6A per Commission direction on 12/7/2011.

\*\*\* Per Commission on 5/23/2012, \$6,374,928 was transferred to Contingency from remaining available General Obligation Bond Fund not anticipated to be used. At this same meeting, Unbudgeted Interest Earnings of \$1,484,344 was also allocated to Contingency.

1.8\*\*\*\* \$1,451,632 was re-allocated from the Contingency Fund(2005) to Project #1.8 per Commission direction on 5/23/2012.

1.9\*\*\*\*\* \$146,085 was re-allocated from the Contingency Fund(2005) to Project #1.9 per Commission direction on 5/23/2012.

# Major General Obligation Bond Projects (Over \$1 Million)

## GO Bond Projects and Costs

Map ID: 1  
 City #: 2.14 - Status: Completed  
 Project: Artist Colony @ Forman Campus  
 Budget: \$1 Million

Map ID: 2  
 City #: 2.27 - Status: Completed  
 Project: Park Renovations/Expansion  
 Budget: \$4.2 Million

Map ID: 3  
 City #: 4.7 & 4.8 - Status: Completed  
 Project: Golf Course Renovations  
 Budget: \$6.7 Million

Map ID: 4  
 City #: 7.1 & 7.2 - Status: Completed  
 Project: SW Pines Nature and Rec Park  
 Budget: \$2.9 Million

Map ID: 5  
 City #: 7.3 - Status: Completed  
 Project: Land Purchases (2 Parcels)  
 Budget: \$4.7 Million

Map ID: 6  
 City #: 7.5 - Status: Completed  
 Project: Land Purchase (112 Acres)  
 Budget: \$7.4 Million

Map ID: 7  
 City #: 8.1 - Status: Completed  
 Project: Road Improvements Pines Blvd  
 Budget: \$7.5 Million

Map ID: 8  
 City #: 8.4 - Status: Completed  
 Project: Road Improvements Pines Blvd  
 Budget: \$11.9 Million

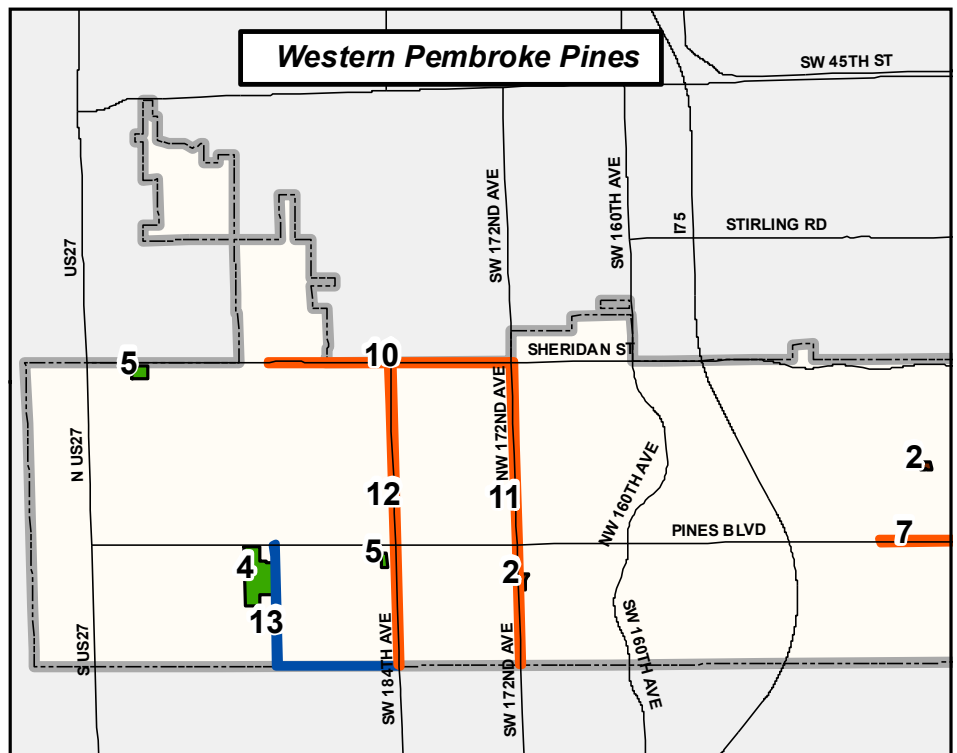
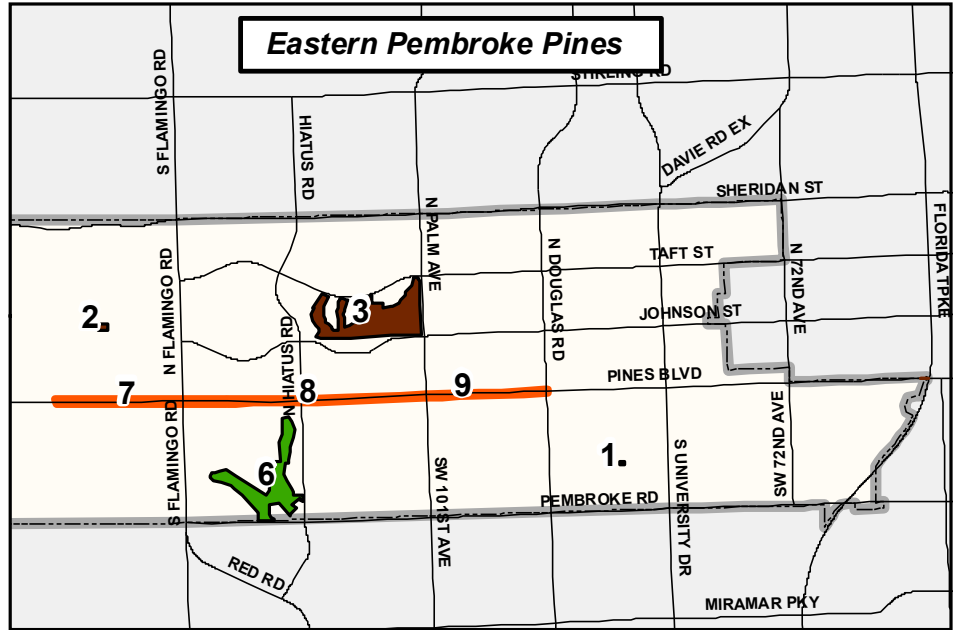
Map ID: 9  
 City #: 8.13 - Status: Completed  
 Project: Road Improvements Pines Blvd  
 Budget: \$2.9 Million

Map ID: 10  
 City #: 8.10 & 8.11 - Status: Completed  
 Project: Road Improvements Sheridan St  
 Budget: \$3.0 Million

Map ID: 11  
 City #: 8.8 - Status: Completed  
 Project: Road Improvements 172nd Avenue  
 Budget: \$7.7 Million

Map ID: 12  
 City #: 8.7 - Status: Completed  
 Project: Road Improvements 184th Avenue  
 Budget: \$9.2 Million

Map ID: 13  
 City #: 8.6A - Status: Planning/Design  
 Project: Proposed Road Improvements  
 Budget: \$5.3 Million



## Legend

<p><b>Bond Project Type</b></p> <ul style="list-style-type: none"> <li><span style="display: inline-block; width: 20px; height: 10px; background-color: orange; margin-right: 5px;"></span> Completed Road Improvements</li> <li><span style="display: inline-block; width: 20px; height: 10px; background-color: blue; margin-right: 5px;"></span> Proposed Road Improvements</li> <li><span style="display: inline-block; width: 20px; height: 10px; background-color: brown; margin-right: 5px;"></span> Construction/Renovation</li> <li><span style="display: inline-block; width: 20px; height: 10px; background-color: green; margin-right: 5px;"></span> Purchase/Development</li> </ul>	<ul style="list-style-type: none"> <li><span style="display: inline-block; width: 20px; border-bottom: 1px solid black; margin-right: 5px;"></span> Major Roads</li> <li><span style="display: inline-block; width: 20px; border: 1px dashed gray; margin-right: 5px;"></span> Pembroke Pines Municipal Boundary</li> </ul> <div style="text-align: center; margin-top: 10px;"> </div> <div style="text-align: center; margin-top: 10px;"> </div> <p style="font-size: small; text-align: center;">Map Created by: Planning and Economic Development Division              Data Source: Finance Department (Oct 2012)</p>
--	---

**City of Pembroke Pines, Florida**  
**Revenue Detail**

Account-Division-Project	Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Entity 1 General Fund</b>					
<b>Taxes</b>					
<b>Ad Valorem Taxes</b>					
311001	Current real/personal property tax	47,093,237	45,707,333	45,375,147	45,614,608
311002	Delinq real/personal property taxes	131,223	132,000	70,000	70,000
<b>Ad Valorem Taxes</b>		47,224,460	45,839,333	45,445,147	45,684,608
<b>General Sales &amp; Use Taxes</b>					
312510	Fire Insurance Premium Tax	1,275,086	-	-	-
312510-4003	Fire Insurance Premium Tax	-	1,287,510	1,312,000	1,287,512
312520	Casualty Insurance Premium Tax	1,062,423	981,600	1,075,000	981,646
<b>General Sales &amp; Use Taxes</b>		2,337,509	2,269,110	2,387,000	2,269,158
<b>Public Service Taxes</b>					
314100	Public service taxes- Electric service	7,050,303	7,010,299	7,200,000	7,640,000
314300	Public service taxes- Water	1,640,208	1,829,448	1,847,000	1,900,000
314400	Public service taxes- Gas	158,832	150,770	167,000	156,000
314800	Public service taxes- Propane	70,583	63,547	80,000	72,000
<b>Public Service Taxes</b>		8,919,926	9,054,064	9,294,000	9,768,000
<b>Communications Service Tax</b>					
315000	Communications Services Tax	1,284,689	937,398	812,088	1,078,000
<b>Communications Service Tax</b>		1,284,689	937,398	812,088	1,078,000
<b>Local Business Tax</b>					
316000	Local business tax - City	3,191,395	3,045,727	3,191,000	3,108,000
<b>Local Business Tax</b>		3,191,395	3,045,727	3,191,000	3,108,000
<b>Taxes</b>		62,957,979	61,145,633	61,129,235	61,907,766
<b>Permits, Fees &amp; Licenses</b>					
<b>Franchise Fees</b>					
323100	Franchise fees- Electricity	7,580,816	7,525,616	7,150,000	7,708,000
323400	Franchise fees- Gas	159,010	144,556	152,000	142,000
323600	Privilege fees- Sewer	-	-	-	1,466,700
323700	Franchise fees- Sanitation-commerci	101,439	108,138	80,000	70,000
323720	Franchise fees- Sanitation-All Refuse	1,883,307	1,939,755	1,980,000	1,996,000
323910	Franchise fees- Bus bench/shelter ad	110,000	122,000	100,000	110,000
323930	Franchise fees- Rsrc Rcvry Host Fee	1,486,067	1,465,500	1,485,900	1,498,000
323940	Franchise fees- Towing service	328,845	336,200	335,000	235,000
<b>Franchise Fees</b>		11,649,485	11,641,765	11,282,900	13,225,700
<b>Building Permits</b>					

**City of Pembroke Pines, Florida  
Revenue Detail**

Account-Division-Project	Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Building Permits</b>					
322016-9002	Building permit review	130,846	125,466	110,000	100,000
322037-9002	Special event permit review	2,850	3,750	3,000	4,000
322040-1001	Garage sales	7,765	7,875	7,700	8,975
322041-1001	POD annual permits	1,500	1,000	500	500
322050-6006	Landscaping permit	7,762	33,987	15,000	25,000
322053-6006	Landscape replacement contribution	1,920	13,546	1,000	4,000
322055-6006	Paving/drainage permits	117,609	217,575	100,000	150,000
322075-1001	Sign renewal fee	26,283	27,016	26,300	26,891
<b>Building Permits</b>		296,534	430,216	263,500	319,366
<b>Special Assessments</b>					
325110-4003	Fire equipment assessment	19,930	14,362	4,000	8,000
325130-3001	Police equipment assessment	14,137	11,368	9,000	10,200
325220-4003	Fire protection special assmt	20,902,426	20,508,146	20,139,035	20,115,821
325221-4003	Interim Fire special assmt	78,803	99,224	4,000	12,000
<b>Special Assessments</b>		21,015,296	20,633,100	20,156,035	20,146,021
<b>Other Licenses, Fees &amp; Permits</b>					
329200-1001	Annual Lobbyist Registration Fee	-	-	200	200
<b>Other Licenses, Fees &amp; Permits</b>		0	0	200	200
<b>Permits, Fees &amp; Licenses</b>		32,961,315	32,705,080	31,702,635	33,691,287
<b>Intergovernmental Revenue</b>					
<b>Federal Grants</b>					
331211-3001	Bulletproof Vest Grant	5,414	6,613	4,588	-
331500-8001	Elderly energy assistance	25,780	17,655	32,467	30,713
331510-3050	Federal emergency mgmnt agency	58,861	-	-	-
331694-6008-55	DCF-Transitional Housing Federal	123,014	106,643	76,895	-
331816-4003	Assistance to Firefighters Grant (AFG)	-	379,705	62,826	-
<b>Federal Grants</b>		213,069	510,616	176,776	30,713
<b>Grants from Local Units</b>					
337631-6008-55	In kind revenue	25,632	25,632	25,632	-
337801-7001	Brwd Cnty Safe Parks Program Grant	-	6,650	-	-
<b>Grants from Local Units</b>		25,632	32,282	25,632	0
<b>Occupational Licenses / County</b>					
338000	Local business tax - County	111,198	156,062	120,000	158,000
<b>Occupational Licenses / County</b>		111,198	156,062	120,000	158,000
<b>State Grants</b>					
334220-4003	EMS State Grant	2,450	4,429	-	-



**City of Pembroke Pines, Florida**  
**Revenue Detail**

Account-Division-Project	Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>State Grants</b>					
334960-3050-328	FEMA- State Share	389	-	-	-
	<b>State Grants</b>	2,839	4,429	0	0
<b>State Shared</b>					
335121	Sales Tax Proceeds	2,356,020	2,529,284	2,600,000	2,791,000
335140-800	Mobile home licenses	1,798	1,896	1,700	1,900
335150-800	Beverage licenses	45,427	46,429	45,000	45,000
335180	Local gov 1/2cent sale tax	7,655,238	8,037,920	8,290,000	8,587,000
335200-4003	Firefighter supplemental comp	80,711	82,391	82,000	86,680
335901-6008-55	DCF - Transitional Housing Match	-	26,661	19,224	-
	<b>State Shared</b>	10,139,195	10,724,581	11,037,924	11,511,580

<b>Intergovernmental Revenue</b>	10,491,933	11,427,969	11,360,332	11,700,293
----------------------------------	------------	------------	------------	------------

**Charges for Services**

**Culture / Recreation / Education Charges**

347200-7001	Clean up fees	8,191	13,400	8,200	13,400
347205-7001	Canoe Rentals	126	73	120	-
347210-5002-203	Summer program fees	46,803	64,739	92,360	96,980
347210-5002-205	Summer program fees	251,734	209,195	271,600	271,280
347210-5002-208	Summer program fees	198,311	189,818	309,008	269,684
347210-5002-209	Summer program fees	253,728	256,174	253,014	244,748
347210-7003	Summer program fees	408,368	101,406	68,000	101,000
347215-5002-203	Summer activity fees	6,942	3,516	9,500	4,950
347215-5002-205	Summer activity fees	29,578	22,662	27,775	28,700
347215-5002-208	Summer activity fees	18,490	24,535	33,185	29,185
347215-5002-209	Summer activity fees	40,254	42,602	34,820	39,340
347220-5002-203	Sch Year Activity Fee	4,435	4,190	8,450	8,450
347220-5002-205	Sch Year Activity Fee	7,506	9,214	5,250	4,500
347220-5002-208	Sch Year Activity Fee	17,050	29,565	24,810	30,370
347220-5002-209	Sch Year Activity Fee	30,767	33,849	36,600	37,960
347225-7001	Youth Athletic Program	118,109	164,817	127,000	140,490
347400-7003	Special events	40,124	66,455	30,000	30,000
347450-7001	Special Population Programs	23,647	22,385	24,000	22,400
347504-7006	Driving range fees	70,960	73,761	75,000	78,000
347508-7006	Golf bag storage	5,288	4,175	5,300	4,600
347512-7006	Golf cart rental	1,167,531	1,270,278	1,250,000	1,246,778
347516-7006	Golf club rentals	3,990	6,357	4,000	6,400
347520-7006	Golf green fees	618,785	629,704	640,000	606,203
347524-7006	Golf handicaps fees	250	550	250	550
347528-7006	Golf locker rental	3,425	3,875	3,500	3,875

**City of Pembroke Pines, Florida**  
**Revenue Detail**

<b>Account-Division-Project</b>	<b>Description</b>	<b>2009-10 Actual</b>	<b>2010-11 Actual</b>	<b>2011-12 Budget</b>	<b>2012-13 Budget</b>
<b>Culture / Recreation / Education Charges</b>					
347532-7006	Golf memberships	168,177	154,268	170,000	108,500
347536-7001	Gymnasium fees	434	35	400	-
347540-7001	Membership fitness center	10,692	9,426	11,000	8,160
347548-7001	Racquet club fees	13,249	9,213	9,900	11,230
347552-7001	Racquet club memberships	1,934	2,184	1,900	2,060
347556-7001	Recreation classes by staff	2,231	2,100	2,200	2,200
347556-8001	Recreation classes by staff	53,886	62,488	60,482	101,225
347564-7001	Swimming fees	15,649	11,289	12,300	11,290
347565-7001	Athletic fees-non resident	94,115	130,595	102,000	123,000
347566-7001	Youth Soccer Fees	177,838	205,469	196,000	205,000
347568-7001	Swimming lessons by staff	88,787	71,665	75,500	75,600
347572-7001	Swimming pool membership	47,684	14,751	20,500	18,900
347573-7001	Community Swim Team Fees	18,940	18,248	19,000	18,250
347576-7001	Tennis court fees	12,617	11,661	13,000	11,600
347580-7001	Tennis lessons	22,113	21,321	22,680	22,640
347584-7001	Tennis membership fees	43,441	23,728	33,590	27,400
347588-7001	Athletic Program Fees	1,488	-	7,500	-
347905-7001-207	After school education	19,662	-	-	-
347908-7001	Art & Cultural Program Fees	30,038	40,628	30,000	47,200
347909-7001	ArtsPark Program Fees	80,038	92,056	80,000	86,000
347911-7001	Community garden fees	-	-	740	700
347951-5002-203	EDC Fees - State VPK	80,359	127,677	95,904	116,154
347951-5002-205	EDC Fees - State VPK	84,520	134,209	121,379	140,260
347951-5002-208	EDC Fees - State VPK	9,718	291,631	304,600	280,144
347951-5002-209	EDC Fees - State VPK	161,129	238,981	239,760	224,664
347951-7001-201	EDC Fees - State VPK	85,671	158,866	128,682	141,500
347955-5002-203	EDC Fees - State Supplement	21,180	26,040	17,835	17,835
347955-5002-205	EDC Fees - State Supplement	24,107	23,995	16,234	35,007
347955-5002-208	EDC Fees - State Supplement	289	1,680	4,359	3,289
347955-5002-209	EDC Fees - State Supplement	14,672	11,175	11,890	6,150
347961-5002-203	Early Development Center Fees	242,552	357,108	397,164	490,400
347961-5002-205	Early Development Center Fees	660,161	705,398	887,287	838,747
347961-5002-208	Early Development Center Fees	1,003,159	1,141,576	1,152,148	1,175,197
347961-5002-209	Early Development Center Fees	1,055,589	1,040,791	1,030,253	1,092,999
347961-7001-201	Early Development Center Fees	224,239	306,579	277,000	317,900
347969-5002-203	EDC registration fees	3,420	5,870	9,251	9,251
347969-5002-205	EDC registration fees	13,733	39,487	15,720	17,604
347969-5002-208	EDC registration fees	38,859	17,241	26,532	27,776
347969-5002-209	EDC registration fees	26,438	27,210	25,004	25,964
347974-8001	Annual Registration Fee	227	-	-	-
<b>Culture / Recreation / Education Charges</b>		<b>8,027,421</b>	<b>8,783,932</b>	<b>8,971,436</b>	<b>9,161,639</b>

**City of Pembroke Pines, Florida**  
**Revenue Detail**

Account-Division-Project	Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>General Government Charges</b>					
341200-800	Administrative fees	11,628,755	12,406,847	11,329,503	11,209,025
341210-800	Communication service-utility	32,084	32,084	32,084	78,241
341280-800	Credit enhancement fee	50,000	50,000	50,000	50,000
341292-6008-55	Housing application fee	365	230	280	-
341292-6008-55	Housing application fee	120	115	315	-
341292-8002	Housing application fee	2,390	4,560	4,000	4,000
341292-8002-603	Housing application fee	12,670	50,284	15,000	15,000
341296-6008-670	Maintenance/administrative fees	27,437	27,515	28,000	29,000
341298-800	Payment in lieu of taxes	1,073,584	1,225,469	1,348,071	1,344,104
341300-9007	Admin Hearing Fee	6,400	13,950	12,500	12,500
341305-9007	Registration of Abandoned Property	14,550	120,751	40,000	60,000
341310-800	Adm. Fee - Building Services	150,000	151,496	150,000	151,496
341904-800	Administrative fee-25% surcharge	90,482	101,034	95,000	6,100
341905-9002	Planning & Zoning Board surcharge	1,765	1,880	2,000	2,500
341917-800	Administration fee - Sanitation	101,927	106,493	103,000	106,000
341921-9002	Local business tax review fee	15,330	14,291	15,600	20,000
341932-1001	Certify copy record search	7,162	10,897	6,000	7,248
341934-6006	Engineering charges to Utility	396,150	396,150	396,150	147,935
341936-6006	Engineering plan review fee	8,832	15,082	8,000	8,000
341940-9002	Land use plan amendments	-	-	8,200	8,200
341941-9002	(DRI) Development of Regional Impa	-	5,250	5,250	-
341942-9002	Flexibility Allocation Fees	-	-	3,470	1,800
341948-2001	Lien research	196,200	194,375	204,500	177,150
341952-1001	Notary fees	184	88	300	100
341956-1001	Other government filing fees	5,478	4,806	4,500	-
341957-1001	Passport Fee	50,901	50,313	47,000	46,980
341960-9002	Plat approval fees	13,316	12,583	10,800	10,000
341968-1001	Sale of code of ordinance	444	234	400	378
341972-1001	Sale of maps & publications	1	-	-	-
341973-9002	Map reproduction	30	10	10	-
341976-9002	Sign approval fees	18,463	21,500	20,000	20,000
341979-9002	Group Home Research	420	260	200	200
341980-9002	Site review fees	68,380	101,593	55,000	40,000
341982-800	Advertising	-	7,300	229,351	173,200
341984-6006	Street light fees	-	-	1,000	1,000
341985-9002	Site or Zoning Inspection	11,820	9,036	13,000	10,000
341986-9002	Variance, Appeal or Interpretation	63,902	116,232	60,000	40,000
341987-9002	Deed Restriction processing	-	150	300	150
341991-9002	Zoning letters	3,800	5,876	2,000	6,500
341992-9002	Zoning fees (public hearings)	11,078	11,325	12,000	12,000
341994-9002	Miscellaneous Fees	28,915	34,401	27,500	30,000
341995-9002	Alcoholic Beverage License Review	3,100	2,264	1,500	3,400

**City of Pembroke Pines, Florida**  
**Revenue Detail**

<b>Account-Division-Project</b>	<b>Description</b>	<b>2009-10 Actual</b>	<b>2010-11 Actual</b>	<b>2011-12 Budget</b>	<b>2012-13 Budget</b>
<b>General Government Charges</b>					
341996-9002	Special Exception Fees	-	-	1,300	1,300
341997-9002	Deferral Fee	-	2,838	1,850	1,950
341999-9002	Appeal of Decision	635	8,989	2,086	2,100
<b>General Government Charges</b>		14,097,070	15,318,550	14,347,020	13,837,557
<b>Physical Environment Charges</b>					
343930-6004	Lot mowing	158	-	2,000	2,000
<b>Physical Environment Charges</b>		158	0	2,000	2,000
<b>Public Safety Charges</b>					
342100-3001	Police services	129,082	55,276	54,900	51,600
342120-3001	School Resource Officers	349,512	452,268	-	-
342120-3001-303	School Resource Officers	-	-	555,024	555,024
342202-4003-678	Annual Fire Inspection Fee	432,674	376,453	432,674	432,674
342203-4003-678	Life Safety Plan Reviews & Inspectio	195,439	220,915	185,439	200,000
342204-3001	False Alarm Fee	2,400	99,140	94,680	102,975
342204-4003-678	False Alarm Fee	38,400	62,500	38,400	60,000
342501-4003-678	Fee - Expediting Overtime	-	6,569	10,000	10,000
342600-4003	Rescue transport fees	3,656,089	3,540,399	3,500,000	3,600,000
342900-4003	CPR certification	10,489	9,079	8,800	8,800
342901-4003	ILA-Fire Rescue services to Bwrdr Co	-	13,000	25,200	12,000
342910-4003-911	911 Service Fees Distribution (PSAP)	379,209	374,409	379,209	379,209
342915-4003	Admin Fee SW Ranches Amb Transp	-	360	18,720	-
342920-4003-690	SW Ranches - Contract Amount	-	210,000	2,520,000	-
342922-4003-678	SW Ranches - Prevention Services	-	2,084	25,000	-
342924-4003-678	SW Ranches - Promo Activity Fee	-	209	2,500	-
342926-4003-911	SW Ranches - 911 Service Fees	-	1,050	12,600	-
342928-4003	SW Ranches - Fire Oversight	-	16,913	202,951	-
342930-4003	Fire detail	20,036	25,166	18,000	26,000
342940-3001	Police detail	200,900	171,570	186,000	188,400
342960-3001	Police civilian academy	1,470	2,650	1,500	1,500
<b>Public Safety Charges</b>		5,415,700	5,640,010	8,271,597	5,628,182
<b>Transportation Charges</b>					
344910-8001	Transportation Services	640	846	3,100	1,611
<b>Transportation Charges</b>		640	846	3,100	1,611
<b>Charges for Services</b>		27,540,989	29,743,337	31,595,153	28,630,989
<b>Fines &amp; Forfeitures</b>					
<b>Fines &amp; Forfeitures</b>					
351010-3001	Parking citations	71,132	72,960	70,800	67,800

**City of Pembroke Pines, Florida**  
**Revenue Detail**

Account-Division-Project	Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Fines &amp; Forfeitures</b>					
351020-3001	Parking fines-\$5 surcharge	5,330	4,725	5,280	4,560
354000-9007	Violations of local ordinance	205,539	166,193	145,000	145,000
354100-3001-300	Red Zone Infraction	21,848	668,043	-	-
359000-3001	Court fines & forfeiture	1,303,373	762,819	1,200,000	710,000
359200-2001	Penalty - returned checks	12,432	11,148	12,900	9,300
<b>Fines &amp; Forfeitures</b>		1,619,653	1,685,888	1,433,980	936,660
<b>Fines &amp; Forfeitures</b>		1,619,653	1,685,888	1,433,980	936,660
<b>Miscellaneous Revenues</b>					
<b>Investment Income</b>					
361030	Interest from FLOC 1-3 yr Bond Fun	-13,138	330,269	252,010	300,000
361035	Interest on fire protection assmnt	15,309	-	-	-
361035-4003	Interest on fire protection assmnt	-	571	2,000	1,000
361084	Interest on investments	1,802,405	80,834	350,000	350,000
361085	Interest on Money Market Acct	3,514	423	100	100
361088	Interest on tax deposits	34,083	5,260	10,000	3,000
361096	Miscellaneous Interest	11,411	4,283	9,990	5,000
<b>Investment Income</b>		1,853,584	421,640	624,100	659,100
<b>Disp of Fix Assets / Sale of Equip/ Scrap</b>					
364010	Sale of equipment	12,883	27,262	10,000	70,000
<b>Disp of Fix Assets / Sale of Equip/ Scrap</b>		12,883	27,262	10,000	70,000
<b>Miscellaneous Revenues</b>					
365000	Scrap or surplus sales	146	2,358	2,000	2,000
<b>Miscellaneous Revenues</b>		146	2,358	2,000	2,000
<b>Other Miscellaneous Revenues</b>					
369010	Cash - over + short	-337	-244	100	100
369030	Jury duty & subpoena money	18,105	10,616	10,000	10,000
369039-7001	Concession Sales	1,198	1,364	1,500	1,500
369040	Other miscellaneous revenue	22,807	12,565	10,000	10,000
369045-5002-203	Food Sales	13,137	19,160	22,500	22,500
369045-5002-205	Food Sales	22,609	27,349	24,000	24,960
369045-5002-208	Food Sales	46,924	56,830	55,000	57,200
369045-5002-209	Food Sales	55,977	61,044	58,500	60,840
369045-7001-201	Food Sales	8,582	9,585	10,000	12,000
369058	Purchasing discounts earned	2,843	1,551	1,200	1,200
<b>Other Miscellaneous Revenues</b>		191,844	199,820	192,800	200,300
<b>Private Gifts / Contributions</b>					

**City of Pembroke Pines, Florida**  
**Revenue Detail**

Account-Division-Project	Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Private Gifts / Contributions</b>					
366015	Contributions	66,750	129,605	60,000	-
366015-4003	Contributions	-	125,070	450	-
366015-5002-208	Contributions	-	9,024	-	-
366015-5002-209	Contributions	-	31,672	2,500	100
366015-7003	Contributions	30,000	36,710	40,777	5,000
366015-8001	Contributions	17,916	44,329	-	-
<b>Private Gifts / Contributions</b>		114,666	376,410	103,727	5,100
<b>Rents &amp; Royalties</b>					
362016-800	Commission-vending machines	266	-	100	-
362020-7001	Commission-recreation classes	8,285	13,542	8,300	10,900
362021-7001	Commission-Art Work	-	22	1,000	-
362022-800	Commission- Vending machines afte	124	45	100	100
362023-7006	Commission- Advertising	1,802	-	500	-
362024-800	Commission- Coke machines	41,321	6,483	5,000	6,000
362025-7006	Commission- Pro Shop	7,014	7,341	8,000	7,340
362030-6001	Rental-city facilities	162,177	273,991	112,831	269,517
362030-7001	Rental-city facilities	82,353	105,526	81,200	105,500
362030-8002	Rental-city facilities	16,580	14,760	13,920	13,560
362031-6001	Rental- towers - Exempt	1,136,389	1,342,061	1,070,600	1,298,800
362033-7005	Rental - dinner theatre	20,287	20,497	20,000	10,000
362034-7001	Rental-Gymnasium	6,095	3,208	3,500	1,500
362035-7001	Field Rentals	46,551	47,562	47,000	47,050
362037-6001	Rental - Fire Control	738,100	690,042	780,612	744,204
362038-7001	Rental - Storage Lot	269,193	313,997	306,100	283,000
362040-7006	Rental restaurant-facility	37,427	34,969	37,000	35,000
362041-5005	Rental-wcyrc	5,055	4,400	5,070	4,400
362042-8002	Rental-housing	1,590,774	1,609,033	1,738,752	1,662,780
362042-8002-603	Rental-housing	5,114,320	5,015,603	5,331,027	5,343,453
362043-5005	Rental-exempt organizations	13,262	13,199	13,000	7,000
362043-7005	Rental-exempt organizations	9,620	9,946	9,500	10,000
362046-8001	Rental - Community Services	3,910	36,320	36,162	29,181
362051-6008-55	Rental Misc Fees	-	35	15	-
362051-6008-55	Rental Misc Fees	1,742	5,840	2,383	-
362051-7001	Rental Misc Fees	2,800	5,890	2,800	4,515
362051-8002	Rental Misc Fees	1,318	1,127	1,250	1,100
362051-8002-603	Rental Misc Fees	44,339	58,205	36,000	50,000
362052-6008-55	Rent-Independent Living Youth	40,980	51,832	44,278	-
362053-6008-55	Rent-Young Professionals	11,750	10,052	134	-
362054-6008-55	Rental - Adult Day Care	4,558	17,006	8,591	-
362054-8001	Rental - Adult Day Care	75,000	68,333	90,750	92,565
362060-6001	Rental to utility fund	99,292	101,994	103,520	106,587

**City of Pembroke Pines, Florida  
Revenue Detail**

Account-Division-Project	Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Rents &amp; Royalties</b>					
362070-6008	Rental State Hosp Site- Exempt	625,234	574,097	624,634	624,634
362071-6008	Rental State Hosp Site- Taxable	975,824	1,132,093	1,153,222	1,190,166
362136-4003	SW Ranches - Rent Vehicles	-	4,167	50,000	-
<b>Rents &amp; Royalties</b>		11,193,742	11,593,218	11,746,851	11,958,852
<b>Miscellaneous Revenues</b>		13,366,865	12,620,709	12,679,478	12,895,352
<b>Other Sources</b>					
<b>Estimated Budget Savings</b>					
389951	Estimated budget savings	-	-	155,033	3,623,587
<b>Estimated Budget Savings</b>		0	0	155,033	3,623,587
<b>Appropriated Fund Balance</b>					
389920	Appropriated fund balance	-	-	368,386	-
<b>Appropriated Fund Balance</b>		0	0	368,386	0
<b>Beginning Surplus</b>					
389940	Beginning surplus	-	-	-234,321	-
<b>Beginning Surplus</b>		0	0	-234,321	0
<b>Other Sources</b>		0	0	289,098	3,623,587
<b>Entity 1 General Fund</b>		148,938,735	149,328,615	150,189,911	153,385,934

**City of Pembroke Pines, Florida  
Revenue Detail**

Account-Division-Project	Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Entity 51 Wetlands Trust Fund</b>					
<b>Miscellaneous Revenues</b>					
<b>Investment Income</b>					
361030	Interest from FLOC 1-3 yr Bond Fun	1,518	1,516	1,120	-
361084	Interest on investments	163	-	32,880	36,000
<b>Investment Income</b>		1,681	1,516	34,000	36,000
<b>Miscellaneous Revenues</b>		1,681	1,516	34,000	36,000
<b>Other Sources</b>					
<b>Beginning Surplus</b>					
389940	Beginning surplus	-	-	-17,500	-19,500
<b>Beginning Surplus</b>		0	0	-17,500	-19,500
<b>Other Sources</b>		0	0	-17,500	-19,500
<b>Entity 51 Wetlands Trust Fund</b>		1,681	1,516	16,500	16,500



**City of Pembroke Pines, Florida**  
**Revenue Detail**

Account-Division-Project	Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Entity 100 Road &amp; Bridge Fund</b>					
<b>Taxes</b>					
<b>General Sales &amp; Use Taxes</b>					
312411	Local option gas tax - \$.06	1,529,103	1,537,388	1,576,000	1,541,000
312421	Addl local option gas tax \$.03	943,992	946,538	973,000	951,000
312422	Addl local option gas tax \$.01 (5th c	160,092	160,524	165,000	161,000
<b>General Sales &amp; Use Taxes</b>		2,633,187	2,644,449	2,714,000	2,653,000
<b>Taxes</b>		2,633,187	2,644,449	2,714,000	2,653,000
<b>Intergovernmental Revenue</b>					
<b>Federal Grants</b>					
331840-6003	Highway Planning and Construction	519,215	-	-	-
<b>Federal Grants</b>		519,215	0	0	0
<b>State Shared</b>					
335120	Municipal gas tax 8th cent	973,769	991,889	1,052,000	1,014,000
335122	Motor fuel tax rebate	67,638	85,902	89,000	90,000
335124	Special/motor fuel tax	7,601	7,134	400	400
<b>State Shared</b>		1,049,008	1,084,925	1,141,400	1,104,400
<b>Intergovernmental Revenue</b>		1,568,223	1,084,925	1,141,400	1,104,400
<b>Charges for Services</b>					
<b>General Government Charges</b>					
341965-6002	Road repair charges-utility	174,676	200,000	200,000	200,000
<b>General Government Charges</b>		174,676	200,000	200,000	200,000
<b>Charges for Services</b>		174,676	200,000	200,000	200,000
<b>Miscellaneous Revenues</b>					
<b>Investment Income</b>					
361030	Interest from FLOC 1-3 yr Bond Fun	6,621	19,414	53,000	40,000
361084	Interest on investments	129,914	34,448	104,000	105,000
<b>Investment Income</b>		136,536	53,862	157,000	145,000
<b>Disp of Fix Assets / Sale of Equip/ Scrap</b>					
364010	Sale of equipment	-	-	500	500
<b>Disp of Fix Assets / Sale of Equip/ Scrap</b>		0	0	500	500

**City of Pembroke Pines, Florida  
Revenue Detail**

Account-Division-Project	Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Other Miscellaneous Revenues</b>					
369040	Other miscellaneous revenue	94,792	97,636	50,000	50,000
<b>Other Miscellaneous Revenues</b>		94,792	97,636	50,000	50,000
<b>Miscellaneous Revenues</b>		231,328	151,498	207,500	195,500
<b>Other Sources</b>					
<b>Appropriated Fund Balance</b>					
389920	Appropriated fund balance	-	-	276,906	-
<b>Appropriated Fund Balance</b>		0	0	276,906	0
<b>Beginning Surplus</b>					
389940	Beginning surplus	-	-	1,437,329	905,380
<b>Beginning Surplus</b>		0	0	1,437,329	905,380
<b>Other Sources</b>		0	0	1,714,235	905,380
<b>Entity 100 Road &amp; Bridge Fund</b>		4,607,414	4,080,873	5,977,135	5,058,280

**City of Pembroke Pines, Florida  
Revenue Detail**

Account-Division-Project	Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Entity 120 State Housing Initiative Program</b>					
<b>Intergovernmental Revenue</b>					
<b>State Grants</b>					
334920-600	S.H.I.P.	1,282,739	696,207	1,046,426	-
334921-600	Florida Homebuyer Opportunity Prog	24,000	-	6,197	-
334930-600	SHIP Recaptured Income	26,621	8,000	12,083	-
<b>State Grants</b>		1,333,359	704,207	1,064,706	0
<b>Intergovernmental Revenue</b>		1,333,359	704,207	1,064,706	0
<b>Miscellaneous Revenues</b>					
<b>Investment Income</b>					
361030	Interest from FLOC 1-3 yr Bond Fun	-	-	39,000	17,000
<b>Investment Income</b>		0	0	39,000	17,000
<b>Miscellaneous Revenues</b>		0	0	39,000	17,000
<b>Other Sources</b>					
<b>Beginning Surplus</b>					
389940	Beginning surplus	-	-	-39,000	-17,000
<b>Beginning Surplus</b>		0	0	-39,000	-17,000
<b>Other Sources</b>		0	0	-39,000	-17,000
<b>Entity 120 State Housing Initiative Program</b>		1,333,359	704,207	1,064,706	0

**City of Pembroke Pines, Florida**  
**Revenue Detail**

Account-Division-Project	Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Entity 121 HUD Grants CDBG/HOME</b>					
<b>Intergovernmental Revenue</b>					
<b>Federal Grants</b>					
331515-600	Federal disaster relief	41,357	46	1,111,981	-
331830-600	Community Dev Block Grant Recover	162,936	20,430	56,734	-
331900-600	Community dev block grant	773,564	965,036	1,578,661	562,572
331900-8006	Community dev block grant	132,675	142,682	162,535	99,277
331903-600	Neighborhood Stabilization Program	2,311,167	1,770,353	2,314,327	-
331904-600	NSP Program Income	-	-	454,061	-
331905-600	CDBG Recaptured Income	2,977	-	19,152	-
331908-600	NSP Recaptured Income	-	-	65,386	-
331930-600	HOME Grant	341,775	32,797	753,024	244,300
<b>Federal Grants</b>		3,766,450	2,931,345	6,515,861	906,149
<b>Intergovernmental Revenue</b>		3,766,450	2,931,345	6,515,861	906,149
<b>Entity 121 HUD Grants CDBG/HOME</b>		3,766,450	2,931,345	6,515,861	906,149

**City of Pembroke Pines, Florida  
Revenue Detail**

Account-Division-Project	Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Entity 122 Law Enforcement Grant</b>					
<b>Intergovernmental Revenue</b>					
<b>Federal Grants</b>					
331251-3015	Victims of Crime Act	15,938	17,875	17,918	17,918
331252-3019	HIDTA Program	2,182	26,988	30,000	-
331540-3025	Safety Belt Performance Grant	19,462	-	-	-
331810-3030	Urban Area Strategic Initiative (UASI)	40,300	141,284	642,761	-
<b>Federal Grants</b>		77,881	186,146	690,679	17,918
<b>Intergovernmental Revenue</b>		77,881	186,146	690,679	17,918
<b>Entity 122 Law Enforcement Grant</b>		77,881	186,146	690,679	17,918

**City of Pembroke Pines, Florida  
Revenue Detail**

Account-Division-Project	Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Entity 123 ADA/Paratransit Program</b>					
<b>Intergovernmental Revenue</b>					
<b>Grants from Local Units</b>					
337400-8003	Ada/paratransit program	496,022	377,377	452,928	-
<b>Grants from Local Units</b>		496,022	377,377	452,928	0
<b>Intergovernmental Revenue</b>		496,022	377,377	452,928	0
<b>Other Sources</b>					
<b>Interfund Transfers</b>					
381100-8003	Transfer from Road & Bridge Fund	-	43,152	-	-
<b>Interfund Transfers</b>		0	43,152	0	0
<b>Other Sources</b>		0	43,152	0	0
<b>Entity 123 ADA/Paratransit Program</b>		496,022	420,529	452,928	0

**City of Pembroke Pines, Florida  
Revenue Detail**

Account-Division-Project	Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Entity 124 Police Community Services Grant</b>					
<b>Intergovernmental Revenue</b>					
<b>Federal Grants</b>					
331263-3018	Byrne Justice Asst Grant	91,940	51,730	12,717	-
331263-3018	Byrne Justice Asst Grant	11,772	11,126	86,852	-
<b>Federal Grants</b>		103,712	62,856	99,569	0
<b>Intergovernmental Revenue</b>		103,712	62,856	99,569	0
<b>Miscellaneous Revenues</b>					
<b>Investment Income</b>					
361030	Interest from FLOC 1-3 yr Bond Fun	702	-	542	-
<b>Investment Income</b>		702	0	542	0
<b>Miscellaneous Revenues</b>		702	0	542	0
<b>Other Sources</b>					
<b>Beginning Surplus</b>					
389940	Beginning surplus	-	-	-15	-
<b>Beginning Surplus</b>		0	0	-15	0
<b>Other Sources</b>		0	0	-15	0
<b>Entity 124 Police Community Services Grant</b>		104,414	62,856	100,096	0

**City of Pembroke Pines, Florida**  
**Revenue Detail**

Account-Division-Project	Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Entity 128 Community Bus Program</b>					
<b>Intergovernmental Revenue</b>					
<b>Federal Grants</b>					
331802-8001	Federal Transit-Capital Invest Grant	-	-	475,000	-
<b>Federal Grants</b>		0	0	475,000	0
<b>Grants from Local Units</b>					
337410-8004	Broward county transit grant	261,794	274,630	260,043	159,393
337410-8004-42	Broward county transit grant	-	28,218	49,660	49,660
<b>Grants from Local Units</b>		261,794	302,848	309,703	209,053
<b>Intergovernmental Revenue</b>		261,794	302,848	784,703	209,053
<b>Other Sources</b>					
<b>Interfund Transfers</b>					
381100-8001	Transfer from Road & Bridge Fund	-	263,218	266,188	98,376
381100-8004	Transfer from Road & Bridge Fund	186,924	243,638	242,335	232,655
381100-8004-42	Transfer from Road & Bridge Fund	-	21,086	-	12,270
381123-8001	Transfer from ADA/Paratransit	269,053	-	-	-
<b>Interfund Transfers</b>		455,976	527,943	508,523	343,301
<b>Other Sources</b>		455,976	527,943	508,523	343,301
<b>Entity 128 Community Bus Program</b>		717,771	830,791	1,293,226	552,354



**City of Pembroke Pines, Florida  
Revenue Detail**

Account-Division-Project	Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Entity 131 Treasury - Confiscated</b>					
<b>Fines &amp; Forfeitures</b>					
<b>Fines &amp; Forfeitures</b>					
351040-3011	Confiscated by Dept of Treasury	35,838	98,652	383	-
<b>Fines &amp; Forfeitures</b>		35,838	98,652	383	0
<b>Fines &amp; Forfeitures</b>		35,838	98,652	383	0
<b>Miscellaneous Revenues</b>					
<b>Investment Income</b>					
361030	Interest from FLOC 1-3 yr Bond Fun	385	3,004	6,000	8,000
361084	Interest on investments	7,119	-	-	-
<b>Investment Income</b>		7,505	3,004	6,000	8,000
<b>Miscellaneous Revenues</b>		7,505	3,004	6,000	8,000
<b>Other Sources</b>					
<b>Appropriated Fund Balance</b>					
389920	Appropriated fund balance	-	-	263,329	-
<b>Appropriated Fund Balance</b>		0	0	263,329	0
<b>Beginning Surplus</b>					
389940	Beginning surplus	-	-	26,767	90,833
<b>Beginning Surplus</b>		0	0	26,767	90,833
<b>Other Sources</b>		0	0	290,096	90,833
<b>Entity 131 Treasury - Confiscated</b>		43,343	101,657	296,479	98,833

**City of Pembroke Pines, Florida  
Revenue Detail**

Account-Division-Project	Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Entity 132 Justice - Confiscated</b>					
<b>Fines &amp; Forfeitures</b>					
<b>Fines &amp; Forfeitures</b>					
351050-3012	Confiscated by Dept of Justice	87,634	68,263	7,870	-
<b>Fines &amp; Forfeitures</b>		87,634	68,263	7,870	0
<b>Fines &amp; Forfeitures</b>		87,634	68,263	7,870	0
<b>Miscellaneous Revenues</b>					
<b>Investment Income</b>					
361030	Interest from FLOC 1-3 yr Bond Fun	387	4,147	110	8,000
361084	Interest on investments	7,503	-	-	-
<b>Investment Income</b>		7,890	4,147	110	8,000
<b>Miscellaneous Revenues</b>		7,890	4,147	110	8,000
<b>Other Sources</b>					
<b>Appropriated Fund Balance</b>					
389920	Appropriated fund balance	-	-	255,394	-
<b>Appropriated Fund Balance</b>		0	0	255,394	0
<b>Beginning Surplus</b>					
389940	Beginning surplus	-	-	80,117	70,371
<b>Beginning Surplus</b>		0	0	80,117	70,371
<b>Other Sources</b>		0	0	335,511	70,371
<b>Entity 132 Justice - Confiscated</b>		95,524	72,410	343,491	78,371

**City of Pembroke Pines, Florida  
Revenue Detail**

Account-Division-Project	Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Entity 133 \$2 Police Education</b>					
<b>Fines &amp; Forfeitures</b>					
<b>Fines &amp; Forfeitures</b>					
351030-3013	Police education \$2.00	62,461	43,382	55,245	47,294
<b>Fines &amp; Forfeitures</b>		62,461	43,382	55,245	47,294
<b>Fines &amp; Forfeitures</b>		62,461	43,382	55,245	47,294
<b>Miscellaneous Revenues</b>					
<b>Investment Income</b>					
361030	Interest from FLOC 1-3 yr Bond Fun	312	2,422	5,000	-
361084	Interest on investments	2,599	-	-	-
<b>Investment Income</b>		2,911	2,422	5,000	0
<b>Miscellaneous Revenues</b>		2,911	2,422	5,000	0
<b>Other Sources</b>					
<b>Appropriated Fund Balance</b>					
389920	Appropriated fund balance	-	-	161,019	-
<b>Appropriated Fund Balance</b>		0	0	161,019	0
<b>Beginning Surplus</b>					
389940	Beginning surplus	-	-	-5,000	-
<b>Beginning Surplus</b>		0	0	-5,000	0
<b>Other Sources</b>		0	0	156,019	0
<b>Entity 133 \$2 Police Education</b>		65,371	45,804	216,264	47,294

**City of Pembroke Pines, Florida  
Revenue Detail**

Account-Division-Project	Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Entity 134 FDLE - Confiscated</b>					
<b>Fines &amp; Forfeitures</b>					
<b>Fines &amp; Forfeitures</b>					
351000-3004	Confiscated by FDLE	73,983	221,145	52,960	-
<b>Fines &amp; Forfeitures</b>		73,983	221,145	52,960	0
<b>Fines &amp; Forfeitures</b>		73,983	221,145	52,960	0
<b>Miscellaneous Revenues</b>					
<b>Investment Income</b>					
361030	Interest from FLOC 1-3 yr Bond Fun	2,491	15,063	320	27,000
361084	Interest on investments	18,798	-	-	-
<b>Investment Income</b>		21,289	15,063	320	27,000
<b>Miscellaneous Revenues</b>		21,289	15,063	320	27,000
<b>Other Sources</b>					
<b>Appropriated Fund Balance</b>					
389920	Appropriated fund balance	-	-	1,083,098	-
<b>Appropriated Fund Balance</b>		0	0	1,083,098	0
<b>Beginning Surplus</b>					
389940	Beginning surplus	-	-	51,960	221,060
<b>Beginning Surplus</b>		0	0	51,960	221,060
<b>Other Sources</b>		0	0	1,135,058	221,060
<b>Entity 134 FDLE - Confiscated</b>		95,272	236,208	1,188,338	248,060

**City of Pembroke Pines, Florida  
Revenue Detail**

Account-Division-Project	Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Entity 199 Older Americans Act</b>					
<b>Intergovernmental Revenue</b>					
<b>Federal Grants</b>					
331690-8005	Oaa title iii-b&d	350,149	338,482	420,436	351,315
331691-8005	Oaa title iii-e	65,772	118,317	93,215	93,215
331693-8005	GEC Geriatric Education Center	12,000	3,040	3,040	-
<b>Federal Grants</b>		427,921	459,839	516,691	444,530
<b>Grants from Local Units</b>					
337630-8005	In kind rev from g.f.	91,698	98,490	95,285	95,284
337660-8005	Oaa cash match	36,143	33,518	43,867	43,867
<b>Grants from Local Units</b>		127,841	132,008	139,152	139,151
<b>State Grants</b>					
334692-8005	Local Service Providers (LSP)	240,676	269,293	266,554	254,388
<b>State Grants</b>		240,676	269,293	266,554	254,388
<b>Intergovernmental Revenue</b>		796,438	861,140	922,397	838,069
<b>Charges for Services</b>					
<b>Other Human Services Charges</b>					
346900-8005	ADC Self Pay Clients	-	20	-	-
<b>Other Human Services Charges</b>		0	20	0	0
<b>Charges for Services</b>		0	20	0	0
<b>Miscellaneous Revenues</b>					
<b>Private Gifts / Contributions</b>					
366050-8005	Recipient donations	35,516	36,022	81,528	149,716
<b>Private Gifts / Contributions</b>		35,516	36,022	81,528	149,716
<b>Miscellaneous Revenues</b>		35,516	36,022	81,528	149,716
<b>Other Sources</b>					
<b>Interfund Transfers</b>					
381020	Transfer from General Fund	105,124	-	-	289,191
<b>Interfund Transfers</b>		105,124	0	0	289,191
<b>Other Sources</b>		105,124	0	0	289,191

**City of Pembroke Pines, Florida**  
**Revenue Detail**

<b>Account-Division-Project</b>	<b>Description</b>	<b>2009-10 Actual</b>	<b>2010-11 Actual</b>	<b>2011-12 Budget</b>	<b>2012-13 Budget</b>
	<b>Entity 199 Older Americans Act</b>	937,078	897,182	1,003,925	1,276,976

**City of Pembroke Pines, Florida**  
**Revenue Detail**

Account-Division-Project	Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Entity 201 Debt Service</b>					
<b>Taxes</b>					
<b>Ad Valorem Taxes</b>					
311001-900	Current real/personal property tax	5,482,360	5,459,564	5,412,172	5,443,121
<b>Ad Valorem Taxes</b>		5,482,360	5,459,564	5,412,172	5,443,121
<b>Public Service Taxes</b>					
314100	Public service taxes- Electric service	1,790,358	1,778,293	1,787,007	1,784,705
<b>Public Service Taxes</b>		1,790,358	1,778,293	1,787,007	1,784,705
<b>Communications Service Tax</b>					
315000	Communications Services Tax	6,463,395	6,422,409	6,440,655	6,440,111
<b>Communications Service Tax</b>		6,463,395	6,422,409	6,440,655	6,440,111
<b>Taxes</b>		13,736,114	13,660,267	13,639,834	13,667,937
<b>Permits, Fees &amp; Licenses</b>					
<b>Franchise Fees</b>					
323100	Franchise fees- Electricity	820,652	813,440	811,650	813,605
<b>Franchise Fees</b>		820,652	813,440	811,650	813,605
<b>Permits, Fees &amp; Licenses</b>		820,652	813,440	811,650	813,605
<b>Miscellaneous Revenues</b>					
<b>Investment Income</b>					
361030	Interest from FLOC 1-3 yr Bond Fun	13,035	124,534	101,679	101,474
361084	Interest on investments	130,132	-	-	-
361088-900	Interest on tax deposits	3,899	594	758	758
<b>Investment Income</b>		147,066	125,127	102,437	102,232
<b>Rents &amp; Royalties</b>					
362042-900	Rental-housing	4,827,406	4,927,743	4,992,758	4,997,358
362044-900	Rental- Early Development Centers	385,008	387,405	385,356	383,322
362045-900	Rental Charter School	6,429,142	6,586,672	5,498,521	6,314,878
362047-900	Rental - SBA Center	97,711	185,241	162,412	161,836
362049-900	Rental - Howard C. Forman	274,986	272,570	271,970	272,626
<b>Rents &amp; Royalties</b>		12,014,252	12,359,630	11,311,017	12,130,020
<b>Miscellaneous Revenues</b>		12,161,317	12,484,758	11,413,454	12,232,252

**Other Sources**

**City of Pembroke Pines, Florida  
Revenue Detail**

Account-Division-Project	Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Interfund Transfers</b>					
381040	Transfer from Municipal Construction	-	230,400	961,000	-
	<b>Interfund Transfers</b>	0	230,400	961,000	0
<b>Debt Proceeds</b>					
384100-656	Bond Issuance	8,545,700	-	-	-
	<b>Debt Proceeds</b>	8,545,700	0	0	0
<b>Beginning Surplus</b>					
389940	Beginning surplus	-	-	-80,020	-143,012
	<b>Beginning Surplus</b>	0	0	-80,020	-143,012
<b>Other Sources</b>		8,545,700	230,400	880,980	-143,012
<b>Entity 201 Debt Service</b>		35,263,783	27,188,864	26,745,918	26,570,782



**City of Pembroke Pines, Florida**  
**Revenue Detail**

Account-Division-Project	Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Entity 320 Municipal Construction</b>					
<b>Permits, Fees &amp; Licenses</b>					
<b>Franchise Fees</b>					
323600	Privilege fees- Sewer	2,242,686	2,504,647	2,574,874	1,133,700
<b>Franchise Fees</b>		2,242,686	2,504,647	2,574,874	1,133,700
<b>Permits, Fees &amp; Licenses</b>		2,242,686	2,504,647	2,574,874	1,133,700
<b>Intergovernmental Revenue</b>					
<b>Federal Grants</b>					
331528-6003	Federal Aid - Highway Program	1,403,793	1,268,545	-	-
331860-6001	Energy Eff & Conserv Block Grant	966,652	333,848	21,200	-
<b>Federal Grants</b>		2,370,445	1,602,394	21,200	0
<b>Grants from Local Units</b>					
337720-7001	Broward County Land Stewardship P	72,019	-	-	-
<b>Grants from Local Units</b>		72,019	0	0	0
<b>State Grants</b>					
334820-7001	Senior Center Fixed Capital Outlay	-	200,000	-	-
334870-7001	FRDAP-Academic Village Rec Comple	133,373	-	-	-
<b>State Grants</b>		133,373	200,000	0	0
<b>Intergovernmental Revenue</b>		2,575,837	1,802,394	21,200	0
<b>Miscellaneous Revenues</b>					
<b>Investment Income</b>					
361030	Interest from FLOC 1-3 yr Bond Fun	62,921	-3,020	-	-
361030-626	Interest from FLOC 1-3 yr Bond Fun	300	-2,373	310	-
361030-672	Interest from FLOC 1-3 yr Bond Fun	4,745	36,988	7,520	-
361030-673	Interest from FLOC 1-3 yr Bond Fun	151	2,759	450	-
361030-675	Interest from FLOC 1-3 yr Bond Fun	12,179	68,073	14,540	-
361030-676	Interest from FLOC 1-3 yr Bond Fun	1,926	81,951	23,740	-
361084	Interest on investments	-53,186	329,659	167,300	-
361084-626	Interest on investments	-259	13	-	-
361084-672	Interest on investments	37,573	-	-	-
361084-673	Interest on investments	22,102	-	-	-
361084-675	Interest on investments	94,323	-910	-	-
361084-676	Interest on investments	333,908	-	-	-
<b>Investment Income</b>		516,684	513,139	213,860	0

**City of Pembroke Pines, Florida**  
**Revenue Detail**

Account-Division-Project	Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Other Miscellaneous Revenues</b>					
369040	Other miscellaneous revenue	0	-	-	-
<b>Other Miscellaneous Revenues</b>		0	0	0	0
<b>Private Gifts / Contributions</b>					
366010-6003-626	Contribution in aid of construction	415,130	-339,804	-	-
366035	Municipal dedication fees	-	109,500	86,207	-
<b>Private Gifts / Contributions</b>		415,130	-230,304	86,207	0
<b>Miscellaneous Revenues</b>		931,814	282,836	300,067	0
<b>Other Sources</b>					
<b>Interfund Transfers</b>					
381201	Transfer from Debt Service Fund	-	-	9,386	-
<b>Interfund Transfers</b>		0	0	9,386	0
<b>Beginning Surplus</b>					
389940	Beginning surplus	-	-	2,185,891	-
<b>Beginning Surplus</b>		0	0	2,185,891	0
<b>Prior Year Bond Proceeds</b>					
389935	Prior Year Bond Proceeds	-	-	26,337,585	-
<b>Prior Year Bond Proceeds</b>		0	0	26,337,585	0
<b>Other Sources</b>		0	0	28,532,862	0
<b>Entity 320 Municipal Construction</b>		5,750,337	4,589,876	31,429,003	1,133,700

**City of Pembroke Pines, Florida**  
**Revenue Detail**

Account-Division-Project	Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Entity 471 Utility Fund</b>					
<b>Permits, Fees &amp; Licenses</b>					
<b>Building Permits</b>					
322085	Utility construction fee	7,536	-	-	-
322085-6010	Utility construction fee	-	37,664	30,000	20,000
<b>Building Permits</b>		7,536	37,664	30,000	20,000
<b>Permits, Fees &amp; Licenses</b>		7,536	37,664	30,000	20,000
<b>Intergovernmental Revenue</b>					
<b>Federal Grants</b>					
331310-6032	Mandated Water Line Replacement	192,400	-	-	-
<b>Federal Grants</b>		192,400	0	0	0
<b>Intergovernmental Revenue</b>		192,400	0	0	0
<b>Charges for Services</b>					
<b>General Government Charges</b>					
341922-6031	Backflow prevention certif fee	39,800	40,055	39,000	40,000
341944-6010	Lien recording/release	-	-	200	200
341990-6010	Utility plan review fee	6,873	9,379	5,000	8,000
<b>General Government Charges</b>		46,673	49,434	44,200	48,200
<b>Physical Environment Charges</b>					
343310-6031	Water utility installation fees	13,985	13,165	17,000	25,000
343320-6031	Water utility record/penalty fees	499,882	675,769	550,000	600,000
343600-6010	New account charge	52,280	50,580	55,000	55,000
343910-6010	Lien recording/release	39,100	30,500	50,000	30,000
<b>Physical Environment Charges</b>		605,247	770,014	672,000	710,000
<b>Water/Sewer Charges</b>					
343300-6031	Water charges	17,461,751	19,431,042	20,054,304	20,070,000
343510-6021	Sewer charges	18,689,072	20,872,045	21,457,280	21,670,000
<b>Water/Sewer Charges</b>		36,150,822	40,303,087	41,511,584	41,740,000
<b>Charges for Services</b>		36,802,743	41,122,535	42,227,784	42,498,200
<b>Miscellaneous Revenues</b>					
<b>Investment Income</b>					
361012	Investment Income	-	-7,144,687	-	-

**City of Pembroke Pines, Florida  
Revenue Detail**

Account-Division-Project	Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Investment Income</b>					
361030	Interest from FLOC 1-3 yr Bond Fun	-56,337	100,079	227,000	195,000
361030-845	Interest from FLOC 1-3 yr Bond Fun	-	93,576	145,000	181,000
361031	Interest SBA - Water Connection	-20,234	-	-	-
361032	Interest SBA - Sewer Connection	-5,214	-	-	-
361040	Interest revenue from other funds	792,795	58,648	50,000	12,000
361081	Int on Invest - Water Connection	-170,533	-	-	-
361082	Int on Invest - Sewer Connection	-41,839	-	-	-
361084	Interest on investments	166,722	-	-	-
361085	Interest on Money Market Acct	-	1,310	-	-
<b>Investment Income</b>		665,360	-6,891,075	422,000	388,000
<b>Disp of Fix Assets / Sale of Equip/ Scrap</b>					
364010	Sale of equipment	-	-	1,000	1,000
<b>Disp of Fix Assets / Sale of Equip/ Scrap</b>		0	0	1,000	1,000
<b>Miscellaneous Revenues</b>					
365000	Scrap or surplus sales	-	-	1,000	1,000
<b>Miscellaneous Revenues</b>		0	0	1,000	1,000
<b>Other Miscellaneous Revenues</b>					
369010	Cash - over + short	-315	-65	500	500
369040	Other miscellaneous revenue	185	59	2,000	2,000
369060-6021	Sewer - other revenue	-	-	1,000	1,000
369080	Water - other revenues	2,582	1,200	2,500	1,000
<b>Other Miscellaneous Revenues</b>		2,453	1,194	6,000	4,500
<b>Private Gifts / Contributions</b>					
366010-6021	Contribution in aid of construction	-	100,000	-	-
<b>Private Gifts / Contributions</b>		0	100,000	0	0
<b>Miscellaneous Revenues</b>		667,813	-6,789,881	430,000	394,500
<b>Other Sources</b>					
<b>Interfund Transfers</b>					
381020	Transfer from General Fund	-	7,775,118	-	-
<b>Interfund Transfers</b>		0	7,775,118	0	0
<b>Appropriated Retained Earnings</b>					
389910	Appropriated retained earnings	-	-	2,287,877	-
<b>Appropriated Retained Earnings</b>		0	0	2,287,877	0
<b>Prior Year Bond Proceeds</b>					
389935	Prior Year Bond Proceeds	-	-	6,862,852	-

**City of Pembroke Pines, Florida**  
**Revenue Detail**

Account-Division-Project	Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Prior Year Bond Proceeds</b>					
	<b>Prior Year Bond Proceeds</b>	0	0	6,862,852	0
<b>Water/Sewer Connection</b>					
389802-6021	Sewer connection - East	-	-	-	120,000
389803-6021	Sewer connection - West	-	-	-	150,000
389804-6031	Water connection - East	-	-	-	80,000
389805-6031	Water connection - West	-	-	-	200,000
389970-6021	Sewer connection - east	60,082	84,564	60,000	-
389980-6021	Sewer connection - west	239,025	347,849	150,000	-
389990-6031	Water connection - east	63,636	83,953	60,000	-
389995-6031	Water connection - west	212,071	298,066	180,000	-
	<b>Water/Sewer Connection</b>	574,813	814,432	450,000	550,000
<b>Capital Contributed from Developer</b>					
389965-6021	Contrib Cap from Developer	44,455	206,189	-	-
389965-6032	Contrib Cap from Developer	61,285	374,040	-	-
	<b>Capital Contributed from Developer</b>	105,740	580,229	0	0
<b>Beginning Retained Earnings</b>					
389946	Beginning retained earnings	-	-	1,805,160	8,187,851
	<b>Beginning Retained Earnings</b>	0	0	1,805,160	8,187,851
<b>Other Sources</b>		680,553	9,169,779	11,405,889	8,737,851
<b>Entity 471 Utility Fund</b>		38,351,045	43,540,097	54,093,673	51,650,551

**City of Pembroke Pines, Florida**  
**Revenue Detail**

Account-Division-Project	Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Entity 504 Public Insurance Fund</b>					
<b>Charges for Services</b>					
<b>General Government Charges</b>					
341212-203 -402	Contribution from Charter School	2,490,822	3,039,556	4,486,419	3,848,170
341212-203 -403	Contribution from Charter School	30,623	33,009	42,535	41,392
341212-203 -404	Contribution from Charter School	243,949	341,673	359,963	357,175
341212-203 -405	Contribution from Charter School	-	-	-	60,000
341235-203 -402	Contribution from general fund	7,196,729	7,192,965	10,397,335	8,588,572
341235-203 -403	Contribution from general fund	88,294	84,605	108,542	107,032
341235-203 -404	Contribution from general fund	2,229,444	1,985,919	2,232,502	2,233,935
341235-203 -405	Contribution from general fund	894,105	975,166	1,795,789	1,476,519
341240-203 -404	Contribution-law enforcement grants	-	-	-	75
341245-203 -402	Contribution from pp utility fund	487,643	329,686	492,504	319,226
341245-203 -403	Contribution from pp utility fund	5,365	4,069	4,766	4,082
341245-203 -404	Contribution from pp utility fund	134,234	115,062	117,027	102,531
341245-203 -405	Contribution from pp utility fund	877,308	1,120,132	2,305,945	1,765,856
341270-203 -402	Contribution from road/bridge	67,649	52,438	68,403	30,526
341270-203 -403	Contribution from road/bridge	784	594	629	372
341270-203 -404	Contribution from road/bridge	29,599	21,363	23,217	16,718
341270-203 -405	Contribution from road/bridge	93,010	154,299	277,957	224,273
<b>General Government Charges</b>		14,869,557	15,450,536	22,713,533	19,176,454
<b>Charges for Services</b>		14,869,557	15,450,536	22,713,533	19,176,454
<b>Miscellaneous Revenues</b>					
<b>Investment Income</b>					
361030-203 -402	Interest from FLOC 1-3 yr Bond Fun	1,734	72,309	109,000	87,000
361084-203 -402	Interest on investments	425,478	70,879	131,153	129,107
361084-203 -403	Interest on investments	7,249	4,672	7,268	8,054
361084-203 -404	Interest on investments	21,728	11,606	20,731	21,080
361084-203 -405	Interest on investments	61,765	26,035	47,000	47,000
<b>Investment Income</b>		517,954	185,501	315,152	292,241
<b>Other Miscellaneous Revenues</b>					
369022-203 -402	Specific Stop Loss Recovery	187,525	127,179	-	-
369023-203 -402	Subrogation Recovery	17,050	5,239	-	-
369052-203 -402	Cobra Premiums	137,790	65,181	96,000	14,064
369053-203 -402	RX Rebates	164,702	409,022	40,000	30,000
369055-203 -402	Health insurance coverage	1,171,260	1,503,573	1,576,869	1,675,170
369057-203 -403	Supplemental life insurance	100,131	98,754	108,376	109,171
369059-203 -402	Medical Claims - Refund/Adj.	40,930	75,871	-	-

**City of Pembroke Pines, Florida  
Revenue Detail**

<b>Account-Division-Project</b>	<b>Description</b>	<b>2009-10 Actual</b>	<b>2010-11 Actual</b>	<b>2011-12 Budget</b>	<b>2012-13 Budget</b>
<b>Other Miscellaneous Revenues</b>					
	<b>Other Miscellaneous Revenues</b>	1,819,389	2,284,818	1,821,245	1,828,405
<b>Miscellaneous Revenues</b>		2,337,342	2,470,319	2,136,397	2,120,646
<b>Entity 504 Public Insurance Fund</b>		17,206,900	17,920,856	24,849,930	21,297,100

**City of Pembroke Pines, Florida  
Revenue Detail**

Account-Division-Project	Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Entity 655 General Pension Trust Fund</b>					
<b>Miscellaneous Revenues</b>					
<b>Investment Income</b>					
361012-204	Investment Income	11,434,873	1,625,520	15,000,000	12,064,000
<b>Investment Income</b>		11,434,873	1,625,520	15,000,000	12,064,000
<b>Pension Fund Contributions</b>					
368010-204	City contribution - general	3,502,940	3,317,988	3,742,497	6,675,067
368050-204	Employee contribution - general	1,157,825	252,766	267,019	255,965
<b>Pension Fund Contributions</b>		4,660,765	3,570,754	4,009,516	6,931,032
<b>Miscellaneous Revenues</b>		16,095,638	5,196,273	19,009,516	18,995,032
<b>Other Sources</b>					
<b>Beginning Surplus</b>					
389940	Beginning surplus	-	-	-9,929,516	-9,870,032
<b>Beginning Surplus</b>		0	0	-9,929,516	-9,870,032
<b>Other Sources</b>		0	0	-9,929,516	-9,870,032
<b>Entity 655 General Pension Trust Fund</b>		16,095,638	5,196,273	9,080,000	9,125,000



**City of Pembroke Pines, Florida**  
**Revenue Detail**

Account-Division-Project	Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Entity 656 Fire &amp; Police Pension Trust Fund</b>					
<b>Miscellaneous Revenues</b>					
<b>Investment Income</b>					
361000-204	Appreciation of investments	13,479,609	-9,898,182	19,726,000	20,491,200
361012-204	Investment Income	5,257,432	5,859,090	7,671,000	7,968,800
<b>Investment Income</b>		18,737,041	-4,039,092	27,397,000	28,460,000
<b>Other Miscellaneous Revenues</b>					
369040-204	Other miscellaneous revenue	46,815	48,038	-	-
<b>Other Miscellaneous Revenues</b>		46,815	48,038	0	0
<b>Pension Fund Contributions</b>					
368000-204	Casualty insurance premium tax	1,062,423	981,600	1,075,000	981,646
368005-204	City contribution - fire	10,310,756	10,791,117	10,972,521	11,476,622
368020-204	City contribution - police	11,890,148	10,229,640	10,572,120	11,467,982
368040-204	Employee contribution - fire	1,490,590	1,441,160	1,475,978	1,382,105
368042-204	Employee buybacks	7,926	133,333	8,000	135,000
368045-204	Employee Contribution - ESI	22,712	21,243	23,000	22,000
368060-204	Employee contribution - police	1,511,225	1,424,229	1,472,917	1,381,892
368090-204	Fire insurance premium tax	1,275,086	1,287,510	1,312,000	1,287,512
<b>Pension Fund Contributions</b>		27,570,865	26,309,832	26,911,536	28,134,759
<b>Miscellaneous Revenues</b>		46,354,721	22,318,778	54,308,536	56,594,759
<b>Other Sources</b>					
<b>Beginning Surplus</b>					
389940	Beginning surplus	-	-	29,893,536	-29,460,759
<b>Beginning Surplus</b>		0	0	29,893,536	-29,460,759
<b>Other Sources</b>		0	0	29,893,536	-29,460,759
<b>Entity 656 Fire &amp; Police Pension Trust Fund</b>		46,354,721	22,318,778	24,415,000	27,134,000

**City of Pembroke Pines, Florida**  
**Revenue Detail**

Account-Division-Project	Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Entity 657 Other Post Employment Benefits</b>					
<b>Miscellaneous Revenues</b>					
<b>Investment Income</b>					
361084-204	Interest on investments	916,614	-640,500	1,000,000	3,710,000
361085	Interest on Money Market Acct	7,307	3,273	7,300	2,000
<b>Investment Income</b>		923,921	-637,227	1,007,300	3,712,000
<b>Other Miscellaneous Revenues</b>					
369022-204	Specific Stop Loss Recovery	122,514	-	-	-
369053-204	RX Rebates	-	-	20,000	15,000
369054	Part D Subsidy	-	-	100,000	75,000
369056-204	Medical contribution	455,394	702,574	346,580	178,523
369059-204	Medical Claims - Refund/Adj.	30,681	508,702	-	500,000
<b>Other Miscellaneous Revenues</b>		608,588	1,211,275	466,580	768,523
<b>Pension Fund Contributions</b>					
368035-204	City contrib-General retiree health	3,539,611	4,588,096	2,870,863	2,919,153
368036-204	City contrib-Police retiree health	5,551,334	3,123,855	4,002,014	4,133,062
368037-204	City contrib-Fire retiree health	4,695,055	3,245,695	2,274,094	2,280,992
368038-204	City contrib-Schools retiree health	48,000	46,001	21,816	23,065
<b>Pension Fund Contributions</b>		13,834,000	11,003,647	9,168,787	9,356,272
<b>Miscellaneous Revenues</b>		15,366,510	11,577,695	10,642,667	13,836,795
<b>Other Sources</b>					
<b>Beginning Surplus</b>					
389940	Beginning surplus	-	-	-3,266,240	-5,766,825
<b>Beginning Surplus</b>		0	0	-3,266,240	-5,766,825
<b>Other Sources</b>		0	0	-3,266,240	-5,766,825
<b>Entity 657 Other Post Employment Benefits</b>		15,366,510	11,577,695	7,376,427	8,069,970

**City of Pembroke Pines, Florida**  
**Revenue Detail**  
**All Funds**

<b>Entity</b>	<b>2009-10 Actual</b>	<b>2010-11 Actual</b>	<b>2011-12 Budget</b>	<b>2012-13 Budget</b>
1 General Fund	148,938,735	149,328,615	150,189,911	153,385,934
51 Wetlands Trust Fund	1,681	1,516	16,500	16,500
100 Road & Bridge Fund	4,607,414	4,080,873	5,977,135	5,058,280
120 State Housing Initiative Program	1,333,359	704,207	1,064,706	-
121 HUD Grants CDBG/HOME	3,766,450	2,931,345	6,515,861	906,149
122 Law Enforcement Grant	77,881	186,146	690,679	17,918
123 ADA/Paratransit Program	496,022	420,529	452,928	-
124 Police Community Services Grant	104,414	62,856	100,096	-
128 Community Bus Program	717,771	830,791	1,293,226	552,354
131 Treasury - Confiscated	43,343	101,657	296,479	98,833
132 Justice - Confiscated	95,524	72,410	343,491	78,371
133 \$2 Police Education	65,371	45,804	216,264	47,294
134 FDLE - Confiscated	95,272	236,208	1,188,338	248,060
199 Older Americans Act	937,078	897,182	1,003,925	1,276,976
201 Debt Service	35,263,783	27,188,864	26,745,918	26,570,782
320 Municipal Construction	5,750,337	4,589,876	31,429,003	1,133,700
471 Utility Fund	38,351,045	43,540,097	54,093,673	51,650,551
504 Public Insurance Fund	17,206,900	17,920,856	24,849,930	21,297,100
655 General Pension Trust Fund	16,095,638	5,196,273	9,080,000	9,125,000
656 Fire & Police Pension Trust Fund	46,354,721	22,318,778	24,415,000	27,134,000
657 Other Post Employment Benefits	15,366,510	11,577,695	7,376,427	8,069,970
<b>Total All Funds</b>	<b>335,669,247</b>	<b>292,232,579</b>	<b>347,339,490</b>	<b>306,667,772</b>

**City of Pembroke Pines, Florida**  
**Expenditure Detail**

**Entity 1 General Fund | Function 511 Legislative**

**Division 100 City Commission | Project Blank**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Personnel</b>					
11001	Mayor	48,737	46,030	45,853	45,854
11002	Vice - Mayor	24,773	23,476	23,386	23,387
11003	Commissioner	74,320	65,932	70,158	70,161
12884	Executive Assist	67,057	65,853	65,853	65,853
13682	P/T Executive Assistant	28,612	27,044	30,514	30,514
15103	Expense allowance	35,250	34,120	35,250	35,250
21000	Social Security- matching	20,481	18,634	20,731	20,740
22000	Retirement contributions	35,905	55,246	61,501	93,434
22300	General retiree health contrib	54,297	-	-	-
23000	Health Insurance	60,085	52,438	82,084	70,200
23100	Life Insurance	422	364	457	465
24000	Workers compensation	454	388	1,050	1,075
26300	General retiree health contrib	-	83,823	46,662	47,724
<b>Personnel</b>		<b>450,393</b>	<b>473,349</b>	<b>483,499</b>	<b>504,657</b>
<b>Operating</b>					
34990	Contractual services- other	-	-	250,000	250,000
40100	Travel/conferences	19,821	18,992	23,400	24,000
49104	License fees	-	356	-	375
51100	Office supplies	2,646	1,319	2,100	1,500
52650	Equip < than \$1000	190	-	100	100
54100	Memberships/ dues/ subscription	13,384	13,694	13,556	13,992
<b>Operating</b>		<b>36,041</b>	<b>34,360</b>	<b>289,156</b>	<b>289,967</b>
<b>Blank</b>		<b>486,434</b>	<b>507,710</b>	<b>772,655</b>	<b>794,624</b>
<b>100 City Commission</b>		<b>486,434</b>	<b>507,710</b>	<b>772,655</b>	<b>794,624</b>

**City of Pembroke Pines, Florida**  
**Expenditure Detail**

**Entity 1 General Fund | Function 512 Executive**

**Division 201 City Manager | Project Blank**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Personnel</b>					
11005	City Manager	-	-	-	166,250
12516	Assistant City Manager	-	81,775	81,775	81,776
13682	P/T Executive Assistant	43,370	42,418	50,648	50,648
13685	P/T Clerical Aide	33,930	34,335	37,952	41,333
15103	Expense allowance	-	-	-	2,800
15107	Automobile allowance	-	-	-	4,200
15116	Cell Phone Pay	-	-	1,125	1,850
21000	Social Security- matching	5,951	9,922	10,094	24,390
22000	Retirement contributions	-	20,305	20,913	37,225
23000	Health Insurance	-	9,519	6,840	11,701
23100	Life Insurance	-	139	182	561
24000	Workers compensation	425	667	757	1,555
26300	General retiree health contrib	-	13,564	3,889	3,977
	<b>Personnel</b>	<b>83,676</b>	<b>212,644</b>	<b>214,175</b>	<b>428,266</b>
<b>Operating</b>					
34990	Contractual services- other	244,229	234,460	234,460	97,692
40100	Travel/conferences	-	-	-	3,000
46250	R & M equipment	159	-	200	200
46800	Maintenance contracts	157	199	400	400
51100	Office supplies	802	941	1,000	1,000
52650	Equip < than \$1000	596	-	-	-
54100	Memberships/ dues/ subscription	442	252	500	2,930
	<b>Operating</b>	<b>246,385</b>	<b>235,852</b>	<b>236,560</b>	<b>105,222</b>
	<b>Blank</b>	<b>330,062</b>	<b>448,496</b>	<b>450,735</b>	<b>533,488</b>
	<b>201 City Manager</b>	<b>330,062</b>	<b>448,496</b>	<b>450,735</b>	<b>533,488</b>

**City of Pembroke Pines, Florida**  
**Expenditure Detail**

**Entity 1 General Fund | Function 513 Financial and administrative**

**Division 202 Human Resources | Project Blank**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Personnel</b>					
12431	Payroll Coordinator	116,256	-	-	-
12433	Payroll Supervisor	88,828	-	-	-
12434	Assistant Payroll Supervisor	64,636	-	-	-
12440	Human Resources Director	129,966	37,256	128,737	153,088
12442	Human Resources Administrator	93,507	25,770	-	-
12557	Risk Management/Benefits Specialist	45,529	49,036	50,128	50,128
12684	Clerical Spec II	39,739	-	31,325	31,325
12685	Clerical Aide	45,259	43,784	43,784	43,784
12790	Human Resources Manager	-	66,807	93,891	93,892
15107	Automobile allowance	3,600	1,246	3,600	4,800
15116	Cell Phone Pay	-	-	450	900
15200	Longevity pay	2,699	-	-	-
21000	Social Security- matching	45,651	14,753	26,612	28,845
22000	Retirement contributions	119,301	62,074	70,938	126,261
22300	General retiree health contrib	99,535	-	-	-
22506	Retiree Health Savings-General	7,027	-	-	-
23000	Health Insurance	93,808	44,478	68,403	58,500
23100	Life Insurance	1,046	597	717	727
24000	Workers compensation	3,228	1,353	1,429	1,462
26300	General retiree health contrib	-	76,028	38,885	39,770
<b>Personnel</b>		<b>999,614</b>	<b>423,182</b>	<b>558,899</b>	<b>633,482</b>
<b>Operating</b>					
31400	Professional services- medical	14,728	11,487	14,000	12,000
31500	Professional services- other	3,788	2,467	3,000	2,000
34989	Contractual service provider	3,239	11,654	5,000	19,110
34990	Contractual services- other	-	16,000	23,550	-
40229	Training	-	-	10,000	12,000
46250	R & M equipment	101	-	-	-
46800	Maintenance contracts	1,103	1,367	1,500	1,500
47100	Printing	540	544	1,000	1,000
49000	Legal/employment ads	798	4,139	5,000	5,000
51100	Office supplies	2,641	2,441	3,000	3,000
52000	Operating supplies	703	700	1,000	1,000
52650	Equip < than \$1000	340	69	1,000	1,000
52652	Software < than \$1000 &/or licenses	-	-	750	750
52653	Computer equipment < \$1000	-	249	7,500	5,000
<b>Operating</b>		<b>27,981</b>	<b>51,116</b>	<b>76,300</b>	<b>63,360</b>
<b>Capital</b>					
64050	Copier machine	-	-	8,000	9,000
<b>Capital</b>		<b>0</b>	<b>0</b>	<b>8,000</b>	<b>9,000</b>

**City of Pembroke Pines, Florida  
Expenditure Detail**

**Entity 1 General Fund | Function 513 Financial and administrative**

**Division 202 Human Resources | Project Blank**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
	<b>Blank</b>	<b>1,027,595</b>	<b>474,298</b>	<b>643,199</b>	<b>705,842</b>
<b>202 Human Resources</b>		<b>1,027,595</b>	<b>474,298</b>	<b>643,199</b>	<b>705,842</b>

**City of Pembroke Pines, Florida**  
**Expenditure Detail**

**Entity 1 General Fund | Function 514 Legal counsel**

**Division 300 City Attorney | Project Blank**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Operating</b>					
31200	Professional services- retainer fees	211,740	215,100	215,099	203,266
31250	Professional services- prosecutor	38,980	-	-	37,416
31350	Professional services- on site	424,272	424,261	424,265	407,294
31360	Professional services- legal advisor	135,528	135,517	135,520	130,099
31500	Professional services- other	50,076	50,076	50,075	48,072
51100	Office supplies	19,716	19,716	19,710	18,922
52950	Out of pocket expenses	3,459	3,214	10,000	9,600
<b>Operating</b>		<b>883,771</b>	<b>847,884</b>	<b>854,669</b>	<b>854,669</b>
<b>Blank</b>		<b>883,771</b>	<b>847,884</b>	<b>854,669</b>	<b>854,669</b>
<b>300 City Attorney</b>		<b>883,771</b>	<b>847,884</b>	<b>854,669</b>	<b>854,669</b>



**City of Pembroke Pines, Florida**  
**Expenditure Detail**

**Entity 1 General Fund | Function 519 Other general governmental services**

**Division 800 General Government | Project Blank**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Personnel</b>					
12684	Clerical Spec II	-	-	24,000	-
12992	Vacation leave - retire/term	403,666	106,878	101,591	83,300
12996	Sick leave - retire/term	673,420	82,439	104,009	60,100
12997	Sick leave - annual	68,005	-	-	-
14000	Overtime	-	-	4,569	-
21000	Social Security- matching	88,983	12,103	15,728	10,971
22000	Retirement contributions	65,497	9,511	-	-
25000	Unemployment compensation	175,242	62,398	29,492	70,000
	<b>Personnel</b>	<b>1,474,813</b>	<b>273,329</b>	<b>279,389</b>	<b>224,371</b>
<b>Operating</b>					
30010	Contingency	-	-	270,649	500,000
31100	Professional services- engineering	-	-	-	-
31300	Professional services-Outside Legal	314,111	250,987	340,000	550,000
31500	Professional services- other	367,501	250,217	251,985	225,486
34989	Contractual service provider	-	73,323	160,171	154,375
34990	Contractual services- other	24,810	22,277	16,000	22,700
36100	Excess benefit	37,559	43,327	38,696	39,857
41225	Cable fees	188	-	183	183
41400	Postage	109,466	108,275	126,000	108,000
45000	Insurance	706,113	864,230	1,536,846	1,310,274
45030	Household hazard waste	101,562	107,404	105,000	110,000
47140	Printing - flyer/newspaper	-	19,283	118,695	97,917
48250	Employee award program	726	-	-	-
49150	Auto tags & titles	223	8,399	9,000	11,500
49201	Taxes and/or assessments	341	-	1,500	-
49356	Special projects	21,256	3,480	15,431	16,000
51100	Office supplies	2,573	3,945	3,830	3,830
52650	Equip < than \$1000	-	-	1,170	-
54100	Memberships/ dues/ subscription	55,363	43,402	54,000	44,000
	<b>Operating</b>	<b>1,741,790</b>	<b>1,798,551</b>	<b>3,049,156</b>	<b>3,194,122</b>
<b>Grants and Aid</b>					
81001	Grant - Area Agency On Aging	82,316	84,971	94,617	93,984
82005	Grant - Women In Distress	12,000	12,000	12,000	12,000
82013	Grant - Learning for Success-KAPOW	3,000	3,000	3,000	3,000
82016	Grant - Here's Help	5,000	5,000	5,000	5,000
83013	Grant - Family Central	30,458	31,910	32,971	32,971
	<b>Grants and Aid</b>	<b>132,774</b>	<b>136,881</b>	<b>147,588</b>	<b>146,955</b>
<b>Other</b>					
91171	Transfer to Charter Middle School	348,054	870,040	-	-
91199	Transfer to OAA	105,124	-	-	289,191
91471	Transfer to utility operation fund	-	7,775,118	-	-

**City of Pembroke Pines, Florida**  
**Expenditure Detail**

**Entity 1 General Fund | Function 519 Other general governmental services**

**Division 800 General Government | Project Blank**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Other</b>					
	<b>Other</b>	<b>453,178</b>	<b>8,645,158</b>	<b>0</b>	<b>289,191</b>
	<b>Blank</b>	<b>3,802,556</b>	<b>10,853,919</b>	<b>3,476,133</b>	<b>3,854,639</b>
<b>800 General Government</b>		<b>3,802,556</b>	<b>10,853,919</b>	<b>3,476,133</b>	<b>3,854,639</b>

**City of Pembroke Pines, Florida  
Expenditure Detail**

**Entity 1 General Fund | Function 519 Other general governmental services**

**Division 1001 City Clerk | Project Blank**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Personnel</b>					
12047	City Clerk	129,529	124,134	124,134	124,135
12284	Micrographic Technician I	7,719	-	-	-
12285	Micrographic Technician II	45,178	44,179	44,179	44,180
12525	Administrative Assistant I	49,072	47,866	47,866	47,866
12620	Cashier II	38,343	37,773	37,773	37,773
12679	Clerical Spec I	43,215	41,704	41,704	-
12684	Clerical Spec II	139,398	112,466	112,466	112,466
12775	Deputy City Clerk	57,163	55,266	55,266	55,266
12782	Deputy City Clerk/Occ Lic Admin	59,368	56,909	56,909	56,909
12992	Vacation leave - retire/term	-	-	41,116	6,420
12996	Sick leave - retire/term	-	-	34,209	10,241
13494	P/T Occupational License Inspector	5,187	-	-	-
13509	Shared - Secretary	19,809	13,815	29,735	29,835
13681	P/T Clerk Spec II	1,095	-	-	-
14000	Overtime	-	226	100	300
15200	Longevity pay	5,901	-	-	-
21000	Social Security- matching	42,535	37,132	46,663	39,328
22000	Retirement contributions	99,661	100,266	110,159	196,072
22300	General retiree health contrib	108,585	-	-	-
22506	Retiree Health Savings-General	3,003	-	-	-
23000	Health Insurance	101,372	78,657	123,126	93,602
23100	Life Insurance	888	924	1,160	1,083
24000	Workers compensation	4,291	2,207	2,451	2,314
26300	General retiree health contrib	-	139,701	77,770	79,540
	<b>Personnel</b>	<b>961,310</b>	<b>893,225</b>	<b>986,786</b>	<b>937,330</b>
<b>Operating</b>					
31500	Professional services- other	131,311	71,260	46,000	25,000
34050	Contractual microfilming	3,112	3,322	8,600	10,000
34989	Contractual service provider	6,334	31,001	35,000	77,168
40100	Travel/conferences	-	67	-	200
44200	Rents- machinery & equipment	21,103	20,031	22,300	23,000
45440	Insurance- errors & omissions	145	-	360	480
46250	R & M equipment	800	648	1,200	1,200
46300	R & M motor vehicles	469	-	-	-
46800	Maintenance contracts	3,567	2,130	9,101	9,201
46801	I.T. Maintenance contracts	13,262	12,534	32,063	39,800
47100	Printing	4,659	6,796	4,800	6,800
47400	Print code of ordinance	3,747	6,598	7,000	6,600
49000	Legal/employment ads	5,106	12,839	8,000	13,000
49100	Recording fees	7,221	4,084	7,500	4,500
51100	Office supplies	13,133	11,386	14,000	12,000
51300	Microfilm supplies	-	269	1,000	1,000
52650	Equip < than \$1000	438	309	1,837	1,000

**City of Pembroke Pines, Florida**  
**Expenditure Detail**

**Entity 1 General Fund | Function 519 Other general governmental services**

**Division 1001 City Clerk | Project Blank**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Operating</b>					
52652	Software < than \$1000 &/or licenses	2,700	10,300	10,955	10,955
52653	Computer equipment < \$1000	165	790	7,000	1,000
54100	Memberships/ dues/ subscription	420	459	400	-
<b>Operating</b>		<b>217,692</b>	<b>194,823</b>	<b>217,116</b>	<b>242,904</b>
<b>Capital</b>					
64132	Microfilm equipment	-	-	6,900	7,000
<b>Capital</b>		<b>0</b>	<b>0</b>	<b>6,900</b>	<b>7,000</b>
<b>Blank</b>		<b>1,179,003</b>	<b>1,088,048</b>	<b>1,210,802</b>	<b>1,187,234</b>
<b>1001 City Clerk</b>		<b>1,179,003</b>	<b>1,088,048</b>	<b>1,210,802</b>	<b>1,187,234</b>

**City of Pembroke Pines, Florida**  
**Expenditure Detail**

**Entity 1 General Fund | Function 513 Financial and administrative**  
**Division 2001 Finance | Project Blank**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Personnel</b>					
12086	Finance Director	160,240	153,088	153,088	153,088
12428	Payables Supervisor	55,769	55,201	55,162	55,162
12431	Payroll Coordinator	-	113,423	113,423	113,423
12432	Property Control Specialist	53,223	-	-	-
12433	Payroll Supervisor	-	80,746	65,437	65,333
12434	Assistant Payroll Supervisor	-	46,660	-	-
12513	Account Clerk III	102,083	53,747	53,747	53,748
12515	Accounting Clerk II	97,790	96,075	96,075	96,076
12517	Assistant Finance Director	118,073	115,066	115,066	115,066
12523	Accountant	142,240	151,965	122,914	47,716
12525	Administrative Assistant I	60,684	59,800	59,800	59,800
12552	Budget Analyst	104,793	65,957	65,957	65,957
12556	Budget Manager	82,577	81,619	81,619	81,620
12641	Chief Accountant	85,251	84,074	84,074	84,074
12642	Accounting Supervisor	-	-	28,386	62,151
12651	Programmer Analyst II	175,619	169,562	169,562	169,562
12686	Systems Supervisor	107,075	98,426	98,426	98,426
12755	Treasury Clerk	45,864	-	-	-
12992	Vacation leave - retire/term	-	8,291	-	12,806
12996	Sick leave - retire/term	-	1,289	-	4,710
13170	P/T Accounts Payable Specialist	51,162	5,001	-	-
13400	P/T Accounting Clerk I	5,417	-	-	-
14000	Overtime	4,589	-	665	-
15107	Automobile allowance	4,800	4,800	4,800	4,801
15200	Longevity pay	11,257	-	-	-
21000	Social Security- matching	102,727	98,057	101,064	99,815
22000	Retirement contributions	216,790	258,077	287,588	474,204
22300	General retiree health contrib	180,976	-	-	-
23000	Health Insurance	169,633	176,352	273,614	210,602
23100	Life Insurance	2,541	2,542	3,227	2,990
24000	Workers compensation	7,111	5,956	6,442	6,019
26300	General retiree health contrib	-	279,404	155,540	151,126
27005	Internally generated software	-27,259	-	-	-
	<b>Personnel</b>	<b>2,121,024</b>	<b>2,265,175</b>	<b>2,195,676</b>	<b>2,288,275</b>
<b>Operating</b>					
32100	Accounting and auditing fees	56,450	41,278	42,810	44,081
34989	Contractual service provider	55,104	276,356	368,200	429,616
34990	Contractual services- other	11,885	-	22,390	-
34995	I.T. Contractual services	-	-	8,046	15,000
40100	Travel/conferences	516	1,382	3,000	1,300
40229	Training	-	-	900	900
41100	Telephone	814	809	900	1,200
46250	R & M equipment	-	1,027	950	450

**City of Pembroke Pines, Florida  
Expenditure Detail**

**Entity 1 General Fund | Function 513 Financial and administrative  
Division 2001 Finance | Project Blank**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Operating</b>					
46800	Maintenance contracts	1,360	1,144	1,320	1,375
46801	I.T. Maintenance contracts	101,686	106,407	88,533	92,100
51100	Office supplies	5,460	7,181	10,000	10,000
52650	Equip < than \$1000	199	41	500	500
52652	Software < than \$1000 &/or licenses	714	821	1,125	1,125
52653	Computer equipment < \$1000	185	38	1,500	1,500
54100	Memberships/ dues/ subscription	2,447	2,821	3,310	3,200
	<b>Operating</b>	<b>236,821</b>	<b>439,306</b>	<b>553,484</b>	<b>602,347</b>
<b>Capital</b>					
64039	Computer equipment not micro	-	4,275	-	-
64051	Computer programs	-	-	2,600	2,600
68005	Internally generated software	27,259	-	-	-
	<b>Capital</b>	<b>27,259</b>	<b>4,275</b>	<b>2,600</b>	<b>2,600</b>
	<b>Blank</b>	<b>2,385,104</b>	<b>2,708,756</b>	<b>2,751,760</b>	<b>2,893,222</b>
	<b>2001 Finance</b>	<b>2,385,104</b>	<b>2,708,756</b>	<b>2,751,760</b>	<b>2,893,222</b>

**City of Pembroke Pines, Florida**  
**Expenditure Detail**

**Entity 1 General Fund | Function 513 Financial and administrative**

**Division 2002 Technology Services | Project Blank**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Personnel</b>					
12011	Internet Specialist	86,607	84,137	84,178	84,178
12280	Micro Computer Specialist	117,090	67,292	67,267	97,220
12303	Network Specialist II	196,692	192,192	192,192	192,193
12525	Administrative Assistant I	56,024	54,704	54,704	54,704
12644	Help Analyst/Technician	70,526	68,599	68,598	68,599
12645	Help Desk Analyst	59,769	58,053	58,053	58,053
12651	Programmer Analyst II	65,574	-	-	-
12652	Programmer/Analyst I	164,228	159,938	159,938	159,938
12691	Systems Analyst II	85,004	-	-	-
12693	Systems Programmer/Analyst II	102,340	100,424	100,485	100,485
12720	Manager of Technical Services	102,436	98,554	98,176	98,176
12721	Project Manager	131,879	126,006	42,406	-
12722	Manager of Systems Development	131,879	126,006	126,006	126,007
12723	Systems Administrator	78,734	76,452	76,452	69,286
12900	Web Page Developer	72,111	69,846	69,846	69,847
12903	Technology Services Director	-	-	83,600	140,005
12992	Vacation leave - retire/term	-	-	92,900	-
12996	Sick leave - retire/term	-	-	32,950	-
14000	Overtime	11,848	8,596	8,016	7,000
15115	Beeper pay	16,633	16,108	16,593	16,593
15116	Cell Phone Pay	-	-	975	900
15200	Longevity pay	16,823	-	-	-
21000	Social Security- matching	111,551	92,583	105,566	99,855
22000	Retirement contributions	264,654	256,696	286,761	545,018
22300	General retiree health contrib	162,878	-	-	-
23000	Health Insurance	152,058	131,095	205,210	187,202
23100	Life Insurance	2,768	2,245	2,861	2,984
24000	Workers compensation	7,398	5,087	5,708	6,010
26300	General retiree health contrib	-	209,554	116,655	119,310
27005	Internally generated software	-34,048	-	-	-
<b>Personnel</b>		<b>2,233,456</b>	<b>2,004,168</b>	<b>2,156,096</b>	<b>2,303,563</b>
<b>Operating</b>					
34989	Contractual service provider	80,877	233,435	289,474	135,000
34995	I.T. Contractual services	-	-	8,000	108,000
40229	Training	-	-	-	11,600
41100	Telephone	1,898	1,782	1,800	1,200
41371	Streaming video service fees	3,541	-	4,510	4,000
41380	Data communication	-	24,710	24,000	24,000
44200	Rents- machinery & equipment	1,236	456	738	2,898
46250	R & M equipment	288	2,015	2,600	2,000
46800	Maintenance contracts	232	135	-	-
46801	I.T. Maintenance contracts	62,795	61,987	97,726	172,226
51100	Office supplies	594	24	500	500

**City of Pembroke Pines, Florida  
Expenditure Detail**

**Entity 1 General Fund | Function 513 Financial and administrative**

**Division 2002 Technology Services | Project Blank**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Operating</b>					
52000	Operating supplies	9,124	9,929	11,275	13,500
52015	Books	-	-	250	760
52470	Computer supplies	2,682	547	3,000	3,000
52540	Fuel	1,549	2,355	2,850	2,500
52650	Equip < than \$1000	515	450	1,400	4,000
52652	Software < than \$1000 &/or licenses	43,379	21,125	18,357	5,358
52653	Computer equipment < \$1000	23,682	39,693	35,000	35,000
54100	Memberships/ dues/ subscription	-	-	100	700
	<b>Operating</b>	<b>232,392</b>	<b>398,643</b>	<b>501,580</b>	<b>526,242</b>
<b>Capital</b>					
64038	Communications systems	3,675	29,062	6,000	16,000
64039	Computer equipment not micro	49,846	83,461	127,000	-
64051	Computer programs	-	109,707	42,000	42,000
64053	Micro computer	23,100	68,185	70,000	16,800
64055	Laptop/Tablet	4,010	1,345	6,150	8,750
64228	Video equipment	-	-	-	350,000
68005	Internally generated software	34,048	-	-	-
	<b>Capital</b>	<b>114,680</b>	<b>291,759</b>	<b>251,150</b>	<b>433,550</b>
	<b>Blank</b>	<b>2,580,528</b>	<b>2,694,570</b>	<b>2,908,826</b>	<b>3,263,355</b>
<b>2002 Technology Services</b>		<b>2,580,528</b>	<b>2,694,570</b>	<b>2,908,826</b>	<b>3,263,355</b>



**City of Pembroke Pines, Florida**  
**Expenditure Detail**

**Entity 1 General Fund | Function 521 Law enforcement**

**Division 3001 Police | Project Blank**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Personnel</b>					
12045	Police Chief	160,240	159,474	159,474	159,474
12046	Deputy Police Chief	198,888	-	-	-
12093	Police Service Aid	573,927	552,673	566,736	566,746
12115	Police Captain	595,660	769,967	746,549	762,389
12204	Communication Specialist Supervisor	116,752	-	-	-
12205	Communication Specialist	203,622	-	-	-
12425	Police Officer	12,447,851	12,402,638	12,099,074	11,694,146
12455	Grants/Research Coordinator	77,740	70,282	75,005	75,005
12456	Logistics Coordinator II	55,090	53,165	53,165	53,165
12458	Enforcement Programs Manager	50,997	50,128	50,128	50,128
12459	Logistics Coordinator I	35,528	48,028	47,798	47,799
12467	Property Evidence Technician	22,513	39,363	39,250	39,250
12468	Property Supervisor	46,793	46,010	46,010	46,010
12528	Administrative Assistant II	54,536	52,645	52,645	52,645
12552	Budget Analyst	61,417	60,382	60,382	60,383
12603	Support Services Coordinator	89,055	85,093	81,448	63,820
12631	Crime Scene Technician	265,229	243,520	241,404	241,408
12633	Crime Scene Investigator	-	34,542	42,016	42,016
12651	Programmer Analyst II	94,324	53,869	-	-
12652	Programmer/Analyst I	73,030	84,960	129,501	129,502
12655	Sergeant	2,633,969	2,597,587	2,592,656	2,635,097
12684	Clerical Spec II	718,391	683,072	683,346	683,353
12685	Clerical Aide	40,983	34,216	34,216	34,216
12730	Court Liaison Specialist	47,708	46,051	46,051	46,052
12735	Intelligence Analyst	38,806	41,782	17,200	-
12736	Crime Analyst	51,746	55,193	83,253	102,982
12800	Asst. Police Chief	136,829	137,738	137,738	137,738
12885	Victim's Advocate	73,897	71,323	66,373	71,324
12886	Assistant Victim's Advocate	50,507	48,734	47,055	48,735
12913	Finger Print Examiner	54,744	59,988	59,800	59,800
12992	Vacation leave - retire/term	286,078	325,416	279,000	370,547
12996	Sick leave - retire/term	457,016	361,292	446,008	305,316
12997	Sick leave - annual	63,545	26,914	570,465	602,535
13576	P/T Victim's Advocate	-	-	6,687	26,747
14000	Overtime	819,425	704,331	321,600	500,000
15000	Incentive pay	199,897	205,136	190,924	211,586
15010	Certification pay	120	120	120	120
15015	Payment in lieu of benefits	2,770	2,770	2,770	2,771
15050	Stand-by pay	46,070	55,223	50,000	50,000
15100	Holiday pay	239,626	254,585	245,000	250,000
15101	Uniform cleaning allowance	111,940	108,751	104,556	106,140
15104	Assignment pay	304,331	277,599	249,392	228,806
15105	Shoe allowance	2,000	-	-	-
15107	Automobile allowance	7,200	7,200	7,200	7,200

**City of Pembroke Pines, Florida**  
**Expenditure Detail**

**Entity 1 General Fund | Function 521 Law enforcement**

**Division 3001 Police | Project Blank**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Personnel</b>					
15108	Shift Differential	14,155	8,735	8,320	9,360
15109	Shift Differential- Certified Officer	49,086	60,196	59,280	62,400
15110	Dive team equipment allowance	4,150	4,275	3,593	3,900
15115	Beeper pay	23,063	23,314	25,000	25,000
15116	Cell Phone Pay	-	-	13,080	13,620
15200	Longevity pay	646,615	572,411	537,048	495,424
21000	Social Security- matching	1,633,402	1,588,212	1,601,188	1,614,020
22000	Retirement contributions	464,279	441,823	527,686	995,569
22100	Retirement contributions P & F	11,890,148	10,229,640	10,572,120	11,467,982
22110	State contribution P&F retirement	1,062,423	981,600	1,075,000	981,646
22300	General retiree health contrib	615,316	-	-	-
22305	Police retiree health contrib	5,551,334	-	-	-
22505	Retiree Health Savings-Police	18,792	-	-	-
22506	Retiree Health Savings-General	29,762	-	-	-
23000	Health Insurance	2,605,964	2,697,814	3,732,558	3,112,204
23100	Life Insurance	32,387	32,500	40,801	40,457
24000	Workers compensation	744,737	702,096	779,616	780,340
26300	General retiree health contrib	-	838,830	435,512	445,424
26305	Police retiree health contrib	-	3,123,855	4,002,014	4,133,062
<b>Personnel</b>		<b>46,996,403</b>	<b>42,217,060</b>	<b>44,144,811</b>	<b>44,745,359</b>
<b>Operating</b>					
31400	Professional services- medical	5,450	5,750	11,566	14,720
31450	Professional services- veterinarian	4,968	3,615	11,760	12,000
31500	Professional services- other	25,280	8,937	45,815	51,750
34500	Contract- building maintenance	50,294	39,814	34,800	36,000
34989	Contractual service provider	-	27,445	-	-
34990	Contractual services- other	511,764	510,954	576,100	598,298
40100	Travel/conferences	9,311	6,783	8,526	13,600
40229	Training	13,337	30,960	22,153	80,947
41100	Telephone	130,904	116,214	117,522	135,000
41380	Data communication	69,770	71,076	120,454	132,180
43100	Electric	108,136	107,790	117,600	120,000
43200	Water & sewer	4,053	4,571	4,900	5,000
44200	Rents- machinery & equipment	51,592	61,354	74,123	83,648
46150	R & M- land- building & improvement	35,476	36,602	51,030	64,300
46250	R & M equipment	24,542	16,131	45,688	74,725
46300	R & M motor vehicles	540,677	592,520	531,943	542,850
46800	Maintenance contracts	26,114	22,354	48,900	59,773
46801	I.T. Maintenance contracts	158,934	162,808	171,192	174,699
47100	Printing	5,995	3,195	18,375	6,575
48250	Employee award program	-	1,297	1,200	1,200
49000	Legal/employment ads	622	462	11,532	3,400
49354	Drug investigation	-	5,000	7,140	11,000

**City of Pembroke Pines, Florida  
Expenditure Detail**

**Entity 1 General Fund | Function 521 Law enforcement**

**Division 3001 Police | Project Blank**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Operating</b>					
49355	Special investigation	1,332	676	4,900	5,000
49357	False alarm program	-	16,576	37,542	18,536
49680	Special events- miscellaneous	13,738	13,377	15,720	17,900
51100	Office supplies	37,302	34,563	39,200	40,000
51400	Photo supplies	1,371	298	4,540	2,500
52000	Operating supplies	22,815	26,010	65,729	37,600
52002	Operating supplies- ID unit	8,565	10,409	13,100	15,000
52003	Operating supplies- Training Unit	30,805	54,397	82,712	75,250
52200	Cleaning/janitorial supplies	5,624	5,416	7,350	7,500
52540	Fuel	732,365	870,025	750,000	961,376
52600	Clothing/uniforms	71,295	94,049	102,307	158,910
52645	S.E.T. Equipment < \$1000	1,755	18,632	14,382	28,650
52650	Equip < than \$1000	28,279	40,536	78,054	78,502
52652	Software < than \$1000 &/or licenses	47,987	48,444	50,176	54,200
52653	Computer equipment < \$1000	7,770	9,113	12,225	22,175
52681	Operating supplies for K-9	3,063	4,125	9,408	9,600
52683	S.E.T. Operating supplies	10,177	14,667	39,927	41,367
54100	Memberships/ dues/ subscription	6,529	6,545	9,334	8,252
	<b>Operating</b>	<b>2,807,991</b>	<b>3,103,490</b>	<b>3,368,925</b>	<b>3,803,983</b>
<b>Capital</b>					
63166	Shooting range	-	-	-	15,000
64023	Camera	-	-	2,200	-
64028	Car	30,220	982,016	1,133,631	782,860
64039	Computer equipment not micro	1,565	-	10,918	4,670
64051	Computer programs	3,000	-	-	10,000
64053	Micro computer	-	1,294	-	-
64055	Laptop/Tablet	-	104,960	95,000	106,500
64073	Generator	6,300	-	-	-
64110	K-9 dogs	4,874	-4,874	-	-
64140	Motorcycle	20,155	23,000	30,250	15,000
64181	Radio- portable	152	-	-	-
64182	Radar gun	1,569	-	-	-
64210	Truck pickup	-	-	28,043	-
64214	Truck	-	-	180,398	3,200
64221	Van	-	63,803	8,245	-
64400	Other equipment	20,085	-	8,060	7,595
	<b>Capital</b>	<b>87,920</b>	<b>1,170,199</b>	<b>1,496,745</b>	<b>944,825</b>
	<b>Blank</b>	<b>49,892,314</b>	<b>46,490,749</b>	<b>49,010,481</b>	<b>49,494,167</b>

**City of Pembroke Pines, Florida  
Expenditure Detail**

**Entity 1 General Fund | Function 521 Law enforcement**

**Division 3001 Police 3001 Red Light Camera Program | Project 3001 Red Light Camera Program**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Operating</b>					
31305	Prof services-Outside Legal-Red Light	40,101	27,047	-	-
34980	Contractual services - ATS	13,098	503,564	-	-
<b>Operating</b>		<b>53,199</b>	<b>530,611</b>	<b>0</b>	<b>0</b>
<b>3001 Red Light Camera Program</b>		<b>53,199</b>	<b>530,611</b>	<b>0</b>	<b>0</b>

**Entity 1 General Fund | Function 521 Law enforcement**

**Division 3001 Police 303 SRO program | Project 303 SRO program**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Personnel</b>					
12426	School Resource Officer	-	-	334,165	609,467
15000	Incentive pay	-	-	7,840	13,321
15101	Uniform cleaning allowance	-	-	2,777	2,880
21000	Social Security- matching	-	-	26,159	47,681
23000	Health Insurance	-	-	111,727	93,600
23100	Life Insurance	-	-	735	1,196
24000	Workers compensation	-	-	15,254	28,275
<b>Personnel</b>		<b>0</b>	<b>0</b>	<b>498,657</b>	<b>796,420</b>
<b>303 SRO program</b>		<b>0</b>	<b>0</b>	<b>498,657</b>	<b>796,420</b>

<b>3001 Police</b>	<b>49,945,513</b>	<b>47,021,360</b>	<b>49,509,138</b>	<b>50,290,587</b>
--------------------	-------------------	-------------------	-------------------	-------------------

**City of Pembroke Pines, Florida**  
**Expenditure Detail**

**Entity 1 General Fund | Function 529 Other public safety**

**Division 4003 Fire/Rescue | Project Blank**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Personnel</b>					
12010	Insurance Clerk	39,268	38,657	38,657	38,657
12099	Battalion Chief - PM	838,950	846,089	870,091	879,780
12109	Administrative Supervisor	75,733	72,675	72,675	42,013
12172	Assistant Division Chief	351,623	356,394	357,054	357,054
12282	Micro Computer Specialist I	68,347	66,560	66,560	66,560
12526	Administrative Coordinator II	50,560	-	-	-
12528	Administrative Assistant II	67,048	64,709	64,709	64,709
12535	Assistant Fire Chief	102,919	-	-	-
12575	Rescue Lieutenant	2,107,518	2,103,174	2,032,765	2,022,238
12607	Captain - P/M	2,645,021	2,963,688	2,734,794	3,079,248
12608	Fire Captain	331,742	-	-	-
12651	Programmer Analyst II	100,619	93,514	95,347	95,348
12679	Clerical Spec I	34,540	33,904	33,904	33,904
12684	Clerical Spec II	39,888	38,542	38,542	38,543
12788	Division Chief	504,764	514,076	523,745	524,992
12835	Driver/Engineer	863,712	866,034	880,601	888,334
12836	Driver Engineer - P/M	1,961,065	1,854,020	1,633,247	1,935,020
12915	Firefighter/EMT	2,180,320	1,663,313	1,572,019	1,330,527
12918	Firefighter/PM	3,613,417	3,954,640	3,818,336	3,890,197
12934	Administrative Battalion Chief	292,986	300,719	309,653	319,655
12992	Vacation leave - retire/term	133,146	114,791	268,805	293,704
12996	Sick leave - retire/term	245,396	350,235	291,956	258,428
12997	Sick leave - annual	51,738	51,304	560,195	638,552
13003	Fire Chief	175,644	174,803	174,803	174,804
13474	P/T Courier/Custodian	10,134	15,906	16,437	16,438
13681	P/T Clerk Spec II	13,982	13,453	14,170	14,170
14000	Overtime	39,053	36,231	28,000	36,000
14016	Overtime - Non-City details	22,319	21,805	30,000	25,000
14017	Overtime - Staffing	36,658	103,703	228,400	90,000
14400	Off-duty detail	15,571	8,096	12,600	8,600
15000	Incentive pay	145,580	149,000	144,040	150,439
15040	Inspector certification	179,290	183,560	177,840	200,720
15100	Holiday pay	756,275	357,970	570,000	520,000
15101	Uniform cleaning allowance	5,023	4,800	4,800	4,800
15104	Assignment pay	86,529	75,688	77,140	77,141
15111	Assignment pay - Rescue	30,705	40,539	38,400	41,000
15200	Longevity pay	504,251	453,338	400,209	379,266
21000	Social Security- matching	1,378,420	1,320,928	1,337,492	1,407,532
22000	Retirement contributions	75,922	76,319	86,372	153,734
22100	Retirement contributions P & F	9,842,152	10,235,952	9,742,239	10,814,035
22110	State contribution P&F retirement	1,214,286	1,227,445	1,303,348	1,216,543
22300	General retiree health contrib	81,438	-	-	-
22310	Fire retiree health contrib	4,516,007	-	-	-
23000	Health Insurance	2,024,300	2,088,227	2,852,424	2,462,830

**City of Pembroke Pines, Florida**  
**Expenditure Detail**

**Entity 1 General Fund | Function 529 Other public safety**

**Division 4003 Fire/Rescue | Project Blank**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Personnel</b>					
23100	Life Insurance	28,624	27,510	34,103	35,325
24000	Workers compensation	955,242	834,637	911,089	952,392
26300	General retiree health contrib	-	97,790	54,439	55,678
26310	Fire retiree health contrib	-	3,104,539	2,053,382	2,189,345
<b>Personnel</b>		<b>38,837,723</b>	<b>36,999,276</b>	<b>36,555,382</b>	<b>37,823,255</b>
<b>Operating</b>					
31300	Professional services-Outside Legal	7,166	27,285	7,200	7,200
31400	Professional services- medical	84,463	84,395	103,095	97,875
31500	Professional services- other	-	-	1,000	2,500
31508	Professional Services Other - Fire	7,986	38,996	13,041	13,041
31509	Professional Services Other - Rescue	36,000	36,000	42,000	43,000
34300	Contract- laundry & cleaning	69,860	43,229	30,000	45,000
34500	Contract- building maintenance	16,702	14,588	28,200	28,200
34989	Contractual service provider	17,642	71,285	80,200	105,774
34990	Contractual services- other	468	1,404	1,404	1,404
40100	Travel/conferences	40	312	750	300
40200	College classes- education	-	38,828	7,000	-
40229	Training	735	-	-	-
41100	Telephone	127,553	148,820	148,960	149,100
41380	Data communication	11,684	13,193	14,400	14,400
41400	Postage	836	488	1,300	1,000
43100	Electric	130,824	127,998	140,000	140,000
43200	Water & sewer	18,476	21,029	19,200	21,200
43300	Gas	17,457	21,216	17,500	21,000
44200	Rents- machinery & equipment	1,330	1,337	2,500	2,500
44365	Rentals - Fire	683,800	636,367	728,017	689,480
46100	R & M office equipment	1,014	667	1,500	1,500
46150	R & M- land- building & improvement	65,910	63,796	70,000	70,000
46250	R & M equipment	25,826	37,905	37,500	32,000
46300	R & M motor vehicles	403,033	397,055	404,000	404,000
46800	Maintenance contracts	33,330	33,224	36,600	39,800
46801	I.T. Maintenance contracts	16,311	16,519	22,900	24,000
47100	Printing	3,008	3,076	3,700	4,000
48250	Employee award program	780	1,200	500	500
48500	Promotional activities	411	753	2,000	2,000
49104	License fees	64	51	2,000	2,000
49105	License renewals	10,372	23,324	23,355	24,355
49180	Administrative fees - Fire	426,869	455,879	394,195	390,341
49201	Taxes and/or assessments	27,862	27,867	29,187	29,187
49220	Promotional exams	15,425	23,970	28,560	28,560
51100	Office supplies	15,285	17,464	14,000	14,000
51200	Maps	-	986	2,000	2,000
51400	Photo supplies	-	254	1,000	1,000

**City of Pembroke Pines, Florida  
Expenditure Detail**

**Entity 1 General Fund | Function 529 Other public safety**

**Division 4003 Fire/Rescue | Project Blank**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Operating</b>					
52005	Operating supplies - Fire	14,318	11,709	18,000	18,000
52006	Operating supplies - Rescue	133,008	116,139	137,061	137,061
52015	Books	2,630	1,133	2,630	2,630
52020	Books - Rescue	953	4,887	3,300	5,000
52160	Pharmaceutical supplies	19,052	23,728	25,600	26,000
52200	Cleaning/janitorial supplies	17,959	17,350	16,000	17,000
52250	Linen/bedding	2,318	3,635	4,820	4,820
52431	Operating chemicals - Fire	6,937	6,908	7,000	8,000
52432	Operating chemicals - Rescue	5,733	4,648	5,038	6,000
52540	Fuel	141,025	154,849	240,000	212,000
52600	Clothing/uniforms	25,336	23,798	25,500	20,500
52630	Protective clothing	38,872	46,801	126,348	90,000
52652	Software < than \$1000 &/or licenses	62	-	4,000	4,000
52653	Computer equipment < \$1000	3,523	7,343	8,000	8,000
52654	Nozzles < \$1000	-	742	4,465	4,465
52656	Ladders < \$1000	-	-	2,500	2,500
52657	Hose < \$1000	-	-	2,500	25,000
52659	Equip less than \$1000 - Fire	25,218	20,846	40,000	40,000
52660	Equip less than \$1000 - Rescue	27,804	33,084	39,087	39,087
52670	Furniture & Fixtures < \$1000	-	7,070	-	-
52701	Food purchases	450	416	2,000	2,000
54100	Memberships/ dues/ subscription	433	535	750	750
	<b>Operating</b>	<b>2,744,152</b>	<b>2,916,377</b>	<b>3,173,363</b>	<b>3,125,030</b>
<b>Capital</b>					
62016	Fire station-9500 Pines	-	-	-	30,000
63000	Improvement other than building	5,422	-	-	-
64016	Ambulances	411,694	-	-	-
64038	Communications systems	-	-	100,000	-
64039	Computer equipment not micro	1,676	-	-	-
64054	Computer programs - Rescue	-	7,000	-	-
64056	Laptop Computer - Fire	-	-	43,795	-
64057	Laptop Computer - Rescue	-	-	40,000	-
64067	Ladder truck	-	118,000	-	-
64079	Fire hose	-	-	-	20,000
64100	Office equipment	-	2,995	-	-
64170	Stretchers	51,948	-	-	-
64181	Radio- portable	13,964	-	-	-
64228	Video equipment	-	5,980	-	-
64400	Other equipment	5,119	-	-	-
	<b>Capital</b>	<b>489,823</b>	<b>133,975</b>	<b>183,795</b>	<b>50,000</b>
	<b>Blank</b>	<b>42,071,699</b>	<b>40,049,628</b>	<b>39,912,540</b>	<b>40,998,285</b>

**City of Pembroke Pines, Florida**  
**Expenditure Detail**

**Entity 1 General Fund | Function 529 Other public safety**

**Division 4003 Fire/Rescue 678 Fire Prevention | Project 678 Fire Prevention**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Personnel</b>					
12172	Assistant Division Chief	101,190	103,876	107,022	110,480
12607	Captain - P/M	165,252	159,194	157,747	159,569
12685	Clerical Aide	37,145	35,865	35,864	35,865
12788	Division Chief	122,544	125,866	129,691	131,248
12912	Fire Inspector/PM	196,661	200,296	204,274	214,719
12925	Fire Inspector	68,050	71,134	71,573	64,985
12936	Fire Prevent Adm Battalion Chief	87,778	90,098	92,815	95,827
12992	Vacation leave - retire/term	-	-	37,928	-
12996	Sick leave - retire/term	-	-	60,262	53,115
12997	Sick leave - annual	-	1,187	26,167	34,658
13681	P/T Clerk Spec II	13,843	12,733	13,780	13,780
14000	Overtime	7,201	8,048	6,000	6,000
14012	Overtime- Hurricane	-	-	1,738	1,738
14018	Overtime - Expediting Expense	-	-	10,000	10,000
15000	Incentive pay	7,800	7,800	9,360	9,360
15040	Inspector certification	16,640	16,640	16,640	16,640
15050	Stand-by pay	16,373	16,405	16,500	16,500
15101	Uniform cleaning allowance	1,440	1,440	1,440	1,440
15104	Assignment pay	6,166	6,157	6,498	6,499
15200	Longevity pay	29,234	34,456	35,227	35,228
21000	Social Security- matching	63,765	64,517	76,570	76,547
22000	Retirement contributions	6,314	8,105	9,172	16,326
22100	Retirement contributions P & F	468,603	500,795	577,847	662,587
22110	State contribution P&F retirement	60,800	60,065	8,652	70,969
22300	General retiree health contrib	9,049	-	-	-
22310	Fire retiree health contrib	179,048	-	-	-
22506	Retiree Health Savings-General	1,733	-	-	-
23000	Health Insurance	85,836	94,410	136,807	117,000
23100	Life Insurance	1,340	1,356	1,783	1,839
24000	Workers compensation	43,016	39,903	46,239	48,119
26300	General retiree health contrib	-	13,969	7,777	7,954
26310	Fire retiree health contrib	-	130,407	91,728	91,647
<b>Personnel</b>		<b>1,796,821</b>	<b>1,804,722</b>	<b>1,997,101</b>	<b>2,110,639</b>
<b>Operating</b>					
31500	Professional services- other	32,107	29,398	-	-
34500	Contract- building maintenance	2,909	1,454	3,173	3,265
40100	Travel/conferences	-	-	-	500
41100	Telephone	1,942	1,927	2,141	2,141
41380	Data communication	932	951	1,800	2,700
43100	Electric	5,960	6,188	6,200	6,375
44365	Rentals - Fire	54,300	52,273	51,132	53,216
46250	R & M equipment	80	7	1,465	2,525
46300	R & M motor vehicles	14,261	7,199	12,000	12,000



**City of Pembroke Pines, Florida  
Expenditure Detail**

**Entity 1 General Fund | Function 529 Other public safety**

**Division 4003 Fire/Rescue 678 Fire Prevention | Project 678 Fire Prevention**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Operating</b>					
46800	Maintenance contracts	1,700	968	2,132	2,132
47100	Printing	183	273	800	800
47200	Photographing/blueprinting	-	-	-	-
48500	Promotional activities	2,950	3,896	4,000	4,000
49104	License fees	60	45	300	300
49180	Administrative fees - Fire	46,425	51,897	41,446	28,699
51100	Office supplies	1,276	1,185	2,369	2,369
51400	Photo supplies	934	1,045	-	-
52000	Operating supplies	326	483	905	2,000
52015	Books	873	-	3,250	3,250
52200	Cleaning/janitorial supplies	467	974	950	974
52540	Fuel	7,013	7,344	12,900	13,318
52650	Equip < than \$1000	359	1,044	2,000	2,000
52652	Software < than \$1000 &/or licenses	-	475	1,000	1,000
52653	Computer equipment < \$1000	2,445	-	1,000	1,000
54100	Memberships/ dues/ subscription	390	390	500	500
<b>Operating</b>		<b>177,889</b>	<b>169,417</b>	<b>151,463</b>	<b>145,064</b>

**Capital**

64028	Car	16,897	-	-	-
64055	Laptop/Tablet	-	-	16,205	-
<b>Capital</b>		<b>16,897</b>	<b>0</b>	<b>16,205</b>	<b>0</b>

**678 Fire Prevention    1,991,607    1,974,139    2,164,769    2,255,703**

**Entity 1 General Fund | Function 529 Other public safety**

**Division 4003 Fire/Rescue 680 Assistance to Firefighters | Project 680 Assistance to Firefighters**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Capital</b>					
62018	Fire station- Century Village	-	-	23,148	-
64073	Generator	-	-	34,985	-
64352	Special equipment - Rescue	-	415,131	-	-
64400	Other equipment	-	-	20,400	-
<b>Capital</b>		<b>0</b>	<b>415,131</b>	<b>78,533</b>	<b>0</b>
<b>680 Assistance to Firefighters</b>		<b>0</b>	<b>415,131</b>	<b>78,533</b>	<b>0</b>

**City of Pembroke Pines, Florida  
Expenditure Detail**

**Entity 1 General Fund | Function 529 Other public safety**

**Division 4003 Fire/Rescue 690 SW Ranches Fire Contract | Project 690 SW Ranches Fire Contract**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Personnel</b>					
12607	Captain - P/M	-	28,394	340,722	-
12836	Driver Engineer - P/M	-	23,625	283,496	-
12918	Firefighter/PM	-	22,563	270,747	-
21000	Social Security- matching	-	5,706	68,464	-
22100	Retirement contributions P & F	-	54,370	652,435	-
23000	Health Insurance	-	19,522	184,689	-
23100	Life Insurance	-	167	2,001	-
24000	Workers compensation	-	5,320	53,963	-
26310	Fire retiree health contrib	-	10,749	128,984	-
<b>Personnel</b>		<b>0</b>	<b>170,416</b>	<b>1,985,501</b>	<b>0</b>
<b>Operating</b>					
44500	Rent of vehicles	-	4,167	50,000	-
46250	R & M equipment	-	-	5,000	-
46300	R & M motor vehicles	-	-	16,700	-
46750	Hydrant maintenance	-	-	25,000	-
48500	Promotional activities	-	209	2,500	-
49175	Administrative fees	-	1,315	15,771	-
49375	Fire Department Oversight	-	16,913	202,951	-
49520	Fire prevention fee	-	2,084	25,000	-
49540	911 service fee	-	1,050	12,600	-
52000	Operating supplies	-	-	3,300	-
52540	Fuel	-	-	7,000	-
52600	Clothing/uniforms	-	-	1,000	-
52630	Protective clothing	-	-	3,000	-
<b>Operating</b>		<b>0</b>	<b>25,738</b>	<b>369,822</b>	<b>0</b>
<b>690 SW Ranches Fire Contract</b>		<b>0</b>	<b>196,154</b>	<b>2,355,323</b>	<b>0</b>

**Entity 1 General Fund | Function 529 Other public safety**

**Division 4003 Fire/Rescue 911 Public Safety Dispatch | Project 911 Public Safety Dispatch**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Personnel</b>					
12694	Pub. Saf. Com. Project Chief	102,765	105,469	108,222	108,223
12814	Dispatch Supervisor	186,867	184,338	212,333	216,035
12815	Public Safety Dispatcher	842,193	1,005,184	1,119,223	1,115,157
12816	Public Safety Admin Support Dispatcher	37,854	36,608	36,608	36,608
12992	Vacation leave - retire/term	-	1,428	2,500	2,500
12996	Sick leave - retire/term	-	998	-	1,000
13004	Asst Public Safety Comm Chief	-	-	-	68,994
14000	Overtime	76,472	72,558	80,000	80,000

**City of Pembroke Pines, Florida**  
**Expenditure Detail**

**Entity 1 General Fund | Function 529 Other public safety**

**Division 4003 Fire/Rescue 911 Public Safety Dispatch | Project 911 Public Safety Dispatch**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Personnel</b>					
15100	Holiday pay	31,050	44,409	80,000	75,000
15101	Uniform cleaning allowance	6,760	7,980	7,920	8,160
15108	Shift Differential	11,324	13,793	14,560	15,600
15200	Longevity pay	7,681	-	-	-
21000	Social Security- matching	98,698	107,272	120,700	132,185
22000	Retirement contributions	246,481	288,216	371,116	671,901
22300	General retiree health contrib	280,512	-	-	-
22506	Retiree Health Savings-General	26,891	-	-	-
23000	Health Insurance	260,993	301,045	437,782	374,400
23100	Life Insurance	2,323	2,572	3,297	3,494
24000	Workers compensation	9,860	9,579	11,011	16,004
26300	General retiree health contrib	-	502,308	279,972	286,344
	<b>Personnel</b>	<b>2,228,724</b>	<b>2,683,758</b>	<b>2,885,244</b>	<b>3,211,605</b>
<b>Operating</b>					
31500	Professional services- other	900	1,087	3,000	3,000
34500	Contract- building maintenance	9,792	9,192	10,452	10,452
40100	Travel/conferences	-	-	300	300
41100	Telephone	19,189	10,208	24,000	24,000
43100	Electric	7,355	6,942	9,000	9,000
43200	Water & sewer	446	486	1,000	1,000
44365	Rentals - Fire	-	1,402	1,463	1,508
46100	R & M office equipment	90	690	227	227
46150	R & M- land- building & improvement	14,251	7,706	10,000	10,000
46250	R & M equipment	950	1,058	5,403	1,403
46300	R & M motor vehicles	-	-	2,575	2,575
46802	Maint contracts-Police/Fire Resc	7,500	-	13,000	13,000
46803	Maint contracts-Fire Rescue	22,357	22,115	48,000	48,000
46810	IT Maint contracts-Police/Fire Res	63,370	64,017	71,500	71,500
47100	Printing	-	329	500	500
49180	Administrative fees - Fire	-	10,171	6,647	6,043
51100	Office supplies	1,368	278	1,300	1,300
52200	Cleaning/janitorial supplies	1,431	1,371	1,905	1,905
52540	Fuel	2,575	3,231	4,075	3,661
52600	Clothing/uniforms	1,524	1,178	5,000	5,000
52650	Equip < than \$1000	1,362	1,782	2,000	2,000
52652	Software < than \$1000 &/or licenses	-	204	2,000	2,000
52653	Computer equipment < \$1000	59	351	500	500
54100	Memberships/ dues/ subscription	-	-	150	150
	<b>Operating</b>	<b>154,517</b>	<b>143,800</b>	<b>223,997</b>	<b>219,024</b>
<b>Capital</b>					
62031	Fire station- Stirling Rd	-	-	-	330,000
64039	Computer equipment not micro	6,837	-	-	-

**City of Pembroke Pines, Florida  
Expenditure Detail**

**Entity 1 General Fund | Function 529 Other public safety**

**Division 4003 Fire/Rescue 911 Public Safety Dispatch | Project 911 Public Safety Dispatch**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Capital</b>					
64051	Computer programs	-	4,856	-	-
64059	Communications Sys-Fire/Rescue	-	-	-	25,000
	<b>Capital</b>	<b>6,837</b>	<b>4,856</b>	<b>0</b>	<b>355,000</b>
	<b>911 Public Safety Dispatch</b>	<b>2,390,078</b>	<b>2,832,414</b>	<b>3,109,241</b>	<b>3,785,629</b>
	<b>4003 Fire/Rescue</b>	<b>46,453,384</b>	<b>45,467,466</b>	<b>47,620,406</b>	<b>47,039,617</b>

**City of Pembroke Pines, Florida  
Expenditure Detail**

**Entity 1 General Fund | Function 569 Other human services**

**Division 5002 Early Development Centers | Project Blank**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Other</b>					
91171	Transfer to Charter Middle School	-	-	723,336	910,561
<b>Other</b>		<b>0</b>	<b>0</b>	<b>723,336</b>	<b>910,561</b>
<b>Blank</b>		<b>0</b>	<b>0</b>	<b>723,336</b>	<b>910,561</b>

**Entity 1 General Fund | Function 569 Other human services**

**Division 5002 Early Development Centers 203 Charter EDC - Village Center | Project 203  
Charter EDC - Village Center**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Personnel</b>					
12120	Sch Accounting Clerk II	27,031	20,598	-	-
12143	EDC Teacher	82,577	65,589	48,732	44,180
12780	Teacher Aide	2,436	-	-	-
12781	Site Supervisor	37,397	38,544	38,397	38,397
12992	Vacation leave - retire/term	1,425	6,142	290	-
12996	Sick leave - retire/term	268	2,916	-	-
13551	P/T Teacher Aide	83,363	92,449	98,367	123,729
13680	P/T Clerk Spec I	14,066	11,345	-	-
14000	Overtime	9	38	-	200
15015	Payment in lieu of benefits	2,400	1,939	-	-
21000	Social Security- matching	18,953	17,609	14,215	15,803
22300	General retiree health contrib	2,801	-	-	-
22500	ICMA - city portion	7,449	10,019	4,371	4,130
23000	Health Insurance	45,779	35,905	54,723	35,100
23100	Life Insurance	406	263	343	187
24000	Workers compensation	3,916	4,108	4,480	3,711
26300	General retiree health contrib	-	426	460	306
<b>Personnel</b>		<b>330,277</b>	<b>307,889</b>	<b>264,378</b>	<b>265,743</b>

**Operating**

31500	Professional services- other	-	350	-	-
34500	Contract- building maintenance	12,019	11,700	18,300	33,173
34989	Contractual service provider	-	55,921	163,628	199,943
34990	Contractual services- other	529	435	600	600
40100	Travel/conferences	-	-	350	350
40200	College classes- education	-	-	-	600
41100	Telephone	1,595	1,571	1,950	2,000
43100	Electric	13,554	13,382	15,000	15,000
43200	Water & sewer	4,051	4,855	3,600	2,000
44800	Transportation Rentals	960	-	-	-
46150	R & M- land- building & improvement	14,475	21,220	6,000	6,000
46250	R & M equipment	133	116	500	500

**City of Pembroke Pines, Florida  
Expenditure Detail**

**Entity 1 General Fund | Function 569 Other human services**

**Division 5002 Early Development Centers 203 Charter EDC - Village Center | Project 203  
Charter EDC - Village Center**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Operating</b>					
46800	Maintenance contracts	1,301	1,033	1,100	1,100
49104	License fees	369	138	250	296
49674	Special event- summer program	1,900	2,473	7,000	7,000
51100	Office supplies	420	1,048	1,500	1,500
52000	Operating supplies	6,143	7,856	14,500	15,500
52030	Sch year activities	2,558	4,087	6,000	6,000
52050	Playground/athletic supplies	491	317	1,500	1,500
52200	Cleaning/janitorial supplies	1,993	1,785	2,500	2,500
52650	Equip < than \$1000	1,384	1,928	4,200	2,500
52652	Software < than \$1000 &/or licenses	-	-	903	500
52653	Computer equipment < \$1000	591	-	497	350
52701	Food purchases	18,247	24,067	32,500	32,500
54100	Memberships/ dues/ subscription	-	-	-	450
<b>Operating</b>		<b>82,714</b>	<b>154,281</b>	<b>282,378</b>	<b>331,862</b>
<b>203 Charter EDC - Village Center</b>		<b>412,991</b>	<b>462,170</b>	<b>546,756</b>	<b>597,605</b>

**Entity 1 General Fund | Function 569 Other human services**

**Division 5002 Early Development Centers 205 WCY EDC | Project 205 WCY EDC**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Personnel</b>					
12120	Sch Accounting Clerk II	23,910	15,828	397	-
12143	EDC Teacher	212,455	218,772	208,720	208,723
12780	Teacher Aide	79,179	93,155	83,206	80,235
12781	Site Supervisor	46,082	46,082	45,906	45,906
12972	EDC Clerical Spec I	44,581	43,959	25,546	24,773
12992	Vacation leave - retire/term	-	1,289	100	100
12996	Sick leave - retire/term	-	285	-	100
12997	Sick leave - annual	115	-	-	-
13551	P/T Teacher Aide	174,627	183,679	199,112	233,716
13680	P/T Clerk Spec I	-	-	8,700	12,844
13738	P/T Custodian	8,244	7,785	11,554	-
14000	Overtime	-	74	-	-
15015	Payment in lieu of benefits	16,893	18,554	17,262	16,807
21000	Social Security- matching	44,785	45,794	51,957	47,696
22300	General retiree health contrib	5,598	-	-	-
22500	ICMA - city portion	20,396	33,214	20,565	17,988
23000	Health Insurance	94,419	113,616	164,168	105,300
23100	Life Insurance	770	760	1,095	815
24000	Workers compensation	9,222	10,552	12,734	10,894
26300	General retiree health contrib	-	1,420	1,840	1,632

**City of Pembroke Pines, Florida  
Expenditure Detail**

**Entity 1 General Fund | Function 569 Other human services**

**Division 5002 Early Development Centers 205 WCY EDC | Project 205 WCY EDC**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Personnel</b>					
	<b>Personnel</b>	<b>781,275</b>	<b>834,818</b>	<b>852,862</b>	<b>807,529</b>
<b>Operating</b>					
31500	Professional services- other	-	150	-	-
34500	Contract- building maintenance	3,522	3,141	5,000	32,393
34989	Contractual service provider	-	12,790	72,070	117,121
34990	Contractual services- other	895	1,156	3,000	3,000
40100	Travel/conferences	-	150	100	300
40200	College classes- education	-	-	-	750
44800	Transportation Rentals	8,389	6,085	1,000	7,000
46150	R & M- land- building & improvement	9,587	12,383	16,035	6,000
46250	R & M equipment	540	179	1,000	1,000
46800	Maintenance contracts	310	485	3,000	3,000
49104	License fees	225	180	350	350
49674	Special event- summer program	28,306	22,359	47,000	32,000
51100	Office supplies	2,335	1,893	2,500	2,500
52000	Operating supplies	30,206	21,291	32,700	36,000
52030	Sch year activities	2,919	4,783	5,300	3,000
52050	Playground/athletic supplies	1,881	601	1,000	1,000
52200	Cleaning/janitorial supplies	2,253	1,933	1,700	2,000
52650	Equip < than \$1000	8,602	11,093	25,000	10,500
52652	Software < than \$1000 &/or licenses	-	-	824	300
52653	Computer equipment < \$1000	189	117	976	3,000
52701	Food purchases	35,411	38,509	42,000	42,000
	<b>Operating</b>	<b>135,571</b>	<b>139,276</b>	<b>260,555</b>	<b>303,214</b>
<b>Capital</b>					
63000	Improvement other than building	-	-	13,965	-
64053	Micro computer	2,330	-	1,000	-
64400	Other equipment	24,249	15,050	-	10,000
	<b>Capital</b>	<b>26,579</b>	<b>15,050</b>	<b>14,965</b>	<b>10,000</b>
	<b>205 WCY EDC</b>	<b>943,425</b>	<b>989,144</b>	<b>1,128,382</b>	<b>1,120,743</b>

**Entity 1 General Fund | Function 569 Other human services**

**Division 5002 Early Development Centers 208 Charter EDC - West | Project 208 Charter EDC - West**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Personnel</b>					
12120	Sch Accounting Clerk II	26,887	26,893	26,790	26,791
12143	EDC Teacher	199,234	238,629	249,028	248,726
12780	Teacher Aide	68,069	114,001	120,032	120,033

**City of Pembroke Pines, Florida**  
**Expenditure Detail**

**Entity 1 General Fund | Function 569 Other human services**

**Division 5002 Early Development Centers 208 Charter EDC - West | Project 208 Charter EDC - West**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Personnel</b>					
12781	Site Supervisor	41,338	41,718	41,558	41,559
12972	EDC Clerical Spec I	24,701	24,868	24,773	24,773
12992	Vacation leave - retire/term	2,368	-	150	150
12996	Sick leave - retire/term	458	-	500	500
12997	Sick leave - annual	766	363	-	-
13551	P/T Teacher Aide	244,849	242,445	339,534	340,655
13680	P/T Clerk Spec I	16,943	16,991	14,715	14,715
14000	Overtime	-	-	100	100
15015	Payment in lieu of benefits	9,600	16,339	16,800	14,406
15100	Holiday pay	-	-	100	100
21000	Social Security- matching	47,377	51,959	63,804	63,717
22300	General retiree health contrib	5,598	-	-	-
22500	ICMA - city portion	17,717	35,229	23,111	23,102
23000	Health Insurance	137,337	148,574	205,210	187,200
23100	Life Insurance	790	761	1,206	1,046
24000	Workers compensation	8,176	11,367	14,345	14,679
26300	General retiree health contrib	-	1,490	2,024	2,244
<b>Personnel</b>		<b>852,210</b>	<b>971,628</b>	<b>1,143,780</b>	<b>1,124,496</b>
<b>Operating</b>					
31500	Professional services- other	-	350	-	240
34500	Contract- building maintenance	30,460	29,935	40,000	40,000
34990	Contractual services- other	706	574	1,200	1,200
40100	Travel/conferences	-	-	350	500
40200	College classes- education	-	-	-	450
41100	Telephone	1,948	1,929	3,000	3,000
43100	Electric	19,858	21,200	30,000	30,000
43200	Water & sewer	2,704	4,816	3,375	3,600
44360	Rentals	192,120	194,575	192,670	190,562
44800	Transportation Rentals	6,899	6,765	10,000	8,000
46150	R & M- land- building & improvement	21,332	15,863	27,000	27,000
46250	R & M equipment	242	976	500	500
46800	Maintenance contracts	962	891	1,000	1,000
49104	License fees	175	180	300	300
49674	Special event- summer program	16,049	17,992	24,000	24,000
51100	Office supplies	3,417	3,824	5,000	6,000
52000	Operating supplies	14,856	10,870	15,000	15,000
52030	Sch year activities	9,583	12,037	16,420	16,000
52050	Playground/athletic supplies	949	725	2,000	1,000
52200	Cleaning/janitorial supplies	4,342	3,996	5,000	5,000
52650	Equip < than \$1000	16,658	2,240	3,000	2,000
52652	Software < than \$1000 &/or licenses	1,673	893	1,296	1,800
52653	Computer equipment < \$1000	17	-	504	1,000
52701	Food purchases	52,467	61,382	70,000	70,000



**City of Pembroke Pines, Florida  
Expenditure Detail**

**Entity 1 General Fund | Function 569 Other human services**

**Division 5002 Early Development Centers 208 Charter EDC - West | Project 208 Charter EDC - West**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Operating</b>					
	<b>Operating</b>	<b>397,417</b>	<b>392,013</b>	<b>451,615</b>	<b>448,152</b>
<b>Capital</b>					
64053	Micro computer	4,528	-	1,000	-
64400	Other equipment	9,968	17,632	-	-
	<b>Capital</b>	<b>14,495</b>	<b>17,632</b>	<b>1,000</b>	<b>0</b>
<b>208 Charter EDC - West</b>		<b>1,264,121</b>	<b>1,381,274</b>	<b>1,596,395</b>	<b>1,572,648</b>

**Entity 1 General Fund | Function 569 Other human services**

**Division 5002 Early Development Centers 209 Charter EDC - Central | Project 209 Charter EDC - Central**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Personnel</b>					
12120	Sch Accounting Clerk II	24,284	24,581	26,790	23,442
12143	EDC Teacher	209,209	190,283	181,465	168,580
12780	Teacher Aide	117,903	121,042	120,934	120,936
12781	Site Supervisor	43,434	44,286	44,117	44,117
12972	EDC Clerical Spec I	24,080	24,367	24,274	24,274
12992	Vacation leave - retire/term	-	708	-	-
12996	Sick leave - retire/term	-	229	-	-
12997	Sick leave - annual	2,714	3,527	-	-
13551	P/T Teacher Aide	293,341	299,188	317,479	328,534
13680	P/T Clerk Spec I	14,108	14,445	-	-
14000	Overtime	34	-	250	250
15015	Payment in lieu of benefits	9,600	9,600	9,600	7,203
21000	Social Security- matching	53,842	52,047	58,353	54,895
22300	General retiree health contrib	5,318	-	-	-
22500	ICMA - city portion	20,997	31,723	20,112	19,076
23000	Health Insurance	128,754	131,095	191,530	163,800
23100	Life Insurance	728	725	947	865
24000	Workers compensation	9,109	11,021	13,163	12,753
26300	General retiree health contrib	-	1,349	1,656	1,836
	<b>Personnel</b>	<b>957,454</b>	<b>960,215</b>	<b>1,010,670</b>	<b>970,561</b>
<b>Operating</b>					
31500	Professional services- other	-	650	-	118
34500	Contract- building maintenance	26,004	25,939	26,574	32,574
34989	Contractual service provider	-	14,480	64,965	84,244
34990	Contractual services- other	650	694	700	700
40100	Travel/conferences	-	2,163	500	-
40200	College classes- education	-	-	-	1,050

**City of Pembroke Pines, Florida**  
**Expenditure Detail**

**Entity 1 General Fund | Function 569 Other human services**

**Division 5002 Early Development Centers 209 Charter EDC - Central | Project 209 Charter EDC - Central**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Operating</b>					
40229	Training	-	-	-	1,000
41100	Telephone	2,765	2,773	3,334	3,334
43100	Electric	33,757	35,418	34,250	35,000
43200	Water & sewer	5,689	4,243	5,700	5,700
44360	Rentals	192,887	192,830	192,686	192,760
44800	Transportation Rentals	7,905	10,020	9,600	9,600
46150	R & M- land- building & improvement	14,178	14,083	18,982	21,000
46250	R & M equipment	663	955	3,600	1,200
46800	Maintenance contracts	1,203	817	1,500	1,200
49104	License fees	180	3,407	250	3,600
49674	Special event- summer program	25,920	26,500	24,350	29,740
51100	Office supplies	2,609	1,892	3,500	3,500
52000	Operating supplies	14,541	15,928	21,000	23,000
52030	Sch year activities	23,086	22,352	34,150	34,150
52050	Playground/athletic supplies	1,595	810	1,500	1,500
52200	Cleaning/janitorial supplies	3,286	2,110	3,300	3,300
52650	Equip < than \$1000	789	1,346	2,680	2,000
52652	Software < than \$1000 &/or licenses	3,346	1,785	1,700	1,800
52653	Computer equipment < \$1000	33	451	1,000	1,000
52701	Food purchases	65,407	65,779	68,000	68,000
<b>Operating</b>		<b>426,495</b>	<b>447,423</b>	<b>523,821</b>	<b>561,070</b>
<b>Capital</b>					
63000	Improvement other than building	-	46,295	-	-
64014	Aluminum shed	-	-	1,518	-
64053	Micro computer	-	3,773	2,820	-
64204	TV- closed circuit	-	1,927	2,500	-
<b>Capital</b>		<b>0</b>	<b>51,994</b>	<b>6,838</b>	<b>0</b>
<b>209 Charter EDC - Central</b>		<b>1,383,948</b>	<b>1,459,633</b>	<b>1,541,329</b>	<b>1,531,631</b>
<b>5002 Early Development Centers</b>		<b>4,004,485</b>	<b>4,292,220</b>	<b>5,536,198</b>	<b>5,733,188</b>

**City of Pembroke Pines, Florida**  
**Expenditure Detail**

**Entity 1 General Fund | Function 569 Other human services**

**Division 5005 W.C.Y Administration | Project Blank**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Personnel</b>					
13680	P/T Clerk Spec I	13,233	11,117	12,844	12,844
13738	P/T Custodian	889	-	-	-
21000	Social Security- matching	1,080	850	906	984
24000	Workers compensation	1,220	550	226	222
<b>Personnel</b>		<b>16,422</b>	<b>12,517</b>	<b>13,976</b>	<b>14,050</b>
<b>Operating</b>					
32100	Accounting and auditing fees	1,217	893	923	957
34500	Contract- building maintenance	3,363	568	-	-
43100	Electric	36,012	30,816	40,000	33,415
43200	Water & sewer	2,880	2,600	3,000	2,740
46150	R & M- land- building & improvement	312	-	500	200
51100	Office supplies	133	280	200	220
52000	Operating supplies	-	-	140	-
52200	Cleaning/janitorial supplies	2,244	2,085	2,500	2,165
<b>Operating</b>		<b>46,160</b>	<b>37,242</b>	<b>47,263</b>	<b>39,697</b>
<b>Blank</b>		<b>62,583</b>	<b>49,759</b>	<b>61,239</b>	<b>53,747</b>
<b>5005 W.C.Y Administration</b>		<b>62,583</b>	<b>49,759</b>	<b>61,239</b>	<b>53,747</b>

**City of Pembroke Pines, Florida**  
**Expenditure Detail**

**Entity 1 General Fund | Function 519 Other general governmental services**

**Division 6001 General Gvt Buildings | Project Blank**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Personnel</b>					
12246	Public Service Maintenance Worker I	138,821	107,317	106,142	108,307
12261	A/C Mechanic III	44,877	-	-	-
12462	Plumber III	61,957	59,572	58,698	58,698
12466	Plumber II/AC Mechanic I	57,906	55,890	55,890	-
12533	Electrician II	63,077	59,741	55,307	55,308
12609	Carpenter Foreman	67,048	64,709	64,709	64,709
12650	Communication Technician	92,206	50,731	50,731	50,732
12992	Vacation leave - retire/term	-	-	416	-
12996	Sick leave - retire/term	-	-	107	-
13484	P/T Building Inspector	9,931	9,609	11,786	32,786
14000	Overtime	30,802	12,807	24,500	16,000
15100	Holiday pay	150	-	-	-
15105	Shoe allowance	1,100	-	-	-
15115	Beeper pay	24,978	16,742	23,000	18,000
15200	Longevity pay	14,180	-	-	-
21000	Social Security- matching	45,212	31,941	34,338	30,952
22000	Retirement contributions	76,745	75,839	85,825	153,749
22300	General retiree health contrib	99,535	-	-	-
23000	Health Insurance	92,788	69,917	109,446	81,900
23100	Life Insurance	961	680	873	764
24000	Workers compensation	57,511	40,648	30,278	27,734
26300	General retiree health contrib	-	111,760	62,216	63,632
<b>Personnel</b>		<b>979,784</b>	<b>767,903</b>	<b>774,262</b>	<b>763,271</b>
<b>Operating</b>					
31100	Professional services- engineering	-	112	2,084	2,500
31400	Professional services- medical	-	-	500	-
34300	Contract- laundry & cleaning	1,589	1,195	2,500	1,750
34500	Contract- building maintenance	53,900	53,270	59,790	52,032
34989	Contractual service provider	574,905	1,972,301	2,175,000	2,693,815
34990	Contractual services- other	2,004,257	365,617	331,738	170,138
40100	Travel/conferences	206	187	1,000	1,000
41100	Telephone	118,283	118,998	105,000	90,000
43100	Electric	119,429	126,540	135,000	135,000
43200	Water & sewer	4,249	4,260	4,750	4,750
43300	Gas	-	-	100	-
44200	Rents- machinery & equipment	900	1,654	1,750	1,750
46150	R & M- land- building & improvement	260,294	262,889	273,959	250,000
46160	R & M garage building	2,410	1,315	2,000	2,000
46250	R & M equipment	23,555	15,964	12,784	16,000
46260	R & M garage equipment	90	-	1,500	1,500
46300	R & M motor vehicles	48,018	49,423	39,952	52,000
46800	Maintenance contracts	25,118	25,738	31,213	33,832
47100	Printing	-	21	500	500

**City of Pembroke Pines, Florida  
Expenditure Detail**

**Entity 1 General Fund | Function 519 Other general governmental services**

**Division 6001 General Gvt Buildings | Project Blank**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Operating</b>					
48100	Advertising	-	-	1,000	-
49104	License fees	3,512	3,166	3,500	3,500
51100	Office supplies	4,709	4,754	5,000	5,000
52000	Operating supplies	32,173	31,306	25,000	32,000
52150	First aid, safety equip & supplies	3,679	2,049	2,000	2,200
52200	Cleaning/janitorial supplies	12,682	12,617	13,000	13,000
52300	Expendable tools	5,520	4,237	4,000	4,500
52540	Fuel	40,982	59,169	57,000	69,745
52600	Clothing/uniforms	333	-	500	-
52650	Equip < than \$1000	18,406	21,363	23,675	58,000
52652	Software < than \$1000 &/or licenses	-	-	1,609	-
52653	Computer equipment < \$1000	681	688	916	600
52701	Food purchases	-	-	200	-
54100	Memberships/ dues/ subscription	227	72	1,052	87
<b>Operating</b>		<b>3,360,105</b>	<b>3,138,906</b>	<b>3,319,572</b>	<b>3,697,199</b>
<b>Capital</b>					
62006	City buildings	55,000	-	-	-
63066	Fuel Storage Tanks	-	210,769	-	-
64204	TV- closed circuit	472	2,518	-	-
64221	Van	-	-	-	50,000
64400	Other equipment	-	8,877	11,805	4,000
<b>Capital</b>		<b>55,472</b>	<b>222,164</b>	<b>11,805</b>	<b>54,000</b>
<b>Blank</b>		<b>4,395,361</b>	<b>4,128,972</b>	<b>4,105,639</b>	<b>4,514,470</b>
<b>6001 General Gvt Buildings</b>		<b>4,395,361</b>	<b>4,128,972</b>	<b>4,105,639</b>	<b>4,514,470</b>

**City of Pembroke Pines, Florida**  
**Expenditure Detail**

**Entity 1 General Fund | Function 539 Other physical environment**

**Division 6004 Grounds Maintenance | Project Blank**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Personnel</b>					
12052	Controller/Internal Auditor	63,253	-	-	-
12055	Deputy Public Services Director	13,140	72,883	72,883	72,884
12109	Administrative Supervisor	80,799	77,189	29,214	-
12190	Maintenance Worker III	40,065	-	-	-
12246	Public Service Maintenance Worker I	130,833	106,289	124,967	97,928
12250	Maintenance Worker II	95,416	92,102	92,102	92,104
12499	Deputy City Manager	-	-	-	52,592
12516	Assistant City Manager	18,020	-	-	-
12684	Clerical Spec II	35,212	-	-	-
12992	Vacation leave - retire/term	-	-	14,544	-
12996	Sick leave - retire/term	-	-	20,188	-
13001	Public Services Director	80,120	76,544	76,544	76,544
14000	Overtime	38,239	26,742	35,000	35,000
15100	Holiday pay	-	1,055	4,000	4,000
15105	Shoe allowance	700	-	-	-
15115	Beeper pay	2,615	887	3,000	3,000
15200	Longevity pay	9,576	-	-	-
21000	Social Security- matching	41,568	31,758	33,839	30,771
22000	Retirement contributions	73,032	49,612	85,349	155,907
22300	General retiree health contrib	90,489	-	-	-
23000	Health Insurance	84,612	52,048	88,924	51,002
23100	Life Insurance	945	618	775	714
24000	Workers compensation	30,804	26,388	30,746	28,196
26300	General retiree health contrib	-	98,196	58,329	59,655
<b>Personnel</b>		<b>929,438</b>	<b>712,311</b>	<b>770,404</b>	<b>760,297</b>
<b>Operating</b>					
34300	Contract- laundry & cleaning	1,780	4,069	2,900	4,200
34500	Contract- building maintenance	4,000	4,040	4,000	4,000
34989	Contractual service provider	339,808	1,208,986	1,298,000	1,109,665
34990	Contractual services- other	1,000,164	148,117	183,781	264,766
40100	Travel/conferences	44	104	100	100
41100	Telephone	42,641	41,648	45,000	45,000
41400	Postage	2,079	-1,557	1,500	1,500
43100	Electric	93,666	100,832	110,000	110,000
43200	Water & sewer	4,871	5,578	5,000	5,300
44200	Rents- machinery & equipment	4,409	3,287	5,000	4,000
46150	R & M- land- building & improvement	38,839	13,304	55,000	42,000
46170	R & M irrigation	33,229	37,832	35,000	35,000
46180	R & M mitigation	-	-	5,000	-
46250	R & M equipment	5,728	13,465	15,000	14,000
46300	R & M motor vehicles	94,613	32,723	103,000	35,000
46800	Maintenance contracts	6,779	6,577	8,500	6,636
46801	I.T. Maintenance contracts	-	2,100	2,100	2,100

**City of Pembroke Pines, Florida  
Expenditure Detail**

**Entity 1 General Fund | Function 539 Other physical environment**

**Division 6004 Grounds Maintenance | Project Blank**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Operating</b>					
48100	Advertising	-	-	1,000	-
48500	Promotional activities	151	2,350	6,000	3,000
49104	License fees	2,272	2,136	3,000	3,000
49600	Trash disposal charges	8,594	5,582	12,000	10,000
51100	Office supplies	6,417	8,635	8,000	8,000
52000	Operating supplies	8,999	11,763	15,000	12,000
52150	First aid, safety equip & supplies	3,123	2,540	3,000	2,500
52200	Cleaning/janitorial supplies	6,553	5,622	6,000	6,000
52300	Expendable tools	2,128	2,047	5,000	3,500
52420	Horticultural chemicals	4,698	3,623	13,000	30,000
52430	Operating chemicals	41,904	38,469	56,000	40,000
52440	Fertilizers	3,337	2,316	1,500	2,000
52540	Fuel	30,996	33,758	32,000	35,593
52600	Clothing/uniforms	333	-	500	-
52650	Equip < than \$1000	8,697	9,767	15,000	13,000
52652	Software < than \$1000 &/or licenses	-	995	-	-
52653	Computer equipment < \$1000	999	371	1,750	1,000
52800	Horticultural supplies	-	-	500	-
54100	Memberships/ dues/ subscription	173	-	250	-
<b>Operating</b>		<b>1,802,027</b>	<b>1,751,079</b>	<b>2,058,381</b>	<b>1,852,860</b>
<b>Capital</b>					
63115	Landscaping	-	-	-	250,000
64214	Truck	-	-	-	90,000
<b>Capital</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>340,000</b>
<b>Blank</b>		<b>2,731,465</b>	<b>2,463,390</b>	<b>2,828,785</b>	<b>2,953,157</b>
<b>6004 Grounds Maintenance</b>		<b>2,731,465</b>	<b>2,463,390</b>	<b>2,828,785</b>	<b>2,953,157</b>

**City of Pembroke Pines, Florida**  
**Expenditure Detail**

**Entity 1 General Fund | Function 519 Other general governmental services**

**Division 6005 Purchasing/Contract Administration | Project Blank**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Personnel</b>					
12486	Purchasing Manager	18,556	83,990	83,990	92,144
12487	Purchasing Agent/Contract Analyst	12,083	56,951	56,950	56,951
12525	Administrative Assistant I	63,783	-	-	-
12738	Contract Administrator III	66,768	-	-	-
13175	P/T Purchasing Division Director	87,708	-	-	-
13730	P/T Storekeeper	20,983	17,787	36,222	-
14000	Overtime	1,667	-	2,000	2,000
15116	Cell Phone Pay	-	-	1,125	1,440
15200	Longevity pay	3,324	-	-	-
21000	Social Security- matching	17,919	11,527	13,553	11,671
22000	Retirement contributions	16,921	32,916	36,044	67,869
22300	General retiree health contrib	18,098	-	-	-
23000	Health Insurance	16,759	26,219	13,681	11,700
23100	Life Insurance	280	359	314	338
24000	Workers compensation	12,716	21,750	2,834	678
26300	General retiree health contrib	-	41,911	15,554	15,908
	<b>Personnel</b>	<b>357,565</b>	<b>293,410</b>	<b>262,267</b>	<b>260,699</b>
<b>Operating</b>					
34300	Contract- laundry & cleaning	460	370	500	500
34500	Contract- building maintenance	1,920	1,920	2,220	2,220
34989	Contractual service provider	3,693	74,565	116,250	190,853
40100	Travel/conferences	198	37	400	300
41100	Telephone	3,012	5,612	4,875	6,000
43100	Electric	8,447	8,300	9,500	9,500
43200	Water & sewer	318	325	360	360
46150	R & M- land- building & improvement	1,418	1,244	3,450	1,850
46300	R & M motor vehicles	7,863	4,441	3,000	4,500
46800	Maintenance contracts	-	-	1,000	-
49000	Legal/employment ads	3,099	3,680	5,900	4,000
51100	Office supplies	500	288	500	750
52000	Operating supplies	103	285	500	500
52200	Cleaning/janitorial supplies	934	652	750	750
52540	Fuel	11,006	2,138	4,000	2,552
52650	Equip < than \$1000	-	1,688	500	500
54100	Memberships/ dues/ subscription	100	25	200	200
	<b>Operating</b>	<b>43,073</b>	<b>105,568</b>	<b>153,905</b>	<b>225,335</b>
<b>Capital</b>					
64070	Forklift	-	-	-	28,000
	<b>Capital</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>28,000</b>
	<b>Blank</b>	<b>400,637</b>	<b>398,978</b>	<b>416,172</b>	<b>514,034</b>



**City of Pembroke Pines, Florida  
Expenditure Detail**

<b>5 Purchasing/Contract Administration</b>	<b>400,637</b>	<b>398,978</b>	<b>416,172</b>	<b>514,034</b>
---	----------------	----------------	----------------	----------------

**City of Pembroke Pines, Florida**  
**Expenditure Detail**

**Entity 1 General Fund | Function 519 Other general governmental services**

**Division 6006 Environmental Services (Engineering) | Project Blank**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Personnel</b>					
12189	Landscape Technician	45,017	-	-	-
12500	City Engineer	76,285	-	-	-
12667	Chief Engineering Inspector	90,656	87,048	86,757	86,757
12770	Engineer Inspector	120,559	63,419	63,419	63,420
12774	Engineer	-	-	-	28,975
14000	Overtime	5,624	3,683	12,000	6,000
15105	Shoe allowance	400	-	-	-
15115	Beeper pay	4,501	4,296	4,200	4,300
15200	Longevity pay	7,542	-	-	-
21000	Social Security- matching	25,039	12,132	12,408	14,494
22000	Retirement contributions	65,745	51,240	38,408	68,361
22300	General retiree health contrib	40,720	-	-	-
23000	Health Insurance	38,218	21,849	27,361	30,395
23100	Life Insurance	628	389	336	340
24000	Workers compensation	25,623	10,752	7,194	7,356
26300	General retiree health contrib	-	34,923	15,554	15,908
<b>Personnel</b>		<b>546,558</b>	<b>289,732</b>	<b>267,637</b>	<b>326,306</b>
<b>Operating</b>					
34300	Contract- laundry & cleaning	1,271	744	1,500	1,000
34500	Contract- building maintenance	2,970	2,970	2,970	2,970
34989	Contractual service provider	16,120	68,981	86,000	75,712
41100	Telephone	372	762	750	800
44200	Rents- machinery & equipment	107	-	500	200
46300	R & M motor vehicles	12,698	4,244	12,188	6,000
46800	Maintenance contracts	4,460	4,790	6,000	5,178
51100	Office supplies	2,191	3,335	2,500	3,000
52000	Operating supplies	467	708	697	700
52540	Fuel	10,944	13,675	12,000	19,873
52650	Equip < than \$1000	320	534	750	750
52652	Software < than \$1000 &/or licenses	89	-	-	-
52653	Computer equipment < \$1000	180	107	1,000	1,000
54100	Memberships/ dues/ subscription	127	-	128	128
<b>Operating</b>		<b>52,315</b>	<b>100,852</b>	<b>126,983</b>	<b>117,311</b>
<b>Capital</b>					
64210	Truck pickup	-	-	34,162	30,000
<b>Capital</b>		<b>0</b>	<b>0</b>	<b>34,162</b>	<b>30,000</b>
<b>Blank</b>		<b>598,873</b>	<b>390,584</b>	<b>428,782</b>	<b>473,617</b>
<b>Environmental Services (Engineering)</b>		<b>598,873</b>	<b>390,584</b>	<b>428,782</b>	<b>473,617</b>

**City of Pembroke Pines, Florida  
Expenditure Detail**

**Entity 1 General Fund | Function 519 Other general governmental services**

**Division 6008 Howard C. Forman Human Services Campus | Project Blank**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Operating</b>					
31100	Professional services- engineering	2,312	1,605	5,000	3,000
31300	Professional services-Outside Legal	7,005	2,602	10,000	7,500
31500	Professional services- other	-	-	2,500	-
34989	Contractual service provider	68,091	246,710	271,000	452,061
34990	Contractual services- other	270,972	73,758	128,069	100,774
41100	Telephone	2,954	2,657	3,000	3,000
43100	Electric	294,004	296,562	373,000	330,000
43200	Water & sewer	293	361	1,000	750
43300	Gas	-600	80	2,000	1,000
43500	Sanitation	-570	-	1,000	1,000
44200	Rents- machinery & equipment	5,102	6,720	6,000	7,000
44360	Rentals	274,986	272,570	271,970	272,626
45000	Insurance	33,533	31,425	54,253	56,088
45065	Property insurance-Leasehold	4,833	26,127	48,200	17,216
46150	R & M- land- building & improvement	58,603	182,705	524,592	534,713
46250	R & M equipment	4,547	6,483	5,000	8,000
46300	R & M motor vehicles	-	1,802	-	-
46800	Maintenance contracts	23,823	24,013	22,082	24,006
52000	Operating supplies	11,155	12,584	9,000	13,000
52300	Expendable tools	323	1,517	1,000	1,000
52540	Fuel	1,278	632	3,000	1,050
52650	Equip < than \$1000	3,527	2,261	5,000	5,000
<b>Operating</b>		<b>1,066,175</b>	<b>1,193,174</b>	<b>1,746,666</b>	<b>1,838,784</b>
<b>Capital</b>					
64015	Air conditioner	1,785	-	-	-
64400	Other equipment	-	17,726	59,016	-
<b>Capital</b>		<b>1,785</b>	<b>17,726</b>	<b>59,016</b>	<b>0</b>
<b>Blank</b>		<b>1,067,960</b>	<b>1,210,900</b>	<b>1,805,682</b>	<b>1,838,784</b>

**Entity 1 General Fund | Function 569 Other human services**

**Division 6008 Howard C. Forman Human Services Campus 55 DCF-Transitional Housing YR2 |  
Project 55 DCF-Transitional Housing YR2**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Operating</b>					
30010	Contingency	-	-	5,000	-
31300	Professional services-Outside Legal	4,913	539	2,001	-
34500	Contract- building maintenance	200	3,147	4,874	-
34989	Contractual service provider	23,805	82,844	60,114	-
34990	Contractual services- other	82,818	9,250	13,210	-
40100	Travel/conferences	-	-	500	-

**City of Pembroke Pines, Florida**  
**Expenditure Detail**

**Entity 1 General Fund | Function 569 Other human services**

**Division 6008 Howard C. Forman Human Services Campus 55 DCF-Transitional Housing YR2 |  
Project 55 DCF-Transitional Housing YR2**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Operating</b>					
41100	Telephone	2,861	2,592	3,457	-
43100	Electric	9,432	10,929	12,522	-
43200	Water & sewer	5,582	8,434	7,164	-
44200	Rents- machinery & equipment	731	742	964	-
45065	Property insurance-Leasehold	-	990	3,000	-
46150	R & M- land- building & improvement	11,232	4,494	33,154	-
46250	R & M equipment	356	911	2,000	-
46800	Maintenance contracts	494	1,716	1,886	-
49175	Administrative fees	-	-	23,745	-
49355	Special investigation	300	300	1,275	-
51100	Office supplies	517	461	1,333	-
52000	Operating supplies	3,954	3,799	3,446	-
52650	Equip < than \$1000	1,135	2,208	4,610	-
52652	Software < than \$1000 &/or licenses	-	640	1,000	-
52653	Computer equipment < \$1000	-	-	500	-
<b>Operating</b>		<b>148,330</b>	<b>133,994</b>	<b>185,755</b>	<b>0</b>
<b>Capital</b>					
63993	Improvements - Other	-	-	154	-
<b>Capital</b>		<b>0</b>	<b>0</b>	<b>154</b>	<b>0</b>
<b>Grants and Aid</b>					
81121	In-kind- salaries	25,632	25,632	25,632	-
<b>Grants and Aid</b>		<b>25,632</b>	<b>25,632</b>	<b>25,632</b>	<b>0</b>
<b>55 DCF-Transitional Housing YR2</b>		<b>173,962</b>	<b>159,626</b>	<b>211,541</b>	<b>0</b>
<b>rd C. Forman Human Services Campus</b>		<b>1,241,921</b>	<b>1,370,526</b>	<b>2,017,223</b>	<b>1,838,784</b>

**City of Pembroke Pines, Florida**  
**Expenditure Detail**

**Entity 1 General Fund | Function 572 Parks and recreation**

**Division 7001 Recreation | Project Blank**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Personnel</b>					
12004	Athletic Coordinator	68,748	18,363	-	-
12006	Assistant Athletic Coordinator	47,520	46,031	45,926	45,927
12015	Irrigation Maintenance Worker	91,137	88,719	88,379	88,380
12025	Irrigation Mechanic	52,543	51,000	50,731	50,732
12109	Administrative Supervisor	59,890	57,671	57,450	57,450
12181	Division Director of Recreation	95,583	93,475	93,475	93,476
12185	Landscape Maintenance Superintendent	69,102	23,515	-	-
12215	Senior Lifeguard	107,390	103,576	103,335	103,335
12310	Night Supervisor	126,039	121,123	120,328	120,328
12352	P & R Maint WRK/HEO	83,637	46,228	46,051	86,924
12355	P & R Maint WRK I	1,084,389	986,168	917,492	921,076
12356	P & R MAINT WRK II	274,195	277,187	275,392	197,664
12357	P & R MAINT WRK III	225,649	145,805	145,246	184,082
12358	Landscape Maintenance Worker	43,096	42,679	42,515	42,516
12359	P&R Maint Worker III/Playground Safety	51,958	50,926	50,731	50,732
12508	Parks & Rec Account Clerk I	88,044	84,968	84,968	84,968
12509	Parks & Rec Account Clerk II	11,456	-	-	-
12519	Parks & Recreation Director	160,240	153,088	153,088	114,816
12521	Assistant Parks & Recreation Director	129,686	126,318	126,318	136,324
12525	Administrative Assistant I	88,506	46,442	46,442	46,443
12531	Division Director of Park Operations	94,287	79,854	72,488	72,488
12546	Aquatic Coordinator	88,970	85,420	85,093	85,093
12547	Aquatic Coordinator Assistant	61,731	60,030	59,800	59,800
12559	Recreation Supervisor II	102,133	89,363	153,005	153,006
12562	Recreation Supervisor I	-	42,461	56,888	56,888
12563	Special Events Coordinator	62,995	55,826	60,923	60,923
12564	Special Events- Coordinator Assistant	45,629	-	-	-
12572	Cultural Arts Coordinator	58,226	57,671	57,450	57,450
12573	Recreation Specialist	107,070	71,607	71,490	71,490
12578	Maintenance Crew Leader	108,652	106,321	105,913	150,927
12581	Recreation Specialist II	126,784	197,357	122,533	122,534
12659	Spray Fertilizer Technician	43,865	44,184	43,243	36,276
12683	Parks Maint. Superintendent	126,489	-	-	-
12740	Custodian	33,454	32,820	32,947	32,948
12891	Special Population Prog Coord	64,906	63,049	62,733	62,733
12940	Head Custodian	43,014	38,496	-	-
12992	Vacation leave - retire/term	-	7,520	-	-
12996	Sick leave - retire/term	-	4,071	-	-
13405	P/T Art Teacher	39,044	62,857	49,960	52,042
13450	P/T Cashier	22,721	15,343	11,195	11,195
13454	P/T Administrative Assistant	57,903	78,612	72,683	38,826
13488	P/T Senior Lifeguard	21,184	25,569	26,258	26,258
13492	P/T Lifeguard	142,957	83,213	97,600	97,600
13495	P/T Recreation Aide	180,507	159,858	185,612	177,549

**City of Pembroke Pines, Florida**  
**Expenditure Detail**

**Entity 1 General Fund | Function 572 Parks and recreation**

**Division 7001 Recreation | Project Blank**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Personnel</b>					
13500	P/T Maintenance Worker I	141,231	152,500	182,311	181,845
13507	P/T Summer Program	285,126	149,106	166,288	166,288
13526	P/T Recreation Therapeutics	-	-	-	12,470
13537	P/T Music Teacher	21,298	28,623	46,212	48,139
13539	P/T Drama Teacher	6,743	8,438	7,743	9,108
13549	P/T Storage Lot Attendant	8,125	8,039	9,684	9,685
13562	P/T Curator	22,167	24,237	20,353	20,353
13563	P/T Recreation Leader	40,156	36,090	38,100	42,328
13591	P/T Water Safety Instructor	121,282	113,044	132,579	132,632
13602	P/T Recreation Specialist	18,122	13,543	31,724	31,741
13620	P/T Videographer-Editor	9,457	-	-	-
13680	P/T Clerk Spec I	28,860	24,134	25,684	26,202
13738	P/T Custodian	94,775	82,852	88,667	87,161
14000	Overtime	63,867	14,180	7,000	5,600
15010	Certification pay	680	660	720	660
15100	Holiday pay	16,114	1,678	1,000	3,000
15105	Shoe allowance	5,600	-	-	-
15108	Shift Differential	15,010	12,642	16,000	17,680
15200	Longevity pay	72,079	-	-	-
21000	Social Security- matching	412,310	342,351	340,012	353,610
22000	Retirement contributions	738,408	765,927	847,191	1,477,321
22300	General retiree health contrib	509,740	-	-	-
22506	Retiree Health Savings-General	20,379	-	-	-
23000	Health Insurance	1,066,332	678,809	978,169	838,839
23100	Life Insurance	7,668	6,503	8,089	7,789
24000	Workers compensation	273,320	222,950	240,412	243,791
26300	General retiree health contrib	-	1,099,044	579,387	584,619
	<b>Personnel</b>	<b>8,590,183</b>	<b>7,810,137</b>	<b>7,643,006</b>	<b>8,152,060</b>
<b>Operating</b>					
31400	Professional services- medical	-	-	384	100
31500	Professional services- other	10,299	5,191	10,300	5,200
34300	Contract- laundry & cleaning	15,126	13,439	15,000	14,280
34500	Contract- building maintenance	13,374	14,099	13,500	14,100
34989	Contractual service provider	74,693	304,542	392,751	441,611
34990	Contractual services- other	397,566	382,608	398,923	468,670
40100	Travel/conferences	220	29	200	200
40229	Training	755	1,682	1,900	7,900
41100	Telephone	35,973	38,737	37,100	39,000
41400	Postage	473	144	1,000	400
43100	Electric	695,808	727,771	743,242	831,454
43200	Water & sewer	104,394	95,032	111,000	99,700
43320	Gas- Pool	65,952	49,265	20,500	29,600
44200	Rents- machinery & equipment	15,918	15,910	22,000	17,500

**City of Pembroke Pines, Florida**  
**Expenditure Detail**

**Entity 1 General Fund | Function 572 Parks and recreation**

**Division 7001 Recreation | Project Blank**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Operating</b>					
44700	Rent - Charter School facilities	488,361	501,205	501,204	493,804
44800	Transportation Rentals	-	-	480	-
46150	R & M- land- building & improvement	181,927	218,567	270,000	235,000
46170	R & M irrigation	28,145	33,694	26,200	33,700
46250	R & M equipment	41,019	58,460	60,000	58,500
46300	R & M motor vehicles	156,292	158,266	142,000	158,270
46600	R & M pool	56,088	72,049	38,084	61,070
46800	Maintenance contracts	17,487	18,000	18,000	18,000
47100	Printing	3,523	2,001	3,233	2,760
48100	Advertising	3,742	-	1,000	1,000
48300	Athletic Leagues/Tournament expenses	1,680	-	3,000	-
48505	Special Population Program	3,593	2,823	4,500	4,500
48555	Youth Soccer	79,872	77,169	90,000	96,500
49105	License renewals	9,196	11,582	11,400	11,600
49400	Bank service charge	4,794	6,244	5,800	6,300
49655	Special events- ArtsPark	4,909	6,759	7,200	6,800
51100	Office supplies	9,056	6,189	9,000	7,620
52000	Operating supplies	45,704	41,525	46,100	45,250
52050	Playground/athletic supplies	15,760	12,501	19,000	34,000
52070	Art & Cultural Supplies	28,542	21,311	20,500	21,300
52071	ArtsPark Supplies	10,994	9,584	11,400	10,200
52150	First aid, safety equip & supplies	3,104	3,177	6,000	3,140
52200	Cleaning/janitorial supplies	42,819	48,478	47,800	48,500
52300	Expendable tools	4,039	2,271	5,700	4,470
52350	Electrical/mechanical supplies	30,661	28,653	39,800	29,660
52420	Horticultural chemicals	153,760	113,657	133,500	157,000
52421	Community garden supplies	-	-	1,000	2,100
52460	Sand- seed- soil	91,106	87,607	102,500	89,300
52480	Pool Chemicals & Supplies	88,699	69,822	91,300	80,700
52540	Fuel	168,017	200,780	180,000	224,000
52600	Clothing/uniforms	5,411	7,032	6,000	7,000
52650	Equip < than \$1000	55,776	44,807	39,778	52,873
52652	Software < than \$1000 &/or licenses	-	-	350	-
52653	Computer equipment < \$1000	534	220	1,000	1,000
52706	Concession Expense	278	-	-	-
52800	Horticultural supplies	13,238	14,170	13,200	14,170
54100	Memberships/ dues/ subscription	913	135	1,000	1,000
	<b>Operating</b>	<b>3,279,587</b>	<b>3,527,185</b>	<b>3,724,829</b>	<b>3,990,802</b>
<b>Capital</b>					
63000	Improvement other than building	117,988	3,159	9,708	26,850
63012	Academic Village - Rec.	59,555	-	-	-
63061	Fencing	-	22,760	15,000	30,000
63193	Sidewalk- new	23,520	-	-	-

**City of Pembroke Pines, Florida  
Expenditure Detail**

**Entity 1 General Fund | Function 572 Parks and recreation**

**Division 7001 Recreation | Project Blank**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Capital</b>					
64012	Backhoe	-	-	-	11,840
64139	Mowers- other	-	-	-	73,000
64210	Truck pickup	-	-	-	210,000
64214	Truck	-	-	-	16,500
64400	Other equipment	8,227	139,896	177,798	129,215
<b>Capital</b>		<b>209,291</b>	<b>165,815</b>	<b>202,506</b>	<b>497,405</b>
<b>Blank</b>		<b>12,079,060</b>	<b>11,503,137</b>	<b>11,570,341</b>	<b>12,640,267</b>

**Entity 1 General Fund | Function 572 Parks and recreation**

**Division 7001 Recreation 201 West Pines pre-school | Project 201 West Pines pre-school**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Personnel</b>					
12151	City Teacher	68,071	66,000	65,728	65,728
12559	Recreation Supervisor II	23,372	34,744	34,611	34,612
13551	P/T Teacher Aide	41,620	-	-	-
13552	P/T Teacher - Recreation	18,684	41,005	53,938	45,646
13567	P/T Recreation Teacher Aide	-	68,842	71,168	72,000
13680	P/T Clerk Spec I	12,146	10,606	14,383	26,005
13738	P/T Custodian	-	-	5,377	9,685
14000	Overtime	391	19	256	205
15010	Certification pay	40	60	120	60
15200	Longevity pay	996	-	-	-
21000	Social Security- matching	12,611	16,675	19,180	19,446
22000	Retirement contributions	15,775	31,142	25,694	45,676
22300	General retiree health contrib	21,082	-	-	-
23000	Health Insurance	20,000	20,364	34,202	29,251
23100	Life Insurance	162	239	276	227
24000	Workers compensation	3,117	5,701	6,529	6,648
26300	General retiree health contrib	-	32,550	19,443	19,885
<b>Personnel</b>		<b>238,066</b>	<b>327,947</b>	<b>350,905</b>	<b>375,074</b>

**Operating**

34500	Contract- building maintenance	1,352	1,853	1,400	1,900
40229	Training	-	20	700	100
43100	Electric	11,047	13,200	13,200	13,200
43200	Water & sewer	1,756	2,799	2,300	2,800
44200	Rents- machinery & equipment	-	-	837	900
46150	R & M- land- building & improvement	883	5,485	3,500	6,500
46250	R & M equipment	92	-	1,000	100
46800	Maintenance contracts	420	420	420	420
48100	Advertising	9	-	-	-



**City of Pembroke Pines, Florida  
Expenditure Detail**

**Entity 1 General Fund | Function 572 Parks and recreation**

**Division 7001 Recreation 201 West Pines pre-school | Project 201 West Pines pre-school**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Operating</b>					
49104	License fees	292	180	186	195
51100	Office supplies	985	889	1,000	900
52000	Operating supplies	7,719	9,195	10,500	10,500
52050	Playground/athletic supplies	-	-	500	500
52150	First aid, safety equip & supplies	-	8	100	100
52200	Cleaning/janitorial supplies	1,930	1,766	2,000	1,800
52600	Clothing/uniforms	613	-	500	500
52650	Equip < than \$1000	2,095	40	1,555	2,900
52652	Software < than \$1000 &/or licenses	-	-	903	-
52701	Food purchases	8,384	9,858	12,000	12,000
54510	Media Books	331	-	1,000	965
<b>Operating</b>		<b>37,907</b>	<b>45,714</b>	<b>53,601</b>	<b>56,280</b>
<b>201 West Pines pre-school</b>		<b>275,973</b>	<b>373,661</b>	<b>404,506</b>	<b>431,354</b>

**Entity 1 General Fund | Function 572 Parks and recreation**

**Division 7001 Recreation 207 Rose Price after-care | Project 207 Rose Price after-care**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Personnel</b>					
13602	P/T Recreation Specialist	15,853	-	-	-
14000	Overtime	90	-	-	-
21000	Social Security- matching	1,220	-	-	-
24000	Workers compensation	641	-	-	-
<b>Personnel</b>		<b>17,804</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Operating</b>					
44800	Transportation Rentals	10,440	-	-	-
52200	Cleaning/janitorial supplies	1,250	-	-	-
<b>Operating</b>		<b>11,690</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>207 Rose Price after-care</b>		<b>29,494</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>7001 Recreation</b>	<b>12,384,528</b>	<b>11,876,798</b>	<b>11,974,847</b>	<b>13,071,621</b>
------------------------	-------------------	-------------------	-------------------	-------------------

**City of Pembroke Pines, Florida  
Expenditure Detail**

**Entity 1 General Fund | Function 574 Special events**

**Division 7003 Special Events | Project Blank**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Operating</b>					
49649	Special events	20,864	63,934	56,777	23,100
49651	Special event- teen program	2,039	3,262	3,500	5,600
49656	Special event- Xmas/Chanukah	24,345	20,802	21,000	21,000
49659	Special Event- Kids Konnection	6,975	6,153	7,000	6,000
49660	Special event- Easter egg hunt	6,894	8,967	8,500	8,500
49662	Special Event- 4th Of July	28,902	28,162	32,000	28,500
49666	Special event- Halloween contest	9,541	6,567	9,000	7,400
49670	Special event- Pines Day	119,215	34,464	30,000	30,000
49674	Special event- summer program	162,468	18,250	10,000	16,200
<b>Operating</b>		<b>381,244</b>	<b>190,560</b>	<b>177,777</b>	<b>146,300</b>
<b>Blank</b>		<b>381,244</b>	<b>190,560</b>	<b>177,777</b>	<b>146,300</b>
<b>7003 Special Events</b>		<b>381,244</b>	<b>190,560</b>	<b>177,777</b>	<b>146,300</b>

**City of Pembroke Pines, Florida**  
**Expenditure Detail**

**Entity 1 General Fund | Function 579 Other culture/recreation**

**Division 7005 Walter C Young Dinner Theatre | Project Blank**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Personnel</b>					
12669	Stage Manager/Custodian	76,826	74,145	73,861	73,862
13739	P/T Facilities Custodian	2,496	2,429	3,228	3,229
14000	Overtime	362	-	500	400
15108	Shift Differential	1,906	2,008	2,080	2,080
15200	Longevity pay	3,226	-	-	-
21000	Social Security- matching	6,420	5,876	6,094	6,090
22000	Retirement contributions	12,856	16,692	18,891	33,623
22300	General retiree health contrib	18,098	-	-	-
23000	Health Insurance	16,759	17,479	27,361	23,400
23100	Life Insurance	125	128	164	168
24000	Workers compensation	4,646	4,155	4,696	4,800
26300	General retiree health contrib	-	27,940	15,554	15,908
<b>Personnel</b>		<b>143,720</b>	<b>150,853</b>	<b>152,429</b>	<b>163,560</b>
<b>Operating</b>					
31500	Professional services- other	15,505	16,810	17,000	2,500
34990	Contractual services- other	22,000	22,000	22,000	2,500
41100	Telephone	1,021	744	1,100	900
46150	R & M- land- building & improvement	2,487	-	1,000	-
46250	R & M equipment	763	950	1,000	2,000
47100	Printing	300	1,406	1,400	500
48100	Advertising	595	480	600	500
49104	License fees	640	780	600	600
52000	Operating supplies	48	31	300	300
52200	Cleaning/janitorial supplies	527	535	550	200
52350	Electrical/mechanical supplies	-	-	-	800
52650	Equip < than \$1000	-	77	-	1,520
<b>Operating</b>		<b>43,886</b>	<b>43,813</b>	<b>45,550</b>	<b>12,320</b>
<b>Blank</b>		<b>187,607</b>	<b>194,666</b>	<b>197,979</b>	<b>175,880</b>
<b>7005 Walter C Young Dinner Theatre</b>		<b>187,607</b>	<b>194,666</b>	<b>197,979</b>	<b>175,880</b>

**City of Pembroke Pines, Florida  
Expenditure Detail**

**Entity 1 General Fund | Function 575 Special recreation facility**

**Division 7006 Golf Course | Project Blank**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Personnel</b>					
12615	Cashier I	4,311	-	-	-
12620	Cashier II	2,286	-	-	-
12992	Vacation leave - retire/term	3,468	-	-	-
12996	Sick leave - retire/term	4,708	-	-	-
13450	P/T Cashier	3,888	-	-	-
14000	Overtime	808	-	-	-
15100	Holiday pay	865	-	-	-
15200	Longevity pay	66	-	-	-
21000	Social Security- matching	929	-	-	-
22000	Retirement contributions	3,703	-	-	-
22300	General retiree health contrib	3,016	-	-	-
23000	Health Insurance	2,861	-	-	-
23100	Life Insurance	20	-	-	-
24000	Workers compensation	84	-	-	-
	<b>Personnel</b>	<b>31,013</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Operating</b>					
31500	Professional services- other	529,521	559,059	570,680	570,678
32100	Accounting and auditing fees	2,246	1,653	1,700	1,762
34500	Contract- building maintenance	3,274	3,369	3,300	3,500
34900	Contract- cart rental	130,432	133,850	133,282	133,282
34950	Contract- maintenance	605,777	623,191	625,467	625,467
34990	Contractual services- other	4,807	4,032	4,800	4,800
41100	Telephone	5,772	5,720	6,000	6,000
41225	Cable fees	764	764	830	830
41400	Postage	210	-	250	250
43100	Electric	44,442	83,190	90,000	87,350
43200	Water & sewer	6,645	9,174	10,600	9,500
43340	Gas- restaurant	4,788	5,375	7,000	6,500
44200	Rents- machinery & equipment	218	837	1,000	1,000
46150	R & M- land- building & improvement	67,469	55,921	88,000	75,000
46170	R & M irrigation	7	-	2,500	1,500
46250	R & M equipment	6,779	6,975	8,800	8,100
46800	Maintenance contracts	1,680	1,680	1,700	1,700
47100	Printing	2,838	3,026	3,100	3,150
48100	Advertising	27,664	18,366	30,000	30,000
49105	License renewals	1,500	510	1,500	510
49201	Taxes and/or assessments	22,659	30,089	24,000	22,000
49400	Bank service charge	29,466	29,573	31,000	31,000
51100	Office supplies	747	573	1,000	900
52000	Operating supplies	18,020	12,838	21,800	22,250
52150	First aid, safety equip & supplies	-	-	100	100
52200	Cleaning/janitorial supplies	4,498	4,252	4,500	4,500
52300	Expendable tools	981	1,316	2,050	1,950

**City of Pembroke Pines, Florida  
Expenditure Detail**

**Entity 1 General Fund | Function 575 Special recreation facility**

**Division 7006 Golf Course | Project Blank**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Operating</b>					
52350	Electrical/mechanical supplies	3,308	3,593	3,300	3,600
52420	Horticultural chemicals	171,378	154,923	222,300	188,420
52460	Sand- seed- soil	35,532	35,761	42,300	48,900
52650	Equip < than \$1000	5,533	4,024	5,650	9,180
52652	Software < than \$1000 &/or licenses	-	1,500	1,850	1,850
52800	Horticultural supplies	16,523	15,438	18,000	18,000
54100	Memberships/ dues/ subscription	-	150	150	175
	<b>Operating</b>	<b>1,755,479</b>	<b>1,810,721</b>	<b>1,968,509</b>	<b>1,923,704</b>
<b>Capital</b>					
64051	Computer programs	1,700	-	-	-
64139	Mowers- other	-	25,495	-	24,000
64198	Sprayer	-	-	29,570	-
64213	Trailer	-	-	1,850	-
64400	Other equipment	29,465	7,262	-	30,700
	<b>Capital</b>	<b>31,165</b>	<b>32,757</b>	<b>31,420</b>	<b>54,700</b>
	<b>Blank</b>	<b>1,817,657</b>	<b>1,843,478</b>	<b>1,999,929</b>	<b>1,978,404</b>
	<b>7006 Golf Course</b>	<b>1,817,657</b>	<b>1,843,478</b>	<b>1,999,929</b>	<b>1,978,404</b>

**City of Pembroke Pines, Florida**  
**Expenditure Detail**

**Entity 1 General Fund | Function 569 Other human services**

**Division 8001 Community Services | Project Blank**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Personnel</b>					
12084	Community Service Director	55,888	54,977	54,766	54,767
12525	Administrative Assistant I	45,212	-	-	-
12543	Activities Coordinator	48,688	47,669	47,299	47,300
12559	Recreation Supervisor II	48,215	-	-	-
12685	Clerical Aide	34,070	33,287	33,033	33,033
12884	Executive Assist	27,888	-	-	-
14000	Overtime	1,822	2,277	2,000	2,000
15200	Longevity pay	5,188	-	-	-
21000	Social Security- matching	19,952	9,981	10,347	10,490
22000	Retirement contributions	45,227	31,156	34,551	61,498
22300	General retiree health contrib	45,243	-	-	-
22506	Retiree Health Savings-General	1,568	-	-	-
23000	Health Insurance	33,927	21,849	34,202	29,251
23100	Life Insurance	514	234	302	306
24000	Workers compensation	5,452	1,722	1,953	1,996
26300	General retiree health contrib	-	34,923	19,443	19,885
	<b>Personnel</b>	<b>418,853</b>	<b>238,074</b>	<b>237,896</b>	<b>260,526</b>
<b>Operating</b>					
31500	Professional services- other	2,021	2,425	3,000	1,000
34500	Contract- building maintenance	93,204	87,316	102,459	76,793
34989	Contractual service provider	22,794	121,463	145,000	159,367
34990	Contractual services- other	60,069	58,003	68,388	61,354
40100	Travel/conferences	505	385	325	-
41100	Telephone	22,357	21,454	30,000	22,000
41225	Cable fees	-	903	1,260	1,260
43100	Electric	105,969	90,986	107,000	125,000
43200	Water & sewer	5,473	7,457	8,000	7,500
43300	Gas	650	493	650	550
44200	Rents- machinery & equipment	476	116	500	300
46150	R & M- land- building & improvement	52,450	59,261	40,000	40,000
46250	R & M equipment	2,891	2,138	3,000	3,000
46300	R & M motor vehicles	15,986	8,088	10,000	10,000
46800	Maintenance contracts	4,237	2,516	3,500	2,300
46801	I.T. Maintenance contracts	3,000	3,000	3,000	3,000
47100	Printing	819	855	1,640	1,000
48100	Advertising	-	662	-	-
51100	Office supplies	4,863	3,687	4,000	4,500
52000	Operating supplies	2,021	3,032	3,425	3,500
52200	Cleaning/janitorial supplies	9,303	10,493	10,000	10,500
52350	Electrical/mechanical supplies	6,749	7,109	6,850	7,000
52540	Fuel	10,626	1,172	10,000	8,200
52650	Equip < than \$1000	8,598	3,081	6,500	5,500
52652	Software < than \$1000 &/or licenses	-	1,000	-	-

**City of Pembroke Pines, Florida  
Expenditure Detail**

**Entity 1 General Fund | Function 569 Other human services**

**Division 8001 Community Services | Project Blank**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Operating</b>					
52653	Computer equipment < \$1000	-	930	600	600
54100	Memberships/ dues/ subscription	1,375	671	1,235	675
	<b>Operating</b>	<b>436,437</b>	<b>498,696</b>	<b>570,332</b>	<b>554,899</b>
<b>Capital</b>					
64228	Video equipment	-	2,119	-	-
64400	Other equipment	-	1,848	-	-
	<b>Capital</b>	<b>0</b>	<b>3,967</b>	<b>0</b>	<b>0</b>
<b>Grants and Aid</b>					
82012	Grant- elderly energy assistance	21,818	15,947	23,353	30,713
	<b>Grants and Aid</b>	<b>21,818</b>	<b>15,947</b>	<b>23,353</b>	<b>30,713</b>
	<b>Blank</b>	<b>877,108</b>	<b>756,684</b>	<b>831,581</b>	<b>846,138</b>
<b>8001 Community Services</b>		<b>877,108</b>	<b>756,684</b>	<b>831,581</b>	<b>846,138</b>

**City of Pembroke Pines, Florida**  
**Expenditure Detail**

**Entity 1 General Fund | Function 554 Housing and urban development**

**Division 8002 Housing Division | Project Blank**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Personnel</b>					
12084	Community Service Director	27,944	27,489	27,383	27,384
12101	Residential Rental Coordinator	-	-	23,629	19,493
12525	Administrative Assistant I	24,188	23,697	-	-
14000	Overtime	1,924	293	5,000	5,000
15200	Longevity pay	838	-	-	-
21000	Social Security- matching	4,013	3,786	4,216	3,970
22000	Retirement contributions	7,378	17,183	13,046	21,340
22300	General retiree health contrib	5,654	-	-	-
23000	Health Insurance	5,161	2,185	3,421	2,926
23100	Life Insurance	66	129	114	106
24000	Workers compensation	321	611	590	584
26300	General retiree health contrib	-	10,478	5,834	5,965
<b>Personnel</b>		<b>77,487</b>	<b>85,850</b>	<b>83,233</b>	<b>86,768</b>
<b>Operating</b>					
34500	Contract- building maintenance	43,213	45,917	54,850	54,000
34989	Contractual service provider	48,684	180,119	191,200	224,662
34990	Contractual services- other	97,348	2,357	2,000	2,000
41100	Telephone	3,911	5,417	5,007	5,500
41225	Cable fees	26,330	30,072	29,100	30,500
43100	Electric	46,852	45,082	61,567	61,567
43200	Water & sewer	55,746	60,822	82,136	82,136
44200	Rents- machinery & equipment	181	720	1,000	1,000
44330	Credit application	1,830	2,045	2,835	2,305
44360	Rentals	511,661	672,381	709,738	709,690
45000	Insurance	41,372	26,526	49,300	38,521
46150	R & M- land- building & improvement	73,775	68,959	78,250	78,250
46250	R & M equipment	902	1,236	5,250	5,250
46300	R & M motor vehicles	-	-	315	315
46800	Maintenance contracts	22,123	26,025	27,562	27,562
46801	I.T. Maintenance contracts	-	300	300	300
48100	Advertising	7,309	6,091	7,300	7,300
49175	Administrative fees	127,610	126,968	98,030	103,290
51100	Office supplies	2,601	2,264	3,000	3,000
52000	Operating supplies	4,926	3,691	5,000	5,000
52200	Cleaning/janitorial supplies	4,523	4,108	5,000	5,000
52540	Fuel	600	1,236	3,150	2,000
52650	Equip < than \$1000	68,962	55,842	60,000	66,000
52652	Software < than \$1000 &/or licenses	-	-	800	600
52653	Computer equipment < \$1000	500	782	1,400	1,000
<b>Operating</b>		<b>1,190,958</b>	<b>1,368,959</b>	<b>1,484,090</b>	<b>1,516,748</b>
<b>Capital</b>					
64050	Copier machine	-	-	3,000	-



**City of Pembroke Pines, Florida  
Expenditure Detail**

**Entity 1 General Fund | Function 554 Housing and urban development**

**Division 8002 Housing Division | Project Blank**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Capital</b>					
	<b>Capital</b>	<b>0</b>	<b>0</b>	<b>3,000</b>	<b>0</b>
	<b>Blank</b>	<b>1,268,445</b>	<b>1,454,809</b>	<b>1,570,323</b>	<b>1,603,516</b>

**Entity 1 General Fund | Function 554 Housing and urban development**

**Division 8002 Housing Division 603 Rental - Pines Place | Project 603 Rental - Pines Place**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Personnel</b>					
12084	Community Service Director	27,944	27,489	27,383	27,384
12101	Residential Rental Coordinator	-	-	23,629	19,493
12525	Administrative Assistant I	87,912	85,443	61,568	61,568
12884	Executive Assist	28,754	-	-	-
14000	Overtime	1,923	515	5,000	5,000
15200	Longevity pay	2,589	-	-	-
21000	Social Security- matching	11,125	8,382	8,926	8,680
22000	Retirement contributions	25,061	31,096	28,792	49,366
22300	General retiree health contrib	19,229	-	-	-
23000	Health Insurance	18,037	10,924	17,101	14,626
23100	Life Insurance	242	237	251	245
24000	Workers compensation	792	854	864	864
26300	General retiree health contrib	-	24,447	13,611	13,919
	<b>Personnel</b>	<b>223,608</b>	<b>189,385</b>	<b>187,125</b>	<b>201,145</b>

**Operating**

31300	Professional services-Outside Legal	22,438	15,475	15,000	18,000
34500	Contract- building maintenance	94,837	64,923	93,776	75,000
34989	Contractual service provider	57,391	181,193	199,750	240,223
34990	Contractual services- other	257,665	99,854	161,036	161,036
41100	Telephone	7,459	7,580	7,894	7,894
41225	Cable fees	55,913	58,683	62,000	83,000
43100	Electric	166,154	175,654	245,744	245,744
43200	Water & sewer	166,815	182,085	180,000	191,832
44200	Rents- machinery & equipment	251	222	3,100	2,500
44330	Credit application	9,565	9,835	10,500	10,500
44360	Rentals	4,315,744	4,255,362	4,283,020	4,287,668
45000	Insurance	113,087	52,985	95,390	71,636
46150	R & M- land- building & improvement	92,762	89,232	87,000	100,000
46250	R & M equipment	14,213	8,837	27,107	46,000
46800	Maintenance contracts	704	15,033	16,496	16,496
46801	I.T. Maintenance contracts	1,200	1,500	1,200	1,500
48100	Advertising	-	4,612	5,000	5,000
49104	License fees	1,170	2,215	2,161	2,161

**City of Pembroke Pines, Florida  
Expenditure Detail**

**Entity 1 General Fund | Function 554 Housing and urban development**

**Division 8002 Housing Division 603 Rental - Pines Place | Project 603 Rental - Pines Place**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Operating</b>					
49175	Administrative fees	244,191	253,237	189,677	192,089
51100	Office supplies	1,401	2,298	4,635	4,635
52000	Operating supplies	5,364	4,671	4,760	4,760
52200	Cleaning/janitorial supplies	15,029	20,047	20,010	20,000
52300	Expendable tools	350	83	209	209
52540	Fuel	1,434	1,236	3,000	3,000
52650	Equip < than \$1000	2,952	5,695	4,502	6,000
52653	Computer equipment < \$1000	498	-	-	-
54100	Memberships/ dues/ subscription	-	-	115	-
<b>Operating</b>		<b>5,648,589</b>	<b>5,512,546</b>	<b>5,723,082</b>	<b>5,796,883</b>
<b>Capital</b>					
64222	Vacuum cleaner	-	1,350	-	-
64400	Other equipment	-	-	1,240	-
<b>Capital</b>		<b>0</b>	<b>1,350</b>	<b>1,240</b>	<b>0</b>
<b>603 Rental - Pines Place</b>		<b>5,872,197</b>	<b>5,703,281</b>	<b>5,911,447</b>	<b>5,998,028</b>
<b>8002 Housing Division</b>		<b>7,140,641</b>	<b>7,158,090</b>	<b>7,481,770</b>	<b>7,601,544</b>

**City of Pembroke Pines, Florida**  
**Expenditure Detail**

**Entity 1 General Fund | Function 515 Comprehensive planning**

**Division 9002 Planning | Project Blank**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Personnel</b>					
12184	Zoning Administrator	84,979	81,182	81,182	81,183
12518	Associate Planner	88,774	85,218	27,376	-
12520	Assistant Planner	123,675	119,803	-	-
12524	Administrative Coordinator I	58,046	55,890	55,890	55,890
12684	Clerical Spec II	41,508	40,477	40,477	16,746
12695	Planning/Economic Development Adm.	-	-	65,000	65,000
12696	Planning Administrator	-	-	70,000	69,992
12992	Vacation leave - retire/term	-	456	-	4,884
12996	Sick leave - retire/term	-	160	-	9,691
13161	Administrative Services Director	78,287	76,877	77,698	-
13426	P/T Planning Administrator	-	-	42,608	42,609
13449	P/T CADD Operator	382	118	14,377	12,844
14000	Overtime	3,470	4,080	1,472	15,173
15200	Longevity pay	7,173	-	-	-
21000	Social Security- matching	35,004	34,158	36,421	27,547
22000	Retirement contributions	68,971	79,069	87,481	123,846
22300	General retiree health contrib	54,293	-	-	-
23000	Health Insurance	50,686	52,438	82,084	63,341
23100	Life Insurance	686	670	854	750
24000	Workers compensation	2,276	1,888	2,112	1,567
26300	General retiree health contrib	-	83,823	46,662	39,770
<b>Personnel</b>		<b>698,209</b>	<b>716,305</b>	<b>731,694</b>	<b>630,833</b>
<b>Operating</b>					
34989	Contractual service provider	-	-	-	130,500
34990	Contractual services- other	3,500	1,750	5,400	5,500
40100	Travel/conferences	37	-	1,200	1,200
41100	Telephone	2,888	2,902	3,120	3,120
41400	Postage	13,342	-76	45,000	45,000
44200	Rents- machinery & equipment	4,292	4,294	4,500	4,500
45440	Insurance- errors & omissions	-	143	150	150
46250	R & M equipment	-	113	220	220
46300	R & M motor vehicles	324	12	700	700
46800	Maintenance contracts	-	-	980	980
47100	Printing	-764	-2,062	2,000	2,000
48510	Economic Development Activities	8,842	13,992	24,000	24,000
49000	Legal/employment ads	493	-2,178	6,000	6,000
51100	Office supplies	3,318	1,605	6,000	6,000
52000	Operating supplies	-4,830	-7,710	-140	260
52540	Fuel	304	397	950	950
52650	Equip < than \$1000	-	-	500	500
52652	Software < than \$1000 &/or licenses	2,937	1,298	5,500	5,500
52653	Computer equipment < \$1000	-	157	1,000	1,000
54100	Memberships/ dues/ subscription	97	67	820	820

**City of Pembroke Pines, Florida  
Expenditure Detail**

**Entity 1 General Fund | Function 515 Comprehensive planning**

**Division 9002 Planning | Project Blank**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Operating</b>					
	<b>Operating</b>	<b>34,781</b>	<b>14,705</b>	<b>107,900</b>	<b>238,900</b>
	<b>Blank</b>	<b>732,990</b>	<b>731,011</b>	<b>839,594</b>	<b>869,733</b>
	<b>9002 Planning</b>	<b>732,990</b>	<b>731,011</b>	<b>839,594</b>	<b>869,733</b>

**City of Pembroke Pines, Florida**  
**Expenditure Detail**

**Entity 1 General Fund | Function 529 Other public safety**

**Division 9007 Code Compliance | Project Blank**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Personnel</b>					
12085	Code Compliance Administrator	103,016	98,426	98,426	98,426
12192	Lead Code Officer	56,094	55,436	55,224	55,224
12193	Code Comp. Officer/Landscape Insp.	12,588	43,842	-	-
12684	Clerical Spec II	75,284	71,053	71,053	71,053
12715	Code Compliance Officer	333,076	292,091	347,776	327,625
14000	Overtime	-	814	1,000	-
15010	Certification pay	240	240	240	240
15105	Shoe allowance	900	-	-	-
15116	Cell Phone Pay	1,880	1,680	3,640	1,680
15200	Longevity pay	7,373	-	-	-
21000	Social Security- matching	43,781	40,727	44,169	42,414
22000	Retirement contributions	109,280	119,678	134,444	228,586
22300	General retiree health contrib	108,585	-	-	-
23000	Health Insurance	100,964	96,136	150,488	128,700
23100	Life Insurance	966	996	1,279	1,251
24000	Workers compensation	4,736	3,709	24,337	23,897
26300	General retiree health contrib	-	153,671	85,547	87,494
<b>Personnel</b>		<b>958,764</b>	<b>978,500</b>	<b>1,017,623</b>	<b>1,066,590</b>
<b>Operating</b>					
31300	Professional services-Outside Legal	3,822	3,260	3,350	6,850
34990	Contractual services- other	1,601	1,524	2,850	3,700
41100	Telephone	2,356	812	1,500	1,500
41380	Data communication	1,920	3,984	6,560	6,560
46250	R & M equipment	-	-	1,500	1,500
46300	R & M motor vehicles	8,704	16,696	10,000	17,000
46800	Maintenance contracts	891	965	900	900
47100	Printing	-	161	1,400	1,400
49100	Recording fees	4,624	4,410	7,000	7,000
51100	Office supplies	1,255	1,136	3,000	3,000
52000	Operating supplies	1,817	1,122	1,700	1,700
52540	Fuel	14,438	19,451	17,350	40,000
52600	Clothing/uniforms	-	-	400	400
52650	Equip < than \$1000	957	380	1,500	1,500
52653	Computer equipment < \$1000	1,374	723	2,200	2,200
54100	Memberships/ dues/ subscription	243	128	240	240
<b>Operating</b>		<b>44,001</b>	<b>54,752</b>	<b>61,450</b>	<b>95,450</b>
<b>Capital</b>					
64055	Laptop/Tablet	-	18,000	-	-
64210	Truck pickup	-	-	15,000	36,000
<b>Capital</b>		<b>0</b>	<b>18,000</b>	<b>15,000</b>	<b>36,000</b>

**City of Pembroke Pines, Florida  
Expenditure Detail**

**Entity 1 General Fund | Function 529 Other public safety**

**Division 9007 Code Compliance | Project Blank**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
	<b>Blank</b>	<b>1,002,765</b>	<b>1,051,252</b>	<b>1,094,073</b>	<b>1,198,040</b>
<b>9007 Code Compliance</b>		<b>1,002,765</b>	<b>1,051,252</b>	<b>1,094,073</b>	<b>1,198,040</b>
<b>1 General Fund</b>		<b>147,033,815</b>	<b>149,009,472</b>	<b>150,189,911</b>	<b>153,385,934</b>

**City of Pembroke Pines, Florida**  
**Expenditure Detail**

**Entity 51 Wetlands Trust Fund | Function 537 Conservation and resource management**

**Division 6007 Mitigation Trust | Project Blank**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Operating</b>					
31750	Custodial fees	1,460	1,460	1,500	1,500
34989	Contractual service provider	-	-	10,000	10,000
46180	R & M mitigation	8,361	8,091	5,000	5,000
<b>Operating</b>		<b>9,820</b>	<b>9,550</b>	<b>16,500</b>	<b>16,500</b>
<b>Blank</b>		<b>9,820</b>	<b>9,550</b>	<b>16,500</b>	<b>16,500</b>
<b>6007 Mitigation Trust</b>		<b>9,820</b>	<b>9,550</b>	<b>16,500</b>	<b>16,500</b>
<b>51 Wetlands Trust Fund</b>		<b>9,820</b>	<b>9,550</b>	<b>16,500</b>	<b>16,500</b>

**City of Pembroke Pines, Florida  
Expenditure Detail**

**Entity 100 Road & Bridge Fund | Function 541 Road and street facilities**

**Division 6002 Maintenance | Project Blank**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Personnel</b>					
12015	Irrigation Maintenance Worker	50,052	48,284	48,214	48,215
12091	Pub Works & Facility Supervisor	73,777	70,210	70,075	70,076
12190	Maintenance Worker III	39,208	-	-	-
12250	Maintenance Worker II	85,187	47,324	46,051	46,052
12578	Maintenance Crew Leader	106,496	103,906	109,621	-
12831	CADD Operator	59,202	28,743	-	-
12992	Vacation leave - retire/term	-	4,383	5,936	-
12996	Sick leave - retire/term	-	28,662	34,165	-
14000	Overtime	24,382	15,653	32,000	32,000
15105	Shoe allowance	700	-	-	-
15115	Beeper pay	15,693	13,928	18,000	18,000
15200	Longevity pay	13,163	-	-	-
21000	Social Security- matching	35,202	26,857	27,068	16,400
22000	Retirement contributions	62,909	50,881	42,029	111,206
22300	General retiree health contrib	44,975	-	-	-
23000	Health Insurance	67,649	52,438	68,403	30,526
23100	Life Insurance	784	594	629	372
24000	Workers compensation	29,599	21,363	23,217	16,718
26300	General retiree health contrib	-	81,388	38,885	39,770
	<b>Personnel</b>	<b>708,976</b>	<b>594,615</b>	<b>564,293</b>	<b>429,335</b>
<b>Operating</b>					
34300	Contract- laundry & cleaning	1,945	1,476	1,950	1,600
34989	Contractual service provider	251,717	931,406	882,000	913,910
34990	Contractual services- other	1,111,928	462,811	734,700	639,710
41100	Telephone	974	979	1,500	1,500
43400	Street lighting	1,116,549	1,115,499	1,150,000	1,150,000
44200	Rents- machinery & equipment	1,815	3,242	3,000	3,500
45000	Insurance	93,010	154,299	277,957	224,273
46150	R & M- land- building & improvement	58,825	18,227	59,000	50,000
46250	R & M equipment	4,213	10,077	8,000	10,000
46300	R & M motor vehicles	95,171	86,960	103,500	115,000
51100	Office supplies	226	213	2,275	500
52000	Operating supplies	6,431	4,418	7,000	7,000
52150	First aid, safety equip & supplies	2,704	1,600	3,000	2,000
52200	Cleaning/janitorial supplies	1,578	1,428	1,500	1,500
52300	Expendable tools	1,084	1,522	1,800	1,800
52540	Fuel	53,144	62,632	70,000	79,651
52600	Clothing/uniforms	333	-	500	-
52650	Equip < than \$1000	2,330	2,864	6,000	4,000
53100	Road/street materials	25,706	25,271	37,500	30,000
53200	Road signs	2,780	31	4,500	2,000
53300	Street lighting material	35,185	35,349	40,000	40,000



**City of Pembroke Pines, Florida  
Expenditure Detail**

**Entity 100 Road & Bridge Fund | Function 541 Road and street facilities**

**Division 6002 Maintenance | Project Blank**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Operating</b>					
	<b>Operating</b>	<b>2,867,646</b>	<b>2,920,304</b>	<b>3,395,682</b>	<b>3,277,944</b>
<b>Capital</b>					
64012	Backhoe	-	-	-	55,000
64210	Truck pickup	-	-	55,186	-
64211	Street sweeper	-	-	-	190,000
64214	Truck	-	-	-	85,000
64400	Other equipment	1,487	-	-	-
	<b>Capital</b>	<b>1,487</b>	<b>0</b>	<b>55,186</b>	<b>330,000</b>
	<b>Blank</b>	<b>3,578,110</b>	<b>3,514,920</b>	<b>4,015,161</b>	<b>4,037,279</b>

**Entity 100 Road & Bridge Fund | Function 541 Road and street facilities**

**Division 6002 Maintenance 674 Sheridan St - Brwd County | Project 674 Sheridan St - Brwd County**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Capital</b>					
67999	IF - Transportation Projects	-	175,000	175,000	-
	<b>Capital</b>	<b>0</b>	<b>175,000</b>	<b>175,000</b>	<b>0</b>
	<b>674 Sheridan St - Brwd County</b>	<b>0</b>	<b>175,000</b>	<b>175,000</b>	<b>0</b>
<b>6002 Maintenance</b>		<b>3,578,110</b>	<b>3,689,920</b>	<b>4,190,161</b>	<b>4,037,279</b>

**City of Pembroke Pines, Florida  
Expenditure Detail**

**Entity 100 Road & Bridge Fund | Function 541 Road and street facilities**

**Division 6003 Infrastructure | Project Blank**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Operating</b>					
31100	Professional services- engineering	1,163	17,349	10,000	20,000
34990	Contractual services- other	5,167	5,167	5,500	5,200
44400	Rental- aerial maps	-	-	2,500	-
46150	R & M- land- building & improvement	1,176,176	11,313	43,270	50,000
46164	R & M resurfacing	-	640,157	974,638	350,000
46165	R & M drainage	20,719	4,495	6,593	70,000
49102	Permit fees	-	-	1,500	1,500
51200	Maps	-	-	1,000	1,000
53999	Transp Proj owned by Other G'vt	-	-	297	180,000
	<b>Operating</b>	<b>1,203,224</b>	<b>678,481</b>	<b>1,045,298</b>	<b>677,700</b>
<b>Capital</b>					
63070	Guard rails	780	7,818	-	-
63173	Road improvement	519,215	-	-	-
63186	Repaving/Road improvement	-	1,562	101,906	-
63193	Sidewalk- new	-	-	6,730	-
64087	Wheel Loader	-	-	124,517	-
67193	IF - Sidewalk	2,386	-	-	-
67205	IF - Curbing	-	6,763	-	-
	<b>Capital</b>	<b>522,381</b>	<b>16,143</b>	<b>233,153</b>	<b>0</b>
	<b>Blank</b>	<b>1,725,605</b>	<b>694,624</b>	<b>1,278,451</b>	<b>677,700</b>
	<b>6003 Infrastructure</b>	<b>1,725,605</b>	<b>694,624</b>	<b>1,278,451</b>	<b>677,700</b>

**City of Pembroke Pines, Florida  
Expenditure Detail**

**Entity 100 Road & Bridge Fund | Function 544 Transit system**

**Division 8004 Transit System | Project Blank**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Other</b>					
91123	Transfer to ADA	-	43,152	-	-
91128	Transfer to Community Bus Program	186,924	527,943	508,523	343,301
	<b>Other</b>	<b>186,924</b>	<b>571,094</b>	<b>508,523</b>	<b>343,301</b>
	<b>Blank</b>	<b>186,924</b>	<b>571,094</b>	<b>508,523</b>	<b>343,301</b>
<b>8004 Transit System</b>		<b>186,924</b>	<b>571,094</b>	<b>508,523</b>	<b>343,301</b>
<b>100 Road &amp; Bridge Fund</b>		<b>5,490,638</b>	<b>4,955,637</b>	<b>5,977,135</b>	<b>5,058,280</b>

**City of Pembroke Pines, Florida  
Expenditure Detail**

**Entity 120 State Housing Initiative Program | Function 554 Housing and urban development  
Division 600 Community Development 2006 2006 Grant Year | Project 2006 2006 Grant Year**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Operating</b>					
34991	Home repair/weatherization	459,986	-	-	-
<b>Operating</b>		<b>459,986</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>2006 2006 Grant Year</b>		<b>459,986</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Entity 120 State Housing Initiative Program | Function 554 Housing and urban development  
Division 600 Community Development 2007 2007 Grant Year | Project 2007 2007 Grant Year**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Operating</b>					
31120	Foreclosure Prevention	10,000	-	-	-
31501	Professional services- CRA admin	-	1,690	-	-
34940	Acquisition-Rehabilitation or New	161,833	-119	-	-
34991	Home repair/weatherization	633,296	329,851	-	-
<b>Operating</b>		<b>805,129</b>	<b>331,423</b>	<b>0</b>	<b>0</b>
<b>2007 2007 Grant Year</b>		<b>805,129</b>	<b>331,423</b>	<b>0</b>	<b>0</b>

**Entity 120 State Housing Initiative Program | Function 554 Housing and urban development  
Division 600 Community Development 2008 2008 Grant Year | Project 2008 2008 Grant Year**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Operating</b>					
31120	Foreclosure Prevention	-	-	10,000	-
31501	Professional services- CRA admin	12,825	-	-	-
34930	Rental Deposit-Eviction Protection	2,919	-	-	-
34991	Home repair/weatherization	1,000	369,033	817,636	-
49206	1st Time Home Buyer Assistance	27,500	-	-	-
<b>Operating</b>		<b>44,244</b>	<b>369,033</b>	<b>827,636</b>	<b>0</b>
<b>2008 2008 Grant Year</b>		<b>44,244</b>	<b>369,033</b>	<b>827,636</b>	<b>0</b>

**Entity 120 State Housing Initiative Program | Function 554 Housing and urban development  
Division 600 Community Development 2009 2009 Grant Year | Project 2009 2009 Grant Year**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Operating</b>					
31501	Professional services- CRA admin	-	-	11,786	-
34991	Home repair/weatherization	-	3,752	13,308	-
49206	1st Time Home Buyer Assistance	24,000	-	82,076	-

**City of Pembroke Pines, Florida  
Expenditure Detail**

**Entity 120 State Housing Initiative Program | Function 554 Housing and urban development  
Division 600 Community Development 2009 2009 Grant Year | Project 2009 2009 Grant Year**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Operating</b>					
	<b>Operating</b>	<b>24,000</b>	<b>3,752</b>	<b>107,170</b>	<b>0</b>
	<b>2009 2009 Grant Year</b>	<b>24,000</b>	<b>3,752</b>	<b>107,170</b>	<b>0</b>

**Entity 120 State Housing Initiative Program | Function 554 Housing and urban development  
Division 600 Community Development 2011 2011 Grant Year | Project 2011 2011 Grant Year**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Operating</b>					
31501	Professional services- CRA admin	-	-	11,700	-
34991	Home repair/weatherization	-	-	118,200	-
	<b>Operating</b>	<b>0</b>	<b>0</b>	<b>129,900</b>	<b>0</b>
	<b>2011 2011 Grant Year</b>	<b>0</b>	<b>0</b>	<b>129,900</b>	<b>0</b>

<b>600 Community Development</b>	<b>1,333,359</b>	<b>704,207</b>	<b>1,064,706</b>	<b>0</b>
<b>120 State Housing Initiative Program</b>	<b>1,333,359</b>	<b>704,207</b>	<b>1,064,706</b>	<b>0</b>

**City of Pembroke Pines, Florida  
Expenditure Detail**

**Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development**

**Division 600 Community Development 2003 2003 Grant Year | Project 2003 2003 Grant Year**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Capital</b>					
63122	Lift station	100,000	-	-	-
<b>Capital</b>		<b>100,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>2003 2003 Grant Year</b>		<b>100,000</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development**

**Division 600 Community Development 2004 2004 Grant Year | Project 2004 2004 Grant Year**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Operating</b>					
34460	Contract- removal arch barrier	24,414	-	-	-
<b>Operating</b>		<b>24,414</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Capital</b>					
63000	Improvement other than building	152	-	-	-
<b>Capital</b>		<b>152</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>2004 2004 Grant Year</b>		<b>24,566</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development**

**Division 600 Community Development 2005 2005 Grant Year | Project 2005 2005 Grant Year**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Operating</b>					
34460	Contract- removal arch barrier	55,530	19,132	-	-
<b>Operating</b>		<b>55,530</b>	<b>19,132</b>	<b>0</b>	<b>0</b>
<b>2005 2005 Grant Year</b>		<b>55,530</b>	<b>19,132</b>	<b>0</b>	<b>0</b>

**Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development**

**Division 600 Community Development 2005DRI 2005 DRI Grant Year | Project 2005DRI 2005 DRI Grant Year**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Operating</b>					
31501	Professional services- CRA admin	41,357	-	41,357	-
34997	Disaster Mitigation/Recovery	-	-	606,569	-
<b>Operating</b>		<b>41,357</b>	<b>0</b>	<b>647,926</b>	<b>0</b>
<b>2005DRI 2005 DRI Grant Year</b>		<b>41,357</b>	<b>0</b>	<b>647,926</b>	<b>0</b>

**City of Pembroke Pines, Florida  
Expenditure Detail**

**Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development**

**Division 600 Community Development 2005DRIS CDBG Disaster Recovery Initiative | Project 2005DRIS CDBG Disaster Recovery Initiative**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Operating</b>					
31500	Professional services- other	-	-	46,110	-
34997	Disaster Mitigation/Recovery	-	46	417,945	-
<b>Operating</b>		<b>0</b>	<b>46</b>	<b>464,055</b>	<b>0</b>
<b>DRIS CDBG Disaster Recovery Initiative</b>		<b>0</b>	<b>46</b>	<b>464,055</b>	<b>0</b>

**Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development**

**Division 600 Community Development 2006 2006 Grant Year | Project 2006 2006 Grant Year**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Operating</b>					
34460	Contract- removal arch barrier	900	-	-	-
34940	Acquisition-Rehabilitation or New	92,486	6,358	256	-
<b>Operating</b>		<b>93,386</b>	<b>6,358</b>	<b>256</b>	<b>0</b>
<b>Capital</b>					
63122	Lift station	36,569	63,431	-	-
<b>Capital</b>		<b>36,569</b>	<b>63,431</b>	<b>0</b>	<b>0</b>
<b>2006 2006 Grant Year</b>		<b>129,955</b>	<b>69,789</b>	<b>256</b>	<b>0</b>

**Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development**

**Division 600 Community Development 2006HOME 2006 HOME Grant Year | Project 2006HOME 2006 HOME Grant Year**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Operating</b>					
34991	Home repair/weatherization	23,694	-	-	-
<b>Operating</b>		<b>23,694</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>2006HOME 2006 HOME Grant Year</b>		<b>23,694</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development**

**Division 600 Community Development 2007 2007 Grant Year | Project 2007 2007 Grant Year**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Operating</b>					
34940	Acquisition-Rehabilitation or New	-	-	14,684	-
34991	Home repair/weatherization	17,250	61,190	69,366	-
49212	Relocation Assistance	21,126	-	-	-

**City of Pembroke Pines, Florida  
Expenditure Detail**

**Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development**

**Division 600 Community Development 2007 2007 Grant Year | Project 2007 2007 Grant Year**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Operating</b>					
	<b>Operating</b>	<b>38,376</b>	<b>61,190</b>	<b>84,050</b>	<b>0</b>
<b>Capital</b>					
63122	Lift station	-	62,994	13,266	-
	<b>Capital</b>	<b>0</b>	<b>62,994</b>	<b>13,266</b>	<b>0</b>
<b>2007 2007 Grant Year</b>		<b>38,376</b>	<b>124,184</b>	<b>97,316</b>	<b>0</b>

**Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development**

**Division 600 Community Development 2007HOME 2007 HOME Grant Year | Project 2007HOME 2007 HOME Grant Year**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Operating</b>					
34940	Acquisition-Rehabilitation or New	53,335	-	-	-
34991	Home repair/weatherization	-	155	-	-
	<b>Operating</b>	<b>53,335</b>	<b>155</b>	<b>0</b>	<b>0</b>
<b>2007HOME 2007 HOME Grant Year</b>		<b>53,335</b>	<b>155</b>	<b>0</b>	<b>0</b>

**Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development**

**Division 600 Community Development 2008 2008 Grant Year | Project 2008 2008 Grant Year**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Operating</b>					
31501	Professional services- CRA admin	2,172	-	-	-
34940	Acquisition-Rehabilitation or New	154,227	3,313	2,368	-
34991	Home repair/weatherization	1,801	24,291	71,381	-
49212	Relocation Assistance	27,424	17,435	35,141	-
	<b>Operating</b>	<b>185,624</b>	<b>45,038</b>	<b>108,890</b>	<b>0</b>
<b>Capital</b>					
63014	Fletcher park- improvement	-	7,897	132,103	-
	<b>Capital</b>	<b>0</b>	<b>7,897</b>	<b>132,103</b>	<b>0</b>
<b>2008 2008 Grant Year</b>		<b>185,624</b>	<b>52,935</b>	<b>240,993</b>	<b>0</b>



**City of Pembroke Pines, Florida  
Expenditure Detail**

**Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development**

**Division 600 Community Development 2008HOME 2008 HOME Grant Year | Project 2008HOME 2008 HOME Grant Year**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Operating</b>					
34940	Acquisition-Rehabilitation or New	80,000	-	-	-
34991	Home repair/weatherization	102,395	-21,685	-	-
<b>Operating</b>		<b>182,395</b>	<b>-21,685</b>	<b>0</b>	<b>0</b>
<b>2008HOME 2008 HOME Grant Year</b>		<b>182,395</b>	<b>-21,685</b>	<b>0</b>	<b>0</b>

**Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development**

**Division 600 Community Development 2008NSP 2008 NSP Grant Year | Project 2008NSP 2008 NSP Grant Year**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Operating</b>					
31501	Professional services- CRA admin	123,175	-	27,240	-
34940	Acquisition-Rehabilitation or New	552,528	680,775	356,466	-
34991	Home repair/weatherization	526,837	845,018	224,086	-
49216	Home Buyer Assistance	1,108,628	-	140,000	-
<b>Operating</b>		<b>2,311,167</b>	<b>1,525,793</b>	<b>747,792</b>	<b>0</b>
<b>2008NSP 2008 NSP Grant Year</b>		<b>2,311,167</b>	<b>1,525,793</b>	<b>747,792</b>	<b>0</b>

**Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development**

**Division 600 Community Development 2009 2009 Grant Year | Project 2009 2009 Grant Year**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Operating</b>					
31501	Professional services- CRA admin	155,752	-	1	-
34991	Home repair/weatherization	-	182,378	262,023	-
<b>Operating</b>		<b>155,752</b>	<b>182,378</b>	<b>262,024</b>	<b>0</b>
<b>Capital</b>					
63190	Tanglewood Park improvement	86,739	49,758	13,503	-
<b>Capital</b>		<b>86,739</b>	<b>49,758</b>	<b>13,503</b>	<b>0</b>
<b>2009 2009 Grant Year</b>		<b>242,490</b>	<b>232,136</b>	<b>275,527</b>	<b>0</b>

**Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development**

**Division 600 Community Development 2009HOME 2009 HOME Grant Year | Project 2009HOME 2009 HOME Grant Year**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
--------	--------------------	-------------------	-------------------	-------------------	-------------------

**City of Pembroke Pines, Florida  
Expenditure Detail**

**Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development**

**Division 600 Community Development 2009HOME 2009 HOME Grant Year | Project 2009HOME 2009 HOME Grant Year**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Operating</b>					
31500	Professional services- other	-	18,143	22,857	-
34940	Acquisition-Rehabilitation or New	80,000	-	160,000	-
34991	Home repair/weatherization	2,350	32,210	85,542	-
<b>Operating</b>		<b>82,350</b>	<b>50,352</b>	<b>268,399</b>	<b>0</b>
<b>2009HOME 2009 HOME Grant Year</b>		<b>82,350</b>	<b>50,352</b>	<b>268,399</b>	<b>0</b>

**Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development**

**Division 600 Community Development 2010 2010 Grant Year | Project 2010 2010 Grant Year**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Operating</b>					
31501	Professional services- CRA admin	-	169,254	20,988	-
34991	Home repair/weatherization	-	10,311	217,976	-
<b>Operating</b>		<b>0</b>	<b>179,565</b>	<b>238,964</b>	<b>0</b>
<b>Capital</b>					
63049	Water/Road Improvements	-	287,294	102,706	-
<b>Capital</b>		<b>0</b>	<b>287,294</b>	<b>102,706</b>	<b>0</b>
<b>2010 2010 Grant Year</b>		<b>0</b>	<b>466,859</b>	<b>341,670</b>	<b>0</b>

**Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development**

**Division 600 Community Development 2010HOME 2010 HOME Grant Year | Project 2010HOME 2010 HOME Grant Year**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Operating</b>					
34940	Acquisition-Rehabilitation or New	-	-	80,000	-
34991	Home repair/weatherization	-	3,975	160,325	-
<b>Operating</b>		<b>0</b>	<b>3,975</b>	<b>240,325</b>	<b>0</b>
<b>2010HOME 2010 HOME Grant Year</b>		<b>0</b>	<b>3,975</b>	<b>240,325</b>	<b>0</b>

**Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development**

**Division 600 Community Development 2010NSP 2010 NSP Grant Year | Project 2010NSP 2010 NSP Grant Year**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Operating</b>					

**City of Pembroke Pines, Florida  
Expenditure Detail**

**Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development**

**Division 600 Community Development 2010NSP 2010 NSP Grant Year | Project 2010NSP 2010 NSP Grant Year**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Operating</b>					
31500	Professional services- other	-	-	73,054	-
31501	Professional services- CRA admin	-	133,750	26,250	-
31510	Professional service- Direct cost	-	110,810	129,190	-
34940	Acquisition-Rehabilitation or New	-	-	515,436	-
34991	Home repair/weatherization	-	-	804,301	-
49216	Home Buyer Assistance	-	-	537,751	-
<b>Operating</b>		<b>0</b>	<b>244,560</b>	<b>2,085,982</b>	<b>0</b>
<b>2010NSP 2010 NSP Grant Year</b>		<b>0</b>	<b>244,560</b>	<b>2,085,982</b>	<b>0</b>

**Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development**

**Division 600 Community Development 2011 2011 Grant Year | Project 2011 2011 Grant Year**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Operating</b>					
31501	Professional services- CRA admin	-	-	158,570	-
34991	Home repair/weatherization	-	-	327,088	-
<b>Operating</b>		<b>0</b>	<b>0</b>	<b>485,658</b>	<b>0</b>
<b>Capital</b>					
63049	Water/Road Improvements	-	-	200,000	-
<b>Capital</b>		<b>0</b>	<b>0</b>	<b>200,000</b>	<b>0</b>
<b>2011 2011 Grant Year</b>		<b>0</b>	<b>0</b>	<b>685,658</b>	<b>0</b>

**Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development**

**Division 600 Community Development 2011HOME 2011 HOME Grant Year | Project 2011HOME 2011 HOME Grant Year**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Operating</b>					
34940	Acquisition-Rehabilitation or New	-	-	80,000	-
34991	Home repair/weatherization	-	-	164,300	-
<b>Operating</b>		<b>0</b>	<b>0</b>	<b>244,300</b>	<b>0</b>
<b>2011HOME 2011 HOME Grant Year</b>		<b>0</b>	<b>0</b>	<b>244,300</b>	<b>0</b>

**City of Pembroke Pines, Florida  
Expenditure Detail**

**Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development**

**Division 600 Community Development 2012 2012 Grant Year | Project 2012 2012 Grant Year**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Operating</b>					
31501	Professional services- CRA admin	-	-	-	132,362
34991	Home repair/weatherization	-	-	-	180,210
<b>Operating</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>312,572</b>
<b>Capital</b>					
63049	Water/Road Improvements	-	-	-	250,000
<b>Capital</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>250,000</b>
<b>2012 2012 Grant Year</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>562,572</b>

**Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development**

**Division 600 Community Development 2012HOME 2012 HOME Grant Year | Project 2012HOME 2012 HOME Grant Year**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Operating</b>					
34940	Acquisition-Rehabilitation or New	-	-	-	80,000
34991	Home repair/weatherization	-	-	-	164,300
<b>Operating</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>244,300</b>
<b>2012HOME 2012 HOME Grant Year</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>244,300</b>

**Entity 121 HUD Grants CDBG/HOME | Function 554 Housing and urban development**

**Division 600 Community Development CDBG Community Dev Block Grant Recovery | Project CDBG Community Dev Block Grant Recovery**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Operating</b>					
31501	Professional services- CRA admin	24,010	-	-	-
34990	Contractual services- other	6,965	20,430	8,619	-
34991	Home repair/weatherization	-	-	48,115	-
<b>Operating</b>		<b>30,975</b>	<b>20,430</b>	<b>56,734</b>	<b>0</b>
<b>Capital</b>					
64015	Air conditioner	131,961	-	-	-
<b>Capital</b>		<b>131,961</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>R Community Dev Block Grant Recovery</b>		<b>162,936</b>	<b>20,430</b>	<b>56,734</b>	<b>0</b>

<b>600 Community Development</b>	<b>3,633,775</b>	<b>2,788,663</b>	<b>6,396,933</b>	<b>806,872</b>
----------------------------------	------------------	------------------	------------------	----------------

**City of Pembroke Pines, Florida  
Expenditure Detail**

**Entity 121 HUD Grants CDBG/HOME | Function 544 Transit system**

**Division 8006 Transportation 6 Senior center transportation | Project 6 Senior center transportation**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Operating</b>					
46300	R & M motor vehicles	14,087	22,682	-	-
52540	Fuel	118,588	120,000	118,927	99,277
<b>Operating</b>		<b>132,675</b>	<b>142,682</b>	<b>118,927</b>	<b>99,277</b>
<b>Capital</b>					
64028	Car	-	-	1	-
<b>Capital</b>		<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>
<b>6 Senior center transportation</b>		<b>132,675</b>	<b>142,682</b>	<b>118,928</b>	<b>99,277</b>
<b>8006 Transportation</b>		<b>132,675</b>	<b>142,682</b>	<b>118,928</b>	<b>99,277</b>
<b>121 HUD Grants CDBG/HOME</b>		<b>3,766,450</b>	<b>2,931,345</b>	<b>6,515,861</b>	<b>906,149</b>

**City of Pembroke Pines, Florida  
Expenditure Detail**

**Entity 122 Law Enforcement Grant | Function 521 Law enforcement  
Division 3015 Victims of Crime Act Grant | Project Blank**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Personnel</b>					
13576	P/T Victim's Advocate	14,805	16,605	16,650	16,575
21000	Social Security- matching	1,133	1,270	1,268	1,268
24000	Workers compensation	-	-	-	75
<b>Personnel</b>		<b>15,938</b>	<b>17,875</b>	<b>17,918</b>	<b>17,918</b>
<b>Blank</b>		<b>15,938</b>	<b>17,875</b>	<b>17,918</b>	<b>17,918</b>
<b>3015 Victims of Crime Act Grant</b>		<b>15,938</b>	<b>17,875</b>	<b>17,918</b>	<b>17,918</b>

**City of Pembroke Pines, Florida  
Expenditure Detail**

**Entity 122 Law Enforcement Grant | Function 521 Law enforcement  
Division 3019 HIDTA | Project Blank**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Personnel</b>					
14000	Overtime	2,182	26,988	30,000	-
<b>Personnel</b>		<b>2,182</b>	<b>26,988</b>	<b>30,000</b>	<b>0</b>
<b>Blank</b>		<b>2,182</b>	<b>26,988</b>	<b>30,000</b>	<b>0</b>
<b>3019 HIDTA</b>		<b>2,182</b>	<b>26,988</b>	<b>30,000</b>	<b>0</b>

**City of Pembroke Pines, Florida  
Expenditure Detail**

**Entity 122 Law Enforcement Grant | Function 521 Law enforcement  
Division 3025 Highway Safety | Project Blank**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Personnel</b>					
14000	Overtime	19,462	-	-	-
	<b>Personnel</b>	<b>19,462</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Blank</b>	<b>19,462</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>3025 Highway Safety</b>	<b>19,462</b>	<b>0</b>	<b>0</b>	<b>0</b>



**City of Pembroke Pines, Florida  
Expenditure Detail**

**Entity 122 Law Enforcement Grant | Function 521 Law enforcement  
Division 3030 Homeland Security | Project Blank**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Operating</b>					
52650	Equip < than \$1000	739	-	-	-
<b>Operating</b>		<b>739</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Capital</b>					
64400	Other equipment	8,769	-	357	-
<b>Capital</b>		<b>8,769</b>	<b>0</b>	<b>357</b>	<b>0</b>
<b>Blank</b>		<b>9,508</b>	<b>0</b>	<b>357</b>	<b>0</b>

**Entity 122 Law Enforcement Grant | Function 521 Law enforcement  
Division 3030 Homeland Security 2007 2007 Grant Year | Project 2007 2007 Grant Year**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Operating</b>					
52650	Equip < than \$1000	-	429	-	-
<b>Operating</b>		<b>0</b>	<b>429</b>	<b>0</b>	<b>0</b>
<b>Capital</b>					
64400	Other equipment	22,443	-	-	-
<b>Capital</b>		<b>22,443</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>2007 2007 Grant Year</b>		<b>22,443</b>	<b>429</b>	<b>0</b>	<b>0</b>

**Entity 122 Law Enforcement Grant | Function 521 Law enforcement  
Division 3030 Homeland Security 2008 2008 Grant Year | Project 2008 2008 Grant Year**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Capital</b>					
64181	Radio- portable	8,349	-	-	-
<b>Capital</b>		<b>8,349</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>2008 2008 Grant Year</b>		<b>8,349</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Entity 122 Law Enforcement Grant | Function 521 Law enforcement  
Division 3030 Homeland Security 2009 2009 Grant Year | Project 2009 2009 Grant Year**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Capital</b>					
64180	Radio	-	-	154,652	-
64214	Truck	-	140,855	-	-
64228	Video equipment	-	-	36,520	-

**City of Pembroke Pines, Florida  
Expenditure Detail**

**Entity 122 Law Enforcement Grant | Function 521 Law enforcement**

**Division 3030 Homeland Security 2009 2009 Grant Year | Project 2009 2009 Grant Year**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Capital</b>					
64400	Other equipment	-	-	59,482	-
<b>Capital</b>		<b>0</b>	<b>140,855</b>	<b>250,654</b>	<b>0</b>
<b>2009 2009 Grant Year</b>		<b>0</b>	<b>140,855</b>	<b>250,654</b>	<b>0</b>

**Entity 122 Law Enforcement Grant | Function 521 Law enforcement**

**Division 3030 Homeland Security 2010 2010 Grant Year | Project 2010 2010 Grant Year**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Capital</b>					
62017	Building improvement	-	-	76,090	-
63061	Fencing	-	-	85,000	-
64181	Radio- portable	-	-	205,000	-
64228	Video equipment	-	-	25,660	-
<b>Capital</b>		<b>0</b>	<b>0</b>	<b>391,750</b>	<b>0</b>
<b>2010 2010 Grant Year</b>		<b>0</b>	<b>0</b>	<b>391,750</b>	<b>0</b>

<b>3030 Homeland Security</b>	<b>40,300</b>	<b>141,284</b>	<b>642,761</b>	<b>0</b>
-------------------------------	---------------	----------------	----------------	----------

<b>122 Law Enforcement Grant</b>	<b>77,881</b>	<b>186,146</b>	<b>690,679</b>	<b>17,918</b>
----------------------------------	---------------	----------------	----------------	---------------

**City of Pembroke Pines, Florida**  
**Expenditure Detail**

**Entity 123 ADA/Paratransit Program | Function 544 Transit system**

**Division 8003 ADA/Paratransit Program 2 Grant - year 2 | Project 2 Grant - year 2**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Operating</b>					
31400	Professional services- medical	655	626	760	-
34300	Contract- laundry & cleaning	569	674	730	-
34990	Contractual services- other	373,044	411,647	431,743	-
40100	Travel/conferences	-	84	-	-
41100	Telephone	399	634	960	-
41400	Postage	168	-	-	-
46300	R & M motor vehicles	32,811	4,354	17,235	-
51100	Office supplies	660	2,095	1,000	-
52000	Operating supplies	444	414	500	-
52652	Software < than \$1000 &/or licenses	1,148	-	-	-
<b>Operating</b>		<b>409,897</b>	<b>420,529</b>	<b>452,928</b>	<b>0</b>
<b>Capital</b>					
64221	Van	101,310	-	-	-
<b>Capital</b>		<b>101,310</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other</b>					
91128	Transfer to Community Bus Program	269,053	-	-	-
<b>Other</b>		<b>269,053</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>2 Grant - year 2</b>		<b>780,260</b>	<b>420,529</b>	<b>452,928</b>	<b>0</b>
<b>8003 ADA/Paratransit Program</b>		<b>780,260</b>	<b>420,529</b>	<b>452,928</b>	<b>0</b>
<b>123 ADA/Paratransit Program</b>		<b>780,260</b>	<b>420,529</b>	<b>452,928</b>	<b>0</b>

**City of Pembroke Pines, Florida  
Expenditure Detail**

**Entity 124 Police Community Services Grant | Function 521 Law enforcement**

**Division 3018 Byrne 2007 2007 Grant Year | Project 2007 2007 Grant Year**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Operating</b>					
52000	Operating supplies	678	-	-	-
<b>Operating</b>		<b>678</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>2007 2007 Grant Year</b>		<b>678</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Entity 124 Police Community Services Grant | Function 521 Law enforcement**

**Division 3018 Byrne 2008 2008 Grant Year | Project 2008 2008 Grant Year**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Operating</b>					
52650	Equip < than \$1000	11,796	-	-	-
<b>Operating</b>		<b>11,796</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>2008 2008 Grant Year</b>		<b>11,796</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Entity 124 Police Community Services Grant | Function 521 Law enforcement**

**Division 3018 Byrne 2009 2009 Grant Year | Project 2009 2009 Grant Year**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Personnel</b>					
14000	Overtime	-	51,730	13,244	-
<b>Personnel</b>		<b>0</b>	<b>51,730</b>	<b>13,244</b>	<b>0</b>
<b>Operating</b>					
46800	Maintenance contracts	12,327	-	-	-
52650	Equip < than \$1000	-	3,036	3,173	-
<b>Operating</b>		<b>12,327</b>	<b>3,036</b>	<b>3,173</b>	<b>0</b>
<b>Capital</b>					
64023	Camera	-	-	22,478	-
64182	Radar gun	19,240	-	-	-
64400	Other equipment	60,373	-	-	-
64400	Other equipment	-	-	7,806	-
<b>Capital</b>		<b>79,613</b>	<b>0</b>	<b>30,284</b>	<b>0</b>
<b>2009 2009 Grant Year</b>		<b>91,940</b>	<b>54,766</b>	<b>46,701</b>	<b>0</b>

**Entity 124 Police Community Services Grant | Function 521 Law enforcement**

**Division 3018 Byrne 2010 2010 Grant Year | Project 2010 2010 Grant Year**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
--------	--------------------	-------------------	-------------------	-------------------	-------------------

**City of Pembroke Pines, Florida  
Expenditure Detail**

**Entity 124 Police Community Services Grant | Function 521 Law enforcement**

**Division 3018 Byrne 2010 2010 Grant Year | Project 2010 2010 Grant Year**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Operating</b>					
52004	Operating supplies- CERT	-	637	1,064	-
52600	Clothing/uniforms	-	281	1,319	-
52658	Equip less than \$1000- CERT	-	-	4,500	-
<b>Operating</b>		<b>0</b>	<b>919</b>	<b>6,883</b>	<b>0</b>
<b>Capital</b>					
64213	Trailer	-	-	17,816	-
64400	Other equipment	-	7,172	1,658	-
<b>Capital</b>		<b>0</b>	<b>7,172</b>	<b>19,474</b>	<b>0</b>
<b>2010 2010 Grant Year</b>		<b>0</b>	<b>8,090</b>	<b>26,357</b>	<b>0</b>

**Entity 124 Police Community Services Grant | Function 521 Law enforcement**

**Division 3018 Byrne 2011 2011 Grant Year | Project 2011 2011 Grant Year**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Capital</b>					
63027	Boat & Trailer Storage	-	-	24,800	-
64400	Other equipment	-	-	2,238	-
<b>Capital</b>		<b>0</b>	<b>0</b>	<b>27,038</b>	<b>0</b>
<b>2011 2011 Grant Year</b>		<b>0</b>	<b>0</b>	<b>27,038</b>	<b>0</b>

<b>3018 Byrne</b>	<b>104,414</b>	<b>62,856</b>	<b>100,096</b>	<b>0</b>
<b>124 Police Community Services Grant</b>	<b>104,414</b>	<b>62,856</b>	<b>100,096</b>	<b>0</b>

**City of Pembroke Pines, Florida  
Expenditure Detail**

**Entity 128 Community Bus Program | Function 544 Transit system**

**Division 8001 Community Services | Project Blank**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Operating</b>					
31400	Professional services- medical	380	317	570	160
31500	Professional services- other	-	-	-	168
34300	Contract- laundry & cleaning	616	293	620	130
34990	Contractual services- other	204,485	155,673	129,998	61,338
46300	R & M motor vehicles	42,502	106,936	135,000	21,200
52540	Fuel	-	-	-	15,380
<b>Operating</b>		<b>247,982</b>	<b>263,218</b>	<b>266,188</b>	<b>98,376</b>
<b>Blank</b>		<b>247,982</b>	<b>263,218</b>	<b>266,188</b>	<b>98,376</b>

**Entity 128 Community Bus Program | Function 544 Transit system**

**Division 8001 Community Services 5309 Federal Transit Adm. | Project 5309 Federal Transit Adm.**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Operating</b>					
31302	Administration for grant	-	-	47,500	-
52650	Equip < than \$1000	-	-	1,375	-
<b>Operating</b>		<b>0</b>	<b>0</b>	<b>48,875</b>	<b>0</b>
<b>Capital</b>					
64221	Van	-	-	391,000	-
64400	Other equipment	-	-	35,125	-
<b>Capital</b>		<b>0</b>	<b>0</b>	<b>426,125</b>	<b>0</b>
<b>5309 Federal Transit Adm.</b>		<b>0</b>	<b>0</b>	<b>475,000</b>	<b>0</b>
<b>8001 Community Services</b>		<b>247,982</b>	<b>263,218</b>	<b>741,188</b>	<b>98,376</b>

**City of Pembroke Pines, Florida  
Expenditure Detail**

**Entity 128 Community Bus Program | Function 544 Transit system**

**Division 8004 Transit System | Project Blank**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Operating</b>					
31400	Professional services- medical	845	1,095	1,050	1,050
31500	Professional services- other	-	-	-	2,640
34300	Contract- laundry & cleaning	747	1,089	1,040	1,181
34500	Contract- building maintenance	-	-	-	2,250
34990	Contractual services- other	311,883	341,879	333,508	331,381
41100	Telephone	1,130	1,130	1,800	1,200
46300	R & M motor vehicles	34,948	60,842	55,000	36,664
51100	Office supplies	1,116	915	1,000	1,000
52000	Operating supplies	1,310	365	500	500
52540	Fuel	114,074	110,518	110,000	13,682
52650	Equip < than \$1000	102	433	700	500
<b>Operating</b>		<b>466,154</b>	<b>518,268</b>	<b>504,598</b>	<b>392,048</b>
<b>Blank</b>		<b>466,154</b>	<b>518,268</b>	<b>504,598</b>	<b>392,048</b>

**Entity 128 Community Bus Program | Function 544 Transit system**

**Division 8004 Transit System 42 CBS Blue Route | Project 42 CBS Blue Route**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Operating</b>					
31400	Professional services- medical	35	70	120	100
31500	Professional services- other	-	-	-	200
34300	Contract- laundry & cleaning	12	180	200	200
34990	Contractual services- other	105	32,238	24,200	34,487
41100	Telephone	-	-	280	200
46300	R & M motor vehicles	35	1,441	2,920	2,900
51100	Office supplies	100	269	100	500
52000	Operating supplies	142	67	200	100
52540	Fuel	3,000	14,527	18,970	22,643
52650	Equip < than \$1000	205	513	450	600
<b>Operating</b>		<b>3,634</b>	<b>49,304</b>	<b>47,440</b>	<b>61,930</b>
<b>42 CBS Blue Route</b>		<b>3,634</b>	<b>49,304</b>	<b>47,440</b>	<b>61,930</b>

<b>8004 Transit System</b>	<b>469,788</b>	<b>567,572</b>	<b>552,038</b>	<b>453,978</b>
----------------------------	----------------	----------------	----------------	----------------

<b>128 Community Bus Program</b>	<b>717,771</b>	<b>830,791</b>	<b>1,293,226</b>	<b>552,354</b>
----------------------------------	----------------	----------------	------------------	----------------

**City of Pembroke Pines, Florida  
Expenditure Detail**

**Entity 131 Treasury - Confiscated | Function 521 Law enforcement**

**Division 3011 Treasury Confiscated | Project Blank**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Operating</b>					
31300	Professional services-Outside Legal	-	-	2,000	-
46150	R & M- land- building & improvement	-	-	25,927	-
<b>Operating</b>		<b>0</b>	<b>0</b>	<b>27,927</b>	<b>0</b>
<b>Capital</b>					
63061	Fencing	-	-	53,577	-
63166	Shooting range	-	-	39,098	-
64023	Camera	-	-	1,044	-
64214	Truck	-	-	29,852	-
64400	Other equipment	-	-	144,981	98,833
<b>Capital</b>		<b>0</b>	<b>0</b>	<b>268,552</b>	<b>98,833</b>
<b>Blank</b>		<b>0</b>	<b>0</b>	<b>296,479</b>	<b>98,833</b>
<b>3011 Treasury Confiscated</b>		<b>0</b>	<b>0</b>	<b>296,479</b>	<b>98,833</b>
<b>131 Treasury - Confiscated</b>		<b>0</b>	<b>0</b>	<b>296,479</b>	<b>98,833</b>



**City of Pembroke Pines, Florida  
Expenditure Detail**

**Entity 132 Justice - Confiscated | Function 521 Law enforcement**

**Division 3012 Justice Confiscated | Project Blank**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Operating</b>					
31300	Professional services-Outside Legal	-	-	5,000	-
31500	Professional services- other	-	-	12,579	-
34990	Contractual services- other	-	-	26,150	-
46800	Maintenance contracts	-	-	30,683	-
49355	Special investigation	-	-	17,700	-
52000	Operating supplies	-	-	23,056	-
52650	Equip < than \$1000	-	-	25,810	-
<b>Operating</b>		<b>0</b>	<b>0</b>	<b>140,978</b>	<b>0</b>
<b>Capital</b>					
64051	Computer programs	-	-	54,197	-
64181	Radio- portable	-	-	43,724	-
64400	Other equipment	-	-	104,592	78,371
<b>Capital</b>		<b>0</b>	<b>0</b>	<b>202,513</b>	<b>78,371</b>
<b>Blank</b>		<b>0</b>	<b>0</b>	<b>343,491</b>	<b>78,371</b>
<b>3012 Justice Confiscated</b>		<b>0</b>	<b>0</b>	<b>343,491</b>	<b>78,371</b>
<b>132 Justice - Confiscated</b>		<b>0</b>	<b>0</b>	<b>343,491</b>	<b>78,371</b>

**City of Pembroke Pines, Florida  
Expenditure Detail**

**Entity 133 \$2 Police Education | Function 521 Law enforcement**

**Division 3013 \$2 Police Education | Project Blank**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Operating</b>					
40100	Travel/conferences	1,662	11,389	112,919	10,000
54000	Police Training- Std Bnd \$2	22,185	13,630	103,345	37,294
	<b>Operating</b>	<b>23,847</b>	<b>25,019</b>	<b>216,264</b>	<b>47,294</b>
	<b>Blank</b>	<b>23,847</b>	<b>25,019</b>	<b>216,264</b>	<b>47,294</b>
<b>3013 \$2 Police Education</b>		<b>23,847</b>	<b>25,019</b>	<b>216,264</b>	<b>47,294</b>
<b>133 \$2 Police Education</b>		<b>23,847</b>	<b>25,019</b>	<b>216,264</b>	<b>47,294</b>

**City of Pembroke Pines, Florida  
Expenditure Detail**

**Entity 134 FDLE - Confiscated | Function 521 Law enforcement**

**Division 3004 FDLE | Project Blank**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Operating</b>					
31300	Professional services-Outside Legal	600	1,215	18,192	-
40100	Travel/conferences	-	-	27,547	-
49000	Legal/employment ads	-	-	5,000	-
52000	Operating supplies	-	4,040	17,627	-
52600	Clothing/uniforms	100	6,224	23,676	-
52620	Drug & crime prevention	42,346	50,000	70,946	11,553
52650	Equip < than \$1000	171,940	-	50,354	-
52653	Computer equipment < \$1000	-	65,698	-	-
<b>Operating</b>		<b>214,986</b>	<b>127,177</b>	<b>213,342</b>	<b>11,553</b>
<b>Capital</b>					
62000	Buildings	-	-	717,908	231,507
64028	Car	-	121,468	44,661	-
64051	Computer programs	-	-	29,700	-
64055	Laptop/Tablet	-	-	32,250	-
64176	S.E.T. Equipment	-	69,007	20,138	-
64180	Radio	-	26,643	-	-
64181	Radio- portable	-	-	60,000	-
64210	Truck pickup	-	-	19,441	-
64214	Truck	-	-	24,698	-
64400	Other equipment	2,925	-	21,200	-
<b>Capital</b>		<b>2,925</b>	<b>217,118</b>	<b>969,996</b>	<b>231,507</b>
<b>Grants and Aid</b>					
82014	Police Explorers	-	-	5,000	5,000
<b>Grants and Aid</b>		<b>0</b>	<b>0</b>	<b>5,000</b>	<b>5,000</b>
<b>Blank</b>		<b>217,911</b>	<b>344,294</b>	<b>1,188,338</b>	<b>248,060</b>
<b>3004 FDLE</b>		<b>217,911</b>	<b>344,294</b>	<b>1,188,338</b>	<b>248,060</b>
<b>134 FDLE - Confiscated</b>		<b>217,911</b>	<b>344,294</b>	<b>1,188,338</b>	<b>248,060</b>

**City of Pembroke Pines, Florida  
Expenditure Detail**

**Entity 199 Older Americans Act | Function 569 Other human services**

**Division 8005 SW Multipurpose Center 24 Multipurpose center | Project 24 Multipurpose center**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Operating</b>					
31400	Professional services- medical	190	209	180	640
31500	Professional services- other	-	-	-	672
34300	Contract- laundry & cleaning	-	246	250	520
34989	Contractual service provider	94,835	304,321	316,500	354,664
34990	Contractual services- other	729,294	465,530	545,240	655,640
46300	R & M motor vehicles	-	-	-	84,800
52540	Fuel	-	-	-	61,519
52920	Heater Meals	24,500	23,223	46,468	23,234
<b>Operating</b>		<b>848,819</b>	<b>793,529</b>	<b>908,638</b>	<b>1,181,689</b>
<b>Grants and Aid</b>					
81121	In-kind- salaries	83,334	83,966	83,430	83,430
<b>Grants and Aid</b>		<b>83,334</b>	<b>83,966</b>	<b>83,430</b>	<b>83,430</b>
<b>24 Multipurpose center</b>		<b>932,153</b>	<b>877,495</b>	<b>992,068</b>	<b>1,265,119</b>

**Entity 199 Older Americans Act | Function 569 Other human services**

**Division 8005 SW Multipurpose Center 45 III E Funds | Project 45 III E Funds**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Grants and Aid</b>					
81121	In-kind- salaries	8,364	14,524	11,857	11,857
<b>Grants and Aid</b>		<b>8,364</b>	<b>14,524</b>	<b>11,857</b>	<b>11,857</b>
<b>45 III E Funds</b>		<b>8,364</b>	<b>14,524</b>	<b>11,857</b>	<b>11,857</b>

<b>8005 SW Multipurpose Center</b>	<b>940,517</b>	<b>892,019</b>	<b>1,003,925</b>	<b>1,276,976</b>
------------------------------------	----------------	----------------	------------------	------------------

<b>199 Older Americans Act</b>	<b>940,517</b>	<b>892,019</b>	<b>1,003,925</b>	<b>1,276,976</b>
--------------------------------	----------------	----------------	------------------	------------------

**City of Pembroke Pines, Florida  
Expenditure Detail**

**Entity 201 Debt Service | Function 517 Debt service payments**

**Division 900 General Debt Service | Project Blank**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Debt Services</b>					
71470	Bond Principal \$45,240,000	310,000	-	-	-
71490	Bond Principal \$19,600,000	800,000	835,000	870,000	905,000
71493	Bond Principal \$39,935,000	705,000	750,000	795,000	840,000
71494	Bond Principal \$49,910,000	1,060,000	1,095,000	1,135,000	1,180,000
71495	Bond Principal \$20,140,000	-	475,000	485,000	500,000
71496	Bond Principal \$15,975,000	-	365,000	375,000	390,000
71499	Bond Principal \$26,805,000	515,000	535,000	555,000	580,000
71550	Bond Principal \$29,720,000	1,005,000	1,040,000	1,085,000	1,130,000
71551	Bond Principal \$45,050,000	1,470,000	1,530,000	1,590,000	1,650,000
71553	Bond Principal \$64,095,000	300,000	300,000	300,000	100,000
71555	Bond Principal \$8,545,700	-	102,500	357,600	377,400
72470	Bond interest \$45,240,000	442,820	-	-	-
72490	Bond interest \$19,600,000	163,500	130,800	96,265	59,425
72493	Bond interest \$39,935,000	2,285,764	2,242,332	2,196,214	2,147,409
72494	Bond interest \$49,910,000	2,376,269	2,337,188	2,293,957	2,246,182
72495	Bond interest \$20,140,000	928,873	921,748	906,742	890,110
72496	Bond interest \$15,975,000	757,915	751,528	738,344	724,137
72499	Bond interest \$26,805,000	1,201,163	1,180,163	1,158,363	1,135,663
72550	Bond interest \$29,720,000	1,346,850	1,305,950	1,263,450	1,219,150
72551	Bond interest \$45,050,000	1,902,713	1,842,713	1,780,313	1,715,513
72553	Bond interest \$64,095,000	2,266,048	2,444,239	2,835,656	2,797,917
72554	Bond interest \$8,040,000	41,359	57,560	91,480	161,436
72555	Bond interest \$8,545,700	-	332,432	343,593	328,314
73300	Payment to refunded bond escrow agent	8,752,651	-	-	-
73450	Escrow agent fees	700	700	700	-
73801	Variable Rate Bond Fees - SBA 08	56,352	60,122	-	-
73805	Variable Rate Bond Fees - CS	455,882	415,482	11,000	11,000
73810	Prof fees - bond int rate mode	-	297,959	-9,386	-
73850	Fiscal agent fees	4,700	4,700	6,200	5,100
<b>Debt Services</b>		<b>29,148,556</b>	<b>21,353,113</b>	<b>21,260,491</b>	<b>21,093,756</b>
<b>Other</b>					
91320	Transfer to municipal construction fund	-	-	9,386	-
<b>Other</b>		<b>0</b>	<b>0</b>	<b>9,386</b>	<b>0</b>
<b>Blank</b>		<b>29,148,556</b>	<b>21,353,113</b>	<b>21,269,877</b>	<b>21,093,756</b>

**Entity 201 Debt Service | Function 517 Debt service payments**

**Division 900 General Debt Service 656 CIRRB 2010 | Project 656 CIRRB 2010**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Other</b>					
99540	Bond issue cost	45,349	-	-	-

**City of Pembroke Pines, Florida  
Expenditure Detail**

**Entity 201 Debt Service | Function 517 Debt service payments**

**Division 900 General Debt Service 656 CIRRB 2010 | Project 656 CIRRB 2010**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Other</b>					
	<b>Other</b>	<b>45,349</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>656 CIRRB 2010</b>		<b>45,349</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Entity 201 Debt Service | Function 517 Debt service payments**

**Division 900 General Debt Service 675 GO Bonds 2005 | Project 675 GO Bonds 2005**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Debt Services</b>					
71498	Bond Principal \$47,000,000	995,000	1,025,000	1,055,000	1,090,000
72498	Bond interest \$47,000,000	1,802,898	1,772,053	1,739,253	1,704,438
73850	Fiscal agent fees	400	400	400	400
<b>Debt Services</b>		<b>2,798,298</b>	<b>2,797,453</b>	<b>2,794,653</b>	<b>2,794,838</b>
<b>675 GO Bonds 2005</b>		<b>2,798,298</b>	<b>2,797,453</b>	<b>2,794,653</b>	<b>2,794,838</b>

**Entity 201 Debt Service | Function 517 Debt service payments**

**Division 900 General Debt Service 676 GO Bonds 2007B | Project 676 GO Bonds 2007B**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Debt Services</b>					
71552	Bond Principal \$43,000,000	790,000	820,000	855,000	890,000
72552	Bond interest \$43,000,000	1,892,438	1,860,838	1,825,988	1,791,788
73850	Fiscal agent fees	400	400	400	400
<b>Debt Services</b>		<b>2,682,838</b>	<b>2,681,238</b>	<b>2,681,388</b>	<b>2,682,188</b>
<b>676 GO Bonds 2007B</b>		<b>2,682,838</b>	<b>2,681,238</b>	<b>2,681,388</b>	<b>2,682,188</b>

<b>900 General Debt Service</b>	<b>34,675,040</b>	<b>26,831,803</b>	<b>26,745,918</b>	<b>26,570,782</b>
---------------------------------	-------------------	-------------------	-------------------	-------------------

<b>201 Debt Service</b>	<b>34,675,040</b>	<b>26,831,803</b>	<b>26,745,918</b>	<b>26,570,782</b>
-------------------------	-------------------	-------------------	-------------------	-------------------

**City of Pembroke Pines, Florida  
Expenditure Detail**

**Entity 320 Municipal Construction | Function 569 Other human services**

**Division 5059 Charter Schools 672 Cap Improv - 2006 | Project 672 Cap Improv - 2006**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Other</b>					
91201	Transfer to Debt Service Fund	-	-	961,000	-
<b>Other</b>		<b>0</b>	<b>0</b>	<b>961,000</b>	<b>0</b>
<b>672 Cap Improv - 2006</b>		<b>0</b>	<b>0</b>	<b>961,000</b>	<b>0</b>

**Entity 320 Municipal Construction | Function 569 Other human services**

**Division 5059 Charter Schools 673 Schools Expansion | Project 673 Schools Expansion**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Capital</b>					
62000	Buildings	3,026	-	-	-
62000	Buildings	1,526	-	-	-
63115	Landscaping	28,902	-	-	-
63115	Landscaping	28,902	-	-	-
63115	Landscaping	66,529	-	-	-
63115	Landscaping	147,160	-	2,778	-
63115	Landscaping	147,160	-	2,778	-
64039	Computer equipment not micro	-	9,592	1,854	-
64039	Computer equipment not micro	-	11,648	1,854	-
64039	Computer equipment not micro	-	11,631	1,855	-
64039	Computer equipment not micro	-	14,620	25,296	-
64039	Computer equipment not micro	-	9,553	1,948	-
64039	Computer equipment not micro	-	12,344	1,855	-
64039	Computer equipment not micro	-	12,294	1,206	-
64050	Copier machine	8,598	-	-	-
64053	Micro computer	-	47,215	-	-
64053	Micro computer	-	50,070	-	-
64053	Micro computer	-	47,215	-	-
64053	Micro computer	-	50,070	-	-
64053	Micro computer	-	47,215	-	-
64053	Micro computer	-	51,104	5,053	-
64053	Micro computer	-	69,559	-	-
64055	Laptop/Tablet	-	1,784	-	-
64055	Laptop/Tablet	-	892	-	-
64055	Laptop/Tablet	-	1,784	-	-
64055	Laptop/Tablet	-	1,784	-	-
64055	Laptop/Tablet	-	1,784	-	-
64055	Laptop/Tablet	-	892	-	-
64325	School bus	-	-	63,687	-
64691	Capitalized Software - Schools	5,980	-	-	-
64691	Capitalized Software - Schools	5,980	-	-	-
<b>Capital</b>		<b>443,762</b>	<b>453,050</b>	<b>110,164</b>	<b>0</b>

**City of Pembroke Pines, Florida  
Expenditure Detail**

**Entity 320 Municipal Construction | Function 569 Other human services**

**Division 5059 Charter Schools 673 Schools Expansion | Project 673 Schools Expansion**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
	<b>673 Schools Expansion</b>	<b>443,762</b>	<b>453,050</b>	<b>110,164</b>	<b>0</b>
	<b>5059 Charter Schools</b>	<b>443,762</b>	<b>453,050</b>	<b>1,071,164</b>	<b>0</b>



**City of Pembroke Pines, Florida  
Expenditure Detail**

**Entity 320 Municipal Construction | Function 519 Other general governmental services**

**Division 6001 General Gvt Buildings | Project Blank**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Capital</b>					
62196	Thermal Storage System - AV	879,138	315,924	21,200	-
	<b>Capital</b>	<b>879,138</b>	<b>315,924</b>	<b>21,200</b>	<b>0</b>
<b>Grants and Aid</b>					
81121	In-kind- salaries	-	-	105,438	-
	<b>Grants and Aid</b>	<b>0</b>	<b>0</b>	<b>105,438</b>	<b>0</b>
	<b>Blank</b>	<b>879,138</b>	<b>315,924</b>	<b>126,638</b>	<b>0</b>
<b>6001 General Gvt Buildings</b>		<b>879,138</b>	<b>315,924</b>	<b>126,638</b>	<b>0</b>

**City of Pembroke Pines, Florida  
Expenditure Detail**

**Entity 320 Municipal Construction | Function 541 Road and street facilities**

**Division 6003 Infrastructure 626 I-75 & Pines Blvd. | Project 626 I-75 & Pines Blvd.**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Operating</b>					
53999	Transp Proj owned by Other G'vt	4,248,559	670,612	131,201	-
<b>Operating</b>		<b>4,248,559</b>	<b>670,612</b>	<b>131,201</b>	<b>0</b>
<b>626 I-75 &amp; Pines Blvd.</b>		<b>4,248,559</b>	<b>670,612</b>	<b>131,201</b>	<b>0</b>

**Entity 320 Municipal Construction | Function 541 Road and street facilities**

**Division 6003 Infrastructure 675 GO Bonds 2005 | Project 675 GO Bonds 2005**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Operating</b>					
53999	Transp Proj owned by Other G'vt	-1,654	-	-	-
<b>Operating</b>		<b>-1,654</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Capital</b>					
63995	Improvements - Landscaping	49,070	78,397	224,770	-
67999	IF - Transportation Projects	74,304	-	2,984,660	-
<b>Capital</b>		<b>123,374</b>	<b>78,397</b>	<b>3,209,430</b>	<b>0</b>
<b>675 GO Bonds 2005</b>		<b>121,719</b>	<b>78,397</b>	<b>3,209,430</b>	<b>0</b>

**Entity 320 Municipal Construction | Function 541 Road and street facilities**

**Division 6003 Infrastructure 676 GO Bonds 2007B | Project 676 GO Bonds 2007B**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Capital</b>					
63995	Improvements - Landscaping	-	-	765,000	-
<b>Capital</b>		<b>0</b>	<b>0</b>	<b>765,000</b>	<b>0</b>
<b>676 GO Bonds 2007B</b>		<b>0</b>	<b>0</b>	<b>765,000</b>	<b>0</b>

**Entity 320 Municipal Construction | Function 541 Road and street facilities**

**Division 6003 Infrastructure 677 GO Bonds 2009C | Project 677 GO Bonds 2009C**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Operating</b>					
53999	Transp Proj owned by Other G'vt	-3,528,920	18,864	-	-
<b>Operating</b>		<b>-3,528,920</b>	<b>18,864</b>	<b>0</b>	<b>0</b>
<b>Capital</b>					
63995	Improvements - Landscaping	18,044	22,900	504,291	-
67999	IF - Transportation Projects	-	-	2,585,400	-

**City of Pembroke Pines, Florida**  
**Expenditure Detail**

**Entity 320 Municipal Construction | Function 541 Road and street facilities**

**Division 6003 Infrastructure 677 GO Bonds 2009C | Project 677 GO Bonds 2009C**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Capital</b>					
	<b>Capital</b>	<b>18,044</b>	<b>22,900</b>	<b>3,089,691</b>	<b>0</b>
	<b>677 GO Bonds 2009C</b>	<b>-3,510,876</b>	<b>41,764</b>	<b>3,089,691</b>	<b>0</b>
	<b>6003 Infrastructure</b>	<b>859,402</b>	<b>790,773</b>	<b>7,195,322</b>	<b>0</b>

**City of Pembroke Pines, Florida  
Expenditure Detail**

**Entity 320 Municipal Construction | Function 519 Other general governmental services**

**Division 6008 Howard C. Forman Human Services Campus 672 Cap Improv - 2006 | Project  
672 Cap Improv - 2006**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Capital</b>					
63400	HCF-Renovation Emerg Services	16,212	-	-	-
63401	HCF-Senior Center	-	22,903	964,089	-
63402	HCF-Career Education Facility	-	-	1,482,048	-
63404	HCF-Central Kitchen Facility	14,139	-	758	-
<b>Capital</b>		<b>30,351</b>	<b>22,903</b>	<b>2,446,895</b>	<b>0</b>
<b>672 Cap Improv - 2006</b>		<b>30,351</b>	<b>22,903</b>	<b>2,446,895</b>	<b>0</b>
<b>rd C. Forman Human Services Campus</b>		<b>30,351</b>	<b>22,903</b>	<b>2,446,895</b>	<b>0</b>

**City of Pembroke Pines, Florida  
Expenditure Detail**

**Entity 320 Municipal Construction | Function 572 Parks and recreation**

**Division 7001 Recreation | Project Blank**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Capital</b>					
63012	Academic Village - Rec.	92,823	-	-	-
63995	Improvements - Landscaping	8,528	-	2,392	-
64400	Other equipment	-	53,370	1,250	-
	<b>Capital</b>	<b>101,351</b>	<b>53,370</b>	<b>3,642</b>	<b>0</b>
	<b>Blank</b>	<b>101,351</b>	<b>53,370</b>	<b>3,642</b>	<b>0</b>

**Entity 320 Municipal Construction | Function 572 Parks and recreation**

**Division 7001 Recreation 110 Park construction plan | Project 110 Park construction plan**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Operating</b>					
46150	R & M- land- building & improvement	-	-	12,908	-
	<b>Operating</b>	<b>0</b>	<b>0</b>	<b>12,908</b>	<b>0</b>
<b>Capital</b>					
63014	Fletcher park- improvement	-	-	10,295	-
63201	Silver Lakes South Park improvement	26,168	-	-	-
63202	Silver Lakes North Park improvement	-	-	78,950	-
	<b>Capital</b>	<b>26,168</b>	<b>0</b>	<b>89,245</b>	<b>0</b>
<b>Debt Services</b>					
71500	Principal loan from utility fund	-	-	2,574,874	1,133,700
72900	Interest expense	72,664	58,648	50,000	-
	<b>Debt Services</b>	<b>72,664</b>	<b>58,648</b>	<b>2,624,874</b>	<b>1,133,700</b>
	<b>110 Park construction plan</b>	<b>98,832</b>	<b>58,648</b>	<b>2,727,027</b>	<b>1,133,700</b>

**Entity 320 Municipal Construction | Function 572 Parks and recreation**

**Division 7001 Recreation 672 Cap Improv - 2006 | Project 672 Cap Improv - 2006**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Capital</b>					
63207	SW Pines Nature/Recreation Park	-	-7,573	18,209	-
	<b>Capital</b>	<b>0</b>	<b>-7,573</b>	<b>18,209</b>	<b>0</b>
	<b>672 Cap Improv - 2006</b>	<b>0</b>	<b>-7,573</b>	<b>18,209</b>	<b>0</b>

**City of Pembroke Pines, Florida  
Expenditure Detail**

**Entity 320 Municipal Construction | Function 572 Parks and recreation**

**Division 7001 Recreation 675 GO Bonds 2005 | Project 675 GO Bonds 2005**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Operating</b>					
46150	R & M- land- building & improvement	16,000	-	-	-
46250	R & M equipment	2,525	-	-	-
52650	Equip < than \$1000	13,579	-	2	-
	<b>Operating</b>	<b>32,104</b>	<b>0</b>	<b>2</b>	<b>0</b>
<b>Capital</b>					
60010	Capital contingency	-	-	176,298	-
62999	Buildings - New Comm Facilities	1,244,574	3,670,467	-44,999	-
63994	Improvements - Recreation Facilities	4,422	8,075	87,001	-
63998	Improvements - Comm Rec Projects	-	-	1,619,852	-
64400	Other equipment	9,594	-	-	-
64999	Equipment - Recreation/Playground	19,178	30,471	41,168	-
	<b>Capital</b>	<b>1,277,768</b>	<b>3,709,013</b>	<b>1,879,320</b>	<b>0</b>
<b>Grants and Aid</b>					
82998	Grant - Silver Trail MS	-	-	1	-
	<b>Grants and Aid</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>
	<b>675 GO Bonds 2005</b>	<b>1,309,871</b>	<b>3,709,013</b>	<b>1,879,323</b>	<b>0</b>

**Entity 320 Municipal Construction | Function 572 Parks and recreation**

**Division 7001 Recreation 676 GO Bonds 2007B | Project 676 GO Bonds 2007B**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Operating</b>					
46997	R & M - Recreation Facilities	11,222	-	-	-
52650	Equip < than \$1000	17,600	-	-	-
	<b>Operating</b>	<b>28,822</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Capital</b>					
61999	Purchase/development of open space	-	-	1	-
62999	Buildings - New Comm Facilities	-	-	500,002	-
63994	Improvements - Recreation Facilities	23,635	21,929	98,188	-
	<b>Capital</b>	<b>23,635</b>	<b>21,929</b>	<b>598,191</b>	<b>0</b>
	<b>676 GO Bonds 2007B</b>	<b>52,457</b>	<b>21,929</b>	<b>598,191</b>	<b>0</b>

**Entity 320 Municipal Construction | Function 572 Parks and recreation**

**Division 7001 Recreation 677 GO Bonds 2009C | Project 677 GO Bonds 2009C**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Operating</b>					

**City of Pembroke Pines, Florida**  
**Expenditure Detail**

**Entity 320 Municipal Construction | Function 572 Parks and recreation**

**Division 7001 Recreation 677 GO Bonds 2009C | Project 677 GO Bonds 2009C**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Operating</b>					
	46997 R & M - Recreation Facilities	-	1,338	1	-
	52650 Equip < than \$1000	460	-	1	-
<b>Operating</b>		<b>460</b>	<b>1,338</b>	<b>2</b>	<b>0</b>
<b>Capital</b>					
	60010 Capital contingency	-	-	6,327,767	-
	62999 Buildings - New Comm Facilities	14,271	-	2	-
	63994 Improvements - Recreation Facilities	1,249	2,359	34,821	-
<b>Capital</b>		<b>15,520</b>	<b>2,359</b>	<b>6,362,590</b>	<b>0</b>
<b>Grants and Aid</b>					
	82999 Grant - Flanagan High School	74,946	26,153	-	-
<b>Grants and Aid</b>		<b>74,946</b>	<b>26,153</b>	<b>0</b>	<b>0</b>
<b>677 GO Bonds 2009C</b>		<b>90,926</b>	<b>29,849</b>	<b>6,362,592</b>	<b>0</b>
<b>7001 Recreation</b>		<b>1,653,437</b>	<b>3,865,237</b>	<b>11,588,984</b>	<b>1,133,700</b>

**City of Pembroke Pines, Florida  
Expenditure Detail**

**Entity 320 Municipal Construction | Function 554 Housing and urban development**

**Division 8002 Housing Division | Project Blank**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Other</b>					
91201	Transfer to Debt Service Fund	-	230,400	-	-
	<b>Other</b>	<b>0</b>	<b>230,400</b>	<b>0</b>	<b>0</b>
	<b>Blank</b>	<b>0</b>	<b>230,400</b>	<b>0</b>	<b>0</b>

**Entity 320 Municipal Construction | Function 554 Housing and urban development**

**Division 8002 Housing Division 672 Cap Improv - 2006 | Project 672 Cap Improv - 2006**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Capital</b>					
63035	Site work	-	8,777	-	-
	<b>Capital</b>	<b>0</b>	<b>8,777</b>	<b>0</b>	<b>0</b>
	<b>672 Cap Improv - 2006</b>	<b>0</b>	<b>8,777</b>	<b>0</b>	<b>0</b>
	<b>8002 Housing Division</b>	<b>0</b>	<b>239,177</b>	<b>0</b>	<b>0</b>



**City of Pembroke Pines, Florida  
Expenditure Detail**

**Entity 320 Municipal Construction | Function 515 Comprehensive planning**

**Division 9002 Planning 675 GO Bonds 2005 | Project 675 GO Bonds 2005**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Capital</b>					
63993	Improvements - Other	-	-	1,485,114	-
<b>Capital</b>		<b>0</b>	<b>0</b>	<b>1,485,114</b>	<b>0</b>
<b>675 GO Bonds 2005</b>		<b>0</b>	<b>0</b>	<b>1,485,114</b>	<b>0</b>

**Entity 320 Municipal Construction | Function 515 Comprehensive planning**

**Division 9002 Planning 677 GO Bonds 2009C | Project 677 GO Bonds 2009C**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Capital</b>					
63993	Improvements - Other	-	-	7,514,886	-
<b>Capital</b>		<b>0</b>	<b>0</b>	<b>7,514,886</b>	<b>0</b>
<b>677 GO Bonds 2009C</b>		<b>0</b>	<b>0</b>	<b>7,514,886</b>	<b>0</b>

<b>9002 Planning</b>	<b>0</b>	<b>0</b>	<b>9,000,000</b>	<b>0</b>
----------------------	----------	----------	------------------	----------

<b>320 Municipal Construction</b>	<b>3,866,091</b>	<b>5,687,063</b>	<b>31,429,003</b>	<b>1,133,700</b>
-----------------------------------	------------------	------------------	-------------------	------------------

**City of Pembroke Pines, Florida  
Expenditure Detail**

**Entity 471 Utility Fund | Function 519 Other general governmental services**

**Division 900 General Debt Service 845 Alternative Water Supply | Project 845 Alternative Water Supply**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Debt Services</b>					
71505	Loan Principal \$12,300,000	-	-	604,854	661,603
72505	Loan interest \$12,300,000	-	334,833	412,859	390,034
72999	Capitalized interest on CIP	-	-251,308	-	-
<b>Debt Services</b>		<b>0</b>	<b>83,525</b>	<b>1,017,713</b>	<b>1,051,637</b>
<b>Other</b>					
99550	Amortization of bond issue cost	-	4,771	-	-
<b>Other</b>		<b>0</b>	<b>4,771</b>	<b>0</b>	<b>0</b>
<b>845 Alternative Water Supply</b>		<b>0</b>	<b>88,296</b>	<b>1,017,713</b>	<b>1,051,637</b>
<b>900 General Debt Service</b>		<b>0</b>	<b>88,296</b>	<b>1,017,713</b>	<b>1,051,637</b>

**City of Pembroke Pines, Florida**  
**Expenditure Detail**

**Entity 471 Utility Fund | Function 536 Water-sewer combined service**

**Division 6010 Utilities Admin Services | Project Blank**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Personnel</b>					
12027	Utility Operations Manager	-	-	97,030	105,852
12052	Controller/Internal Auditor	63,253	-	-	-
12055	Deputy Public Services Director	13,140	72,883	72,883	72,884
12109	Administrative Supervisor	207,356	140,587	140,587	140,588
12149	Division Director Utilities	119,729	97,262	-	-
12499	Deputy City Manager	-	-	-	52,592
12500	City Engineer	76,285	-	-	-
12513	Account Clerk III	60,821	58,698	58,698	58,698
12516	Assistant City Manager	18,020	81,775	81,775	81,776
12523	Accountant	98,757	-	-	-
12550	Backflow Specialist	57,906	55,890	9,404	-
12552	Budget Analyst	41,584	-	-	-
12684	Clerical Spec II	19,776	-	-	-
12770	Engineer Inspector	56,956	-	-	-
12774	Engineer	-	-	-	28,975
12786	S-Utility Service Worker II	95,151	55,890	55,890	55,890
12831	CADD Operator	58,188	56,992	56,992	56,992
12992	Vacation leave - retire/term	-	28,037	92,536	13,453
12993	Accrued vacation	-54,094	-	-	-
12994	Accrued sick leave	-23,662	-109,157	-	-
12996	Sick leave - retire/term	-	40,882	96,514	14,221
13001	Public Services Director	80,120	76,544	76,544	76,544
13160	Utility Special Project Manager	56,043	54,260	-	-
13163	Division Director of Utilities	-	-	79,591	79,592
13681	P/T Clerk Spec II	23,015	1,298	2	14,170
14000	Overtime	15,714	1,005	11,000	5,000
15105	Shoe allowance	300	-	-	-
15107	Automobile allowance	-	-	-	4,200
15108	Shift Differential	676	-	-	-
15115	Beeper pay	5,501	-	-	-
15116	Cell Phone Pay	-	-	563	1,850
15200	Longevity pay	20,491	-	-	-
21000	Social Security- matching	83,007	55,356	71,644	61,525
22000	Retirement contributions	169,509	106,321	107,920	188,075
22300	General retiree health contrib	162,723	-	-	-
22506	Retiree Health Savings-General	4,537	-	-	-
22900	Retirement contribution - Lump Sum	44,982	77,409	-	-
23000	Health Insurance	149,397	74,677	111,483	89,535
23100	Life Insurance	1,875	1,227	1,365	1,415
24000	Workers compensation	31,895	21,797	18,726	22,838
26300	General retiree health contrib	-	110,159	147,554	152,448
	<b>Personnel</b>	<b>1,758,950</b>	<b>1,159,791</b>	<b>1,388,701</b>	<b>1,379,113</b>

**Operating**

**City of Pembroke Pines, Florida  
Expenditure Detail**

**Entity 471 Utility Fund | Function 536 Water-sewer combined service**

**Division 6010 Utilities Admin Services | Project Blank**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Operating</b>					
31100	Professional services- engineering	-	-	10,000	10,000
31300	Professional services-Outside Legal	13,915	8,867	5,000	12,500
31500	Professional services- other	4,158	3,581	5,000	15,000
32100	Accounting and auditing fees	71,754	52,436	72,068	56,054
34300	Contract- laundry & cleaning	590	448	750	750
34500	Contract- building maintenance	5,000	5,305	5,000	5,004
34989	Contractual service provider	312,857	955,122	1,026,000	902,277
34990	Contractual services- other	1,519,015	298,682	328,638	180,670
40100	Travel/conferences	-	973	200	200
41100	Telephone	49,011	49,760	42,437	53,000
41400	Postage	167,291	162,414	167,291	167,000
44200	Rents- machinery & equipment	933	900	1,000	1,900
45000	Insurance	877,308	1,120,132	2,305,945	1,765,856
46150	R & M- land- building & improvement	977	3,231	4,302	5,000
46250	R & M equipment	1,000	374	1,000	5,000
46300	R & M motor vehicles	67,039	72,216	68,000	72,000
46800	Maintenance contracts	3,369	3,760	5,000	3,905
47100	Printing	9,836	13,168	10,000	15,000
48500	Promotional activities	-	2,070	-	-
49100	Recording fees	2,503	1,845	3,000	3,000
49104	License fees	620	249	750	750
51100	Office supplies	9,176	10,860	10,000	12,000
52000	Operating supplies	1,497	2,460	2,500	2,500
52150	First aid, safety equip & supplies	992	267	1,000	1,000
52200	Cleaning/janitorial supplies	1,551	1,712	2,000	2,000
52300	Expendable tools	-	13	500	500
52540	Fuel	54,871	56,441	58,000	70,132
52600	Clothing/uniforms	995	-	1,500	-
52650	Equip < than \$1000	1,354	2,556	2,000	5,000
52652	Software < than \$1000 &/or licenses	470	530	1,000	1,000
52653	Computer equipment < \$1000	369	72	2,000	2,000
54100	Memberships/ dues/ subscription	-	347	-	2,000
<b>Operating</b>		<b>3,178,452</b>	<b>2,830,792</b>	<b>4,141,881</b>	<b>3,372,998</b>
<b>Capital</b>					
64055	Laptop/Tablet	-	-	698	-
64214	Truck	-	-	22,181	-
<b>Capital</b>		<b>0</b>	<b>0</b>	<b>22,879</b>	<b>0</b>
<b>Blank</b>		<b>4,937,401</b>	<b>3,990,583</b>	<b>5,553,461</b>	<b>4,752,111</b>

**City of Pembroke Pines, Florida  
Expenditure Detail**

**Entity 471 Utility Fund | Function 536 Water-sewer combined service**

**Division 6010 Utilities Admin Services 510 Security Services | Project 510 Security Services**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Personnel</b>					
22900	Retirement contribution - Lump Sum	908	1,562	-	-
	<b>Personnel</b>	<b>908</b>	<b>1,562</b>	<b>0</b>	<b>0</b>
<b>Operating</b>					
34990	Contractual services- other	165,822	125,968	175,000	150,000
	<b>Operating</b>	<b>165,822</b>	<b>125,968</b>	<b>175,000</b>	<b>150,000</b>
	<b>510 Security Services</b>	<b>166,730</b>	<b>127,529</b>	<b>175,000</b>	<b>150,000</b>
<b>6010 Utilities Admin Services</b>		<b>5,104,131</b>	<b>4,118,113</b>	<b>5,728,461</b>	<b>4,902,111</b>

**City of Pembroke Pines, Florida**  
**Expenditure Detail**

**Entity 471 Utility Fund | Function 536 Water-sewer combined service**

**Division 6011 Non-Departmental Expense | Project Blank**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Personnel</b>					
12992	Vacation leave - retire/term	147,617	14,843	5,396	19,000
12996	Sick leave - retire/term	137,830	14,129	1,890	13,900
12997	Sick leave - annual	20,196	-	-	-
21000	Social Security- matching	19,138	2,216	558	2,518
22000	Retirement contributions	13,114	1,859	-	-
25000	Unemployment compensation	3,209	-	28,000	8,000
	<b>Personnel</b>	<b>341,104</b>	<b>33,047</b>	<b>35,844</b>	<b>43,418</b>
<b>Operating</b>					
30010	Contingency	-	-	-	-
44110	Interfund rental	99,292	101,994	103,520	106,587
49175	Administrative fees	9,784,009	10,298,669	9,652,891	9,593,856
49201	Taxes and/or assessments	1,073,584	1,225,469	1,348,071	1,344,104
49204	Road repair charges	174,676	200,000	200,000	200,000
49205	Communication service- utility	32,084	32,084	32,084	78,241
49207	Engineering Charges From General Fund	396,150	396,150	396,150	147,935
49211	Privilege fees	2,242,686	2,504,647	2,574,874	2,600,400
49990	Interest customer deposit	-	21,989	50,000	50,000
52460	Sand- seed- soil	-	-	1,000	1,000
53100	Road/street materials	19,541	24,433	25,000	25,000
59000	Depreciation Expense	5,497,480	5,320,900	-	-
59100	Reserve for Capital Replacement	-	-	2,120,000	2,160,000
	<b>Operating</b>	<b>19,319,502</b>	<b>20,126,336</b>	<b>16,503,590</b>	<b>16,307,123</b>
<b>Debt Services</b>					
73450	Escrow agent fees	-	-	700	-
	<b>Debt Services</b>	<b>0</b>	<b>0</b>	<b>700</b>	<b>0</b>
<b>Grants and Aid</b>					
81008	Brwd Water Conservation Program	-	-	53,091	53,091
	<b>Grants and Aid</b>	<b>0</b>	<b>0</b>	<b>53,091</b>	<b>53,091</b>
	<b>Blank</b>	<b>19,660,606</b>	<b>20,159,383</b>	<b>16,593,225</b>	<b>16,403,632</b>
<b>6011 Non-Departmental Expense</b>		<b>19,660,606</b>	<b>20,159,383</b>	<b>16,593,225</b>	<b>16,403,632</b>

**City of Pembroke Pines, Florida**  
**Expenditure Detail**

**Entity 471 Utility Fund | Function 535 Sewer/wastewater services**

**Division 6021 Sewer Collection | Project Blank**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Personnel</b>					
12753	Utility Service Worker II/Camera Oper	60,857	58,698	58,698	58,698
12767	Utility Maintenance Supervisor	84,675	81,193	24,187	-
12785	S-Utility Service Worker I	142,025	118,899	125,948	85,968
12786	S-Utility Service Worker II	57,906	55,890	55,890	55,890
12992	Vacation leave - retire/term	-	-	5,100	7,146
12993	Accrued vacation	508	-	-	-
12994	Accrued sick leave	1,254	-3,620	-	-
12996	Sick leave - retire/term	-	-	11,376	12,561
14000	Overtime	8,887	9,173	10,000	10,000
15105	Shoe allowance	600	-	-	-
15115	Beeper pay	8,764	9,988	2,764	10,000
15200	Longevity pay	8,016	-	-	-
21000	Social Security- matching	28,086	24,840	27,000	18,384
22000	Retirement contributions	38,127	32,522	36,807	83,626
22300	General retiree health contrib	55,791	-	-	-
22900	Retirement contribution - Lump Sum	19,776	34,033	-	-
23000	Health Insurance	50,278	52,438	82,084	42,226
23100	Life Insurance	596	576	741	454
24000	Workers compensation	13,131	16,535	18,702	10,885
26300	General retiree health contrib	-	77,760	110,664	114,336
<b>Personnel</b>		<b>579,276</b>	<b>568,923</b>	<b>569,961</b>	<b>510,174</b>
<b>Operating</b>					
31400	Professional services- medical	-	-	500	-
34300	Contract- laundry & cleaning	1,664	1,428	2,000	1,500
34989	Contractual service provider	64,372	261,803	428,286	576,364
34990	Contractual services- other	-	-	10,400	-
40100	Travel/conferences	3	-	-	-
41100	Telephone	-	-	1,500	22,800
44200	Rents- machinery & equipment	142	218	3,775	500
46150	R & M- land- building & improvement	159,792	51,063	93,090	100,000
46250	R & M equipment	5,660	217,702	255,044	650,000
46300	R & M motor vehicles	61,765	36,553	52,725	45,000
49104	License fees	275	389	275	275
51100	Office supplies	383	638	800	900
52000	Operating supplies	1,570	7,120	9,300	8,000
52150	First aid, safety equip & supplies	2,073	7,312	12,500	5,000
52200	Cleaning/janitorial supplies	1,543	1,424	2,000	2,000
52300	Expendable tools	3,197	4,928	10,850	5,000
52350	Electrical/mechanical supplies	-	-	500	-
52430	Operating chemicals	-	-	1,000	-
52460	Sand- seed- soil	-	-	500	-
52540	Fuel	47,759	53,548	52,000	69,613
52600	Clothing/uniforms	-	-	500	-

**City of Pembroke Pines, Florida  
Expenditure Detail**

**Entity 471 Utility Fund | Function 535 Sewer/wastewater services**

**Division 6021 Sewer Collection | Project Blank**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Operating</b>					
52650	Equip < than \$1000	2,730	7,050	28,500	7,500
52701	Food purchases	-	-	200	-
<b>Operating</b>		<b>352,931</b>	<b>651,175</b>	<b>966,245</b>	<b>1,494,452</b>
<b>Capital</b>					
63122	Lift station	-	-	347,817	272,817
64012	Backhoe	-	-	-	55,000
64068	Sewer Cleaning Vacuum Machine	-	-	299,078	-
64165	Pump	-	-	42,344	-
64210	Truck pickup	-	-	110,372	30,000
64214	Truck	-	-	-	60,000
64221	Van	-	-	46,240	25,000
64350	Special equipment	-	-	6,170	-
<b>Capital</b>		<b>0</b>	<b>0</b>	<b>852,021</b>	<b>442,817</b>
<b>Blank</b>		<b>932,207</b>	<b>1,220,098</b>	<b>2,388,227</b>	<b>2,447,443</b>

**Entity 471 Utility Fund | Function 535 Sewer/wastewater services**

**Division 6021 Sewer Collection 812 Lift station upgrade | Project 812 Lift station upgrade**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Capital</b>					
63122	Lift station	-	-	172,710	-
<b>Capital</b>		<b>0</b>	<b>0</b>	<b>172,710</b>	<b>0</b>
<b>812 Lift station upgrade</b>		<b>0</b>	<b>0</b>	<b>172,710</b>	<b>0</b>

**Entity 471 Utility Fund | Function 535 Sewer/wastewater services**

**Division 6021 Sewer Collection 828 Infiltration & inflow correction | Project 828 Infiltration & inflow correction**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Operating</b>					
34100	Contract- outside repairs	304,938	-	394,439	500,000
<b>Operating</b>		<b>304,938</b>	<b>0</b>	<b>394,439</b>	<b>500,000</b>
<b>828 Infiltration &amp; inflow correction</b>		<b>304,938</b>	<b>0</b>	<b>394,439</b>	<b>500,000</b>
<b>6021 Sewer Collection</b>		<b>1,237,145</b>	<b>1,220,098</b>	<b>2,955,376</b>	<b>2,947,443</b>



**City of Pembroke Pines, Florida  
Expenditure Detail**

**Entity 471 Utility Fund | Function 535 Sewer/wastewater services**

**Division 6022 Sewer Treatment Plant | Project Blank**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Personnel</b>					
12672	Chief Waste Water Operations	93,507	67,002	-	-
12767	Utility Maintenance Supervisor	45,266	-	-	-
12786	S-Utility Service Worker II	43,161	-	-	-
12946	S-Treatment Plant Operator I	50,678	37,640	47,168	34,279
12947	S-Treatment Plant Operator II	141,796	98,964	143,578	86,841
12948	S-Treatment Plant Operator III	162,494	160,065	157,123	183,728
12992	Vacation leave - retire/term	-	26,439	-	-
12993	Accrued vacation	-31,155	-25,167	-	-
12994	Accrued sick leave	-29,060	-19,323	-	-
12996	Sick leave - retire/term	-	23,350	-	-
14000	Overtime	27,128	15,251	23,000	25,000
15100	Holiday pay	10,257	8,940	11,500	11,500
15105	Shoe allowance	1,000	-	-	-
15108	Shift Differential	3,238	2,161	2,080	3,120
15115	Beeper pay	4,205	1,475	3,000	2,000
15200	Longevity pay	10,166	-	-	-
21000	Social Security- matching	44,508	32,634	32,989	26,512
22000	Retirement contributions	142,929	87,724	96,970	177,021
22300	General retiree health contrib	120,880	-	-	-
22900	Retirement contribution - Lump Sum	30,957	53,275	-	-
23000	Health Insurance	110,363	80,215	107,408	65,626
23100	Life Insurance	1,118	824	846	691
24000	Workers compensation	26,154	22,299	19,256	16,545
26300	General retiree health contrib	-	116,640	147,552	152,448
	<b>Personnel</b>	<b>1,009,589</b>	<b>790,409</b>	<b>792,470</b>	<b>785,311</b>
<b>Operating</b>					
31100	Professional services- engineering	45,195	62,295	57,000	65,000
31300	Professional services-Outside Legal	2,589	123	5,000	5,000
31500	Professional services- other	10,217	53,485	10,217	10,200
34300	Contract- laundry & cleaning	4,749	2,812	6,000	4,000
34450	Contract- sludge removal	159,194	155,377	225,000	225,000
34500	Contract- building maintenance	3,900	4,073	5,000	5,000
34989	Contractual service provider	165,353	653,012	780,000	876,951
34990	Contractual services- other	183,726	-	-	-
40100	Travel/conferences	1,368	139	350	750
41100	Telephone	-	-	2,400	-
43100	Electric	1,021,700	952,934	1,051,700	1,230,000
43200	Water & sewer	40,031	58,043	59,300	60,000
43600	Wastewater treatment charges	6,347,983	7,240,047	7,250,000	8,960,000
44200	Rents- machinery & equipment	4,120	3,887	4,000	4,900
46150	R & M- land- building & improvement	86,910	84,607	50,000	90,000
46250	R & M equipment	327,191	319,793	182,058	400,000
46300	R & M motor vehicles	21,727	20,536	25,000	25,000

**City of Pembroke Pines, Florida  
Expenditure Detail**

**Entity 471 Utility Fund | Function 535 Sewer/wastewater services**

**Division 6022 Sewer Treatment Plant | Project Blank**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Operating</b>					
46800	Maintenance contracts	1,746	2,122	2,300	2,146
49104	License fees	6,117	6,293	9,800	9,000
49105	License renewals	720	2,780	3,500	3,500
51100	Office supplies	1,813	1,655	2,100	1,500
52000	Operating supplies	7,916	8,676	10,000	8,000
52150	First aid, safety equip & supplies	13,529	15,690	12,900	15,000
52200	Cleaning/janitorial supplies	3,049	2,437	3,000	3,000
52300	Expendable tools	16,556	21,803	10,000	20,000
52350	Electrical/mechanical supplies	-	-	1,000	-
52410	Lab chemicals & supplies	16,692	18,982	20,000	20,000
52430	Operating chemicals	162,662	154,066	280,000	180,000
52540	Fuel	29,571	46,339	30,000	35,494
52600	Clothing/uniforms	13	-	500	-
52650	Equip < than \$1000	13,450	44,850	30,700	20,000
52701	Food purchases	-	-	200	-
54100	Memberships/ dues/ subscription	-	-	250	-

**Operating    8,699,787    9,936,855    10,129,275    12,279,441**

**Capital**

64210	Truck pickup	-	-	13,886	-
64400	Other equipment	-	-	1,399,200	512,500

**Capital            0            0    1,413,086    512,500**

**Blank    9,709,375    10,727,264    12,334,831    13,577,252**

**Entity 471 Utility Fund | Function 535 Sewer/wastewater services**

**Division 6022 Sewer Treatment Plant 833 Odor Control System Upgrade | Project 833 Odor Control System Upgrade**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
--------	--------------------	-------------------	-------------------	-------------------	-------------------

**Capital**

62037	Odor control system	-	-	-	4,000,000
-------	---------------------	---	---	---	-----------

**Capital            0            0            0    4,000,000**

**833 Odor Control System Upgrade    0            0            0    4,000,000**

**Entity 471 Utility Fund | Function 535 Sewer/wastewater services**

**Division 6022 Sewer Treatment Plant 834 Plant Rehabilitation | Project 834 Plant Rehabilitation**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
--------	--------------------	-------------------	-------------------	-------------------	-------------------

**Capital**

63183	Sewer treatment rehabilitation	-	-	2,753,760	2,550,000
-------	--------------------------------	---	---	-----------	-----------

**City of Pembroke Pines, Florida  
Expenditure Detail**

**Entity 471 Utility Fund | Function 535 Sewer/wastewater services**

**Division 6022 Sewer Treatment Plant 834 Plant Rehabilitation | Project 834 Plant Rehabilitation**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Capital</b>					
	<b>Capital</b>	<b>0</b>	<b>0</b>	<b>2,753,760</b>	<b>2,550,000</b>
	<b>834 Plant Rehabilitation</b>	<b>0</b>	<b>0</b>	<b>2,753,760</b>	<b>2,550,000</b>

**Entity 471 Utility Fund | Function 535 Sewer/wastewater services**

**Division 6022 Sewer Treatment Plant 845 Alternative Water Supply | Project 845 Alternative Water Supply**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Capital</b>					
	62043 Bldg/Reverse Osmosis Plant	-	-	6,738,301	-
	63001 Engineering fees	-	-	124,551	-
	<b>Capital</b>	<b>0</b>	<b>0</b>	<b>6,862,852</b>	<b>0</b>
	<b>845 Alternative Water Supply</b>	<b>0</b>	<b>0</b>	<b>6,862,852</b>	<b>0</b>

<b>6022 Sewer Treatment Plant</b>	<b>9,709,375</b>	<b>10,727,264</b>	<b>21,951,443</b>	<b>20,127,252</b>
-----------------------------------	------------------	-------------------	-------------------	-------------------

**City of Pembroke Pines, Florida**  
**Expenditure Detail**

**Entity 471 Utility Fund | Function 533 Water utility services**

**Division 6031 Water Plants | Project Blank**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Personnel</b>					
12187	Laboratory Technician II	43,892	-	-	-
12673	Chief Water Operations	94,569	89,830	89,336	89,336
12740	Custodian	24,895	-	-	-
12779	W-Utility Ser Worker II	57,906	56,037	55,890	55,890
12926	Water Plant Operator I	151,753	150,543	148,949	148,950
12928	Water Plant Operator III	330,483	248,197	258,419	213,972
12992	Vacation leave - retire/term	-	16,699	-	3,395
12993	Accrued vacation	-25,155	-5,282	-	-
12994	Accrued sick leave	-18,879	-22,001	-	-
12996	Sick leave - retire/term	-	26,528	-	4,698
13674	P/T Chief Chemist	38,741	40,256	59,303	70,303
13926	P/T Water Plant Operator I	20,029	20,560	22,035	22,035
14000	Overtime	17,557	14,361	30,000	17,000
15100	Holiday pay	6,737	8,050	7,500	8,000
15105	Shoe allowance	1,000	-	-	-
15108	Shift Differential	4,991	4,021	4,160	3,120
15115	Beeper pay	27	269	3,500	1,000
15116	Cell Phone Pay	-	-	700	-
15200	Longevity pay	16,497	-	-	-
21000	Social Security- matching	61,247	50,331	51,952	48,794
22000	Retirement contributions	136,894	109,260	123,084	180,308
22300	General retiree heath contrib	122,516	-	-	-
22506	Retiree Health Savings-General	3,899	-	-	-
22900	Retirement contribution - Lump Sum	43,631	75,085	-	-
23000	Health Insurance	118,539	78,657	123,126	91,313
23100	Life Insurance	1,261	961	1,233	1,147
24000	Workers compensation	44,365	38,050	43,004	40,940
26300	General retiree health contrib	-	116,640	165,996	171,504
	<b>Personnel</b>	<b>1,297,396</b>	<b>1,117,054</b>	<b>1,188,187</b>	<b>1,171,705</b>

**Operating**

31100	Professional services- engineering	-	-	4,300	25,000
31500	Professional services- other	28,023	9,144	22,800	34,000
34300	Contract- laundry & cleaning	3,643	3,297	3,650	3,650
34450	Contract- sludge removal	174,517	143,482	197,000	175,000
34500	Contract- building maintenance	-	249	6,000	7,000
34989	Contractual service provider	83,296	499,611	559,000	668,754
41100	Telephone	-	-	200	-
43100	Electric	485,353	506,039	550,000	550,000
44200	Rents- machinery & equipment	1,559	1,564	2,250	2,250
46150	R & M- land- building & improvement	29,222	40,886	45,000	40,000
46250	R & M equipment	188,185	185,903	222,070	510,000
46300	R & M motor vehicles	23,338	17,431	25,000	25,000
46800	Maintenance contracts	2,327	2,387	2,500	2,500

**City of Pembroke Pines, Florida  
Expenditure Detail**

**Entity 471 Utility Fund | Function 533 Water utility services**

**Division 6031 Water Plants | Project Blank**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Operating</b>					
47100	Printing	-	-	1,250	1,250
48100	Advertising	-	-	750	-
49104	License fees	8,515	10,821	10,000	10,000
49105	License renewals	-	1,202	2,000	2,000
51100	Office supplies	835	842	1,000	1,000
52000	Operating supplies	3,737	4,816	4,500	4,000
52150	First aid, safety equip & supplies	3,712	1,183	2,000	2,000
52200	Cleaning/janitorial supplies	1,543	1,424	2,000	2,000
52300	Expendable tools	4,115	5,313	5,500	4,000
52410	Lab chemicals & supplies	8,635	17,411	25,000	18,000
52430	Operating chemicals	929,874	973,343	950,000	975,000
52540	Fuel	63,602	77,048	70,475	65,845
52600	Clothing/uniforms	-	-	500	-
52650	Equip < than \$1000	8,459	7,688	8,700	5,000
52653	Computer equipment < \$1000	30	795	1,000	1,000
52701	Food purchases	-	-	200	-
<b>Operating</b>		<b>2,052,520</b>	<b>2,511,880</b>	<b>2,724,645</b>	<b>3,134,249</b>
<b>Capital</b>					
64039	Computer equipment not micro	-	-	2,000	-
64073	Generator	-	-	103,160	-
64210	Truck pickup	-	-	13,886	-
64214	Truck	-	-	-	25,000
64400	Other equipment	-	-	1,525	-
<b>Capital</b>		<b>0</b>	<b>0</b>	<b>120,571</b>	<b>25,000</b>
<b>Blank</b>		<b>3,349,916</b>	<b>3,628,934</b>	<b>4,033,403</b>	<b>4,330,954</b>

**Entity 471 Utility Fund | Function 533 Water utility services**

**Division 6031 Water Plants 838 Water Treatment Plant Expansion Phase III | Project 838  
Water Treatment Plant Expansion Phase III**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Capital</b>					
62029	Water plant	-	-	14,407	-
<b>Capital</b>		<b>0</b>	<b>0</b>	<b>14,407</b>	<b>0</b>
<b>er Treatment Plant Expansion Phase III</b>		<b>0</b>	<b>0</b>	<b>14,407</b>	<b>0</b>
<b>6031 Water Plants</b>		<b>3,349,916</b>	<b>3,628,934</b>	<b>4,047,810</b>	<b>4,330,954</b>

**City of Pembroke Pines, Florida**  
**Expenditure Detail**

**Entity 471 Utility Fund | Function 533 Water utility services**

**Division 6032 Water Distribution | Project Blank**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Personnel</b>					
12767	Utility Maintenance Supervisor	569	-	-	-
12778	W-Utility Ser Worker I	20,582	-	-	-
12779	W-Utility Ser Worker II	288,938	213,950	260,022	166,068
12993	Accrued vacation	-8,286	-9,201	-	-
12994	Accrued sick leave	-14,089	-16,265	-	-
14000	Overtime	25,421	20,272	30,000	22,000
15105	Shoe allowance	600	-	-	-
15115	Beeper pay	5,862	5,515	5,500	7,500
15200	Longevity pay	9,124	-	-	-
21000	Social Security- matching	26,436	17,862	22,188	14,965
22000	Retirement contributions	67,529	37,529	52,205	110,250
22300	General retiree health contrib	65,090	-	-	-
22900	Retirement contribution - Lump Sum	24,920	42,885	-	-
23000	Health Insurance	59,066	43,698	68,403	30,526
23100	Life Insurance	515	482	581	375
24000	Workers compensation	18,688	16,381	17,339	11,323
26300	General retiree health contrib	-	64,801	92,220	95,280
<b>Personnel</b>		<b>590,964</b>	<b>437,908</b>	<b>548,458</b>	<b>458,287</b>
<b>Operating</b>					
31100	Professional services- engineering	4,613	75	6,000	6,000
31400	Professional services- medical	-	275	500	500
34300	Contract- laundry & cleaning	904	800	1,700	1,000
34989	Contractual service provider	45,232	165,790	247,000	450,862
40100	Travel/conferences	8	-	-	-
44200	Rents- machinery & equipment	187	197	1,200	1,200
46150	R & M- land- building & improvement	145,719	134,497	118,800	140,000
46250	R & M equipment	1,785	4,990	21,900	15,000
46300	R & M motor vehicles	27,548	23,613	30,000	30,000
46700	R & M fire hydrants	5,970	6,098	17,000	12,000
49104	License fees	-	27	-	100
49105	License renewals	-	40	200	200
51100	Office supplies	-	85	250	250
52000	Operating supplies	2,694	3,079	6,000	3,500
52150	First aid, safety equip & supplies	1,628	3,369	5,100	3,000
52200	Cleaning/janitorial supplies	1,543	1,232	1,500	1,500
52300	Expendable tools	5,474	8,969	8,000	7,000
52540	Fuel	44,751	56,728	81,000	68,123
52600	Clothing/uniforms	286	-	500	-
52650	Equip < than \$1000	5,139	8,169	18,000	9,000
52651	Meters < than \$1000	83,857	112,117	125,000	125,000
52701	Food purchases	-	-	250	-
<b>Operating</b>		<b>377,337</b>	<b>530,148</b>	<b>689,900</b>	<b>874,235</b>

**City of Pembroke Pines, Florida**  
**Expenditure Detail**

**Entity 471 Utility Fund | Function 533 Water utility services**

**Division 6032 Water Distribution | Project Blank**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Capital</b>					
63062	Fire hydrants	-	-	6,200	-
63233	Water main	-	-	193,724	500,000
64012	Backhoe	-	-	107,320	-
64088	Skid Steer Loader	-	-	40,783	-
64089	Excavator	-	-	33,952	-
64210	Truck pickup	-	-	171,869	30,000
64213	Trailer	-	-	6,270	-
64214	Truck	-	-	-	25,000
64350	Special equipment	-	-	1,169	-
<b>Capital</b>		<b>0</b>	<b>0</b>	<b>561,287</b>	<b>555,000</b>
<b>Blank</b>		<b>968,301</b>	<b>968,057</b>	<b>1,799,645</b>	<b>1,887,522</b>
<b>6032 Water Distribution</b>		<b>968,301</b>	<b>968,057</b>	<b>1,799,645</b>	<b>1,887,522</b>
<b>471 Utility Fund</b>		<b>40,029,474</b>	<b>40,910,145</b>	<b>54,093,673</b>	<b>51,650,551</b>

**City of Pembroke Pines, Florida  
Expenditure Detail**

**Entity 504 Public Insurance Fund | Function 519 Other general governmental services**

**Division 203 Self Insurance 401 Administration | Project 401 Administration**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Personnel</b>					
12010	Insurance Clerk	37,674	-	-	-
12014	Risk Management/Benefits Supervisor	57,633	59,208	60,840	60,840
12993	Accrued vacation	-5,156	415	-	-
12994	Accrued sick leave	-8,823	1,702	-	-
14000	Overtime	33	-	-	-
15200	Longevity pay	2,905	-	-	-
21000	Social Security- matching	7,232	4,269	4,654	4,655
22000	Retirement contributions	18,022	13,704	15,560	27,695
22300	General retiree health contrib	11,241	-	-	-
22900	Retirement contribution - Lump Sum	2,472	3,900	-	-
26300	General retiree health contrib	-	7,388	7,777	7,954
<b>Personnel</b>		<b>123,234</b>	<b>90,586</b>	<b>88,831</b>	<b>101,144</b>
<b>Operating</b>					
34989	Contractual service provider	14,134	55,422	60,100	77,971
34990	Contractual services- other	2,000	-	24,000	24,000
45025	Hazardous cleanup	-	-	5,000	5,000
45050	Insurance- administrative fees	242,941	156,457	225,000	207,140
46800	Maintenance contracts	-	-	2,000	2,000
47100	Printing	-	-	5,000	5,000
49857	Allocation of Adm Expenses	-386,342	-306,779	-415,431	-427,755
51100	Office supplies	4,034	4,314	4,500	4,500
52650	Equip < than \$1000	-	-	1,000	1,000
<b>Operating</b>		<b>-123,234</b>	<b>-90,586</b>	<b>-88,831</b>	<b>-101,144</b>
<b>401 Administration</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Entity 504 Public Insurance Fund | Function 519 Other general governmental services**

**Division 203 Self Insurance 402 Health Insurance | Project 402 Health Insurance**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Operating</b>					
45053	Health- Administrative fees	507,198	519,741	650,000	650,000
45085	Dental/Cobra Fees	-	-	2,000	2,000
45420	Health- Premium	360,334	489,585	500,000	732,590
45808	Health Claims	11,267,086	11,715,856	15,922,314	13,031,557
45850	Health Claim Reserve	-	-	28,811	-
49857	Allocation of Adm Expenses	254,694	218,715	294,558	305,688
<b>Operating</b>		<b>12,389,312</b>	<b>12,943,898</b>	<b>17,397,683</b>	<b>14,721,835</b>
<b>402 Health Insurance</b>		<b>12,389,312</b>	<b>12,943,898</b>	<b>17,397,683</b>	<b>14,721,835</b>



**City of Pembroke Pines, Florida  
Expenditure Detail**

**Entity 504 Public Insurance Fund | Function 519 Other general governmental services**

**Division 203 Self Insurance 403 Life Insurance | Project 403 Life Insurance**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Operating</b>					
45095	Insurance- Life	228,919	222,313	268,047	265,804
49857	Allocation of Adm Expenses	3,527	3,391	4,069	4,299
<b>Operating</b>		<b>232,447</b>	<b>225,704</b>	<b>272,116</b>	<b>270,103</b>
<b>403 Life Insurance</b>		<b>232,447</b>	<b>225,704</b>	<b>272,116</b>	<b>270,103</b>

**Entity 504 Public Insurance Fund | Function 519 Other general governmental services**

**Division 203 Self Insurance 404 Workers Compensation | Project 404 Workers Compensation**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Operating</b>					
45070	Insurance-excess wrkrs compensation	248,081	253,958	324,800	401,350
45080	State assessment- self ins wrkrs comp	89,339	23,844	92,300	62,300
45742	Workers compensation 1985-86	-76,499	-	-	-
45745	Workers compensation 1988-89	-52,192	-	-	-
45751	Workers compensation 1993-94	0	-32,673	-	-
45752	Workers compensation 1994-95	101,425	-58,356	-	-
45753	Workers compensation 1995-96	-2,728	539	-	-
45754	Workers compensation 1996-97	7,148	39,792	-	-
45755	Workers compensation 1997-98	-1,548	-	-	-
45756	Workers compensation 1998-99	172,915	-3,134	-	-
45757	Workers compensation 1999-00	14,804	-27,040	-	-
45758	Workers compensation 2000-01	17,908	-115,793	-	-
45759	Workers compensation 2001-02	5,525	4,168	-	-
45760	Workers compensation 2002-03	14,382	89,208	-	-
45761	Workers compensation 2003-04	-46,344	51,112	-	-
45762	Workers compensation 2004-05	-3,158	70,514	-	-
45763	Workers compensation 2005-06	-22,354	-43,680	-	-
45764	Workers compensation 2006-07	-126,766	74,629	-	-
45765	Workers compensation 2007-08	633,705	28,533	-	-
45766	Workers compensation 2008-09	-133,472	-38,443	-	-
45767	Workers compensation 2009-10	1,766,647	-140,096	-	-
45768	Workers compensation 2010-11	-	1,262,365	-	-
45769	Workers compensation 2011-12	-	-	2,288,227	-
45771	Workers compensation 2012-13	-	-	-	2,223,244
45776	Workers compensation	-	1,000,000	-	-
49857	Allocation of Adm Expenses	52,135	36,176	48,113	44,620
<b>Operating</b>		<b>2,658,953</b>	<b>2,475,624</b>	<b>2,753,440</b>	<b>2,731,514</b>
<b>404 Workers Compensation</b>		<b>2,658,953</b>	<b>2,475,624</b>	<b>2,753,440</b>	<b>2,731,514</b>

**City of Pembroke Pines, Florida  
Expenditure Detail**

**Entity 504 Public Insurance Fund | Function 519 Other general governmental services  
Division 203 Self Insurance 405 Property & Casualty Insurance | Project 405 Property & Casualty Insurance**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Operating</b>					
34990	Contractual services- other	-	8,000	-	-
45060	Insurance- excess property	714,890	606,395	1,650,000	1,250,000
45200	Insurance- Gallagher package	553,462	508,780	825,000	807,500
45225	Insurance - bus	-	-	-	120,000
45600	Insurance- fidelity bonds	8,774	8,532	9,000	9,000
45712	Insurance claims paid 2012-13	-	-	-	1,000,000
45713	Insurance claims paid 2011-12	-	-	1,500,000	-
45714	Insurance claims paid 2010-11	-	1,100,756	-	-
45715	Insurance claims paid 2009-10	163,382	-46,715	-	-
45716	Insurance claims paid 2008-09	113,333	19,177	-	-
45717	Insurance claims paid 2007-08	26,464	-52,948	-	-
45718	Insurance claims paid 2006-07	-46,552	-28,206	-	-
45719	Insurance claims paid 2005-06	55,473	-15,520	-	-
45722	Insurance claims paid 1993-94	-	4,299	-	-
45723	Insurance claims paid 1994-95	-6,047	-35,643	-	-
45724	Insurance claims paid 1995-96	679	-134	-	-
45725	Insurance claims paid 1996-97	10,723	2,863	-	-
45726	Insurance claims paid 1997-98	-92	-	-	-
45727	Insurance claims paid 1998-99	14,107	-10,216	-	-
45728	Insurance claims paid 1999-00	-2,843	-20,629	-	-
45729	Insurance claims paid 2000-01	171,773	-122,652	-	-
45731	Insurance claims paid 2001-02	-227	-168	-	-
45732	Insurance claims paid 2002-03	-1,233	-13,207	-	-
45733	Insurance claims paid 2003-04	70,420	-119,419	-	-
45734	Insurance claims paid 2004-05	19,672	-66,212	-	-
45736	Insurance claims paid 1985-86	-3,914	-	-	-
45739	Insurance claims paid 1988-89	-17,416	-	-	-
45770	Claims not part of Gallagher	-	-	160,000	100,000
45775	Claims - non-voucher	5,375	-	214,000	214,000
45777	Liability	-	500,000	-	-
49857	Allocation of Adm Expenses	75,986	48,497	68,691	73,148
<b>Operating</b>		<b>1,926,188</b>	<b>2,275,631</b>	<b>4,426,691</b>	<b>3,573,648</b>
<b>405 Property &amp; Casualty Insurance</b>		<b>1,926,188</b>	<b>2,275,631</b>	<b>4,426,691</b>	<b>3,573,648</b>
<b>203 Self Insurance</b>		<b>17,206,900</b>	<b>17,920,856</b>	<b>24,849,930</b>	<b>21,297,100</b>
<b>504 Public Insurance Fund</b>		<b>17,206,900</b>	<b>17,920,856</b>	<b>24,849,930</b>	<b>21,297,100</b>

**City of Pembroke Pines, Florida**  
**Expenditure Detail**

**Entity 655 General Pension Trust Fund | Function 519 Other general governmental services**  
**Division 204 Post Employment Benefits | Project Blank**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Operating</b>					
31500	Professional services- other	93,726	89,671	50,000	90,000
31700	Professional service-investment mgt	28,724	34,645	30,000	35,000
36000	Retirement benefits	8,766,235	8,691,131	9,000,000	9,000,000
49851	Contribution refund	-20,517	-8,281	-	-
	<b>Operating</b>	<b>8,868,167</b>	<b>8,807,166</b>	<b>9,080,000</b>	<b>9,125,000</b>
	<b>Blank</b>	<b>8,868,167</b>	<b>8,807,166</b>	<b>9,080,000</b>	<b>9,125,000</b>
<b>204 Post Employment Benefits</b>		<b>8,868,167</b>	<b>8,807,166</b>	<b>9,080,000</b>	<b>9,125,000</b>
<b>655 General Pension Trust Fund</b>		<b>8,868,167</b>	<b>8,807,166</b>	<b>9,080,000</b>	<b>9,125,000</b>

**City of Pembroke Pines, Florida  
Expenditure Detail**

**Entity 656 Fire & Police Pension Trust Fund | Function 519 Other general governmental services**

**Division 204 Post Employment Benefits | Project Blank**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Operating</b>					
31500	Professional services- other	636,466	512,492	300,000	282,400
31600	Actuarial services	-	-	150,000	140,000
31700	Professional service-investment mgt	1,436,778	1,634,577	1,750,000	1,800,000
31750	Custodial fees	-	-	90,000	109,000
40100	Travel/conferences	-	-	10,000	7,500
45650	Fiduciary bond Insurance	-	-	20,000	20,000
49910	Retirement benefits	18,265,108	20,391,405	22,000,000	24,700,000
49952	Contribution refund	3,397	28,025	50,000	30,000
52950	Out of pocket expenses	-	-	45,000	45,100
<b>Operating</b>		<b>20,341,749</b>	<b>22,566,499</b>	<b>24,415,000</b>	<b>27,134,000</b>
<b>Blank</b>		<b>20,341,749</b>	<b>22,566,499</b>	<b>24,415,000</b>	<b>27,134,000</b>
<b>204 Post Employment Benefits</b>		<b>20,341,749</b>	<b>22,566,499</b>	<b>24,415,000</b>	<b>27,134,000</b>
<b>656 Fire &amp; Police Pension Trust Fund</b>		<b>20,341,749</b>	<b>22,566,499</b>	<b>24,415,000</b>	<b>27,134,000</b>

**City of Pembroke Pines, Florida**  
**Expenditure Detail**

**Entity 657 Other Post Employment Benefits | Function 519 Other general governmental services**

**Division 204 Post Employment Benefits | Project Blank**

Object	Object Description	2009-10 Actual	2010-11 Actual	2011-12 Budget	2012-13 Budget
<b>Personnel</b>					
21000	Social Security- matching	1,483	1,813	2,500	2,000
	<b>Personnel</b>	<b>1,483</b>	<b>1,813</b>	<b>2,500</b>	<b>2,000</b>
<b>Operating</b>					
34990	Contractual services- other	26,690	18,500	15,000	15,000
45053	Health- Administrative fees	139,643	167,243	140,000	140,000
45095	Insurance- Life	28,240	33,266	46,000	40,000
45420	Health- Premium	106,972	169,573	200,000	200,000
45650	Fiduciary bond Insurance	-	-	17,855	-
45808	Health Claims	3,667,561	4,834,940	6,955,072	7,672,970
	<b>Operating</b>	<b>3,969,107</b>	<b>5,223,522</b>	<b>7,373,927</b>	<b>8,067,970</b>
	<b>Blank</b>	<b>3,970,589</b>	<b>5,225,335</b>	<b>7,376,427</b>	<b>8,069,970</b>
<b>204 Post Employment Benefits</b>		<b>3,970,589</b>	<b>5,225,335</b>	<b>7,376,427</b>	<b>8,069,970</b>
<b>657 Other Post Employment Benefits</b>		<b>3,970,589</b>	<b>5,225,335</b>	<b>7,376,427</b>	<b>8,069,970</b>

**City of Pembroke Pines, Florida**  
**Expenditure Detail**  
**All Funds**

	<b>2009-10 Actual</b>	<b>2010-11 Actual</b>	<b>2011-12 Budget</b>	<b>2012-13 Budget</b>
1 General Fund	147,033,815	149,009,472	150,189,911	153,385,934
51 Wetlands Trust Fund	9,820	9,550	16,500	16,500
100 Road & Bridge Fund	5,490,638	4,955,637	5,977,135	5,058,280
120 State Housing Initiative Program	1,333,359	704,207	1,064,706	-
121 HUD Grants CDBG/HOME	3,766,450	2,931,345	6,515,861	906,149
122 Law Enforcement Grant	77,881	186,146	690,679	17,918
123 ADA/Paratransit Program	780,260	420,529	452,928	-
124 Police Community Services Grant	104,414	62,856	100,096	-
128 Community Bus Program	717,771	830,791	1,293,226	552,354
131 Treasury - Confiscated	-	-	296,479	98,833
132 Justice - Confiscated	-	-	343,491	78,371
133 \$2 Police Education	23,847	25,019	216,264	47,294
134 FDLE - Confiscated	217,911	344,294	1,188,338	248,060
199 Older Americans Act	940,517	892,019	1,003,925	1,276,976
201 Debt Service	34,675,040	26,831,803	26,745,918	26,570,782
320 Municipal Construction	3,866,091	5,687,063	31,429,003	1,133,700
471 Utility Fund	40,029,474	40,910,145	54,093,673	51,650,551
504 Public Insurance Fund	17,206,900	17,920,856	24,849,930	21,297,100
655 General Pension Trust Fund	8,868,167	8,807,166	9,080,000	9,125,000
656 Fire & Police Pension Trust Fund	20,341,749	22,566,499	24,415,000	27,134,000
657 Other Post Employment Benefits	3,970,589	5,225,335	7,376,427	8,069,970

<b>Total All Funds</b>	<b>289,454,694</b>	<b>288,320,731</b>	<b>347,339,490</b>	<b>306,667,772</b>
------------------------	--------------------	--------------------	--------------------	--------------------

## City of Pembroke Pines

### A Short History

Pembroke Pines is one of the many post-World War II cities that were created primarily to accommodate ex-servicemen who had trained in South Florida and wanted to return after the war.

The open expanses of land west of the older coastal cities, occupied primarily by large dairy farms, offered inexpensive acreage for housing development. In the midst of Henry Perry's dairy was North Perry Field, a WW II satellite of Miami Naval Air Station. Between the eastern border of the airport, SW 72 Avenue, and the first section of the Florida Turnpike, the first two tiny Pembroke Pines #1 and #2 subdivisions were created in 1954.

The "Village of Pembroke Pines" was incorporated in 1959. Some builders contested this, and the village was dissolved on a legal decision that the boundaries were incorrectly stated on the ballot. In January 1960, a second election was held, and the village became the City. The residents then incorporated to protect themselves from annexation and to preserve and enhance their community.

Unlike many of the post-WW II, new Broward County towns created and run by the developers, Pembroke Pines grew from citizen involvement. World travelers Dr. Walter Seth Kipnis and his wife, Estelle, were the leading players in the incorporation and were supported by the town's first organized citizens' group, the Pembroke Pines Civic Association. This group started what was intended to be a youth center on donated property next to the turnpike on 13th Street. When it was partially completed, City government meetings were held there, having moved from the patio of the first mayor, Dr. Kipnis. In 1976, the building was finished with primarily donated materials and labor and was used until City offices were moved to the former showrooms of the Pembroke Lakes subdivision on Taft Street and Palm Avenue. On October 22, 1988, the City completed the three-building governmental center complex at Pines Boulevard and Palm Avenue. The center houses City offices and the Commission Chambers. The lobby is the home of the "Glass Gallery," where art exhibits are displayed.

The first elected officials were called Aldermen. There were seven officials plus the mayor, who was not allowed to vote. Eventually, the officials became councilmen (or women), and the mayor was permitted to vote. From the early years, a City Commission/City Manager form of government was adopted. The voters also approved a City Charter. One attempt was made to change to a strong mayor form of government, but the attempt was defeated.

In 1984, a major change was approved to have four City districts with one commissioner elected from each district. The mayor was now elected by a citywide vote. As the population expanded westward, the districts were redrawn consistent with almost every other Broward County community. Completion of the Century Village condominiums provided the impetus for redistricting. With a projected population in excess of 15,000, they could conceivably have elected all the City Commissioners.

The devastating Hurricane Andrew of 1992 drove hundreds of residents of south Dade County north to Broward County, especially Pembroke Pines. This gave a huge boost to the City's 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. With the Broward County School Board unable to keep up with the demand, Mayor Alex Fekete and City Manager Charles Dodge originated a charter school system. In August 1998, the City began its charter school system to alleviate the classroom shortage. The City now has the largest Charter School system in the nation, with four elementary schools, two middle schools, and one high school, serving an estimated 5,599 students in 2011-12. Flanagan High School was overpopulated for the school year 2011-12 with an enrollment of 3,241, making it one of the largest high schools in the state.

A student may progress from kindergarten through community college and take university-level courses within City boundaries. In addition to the Charter Schools, the Broward County school system and private schools start the students' early education. Pembroke Pines Charter High School and Flanagan High School offer secondary classes, and Broward College South Campus and Academic Village Campus offer two-year AA degrees. Florida International University has a facility at the Academic Village, with plans for the expansion of courses.

As the City grew, so did the need for leisure and recreation services. Currently, there are 50 baseball diamonds, 19 football/soccer fields, 25 paddleball courts, 6 indoor racquetball courts and 11 in-line hockey rinks. Tennis programs and lessons are available on the 50 lighted courts throughout the City. The community centers offer a wide variety of classes and activities and serve as a meeting place for over 70 non-profit civic organizations. Two theatres provide plays and entertainment throughout the year. Three full-service Broward County library branches are located within the City.

Following recognition of the need to provide services for senior residents, the 52,000 square-foot Southwest Focal Point Senior Center was constructed in 1996 for residents over 55 years of age. The facility includes a library, gym, billiard room, classrooms, computer labs, and a main hall as well as over 5,000 square feet dedicated to Adult Day Care and Alzheimer's Day Care Programs.

In 1997, Pines Point was built. Pines Point is a 190-apartment complex adjacent to the Southwest Focal Point Senior Center. The complex offers affordable housing to seniors over 55 years of age who are capable of independent living.

Additionally, during a period of three years (2005-2008), Pines Place Senior Residences was constructed. Pines Place consists of three towers with a combined total of 614 affordable apartments. These apartments were available originally only to seniors over 55 years of age. However, in the summer of 2008, City Commission lowered the age minimum to 18.

Pembroke Pines now has an area of 34.25 square miles. It is a full-service City with its own Police and Fire Departments. While providing above average services and amenities to 154,750 residents (2010 U.S. Census), this year's City expenditure budget, including an expected transfer of funds to the City's Charter Schools, stands at \$306.0 million, and the City's Ad Valorem tax rate remains one of the lowest in the county. Pembroke Pines continues to be a progressive City with the well being of its residents the City's primary concern.



## Abbreviations & Acronyms

A/C	Air Conditioning	GOB	General Obligation Bond
ADA	Americans with Disabilities Act	GRADE	Gang Resistance and Drug Education
ALS	Advanced Life Support	Gvt	Government
APB	Accounting Principles Board	HIDTA	High Intensity Drug Trafficking Area
ARC	Annual Required Contribution	HIPAA	Health Insurance Portability Accountability
ARFF	A purpose-built airport crash fire truck	HOME	HOME Investment Partnerships Program
ARRA	American Recovery and Reinvestment Act	HOT	Higher Order Thinking
ATPP	Anti-Terrorism Protection Program	HR	Human resources
ATS	American Traffic Solutions	HS	High School
AWS	Alternative Water Supply	HUD	Housing and Urban Development
BCT	Broward County Transit	ICMA	International City/County Management Association
BEPR	Bureau of Economics and Business Research at the University of Florida	ICS	Incident Command System
BLS	Basic Life Support	ILA	Interlocal Agreement
BZPP	Buffer Zone Protection Program	ISO	Insurance Service Organization
CAD	Computer Aided Dispatch	IT	Information Technology
CADD	Computer-Aided Drafting Design	JAG	Justice Assistance Grant
CBOD5	Carbonaceous Biochemical Oxygen Demand 5-Day	JPA	Joint Participation Agreement
CDA	Child Development Associate	KAPOW	Kids & the Power of Work
CDBG	Community Development Block Grant	KPI	Key Performance Indicator
CERT	Community Emergency Response Team	KWH	Kilowatt Hour
CIP	Capital Improvement Program	LEACH	Law Enforcement Against Child Harm
COLA	Cost of Living Adjustment	LHAP	Local Housing Assistance Plan
COPS	Community Oriented Policing Service	LLC	Limited Liability Company
CPI	Consumer Price Index	LSP	Local Service Program or Provider
CPP	City of Pembroke Pines	MAGTF	Multi-Agency Gang Task Force
CRA	Community Redevelopment Association	MFI	Median Family Income
CPR	Cardio-Pulmonary Resuscitation	MGD	Million Gallons per Day
CST	Crime Suppression Team	MMPR	Metropolitan Medical Response Program
DEO	Department of Economic Opportunity	MOU	Memorandum of Understanding
DCF	Department of Children & Families	N/A	Not (yet) available
DOEA	Department of Elder Affairs	NAEYC	National Association for the Education of Young Children
DR	A publication of the county appraiser's office	NIMS	National Incident Management System
DRI	Developments of Regional Impact	NPDES	National Pollutant Discharge Elimination System
DROP	Deferred Retirement Option Plan	NSP	Neighborhood Stabilization Program
DUI	Driving Under the Influence	NTU	Nephelometric Turbidity Unit
EDC	Early Development Center	OAA	Older American Act
EMT	Emergency Medical Technician	OPEB	Other Post Employment Benefits
ESOL	English for Speakers of Other Language	Occ/Lic	Occupational License
F	Fahrenheit	P & F	Police & Fire
F.S.	Florida Statute(s)	P/M or PM	Paramedic
F/T	Full Time	P/T	Part Time
FASB	Financial Accounting Standards Board	PAL	Police Athletic League
FCAT	Florida Comprehensive Assessment Test	PBA	Police Benevolent Association
FDLE	Florida Department of Law Enforcement	PC	Personal computer
FDOT	Florida Department of Transportation	PLLC	Professional Limited Liability Company
FEMA	Federal Emergency Management Association	PSAP	Public Safety Answering Point
FHOP	Florida Homebuyer Opportunity Program	R & M	Repair & Maintenance
FLOC	Florida League of Cities	RDA	Recommended Daily Allowance
FMIvT	Florida Municipal Investment Trust	RFP	Request for Proposal
FSU	Florida State University	ROSC	Return of Spontaneous Circulation
FTE	Full-time Equivalent	ROW	Right of Way
FW	Florida Wetlandsbank TM	SACS	Southern Association of Colleges and Schools
FY	Fiscal Year (ends Sept. 30)	SAT	Scholastic Aptitude Test
GAAP	Generally Accepted Accounting Principles	SBA	State Board of Administration
GASB	Government Accounting Standards Board	SCADA	Supervisory Control and Data Acquisition
GEC	Geriatric Education Center	SFWM	South Florida Water Management District
GEPP	General Employees Pension Plan	SHIP	State Housing Initiative Partnership
GFOA	Government Finance Officer's Association	SIFMA	Securities Industry and Financial Markets Association
GIS	Geographical Information System	Spec	Specialist
GO or G.O.	General Obligation		

**Abbreviations & Acronyms, continued**

SRO	School Resource Officer
SRT	Special Response Team (police)
SSR	Sustained Silent Reading
SW	Southwest
SWAT	Special Weapons and Tactics
TBD	To Be Determined
TIL	Transitional Independent Living
TSS	Total Suspended Solids
UASI	Urban Area Security Initiative
USDA	United States Department of Agriculture
USTA	United States Tennis Association
VOCA	Victims of Crime Act
VPK	Voluntary Pre-Kindergarten
WC	Workers' Compensation
WCY	Walter C. Young
WIFI	A branded standard (IEEE 802.11) for wireless devices
YMCA	Young Men's Christian Association

## Glossary

**Account** – An accounting concept used to capture the economic essence of an exchange or exchange-like transaction. Accounts are used to classify and group similar transactions. Account types include: revenue, expense/expenditure, asset, liability and equity.

**Accounting Principles Board (APB)** – Authoritative private-sector standard-setting body that preceded the Financial Accounting Standards Board (FASB). The APB issued guidance in the form of *Opinions*.

**Accounting System** – A total structure of records and procedures which discover, record, classify, summarize, and report information on the financial position and results of operations of a government or any of its funds, account groups, or organizational components.

**Accretion of a Discount** – An accounting process by which the book value of a bond purchased at a discount from par value is increased during the bond's holding period.

**Accrual Basis of Accounting**– A method of accounting that recognizes the financial effect of transactions, events, and interfund activities when they occur, regardless of the related cash flows.

**Accrued Interest** – The dollar amount of interest, based on the stated interest rate, which has accumulated on a bond from (and including) the most recent interest date or other stated date, up to (but not including) the due date of the interest payment.

**Activity** – A specific and distinguishable service performed by one or more organizational components of a government to accomplish a function for which the government is responsible.

**Ad Valorem Taxes** – Commonly referred to as property taxes, are levied on both real and personal property based upon the property's assessed valuation and applying a specific millage rate.

**Administrative Fees** – The Utility Fund, Charter Schools, Housing Division, and Fire Control are assessed a pro-rated share of the cost of City-wide management and control functions such as accounting, personnel, information technology and purchasing, all of which are budgeted in the General Fund. These fees appear as expenditures in the first-named funds above and as revenues (cost reimbursement) in the General Fund.

**Advance Refunding** – A bond refunding in which the proceeds of new debt are placed in an interest-bearing escrow account pending the call dates or maturity dates of the old debt. (See also "Defeasance" and "Refunding".)

**Agency Fund** – An agency fund is used to report resources held by the reporting government in a purely custodial capacity (assets equal liabilities). Agency funds typically involve only the receipt, temporary investment and remittance of fiduciary resources to individuals, private organizations or other governments.

**Allot** – To divide an annual appropriation of revenue or expense into amounts that may be encumbered or expended during an allotment period.

**Americans with Disabilities Act (ADA)** – a wide-ranging civil rights law that prohibits, under certain circumstances, discrimination based on disability.

**Amortization of a Premium** – An accounting process by which the book value of a bond purchased at a price above par value is decreased during the bond's holding period.

**Annualize** – To adjust or calculate to reflect a rate or cost for a full year.

**Appropriated Budget** – The expenditure authority created by the appropriation bills or ordinances that are signed into law and related estimated revenues. The appropriated budget would include all reserves, transfers, allocations, supplemental appropriations, and other legally authorized legislative and executive changes.

**Appropriation** – A legal authorization to incur obligations and to make expenditures for specific purposes.

**Appropriation Ordinance** – The official enactment by the City Commission establishing the legal authority for City officials to obligate and expend resources.

**Assessed Valuation** – The valuation set upon real estate and certain personal property by the Property Appraiser as a basis for levying Ad Valorem (property) taxes.

**Asset** – Tangible or intangible, passive or active resources owned or held by a government which possess service potentials that generally are utilized (consumed) in the delivery of municipal services.

**Assigned Fund Balance** – Amounts that the City intends to use for a specific purpose; the intent shall be expressed by the City Commission or may be delegated to the City Manager. Assigned fund balance includes all remaining amounts that are reported in governmental funds, other than the general fund, that are not classified as nonspendable and are neither restricted nor committed.

**Attrition** – A method of achieving a staffing reduction by not refilling the positions vacated through resignation, reassignment, transfer, retirement, termination or death.

**Authorized Positions** – Employee positions, which are approved and funded in the adopted budget.

**Balanced Budget** – To the extent that the sum of Appropriated Revenues, Beginning Surplus, and Estimated Budget Savings equals the Appropriated Expenditures, the budget is considered balanced. Should the Appropriated Expenditures be different from the Appropriated Revenues, the difference would be shown in the Fund Summaries Section as Excess (Deficit) Revenues over Expenditures and as Beginning Surplus and/or Estimated Budget Savings in the Revenue Detail Section. The amount of the Beginning Surplus would specify the amount by which the Fund Balance is expected to change.

**Basis of Accounting** – The timing of recognition; that is, when the effects of transactions or events should be recognized for financial reporting purposes. For example, the effects of transactions or events can be recognized on an accrual basis (that is, when the transactions or events take place), or on a cash basis (that is, when cash is received or paid). "Basis of accounting" is an essential part of measurement focus, because a particular timing of recognition is necessary to accomplish a particular measurement focus.

**Basis Point** – Equal to 1/100 of one percent; for example, if interest rates rise from 4.75% to 5.00%, the difference is referred to as an increase of 25 basis points.

**Beginning Surplus** - A positive Beginning Surplus identifies the size of a projected deficit of expenditures exceeding revenues for that fund. The presumption is that a positive beginning surplus represents the amount of deficit that would be funded by use of Fund Balance in that fund. A negative Beginning Surplus in the City's budget can best be understood as a projected excess of revenues over expenditures that, in simplest terms, will produce an increase to the Fund Balance at year-end.

**Benchmark** – A point of reference, anchored either in experiences of peer municipalities (when available) or prior City performance, against which performance results may be measured or judged.

**Biochemical Oxygen Demand (BOD)** – A measure of the amount of oxygen consumed in the biological processes that break down organic matter in water. The greater the BOD, the greater the degree of pollution.

**Bond** – A long-term debt obligation primarily used to finance capital projects or other long-term obligations. A bond represents a promise to repay a specified sum of money called the face value or principal amount at a specified maturity date or dates in the future, together with periodic interest at a specified rate.

**Bond Issue** – A borrowing based upon certificates of debt containing a promise to pay a specified sum of money (face value or principal) at a specified date or dates in the future (maturity date-usually annually) together with periodic interest (usually semi-annually) at a specified rate.

**Bond Refinancing** – The refunding (current or advanced) from the proceeds of a new issue, to reduce debt service costs, i.e. interest, realign maturities and/or modify or remove restrictive bond covenants.

**Bonded Debt** – That portion of indebtedness represented by outstanding bonds.

**Broward County Transit (BCT)** – One public transportation option for getting around Broward County.

**Budget** – An operational guide of planned financial activity for a specified period of time (fiscal year or project length) estimating all anticipated revenues and expected expenditures/expenses for the budget period. A policy document that communicates programmatic goals and objectives and the anticipated means and resources for achieving them.

**Budget Calendar** – The schedule of target dates that a government follows in the preparation of preliminary budgets and the adoption of the final budget.

**Budget Message** – An executive-level overview of the proposed and adopted budgets delivered by the City Manager to the Mayor and City Commissioners. It discusses the major City issues and the proposed means of dealing with them, highlights key experiences during the current fiscal year, and indicates how current and proposed budgetary plans will meet the City's objectives. The budget message is normally the first comprehensive public statement of the City's plans for the upcoming fiscal year.

**Budgetary Basis of Accounting** – This refers to the basis of accounting used to estimate when revenues and expenditures are recognized for budgetary purposes. This generally takes one of three forms: GAAP, cash, or modified accrual.

**Budgetary Control** – The control or management of a government in accordance with the approved budget for the purpose of keeping expenditures within the limitations of available appropriations and resources. Budgetary control is exercised at the department level, at which point expenditures cannot legally exceed the appropriated amount.

**Capital Assets** – Assets of significant value that meet or exceed the capitalization threshold and have a useful life extending beyond a single accounting period. Capital assets are also called "fixed assets" and may include land, improvements to land, easements, buildings, building improvements, machinery, equipment, vehicles, infrastructure, works of art and historical treasures, and all other tangible or intangible assets that are used in operations and have initial useful lives extending beyond a single reporting period.

**Capital Budget** – A plan of proposed capital outlays and the means of financing them for the current fiscal period. It is usually a part of the current comprehensive budget.

**Capital Expenditures** – See "Capital Outlay."

**Capital Improvements** – Expenditures related to the acquisition, expansion or rehabilitation of an element of the government's physical plant; sometimes referred to as "Infrastructure." See also "Capital Project".

**Capital Improvements Program (CIP)** – All capital expenditures planned for the next five years. The program specifies both projects and the resources estimated to be available to fund projected expenditures.

**Capital Lease** – A lease agreement that substantively transfers the benefits and risks of ownership of the property to the lessee and that meets one or more of the criteria set forth in Statement of Financial Accounting Standards No. 13 for lease capitalization.

**Capital Outlay** – Expenditures that result in the acquisition of or addition to fixed assets that have a value of \$1,000 or more (with the exception of computers) and have a useful economic lifetime of more than one year; or, assets of any value if the nature of the item is such that it must be identified and controlled for custody purposes as a fixed asset. Computers retain a lower threshold of at least \$750.

**Capital Project** – Major construction, acquisition, or renovation activities which add value to a government's physical assets or significantly increase their useful life. Also called "Capital Improvements."

**Capital Reserve** – An account used to segregate a portion of the government's equity to be used for future capital program expenditures. The amount of capital reserve is roughly equal to the government's annual equipment depreciation and an amount identified as being needed for future capital acquisition.

**Capitalization Threshold** – The dollar value at which the City elects to capitalize tangible or intangible assets that are used in operations and that have initial useful lives extending beyond a single reporting period. Currently, this amount is \$1,000 or more, with the exception of computers. Computers retain a threshold of at least \$750.

**Capitalized Interest** – A portion of the proceeds of a bond issue, which is set aside to pay future interest payments of the bond issue for a specified period of time.

**Cash Basis of Accounting** – A basis of accounting in which transactions or events are recognized when related cash amounts are received or disbursed.

**Cash Equivalent** – The accounting industry recognizes cash equivalents as those non-cash assets that are readily convertible into cash within three months. These typically include money market holdings, bonds maturing within three months, T-bills, commercial paper, and marketable securities.

**Charges for Services** – These refer to program revenues, which finance in part or in whole the provision of a particular service. An example is admission fees for the use of the Pembroke Falls Aquatic Center.

**Chart of Accounts** – The classification system used by a City to organize the accounting records.

**Collective Bargaining Agreement** – A legal contract between the employer and verified representatives of a recognized bargaining unit for specific terms and conditions of employment (e.g., hours, working conditions, salary, fringe benefits, and matters affecting health and safety of employees).

**Committed Fund Balance** – Amounts that can be used only for the specific purposes determined by a formal action (resolution) of the City Commission, the City's highest level of decision making authority. Commitments may only be changed or lifted by the City Commission taking the same formal action (resolution) that imposed the constraint originally.

**Commodities** – Expendable items that are consumable or have a short life span. Examples include office supplies, gasoline, minor equipment, etc.

**Constant or Real Dollars** – The presentation of dollar amounts adjusted for inflation to reflect the real purchasing power and recognize the time value of money. Dividing current dollar amounts by a price index derives constant dollars. The result is that a constant dollar series would report transaction(s) for several years on the basis of inflation-adjusted common dollar values.

**Consumer Price Index (CPI)** – A statistical description of price levels provided by the U.S. Department of Labor, Bureau of Labor Statistics. The monthly index is used as a measure of the increase or decrease in the

cost of living (i.e., economic inflation or deflation). The CPI shows the relative cost of purchasing a specified market basket compared to the price of the same basket in a designated base year. CPI measures how fast prices are rising or falling.

**Contingency** – A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

**Contractual Services** – Services rendered to a government by private firms, individuals, or other governmental agencies. Examples include utilities, rent, maintenance agreements, and professional consulting services.

**Cost-of-living Adjustment (COLA)** - An increase in salaries to offset the adverse effect of inflation on compensation.

**Cost Allocation** – Method designed to transfer direct or indirect costs from a primary account/function to one or more secondary accounts/functions for administrative support services provided to those activities.

**Current Financial Resources Measurement Focus** – Measurement focus according to which the aim of a set of financial statements is to report the near-term (current) inflows, outflows, and balances of expendable (spendable) financial resources. The current financial resources measurement focus is unique to accounting and financial reporting for state and local governments and is used solely for reporting the financial position and results of operations of governmental funds.

**Debt** – An obligation resulting from the borrowing of money or from the purchase of goods and services on credit. Debt instruments used by the City of Pembroke Pines may include general obligation bonds, revenue bonds, bond anticipation notes, and tax anticipation notes. The City Commission must approve all debt instruments. All General Obligation (G.O.) bonds must be approved by the voters in a referendum.

**Debt Limit** – The maximum amount of debt that the City is permitted to incur under constitutional, statutory, or charter provisions. Usually expressed as a percentage of assessed valuation.

**Debt Service** – The cost of paying principal and interest on borrowed money according to a predetermined payment schedule. Includes required monthly contributions to a sinking fund for bond issue repayments.

**Debt Service Fund** – A governmental fund established to finance and account for the accumulation of resources for, and the payment of, general long-term debt principal and interest. Also known as "Sinking Fund."

**Debt Service Requirements** – The amounts of revenue that must be provided so that all principal and interest payments can be made in full and on schedule. See also "Sinking Fund".

**Dedicated Tax** – A tax levied to support a specific government program or purpose.

**Defeasance** – An advance refunding procedure whereby a new debt issue provides funds for an interest-bearing escrow account to repay the old debt issue at its maturity dates, and the new debt replaces the old debt on the City's Statement of Net Assets. See also "Advance Refunding" and "Refunding".

**Deficit** – The excess of an entity's liabilities and reserved equity of a fund over its assets (deficit fund balance), or the excess of expenditures or expenses and encumbrances over revenues during an accounting period.

**Department** – An organizational unit of government, which is functionally unique in its delivery of services.

**Depreciation** – A method of cost allocation to recognize the decline in service potentials of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence.

**Derivative** – A derivative instrument is a contract between two parties the value of which is derived from that of other financial quantities. Traditional derivatives include call and put contracts, commodities futures, and swaps (e.g., interest-rate swaps). Other common bets or hedges the counterparties may place on external quantities through derivatives include equity derivatives, foreign exchange derivatives, and credit derivatives. Under the laws of the US and many other countries, derivatives have special legal exemptions that make them a particularly attractive form through which to extend credit; however, their complexity and lack of transparency can cause capital markets to underprice credit risk.

**Development-related Fees** – Those fees and charges generated by building, development and growth in a community. Included are building and street permits; development review fees; and zoning, platting and subdivision fees.

**Disbursements** – The payment of monies by the City from a bank account or cash fund.

**Discount** – The amount by which the par value of a bond exceeds the price paid for it.

**Distinguished Budget Presentation Awards Program** – A voluntary awards program administered by the Government Finance Officers Association (GFOA) to encourage governments to prepare effective budget documents.

**Division** – An organizational sub-unit of a department, with responsibility for carrying out a more specific function. An example is the Ambulance/Rescue Division in the Fire Department.

**Economic Resource Measurement Focus** – Measurement focus under which the aim of a set of financial statements is to report all inflows, outflows, and balances affecting or reflecting an entity's net assets. The economic resources measurement focus is used for proprietary and fiduciary funds, as well as for government-wide financial reporting. It also is used by business enterprises and not-for-profit organizations in the private sector.

**Employee (or Fringe) Benefits** – Contributions made by a government to meet commitments or obligations for employee fringe benefits. Included are the government's share of costs for Social Security and Medicare, and the various pension, medical, and life insurance plans.

**Encumbrance** – The commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for a specified future expenditure.

**Enterprise Fund** – A proprietary fund used to account for business-like operations of a government to provide goods or services or both to the general public. The intent is that enterprise fund operations should be supported by user fees on a cost recovery basis. The periodic determination of revenues and expenses is appropriate for capital maintenance, management control, or other public policy. An example of an enterprise fund is the Utility Fund (Water and Sewer).

**Entitlements** – Payments to which eligible local governmental units are entitled, pursuant to an allocation formula determined by the agency providing the monies, usually by an agency of the state or the federal government.

**Estimated Budget Savings** – refers to an amount of projected favorable expenditure budget variances expected to be realized during the budget year but that is not identifiable before the start of the year in a way that could be attributed to one or more specific line items. Estimated Budget savings are shown in the City's budget as a revenue item.

**Existing Resources** – Includes beginning surplus and appropriated fund balance.



**Expenditure** – The incurring of a liability, the payment of cash, or the transfer of property for the purpose of acquiring an asset, or a service or settling a loss. A decrease in net financial resources under the current financial resources measurement focus not properly classified as “Other Financing Uses”.

**Expense** – Charges incurred (whether paid immediately or unpaid) for operations, maintenance, interest or other charges. Decreases the net assets of a fund.

**Face Value** – See “Par Value”.

**Fair Value** – Amount at which an investment or capital asset could be exchanged in a current transaction, other than a forced or liquidation sale, between willing parties at arms’ length. Certain investments or capital asset exchanges are required by the FASB and GASB to be reported at fair value.

**Fiduciary Fund** – Fiduciary funds are used to account for assets held in trust by the government for the benefit of individuals or other entities. In the City of Pembroke Pines, fiduciary funds include the employee pension and other post-employment benefit funds.

**Financial Accounting Standards Board (FASB)** – The authoritative accounting and financial reporting standard-setting body for business enterprises and not-for-profit organizations. The GASB and its predecessors have elected to apply a number of the FASB’s standards as well as those of its predecessors to state and local governments.

**Fiscal Policy** – A government's policies with respect to revenues, spending, and debt management as these relate to government services, programs and capital investment. Fiscal policy provides an agreed-upon set of principles for the planning and programming of government budgets and their funding.

**Fiscal Year** – A twelve-month period designated as the operating year for accounting and budgeting purposes in an organization. The City’s fiscal year runs from October 1<sup>st</sup> to September 30<sup>th</sup>.

**Fixed Assets** – See “Capital Assets”.

**Full Faith and Credit** – A pledge of a government's taxing power to repay debt obligations.

**Full-time Equivalent Position (FTE)** – A part-time position converted to the decimal equivalent of a full-time position based on 2,080 hours per year. For example, a part-time typist working for 20 hours per week would be the equivalent to 50% of a full-time position.

**Function** – A group of related activities aimed at accomplishing a major service or regulatory program for which a government is responsible (e.g., public safety).

**Fund** – An accounting and reporting entity with a self-balancing set of accounts. Funds are created to establish accountability for revenues and expenses that are segregated for the purpose of carrying out a specific purpose or range of activities.

**Fund Balance** – The difference between assets and fund liabilities in the governmental funds balance sheet and is referred to as fund equity.

**GAAP** – Generally Accepted Accounting Principles. The conventions, rules, and procedures that serve as the norm for the fair presentation of financial statements.

**General Fund** – The chief operating fund used to account for both general government transactions and those financial resources not required to be accounted for in another fund.

**General Obligation (G.O.) Bond** – This type of bond is backed by the full faith, credit and taxing power of the government. It is not supported by a specified source of pledged revenue, but is usually payable from ad valorem taxes and other general revenues of the government.

**GIS** – 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.

**Governmental Funds** – Governmental funds are those that are not more narrowly defined as being proprietary funds or fiduciary funds, each of which is defined separately in this glossary.

**Government Finance Officers Association (GFOA)** – An association of public finance professionals. The GFOA has played a major role in the development and promotion of GAAP for state and local government since its inception and sponsors the Certificate of Achievement for Excellence in Financial Reporting Program and the Distinguished Budget Presentation Awards Program.

**Grants** – Contributions or gifts of cash or other assets by a government or other organization to support a specified purpose, activity or facility. Grants may be classified as either operating, capital, or both depending upon the restrictions placed on use of the grant monies by the grantor.

**Homestead Exemption** – A state program that permits up to a \$50,000 reduction from the assessed value of the primary residential real estate property occupied by a Florida resident in order to determine the net taxable value. Additional exemptions are available for qualified seniors, the disabled, the blind, and widows/widowers.

**Indirect Cost** – A cost necessary for the functioning of the organization as a whole, but which cannot be directly associated with a particular functional category.

**Infrastructure** – Long lived capital assets that are usually stationary in nature and normally can be preserved for a significantly greater number of years than most capital assets. (e.g., streets, water and sewer systems, public buildings, parks, bridges, tunnels, dams, drainage systems, and lighting systems). See also "Capital Improvements."

**Interfund Transfers** – Flows of assets (such as cash or goods) between funds of the primary government without equivalent flows of assets in return and without a requirement for repayment.

**Intergovernmental Revenue** – Funds received from federal, state and other local government sources in the form of grants, shared revenues, entitlements, or payments in lieu of taxes.

**Internal Service Charges** – The charges to user departments for services provided by an internal service fund, such as data processing, health insurance, life insurance, workers' compensation or liability insurance.

**Internal Service Fund** – Proprietary fund type that may be used to report any activity that provides goods or services to other funds, departments, or agencies of the primary government and its component units, or to other governments, on a cost-reimbursement basis.

**Inventory** – A detailed list showing quantities, descriptions, and values of property; also units of measure and unit prices. The term is often confined to consumable supplies but may also cover fixed assets.

**LAN** – A local area network. A series of computers connected to a common communications system (server), which enables them to share data. A LAN covers a smaller service area than a MAN- Metropolitan Area Network and is normally limited to one or two buildings in relatively close geographic proximity.

**Lapsing Appropriation** – An appropriation made for a certain period of time, generally for the budget year. At the end of the specified period, any unexpended or unencumbered balance lapses or terminates, unless otherwise provided by law. The City can avoid the termination of the appropriation by automatically appropriating any unexpended or unencumbered balance outstanding at the end of the prior budget year as part of the budget for the following year.

**Legal Debt Limit** – The maximum amount of debt which an issuer of municipal securities is permitted to incur under constitutional, statutory or charter provisions. The debt limit is usually expressed as a percentage of assessed valuation.

**Legal Debt Margin** – The excess of the amount of debt legally authorized over the amount of debt outstanding.

**Levy** – To impose taxes, special assessments or service charges for the support of governmental activities. Also, the total amount of taxes, special assessments and service charges imposed by the City.

**Line-item Budget** – A detailed expense or expenditure budget, generally classified by object-code within each organizational unit.

**Long-term Debt** – Debt with a maturity of more than one year after the date of issuance. Ordinarily used to finance long-lived assets or other long-term obligations.

**Major Funds** – Major funds are those with "revenues, expenditures/expenses, assets, or liabilities (excluding extraordinary items) that are at least 10% of corresponding totals for all governmental or enterprise funds and at least 5% of the aggregate amount for all government and enterprise funds for the same item." (See also "Non-Major Funds," below.)

**Materials and Supplies** – Expendable materials and operating supplies necessary to conduct departmental operations.

**Measurement Focus** – Nature of the resources, claims against resources, and flows of resources that are measured and reported by a fund or other entity. For example, governmental funds measure and report current financial resources, whereas government-wide financial statements, proprietary and fiduciary funds measure and report economic resources.

**Millage Rate** – The ad valorem tax rate expressed in terms of mills (levy per thousand dollars of net assessed valuation).

**Modified Accrual Basis of Accounting** – Basis of accounting according to which (a) revenues are recognized in the accounting period in which they become available and measurable and (b) expenditures are recognized in the accounting period in which the fund liability is incurred, if measurable, except for unmatured interest on general long-term debt and certain similar accrued obligations, which should be recognized when due.

**Nephelometric** - Method of measuring turbidity in a water sample by passing light through the sample and measuring the amount of the light that is deflected.

**Net Budget** – The legally adopted budget less all interfund transfers and interdepartmental charges.

**Nominal Dollars** – The presentation of dollar amounts including the influence of inflation. Real dollar values, on the other hand, are the result of restating amounts to reflect the real purchasing power of money by adjusting for the inflation factor.

**Non-Departmental** – A group of accounts which are not directly related to a department's primary service activities, or which are separate from departmental operations for control purposes.

**Non-Major Funds** – Non-major funds are those that fail the test defining major funds in one or more aspects. Major funds have revenues, expenditures/expenses, assets, or liabilities (excluding extraordinary items) that are at least 10% of corresponding totals for all governmental or enterprise funds and at least 5% of the aggregate amount for all government and enterprise funds for the same item.

**Non-operating Expenses** - Expenses chargeable to a program, which are not personnel costs or purchases of services, supplies or materials. One example would be debt service. Another example would be proprietary fund expenses not directly related to the primary activities of the fund, such as interest.

**Non-operating Revenues** – Governmental Revenues that are not derived from the basic operations of such government, such as beginning surplus, estimated budget savings, water and sewer connection fees. Another example would be proprietary fund revenues incidental to, or by-products of, the primary activities of the fund.

**Non-spendable Fund Balance** – Amounts that are not in a spendable form (such as inventory, prepaid amounts and long-term portion of loans receivable) or are legally or contractually required to be maintained intact (e.g., principal of a permanent fund).

**Object of Expenditure** – An expenditure classification, referring to the lowest and most detailed level of classification, such as electricity, office supplies, asphalt, furniture, and personal or contractual services.

**Objective** – Something to be accomplished in specific, well defined, and measurable terms, and that is achievable within a specific time frame.

**Obligations** – A commitment, encumbrance or liability that a government may be legally required to meet out of its resources. They include indebtedness of any kind, actual liabilities, and encumbrances not liquidated.

**Operating Expenses** – The cost for personnel, materials and equipment required for a department to function. Another example is Proprietary Fund expenses related directly to the primary activities of the fund.

**Operating Lease** – A rental-type lease agreement in which the risks and benefits of ownership are substantially retained by the lessor and that does not meet the criteria for capitalization set forth in Statement of Financial Accounting Standards No. 13.

**Operating Revenues** – Funds that the government receives as income to pay for ongoing operations. It includes such items as taxes, fees from specific services, interest earnings, and grant revenues. Operating revenues are used to pay for day-to-day services. Another example would be Proprietary Fund user fees for goods or services that are directly related to the primary activities of the fund.

**Ordinance** – A formal legislative enactment by the governing board (council or commission) of a municipality. Revenue-raising measures, such as the impositions of taxes, special assessment and service charges, require ordinances.

**Original Issue Discount** – An amount by which the par value of a bond exceeds its public offering price at the time it was originally offered to the investors.

**Other Revenues** – Includes miscellaneous revenue items and often includes investment income.

**Output Indicator** –A unit of work accomplished, without reference to the resources required to do the work (for example, number of permits issued, number of refuse collections made, or number of burglary arrests made). Output indicators do not reflect the effectiveness or efficiency of the work performed.

**Par Value** – 100% of the face value of the security. In the case of bonds, the amount of principal that must be paid at the maturity date.

**Pay-as-you-go Basis** – A term used to describe a financial policy by which capital outlays are financed from current revenues rather than through borrowing. Also, for pensions and risk management, another example would include the omission of financing retirement obligations or anticipated losses on a current basis, using an acceptable actuarial funding method.

**Payment in Lieu of Taxes** – Charges to the Utility Fund, which are intended to replace General Fund ad valorem revenues, which the City would receive if the Utility Fund were a private sector operation. It is based on the value of the real property assets of the fund. It appears as expenditures in the Utility Fund and as revenue in the General Fund. Also, any payment made to the City by a property owner not subject to taxation (a tax-exempt entity) to compensate the City for services received by the property owner.

**Performance Budget** – A budget format that relates the input of resources and the output of services for each organizational unit individually. Performance budgeting facilitates the evaluation of program efficiency and effectiveness.

**Performance Indicators** – Specific quantitative and qualitative measures of work performed and outcomes achieved as an objective of specific departments or programs.

**Performance Measure** – Data collected to determine how effective or efficient a program is in achieving its objectives.

**Personnel Services** – Expenditures for salaries, wages, and fringe benefits of a government's employees.

**pH** – An expression of the intensity of the basic or acid condition of a liquid; may range from 0 to 14, where 0 is the most acid and 7 is neutral. Natural waters usually have a pH between 6.5 and 8.5.

**Premium** – The amount by which the price paid for a bond exceeds the bond's par value.

**Principal** – A term used to describe repayments of the face value or par value of debt obligations exclusive of interest.

**Prior-Year Encumbrances** – Obligations/commitments from the previous fiscal year, which are carried forward to the subsequent fiscal year and become chargeable as an appropriation in that following period.

**Program** – A group of related activities performed by one or more organizational units for the purpose of attaining specific purposes or objectives.

**Program Budget** – A budget that allocates resources to the functions or activities of a group of related activities with a common focus for the attainment of specific objectives.

**Program Performance Budget** – A method of budgeting whereby the services provided to the residents are broken down into identifiable service programs or performance units. A unit can be a department, a division, or a workgroup. Each program has an identifiable service or output and objectives to effectively provide the service. Performance indicators measure the effectiveness and efficiency of providing the service by the program.

**Program Revenue (Income)** – Revenues earned by a program, including fees for services, license and permit fees, and fines. Program revenues reduce the net cost of a program or function and specifically exclude general government revenues, such as taxes.

**Proprietary Fund** – Proprietary funds are defined as both Internal Service funds, which serve other funds or departments within the government on a cost-reimbursement basis, and Enterprise funds, which track services provided to the public and exist primarily by charging user-fees for those goods and services.

**Purpose** – A broad statement of goals and objectives, predicated on satisfying public service needs, that a department is organized to meet.

**Ratings** – Evaluations of the credit quality of the City's notes and bonds usually made by independent rating services. Major rating agencies include: Moody's Investor Service, Standard & Poor's, and Fitch Ratings.

**Receipts** – Cash received by the City.

**Refunding** – The issuance of new debt whose proceeds are used to repay previously issued debt. See also "Advance Refunding" and "Defeasance".

**Resolution** – A special or temporary order of a legislative body; an order of a legislative body requiring less legal formality than an ordinance or statute.

**Resources** – Reflects funding that is available for appropriation, such as revenues, debt proceeds, transfers from other funds and existing resources.

**Restricted Assets** – Assets whose use is subject to constraints that are either externally imposed by creditors, grantors, contributors, or other governments, or that are imposed by law.

**Restricted Fund Balance** – Amounts that can be spent only for the specific purposes stipulated by external resource providers (such as grantors), or enabling legislation. Restrictions may be changed or lifted only with the consent of the resource providers.

**Restricted Net Assets** – A component of net assets calculated by reducing the carrying value of restricted assets by the amount of any related outstanding debt.

**Retained Earnings** – An account that reflects accumulated net earnings (or losses) of an enterprise or internal service fund. As in the case of fund balance, retained earnings may include certain reservations of fund equity.

**Revenue** – Inflows of resources to finance the operations of government. Increases the net assets of the fund.

**Revenue Bond** – This type of bond is secured by the pledging of specified sources of revenue stream(s) other than ad valorem taxes, and not the full faith, credit and taxing power of the government. Generally, voter approval is not required prior to the issuance of such obligations.

**Rolled Back Rate** – The millage rate which, exclusive of new construction, will provide the same property (ad valorem) tax revenue for each taxing entity as was levied during the prior year. The rolled back rate controls for changes in the market value of property and represents "no tax increase." The only source of additional tax revenue, if the rolled-back rate is levied, is the tax upon new construction.

**Self-insurance** – Decision of an entity not to purchase insurance, but instead to accept the risk of claims as a part of its risk-management policy.

**Service Lease** – A lease under which the lessor maintains and services the asset.

**Service Level** – Services or products which comprise actual or expected outputs of a given program. Focus is on results (output), not measures of workload (input).

**Shared Revenue** – Revenue that is earned by one governmental unit but that is shared, usually on a predetermined basis, with other units or classes of governments.

**Sinking Fund** – A fund established by the bond contract of an issue into which the City makes periodic deposits (usually monthly) to assure the timely availability of sufficient monies for the payment of debt service requirements. Also known as "Debt Service Fund".

**Site-based Budgeting** – A decentralized budget process whereby budget preparation and development are based on an individual organizational component or site(s).

**Source of Revenue** – Revenues are identified and classified according to their point of origin, for example taxes, inter-governmental, user fees, fines and forfeitures, etc.

**Special Revenue Fund** – A governmental fund used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes.

**Standard deviation** – Measure of variation equal to the square root of the variance.

**Standard score** – Number of standard deviations that a given value is above or below the mean; also called "z score".

**Status Quo Budget** – Cost of continuing the existing levels of service in the current budget year.

**Supplemental Appropriation** – An additional appropriation made by the governing body after the adoption of the original budget for a particular fiscal period.

**Supplemental Requests** – Programs and services that departments would like to have added (in priority order) over their target budget, or if revenue received is greater than anticipated.

**Target Budget** – Desirable expenditure levels provided to departments in developing the coming year's budget. Based on the prior year's adopted budget, excluding one-time expenditures, projected revenues, and reserve requirements.

**Tax Levy** – The resultant product when the millage rate per one thousand dollars of taxable property value is multiplied by the taxable values of all properties in the tax base.

**Taxes** – Charges levied by a government for the purpose of financing services performed for the common benefit of the people. This term does not include specific charges made against particular persons or property for current or permanent benefit, such as special assessments or user fees.

**Temp Employee** – An employee who fills a temporary or short-term position. Such employees provide contingency staffing for government operations during peak workloads, or to address temporary staffing needs. Temp employees are paid on a per-hour basis and receive limited or no benefits.

**Transfers In/Out** – Amounts transferred from one fund to another to assist in financing the services for the recipient fund, or for repayment of funds previously received from the recipient fund.

**Trust Funds** – Fiduciary funds used to account for assets, which are held by the City in a trustee capacity for individuals, private organizations, other governments, or other funds.

**Truth in Millage (TRIM) Act** – Incorporated in Florida Statutes 200.065, it requires that property owners be notified by mail of the proposed property taxes for the next fiscal year based on "tentative" budgets approved by the City, County, School Board, and other taxing districts. The TRIM Act also includes specific requirements for newspaper advertisements of budget public hearings and the content and order of business of the hearings.

**Total Suspended Solids (TSS)** - A measure of the suspended solids in wastewater, effluent, or water bodies, determined by tests for "total suspended non-filterable solids."

**Unassigned Fund Balance** – The residual classification for the general fund and includes amounts that are not contained in the other classifications. Unassigned amounts are the portion of fund balance which is not obligated or specifically designated and is available for any purpose.

**User Charges** – The payment of a fee for direct receipt of a public service by the party who benefits from the service.

**Variable Cost** – A cost that changes with increases/decreases in the amount of service provided, such as the payment of a salary.

**Variance** - The variance,  $s^2$ , of a set of  $n$  sample measurements is equal to the sum of the squares of deviations of the measurements about their mean, divided by  $(n-1)$ .

**Working Capital** – Excess of current assets over current liabilities. This measure largely depends upon the availability of cash and cash equivalents that may be used to satisfy immediate cash needs.

**Workload Indicator** – A unit of work to be done (for example, number of permit applications received, the number of households receiving refuse collection service, or the number of burglaries to be investigated).

**Work Years** – The amount of personnel resources required for a program expressed in terms of the "full-time equivalent" number of employees. One "work year" is equal to one full-time, 12-month employee. For most categories, this equals 2,080 hours year (40 hours per week times 52 weeks). The number of hours a part-time employee is budgeted to work during the year is divided by 2,080 to arrive at the equivalent number of "work years" for the position. See also "Full-time Equivalent Position (FTE)," above.

**Z Score** – Number of standard deviations that a given value is above or below the mean.



## INDEX

### A

Accomplishments - 12, 16, 87, 91, 96, 103, 113, 120, 127, 134, 141, 146, 152, 156, 163, 171, 177, 179, 184, 188, 192, 196, 198, 205, 211, 213, 219, 223, 226, 227, 230, 233, 236, 239, 242, 245, 248, 252, 260, 267, 271, 280, 284, 287

ADA/Paratransit Program - 224, 230

Administrative Services - 1, 42, 54, 55, 101, 151

Adult Day Care - 52, 145, 148, 251, 253

Ad Valorem Taxes - 11, 26, 28, 75, 85, 256, 257, 266

Alternative Water Supply - 91, 293, 294, 295, 297, 301, 303

Ambulance - 169, 170, 171, 172, 173, 174, 175, 176

Assigned Fund Balance - 25

Assumptions - 37

### B

Balanced Scorecard - 51, 60

Boards and Committees - 91, 119

Budget Development Guidelines - 21

Budget Highlights - 16, 91, 96, 102, 108, 120, 127, 133, 146, 151, 156, 163, 171, 177, 179, 188, 192, 196, 198, 204, 211, 213, 219, 223, 227, 230, 233, 236, 239, 242, 245, 248, 251, 260, 267, 271, 276, 279, 284, 287

Budget Process - 16, 17, 21

Budget Summary - 90, 94, 100, 106, 111, 118, 124, 131, 138, 144, 149, 155, 159, 167, 175, 182, 186, 190, 194, 201, 208, 212, 215, 216, 221, 225, 229, 232, 235, 238, 241, 244, 247, 250, 254, 266, 269, 273, 274, 278, 282, 286, 289, 292

Building - 5, 6, 7, 13, 48, 51, 74, 80, 85, 96, 98, 102, 116, 120, 133, 140, 151, 152, 171, 177, 184, 187, 188, 198, 240, 248, 249, 273, 307, 308, 309, 314, 315, 317, 318, 319, 321

Building Department - 5

Building Our Future Bonds - 7

Building Permits - 5, 48, 74, 85, 273

### C

Calendar - 2, 15, 47, 61, 165

Capital Budget - 17, 21, 23, 293, 295, 296, 297

Capital Improvement - 9, 12, 15, 17, 23, 24, 26, 33, 95, 96, 179, 184, 255, 256, 257, 259, 260, 265, 267, 293, 294, 295, 303, 315, 327

Capital Projects - 17, 18, 19, 24, 37, 257, 262, 267, 293

Cash Management - 24

CDBG - 18, 70, 222, 223, 224, 317

Charter Schools - 20, 49, 55, 74, 77, 81, 84, 114, 115, 116, 126, 127, 129, 192, 196, 198, 258

City Attorney - 70, 113, 114, 115, 116, 118

City Center - 1, 6, 7, 87, 91, 96, 113, 116, 205, 307, 308, 309, 311, 328, 330, 334

City Clerk - 40, 45, 52, 53, 55, 65, 70, 86, 116, 119, 120, 121, 122, 123, 124, 125, 184

City Commission - 7, 8, 11, 15, 16, 22, 23, 45, 61, 70, 87, 88, 90, 91, 95, 96, 97, 113, 114, 115, 116, 117, 119, 120, 218, 223, 260, 271, 293, 295, 297, 321, 327

City Manager - 1, 15, 16, 17, 21, 24, 40, 41, 43, 45, 52, 53, 54, 55, 64, 70, 87, 91, 93, 94, 96, 113, 137, 156, 158, 191, 275, 293, 325

Code Enforcement - 22, 54, 55, 115, 120, 156

Community and Economic Development - 1, 95, 96, 97, 99, 100, 101

Community Bus Program - 12, 18, 71, 73, 236, 238

Community Development Block Grant - 114, 222

Community Services - 18, 45, 54, 63, 70, 71, 86, 145, 146, 148, 149, 150, 152, 154, 198,

## INDEX

230, 231, 233, 234, 235, 251, 252, 298,  
302

Cops Grants - 45

### D

Debt Management - 24, 25, 126, 260, 264

Debt Service - 9, 10, 15, 18, 19, 20, 21, 22, 24,  
25, 28, 29, 30, 31, 32, 38, 39, 49, 55, 70,  
71, 72, 77, 79, 80, 92, 255, 256, 257, 258,  
259, 260, 262, 266, 274

Demographics - 6, 35, 47, 48

Dinner Theater - 140, 141

Distinguished Budget Presentation Award - 55,  
63, 126, 127, 196

### E

Education - 18, 32, 37, 52, 54, 63, 71, 86, 91,  
95, 96, 120, 133, 134, 140, 145, 146, 151,  
160, 169, 170, 171, 173, 196, 245, 246,  
247, 251, 253, 298

Elections - 47, 87, 116, 119

Engineering - 41, 177, 178, 179, 180, 181, 182,  
183, 214, 256, 270

Enterprise - 18, 19, 22

Equipment Purchases - 17

Equipment Replacement - 322, 323

Expenditure Category - 12, 86

Expenditure Estimates - 26, 37, 127

### F

FDLE - 18, 71, 79, 162, 248, 249, 250

Finance - 12, 15, 16, 24, 37, 40, 45, 48, 52, 53,  
55, 63, 70, 86, 126, 127, 128, 130, 131,  
132, 162, 166, 196, 218, 242, 245, 255,  
257, 260, 293

Finance Department - 16, 37, 126, 196

Financial Policies - 23

Fire Department - 34, 38, 120, 134, 135, 169,  
170, 171, 172, 270

Fire Control - 60, 169, 170, 171, 172, 174, 175,  
176

Fire Protection Special Assessment - 31

Franchise Fees - 10, 26, 30, 32, 74, 77, 78, 85,  
266, 269

Fund Balance - 22, 23, 25, 55, 66, 68, 69, 74,  
76, 77, 78, 81, 82, 83, 84, 92, 127, 215,  
241, 244, 247, 250

Fund Structure - 18

### G

General Employees - 11, 23, 29, 36, 37, 82, 84,  
126, 128, 255, 262, 279, 280, 282, 287

General Fund - 1, 8, 9, 10, 11, 12, 18, 19, 20,  
21, 22, 25, 28, 29, 30, 31, 32, 33, 34, 37,  
38, 39, 40, 41, 42, 45, 50, 55, 66, 68, 70,  
73, 74, 75, 79, 81, 84, 85, 86, 92, 129,  
211, 233, 293, 294, 296, 297, 298, 299,  
302, 303

General Government - 18, 70, 74, 75, 78, 80,  
81, 82, 83, 84, 86, 178, 184, 186, 187,  
215, 273, 278, 295, 299, 303

General Government Buildings - 178, 184, 186,  
187, 299, 303

General Obligation Bond Projects - 7, 87, 91,  
267, 297, 334

Goals Matrix - 51, 52, 53

Golf Course - 45, 70, 203, 314, 316, 321, 333

Grounds Maintenance - 41, 45, 70, 188, 190,  
191, 192, 299, 303

### H

Health Support Services - 145, 146, 151, 251

History - 5, 9, 11, 13, 45, 46, 120, 121, 134

Housing Division - 42, 45, 70, 151, 152, 154,  
155

Howard C. Forman Human Services Campus -  
29, 114, 177, 198, 199, 201, 257, 307, 309

Human Resources - 45, 55, 65, 70, 86, 108,  
110, 111, 112

## INDEX

### K

Key Performance Indicators - 51, 60

### L

Law Enforcement Trust Fund - 18, 239, 241,  
242, 244, 245, 247, 248, 250

Legal Debt Margin - 264

Local Business Tax - 13, 33, 55, 60, 62, 65, 74,  
75, 85, 102, 103, 119, 120, 121, 122, 123,  
127

Local Option Gas Tax - 33, 294, 300, 303

Long-Range Economic Planning - 6

### M

Major Revenue Sources - 24, 27, 28

Municipal Construction - 8, 9, 10, 18, 29, 30,  
38, 39, 66, 71, 77, 78, 79, 267, 269, 293,  
294, 295, 296, 297, 300

Municipal Goals - 6, 21

### N

Non-Departmental - 72, 211, 212

### O

Occupational License - 33

Older Americans Act - 18, 46, 71, 73, 224, 251,  
252, 254

Operating Budget Policies - 23

### P

Parks and Recreation - 55, 140, 141, 177, 202,  
203, 204, 205, 207, 208, 209, 210

Pension - 8, 9, 10, 19, 21, 29, 35, 36, 38, 39,  
54, 62, 66, 67, 69, 72, 82, 83, 84, 115,  
120, 126, 127, 128, 212, 255, 262, 279,  
280, 281, 282, 283, 284, 285, 286, 287,  
289

Performance Measures - 15, 16, 51, 54, 55, 60,  
63, 64, 65, 89, 92, 98, 104, 109, 117, 122,  
126, 129, 136, 142, 147, 153, 157, 165,  
173, 181, 185, 189, 193, 197, 200, 206,  
211, 214, 220, 224, 226, 228, 231, 234,

237, 240, 243, 246, 249, 253, 261, 268,  
272, 277, 281, 285, 288, 291

Performance Summary - 21

Planning Division - 1

Police - 1, 8, 9, 10, 11, 18, 19, 22, 29, 35, 36,  
37, 38, 39, 40, 45, 49, 52, 53, 54, 63, 66,  
67, 70, 71, 72, 75, 83, 86, 102, 114, 115,  
116, 120, 126, 134, 135, 160, 161, 162,  
163, 164, 165, 166, 167, 168, 169, 170,  
171, 172, 179, 227, 233, 235, 239, 245,  
246, 247, 248, 255, 262, 283, 284, 286,  
287, 297, 298, 302

Police Athletic League - 163, 248

Police Community Services - 18, 233, 235

Police Department - 114, 115, 116, 120, 134,  
135, 160, 161, 162, 163, 172, 179, 233,  
239, 245, 248

Population - 6, 27, 29, 30, 31, 32, 33, 47, 48,  
49, 50, 51, 54, 55, 60, 61, 62, 63, 65, 145,  
165, 202, 203, 205, 206, 207, 209, 226,  
251

Position Count History - 45, 46

Projected Changes in Fund Balances - 74

Property Tax - 1, 10, 22, 49, 102

Public Insurance - 8, 9, 10, 19, 35, 39, 46, 72,  
81, 276, 278

Public Insurance Fund - 8, 9, 10, 35, 46, 72, 81,  
276, 278

Public Safety - 10, 21, 22, 38, 40, 45, 54, 62,  
74, 75, 78, 79, 160, 163, 170, 174, 176,  
227, 233, 295, 297

Public Service Taxes - 10, 26, 74, 75, 77, 85,  
266

Public Services - 31, 52, 53, 55, 64, 85, 86,  
177, 178, 191, 213, 275

Public Works - 49

Purchasing - 41, 45, 70, 91, 102, 162, 163,  
171, 177, 192, 193, 194, 195, 233, 299,  
302, 310

## INDEX

### R

Recreation - 8, 13, 24, 32, 41, 42, 45, 47, 48, 49, 52, 53, 54, 55, 65, 66, 70, 71, 86, 103, 140, 141, 143, 145, 146, 148, 151, 171, 177, 202, 203, 204, 205, 206, 207, 208, 209, 210, 251, 253, 295, 299, 300, 302, 304, 305, 306, 307, 308, 309, 314, 315, 316, 317, 318, 320, 322, 323, 327, 333

Redevelopment - 1, 6, 7, 24, 95, 96, 156, 218, 219, 223, 293

Revenue Estimates - 27, 30, 31, 32, 33

Revenue Highlights - 10

Revenue Policies - 24

Risk Management - 19, 110, 112, 202, 276, 278

River of Grass Cultural Arts Center - 120

Road & Bridge Fund - 1, 9, 10, 18, 20, 42, 43, 45, 70, 73, 79, 293, 296, 300, 303

### S

Sewer Collection - 43, 46, 72, 270

Sewer Treatment Plant - 43, 46, 72, 271, 300

Special Assessments - 22, 26, 74, 85, 102, 126, 294

Special Events - 38, 70, 134, 145, 151, 202, 203, 204, 205, 206, 207, 209, 251, 307, 308

State Housing Initiative Partnership Grant - 218

State Shared Revenues - 30

Strategies - 1, 21, 60, 113, 134, 248

Streets and Sidewalks - 213, 215, 216, 217

### T

Technology Services - 1, 40, 45, 70, 102, 103, 105, 106, 107

Transfers - 8, 9, 11, 12, 54, 60, 66, 67, 73, 74, 76, 77, 78, 79, 80, 81, 82, 83, 84, 127, 138, 211, 212, 216, 232, 238, 254, 266, 269, 273, 281, 285

Transit System - 70, 71

Transportation - 1, 12, 13, 33, 34, 47, 48, 52, 54, 66, 70, 79, 145, 146, 148, 151, 198, 199, 222, 223, 224, 226, 230, 231, 236, 251, 252, 253, 295, 300, 304, 328, 329, 333

Treasury Confiscated - 18, 71, 239, 240, 241

### U

Unassigned Fund Balance - 22, 25, 66, 68, 92

Utilities Admin Services - 43, 46, 72

Utility Fund - 1, 8, 9, 10, 12, 18, 19, 22, 24, 28, 39, 43, 46, 68, 69, 72, 78, 80, 293, 294, 296, 297, 301, 303

### V

Volunteer Services - 145, 146

VOCA Grant - 226, 227

### W

Walter C. Young Resource Center - 29, 140, 141, 143, 144

Water Distribution - 43, 46, 72, 270

Water Plant - 43, 177, 270, 271, 275, 301

Wetlands Mitigation Trust Fund - 76, 79, 188, 290, 292

**CITY OF PEMBROKE PINES, FLORIDA, 2012-13 BUDGET  
DIRECTORY OF TABLES, CHARTS, AND GRAPHS**

Page No.

**BUDGET MESSAGE**List of Tables

Property Value and Construction -- Last Ten Fiscal Years.....	5
All Funds Revenue Comparison -- Adopted 2011-12 to 2012-13.....	9
All Funds Expenditure Comparison -- Adopted 2011-12 to 2012-13.....	10
Fire Assessment Synopsis.....	11
General Fund Expenditure by Category.....	12

List of Charts and Graphs

National Real GDP, Florida Gross State Product.....	3
Consumer Price Index.....	4
Total Housing Starts--National & Regional.....	5

**BUDGET OVERVIEW**List of Tables

Summary -- Net Changes in Full-Time Positions.....	21
Components of Property Tax Bill and Special Assessments.....	22
Ad Valorem Taxes.....	28
Water and Sewer Charges.....	28
Interest and Other Earnings.....	29
Rentals.....	29
State Shared Revenues.....	30
Franchise Fees.....	30
Public Services Taxes.....	31
Fire Protection Special Assessment.....	31
Communication Services Tax.....	32
Education and Recreational/Cultural Charges.....	32
Local Option Gas Tax.....	33
Local Business Tax.....	33
Rescue Transport Fees.....	34
Fines & Forfeitures.....	34
Employee Health Contributions.....	35
City Pension Contributions.....	35
Employee Pension Contribution.....	36
Major Revenues, % of Total 2012-13 Revenue Budget.....	36
Personnel Additions / Deletions / Changes.....	40
Position Count History by Department.....	45
Community Profile.....	47

List of Charts and Graphs

Fund Structure.....	19
Your Total Property Tax Bill.....	22
2012-13 All Funds Revenue -- By Category.....	26
Ad Valorem Taxes.....	28
Water and Sewer Charges.....	28

Interest and Other Earnings.....	29
Rentals.....	29
State Shared Revenues.....	30
Franchise Fees.....	30
Public Services Taxes.....	31
Fire Protection Special Assessment.....	31
Communication Services Tax.....	32
Education and Recreational/Cultural Charges.....	32
Local Option Gas Tax.....	33
Local Business Tax.....	33
Rescue Transport Fees.....	34
Fines & Forfeitures.....	34
Employee Health Contributions.....	35
City Pension Contributions.....	35
Employee Pension Contribution.....	36
General Fund Expense: Actual vs Constant 2004 Dollars.....	38
2012-13 Budget -- Expenditures By Fund.....	39
2012-13 Budget -- Expenditures By Category.....	39
2002-11 Population.....	47
2002-11 Final Gross Taxable Value.....	48
Homeowner Vacancies - City & Foreclosures - County.....	49
Taxable Value and Millage: Comparison to Local Cities: .....	50
FY2011-12 General fund Operating Cost per Capita -- Compared to Population.....	50

## PERFORMANCE SUMMARY

### List of Tables

City and Departmental Goals Matrix.....	52
Performance Measures Crosswalk.....	54
Balanced Scorecard.....	60
Department Performance Measures Report.....	63

### List of Charts and Graphs

Strategy Map.....	51
Our Score.....	60
Crime Rate per 100,000 Population.....	61
Median Household Income Compared to the 10 Largest Broward Cities.....	61
City Median Household Income and Trend.....	61
Change in Local Business Tax Revenue.....	62
% of Full-time Employees Retained after One Year.....	62
Per Capita City Operating Costs.....	62
Acres of Parkland per 1,000 Population.....	62

## FUND SUMMARIES

### List of Tables

Budget Summary for Fiscal Year 2012-13 -- All Funds By Category.....	66
Budget Summary for Fiscal Year 2012-13 -- All Funds By Fund.....	67
Components of Fund Balance/Retained Earnings/Net Assets.....	68
Expenditure Category Matrix for 2012-13 Budget.....	70

Transfers Matrix 2012-13 Budget.....	73
Projected Changes in Fund Balances	
- Fund 1 General Fund.....	74
- Fund 51 Wetlands Mitigation Trust Fund.....	76
- Fund 201 Debt Service Fund.....	77
- Fund 320 Municipal Construction.....	78
- Other Governmental Funds.....	79
- Fund 471 Utility Fund.....	80
- Fund 504 Public Insurance.....	81
- Fund 655 Pension - General Members.....	82
- Fund 656 Pension - Fire & Police.....	83
- Fund 657 Other Post Employment Benefits.....	84
<u>List of Charts and Graphs</u>	
Components of Fund Balance/Retained Earnings/Net Assets.....	68
Projected Changes in Fund Balances	
- Fund 1 General Fund Revenues.....	75
- Fund 1 General Fund Expenditures.....	75
- Fund 201 Debt Service Fund Revenues.....	77
- Other Governmental Funds Revenues.....	79
- Other Governmental Funds Expenditures.....	79
- Fund 471 Utility Fund Revenues.....	80
- Fund 471 Utility Fund Expenditures.....	80
- Fund 504 Public Insurance Revenues.....	81
<b>GENERAL FUND REVENUES</b>	
<u>List of Tables</u>	
General Fund Revenues.....	85
General Fund Expenditures.....	86
<u>List of Charts and Graphs</u>	
Source of Revenue Dollars: General Fund.....	85
Use of Revenue Dollars: General Fund.....	86
<b>DEBT SERVICE</b>	
<u>List of Tables</u>	
Schedule of Debt Service on Outstanding Bonds as of September 30, 2012.....	262
Property Taxable Value for Fiscal Year Ending Sept. 30, 2012.....	263
Legal Debt Limit.....	264
Debt Service Fund -- Budget Summary.....	266
<u>List of Charts and Graphs</u>	
Annual Principal and Interest Payment: FY2013 to FY2039.....	263
<b>MUNICIPAL CONSTRUCTION FUND</b>	
<u>List of Tables</u>	
Municipal Construction Fund -- Budget Summary.....	269

**UTILITIES**List of Tables

Utilities -- Performance Measures.....	272
Utilities -- Budget Summary.....	273
Utilities -- Personnel Summary.....	275

List of Charts and Graphs

Utilities -- Budget Summary.....	273
----------------------------------	-----

**PUBLIC INSURANCE FUND**List of Tables

Public Insurance Fund Performance Measures .....	277
Public Insurance Fund -- Budget Summary.....	278
Public Insurance Fund -- Positions.....	278

**PENSION FUNDS**List of Tables

## General Employees Pension

General Employees -- Pension Performance Measures .....	281
General Employees Pension -- Budget Summary.....	282

## Police and Fire Pension

Police and Fire Pension -- Performance Measures .....	285
Police and Fire Pension -- Budget Summary.....	286

## Other Postemployment Benefits

Other Postemployment Benefits -- Performance Measures .....	288
Other Postemployment Benefits -- Budget Summary.....	289

**PERMANENT TRUST FUNDS**List of Tables

Wetlands Mitigation Trust Fund -- Performance Measures .....	291
Wetlands Mitigation Trust Fund -- Budget Summary.....	292

**CAPITAL IMPROVEMENT PROGRAM (CIP)**List of Tables

CIP Capital Costs by Funding Source 2013-14 to 2017-18.....	294
CIP Capital Costs by Project Category 2013-14 to 2017-18.....	295
Reconciliation of Net 2012-13 CIP (excluding Operating Expenses) .....	296
General Fund – Details of Budget Deviation from Plan .....	296
Utility Fund – Details of Budget Deviation from Plan .....	296
2012-13 Capital Budget by Funding Source .....	297
2012-13 Capital Budget by Use .....	297
Capital Improvement Program: Capital Costs by Project Category.....	298
Disposition of Prior CIP.....	302
Summary of General Obligation Projects .....	304
Community Recreation Projects.....	305
New Community Facilities.....	307
Park Sports Lighting Renovations.....	312
Recreation Facility Improvements.....	314



Recreation – Playground Equipment.....	322
Landscaping.....	324
Purchase/development of open Space.....	326
Transportation Projects.....	328
Other .....	331
Contingency.....	333

List of Charts and Graphs

CIP Capital Costs by Funding Source 2013-14 to 2017-18.....	294
CIP Capital Costs by Project Category 2013-14 to 2017-18.....	295
2012-13 Capital Budget by Funding Source.....	297
2012-13 Capital Budget by Use.....	297
General Obligation Bond Projects by Location.....	334

**PROPOSED ORDINANCE NO. 2012-24**

**ORDINANCE NO. 1735**

**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 2012-2013 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 0.6716 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. 2012-24**

**ORDINANCE NO. 1735**

**WHEREAS**, the City of Pembroke Pines, Florida, pursuant to State Statute, now desires to retain the City's operating millage at 5.6368;

**NOW, THEREFORE, BE IT ORDAINED BY THE CITY COMMISSION OF THE CITY OF PEMBROKE PINES, FLORIDA, THAT:**

**Section 1.** The foregoing "Whereas" clauses are hereby incorporated herein.

**Section 2.** The requisite advertisements, public hearings and ordinances necessary to establish the City millage shall be conducted and prepared.

**Section 3.** Pursuant to Chapter 200, Florida Statutes, a Public Hearing shall be held on the 5th day of September, 2012, and a second Public Hearing shall be held on the 19<sup>th</sup> day of September, 2012.

**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 0.6716.

**Section 6.** The City's operating millage shall be set at 5.6368, which is greater than the rolled-back rate of 5.5791 mills by 1.03%.

**PROPOSED ORDINANCE NO. 2012-24**

**ORDINANCE NO. 1735**

**Section 7.** The City's aggregate millage is 6.3084, which consists of an operating millage of 5.6368 and a debt service millage of 0.6716.

**Section 8.** A certified copy of this ordinance shall be furnished to the Broward County Property Appraiser so that said revenues may be collected and furnished to the City of Pembroke Pines.

**Section 9.** If any clause, section, or other part or application of this Ordinance shall be held by any court of competent jurisdiction to be unconstitutional or invalid, such unconstitutional or invalid part or application shall be considered as eliminated and so not affecting the validity of the remaining portions or applications remaining in full force or effect.

**Section 10.** All Ordinances or parts of Ordinances, Resolutions or parts of Resolutions in conflict herewith are hereby repealed to the extent of such conflict.

**Section 11.** This ordinance shall become effective immediately upon its passage and adoption.

**THE REMAINDER OF THIS PAGE HAS BEEN INTENTIONALLY LEFT BLANK.**

PROPOSED ORDINANCE NO. 2012-24

ORDINANCE NO. 1735

PASSED AND ADOPTED BY THE CITY COMMISSION OF THE CITY OF PEMBROKE PINES, FLORIDA, ON FIRST READING THIS 5th DAY OF SEPTEMBER, 2012. TIME ADOPTED 7:10 PM.

PASSED AND ADOPTED BY THE CITY COMMISSION OF THE CITY OF PEMBROKE PINES, FLORIDA, ON SECOND AND FINAL READING THIS 19th DAY OF SEPTEMBER, 2012. TIME ADOPTED 6:02 PM.

CITY OF PEMBROKE PINES, FLORIDA

By: [Signature]  
MAYOR FRANK C. ORTIS

ATTEST: [Signature] 9/20/12  
JUDITH A. NEUGENT, CITY CLERK

ORTIS AYE

CASTILLO AYE

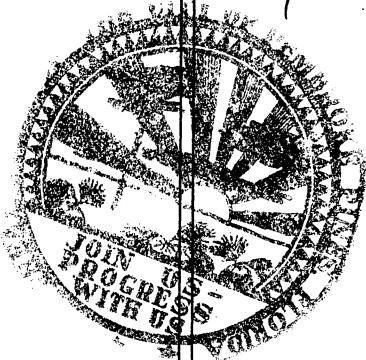
SCHWARTZ AYE

SHECHTER AYE

SIPLE AYE

APPROVED AS TO FORM:

[Signature]  
OFFICE OF THE CITY ATTORNEY



STATE OF FLORIDA  
COUNTY OF BROWARD  
I HEREBY CERTIFY that the above foregoing is a true and correct copy of

Ordinance No. 1735, 2012-13 Millage  
as recorded in the Office of the City Clerk.  
Witness my hand and official seal this  
20 day of September A.D.,  
CITY OF PEMBROKE PINES

By: [Signature]  
Judith A. Neugent, City Clerk

JFK:

PROPOSED ORDINANCE NO. 2012-25

ORDINANCE NO. 1736

AN ORDINANCE OF THE CITY COMMISSION OF THE CITY OF PEMBROKE PINES, FLORIDA, ADOPTING A BUDGET FOR FISCAL YEAR 2012-2013 FOR THE CITY OF PEMBROKE PINES, FLORIDA, PROVIDING FOR CONFLICTS; PROVIDING FOR SEVERABILITY; AND PROVIDING FOR AN EFFECTIVE DATE.

WHEREAS, the 2012-2013 Budget Estimates for the expenditures of the City's departments, divisions, funds and offices have been prepared by the City Manager and submitted to the City Commission, and

WHEREAS, said Budget Estimates, in conformity with the City Charter requirements, have been filed with the City Clerk and have been open for inspection by the public, and

WHEREAS, a Public Hearing has been held pursuant to notice published in a newspaper circulated in the City wherein all interested persons were given the opportunity to voice their objections to any item listed in the Budget Estimates.

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COMMISSION OF THE CITY OF PEMBROKE PINES, FLORIDA, THAT:

Section 1. The Budget Estimates, which are on file at the City Clerk's office, and incorporated herein by this reference and expressly made a part hereof, are hereby adopted and shall be in full force and effect for the Fiscal Year of the City of Pembroke Pines, Florida, commencing on October 1, 2012 and terminating on September 30, 2013.

Page 1 of 3

JFK:

S:\Finance\Budget Annual\Budget 2013\1st Hearing 9-5-12\Attachments to Agenda (PDFs)\Original Documents [not PDF]\1. Proposed Ordinance 2012-25.doc

PROPOSED ORDINANCE NO. 2012-25

ORDINANCE NO. 1736

Section 2. There is hereby appropriated from the General Fund and other funds of the City as set forth in detail in the Budget Estimates as set forth in **Exhibit "A"** attached hereto and incorporated herein, for the uses, expenditures and fiscal requirements of the several departments, divisions, boards, funds and offices of the City, the sum designated in said Budget Estimates.

Section 3. The Summary of Budget Estimates for Fiscal Year 2012-2013, attached hereto and made a specific part hereof, as **Exhibit "A"** all as set forth in detail in said Budget Estimates which are on file at the City Clerk's office and which are incorporated herein by reference and expressly made a part hereof, be and the same are hereby approved and adopted and accepted as the Budget Estimates of the City of Pembroke Pines, Florida, for the Fiscal Year 2012-2013.

Section 4. The provisions of this ordinance shall not be deemed to be a limitation on the powers granted to the City Commission by the City Charter, which relates to the fiscal management of the City's funds.

Section 5. From time to time, the City Commission may transfer funds from one fund, account or department to another as the necessity for the same may occur without being required to amend the terms and provisions of this ordinance.

Section 6. All ordinances or parts of ordinances and resolutions or parts of resolutions in conflict herewith are hereby repealed to the extent of such conflict.

Section 7. If any clause, section, or other part or application of this

Page 2 of 3

JFK:

S:\Finance\Budget Annual\Budget 2013\1st Hearing 9-5-12\Attachments to Agenda (PDFs)\Original Documents [not PDF]1. Proposed Ordinance 2012-25.doc

PROPOSED ORDINANCE NO. 2012-25

ORDINANCE NO. 1736

ordinance shall be held by any court of competent jurisdiction to be unconstitutional or invalid such unconstitutional or invalid part or application shall be considered as eliminated and so not affecting the validity of the remaining portions or applications remaining in full force or effect.

Section 8. This Ordinance shall become effective immediately upon its passage and adoption.

PASSED AND ADOPTED BY THE CITY COMMISSION OF THE CITY OF PEMBROKE PINES, FLORIDA, ON FIRST READING THIS 5th DAY OF SEPTEMBER, 2012. TIME ADOPTED 7:54 PM.

PASSED AND ADOPTED BY THE CITY COMMISSION OF THE CITY OF PEMBROKE PINES, FLORIDA, ON SECOND AND FINAL READING THIS 19th DAY OF SEPTEMBER, 2012. TIME ADOPTED 8:44 PM.

ATTEST:

CITY OF PEMBROKE PINES, FLORIDA

*[Signature]* 9/20/12  
JUDITH A. NEUGENT, CITY CLERK

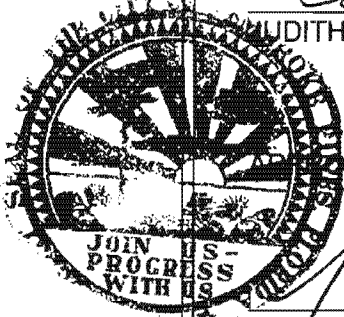
By:

*[Signature]*  
FRANK C. ORTIS, MAYOR

ORTIS	<u>AYE</u>
CASTILLO	<u>AYE</u>
SCHWARTZ	<u>NAY</u>
SHECHTER	<u>AYE</u>
SIPLE	<u>AYE</u>

APPROVED AS TO FORM:

*[Signature]*  
OFFICE OF THE CITY ATTORNEY



JFK:

S:\Finance\Budget Annual\Budget 2013\1st Hearing 9-5-12\Attachments to Agenda (PDFs)\Original Documents [not PDF]\1. Proposed Ordinance 2012-25.doc



**Exhibit A  
Summary of Budget Estimates  
Proposed Ordinance NO. 2012-25**

**Revision 1**

<b>Fund #</b>	<b>Fund Description</b>	<b>FY2013 Revenues</b>	<b>FY2013 Expenditures</b>	<b>Excess (Deficit) Revenues Over Expenditures</b>
1	General Fund	\$ 149,762,347	\$ 153,385,934	\$ (3,623,587)
51	Wetlands Trust Fund	36,000	16,500	19,500
100	Road & Bridge Fund	4,152,900	5,058,280	(905,380)
120	State Housing Initiative Program	17,000	-	17,000
121	HUD Grants CDBG/HOME	906,149	906,149	-
122	Law Enforcement Grant	17,918	17,918	-
128	Community Bus Program @	552,354	552,354	-
131	Treasury - Confiscated	8,000	98,833	(90,833)
132	Justice - Confiscated	8,000	78,371	(70,371)
133	\$2 Police Education	47,294	47,294	-
134	FDLE - Confiscated	27,000	248,060	(221,060)
199	Older Americans Act @	1,276,976	1,276,976	-
201	Debt Service	26,713,794	26,570,782	143,012
320	Municipal Construction	1,133,700	1,133,700	-
471	Utility Fund	43,462,700	51,650,551	(8,187,851)
504	Public Insurance Fund	21,297,100	21,297,100	-
655	General Pension Trust Fund	18,995,032	9,125,000	9,870,032
656	Fire & Police Pension Trust Fund	56,594,759	27,134,000	29,460,759
657	Other Post Employment Benefits	13,836,795	8,069,970	5,766,825
		\$ 338,845,818	\$ 306,667,772	\$ 32,178,046

@ Balanced through transfers from a different fund.

\* Advanced funding of future benefit payments.

**City of Pembroke Pines**  
**Detail of Changes to Tentatively Adopted 2012-13 Budget Since September 5, 2012**  
**(Revision 1 - Changes Made at 2nd Budget Hearing)**

Account #	Account Description	Tentatively Approved 2012-13 Budget	Adopted 2012-13 Budget	Net Change	Notes
<b>Utility Fund Revenues</b>					
471 343510-6021	Sewer Charges	24,741,086	21,670,000	(3,071,086)	Remove 19.33% rate increase slated for 1/1/13
471 343300-6031	Water Charges	22,914,333	20,070,000	(2,844,333)	
	Total changes to Utility Fund Revenues			(5,915,419)	
	Utility Fund Revenues from tentatively approved budget			49,378,119	
	<b>Adopted Utility Fund Revenues</b>			<b>43,462,700</b>	
<b>Utility Fund Expenditures</b>					
471 6011-49211	Privilege fees	2,968,930	2,600,400	(368,530)	Remove Privilege Fee associated with rate increase
	Total changes to Utility Fund Expenditures			(368,530)	
	Utility Fund Expenditures from tentatively approved budget			52,019,081	
	<b>Adopted Utility Fund Expenditures</b>			<b>51,650,551</b>	
	<b>Utility Fund Revenues Less Expenditures</b>			<b>(8,187,851)</b>	

STATE OF FLORIDA  
COUNTY OF BROWARD

I HEREBY CERTIFY that the above foregoing is a true and correct copy of

**Ordinance No. 1736**

as recorded in the Office of the City Clerk.

Witness my hand and official seal this

9th day of October A.D.,

CITY OF PEMBROKE PINES

By: \_\_\_\_\_

Judith A. Neugent, City Clerk



# CERTIFICATION OF TAXABLE VALUE

Year : 2012	County : BROWARD
Principal Authority : CITY OF PEMBROKE PINES	Taxing Authority : CITY OF PEMBROKE PINES

**SECTION I : COMPLETED BY PROPERTY APPRAISER**

1.	Current year taxable value of real property for operating purposes	\$	8,197,100,400	(1)
2.	Current year taxable value of personal property for operating purposes	\$	334,169,218	(2)
3.	Current year taxable value of centrally assessed property for operating purposes	\$	0	(3)
4.	Current year gross taxable value for operating purposes <i>(Line 1 plus Line 2 plus Line 3)</i>	\$	8,531,269,618	(4)
5.	Current year net new taxable value (Add new construction, additions, rehabilitative improvements increasing assessed value by at least 100%, annexations, and tangible personal property value over 115% of the previous year's value. Subtract deletions.)	\$	31,755,500	(5)
6.	Current year adjusted taxable value <i>(Line 4 minus Line 5)</i>	\$	8,499,514,118	(6)
7.	Prior year FINAL gross taxable value from prior year applicable Form DR-403 series	\$	8,412,543,915	(7)
8.	Does the taxing authority include tax increment financing areas? If yes, enter number of worksheets (DR-420TIF) attached. If none, enter 0	<input type="checkbox"/> YES	<input checked="" type="checkbox"/> NO	Number 0 (8)
9.	Does the taxing authority levy a voted debt service millage or a millage voted for 2 years or less under s. 9(b), Article VII, State Constitution? If yes, enter the number of DR-420DEBT, <i>Certification of Voted Debt Millage</i> forms attached. If none, enter 0	<input checked="" type="checkbox"/> YES	<input type="checkbox"/> NO	Number 1 (9)
<b>Property Appraiser Certification</b>		I certify the taxable values above are correct to the best of my knowledge.		
<b>SIGN HERE</b>	Signature of Property Appraiser :	Date :		
	Electronically Certified by Property Appraiser	6/29/2012 11:36 AM		

**SECTION II : COMPLETED BY TAXING AUTHORITY**

If this portion of the form is not completed in FULL your taxing authority will be denied TRIM certification and possibly lose its millage levy privilege for the tax year. If any line is not applicable, enter -0-.

10.	Prior year operating millage levy <i>(If prior year millage was adjusted then use adjusted millage from Form DR-422)</i>	5.6368	per \$1,000	(10)
11.	Prior year ad valorem proceeds <i>(Line 7 multiplied by Line 10, divided by 1,000)</i>	\$	47,419,828	(11)
12.	Amount, if any, paid or applied in prior year as a consequence of an obligation measured by a dedicated increment value <i>(Sum of either Lines 6c or Line 7a for all DR-420TIF forms)</i>	\$	0	(12)
13.	Adjusted prior year ad valorem proceeds <i>(Line 11 minus Line 12)</i>	\$	47,419,828	(13)
14.	Dedicated increment value, if any <i>(Sum of either Line 6b or Line 7e for all DR-420TIF forms)</i>	\$	0	(14)
15.	Adjusted current year taxable value <i>(Line 6 minus Line 14)</i>	\$	8,499,514,118	(15)
16.	Current year rolled-back rate <i>(Line 13 divided by Line 15, multiplied by 1,000)</i>		5.5791 per \$1000	(16)
17.	Current year proposed operating millage rate		5.6368 per \$1000	(17)
18.	Total taxes to be levied at proposed millage rate <i>(Line 17 multiplied by Line 4, divided by 1,000)</i>	\$	48,089,061	(18)

Continued on page 2

19.	TYPE of principal authority (check one)	<input type="checkbox"/> County	<input type="checkbox"/> Independent Special District	(19)
		<input checked="" type="checkbox"/> Municipality	<input type="checkbox"/> Water Management District	
20.	Applicable taxing authority (check one)	<input checked="" type="checkbox"/> Principal Authority	<input type="checkbox"/> Dependent Special District	(20)
		<input type="checkbox"/> MSTU	<input type="checkbox"/> Water Management District Basin	
21.	Is millage levied in more than one county? (check one)	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No	(21)

<b>DEPENDENT SPECIAL DISTRICTS AND MSTUs</b>		<b>STOP HERE - SIGN AND SUBMIT</b>
--	---	------------------------------------

22.	Enter the total ad valorem proceeds of the principal authority, all dependent special districts, and MSTUs at rolled-back rate. <i>(Total of Line 13 from all DR-420 forms)</i>	\$	47,419,828	(22)
23.	Current year aggregate rolled-back rate <i>(Line 22 divided by Line 15, multiplied by 1,000)</i>		5.5791 per \$1,000	(23)
24.	Current year aggregate rolled-back taxes <i>(Line 4 multiplied by Line 23, divided by 1,000)</i>	\$	47,596,806	(24)
25.	Enter total of all operating ad valorem taxes proposed to be levied by the principal taxing authority, all dependent districts, and MSTUs, if any. <i>(Total of Line 18 from all DR-420 forms)</i>	\$	48,089,061	(25)
26.	Current year proposed aggregate millage rate <i>(Line 25 divided by Line 4, multiplied by 1,000)</i>		5.6368 per \$1,000	(26)
27.	Current year proposed rate as a percent change of rolled-back rate <i>(Line 26 divided by Line 23, minus 1, multiplied by 100)</i>		1.03 %	(27)

<b>First public budget hearing</b>	Date : 9/5/2012	Time : 6:00 PM	Place : City Hall Commission Chambers, 10100 Pines Boulevard, Pembroke Pines, Florida 33026
------------------------------------	--------------------	-------------------	---

<b>S I G N  H E R E</b>	<b>Taxing Authority Certification</b>		I certify the millages and rates are correct to the best of my knowledge. The millages comply with the provisions of s. 200.065 and the provisions of either s. 200.071 or s. 200.081, F.S.		
	Signature of Chief Administrative Officer : Electronically Certified by Taxing Authority			Date : 8/2/2012 12:06 PM	
	Title : CHARLES F DODGE, CITY MANAGER		Contact Name and Contact Title : RENE GONZALEZ, FINANCE DIRECTOR		
	Mailing Address : 10100 PINES BOULEVARD		Physical Address : 10100 PINES BOULEVARD		
	City, State, Zip : PEMBROKE PINES, FLORIDA 33026		Phone Number : 954/435-6515		Fax Number : 954/435-6524

Instructions on page 3

## CERTIFICATION OF TAXABLE VALUE INSTRUCTIONS

“Principal Authority” is a county, municipality, or independent special district (including water management districts).

“Taxing Authority” is the entity levying the millage. This includes the principal authority, any special district dependent to the principal authority, any county municipal service taxing unit (MSTU), and water management district basins.

Each taxing authority must submit to their property appraiser a DR-420 and the following forms, as applicable:

- DR-420TIF, Tax Increment Adjustment Worksheet
- DR-420DEBT, Certification of Voted Debt Millage
- DR-420MM-P, Maximum Millage Levy Calculation - Preliminary Disclosure

### Section I: Property Appraiser

Use this DR-420 form for all taxing authorities except school districts. Complete Section I, Lines 1 through 9, for each county, municipality, independent special district, dependent special district, MSTU, and multicounty taxing authority. Enter only taxable values that apply to the taxing authority indicated. Use a separate form for the principal authority and each dependent district, MSTU and water management district basin.

#### Line 8

Complete a DR-420TIF for each taxing authority making payments to a redevelopment trust fund under Section 163.387(2)(a), Florida Statutes or by an ordinance, resolution or agreement to fund a project or to finance essential infrastructure.

Check "Yes" if the taxing authority makes payments to a redevelopment trust fund. Enter the number of DR-420TIF forms attached for the taxing authority on Line 8. Enter 0 if none.

#### Line 9

Complete a DR-420DEBT for each taxing authority levying either a voted debt service millage (s.12, Article VII, State Constitution) or a levy voted for two years or less (s. 9(b), Article VII, State Constitution).

Check "Yes" if the taxing authority levies either a voted debt service millage or a levy voted for 2 years or less (s. 9(b), Article VII, State Constitution). These levies do not include levies approved by a voter referendum not required by the State Constitution. Complete and attach DR-420DEBT. Do not complete a separate DR-420 for these levies.

Send a copy to each taxing authority and keep a copy. When the taxing authority returns the DR-420 and the accompanying forms, immediately send the original to:

Florida Department of Revenue  
Property Tax Oversight Program - TRIM  
P. O. Box 3000  
Tallahassee, Florida 32315-3000

### Section II: Taxing Authority

Complete Section II. Keep one copy, return the original and one copy to your property appraiser with the applicable DR-420TIF, DR-420DEBT, and DR-420MM-P within 35 days of certification. Send one copy to the tax collector. “Dependent special district” (ss. 200.001(8)(d) and 189.403(2), F.S.) means a special district that meets at least one of the following criteria:

- The membership of its governing body is identical to that of the governing body of a single county or a single municipality.
- All members of its governing body are appointed by the governing body of a single county or a single municipality.
- During their unexpired terms, members of the special district's governing body are subject to removal at will by the governing body of a single county or a single municipality.
- The district has a budget that requires approval through an affirmative vote or can be vetoed by the governing body of a single county or a single municipality.

“Independent special district” (ss. 200.001(8)(e) and 189.403(3), F.S.) means a special district that is not a dependent special district as defined above. A district that includes more than one county is an independent special district unless the district lies wholly within the boundaries of a single municipality.

“Non-voted millage” is any millage not defined as a “voted millage” in s. 200.001(8)(f), F.S.

#### Lines 12 and 14

Adjust the calculation of the rolled-back rate for tax increment values and payment amounts. See the instructions for DR-420TIF. On Lines 12 and 14, carry forward values from the DR-420TIF forms.

#### Line 24

Include only those levies derived from millage rates.

All forms for taxing authorities are available on our website at  
<http://dor.myflorida.com/dor/property/trim/trimmax.html>