A vibrant, sun-dappled forest scene. In the foreground, a large tree with dense green foliage frames the top and right sides of the image. Sunlight filters through the leaves, creating a soft, hazy atmosphere. A rocky path or clearing leads into the distance, flanked by various tropical plants, including palm trees. The overall mood is peaceful and natural.

Palm Beach County, FL  
Fiscal Year 2017  
**Annual Budget**



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Palm Beach County  
Florida**

For the Fiscal Year Beginning

**October 1, 2015**

A handwritten signature in cursive script, reading "Jeffrey R. Egan".

Executive Director

---

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the Palm Beach County Board of County Commissioners, Florida for its annual budget for the fiscal year beginning October 1, 2015.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communication device.

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

---

## PRINCIPAL OFFICIALS OF PALM BEACH COUNTY

### Board of County Commissioners:



**Top row from left to right:** *Mack Bernard (District 7), Steven L. Abrams (District 4), Hal R. Valeche (District 1), and Dave Kerner (District 3)*

**Bottom row from left to right:** *Melissa McKinlay (Vice Mayor, District 6), Paulette Burdick (Mayor, District 2), and Mary Lou Berger (District 5)*

### Constitutional Officers:

*Sharon R. Bock,  
Clerk & Comptroller*

*Gary Nikolits,  
Property Appraiser*

*Ric L. Bradshaw,  
Sheriff*

*Susan Bucher,  
Supervisor of Elections*

*Anne M. Gannon,  
Tax Collector*

### Appointed Officials:

*Verdenia C. Baker, County Administrator*

*Denise Nieman, County Attorney*

*Joseph Bergeron, Internal Auditor*

### Office of Financial Management and Budget:

*Sherry Brown, OFMB Director*

*John Wilson, Budget Director*

*Lisa Pontius, Assistant Budget Director*

## ACKNOWLEDGEMENTS

Special recognition is given to the following individuals for their efforts in coordinating and preparing the FY 2017 Budget.

### Office of Financial Management & Budget

|                 |                           |
|-----------------|---------------------------|
| Sherry Brown    | OFMB Director             |
| John Wilson     | Budget Director           |
| Lisa Pontius    | Assistant Budget Director |
| Mark Braun      | County Debt Manager       |
| Amy Karpf       | Budget Manager            |
| Jeremy Baker    | Grant/Budget Analyst      |
| Valerie Alleyne | Budget Analyst III        |
| Derrek Moore    | Budget Analyst III        |
| Marilyn Tincher | Budget Analyst II         |
| Ebony Bruton    | Budget Analyst II         |
| Alicia DeAbreu  | Budget Analyst II         |
| Kristi Parham   | Fiscal Specialist III     |
| Erin Taylor     | Senior Secretary          |

### Special thanks to:

**County Commissioners** for their early and continuous involvement in the budget process.

**County Administrator, Deputy County Administrator and Assistant County Administrators** for their expanded participation in this year's budget process.

**Department Heads and Their Staff** for their extraordinary effort in formulating the budget.

# *Mission Statement*

*To continually improve, in the most cost-effective manner, the services to our customers; protection of the overall public good, as guided by the Board of County Commissioners' policies; and to achieve a recognized high level of public satisfaction on both costs and quality of service.*

*We will focus continually on our customers' needs and expectations, recognize limitations in resources, explore creative and equitable revenue alternatives and respond capably and swiftly to changing priorities.*



## HOW TO USE THE BUDGET DOCUMENT

The purpose of this section is to provide the reader with a guide to the document's contents; The following describes each of its major sections:

### **County Administrator's Budget Message**

This section provides an overview of the entire budget and highlights how the County is responding to the needs of our community and the Board of County Commissioners' policy direction.

### **Introduction**

This section provides general information about the County; its budget philosophy and process; financial policies (which form the foundation of the County's budget development and financial management processes); explanation of fund structure and governmental accounting; the County's long term goals; and Budget assumptions, issues, and the budget calendar.

### **Budget Summary**

This section provides the reader with basic overview of the budget. Included in this section are the budget summary, staffing, revenue sources trends and forecasts, Expenditure Summaries, and a tax millage rate summary.

### **Board Departments & Agencies**

This section presents the budgets of departments/agencies reporting to the Board of County Commissioners and contains information about County activities and expenditures.

### **Constitutional Officers**

This section presents the budgets of the independently elected officials (other than the Board of County Commissioners), i.e., Clerk & Comptroller, Sheriff, Supervisor of Elections, Tax Collector, Property Appraiser, Judiciary, State Attorney, and Public Defender.

### **Capital Improvement Program**

This section highlights the County's capital improvement expenditures and provides an overview of the capital needs, as well as proposed financing sources.

### **Debt Service**

This section highlights the County's budgeted debt service expenditures and provides an overview of the projected debt service needs through FY 2021.

### **Appendices**

This section contains a glossary and acronyms.

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## Board of County Commissioners

Paulette Burdick, Mayor  
Melissa McKinlay, Vice Mayor  
Hal R. Valeche  
Dave Kerner  
Steven L. Abrams  
Mary Lou Berger  
Mack Bernard



## County Administrator

Verdenia C. Baker

*Office of Financial Management & Budget, 301 North Olive Avenue, West Palm Beach, FL 33401  
(561) 355-2580 Fax: (561) 355-2109*

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December 1, 2016

The Honorable Paulette Burdick, Mayor and  
Members of the Board of County Commissioners

### RE: Adopted Budget – FY 2017

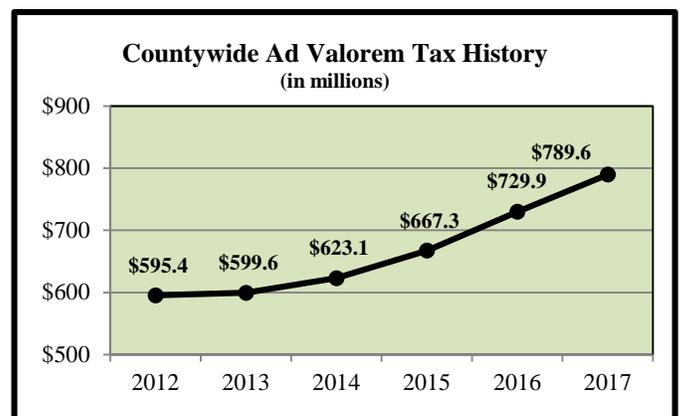
On behalf of the County Departments and Constitutional Officers, I am pleased to present the FY 2017 adopted budget. The budget is balanced at the countywide rate of 4.7815 mills, which is the same as FY 2016. This rate is 6.72% above the roll back rate and will generate \$789.6 million in taxes, \$59.6 million more than last year. The FY 2017 levied taxes are up 14.7% above the FY 2007 level. During this period, CPI is up 20.2%.

The most significant impact on the FY 2017 General Fund budget was the Sheriff's budget request, which was a net ad valorem increase of \$27.9 million. A few of the other major impacts on the FY 2017 budget include:

- 25 new ad valorem supported positions for BCC departments
- 3% pay increase for general employees
- Increase in reserves to maintain policy level of 8%
- Increase in pay-as-you-go capital (primary for renewal and replacement)

A list and explanation of impacts on ad valorem requirements can be found on pages 4 -5.

General Fund Undesignated reserves for FY 2017 are 8% of the total fund budget. This meets County's preferred policy level. The availability of reserves for use in a financial emergency is one indication that a government is financially strong. Reserves provide the flexibility to fund special opportunities and emergencies and are a key consideration when rating agencies evaluate future borrowings. The County, one of only forty-seven (47) in the country, maintains AAA ratings from all three rating agencies.



Paulette Burdick, Mayor and  
 Members of the Board of County Commissioners  
**Adopted Budget - Fiscal Year 2017**  
**December 1, 2016**

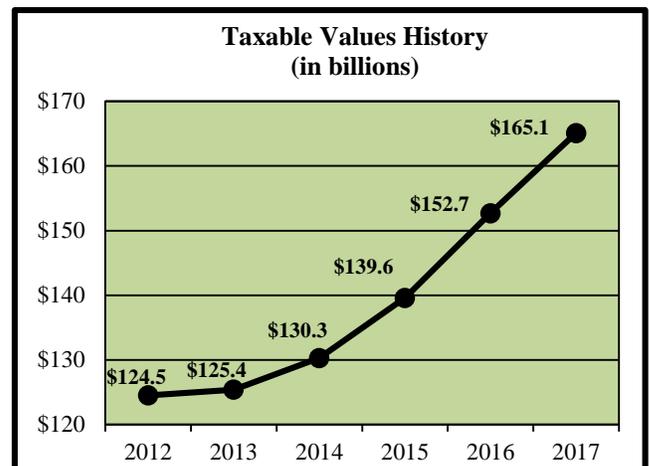
**Budget, Millage, and Taxes:**

The FY 2017 adopted budget totals \$4.3 billion. The net budget, which excludes internal service charges, interdepartmental charges, and interfund transfers, is \$3.7 billion and is \$225.9 million (6.6%) greater than the FY 2016 net budget. Taxes, excluding voted debt, in comparison to roll-back and the prior year are summarized in the following table.

| Taxing District  | FY 2016       |                        | FY 2017 Rollback |                        | FY 2017 Adopted |                        |
|------------------|---------------|------------------------|------------------|------------------------|-----------------|------------------------|
|                  | Millage       | Amount                 | Millage          | Amount                 | Millage         | Amount                 |
| Countywide       | 4.7815        | \$729,949,290          | 4.4806           | \$739,877,375          | 4.7815          | \$789,564,716          |
| Library          | 0.5491        | 44,960,444             | 0.5161           | 45,534,485             | 0.5491          | 48,446,010             |
| Fire Rescue      |               |                        |                  |                        |                 |                        |
| Main MSTU        | 3.4581        | 214,773,330            | 3.2467           | 217,553,346            | 3.4581          | 231,718,738            |
| Jupiter MSTU     | 1.9823        | 17,655,598             | 1.8611           | 18,034,404             | 2.0035          | 19,414,286             |
| <b>Aggregate</b> | <b>6.5985</b> | <b>\$1,007,338,662</b> | <b>6.2496</b>    | <b>\$1,031,990,725</b> | <b>6.5957</b>   | <b>\$1,089,143,750</b> |

**Property Values:**

While still 3% below the peak in FY 2008, taxable property values have been rebounding the past few years. Last year's values increased 9.4%. The taxable value as of January 1, 2016 (used in calculating millage rates for FY 2017) is \$165.1 billion, an increase of \$12.4 billion, or 8.2% over last year's valuation, including new construction of \$2.1 billion and the revaluation of existing property. All property values and rollback calculations are based on the preliminary tax roll submitted by the Property Appraiser on July 1. Property values are projected to increase 5% - 7% for the next few years.



**Budget Preparation Guidelines:**

The review and adoption of the annual budget is one of the most important policy-making responsibilities of the Board of County Commissioners (BCC). The budget establishes priorities among competing governmental services and establishes levels of service that are within the fiscal capabilities of the County. The budget development process begins early each year. Instructions for the budget were set forth in the Budget Instruction Manual (BIM) which was distributed to County departments in February 2016. Departments were directed to submit their budgets with service levels status quo, with supplemental requests included only for critical needs.

The BCC held a retreat in April 2016 to provide staff with funding priorities. One key element of the budget development process was the identification of budget strategies that achieved budget reductions with no impact on services to the residents. Administration reviewed these strategies that included relevant information about the effect(s) reduced funding or elimination of program(s) would have on a department's ability to achieve their goals and objectives. These strategies were the basis on which this year's funding decisions were made. Departments were encouraged to give special consideration to:

- Programs that could be reduced, combined, or eliminated;
- Positions vacant for an extended period of time;
- Line-item analysis to maximize efficiency; and
- Procedural improvements that maximized efficiency of operations.

Requests for new funding in the capital budgets were carefully reviewed and prioritized by the Office of Financial Management and Budget and the Management Team. Detailed information including current financial status, recommended departmental funding changes, department program objectives and performance measures, and capital projects was presented to the Board during budget workshops held on June 14 and July 12, 2016. Citizen input – a key component of the budget development process – was a significant segment of each workshop and throughout the entire budget development process. After reviewing major assumptions and the impact of proposed budget cuts on the community, the Board voted to advertise the millage rate of 4.7815 on Truth in Millage (TRIM) notifications. This is the same rate as the prior fiscal year. During the two September public hearings, the Board maintained and adopted the initially advertised rate.

Paulette Burdick, Mayor and  
 Members of the Board of County Commissioners  
**Adopted Budget - Fiscal Year 2017**  
**December 1, 2016**

**Major Changes in Countywide Tax Equivalent Funding: 2017 Compared to 2016**

The following table provides a summary of changes in funding levels in FY 2017, followed by discussion of the major factors affecting those changes.

| <b>Budget Factor</b>   | <b>Impact on Ad Valorem Requirements<br/>(in millions of dollars)</b> |                |
|--|---|----------------|
|  | <b>Uses</b>   | <b>Sources</b> |
| Increase in Ad Valorem Taxes   |   | 59.6           |
| Increase in Major Revenues   |   | 5.8            |
| Decrease available one-time funding sources, other revenue, statutory reserves, and balances brought forward |   | (5.8)          |
| Appropriations:  |   |                |
| Increase in Capital Projects   | 9.0   |                |
| Increase in Board Departments and Agencies   | 8.7   |                |
| Increase in Non-Departmental Operations  | 4.2   |                |
| Increase in Sheriff  | 27.9  |                |
| Increase in Other Constitutional Officers  | 1.0   |                |
| Increase in Reserves   | 8.8   |                |

**Ad Valorem Taxes:** The millage rate of 4.7815, which is 6.72% above the roll back rate of 4.4806, will generate \$59.6 million more ad valorem taxes than last year.

**Increase in Net Tax-Equivalent Revenue:** Detailed information, regarding major revenues, can be found on page 5 of this message.

**Capital Projects:** The FY 2017 budget includes \$34.5 million in new countywide ad valorem equivalent funding. This reflects a \$11 million increase in net ad valorem support compared to FY 2016, including \$7.2 million placed in reserves for renewable and replacement projects.

Paulette Burdick, Mayor and  
 Members of the Board of County Commissioners  
**Adopted Budget - Fiscal Year 2017**  
**December 1, 2016**

**Board Departments and Agencies:** The main reason for the increase is the addition of 25 ad valorem tax funded new positions, a 3% employee pay increase effective October 1, 2016, and increased health insurance costs.

**Non-Departmental Operations:** The increase is primarily attributable to funding requirements for Community Redevelopment Agencies.

**Sheriff’s Budget:** The Sheriff’s budget, representing nearly half of the tax equivalent budget, continues to be the major component in the budget development process.

**Other Constitutional Officers/Judicial:**

**Net General Fund Ad Valorem**

|                         | FY 2016                 | FY 2017                 | Change                 | %           |
|-------------------------|-------------------------|-------------------------|------------------------|-------------|
| Judicial                | \$ 3,898,887.00         | \$ 4,157,718.00         | \$ 258,831.00          | 6.6%        |
| Clerk & Comptroller     | \$ 12,854,306.00        | \$ 13,494,824.00        | \$ 640,518.00          | 5.0%        |
| Property Appraiser      | \$ 18,203,446.00        | \$ 18,615,000.00        | \$ 411,554.00          | 2.3%        |
| Supervisor of Elections | \$ 11,095,110.00        | \$ 10,469,978.00        | \$ (625,132.00)        | -5.6%       |
| Tax Collector           | \$ 8,941,000.00         | \$ 9,295,000.00         | \$ 354,000.00          | 4.0%        |
| <b>Total</b>            | <b>\$ 54,992,749.00</b> | <b>\$ 56,032,520.00</b> | <b>\$ 1,039,771.00</b> | <b>1.9%</b> |

**Increase in Reserves:** Undesignated reserves for the General Fund were increased \$8.8 million to \$99.6 million.

**Major Revenues:**

The below chart reflects a summary of the major General Fund revenues sources.

| <b>Revenue Category</b>     | <b>FY 2016 Budget</b> | <b>FY 2017 Budget</b> |
|-----------------------------|-----------------------|-----------------------|
| Communications Services Tax | \$26,420,000          | \$24,796,000          |
| Local Government Sales Tax  | 91,760,000            | 92,852,000            |
| State Revenue Sharing       | 30,200,000            | 33,850,000            |
| Electric Franchise Fees     | 35,710,000            | 36,251,000            |
| Utility Taxes               | 40,520,000            | 42,617,000            |
| <b>Total</b>                | <b>\$224,610,000</b>  | <b>\$230,366,000</b>  |

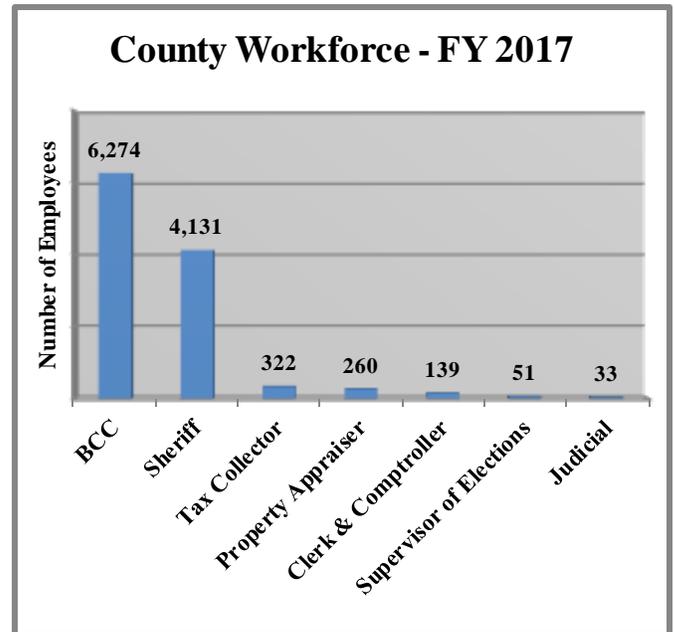
FY 2017 revenue is projected to increase an additional 2.6% over the FY 2016 budget.

Paulette Burdick, Mayor and  
Members of the Board of County Commissioners  
**Adopted Budget - Fiscal Year 2017**  
**December 1, 2016**

**Size of the Workforce:**

The FY 2017 budget provides for 11,210 positions, of which 6,274 are funded in departments controlled by the Board of County Commissioners. The budget includes a net of 62 new BCC positions. The new positions are in Parks & Recreation (7), PZB (14), Engineering (4), Water Utilities (10), Fire Rescue (12), and 15 positions in various departments.

Since FY 2008, County departments added 651 positions, primarily for fire rescue mergers, Glades Utility Authority, Inspector General, Ethic Commissions, grant funded programs and eliminated 1,371 positions from other County programs. This included the elimination of 250 positions from the Head Start Program in FY 2014. During this same period, the number of positions for the constitutional officers and judicial increased from 4,570 to 4,936, an increase of 366, primarily for Sheriff related municipal mergers.



A detailed position summary by department can be found in the Budget Summary Information section on pages 98 and 99.

Paulette Burdick, Mayor and  
Members of the Board of County Commissioners  
**Adopted Budget - Fiscal Year 2017**  
**December 1, 2016**

**Capital Projects:** The FY 2017 Capital Improvement Program (CIP), including interfund transfers and debt service, totals \$1.38 billion. Of this, \$1.1 billion is funding carried over from previous years and approximately \$282.2 million is new funding. New funding is primarily for the enterprise departments (Airports and Water Utilities), the Road Program, and General Governmental projects. The revenue sources of this new funding include the following:

|                           |                   |
|---------------------------|-------------------|
| Ad Valorem Taxes          | \$ 41,032,209     |
| Enterprise Revenues       | 114,904,790       |
| Interest & Other Revenue  | 54,760,230        |
| Impact Fees               | 18,319,775        |
| Gasoline Taxes            | 6,759,563         |
| Tourist Development Taxes | 5,225,342         |
| Assessments               | 1,295,000         |
| Grants                    | <u>39,854,289</u> |
| Total                     | \$282,151,198     |

A detailed list of newly funded projects can be found in the CIP document. The following is a link to this document:

<http://discover.pbcgov.org/ofmb/budget/Pages/Capital-2017.aspx>

New capital projects usually impact the County’s operating budget in future years. This impact is an important consideration in determining the approval of new projects; each department is required to provide estimated operating expenses when requesting capital projects during the budget development process. Further discussion of operating impact can be found in the Capital section of this document and in the CIP document.

Criteria for capital project prioritization are established in the Capital Improvement Element of the Comprehensive Plan (Comp Plan). These criteria address issues such as why the project is needed, what type of service the project will support and the physical location of the proposed project. The Comp Plan is based on an overall goal of maintaining a high quality of life in Palm Beach County. Further discussion of the Comp Plan can be found in the Introduction section of the Budget Document, under Long-Term Goals and Policies.

The County’s five-year CIP is published in a separate document and includes capital and operating costs with funding sources for the current fiscal year plus four years into the future. County Administration, the Planning Division, and the Budget Office staff work together to review and revise the levels of service previously adopted in the Comp Plan. The Comp Plan is the basis for prioritizing capital projects and for determining if an amendment to the Capital Improvement Element of the Comp Plan is necessary.

**Issues/Priorities:**

***Criminal Justice and Fire Rescue Issues:*** Criminal Justice and Fire Rescue services continue to be a driving force on the County budget and a priority of the BCC. The FY 2017 Sheriff and Fire Rescue requested budgets were fully funded by the Board. The Sheriff and Fire Rescue Main MSTU FY 2017 adopted appropriation budgets (net of reserves) are \$599.5 million and \$296.3 million, respectively.

***Homelessness:*** The County's "Ten-Year Plan to End Homelessness" outlines the various strategies and timelines to target homelessness and the lack of affordable housing in our community. The Homeless Advisory Board is responsible for oversight and implementation of the Ten-Year Plan. The Homeless Continuum of Care, for which the Division of Human and Veteran Services is the Lead, took a comprehensive look at processes being used to assess and place homeless individuals and families in Palm Beach County. As a result of the assessment, the entire homeless system has been re-tooled and the homeless will be able to move through the system at a much faster pace. Additionally, the Homeless System implemented Rapid Re-Housing as the preferred model to serve the homeless. Moving forward, homeless resources will be directed to this type of sustainable housing. These systemic improvements, coupled with last year's creation and implementation of system performance measures, has aligned Palm Beach County's comprehensive homeless system of care to be ranked among the best in the country.

The County moved forward with the purchase of the only homeless shelter for families in our community this year thus saving a precious resource and 19 units of emergency shelter. This was an unprecedented move for the County and one that will prevent 115 families with 450 family members from sleeping in their cars or a place not meant for human habitation.

During the fourth year of operation, the Homeless Resource Center (the Senator Philip D. Lewis Center) served 552 families and 912 single adults. The Center's operating budget is comprised of Ad Valorem funds coupled with federal CDBG and ESG dollars, grants and donations. The Homeless Coalition of Palm Beach County, under an Agreement with the County, continues to coordinate volunteers and donations as well as fundraise in support of housing placement for those served through the Lewis Center, beyond government resources. An estimated 4,824 hours of volunteer time was donated by 1,239 volunteers in support of the operation and mission of the Lewis Center. Approximately 133,495 items valued at \$533,979 were donated by the public in the past year to benefit the Lewis Center.

***Infrastructure:*** Like many communities, the County's infrastructure is aging and insufficient to meet the needs of the public. This includes transportation (bridge replacement, culverts, resurfacing, pathways, striping, mast arms, canal improvements, and drainage improvements) and public facilities (Sheriff, General Government, Community Services, Parks and Recreation). During the "Great Recession", in order to reduce taxes, addressing these needs was delayed. This enabled the County to fund the day-to-day operational costs to provide direct services. The County has approximately \$700 million of backlogged infrastructure needs. During the November 8, 2016 election, County voters approved the adoption of a one cent infrastructure surtax, which will enable the County to complete the backlog of infrastructure, repair, and replacement projects that have occurred during the last several years of budget reductions. Although the Board will be amending the budget to include these projects, they are not included in this document.

Paulette Burdick, Mayor and  
Members of the Board of County Commissioners  
**Adopted Budget - Fiscal Year 2017**  
**December 1, 2016**

***Palm Tran:*** General Fund support for Palm Tran is up \$2.1 million compared to FY 2016, primarily due to pay increases and pension costs. Palm Tran continues to be the largest ad valorem funded department with FY 2017 support of \$60 million.

***Economic Development:*** Palm Beach County Department of Economic Sustainability priorities are established by the Board of County Commissioners and are driven by the specific economic needs of the County including job creation, continued preservation of affordable housing, and infrastructure improvements. Palm Beach County serves as a financial resource for businesses, community redevelopment, and housing initiatives through Federal, State, and County assistance programs including loans, grants, and tax exemptions leveraged by private capital investments. The County's business programs have supported growth in key targeted industry clusters within Palm Beach County including: Aerospace & Aviation; Business & Financial Services; Corporate Headquarters; IT & Telecommunications; Manufacturing; Transportation & Logistics; and Healthcare & Life Sciences as demonstrated by the County's significant investments in Scripps and Max Planck research institutes.

***Baseball Stadium:*** Last year, the County entered into agreements with the Washington Nationals and the Houston Astros to build a Spring Training Stadium in Palm Beach County. Bonds were issued in November 2015 to fund the stadium with spring training to begin in 2017. Palm Beach County will be the first county in the state to have two, two-team stadiums. The stadium costs will be funded by the State, the teams, and County tourist development tax revenues.

***Behavioral Health:*** Mental Health Services in Palm Beach County and around the Country are experiencing significant additional attention due to multiple shootings and violent crimes attached to suspects with mental health concerns. In Palm Beach County, we have been working with our mental health and substance abuse providers, as well as the South East Florida Behavioral Health Network (SEFBHN) in a coordinated effort to establish a behavioral health system that will aggressively address the needs of this population. We are currently funding twenty (20) programs of which many incorporate case management approaches that show promise as innovative ways to improve the system outcomes for this population. Additionally, we are developing a uniform database for all behavioral health programs to allow for identification and tracking of outcomes across funding streams. While these will enhance our system, we continue to work with SEFBHN, Providers, School District, and the community to develop better approaches and practices.

Our current investment in Behavioral Health services is \$5.6 million through Financially Assisted Agency funding and SEFBHN provides approximately \$28 million. Also, \$5 million is allocated in the budget to the Residential Treatment and Family Counseling Division of the Youth Services Department to provide direct services to youth up to the age of 22. These funds provide a comprehensive network of services, but the number of available beds for inpatient care does not begin to meet the demands of Palm Beach County residents. We are looking to identify additional State resources as well as private funding to help support the growing needs and issues faced by our community, especially those with behavioral health problems.

Paulette Burdick, Mayor and  
Members of the Board of County Commissioners  
**Adopted Budget - Fiscal Year 2017**  
**December 1, 2016**

**For the Future:**

The local economy has rebounded and is continuing the trends the County saw for years where corporations are relocating to the County providing high paying jobs and stimulating other aspects of the economy. Palm Beach County has one of the highest average wages in the state. The County's taxable value increased 8.1% for FY 2017 and we expect to see 5%-7% increases for the next few years. Each 1% increase in taxable property values, over the current year, will generate \$7.9 million at the current millage rate.

However, the County will still have budget challenges next year which include the following:

- The Sheriff's gross budget is just under \$600 million and includes limited operating capital in FY 2017. Balancing next year's budget, without impacting BCC Departments or others programs, will likely hinge on his budget request.
- The budget includes a 3% pay increase for general County employees. With the improvement of the economy, it is anticipated there will be pressure to provide additional raises in future years.

**Conclusion:**

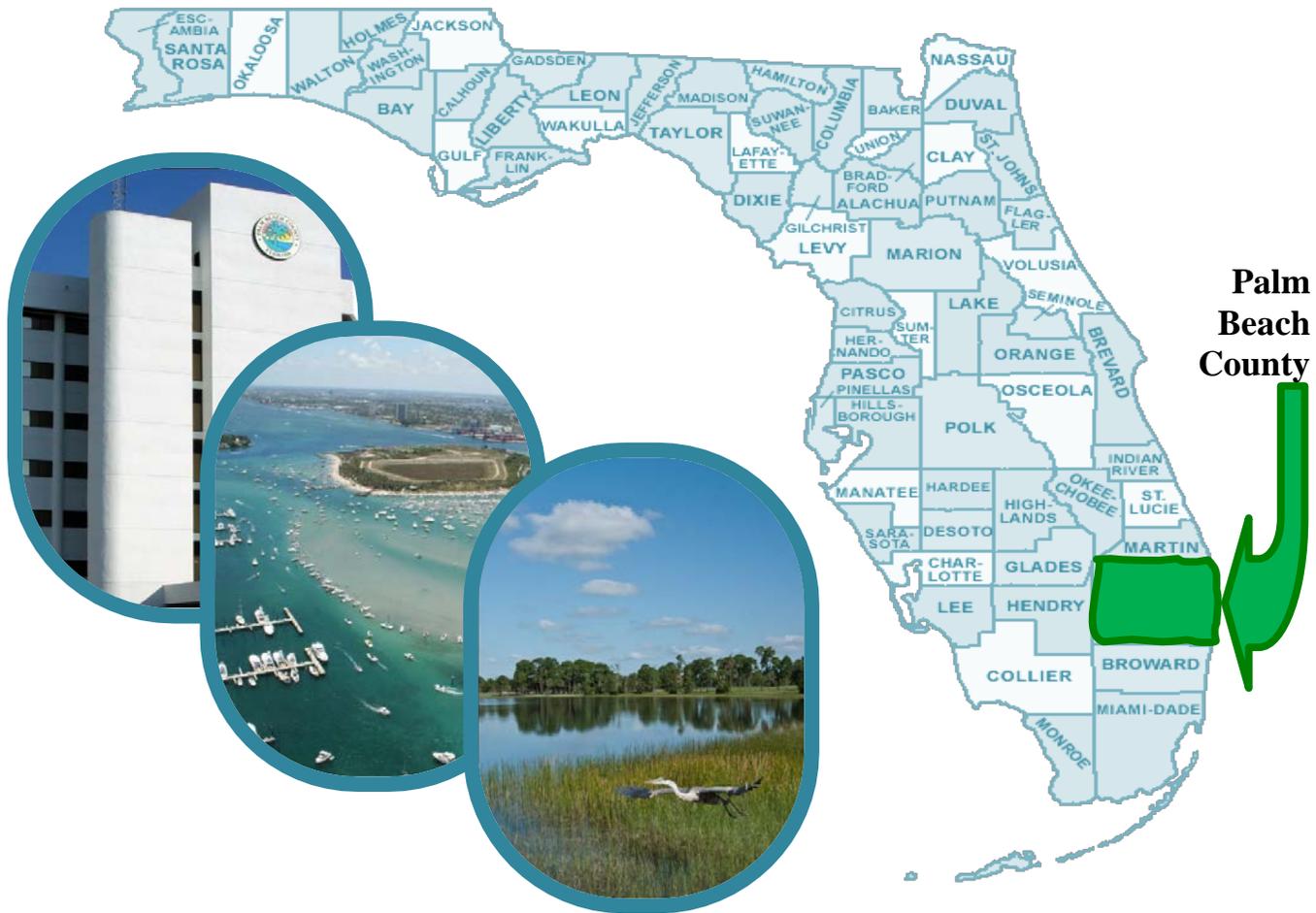
This budget achieves the Board's directive of maintaining service levels with no increase in the millage rate.

Budget preparation is truly a team effort. The work and support of the Management Team, the Office of Financial Management and Budget, and the individual departments is greatly appreciated. Special appreciation is directed to the Board of County Commissioners for their commitment to addressing the difficult policy decisions inherent in the budget process.

Sincerely,



Verdenia C. Baker  
County Administrator



**LOCATION**

Located on the southeast coast, Palm Beach County is the largest of Florida's 67 counties. As part of Florida's Gold Coast, Palm Beach County is bordered on the east by the Atlantic Ocean with 45 miles of shoreline. It is located just 50 miles north of Fort Lauderdale, 70 miles north of Miami and 150 miles south of Orlando. The County's 2,385 square miles include 1,977 square miles of land and 408 square miles of surface water<sup>1</sup>, making it one of the largest counties east of the Mississippi River. The surface water areas include the Intracoastal Waterway and approximately one-third of Lake Okeechobee, which is the largest freshwater lake in the state and the largest in the United States except for the Great Lakes.

Palm Beach County's climate has enhanced its image as a location that provides a high quality of life to its residents. The average temperature is 75 degrees with an average of 83 degrees in the summer and 67 degrees in the winter. The wet season extends from June through October, with an average annual rainfall of 62 inches<sup>2</sup>.

There are 38 municipalities within the County encompassing a total of 328 square miles, or approximately 16% of the County's land area. As of FY 2017, an estimated 56% of the County's population resides within the municipalities. The change in population since the FY 2016 reporting reflects an increase in municipal growth of 7,947 and a concurrent increase of approximately 5,377 in the unincorporated area<sup>3</sup>.\*

1. Palm Beach County - PZB, Planning Division - Palm Beach County Profile

2. Business Development Board of Palm Beach County

3. University of Florida, Bureau of Economic and Business Research

\*City of Westlake, Incorporated June 2016, is not included as a municipality. Population Data compiled April 2016.

West Palm Beach experienced an increase in population growth and remains the largest city both in size and population with approximately 108,896 residents within 56.55 square miles. Cloud Lake and Briny Breezes are the smallest in land area, with approximately 134 and 414 people respectively, living within 0.06 square miles each. In addition, fourteen municipalities are less than one square mile each.

Population estimates for each of the 38 municipalities, as well as, the mailing addresses for each Town/City Hall can be found at the following link:- <http://www.leagueofcities.com/membership/membershipdirectory.htm>

## **HISTORY**

The first settlers, in what is now Palm Beach County, were Indian tribes such as the Tequesta, Jeaga, Caloosa, and later the Seminoles. The next settlers arrived in 1860 when the Jupiter Lighthouse was built to aid sailors navigating the Atlantic Ocean. Homesteading began in the late 1800's with the majority of the settlers coming to the area to farm. Early farmers found the soil to be highly productive and earned most of their income by growing vegetables for the northern winter market.

The late 1800's also marked the beginning of the tourism industry. Transportation improvements, particularly to the railroad system, provided easier access to the area. Hotels to serve tourists and the first winter homes for seasonal residents were constructed. In 1892, Henry Flagler visited Palm Beach and decided to build a large resort hotel, the Royal Poinciana, and extend the Florida East Coast Railroad to West Palm Beach from Jacksonville. These developments made Palm Beach the nation's premier winter resort. Flagler considered the mainland area a perfect satellite location to service his resort and a good place for his workers to live. This area was incorporated as West Palm Beach in 1894.

Other cities, such as Linton and Boynton Beach, were established soon after West Palm Beach. Linton was founded in 1894 by William S. Linton, the postmaster of Saginaw, Michigan. He and a friend purchased 160 acres of land and sold it in five-acre tracts through ads in Michigan newspapers. In 1901, they renamed the town Delray Beach, after a Detroit suburb. Boynton Beach was founded in 1895 when Civil War officer Major Nathan S. Boynton built a 50-room resort hotel on the beach. One year later the railroad came through on its way to Miami.

The State Legislature established Palm Beach County as Florida's 47th County on July 1, 1909. Prior to that time, the area was part of Dade County. Palm Beach County originally encompassed Lake Okeechobee and the areas that became Broward County in 1915, Okeechobee County in 1917, and Martin County in 1925. In 1963, the State of Florida partitioned Lake Okeechobee among all of the counties that border it.

The first County Commission meeting was held on July 6, 1909 and West Palm Beach was designated as the County Seat. By 1910, the County's population had grown to more than 5,500 residents. The entire County experienced tremendous growth and development following World War I. The building and population increase produced a great land boom in the early 1920's. Contributing to the land boom was the climate, as well as an increase in the use of the automobile along with a growing network of roads. The State encouraged the influx of new residents during this period by promising never to pass state income or inheritance taxes. The 1926 Florida Land Bust, the 1926 and 1928 hurricanes, and the 1929 stock market crash drastically affected the local economy, but these events did not stop growth entirely due to the prior establishment of major transportation facilities.

World War II brought many changes to the County, including air bases and new jobs. After the war, Grace Morrison Field was expanded and became Palm Beach International Airport. During the same time period, small specialized businesses, many electronic-oriented, joined industrial giants like Pratt-Whitney and IBM in establishing plants in Palm Beach County.

The County remained largely undeveloped through the 1950's as evidenced by a 1960 population of less than 250,000. Although some citizens felt that it had lost its natural, unspoiled quality, many leaders welcomed urbanization and actively promoted growth and development.

In the late 1960's and early 1970's, large numbers of middle and upper income retirees began to move to Florida, prompting developers to build new subdivisions and cities. During this same period, the advent of air conditioning greatly enhanced the living and working environment, further increasing the pace of development.

Throughout the 1980's, the economy and the construction industry thrived as the population grew by approximately 5% per year. The national recession that occurred in the early 1990's reduced the County's growth rate to an average of approximately 3.1% annually<sup>4</sup>. The County's FY 2017 population is estimated to be 1,391,741, a 0.97% increase from FY 2016<sup>5</sup>.

## **FORM OF GOVERNMENT**

As a result of the November 6, 1984 general election, Palm Beach County became a Home Rule Charter County on January 1, 1985. This "Home Rule" allows residents, through their elected commissioners, greater independence in determining how their County government will function and what services it will provide. Major advantages resulting from changing to this form of government include:

- allowing the County to pass its own ordinances and laws as long as they do not conflict with state and federal laws;
- providing initiative procedures that allow voters to create, modify and amend local laws;
- providing a process to modify or amend the Charter; and
- providing voters with a process to recall County Commissioners for cause.

The Board of County Commissioners (BCC), which is the legislative branch of County government, adopts ordinances and resolutions to establish programs that protect and maintain the health, safety, and welfare of County residents. In 1990, the BCC changed from five at-large Commissioners to seven, each representing a single-member district. Each Commissioner is elected to a four-year term by voters in the district in which they reside. Commissioners elect a Mayor to preside over meetings and serve as the ceremonial head of the County. A Vice Mayor is also selected to assume these duties in the absence of the Mayor.

The BCC considers major problems facing County government and guides the growth and development of the County consistent with the public interest. Major areas of public interest under the control of the Board include:

- provision of fire protection and disaster relief services;
- construction and maintenance of County buildings, roads, and bridges;
- provision of programs of housing, community development, slum clearance, conservation, flood and beach erosion control, and air pollution control;

4. Business Development Board of Palm Beach County

5. University of Florida, Bureau of Economic and Business Research

- adoption and enforcement of building and housing codes and regulations;
- preservation of natural resources;
- preparation, review, and periodic amendment of the Comprehensive Land Use Plan for the development of the unincorporated portion of the County; and
- provision of cultural and recreational facilities and programs.

Additionally, the BCC may enter into agreements with other governmental agencies for the joint performance of duties.

The Commission appoints the Chief Executive Officer, i.e., the County Administrator, who implements BCC-approved programs and manages the day-to-day operations of County government. With BCC approval, the County Administrator appoints Assistant County Administrators and Department Directors.

The County's Departments under the County Administrator are organized into two groups: General Operations Departments, which provide direct services to residents, and Central Services Departments.

#### General Operations Departments include

- |   |                               |
|---|-------------------------------|
| • Airports                              | • Medical Examiner            |
| • Community Services                    | • Palm Tran                   |
| • County Cooperative Extension Services | • Parks & Recreation          |
| • County Library                        | • Planning, Zoning & Building |
| • Engineering & Public Works            | • Public Safety               |
| • Environmental Resources Management    | • Tourist Development         |
| • Fire Rescue                           | • Water Utilities             |
| • Department of Economic Sustainability | • Youth Services              |

#### Central Services Departments include

- |                                       |                       |
|---------------------------------------|-----------------------|
| • County Administration               | • Internal Audit      |
| • County Attorney                     | • Legislative Affairs |
| • Facilities Development & Operations | • Public Affairs      |
| • Financial Management & Budget       | • Purchasing          |
| • Human Resources                     | • Risk Management     |
| • Information Systems Services        |                       |

In addition to the County Administrator, the BCC appoints County residents to serve as volunteers on various citizens' boards, commissions, committees, and councils. These groups are established for advisory and/or regulatory purposes. State law creates some advisory boards, while others are formed by the BCC to meet special needs and to help solve challenging issues facing County government.

Constitutional Officers and Judiciary are County Officials, other than the BCC, who are elected for four-year terms by the voters in general elections. The officers include the Clerk and Comptroller, Property Appraiser, Sheriff, Supervisor of Elections, Public Defender, State Attorney, and Tax Collector.

Palm Beach County is not a consolidated or "metro" form of government. The Palm Beach County School System is governed by a non-partisan elected School Board and operates under the direction of a School Board Appointed Superintendent. The BCC has no jurisdiction over the School Board.

The South Florida Water Management District, Children's Services Council, Health Care District, Drainage Districts, Inlet Districts, and municipalities within the County are also not under the authority of the BCC.

## ECONOMIC TRENDS

Palm Beach County is Florida's largest county in area and third in population. Growth predominantly from immigration, has historically been a major influencing factor in the County. On average, population has increased 1.31% annually from 2001 to 2016 and is estimated to increase through FY 2017.

Current economic indicators for Palm Beach County point to an economy which is increasingly healthy over the past several years. Significant investment made to develop the Biotechnology Industry in the County has spurred growth in that sector, pushing it into a tie with Retail Trade as the second largest industry behind only Educational, Health Care and Social Services. Tourism, construction, and agriculture continue to play a prominent role in the County's economy.

**Tourism**<sup>6</sup> - Palm Beach County government is making a concentrated and continuing effort to increase the number of visitors to the County each year, which is expected to generate a 3.5% increase in Tourist Development Tax revenues in FY 2017. There is an estimated 80,100 people employed in Leisure & Hospitality jobs in the County. The economic impact from our visitors is \$4.6 billion in Direct Visitor Spending with a total impact of over \$7 billion annually to the County's economy. During FY 2016, Palm Beach County recorded record Bed Tax collections at \$47.1 million for year. Bed tax revenues increased 10.3% on room sales across the County of 815 million.

**Construction**<sup>7</sup> - During FY 2016, the total number of permits issued increased by 4.14% as compared to FY 2015. Building Permit revenues increased by 4.25% to \$18,281,445 million as compared to \$17,535,915 million in FY 2015. In residential construction, 729 multi-family and 1,125 single-family unit starts occurred in FY 2016, as compared to 340 multi-family and 1,766 single-family unit starts in FY 2015. The total value of new residential construction was \$588.8 million in FY 2016, as compared to \$625 million during FY 2015. The total value of all construction permitted increased from \$1.15 billion in FY 2015 to over \$1.25 billion in FY 2016. Overall, permitting activity is continuing to increase.

**Agriculture**<sup>8</sup> - Palm Beach County's agricultural acreage has remained stable for the last six years. Palm Beach County still leads the state of Florida, and all counties east of the Mississippi River, in agricultural proceeds. Palm Beach County leads the nation in the production of sugarcane and fresh sweet corn. It leads the state in the production of sweet bell peppers, rice, lettuce, radishes, Chinese vegetables, specialty leafy crops, celery, eggplant, herbs, and sod.

The 457,342 acres dedicated to agriculture, represent 36% of the total land mass in the county. Palm Beach County is third in the state in nursery production with estimated sales at \$139 million, and leads the state in agricultural wages and salary with over \$348 million. The industry currently uses bagasse, a sugarcane by-product, in conjunction with other waste wood products as the fuel source for the largest agriculturally based biomass co-generation plant in the United States for electricity generation.

Equestrian acreage in Palm Beach County continues to expand, currently ranking as the 2nd largest equine county in the state, following Marion County.

6. Tourism Economics, Florida Department of Economic Opportunity, VisaVue® Travel, TNS Travel America, PBC Tax Collector, Florida Department of Revenue, PBC Economic Impact Study

7. Electronic Planning, Zoning and Building (ePZB) permitting system

8. Palm Beach County, Cooperative Extension Service

**Manufacturing** - Primarily electronics and other high tech products manufacturing plays an important role in the County's local economy. The arrival of the Scripps Research Institute continues to provide a boost to the area's technology industry.

**Bio Science** - Scripps Research Institute and Max Planck Florida Institute are anchors to an eight million square foot Bioscience Cluster in Northern Palm Beach County. A "cluster" of related biotechnology businesses will form a hub to strengthen the County's position as leader in this industry. Smaller bio-related companies have either expanded or moved to the County such as Ocean Ridge Biosciences, LLC and Sancilio & Company, Inc.

## UNEMPLOYMENT RATE

The County's average annual wage of \$51,740 is the highest in the State of Florida and just slightly below the national average. The County's labor force employed is estimated to be 664,438 which is a positive indicator of the decrease in the unemployment rate from 5.5% in August 2015 to 5.1% in August 2016<sup>9</sup>. Additionally, the rate in Palm Beach County is only slightly higher than the national and state rate, which is another indicator of improving labor trends.

## PROPERTY TAXES

Property taxes are a lien on all taxable property as of January 1st of each year. Taxes are due November 1st and are payable by April 1st of the following year. Each parcel of property is assessed to the last known owner as established from the latest recorded deed or tax return.

There are three types of property which are subject to an ad valorem tax (a tax based on the assessed value of real or personal property). The three types are:

- **Real Estate** covers land and the improvements thereon;
- **Tangible Personal Property** includes property such as fixtures, equipment, and machinery; and
- **Intangible Personal Property** includes stock, bonds (except those exempt), mortgages accounts receivable, mutual funds, notes, trusts, estates, etc. (State tax handled directly by the State of FL).

All property owners who maintain their permanent home on the property are entitled to a "Homestead Exemption" which exempts the first \$25,000 of assessed value of the property from ad valorem taxes. Effective January 1, 2008, a property with an assessed value of \$75,000 or more receives an additional \$25,000 exemption. Additional exemptions are also available to widows/widowers, disabled veterans, totally disabled non-veterans, senior citizens, and others. The November 8th, 2016 Elections passed additional exemptions for totally and permanently disabled first responders and a homestead tax exemption for certain senior, low income, long-term residents.

The BCC levies a Countywide millage that applies to all property owners in the County on the net assessed value of property. Millage is the rate used to determine the amount of tax. A mill is one-tenth of a cent, or \$1.00 of tax for every \$1,000 of net assessed value. The FY 2017 Countywide rate is 4.7815 mills.

9. Florida Research and Economic Information Database Application

Palm Beach County Fire Rescue and the County Library are dependent districts under the control of the BCC. They levy millages that apply to all property owners in the unincorporated portion of the County and residents of the municipalities that have elected to join the districts rather than provide the services themselves. The municipalities also levy millages to finance their local government's operating costs.

In addition to the BCC and municipalities, various other taxing districts levy millages that affect all property owners in the County or property owners in the particular districts. Some other entities in the County that levy property taxes are drainage districts. These taxes are not based on the value of the property, but on the number of acres in the parcel. Each district assesses an "Acreage Levy", a fixed amount for each acre or part thereof, to cover the maintenance and debt of the drainage facilities in the district. Additionally, some districts assess a "Parcel Levy", a fixed amount per parcel, to cover the cost of road maintenance and debt within the district.

**FIRE RESCUE TAXING DISTRICTS (MSTU)**

|             |                    |                  |
|-------------|--------------------|------------------|
| Belle Glade | Lake Clarke Shores | Palm Springs     |
| Cloud Lake  | Lake Park          | Royal Palm Beach |
| Glen Ridge  | Lake Worth         | South Bay        |
| Haverhill   | Lantana            | South Palm Beach |
| Juno Beach  | Loxahatchee Groves | Wellington       |
| Jupiter     | Pahokee            | Westlake*        |

\* Subject to the adoption of ordinances by the City of Westlake and Palm Beach County.

**Serviced by Fire Rescue**  
Manalapan

Fire Rescue also has a service agreement for a portion of Martin County

**Dispatched by Fire Rescue Outside the Fire Rescue Taxing District**

|              |                      |                    |
|--------------|----------------------|--------------------|
| Atlantis     | Highland Beach       | Palm Beach Gardens |
| Delray Beach | Jupiter Inlet Colony | Palm Beach Shores  |
| Greenacres   | Mangonia Park        | Riviera Beach      |
| Gulf Stream  | North Palm Beach     | Tequesta           |
|              | West Palm Beach      |                    |

**COUNTY LIBRARY TAXING DISTRICTS**

|               |                      |                    |
|---------------|----------------------|--------------------|
| Atlantis      | Juno Beach           | Palm Beach Gardens |
| Belle Glade   | Jupiter              | Palm Beach Shores  |
| Briny Breezes | Jupiter Inlet Colony | Royal Palm Beach   |
| Cloud Lake    | Lake Clarke Shores   | South Bay          |
| Glen Ridge    | Loxahatchee Groves   | South Palm Beach   |
| Greenacres    | Mangonia Park        | Tequesta           |
| Haverhill     | Ocean Ridge          | Wellington         |
| Hypoluxo      | Pahokee              | Westlake           |

**COUNTYWIDE TAXING DISTRICTS**

**The School District of PBC**  
3300 Forest Hill Boulevard  
West Palm Beach, FL 33406  
Telephone: (561) 434-8000

**Health Care District**  
2601 10th Avenue North, Suite 100  
Palm Springs, FL 33461  
Telephone: (561) 659-1270

**Children’s Services Council**  
2300 High Ridge Road  
Boynton Beach, FL 33426  
Telephone: (561) 740-7000

**Florida Inland Navigation District**  
1314 Marcinski Road  
Jupiter, FL 33477  
Telephone: (561) 627-3386

**South Florida Water Management District**  
**South Florida Water Management Basin**  
**Everglades Construction**  
3301 Gun Club Road  
West Palm Beach, FL 33406  
Telephone: (561) 686-8800

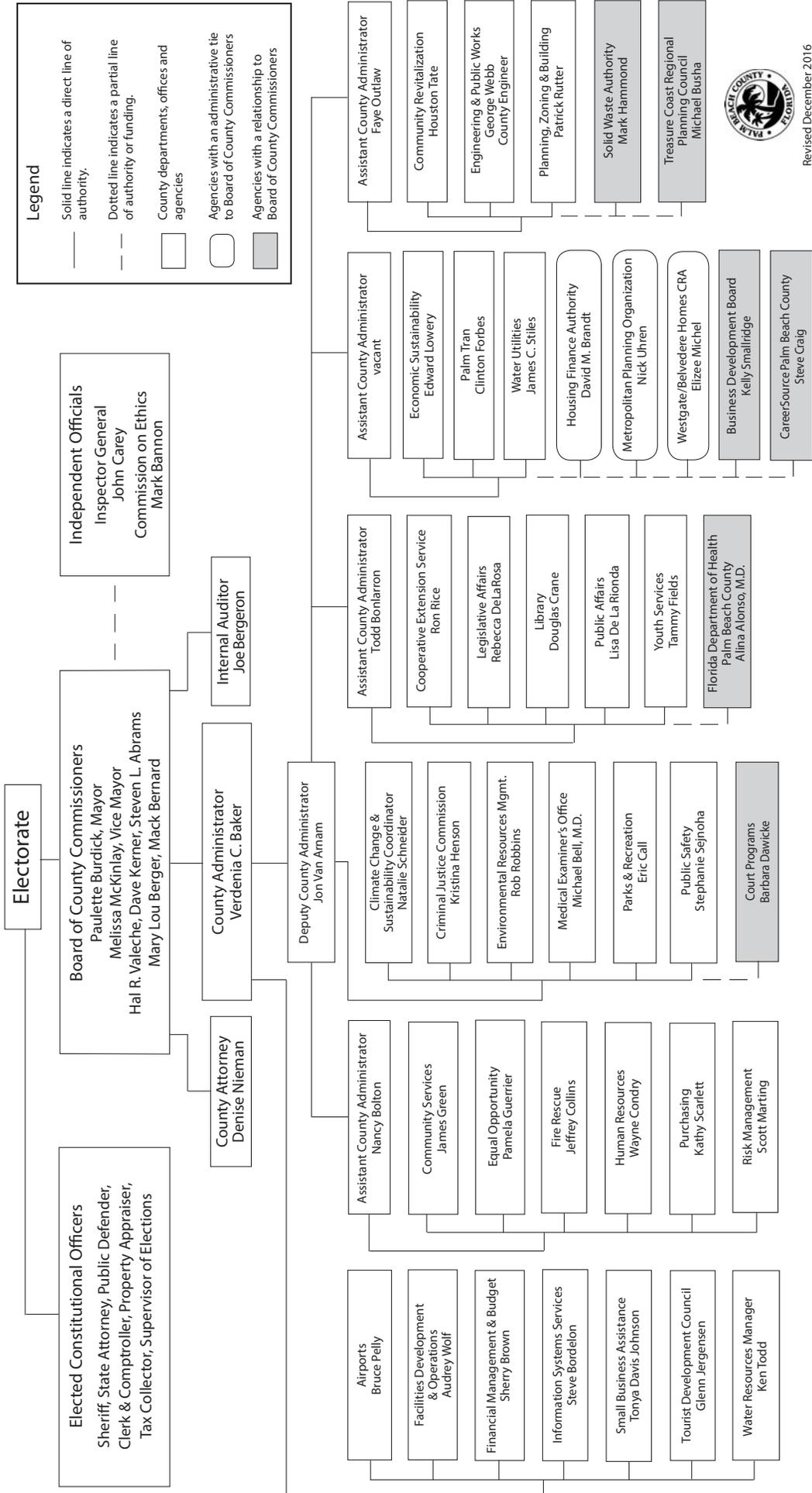
**NON-COUNTYWIDE TAXING DISTRICTS**

**Greater Boca Raton Beach & Park District**  
300 South Military Trail  
Boca Raton, FL 33486  
Telephone: (561) 417-4599

**Port of Palm Beach District**  
1 East 11th Street, Suite 600  
Riviera Beach, FL 33404  
Telephone: (561) 383-4100

**Jupiter Inlet District**  
400 N. Delaware Boulevard  
Jupiter, FL 33458  
Telephone: (561) 746-2223

# Palm Beach County Board of County Commissioners Organizational Structure



Revised December 2016

Date Established  
 Form of Government  
 Area (Including water)  
 Total Adopted Fiscal Year 2017 Budget

**County Demographics**

|                           |           |
|---------------------------|-----------|
| Population*               | 1,391,741 |
| Median Age                | 44.3      |
| Median Household Income** | \$52,203  |
| Average Household Size    | 2.39      |

\* Source: <http://www.pbcgov.com/pzb/Planning/population/countyprofile.pdf>  
 \*\* Source: <http://www.census.gov/acs/www/> (3 year estimate)

**Palm Beach County Schools**

There are 187 schools in Palm Beach County with 188,808 enrollment. See below for the number of schools

|   |     |
|---|-----|
| Elementary Schools                            | 108 |
| Middle Schools                                | 35  |
| High Schools                                  | 23  |
| ESE, Alternative, Dropout Prevention, Virtual | 21  |

**Sheriff's Office**

|                          |       |
|--------------------------|-------|
| Law Enforcement Officers | 1,573 |
| Corrections Officers     | 685   |
| Civilian Staff           | 1,873 |



*Palm Beach County Sheriff's Office Headquarters*

**Elections**

Registered Voters (as of 10/20/2016) 898,244

Source: <http://pbcelections.org/>

**Major Employers**

|                                   |        |
|-----------------------------------|--------|
| Palm Beach County School Board    | 21,656 |
| Palm Beach County                 | 11,210 |
| Tenet Healthcare Corporation      | 4,595  |
| FPL (NextEra Energy) Headquarters | 4,005  |
| Hospital Corp. of America *       | 3,476  |
| Veterans Health Administration    | 2,700  |
| Florida Atlantic University       | 2,529  |
| Boca Raton Regional Hospital      | 2,500  |
| Jupiter Medical Center            | 2,195  |
| Bethesda Health Inc               | 2,150  |

\*Source: [www.bdb.org](http://www.bdb.org) (last updated 12/15)

**Fire Rescue**

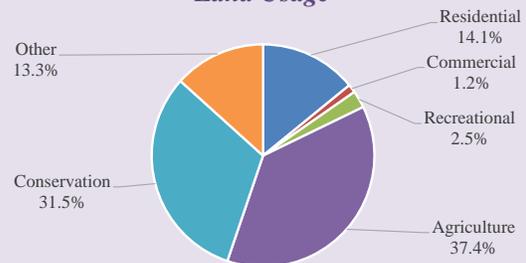


*Fire Rescue Headquarters*

**Fire Protection**

|   |         |
|---|---------|
| Suppression units (including 19 brush trucks) | 68      |
| Advanced Life Support Units                   | 103     |
| Fire stations                                 | 49      |
| Employees (Certified Firefighters)            | 1,302   |
| Employees (Non-Certified)                     | 208     |
| FY15 Total Fire Runs                          | 17,313  |
| FY15 Total EMS Runs                           | 115,403 |
| FY15 Average Response Times For Fire/EMS      | 6:32    |

**Land Usage**



**Top Ten Principal Property Tax Payers**

|                                   |                |
|-----------------------------------|----------------|
| FPL (NextEra Energy) Headquarters | \$ 102,893,652 |
| Town Center                       | \$ 8,240,225   |
| Gardens Venture LLC               | \$ 5,506,996   |
| U.S. Sugar Corporation            | \$ 5,321,920   |
| Bellsouth Telecommunications      | \$ 5,201,778   |
| TM Wellington Green Mall LP       | \$ 5,088,671   |
| Comcast of Florida/Georgia LLC    | \$ 5,062,990   |
| Breakers Palm Beach Inc.          | \$ 5,058,673   |
| Palm Beach Outlets I LLC          | \$ 4,547,745   |
| Panthers BRHC LTD                 | \$ 3,880,139   |

*Utility Systems*



*Southern Regional Water Reclamation Facility*

|  |         |
|--|---------|
| <b>Active accounts</b>                     |         |
| Water                                      | 189,994 |
| Wastewater                                 | 171,196 |
| <b>Number of Units Served</b>              |         |
| Water                                      | 244,789 |
| Wastewater                                 | 224,803 |
| <b>Capacity per day (thousand gallons)</b> |         |
| Water (tgd) max.                           | 113,280 |
| Sewer (tgd) max.                           | 67,200  |
| <b>Miles of Water and Sewer Mains</b>      |         |
| Water                                      | 2,417   |
| Sewer                                      | 1,856   |
| Fire Hydrants                              | 18,287  |
| Pump Stations                              | 987     |

*Parks and Recreation*

The County offers over 8,200 acres of parkland, which are available to discover and explore. Sports, fitness, environmental, and cultural opportunities abound, as well as, restful places for solitude.

| <u>County Owned Amenities</u> | <u># of</u> |
|-------------------------------|-------------|
| Golf Courses                  | 5           |
| Exercise/Fitness Trails       | 11          |
| Marina                        | 1           |
| Playground Sites              | 103         |
| Parks                         | 85          |
| Water Parks                   | 2           |
| Splash Parks                  | 3           |
| Swimming Pools                | 6           |
| Dog Parks                     | 4           |
| Museum                        | 1           |
| Community/Civic Centers       | 4           |
| Recreation Centers            | 4           |
| Nature Centers                | 3           |
| Equestrian Parks              | 5           |
| Beaches                       | 16          |
| Campgrounds                   | 3           |
| Amphitheaters                 | 3           |



*Okechee Golf Course*



*Loggerhead Park*



*Caloosa Park*

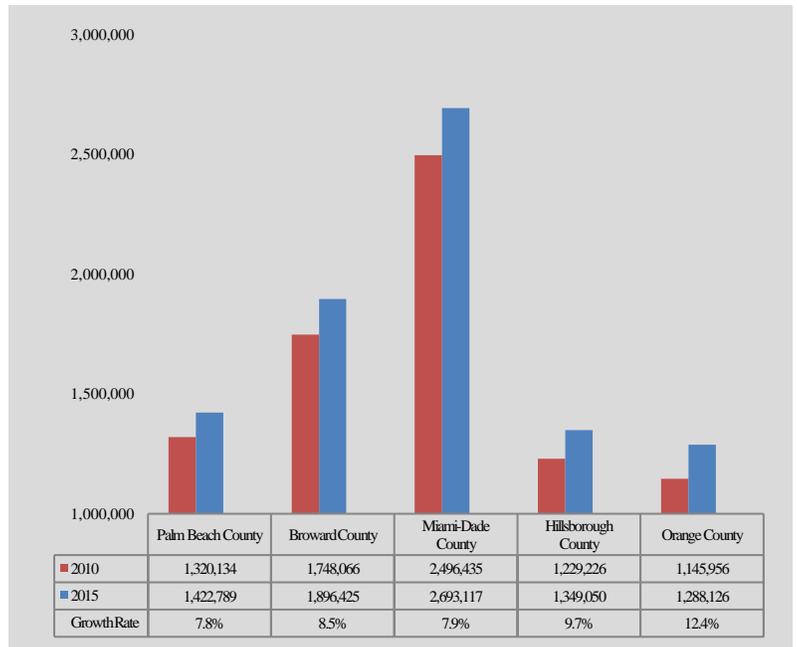
Palm Beach County is the largest county by area and third largest county by population in the State of Florida. To aid in the understanding of the demographics for the County, information on all five Florida counties with populations over one million is provided. Additional information can be found through the US Census Bureau at: <http://www.census.gov/>.

Note: Other sections of this document refer to FY 2017 population estimates derived by University of Florida, Bureau of Economics and Business Research (BEBR). (<http://www.bebr.ufl.edu/data/>)

**POPULATION & GROWTH RATE**

(Data is based on the 2010 US Census and 2015 US Census Bureau estimates)

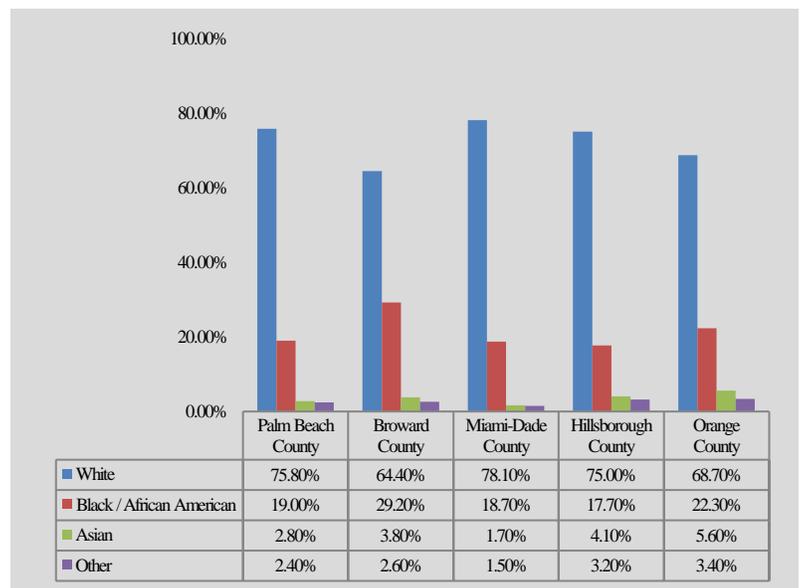
As the chart indicates, despite having the 3rd largest population with the largest land area of any of the counties, Palm Beach County has had amongst the slowest population growth over the last five years. While any growth is good, the faster growth rate seen in the other counties is likely an indicator of a stronger/quicker economic recovery. Faster growth should have a positive correlation to an increase in property values and the construction industry.



**ETHNICITY**

(Data is based on the 2015 US Census Bureau estimates)

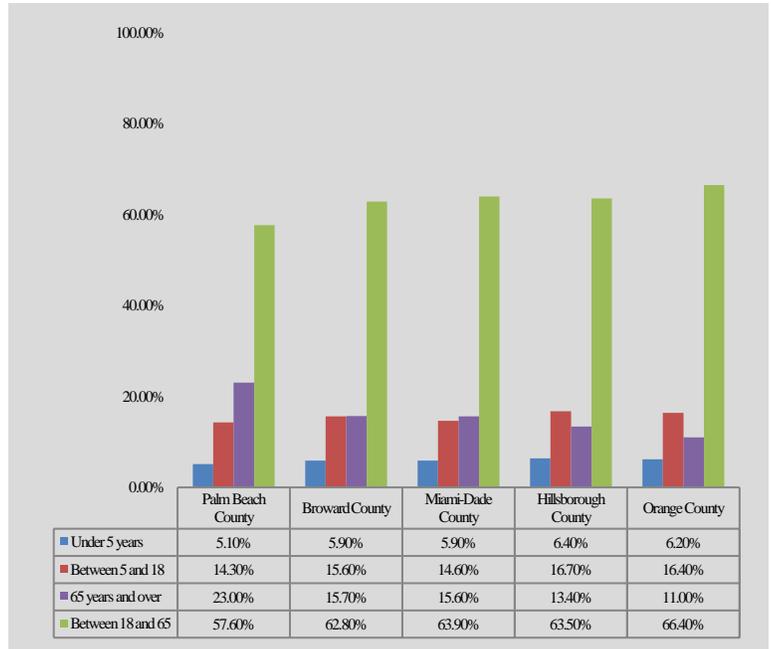
For the most part, the five largest counties in Florida have a comparable ethnic distribution. Across the counties, the largest group of the population is White, followed by Black/African American, then Asian, and finally those in the other category (which includes those who identified themselves as two or more races).



POPULATION BY AGE

(Data is based on the 2015 US Census Bureau estimates)

Palm Beach County has the oldest population of the five largest counties in Florida. Furthermore, with the slowest population growth rate (mentioned earlier) there is no indication that this trend is going to reverse itself in the near future. Population aging is a worldwide occurrence. The economic impact of this trend is that older populations tend to save more thereby having a positive impact on interest rates. Additionally, decreased educational expenditures are also a benefit that is associated with regions that have an older population.



MEDIAN HOUSEHOLD INCOME

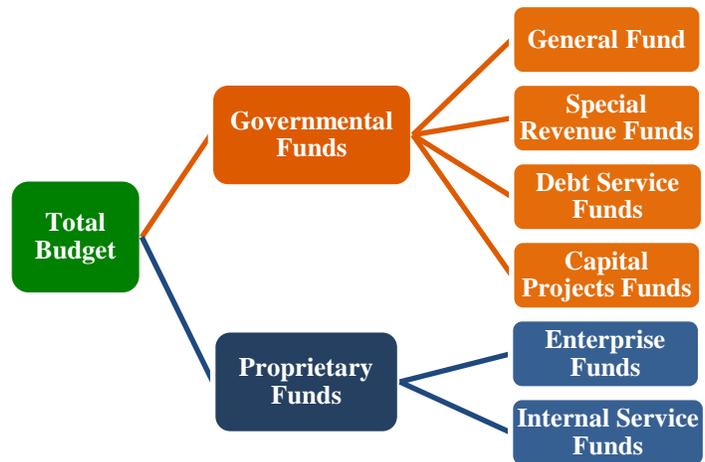
(Data is based on the 2015 American FactFinder 1 year estimates, a service feature of the US Census Bureau)

There has been an overall increase in the median household income across all of the large counties in Florida with Palm Beach County leading the way with an increase of 8% this year. When compared to the other large counties in Florida, Palm Beach County has the highest median household income. These estimates, which include year over year growth, are a further indicator that the economic recovery is underway.



**Fund Types**

The financial accountability of Palm Beach County is measured on a "fund" basis in accordance with generally accepted accounting principles (GAAP). A "fund" is a separate fiscal and budgetary entity. Revenues and expenditures are legally recorded in the following groupings of funds, each of which must be in balance and may not show a deficit per Florida statutory requirements.



**Governmental Funds**

**General Fund (0001)**

This fund is used to account for financial transactions which are applicable to the general financial requirements of the County, except those required to be accounted for in other funds. Some of the countywide operations included in the General Fund are: Parks and Recreation, Engineering, Facilities Development and Operations, Public Safety, and Sheriff. Countywide Administration, County Attorney, Financial Management and Budget, Human Resources, and Purchasing are also included in the fund.

**Special Revenue Funds (1000-1999)**

These funds are used to account for and report the proceeds of specific revenue sources that are restricted or committed to expenditures for specified purposes other than debt service or capital projects. The restricted or committed proceeds or specific revenue sources should be expected to continue to comprise a substantial portion of the inflows reported in the fund. The County uses a minimum of 50% as its definition of substantial. Some of the funds in this grouping are County Transportation Trust, Fire Rescue, Municipal Services Taxing District, County Library, and Tourist Development.

**Debt Service Funds (2000-2999)**

These funds are used to account for and report financial resources that are restricted, committed, or assigned to expenditures for debt service.

**Capital Projects Funds (3000-3999)**

These funds are used to account for and report financial resources that are restricted, committed, or assigned to expenditures for capital outlays, including the acquisition or construction of capital facility and other capital assets. Capital project funds exclude those types of capital related outflows financed by proprietary funds.

**Proprietary Funds**

**Enterprise Funds (4000-4999)**

These funds are used to account for operations that are financed and operated in a manner similar to private business enterprises where the intent is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis are financed or recovered primarily through user charges. Airports and Water Utilities are considered Enterprise funds.

**Internal Service Funds (5000-5999)**

These funds are used to account for the goods and services which are provided by departments for the benefit of other County departments on a cost reimbursement basis. Fleet and Risk Management are Internal Service Funds.

### **Measurement Basis**

In governmental accounting, the measurement basis used for the accounting system depends on the fund or funds involved.

Governmental funds use the current financial resources and the modified accrual basis of accounting. With this measurement focus, only current assets and deferred outflows, and liabilities and deferred inflows are generally included on the balance sheet. Under the modified accrual basis, revenues are recognized if they are measurable and available for use during the year. For this purpose, the County considers revenue to be available if it is collected within 60 days of year-end. Revenues not considered available are recorded as deferred revenues. Expenditures are recognized in the period the liabilities are incurred; however, debt service, as well as expenditures related to compensated absences, claims and judgments, and other post employment benefits are recorded only when payment is due.

Proprietary funds use the full accrual basis of accounting. Under this basis, revenues are recognized in the period earned and expenses are recognized in the period that the liabilities are incurred.

### **Financial Statements**

In governmental accounting, the focus for budgeting, measuring, and reporting on financial activity depends on the funds involved.

Governmental funds are accounted for on a "financial resource flow" focus. This means that governmental fund balance sheets will only contain current assets, current liabilities, and the excess of current assets over current liabilities, which is called the fund balance or fund equity. Governmental fund operating statements present increases in resources (revenues and other financing sources), uses of resources (expenditures and other financing uses), and changes in fund balances.

Proprietary funds are accounted for on an "income determination" measurement focus. Accordingly, all assets and liabilities are included on their balance sheets. Proprietary fund operating statements present increases (revenues) and decreases (expenses) in net position.

The government-wide financial statements presentation distinguishes between activities that are supported primarily by taxes and intergovernmental revenues (governmental activities) and activities that are intended to recover all or most of their costs through user fees and charges (business-type activities). The governmental activities of the County include general government, public safety, physical environment, transportation, economic environment, human services, and culture and recreation. The business-type activities of the County include the Water Utilities Department and the Department of Airports.

### **Fund Balance Reporting**

Governmental fund balances are classified as nonspendable and spendable as follows:

**Nonspendable Fund Balance** includes amounts that cannot be spent either because it is not in spendable form or because of legal or contractual requirements (e.g. inventory, prepaids).

**Spendable Fund Balance:**

**Restricted Fund Balance** includes amounts that are constrained for specific purposes which are externally imposed by providers (such as grantors or creditors) or enabling legislation. Restrictions may be changed or lifted only with the consent of the resource providers.

**Committed Fund Balance** includes amounts that are constrained for specific purposes, that are internally imposed by the County's highest level of decision making authority, the Board of County Commissioners (BCC). Formal action must be taken by the BCC prior to the end of the fiscal year. The same formal action must be taken by the BCC to remove or change the limitations placed on the funds.

**Assigned Fund Balance** includes amounts that are intended to be used for specific purposes that are neither restricted or committed. Fund Balance may be assigned by the BCC, the County Administrator, the Director of OFMB, or the Budget Director.

**Unassigned Fund Balance** includes amounts in the general fund that have not been classified in the previous four categories. Unassigned fund balance could also include deficit residual balances for any governmental funds after reporting amounts as restricted, committed, or assigned. Deficit amounts cannot be reported for restricted, committed, or assigned fund balances in any fund.

**Order of Use of Restricted and Unrestricted Funds**

When both restricted and unrestricted funds are available for expenditure, restricted funds will be used first.

When committed, assigned, and unassigned funds are available for expenditure, committed funds should be spent first, assigned funds second, and unassigned funds last.

Palm Beach County's FY 2017 Budget has been developed using the policies described in this segment of the Budget document and is intended to facilitate management actions on financial decisions, as well as, to assist other readers of this document in understanding County finances.

The establishment of consolidated financial policies will also have the following benefits:

- Provide a concise reference guide for consideration of County financial matters.
- Direct attention to overall financial condition, rather than a narrow focus on single issues.
- Exhibit a commitment to sound financial management and fiscal integrity, establishing credibility and confidence for citizens, investors, and rating agencies.
- Demonstrate compliance with applicable Florida statutory requirements.

The financial policies on the following pages are grouped into the following categories:

- BUDGET POLICIES
- REVENUE POLICIES
- EXPENDITURE POLICIES
- RESERVE POLICIES
- DEBT POLICIES
- CAPITAL IMPROVEMENT POLICIES
- OTHER - ROTATION OF EXTERNAL AUDITORS

**I. BUDGET POLICIES**

- I.1 Balanced Budget**      The County's Annual Budget shall be balanced; that is, the total estimated receipts, including balances brought forward, shall equal the total appropriations and reserves (Florida Statutes, 129.01(2)(b)).
  
- I.2 Budget Adoption**      The County's Annual Budget shall be adopted by the Board of County Commissioners at the fund level.
  
- I.3 Estimates of Receipts**      The budgeted receipts shall include 95% of all receipts reasonably anticipated from all sources, including taxes to be levied, and 100% of balances brought forward at the beginning of the fiscal year (Florida Statutes, 129.01(2)(b) and 200.065(2)(a)).
  
- I.4 Contingencies**      A reserve for contingencies may be budgeted in each operating and capital fund up to 10% of the total fund budget. The Board of County Commissioners may reallocate these reserves to fund unforeseen needs during the budget year (Florida Statutes, 129.01(2)(c)(1)).
  
- I.5 Cash Carryover**      A reserve for cash carryover will be budgeted in any fund which requires monies to be carried forward into the budget year to support operations until sufficient current revenues are received. This reserve will not exceed 20% of the fund budget (Florida Statutes, 129.01(2)(c)(2)). (See Section IV.1 - OPERATING RESERVES)

**I.6 Budget Transfers**

The Director of the Office of Financial Management & Budget has authority to approve intra-departmental transfers during the budget year. All other budget transfers (i.e. between departments, out of contingencies, and between capital projects) must be approved by the Board of County Commissioners.

**II. REVENUE POLICIES**

**II.1 General Revenue Policy**

Generally, the County reviews estimated revenue and fee schedules as part of the budget process. Estimated revenue is conservatively projected (at 95% of estimate) for five years and updated annually. Proposed rate increases are based upon:

- Legislative Constraints Fee policies applicable to each fund or activity
- The related cost of the service provided
- The impact of inflation on the provision of services
- Equity of comparable fees
- Legislative constraints

The Revenue Policy of Palm Beach County includes these informal policies, with the addition of:

- Maintenance of a diversified and stable revenue system to shelter the County from short run fluctuations in any one revenue source

**II.2 Revenue Summaries**

As part of the annual budget process, a consolidated summary of revenue sources will be prepared and incorporated into the County's budget documents.

**II.3 Ad Valorem Taxes**

The use of Ad Valorem tax revenues will generally be limited to the following funds:

**Countywide:**

- General*
- Debt Service*

**Dependent Districts:**

- County Library and Library Debt Service*
- Fire Rescue MSTU s (Jupiter and Main Fire Rescue MSTU)*

Specific allocations of such revenue will be made during the annual budget process.

**II.4 Gas Taxes**

The use of Gas Tax revenues will generally be limited to the following funds:

- County Transportation Trust*
- Transportation Improvement*
- Mass Transit*
- Debt Service*

**II.5 Sales Taxes**

The use of Sales tax revenue will generally be limited to the following funds:

- General*
- County Transportation Trust*
- Debt Service*

**II.6 Impact Fees**

Palm Beach County shall require new development activity to pay impact fees for new capital facilities or expansion of existing facilities. Fees shall not exceed a pro rata share of the reasonably anticipated costs of such improvements.

Impact fees have been implemented for parks, roads, libraries, Fire Rescue, public buildings, schools, and law enforcement.

**II.7 Utility Taxes**

The utility tax is a tax imposed on the purchase of utility services. It provides additional revenue necessary to maintain adopted levels of service, primarily for the Sheriff's road patrol.

**II.8 Tourist Development Taxes**

The use of Tourist Development tax revenues will generally be limited to the Tourist Development Trust Fund and the Beach Improvement Fund.

**II.9 Grants**

Only grants which can reasonably be expected to be received will be considered as revenue sources for budget development purposes. The County shall amend its Budget to reflect additional grants received during the year.

**II.10 Restricted Revenues - Bonds**

Revenues which have been pledged to bondholders shall be restricted and will conform in every respect to covenants.

**II.11 Countywide Revenues**

Countywide revenues collected on a Countywide basis will be allocated only to funds which provide Countywide services.

**II.12 Cost Recovery Fees (User Charges)**

Cost recovery fees, where appropriate, should be established to offset the cost of providing specific services and should be reviewed on a regular basis. Board policy provides for moving towards full recovery and the Board will examine and act on exceptions to that policy.

Where full cost recovery is deemed inappropriate, cost recovery ratios should be established for consideration by the Board. (Upon approval by the Board, cost recovery ratios will be incorporated into the County's Financial Policies).

**II.13 Private Contributions**

The County provides many services to its residents; thereby, enhancing the "Quality of Life" in our County.

To the extent possible, efforts should be made to secure private contributions, whether in the form of volunteer services, equipment, or cash contributions. This is particularly important in helping to defray the taxpayer burden of providing programs and activities which may be considered primarily "Quality of Life" in nature; such as, various community services, cultural, and recreational activities.

**III. EXPENDITURE POLICIES****III.1 Administrative Charges**

The County has a federally approved overhead distribution system which allocates General Fund Administrative Charges to the various County entities benefiting from such administrative activities. The existence of this system assures qualification for federal reimbursement of administrative costs associated with federal programs.

**III.2 County Grants**

As part of its annual budget process, the County identifies amounts to be granted to various community agencies which provide valuable services to the County's residents.

Because of increasing demands on the County's limited resources, the County will provide a maximum of the amount budgeted to each grant recipient. In the event that a grant recipient requests additional County funding, such request will be considered in the next year's budget process.

**III.3 Grant Supported County Programs**

The County conducts a variety of programs which depend on outside grants to the County for partial funding. In the event of reductions in such outside funding amounts, the program service levels will be reduced and additional County support will not be provided to compensate for the reduction of outside funding.

Full recovery of vacation and sick leave for employees working under a grant shall be undertaken.

### III.4 Performance Measures

The County has developed "Performance Measures" for each of its departments in order to assure that maximum productivity is being achieved.

Where Performance Measures demonstrate activities could be provided most cost effectively by outsiders, outsourcing of such activities will be considered. Likewise, services currently outsourced will be considered to be provided directly if there is a cost benefit to the County.

Performance Measures will also provide management with criteria to use in evaluating departmental requests for increased funding levels.

## IV. RESERVE POLICIES

A reserve policy is an important factor in maintaining the fiscal health of Palm Beach County. There are three primary types of reserves: Operating, Capital, and Debt. The degree of need for these reserves differs based upon the type of fund or operation involved. However, one policy statement for each type of reserve can be uniformly applied to most funds (excluding Airport and Water and Sewer, which are subject to various regulatory requirements). Board approval is required to move funds from Contingency Reserve accounts into expenditure line items.

### IV.1 Operating Reserves

The adopted budget for the General Fund will include unassigned reserves (reserve for balance brought forward and contingency) in an amount which, when combined with the statutory reserve, is between 10% and 15% of net budgeted expenditures and transfers for this fund. The FY 2017 budget is 13.7%.

The adopted unassigned reserves in the General Fund shall not be less than 8% of the total General Fund budget. The FY 2017 budget is 8.0%, in line with the policy.

The County shall maintain year-end General Fund unassigned fund balance at an amount which is between 15% and 20% of audited General Fund expenditures and transfers to other funds. To the extent that the year-end audited fund balance falls outside of this range, corrective action shall be taken over a three-year period to bring the balance into conformity with this policy. As of September 30, 2015, unassigned fund balance was 16.43%.

**IV.2 Capital Reserves**

Capital Reserves are established primarily to set aside funds to provide for additional projects, or additions to existing budgeted projects, which may be deemed appropriate for funding after the Annual Budget is adopted.

**Capital Project Funds – Fund Balance**

Assigned fund balance in capital project funds include amounts which are being held for specific projects.

Amounts in bond construction funds for which the bonds were issued will be reflected as restricted fund balance.

**IV.3 Debt Reserves**

Debt reserves are established to protect bondholders from payment defaults. Adequate debt reserves may be needed to maintain good bond ratings and the marketability of bonds. The amount of debt reserves may be established with each bond issue.

Although these policy statements are intended to apply to various funds of the County, various Federal, State, and Local laws and regulations, and specific financial policies, may supersede them.

**V. DEBT POLICIES**

Palm Beach County will use debt financing when it is appropriate, which will be implemented through procedures provided in county policy CW-F-074. It will be judged appropriate only when the following conditions exist:

- When non continuous capital improvements are desired, and;
- When it can be determined that current and/or future citizens will receive a benefit from the improvement.

When Palm Beach County utilizes long-term debt financing, it will ensure that the debt is soundly financed by:

- Conservatively projecting the revenue sources that will be utilized to pay the debt.
- Financing the improvement over a period not greater than the useful life of the improvement.

Additionally, the County has the following policies in relation to debt financing:

- Where practical, the County will issue general obligation bonds instead of non-self supporting revenue bonds.
- Palm Beach County maintains good communications with bond rating agencies about its financial condition.
- Palm Beach County maintains overall outstanding debt less than \$1,200 per capita.
- Debt service payments, exclusive of general obligation and self-supporting debts, will be no more than 10% of actual general governmental expenditures.

Annual budgets and long-range forecasts include debt service payments and reserve requirements for all debt currently outstanding and for all proposed debt issues.

**V.1 General Obligation Debt**

The County will issue general obligation bonds only upon approval of the electorate after a general election as required by the Florida Constitution.

**V.2 Non-Self-Supporting Debt**

The County may issue non-self-supporting debt to the extent that pledged non-ad valorem revenues are at least twice the annual amount of debt service on the non-self-supporting debt and to the extent that variable interest rate on non-self-supporting debt is no more than 25% of total non-self-supporting debt in the aggregate.

**V.3 Self-Supporting Debt**

The County may issue self-supporting debt for proprietary fund activities based on analyses of revenues and expenses to be incurred as a result of the project or projects to be funded by the debt.

**VI. CAPITAL IMPROVEMENT POLICIES**

**VI.1 Five-Year Program**

The County will develop a five-year Capital Improvement Program as part of each year's annual budget process and will make all capital improvements in accordance with the adopted Annual County Budget.

The County will identify the estimated costs and potential funding sources for each capital project before it is submitted to the Board of County Commissioners as a component of the five-year program.

**VI.2 Operating Costs**

The costs of operating and maintaining all proposed projects will be identified and incorporated into five-year financial projections for operations.

**VI.3 Capital Financing**

The County Administrator will determine, and recommend to the Board, the least costly financing method for all capital projects.

**VI.4 Renewal and Replacement**

The County shall develop and implement a program for identifying, scheduling, and budgeting for the renewal and replacement requirements of capital facilities.

**VII. OTHER - ROTATION OF EXTERNAL AUDITORS**

In December 1991, the Board approved a mandatory rotation policy for external auditors that prevented the current auditors from competing for the next contract. Auditing contracts have historically lasted seven years (an initial term of three years followed by up to four years of extensions). In September 2012, the Board removed the mandatory rotation requirement. The current firm can compete for the contract, but the principle must change if the same firm is used.

## Long Term Goals/Policies

Palm Beach County adopted a Comprehensive Plan in 1980 providing the framework for land use changes within the unincorporated area and mechanisms and standards through which changes could occur. This plan represented a rethinking and restructuring of land use planning in the County. The changes were as a result of unstable conditions in the economy of the County, the needs of the Palm Beach County residents, and state legislative requirements. The basic concept of the Plan was to permit development at urban densities in those areas where urban services could be provided efficiently and economically, and to prevent urban density development in areas which were not planned for extension of urban services.

Palm Beach County's 1989 Comprehensive Plan built upon the strengths of its predecessor. This plan is based on an overall goal of maintaining a high quality of life in the County. The mechanisms and means for attaining this goal have been incorporated into the Elements of this Plan. Element drafts took shape and developed into the 1989 Plan as a result of a successful citizen participation program. Citizen input and Board of County Commissioners' direction throughout the planning stages of this document have created a plan that not only reflects the interests of the County as a whole, but maintains and protects the unique qualities and characteristics present in its sub-regions.

In 1995, the County evaluated the Plan, in accordance with the Evaluation and Appraisal Report requirements of the Florida Statutes. As a result, the Plan was substantially amended in 1996 and 1997, to incorporate the revisions necessary to update the Plan in preparation for the next planning time frame. Additional reporting requirements were statutorily mandated during the 2006 and 2007 Florida Legislative sessions. These changes help to strengthen the connection and inter-relationship between the planning and budget development processes by identifying specific funding sources for future services required to maintain established levels of services.

House Bill (HB 7207), the Community Planning Act, was signed by the Governor on June 2, 2011, amending multiple sections of the Florida Statutes, Chapter 163, and providing significant change to growth management in Florida. This legislation changed the name of the 'Local Government Comprehensive Planning and Land Development Regulation Act' to the 'Community Planning Act'. The legislation also revised the duties of local governments and municipalities relating to comprehensive plans; reduced state oversight of land use planning and relaxed review processes; encouraged local governments to apply for certain innovative planning tools; eliminated the state mandate for transportation, schools, and parks and recreation concurrency; and authorized the state land planning agency and other appropriate state and regional agencies to provide technical assistance to local governments.

Palm Beach County's Comprehensive Plan has been prepared to address the needs and interests of the County's residents and visitors. Areas addressed include, but are not limited to, future land use, transportation, housing, fire-rescue, utility, coastal management, health and human services, and capital improvements. The following is a link to the Plan:

<http://discover.pbcgov.org/pzb/planning/ComprehensivePlan>

The Goals, Objectives and Policies presented in the Plan reflect the directives of the citizenry and the Board of County Commissioners. The following are some of the Goals (in no particular order) and what is being done in FY 2017 to accomplish them:

**GOAL Accommodate the increased demand for emergency services in a comprehensive and organized fashion**

The County has undergone significant changes in the concentration of its growth, namely into the western portions of the County. Much of this area is either unincorporated or contains municipalities who rely on County Fire-Rescue and Sheriff’s Office services. The FY 2017 Sheriff’s budget reflects the funding required to continue to provide quality service at an acceptable level.

The Fire Rescue Department continues to provide quality service. The County’s service area encompasses 1,762 square miles, serving approximately 892,680 people. The County currently provides full service to 19 municipalities and dispatches for an additional 13 municipalities.

**GOAL Utilize a capital improvements program to coordinate the timing and to prioritize the delivery of public facilities and other capital projects**

The County has a policy of maintaining a five-year Capital Improvement Program to identify and fund projects required to maintain minimum acceptable levels of service. Capital project proposals are ranked as either essential, necessary, or desirable when submitted to the Budget Office during the budget development process. The projects are prioritized during meetings with the County’s Management Team. Each of the major departments involved in the process; Facilities Development and Operations, Engineering, Parks and Recreation, etc.; maintain their own individual objectives and performance measures to assure the success of each project.

**GOAL Preserve, protect and enhance coastal resources, and to discourage development activities that would damage or destroy coastal resources**

Palm Beach County has a proactive program promoting inlet management, dune restoration, and beach nourishment to strengthen the natural defenses against storms and erosion. The County works closely with federal, state, and municipal partners to ensure a quick response, if necessary, following a storm event and to help fund restoration. Annual contracts are in place to allow for quick mobilization of a dune restoration should a coastal emergency be declared by the Governor.

**GOAL Ensure that potable water and wastewater service in the County Water Utilities Department area is provided**

The Palm Beach County Water Utilities Department (WUD) is committed to providing the best potable water and wastewater services to its customers. To improve this effort, WUD is finalizing its asset management plan for FY 2017. This will allow WUD to best plan for and manage its repair and replacement schedule for over \$1 billion in County assets. Additionally, WUD’s asset management program will allow WUD to better prioritize its Capital Improvement Plan and prepare for future capacity and service needs.

In addition to providing potable water and wastewater services, WUD also provides reclaimed water service in limited regions of its service area. Currently, the Department produces approximately 22 million gallons of reclaimed water each day. The use of reclaimed water for irrigation serves the environment by offsetting the amount of potable water utilized for irrigation.

**GOAL**      **Facilitate the provision of an adequate supply of safe, sanitary, and affordable housing to meet the needs of the County's residents**

Affordable housing in Palm Beach County is a significant budget issue. A large portion of total households live in cost burdened and overcrowded conditions, with the greatest negative effects to County residents at the very-low and low-income levels. The Department of Economic Sustainability (DES) developed a five-year plan identifying needs and setting goals and objectives for the allocation of federal, state, and County funds to support affordable housing, allowing DES to make millions of federal, state, and local funds available to serve the County's affordable housing goal. Performance measures employed by DES track housing first-mortgage financing, gap financing, foreclosure prevention (mortgage assistance), housing preservation, construction, and rehabilitation. DES has a commitment to special targeted populations which insures expedited processing for returning veterans, elderly, physically disabled as well as those residents living in the Glades Region of the County. Current programs focus on expanding access to homeownership financing, preserving existing homeownership, and creating new affordable rental opportunities through redevelopment and new construction.

**GOAL**      **Provide an interconnected multimodal transportation system which moves people, goods and services safely, efficiently with minimal impact to the environment**

The County continues to maintain and implement a safe, convenient, and efficient transportation system through Palm Tran, Department of Airports (DOA), Engineering Department, and Metropolitan Planning Organization (MPO).

The Palm Tran Intermodal Center located in the West Palm Beach Central Business District (CBD) is oriented land use with interconnected transportation modes including County Palm Tran bus, Regional Tri-Rail, Amtrak, Greyhound, and Local West Palm Beach Trolley.

The MPO Board prioritizes short range (5-year) transportation investments totaling over \$1 billion within an urbanized area over 39 municipalities and the unincorporated County. The Board also adopts a Long Range Transportation Plan (25-year) based on regional needs identified through the process of forecasting travel demand, evaluating system alternatives, and selecting those options which best meet the mobility needs such as bicycle, pedestrian, and linked open space facilities.

The DOA maintains a self sustaining business model, which provides for resources to insure these goals can be supported. This is achieved by user fees to corporate partners (airline, car rental companies, etc.) and travelers using the airport. Policy and strategic decisions are also used through the annual budget, capital budget, and Airport's Master planning process. The DOA takes policy direction and input from the Board of County Commissioners, the Airports and Aviation Advisory Board, Department of Homeland Security, federal and state agencies, as well as input from our customers to achieve a balanced approach to service delivery.

**GOAL** Create a balanced and diversified economy

DES continues its focus on economic sustainability in Palm Beach County. Significant resources have been secured to support expansion and revitalization of the economy in the Western Communities. Since DES was formed in January 2012 it has provided business, community redevelopment and housing initiatives resulting in a projected five year economic impact on closed or prospective projects in excess of \$15.4 billion.

*New Initiatives:*

1. The Economic Development Ad Valorem Tax Exemption Program continues to provide additional financial resources to businesses and is being utilized with greater frequency to meet the local match requirement to State incentive contracts.
2. DES is partnering with the County's Planning, Zoning & Building Department to utilize funds generated through the Palm Beach County Workforce Housing Program for new initiatives serving households with incomes between 60% and 140% Area Median Income.
3. DES continues to expand search capabilities and data mining features of PBC Interactive, the County's first and only real-time business web platform.
4. DES secured a \$1 million allocation from the U.S. Department of Agriculture Intermediary Re-Lending Program. The funds will capitalize a revolving loan fund financing businesses creating jobs in the rural areas of the County, including the Glades Region.

**GOAL** Provide a Library System that serves the informational, educational, and recreational reading needs of residents

To accomplish the Library's mission to "Connect Communities, Inspire Thought and Enrich Lives", the Library provides the public with free access to an ever changing and growing collection of library materials in a variety of formats. Librarians help people of all ages find information that meets their diverse educational, professional, and recreational needs. Inquiries submitted in person, by telephone, through email, or live chat are answered promptly and accurately. Story times, the Summer Reading Program, and special events are provided to build children's confidence, readings skills, and sense of community. Outreach services to day care centers include story times for preschoolers and instruction for day care providers on how to share books with children. The Library promotes economic vitality and individual achievement by offering access and training on the internet, adult programs on literature, and other topics, and by providing additional services to migrant workers and adult non-readers. As required by the State, the Library reviews its long range plan of service annually.

**GOAL** Redirect growth to where services and facilities can be provided in the most efficient manner and encourage the revitalization/redevelopment to meet the long term needs of the County

The Office of Community Revitalization (OCR) is committed to strengthening and improving Palm Beach County neighborhoods by engaging citizens' participation; enhancing governmental response to community needs; and providing education, technical, and financial assistance to help residents plan and implement sustainable neighborhood improvements.

The OCR facilitates and coordinates community revitalization initiatives within designated residential neighborhoods in unincorporated Palm Beach County. These initiatives are undertaken in partnership with other County departments and external agencies. In addition, the OCR works with other departments to review annexations and development proposals for consistency with community revitalization goals.

Designed to provide neighborhoods with a link to County government, the OCR offers a wide variety of programs and services to assist residents in effectively accessing and utilizing County services and resources. These programs and services are intended to enable residents to manage community related issues, reverse community decline, and enhance the quality of life in Palm Beach County’s neighborhoods.

**GOAL Provide a Countywide system of parks, beaches, open space, and recreational and cultural facilities to serve current and future needs of the County’s population**

The Parks & Recreation Department strives to meet the recreation and open space needs of Countywide residents and visitors to Palm Beach County, through its 106\* regional, district, special facility, community, beach, and neighborhood parks encompassing 8,669 acres. The County currently exceeds the Comprehensive Plan adopted Levels of Service (LOS) for regional and beach parks, but needs to further develop LOS for district parks. As the population continues to grow, the Parks & Recreation Department will need to expand recreational facilities and opportunities to meet the future demands of our residents and visitors. The Department has a five-year capital improvement plan that identifies and funds projects required to maintain minimum acceptable levels of service and for renewal and replacement of older facilities. Capital improvement projects are primarily funded from Park Impact Fees, Grants, General Fund, and Bonds.

\*Including leased properties

**Short Term Goals**

As part of the FY 2017 Budget process, the Board of County Commissioners held two Budget Workshops. The Board discussed and prioritized various areas of interest. In addition, each department has identified their objectives to meet the overall direction of the Board. Department objectives can be found under the Departmental Section. Although not exclusive, the following is a list of priorities for FY 2017.

- *Jobs*
- *Water Quality*
- *Agricultural Protection*
- *Environmental Protection*
- *Public Safety*
- *Maintaining Infrastructure*
- *Funding Road Repair*
- *Housing in the Glades*
- *Poverty*
- *Measure Program Effectiveness*
- *Homelessness*
- *Transportation (Palm Tran)*

Palm Beach County is committed to providing quality service to its residents at the lowest possible cost, in order to optimize taxpayer dollars. In developing the County's financial plan, or budget, attention is first given to assure the budget will be in balance, both on an overall basis and in each of the County's funds. Any potential imbalances are eliminated by the County Administrator before the Tentative Budget is presented to the Board of County Commissioners for consideration and adoption at Public Hearings.

**Fiscal Year**

Palm Beach County's Budget is based on a fiscal, rather than calendar year. The year begins on October 1st and ends on September 30th. Thus, FY 2017 is from October 1, 2016 through September 30, 2017.

**Statutory Requirements**

In the State of Florida, county budgets are governed by State Statutes. Chapter 129 of the Florida Statutes, entitled "County Annual Budget" specifically directs that (among other requirements) a budget be prepared annually and it must be balanced. It further provides for amendment of the budget in limited circumstances and prohibits expenditures in excess of budgeted amounts.

**Funds Included**

The County's budget is consolidated and presents the planned disposition of all available resources in all funds. The total budget is appropriated by the Board of County Commissioners as the adopted financial plan for the County for the ensuing fiscal year.

**Basis of Budgeting**

All funds are budgeted using the modified accrual basis of accounting, including proprietary funds. Fund budgets are prepared using the governmental model, which in essence, is as if all funds were special revenue funds. The only exception to this policy is the annual interest expense on proprietary funds which is budgeted on the accrual basis.

**Budget Development**

The FY 2017 budget was developed based on department and countywide strategies mandated by Administration. Supplemental requests were included for only critical needs. County departments maintained the same service levels as last year while attempting not to increase expenses through the implementation of efficiencies and privatization efforts.

All Department requests were due March 28th, with Constitutional Officers' proposed budgets due May 1st or as specified by State Statute.

A Workshop was held with the Management Team in May. Workshops with the Board of County Commissioners were held on June 14th and July 12th and included input from the public. Based on Board direction at these workshops, changes were made and a tentative budget was finalized.

Public Hearings were held on September 6th and 19th to receive final public comments on the Tentative Budget and to adopt a Final FY 2017 Budget. The Board of County Commissioners adopted a millage rate of 4.7815 mills for FY 2017, which is 6.72% above the rolled-back rate. The rolled-back rate is the millage which, exclusive of new construction, provides the same ad valorem tax revenue as was levied during the prior year. The Adopted budget became effective on October 1, 2016.

**Amendments  
After  
Adoption**

Florida Statutes specifically direct that, upon the final adoption of the budgets, the budgets shall regulate the expenditures of the County and the itemized estimates of expenditures shall have the effect of fixed appropriations and shall not be amended or altered or exceeded except as provided by the Statutes.

*The Board of County Commissioners, at any time within a fiscal year, may amend a budget as follows:*

- Appropriations for expenditures in any fund may be decreased and other appropriations in the same fund correspondingly increased with the approval of the Board provided the total appropriations of the fund are not changed.

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- Appropriations from the reserve for contingencies may be made to increase the appropriation for any particular expense in the same fund for any lawful purpose. Expenditures can not be charged directly to the reserve for contingencies.

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- The reserve for future construction and improvements may be appropriated by the Board for the purpose(s) for which the reserve was established.

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- A receipt from a source not anticipated in the budget and received for a particular purpose, including but not limited to grants, donations, gifts, or reimbursement for damages, may, upon approval by the Board, be appropriated and expended for that purpose. Such receipts and appropriations shall be added to the budget of the proper fund.

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- Increased receipts for enterprise or proprietary funds received for a particular purpose may, upon approval by the Board, be appropriated and expended for that purpose.

Florida Statutes provide for the delegation of authority to approve certain types of budget transfers. The Board of County Commissioners has established procedures by which the Director of the Office of Financial Management and Budget may authorize certain transfers which are intra-departmental in nature, such as appropriations from one line item to another within a department, transfers from designated capital reserves to establish budgets for projects previously approved, transfers between school impact fee reserves and appropriation units within the same fund, and transfers from reserves for donations for a specific purpose.

**Departmental  
Performance**

Annually, the Departments include a mission statement, program/service descriptions, highlights and accomplishments, the budget year's goals (objectives), and performance measures in the Budget Document. These functions help Administration and the County Commission evaluate the performance of each Department. The Office of Financial Management and Budget has helped to establish more effective performance measures and objectives.

*The over-all objective is to verify Palm Beach County performance measures are:*

- A positive tool in gauging organizational achievements;

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- To increase the meaningfulness (value) to all;

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- An important management tool to aid decision making;

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- An accurate source of justification for resource requests; and

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- A way to connect staff level activities to higher level organizational missions and objectives.

This portion of the Budget Document provides the basic budget assumptions/directions that were approved by the County Administrator for the preparation of the FY 2017 budget and FY 2018-2021 forecast.

## Factors Outside County Control

- The County's FY 2017 population estimate is 1,391,741 a .97% increase from the previous year.
- Property values continue to rise for the fifth consecutive year (8.17% for FY 2017) although still below the peak in FY 2008.
- Palm Beach County's unemployment rate is 5.1% (as of October 2016), which is slightly above the State and National levels.
- Rates for interest income are estimated at 1.00 % for FY 2016 and FY 2017.

## Factors Within County Control

### *Financial*

- Budgeted contingency amounts were analyzed on an individual basis.
- Budgeted cash reserve levels are adequate to provide for cash flow requirements.
- Savings from operational efficiencies and all revenues are projected through FY 2021.
- Bond issues are preceded by a fiscal impact analysis including potential funding sources.

### *Administration*

- The FY 2017 Budget submission incorporated
  - a) An approach which matches spending levels to services performed;
  - b) A 3% increase for all employees of the Board of County Commissioners while special bargaining units' employees may have different salary adjustments; and
  - c) A maximization of resources to reduce the impact on existing service levels.
- Detailed analysis and justification was submitted for approval of new positions. If a new facility is scheduled to open, new positions were budgeted only for the period the new facility will be operational.
- Budget requests should be adequate to assure safety standards are met.
- Budget requests should be adequate to maintain service levels status quo.
- Contracting services were considered as a cost effective alternative, especially for new facilities.

### *Equipment Purchases*

- Budget requests for additional equipment were accompanied by a utilization assessment, comparative buy vs. rent or lease/purchase cost analysis, and a cost analysis of associated maintenance and personnel requirements.
- Equipment replaced due to age, mileage, or condition will be disposed of as trade-in or at auction. Therefore, the level of equipment inventory should not increase. In fact, it may decrease due to more efficient equipment.

*General*

- New facilities, becoming operational in FY 2017, impact the budget for operations and maintenance.
- Budgeted construction management costs were shown as a component of the related project cost.
- Capital Improvement Program budget requests required identification of associated operations and maintenance costs.
- Five-year projections were developed for all County expenditures and revenues in order to facilitate the update of the Palm Beach County Comprehensive Plan.
- Departments submitted the narrative budget with updated objectives and performance measures.

*Payroll Related Assumptions*

- An **attrition rate** of 1% was applied to all units of six or more employees. Allowances were made for departments with only one cost center (unit) having minimal turnover rates. The attrition rate was calculated by BRASS/SBFS.
- The amount of wages subject to **Social Security** tax was reported as \$118,500 for FY 2017 when the budget was prepared. The new wages subject to Social Security tax (\$127,200) was released after the budget was completed. Tax rates for **Social Security and Medicare** continue at 6.2% and 1.45%, respectively.
- **Life and health insurance** rates are \$13,260 per employee, but are subject to adjustment by Risk Management.
- **Retirement rates** used for budget estimations, before the July 1, 2016 were approved, are listed below:

|                   |        |
|-------------------|--------|
| Regular           | 7.52%  |
| Special Risk      | 21.99% |
| Senior Management | 21.77% |
| Elected Official  | 42.47% |
| DROP              | 12.93% |

*Revised rates for FY 2017 after the approval of rates effective July 1, 2016 are as follows:*

|                   |        |
|-------------------|--------|
| Regular           | 7.52%  |
| Special Risk      | 20.57% |
| Senior Management | 21.77% |
| Elected Official  | 42.10% |
| DROP              | 12.94% |

Note: The adopted budget was not amended to reflect the revised rates due to immaterial impact.

### Budgetary Issues

- Maximize efficiency to minimize annual increases in operating costs
- Maximize available resources to increase Community Revitalization efforts
- Public Safety, including Sheriff operations, and funding for programs/services to combat gang violence, pill mills, and crimes against the elderly and children
- Funding for the Office of Inspector General
- Funding Infrastructure
- Funding Mental Health issues

### Trends

- Increase in construction industry
- Increase in residential and commercial property values
- Increased cost for Public Safety (Police Services, Jails, Fire Rescue, and Emergency Management)
- Geographic centralization of County departments to reduce overhead and administration costs
- Increase in Impact Fees and Tourist Development Taxes collected
- The unemployment rate for Pam Beach County is slightly higher than the national and state levels; however, the County's unemployment rate has increased slightly from 4.9% in 2015 to 5.1% in 2016 (as of October).

### Resource Choices

- Maintenance of adequate reserves while reducing ad valorem revenue
- Consideration of alternate gas tax uses to support reduction in ad valorem tax
- Implementation of efficiencies and privatization efforts
- Reduction to various capital projects to decrease ad valorem funding
- One-Penny Sales Surtax was approved during the November 2016 election. The proceeds will be used to fund the back log of infrastructure repairs, restoration, and replacements and maintain current levels of service provided by the School District, County, and Cities. The surtax funds are not included as part of this document.

Each department's FY 2017 budget/emerging issues can be found within the Department Section on pages 103-342

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

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

**January - February**

- Development of **Departmental** and **Non-Departmental** estimates for current year and budget requests for subsequent year
- 8 February - Distribution of Budget Instructions Manual covering operating and capital budgets
- 16-19 Budget Reporting and Analysis Support System (BRASS) training sessions (as needed)
- 22 BRASS\CIP app\ Budget Book app systems opens to departments for entry of estimates and budget requests

**March**

- 22 Balance Brought Forward agenda item
- 28 Submission of departmental budget requests (BRASS will be locked at day's end)

**April**

- Calculations of tax requirements and gross budget and completion of overall budget review

**May**

- 1 Submission of Constitutional Officers' budget requests
- 4-5 Management Team Meeting

**June**

- 1 Property Appraiser - Estimate of assessed property value to the BCC (F.S. 200.065(7)) and submission of budget request to the State Department of Revenue (DOR) and the BCC (F.S. 195.087(1)(a))
- 14 BCC Budget Workshop (6:00 p.m.)

**July**

- 1 Property Appraiser - Certification of taxable property values to the BCC (F.S. 193.023(1); 200.065(11))
- 12 Regular BCC Meeting (9:30 a.m. - 5:00 p.m.) - Authorize submittal of proposed millage rate
- 15 Notification to Property Appraiser of proposed millage rate, roll back rate, and date, time, and place of 1st Public Hearing (form DR-420) (F.S. 200.065(2)(b))

**August**

- 1 Submission of Tax Collector's budget request to the State DOR and the BCC (F.S. 195.087(2))
- 15 Property Appraiser's - Final budget amendments from DOR (F.S. 195.087(1)(a))
- 16 Board meeting to approve requests of Tax Collector to order tax roll to be extended
  - Mailing of Notices of Proposed Property Taxes and First Public Hearing Date (i.e. TRIM@Notice) (F.S. 200.065(2)(b))

**September**

- 6 First Public Hearing (6:00 p.m.) - Adopt proposed millage and amended tentative budget (F.S. 200.065(2)(c))
- 15 Publication of newspaper advertisements of Second Public Hearing and Budget Summary Statement (F.S. 129.03(3)(b); 200.065(2)(d) and (3(1))
- 19 Second Public Hearing (6:00 p.m.) - Adopt final millage and budget (F.S. 200.065(2)(d))
- 22 Submission of approved millage levy resolution and budget to Property Appraiser, Tax Collector, and DOR (F.S. 200.065(4)) and Certification of Compliance submitted to DOR (F.S. 200.068 DR-487)
  - Post budget to County's website at least 2 days before hearing and within 30 days after adoption.

**October - December**

- 1 October - Beginning of new fiscal year
- 14 October - Submission of department narratives
- 15 December - Submission of Budget Documents to the Government Finance Officers Association Distinguished Budget Presentation Award Program

Note: After the completion of Value Adjustment Board (VAB) Hearings, final taxable values will be certified (form DR-422) (F.S. 200.065(5))

Palm Beach County, like every large organization, from time to time finds it necessary to alter its organizational structure in order to more effectively manage and monitor existing programs or to add new programs. In order to gain a clearer understanding of the FY 2017 Operating Budget, the reader should be aware of organizational changes since adoption of the FY 2016 budget. There are no organizational changes for FY 2017.



**FY 2016 Adopted to FY 2017 Adopted Budget**

**What is the Budget?**

The budget is a plan for the accomplishment of goals and objectives within programs identified as being necessary to the purpose of Palm Beach County government. Included in the format are the estimates of the appropriations of the resources required, the tax and non-tax revenues available to support implementation and the number of positions estimated to fulfill the level of service represented by workload measures. In practice, the "budget" may be the plan presented to the appropriating body for adoption, labeled adopted, or the adopted budget, which is the legal authorization to expend County funds during the fiscal year. The budget may be amended during the fiscal year by the governing body in accordance with procedures specified by law and/or administrative order.

**Total Budget**

The Total Budget includes budget transfers from one fund to another and payments from one County department to another for services received.

**Net Budget**

The Net Budget subtracts Internal Service Charges, transfers of money from one fund to another (Interfund Transfers), and payments from one department to another for services rendered, from the total Gross Budget. These reductions from the total Gross Budget are considered double-counted because they do not represent money coming into the County budget as revenue or leaving the County budget as expense. Interfund transfers are necessary to reflect movement of revenues within the legal budget from the fund where received to the fund where the expenditure is to be recorded.

|                                | <u>FY 2016<br/>Adopted Budget</u> | <u>FY 2016<br/>Modified Budget</u> | <u>FY 2017<br/>Adopted Budget</u> |
|--------------------------------|-----------------------------------|------------------------------------|-----------------------------------|
| Total Budget                   | \$4,055,508,680                   | \$4,579,769,127                    | \$4,342,128,707                   |
| Less: Internal Service Charges | (\$133,547,951)                   | (\$133,547,951)                    | (\$133,103,452)                   |
| Interfund Transfers            | (\$474,287,008)                   | (\$544,603,453)                    | (\$534,470,962)                   |
| Interdepartmental Charges      | (\$23,110,645)                    | (\$23,110,645)                     | (\$24,070,278)                    |
| <b>Net Budget</b>              | <b><u>\$3,424,563,076</u></b>     | <b><u>\$3,878,507,078</u></b>      | <b><u>\$3,650,484,015</u></b>     |
| <br>Budgeted Reserves          | <br>\$776,223,428                 | <br>\$736,573,073                  | <br>\$834,994,416                 |
| Budgeted Expenditures          | \$2,648,339,648                   | \$3,141,934,005                    | \$2,815,489,599                   |
| <b>Net Budget</b>              | <b><u>\$3,424,563,076</u></b>     | <b><u>\$3,878,507,078</u></b>      | <b><u>\$3,650,484,015</u></b>     |

|                                      | FY 2016 Budget |                        | FY 2017 Budget |                        | Increase / (Decrease) |              |
|--------------------------------------|----------------|------------------------|----------------|------------------------|-----------------------|--------------|
|                                      | Millage        | Amount                 | Millage        | Amount                 | Amount                | Percent      |
| General Fund                         | 4.7815         | \$729,949,290          | 4.7815         | \$789,564,716          | \$59,615,426          | 8.17%        |
| Voted Debt Service                   | 0.1462         | \$22,334,985           | 0.1327         | \$21,928,020           | (\$406,965)           | -1.82%       |
| <b>Sub-Total Countywide</b>          | <b>4.9277</b>  | <b>\$752,284,275</b>   | <b>4.9142</b>  | <b>\$811,492,736</b>   | <b>\$59,208,461</b>   | <b>7.87%</b> |
| <b>Dependent Districts</b>           |                |                        |                |                        |                       |              |
| County Library                       | 0.5985         | \$49,005,329           | 0.5933         | \$52,345,689           | 3,340,360             | 6.82%        |
| Fire-Rescue Countywide MSTU          | 3.4581         | 214,773,330            | 3.4581         | 231,718,738            | 16,945,408            | 7.89%        |
| Jupiter Fire MSTU                    | 1.9823         | 17,655,598             | 2.0035         | 19,414,286             | 1,758,688             | 9.96%        |
| <b>Sub-Total Dependent Districts</b> |                | <b>\$281,434,257</b>   |                | <b>\$303,478,713</b>   | <b>\$22,044,456</b>   | <b>7.83%</b> |
| <b>Total Property Taxes</b>          |                | <b>\$1,033,718,532</b> |                | <b>\$1,114,971,449</b> | <b>\$81,252,917</b>   | <b>7.86%</b> |

| Use of Property Taxes                  | FY 2016                | FY 2017                | Increase / (Decrease) |         |
|--|------------------------|------------------------|-----------------------|---------|
|  | Budget                 | Budget                 | Amount                | Percent |
| County Commission - Countywide         | \$256,459,860          | \$284,341,532          | \$27,881,672          | 10.87%  |
| County Commission - Voted Debt Service | 22,334,985             | 21,928,020             | (406,965)             | -1.82%  |
| County Library                         | 49,005,329             | 52,345,689             | 3,340,360             | 6.82%   |
| Fire-Rescue                            | 232,428,928            | 251,133,024            | 18,704,096            | 8.05%   |
| Sheriff                                | 418,496,681            | 449,190,664            | 30,693,983            | 7.33%   |
| Property Appraiser                     | 18,203,446             | 18,615,000             | 411,554               | 2.26%   |
| Judicial System                        | 3,898,887              | 4,157,718              | 258,831               | 6.64%   |
| Clerk & Comptroller                    | 12,854,306             | 13,494,824             | 640,518               | 4.98%   |
| Supervisor of Elections                | 11,095,110             | 10,469,978             | (625,132)             | -5.63%  |
| Tax Collector                          | 8,941,000              | 9,295,000              | 354,000               | 3.96%   |
| <b>Total</b>                           | <b>\$1,033,718,532</b> | <b>\$1,114,971,449</b> |                       |         |

**PERCENT INCREASE (DECREASE) IN MILLAGE  
OVER ROLLED-BACK RATE <sup>(1)</sup>**

|  | FY 2017<br>Rolled-Back Rate |                 | FY 2017<br>Adopted Taxes |                 | Adopted Increase or Decrease |              |   |
|--|-----------------------------|-----------------|--------------------------|-----------------|------------------------------|--------------|---|
|  | <i>Millage</i>              | <i>Taxes</i>    | <i>Millage</i>           | <i>Taxes</i>    | <i>Millage</i>               | <i>Taxes</i> | <i>% Increase Or<br/>(Decrease) From<br/>Rolled-Back Rate</i> |
| Countywide <sup>(2)</sup>              | 4.4806                      | \$739,877,375   | 4.7815                   | \$789,564,716   | 0.3009                       | \$49,687,341 | 6.72 %  |
| County Library District <sup>(3)</sup> | 0.5161                      | 45,534,485      | 0.5491                   | 48,446,010      | 0.0330                       | 2,911,525    | 6.39 %  |
| Fire-Rescue MSTU                       | 3.2467                      | 217,553,346     | 3.4581                   | 231,718,738     | 0.2114                       | 14,165,392   | 6.51 %  |
| Jupiter Fire-Rescue MSTU               | 1.8611                      | 18,034,404      | 2.0035                   | 19,414,286      | 0.1424                       | 1,379,882    | 7.65 %  |
| Aggregate Millage Rate <sup>(4)</sup>  | 6.2496                      |                 | 6.5957                   |                 | 0.3461                       |              | 5.54 %  |
| Total Taxes                            |                             | \$1,031,990,725 |                          | \$1,089,143,750 |                              |              |   |

(1) Rolled-Back Rate is the millage rate which, exclusive of new construction, will provide the same ad valorem tax revenue as was levied during the prior year.

(2) Exclusive of voted debt millage of 0.1327 mills Countywide down from 0.1462 mills in FY 2016.

(3) Exclusive of voted debt millage of 0.0442 mills County Library down from 0.0494 mills in FY 2016.

(4) Aggregate Millage Rate is the sum of all ad valorem taxes levied by the governing body of a county for countywide purposes, plus ad valorem taxes levied for any district dependent to the governing body, divided by the total taxable value of the county, converted to a millage rate. The aggregate millage rate is not the sum of the individual millage rates levied for countywide and dependent

### Current Property Taxes

Computed as a percentage of the taxable value of real property and personal property. Each year Countywide and Dependent Taxing Districts millage rates are established. A "mill" is one tenth of a penny, or \$1.00 of ad valorem tax for each \$1,000 of certified taxable value.

A property owner with property assessed at \$150,000 and a homestead exemption of \$50,000 will pay the Countywide millage on \$100,000 of taxable value, calculated by the following formula:

$$\text{(Assessed Value - Homestead Exemption) divided by 1,000} \times \text{Millage Rate} = \text{Property Tax}$$

$$(\$150,000 - 50,000) / 1,000 \times 4.9142 = \$491.42$$

Note the above example is calculated on the Countywide rate only and does not take into account the Dependent Taxing Districts.

### Licenses, Permits, and Other Taxes

Licenses include both professional and occupational licenses; permits consist of building and various other permits; and other taxes consist of user-type taxes, franchise fees, utility service taxes, and delinquent property taxes.

### Intergovernmental Revenues

Includes all revenues received from federal, state, and other local governmental sources in the form of grants, shared revenues, and payments-in-lieu-of-taxes.

### Charges for Services

Includes all revenues stemming from charges for current services excluding revenues of internal service funds.

### Interest Earnings & Other Misc.

Includes interest earnings, rents and royalties, special assessments, sale and compensation for loss of fixed assets, sale of surplus materials, and contributions from private sources. Miscellaneous revenues consist of sources not otherwise provided for in the preceding categories.

### Interfund Transfers

Amounts received by the County which are not additions to the assets of the government as a whole, although they may be to the receiving fund. These items include inter-fund transfers and inter-fund reimbursements (except the receipts of an internal service fund).

### Debt Proceeds

Includes revenues received from bonds, loans, and certain lease-purchase agreements.

### Balances Brought Forward

Includes fund balances carried over from the previous year.

## FY 2017 Budgeted Revenues

|  | General<br>Fund<br>(0001) | Special<br>Revenue<br>Funds<br>(1000-1999) | Debt<br>Service<br>Funds<br>(2000-2999) | Capital<br>Projects<br>Funds<br>(3000-3999) | Enterprise<br>Funds<br>(4000-4999) | Internal<br>Service<br>Funds<br>(5000-5999) | Total                  |
|--|---------------------------|--|---|---|------------------------------------|---|------------------------|
| Current Property Taxes                                     | \$789,564,716             | \$299,579,034                              | \$25,827,699                            | \$0   | \$0                                | \$0   | \$1,114,971,449        |
| Licenses, Permits, & Other Taxes                           | 108,909,800               | 113,938,943                                | 0                                       | 47,136,564                                  | 676,275                            | 0   | 270,661,582            |
| Intergovernmental Revenues                                 | 129,477,499               | 129,144,644                                | 2,000,000                               | 15,809,891                                  | 30,098,779                         | 0   | 306,530,813            |
| Charges For Services                                       | 107,983,202               | 73,136,557                                 | 0                                       | 3,135,833                                   | 269,499,137                        | 133,103,702                                 | 586,858,431            |
| Interest Earnings & Other Misc.                            | (38,436,528)              | (8,284,332)                                | (1,101,756)                             | 9,833,188                                   | 29,092,370                         | 2,916,437                                   | (5,980,621)            |
| Interfund Transfers  | 2,959,892                 | 104,432,352                                | 86,158,008                              | 63,490,088                                  | 277,430,622                        | 0   | 534,470,962            |
| <b>Total Revenues</b>                                      | <b>\$1,100,458,581</b>    | <b>\$711,947,198</b>                       | <b>\$112,883,951</b>                    | <b>\$139,405,564</b>                        | <b>\$606,797,183</b>               | <b>\$136,020,139</b>                        | <b>\$2,807,512,616</b> |
| Debt Proceeds  | 0                         | 11,470,896                                 | 0                                       | 0   | 0                                  | 0   | 11,470,896             |
| <b>Total Revenues and Other Financing Sources</b>          | <b>\$1,100,458,581</b>    | <b>\$723,418,094</b>                       | <b>\$112,883,951</b>                    | <b>\$139,405,564</b>                        | <b>\$606,797,183</b>               | <b>\$136,020,139</b>                        | <b>\$2,818,983,512</b> |
| Balances Brought Forward (BBF)                             | 149,901,821               | 199,809,676                                | 15,159,481                              | 741,994,993                                 | 383,093,197                        | 33,186,027                                  | 1,523,145,195          |
| <b>Total Budgeted Revenues, Financing Sources, and BBF</b> | <b>\$1,250,360,402</b>    | <b>\$923,227,770</b>                       | <b>\$128,043,432</b>                    | <b>\$881,400,557</b>                        | <b>\$989,890,380</b>               | <b>\$169,206,166</b>                        | <b>\$4,342,128,707</b> |

Note: Changes in Fund Balance can be found on page 83 through 90; Budget Comparison by Fund can be found on pages 91 through 97

|                               |  |
|-------------------------------|--|
| <b>General Government</b>     | A major class of services provided by the legislative, judicial, and administrative branches of County government as a whole. This classification encompasses the Board of County Commissioners, Administration (including central service staff departments), Auditing, Property Appraisal, Tax Collection, Finance, Legal, Planning, Judicial, Supervisor of Elections, and various other general government services. |
| <b>Public Safety</b>          | A major service provided by the County for the security of persons and property. This category includes law enforcement, fire control, detention and/or correction, protective inspections, emergency and disaster relief services, ambulance and rescue services, investigative autopsies, consumer affairs, and all other costs primarily related to public safety.  |
| <b>Physical Environment</b>   | Consists of the cost of services provided by the County for the primary purpose of achieving a satisfactory living environment by controlling and utilizing elements of the environment. Services include water and sewage, mosquito and aquatic plant control, sand transfer and beach restoration, soil conservation and agriculture, and all other services related to the physical environment.                      |
| <b>Transportation</b>         | Includes the costs of services provided by the County for the safe and adequate flow of vehicles, travelers, and pedestrians. This category includes the Engineering County Transportation Trust Fund, Palm Tran, Department of Airports, and various funds associated with the construction and maintenance of roads within the County Road Program.  |
| <b>Economic Environment</b>   | Consists of the cost of providing services which develop and improve the economic condition of the community and its citizens. Services included are industry development, veterans services, housing and community development, and all other costs primarily related to the economic environment.  |
| <b>Human Services</b>         | Consists of the cost of providing services for the care, treatment, and control of human illness, injury, or handicap, and for the welfare of the community as a whole and its individuals. Expenditures classified under this function include hospital services, health care, animal regulation, homes for the infirm, mental health, welfare, retardation, and other human services.                                  |
| <b>Culture and Recreation</b> | Includes the cost of providing and maintaining cultural and recreational facilities and activities for the benefit of citizens and visitors. This category includes libraries, parks and related programs, cultural services, special events, and special recreational facilities.   |
| <b>Interfund Transfers</b>    | Movement of assets (usually cash) from one fund to another. Also referred to as "Transfers In/Out."  |
| <b>Reserves</b>               | Specified amount of funds set aside for the purpose of meeting future expenses. Expenditures may not be charged directly to reserve accounts. A budget transfer establishing a new appropriation must first be approved by the Board of County Commissioners.  |
| <b>Internal Services</b>      | Expenses incurred exclusively by internal service funds in providing goods and services to user departments and agencies. This category includes fleet management, employee health insurance, casualty self insurance, and workers' compensation.  |
| <b>Non-Departmental</b>       | Costs of government services which are not directly attributable to a specific County program or operation. Examples of non-departmental expenditures include debt service obligations and contributions to Human Service organizations.   |

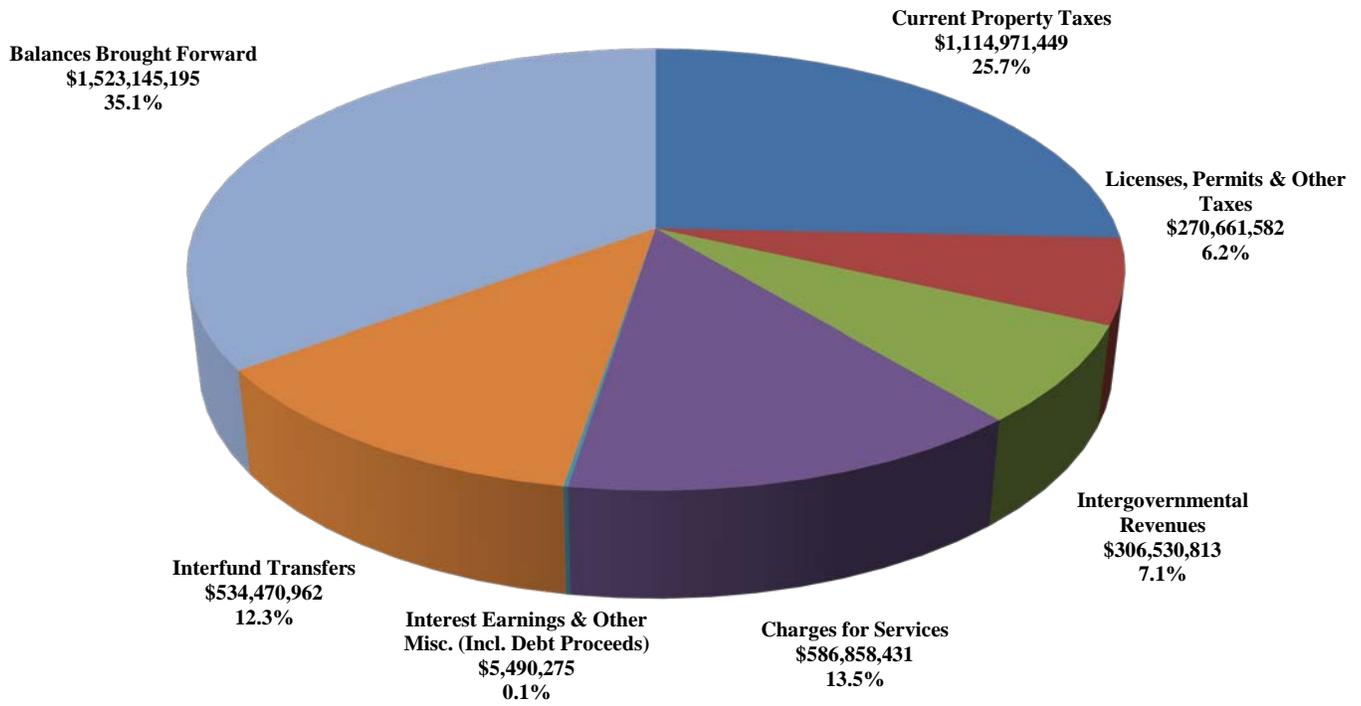
## FY 2017 Budgeted Expenditures

|                           | General Fund<br>(0001) | Special Revenue Funds<br>(1000-1999) | Debt Service Funds<br>(2000-2999) | Capital Projects Funds<br>(3000-3999) | Enterprise Funds<br>(4000-4999) | Internal Service Funds<br>(5000-5999) | Total                  |
|---------------------------|------------------------|--------------------------------------|-----------------------------------|---------------------------------------|---------------------------------|---------------------------------------|------------------------|
| General Governmental      | \$191,727,018          | \$12,137,517                         | \$0                               | \$253,240,382                         | \$0                             | \$0                                   | \$457,104,917          |
| Public Safety             | 624,659,708            | 329,837,817                          | -                                 | 28,402,284                            | -                               | -                                     | 982,899,809            |
| Physical Environment      | 13,763,910             | 17,708,489                           | -                                 | 26,877,392                            | 378,087,197                     | -                                     | 436,436,988            |
| Transportation            | 4,235,000              | 151,195,464                          | -                                 | 102,842,257                           | 201,301,782                     | -                                     | 459,574,503            |
| Economic Environment      | 35,307,363             | 100,449,950                          | -                                 | 3,546,924                             | -                               | -                                     | 139,304,237            |
| Human Services            | 66,916,760             | 22,280,105                           | -                                 | 7,747                                 | -                               | -                                     | 89,204,612             |
| Culture and Recreation    | 60,358,022             | 59,317,866                           | -                                 | 30,878,113                            | -                               | -                                     | 150,554,001            |
| Interfund Transfers       | 173,915,859            | 80,046,572                           | 88,000                            | 2,813,797                             | 277,599,122                     | 7,612                                 | 534,470,962            |
| Reserves                  | 99,555,000             | 149,533,987                          | 14,683,211                        | 433,064,860                           | 113,663,191                     | 24,494,167                            | 834,994,416            |
| Internal Services         | 0                      | -                                    | -                                 | -                                     | -                               | 144,704,387                           | 144,704,387            |
| Non-Departmental          | (20,078,238)           | 720,003                              | 113,272,221                       | (273,199)                             | 19,239,088                      | -                                     | 112,879,875            |
| <b>Total Expenditures</b> | <b>\$1,250,360,402</b> | <b>\$923,227,770</b>                 | <b>\$128,043,432</b>              | <b>\$881,400,557</b>                  | <b>\$989,890,380</b>            | <b>\$169,206,166</b>                  | <b>\$4,342,128,707</b> |

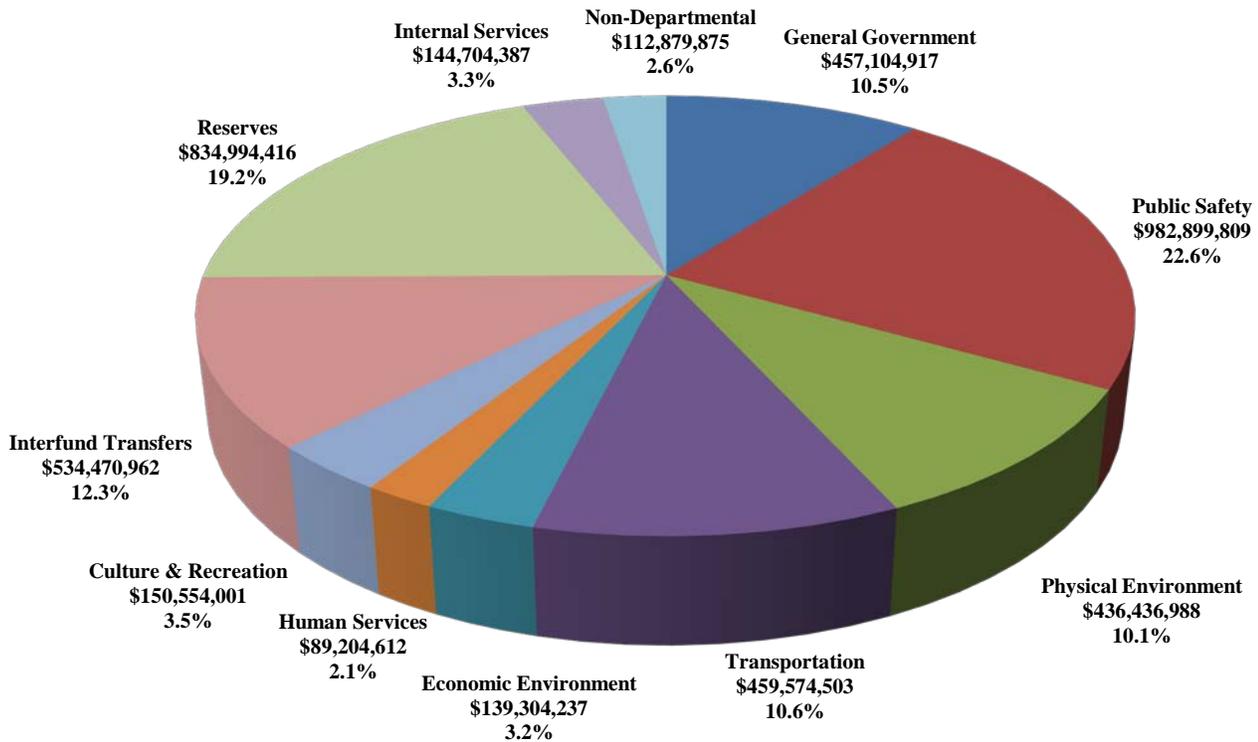
Note: Changes in Fund Balance can be found on page 83 through 90; Budget Comparison by Fund can be found on pages 91 through 97

## BUDGET SUMMARY \$4,342,128,707

### Revenues by Type



### Expenditures by Activity Type



FISCAL YEAR 2013-2017

| <u>Revenue Source</u>                               | <u>Actual FY2013</u>    | <u>Actual FY2014</u>    | <u>Actual FY2015</u>    | <u>Estimated FY2016</u> | <u>Budget FY2017</u>    |
|---|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| Current Property Taxes                              | \$ 823,515,921          | \$ 854,253,133          | \$ 915,225,780          | \$ 989,845,132          | \$ 1,114,971,449        |
| Licenses, Permits & Other Taxes                     | 240,709,375             | 243,414,715             | 263,901,585             | 265,882,181             | 270,661,582             |
| Intergovernmental Revenues                          | 275,700,803             | 228,700,639             | 237,570,513             | 238,347,348             | 306,530,813             |
| Charges for Services                                | 522,165,117             | 534,917,522             | 541,664,939             | 554,494,032             | 586,858,431             |
| Interest Earnings & Other Misc (Incl Debt Proceeds) | 176,114,778             | 246,473,619             | 355,062,567             | 391,071,804             | 5,490,275               |
| Interfund Transfers                                 | 447,758,359             | 450,823,998             | 475,768,380             | 495,273,952             | 534,470,962             |
| Balances Brought Forward                            | 1,380,137,229           | 1,348,698,092           | 1,387,468,761           | 1,429,383,136           | 1,523,145,195           |
| <b>Total</b>  | <b>\$ 3,866,101,582</b> | <b>\$ 3,907,281,718</b> | <b>\$ 4,176,662,525</b> | <b>\$ 4,364,297,585</b> | <b>\$ 4,342,128,707</b> |

Uses of Funds

|                      |                         |                         |                         |                         |                         |
|----------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| General Government   | \$ 204,540,920          | \$ 227,130,649          | \$ 244,847,414          | \$ 307,796,694          | \$ 457,104,917          |
| Public Safety        | 790,842,579             | 837,213,368             | 847,001,000             | 895,004,299             | 982,899,809             |
| Physical Environment | 182,084,209             | 184,116,557             | 209,425,852             | 212,035,937             | 436,436,988             |
| Transportation       | 244,323,134             | 225,661,885             | 270,789,203             | 242,786,294             | 459,574,503             |
| Economic Environment | 92,353,756              | 69,679,214              | 75,196,764              | 87,062,234              | 139,304,237             |
| Human Services       | 98,057,275              | 90,243,263              | 83,108,217              | 86,923,352              | 89,204,612              |
| Culture/ Recreation  | 120,316,723             | 110,879,421             | 111,848,441             | 120,054,174             | 150,554,001             |
| Interfund Transfers  | 447,758,359             | 450,823,998             | 475,768,380             | 495,273,952             | 534,470,962             |
| Reserves             | 0                       | 0                       | 0                       | 0                       | 834,994,416             |
| Internal Services    | 112,278,584             | 120,625,406             | 116,425,428             | 131,435,983             | 144,704,387             |
| Non-Departmental     | 127,088,791             | 169,970,346             | 279,835,121             | 262,779,471             | 112,879,875             |
| <b>Total</b>         | <b>\$ 2,419,644,330</b> | <b>\$ 2,486,344,107</b> | <b>\$ 2,714,245,820</b> | <b>\$ 2,841,152,390</b> | <b>\$ 4,342,128,707</b> |

**(Per Florida Statute 129.01(2)(b))**

| <b><u>Budgeted Revenues</u></b> | <b>Total</b>            | <b>Countywide</b>       | <b>Non-Countywide</b> |
|---------------------------------|-------------------------|-------------------------|-----------------------|
| Current Property Taxes          | \$ 1,114,971,449        | \$ 811,492,736          | \$ 303,478,713        |
| Licenses, Permits & Other Taxes | 270,661,582             | 252,692,255             | 17,969,327            |
| Intergovernmental Revenues      | 306,530,813             | 304,827,817             | 1,702,996             |
| Charges for Services            | 586,858,431             | 546,562,198             | 40,296,233            |
| Interest Earnings & Other Misc. | 81,705,349              | 79,038,051              | 2,667,298             |
| Interfund Transfers             | 534,470,962             | 496,036,395             | 38,434,567            |
| Debt Proceeds                   | 11,470,896              | 11,470,896              | -                     |
| Statutory Reserves              | (87,685,970)            | (69,732,379)            | (17,953,591)          |
| Balances Brought Forward        | 1,523,145,195           | 1,367,071,072           | 156,074,123           |
| <b>Total Revenues</b>           | <b>\$ 4,342,128,707</b> | <b>\$ 3,799,459,041</b> | <b>\$ 542,669,666</b> |

| <b><u>Budgeted Expenditures</u></b> | <b>Total</b>            | <b>Countywide</b>       | <b>Non-Countywide</b> |
|-------------------------------------|-------------------------|-------------------------|-----------------------|
| General Government                  | \$ 457,104,917          | \$ 457,104,917          | \$ -                  |
| Public Safety                       | 982,899,809             | 649,075,401             | 333,824,408           |
| Physical Environment                | 436,436,988             | 436,436,988             | -                     |
| Transportation                      | 459,574,503             | 458,979,066             | 595,437               |
| Economic Environment                | 139,304,237             | 138,441,576             | 862,661               |
| Human Services                      | 89,204,612              | 89,204,612              | -                     |
| Culture & Recreation                | 150,554,001             | 97,867,597              | 52,686,404            |
| Interfund Transfers                 | 534,470,962             | 508,684,060             | 25,786,902            |
| Reserves                            | 834,994,416             | 710,327,165             | 124,667,251           |
| Internal Services                   | 144,704,387             | 144,704,387             | -                     |
| Non-Departmental                    | 112,879,875             | 108,633,272             | 4,246,603             |
| <b>Total Expenditures</b>           | <b>\$ 4,342,128,707</b> | <b>\$ 3,799,459,041</b> | <b>\$ 542,669,666</b> |

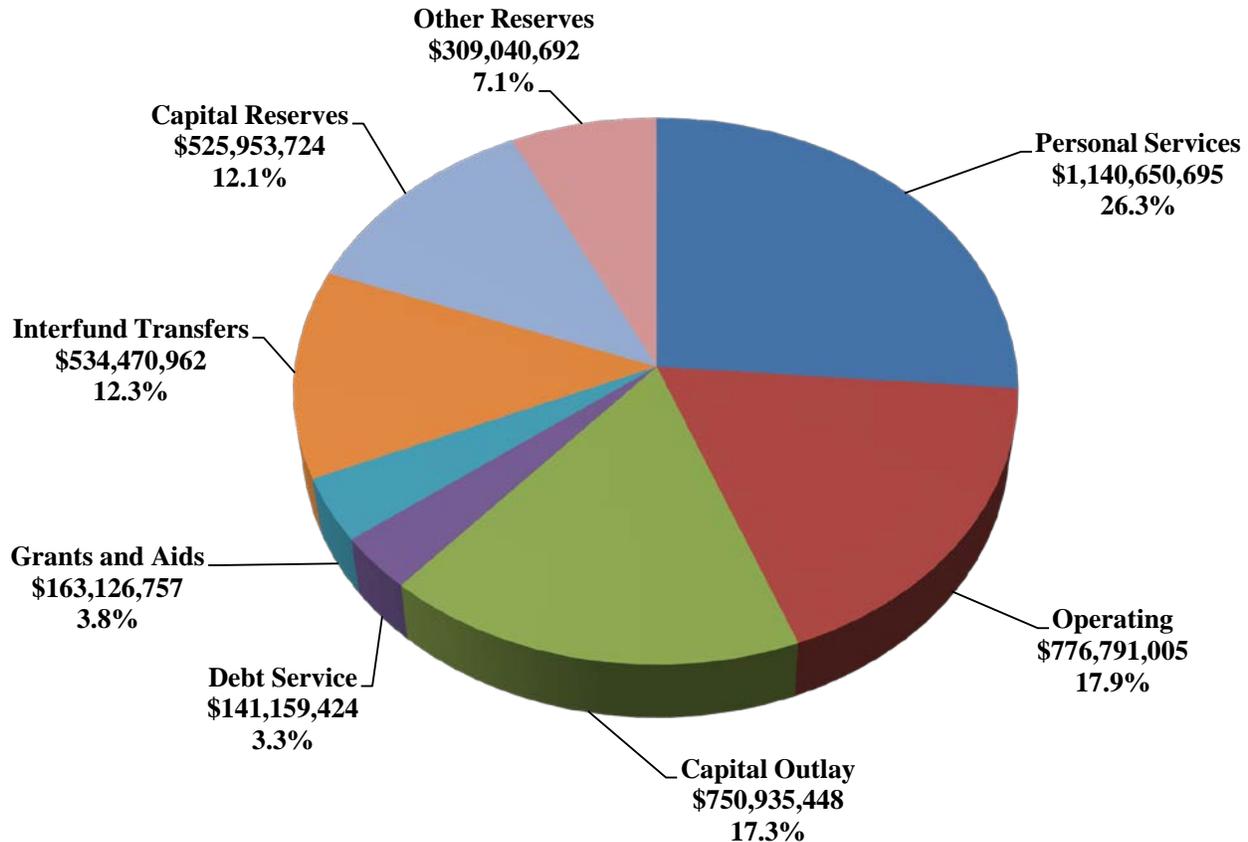
\*Note: Please refer to page 97 for a listing of Non-Countywide funds.

**SUMMARY OF REVENUES BY SOURCE**

**Palm Beach County, FL**

|  | <b>FY 2015</b>          | <b>FY 2016</b>          | <b>FY 2017</b>          | <b>%</b>      |
|--|-------------------------|-------------------------|-------------------------|---------------|
|  | <b>Actual</b>           | <b>Estimate</b>         | <b>Budget</b>           | <b>Change</b> |
| <b>Current Property Taxes</b>              | \$ 915,225,780          | \$ 989,845,132          | \$ 1,114,971,449        | 12.6%         |
| <b>Licenses, Permits &amp; Other Taxes</b> |                         |                         |                         |               |
| Franchise Fee                              | \$ 34,386,027           | \$ 35,195,000           | \$ 36,251,000           | 3.0%          |
| Utility Service Tax                        | 39,936,057              | 41,325,000              | 42,617,000              | 3.1%          |
| Local Option Gas Taxes                     | 49,750,673              | 50,333,000              | 51,446,000              | 2.2%          |
| Tourist Development Tax                    | 42,736,409              | 45,300,594              | 46,886,116              | 3.5%          |
| Communication Services Tax                 | 25,411,828              | 24,550,000              | 24,796,000              | 1.0%          |
| Developer Contributions & Impact Fees      | 42,582,491              | 43,206,015              | 42,933,191              | -0.6%         |
| Building Permits                           | 17,535,915              | 16,000,000              | 16,000,000              | 0.0%          |
| Other Licenses, Permits & Other Taxes      | 11,562,185              | 9,972,572               | 9,732,275               | -2.4%         |
| <b>Licenses, Permits &amp; Other Taxes</b> | <b>\$ 263,901,585</b>   | <b>\$ 265,882,181</b>   | <b>\$ 270,661,582</b>   | <b>1.8%</b>   |
| <b>Intergovernmental Revenues</b>          |                         |                         |                         |               |
| State Shared Revenues                      | \$ 29,747,095           | \$ 31,934,000           | \$ 33,850,000           | 6.0%          |
| State Grants                               | 32,874,262              | 33,438,119              | 62,071,105              | 85.6%         |
| One-Half Cent Sales Tax                    | 84,668,593              | 88,430,000              | 92,852,000              | 5.0%          |
| Other Local Government Revenue             | 2,888,694               | 1,462,104               | 7,275,067               | 397.6%        |
| Federal Grants                             | 64,489,681              | 59,217,952              | 84,698,441              | 43.0%         |
| Constitutional Gas Tax                     | 17,009,589              | 17,541,000              | 17,946,000              | 2.3%          |
| Other Intergovernmental Revenues           | 5,892,599               | 6,324,173               | 7,838,200               | 23.9%         |
| <b>Intergovernmental Revenues</b>          | <b>\$ 237,570,513</b>   | <b>\$ 238,347,348</b>   | <b>\$ 306,530,813</b>   | <b>28.6%</b>  |
| <b>Charges for Services</b>                |                         |                         |                         |               |
| Water and Wastewater                       | \$ 176,097,693          | \$ 183,583,869          | \$ 190,086,000          | 3.5%          |
| Airport                                    | 75,357,613              | 77,171,579              | 79,413,137              | 2.9%          |
| Sheriff                                    | 63,465,495              | 68,469,744              | 74,190,738              | 8.4%          |
| Fire Rescue                                | 33,377,110              | 31,398,983              | 33,212,801              | 5.8%          |
| Parks and Recreation                       | 17,839,004              | 17,456,475              | 18,329,174              | 5.0%          |
| Palm Tran                                  | 13,642,238              | 12,984,384              | 12,865,653              | -0.9%         |
| Interdepartmental                          | 140,005,377             | 146,414,933             | 157,173,730             | 7.3%          |
| Other Charges for Services                 | 21,880,409              | 17,014,065              | 21,587,198              | 26.9%         |
| <b>Charges for Services</b>                | <b>\$ 541,664,939</b>   | <b>\$ 554,494,032</b>   | <b>\$ 586,858,431</b>   | <b>5.8%</b>   |
| <b>Interest</b>                            | 21,627,263              | 18,559,098              | 17,999,187              | -3.0%         |
| <b>Miscellaneous</b>                       | 102,010,516             | 73,673,692              | 63,706,162              | -13.5%        |
| <b>Interfund Transfers</b>                 | 475,768,380             | 495,273,952             | 534,470,962             | 7.9%          |
| <b>Debt Proceeds</b>                       | 231,424,788             | 298,839,014             | 11,470,896              | -96.2%        |
| <b>Statutory Reserves</b>                  | -                       | -                       | (87,685,970)            | 0.0%          |
| <b>Balance Brought Forward</b>             | 1,387,468,761           | 1,429,383,136           | 1,523,145,195           | 6.6%          |
| <b>Total</b>                               | <b>\$ 4,176,662,525</b> | <b>\$ 4,364,297,585</b> | <b>\$ 4,342,128,707</b> | <b>-0.5%</b>  |

## Total of All Funds \$4,342,128,707



The above graph reflects how funds for the total County budget are allocated.

**Personal Services** - includes expense for salaries, wages, and related employee benefits provided for all persons employed by the County whether on full-time, part-time, temporary, or seasonal basis. Employee benefits include employer contributions to a retirement system, social security, life and health insurance, workers' compensation, unemployment compensation insurance, and any other similar direct employee benefits.

**Operating** - includes expenditures for goods and services which primarily benefit the current period and are not defined as personal services or capital outlays. Examples include professional services, accounting and auditing, other contractual services, travel and per diem, communications, utilities, rentals and leases, repair and maintenance, promotional activities, office supplies, operating supplies, road material and supplies, books, publications, subscriptions, memberships, and other current charges not otherwise classified.

**Capital Outlay** - used for the acquisition of or addition to fixed assets. This includes land, buildings, improvements other than buildings, machinery and equipment, and construction in progress.

**Debt Service** - expenditures that include debt for all funds, including principal, interest, and other debt service costs, but do not include reserves for debt (\$20,609,419) which are part of Other Reserves.

**Grants and Aids** - includes all grants, subsidies, and contributions to other governmental agencies and private organizations, excluding transfers to agencies within the same governmental entity.

**Interfund Transfers** - amounts transferred from one fund to another to assist in financing the services of the recipient fund.

**Capital Reserves** - a specified amount of funds set aside for the purpose of meeting future expenses for Capital Projects.

**Other Reserves** - reserves for cash carry forward, contingencies, specific operations, and debt service.

|                           | <b>FY 2013</b>          | <b>FY 2014</b>          | <b>FY 2015</b>          | <b>FY 2016</b>          | <b>FY 2017</b>          |
|---------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
|                           | <b>Actual</b>           | <b>Actual</b>           | <b>Actual</b>           | <b>Estimate</b>         | <b>Budget</b>           |
| Personal Services         | \$ 952,834,058          | \$ 988,470,065          | \$ 1,019,077,239        | \$ 1,070,965,794        | \$ 1,140,650,695        |
| Operating Expenses        | 566,317,759             | 579,271,746             | 597,105,595             | 652,197,014             | 776,791,005             |
| Capital Outlay (1)        | 149,572,991             | 139,554,850             | 190,723,499             | 195,813,080             | 750,935,448             |
| Debt Service (2)          | 153,666,149             | 196,851,444             | 309,416,418             | 288,911,634             | 141,159,424             |
| Grants & Aids             | 149,495,012             | 131,372,004             | 122,154,689             | 137,990,916             | 163,126,757             |
| Capital Reserves          | 0                       | 0                       | 0                       | 0                       | 525,953,724             |
| Other Reserves            | 0                       | 0                       | 0                       | 0                       | 309,040,692             |
| Interfund Transfers       | 447,758,361             | 450,823,998             | 475,768,380             | 495,273,952             | 534,470,962             |
| <b>Total Gross Budget</b> | <b>\$ 2,419,644,330</b> | <b>\$ 2,486,344,107</b> | <b>\$ 2,714,245,820</b> | <b>\$ 2,841,152,390</b> | <b>\$ 4,342,128,707</b> |

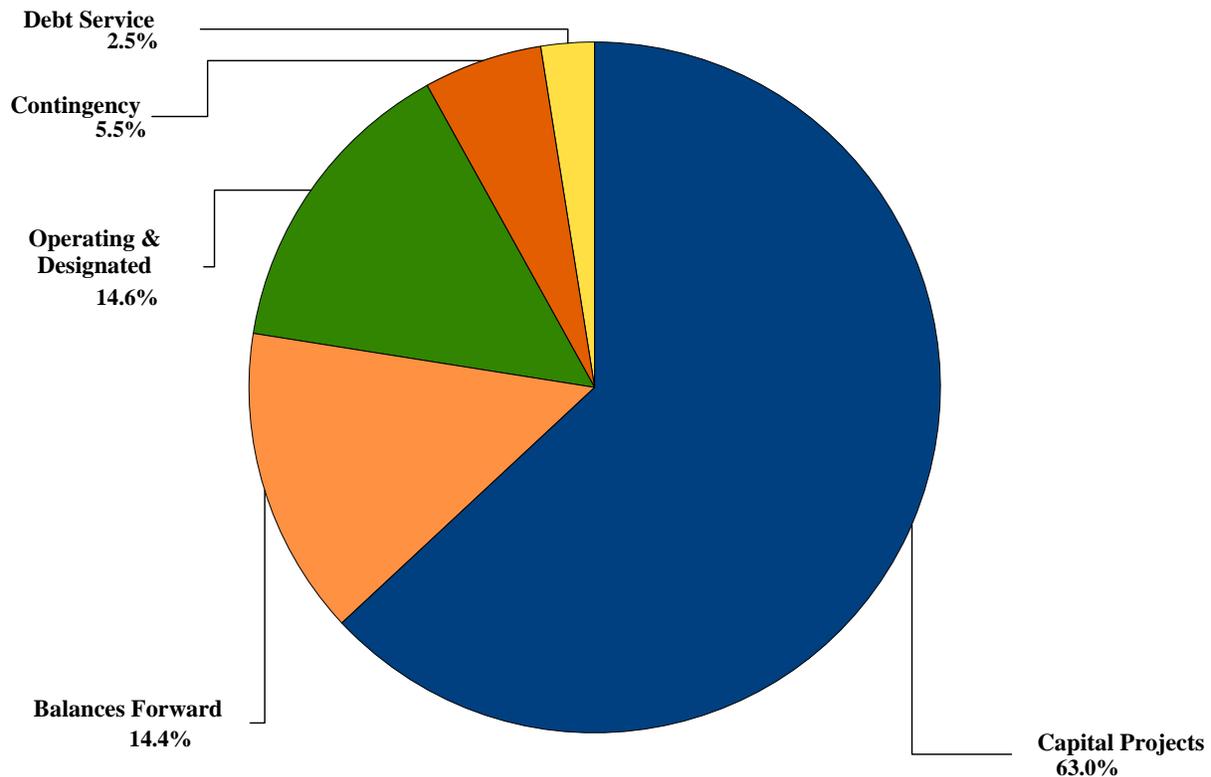
(1) Capital Outlay includes capital projects as well as operating capital expenses.

(2) Debt Service includes lease purchases and excludes PBSO debt service budget.

Note: Constitutional Officers' expenses are not offset by excess fees.

# FY 2017 Budgeted Reserves By Type

\$834,994,416



|                                    | Contingency         | Capital Projects     | Debt Service        | Operating & Designated | Balances Forward     | Total FY 2017        |
|------------------------------------|---------------------|----------------------|---------------------|------------------------|----------------------|----------------------|
| General Fund (0001)                | \$20,000,000        | \$0                  | \$0                 | \$0                    | \$79,555,000         | \$99,555,000         |
| Special Revenue Funds (1000-1999)  | \$12,878,697        | \$0                  | \$0                 | \$96,190,896           | \$40,464,394         | \$149,533,987        |
| Debt Service Funds (2000-2999)     | \$0                 | \$0                  | \$14,683,211        | \$0                    | \$0                  | \$14,683,211         |
| Capital Projects Funds (3000-3999) | \$737,016           | \$430,841,873        | \$1,485,971         | \$0                    | \$0                  | \$433,064,860        |
| Enterprise Funds (4000-4999)       | \$12,570,769        | \$95,111,851         | \$4,440,237         | \$1,540,334            | \$0                  | \$113,663,191        |
| Internal Service Funds (5000-5999) | \$0                 | \$0                  | \$0                 | \$24,494,167           | \$0                  | \$24,494,167         |
| <b>Total FY 2017</b>               | <b>\$46,186,482</b> | <b>\$525,953,724</b> | <b>\$20,609,419</b> | <b>\$122,225,397</b>   | <b>\$120,019,394</b> | <b>\$834,994,416</b> |

**Contingency** - represents amounts set aside to meet unanticipated needs that may arise during the normal course of County business.

**Capital Projects** - represents amounts set aside for capital improvement projects.

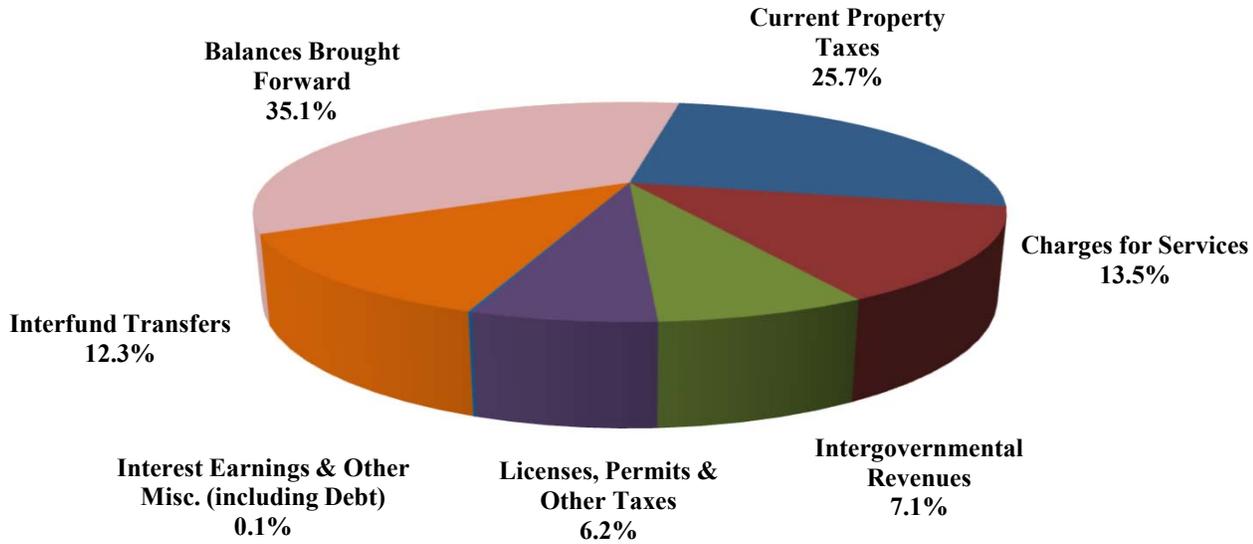
**Debt Service** - represents funds set aside for future debt service payments in accordance with bond requirements.

**Operating & Designated Reserves** - provides funds for a variety of specific potential needs such as economic development, tourist development, pollution recovery, or other program costs.

**Balances Forward** - represents funds to be carried forward to the subsequent fiscal year to pay operating expenses until property taxes are received.

**TRENDS AND FORECASTS**

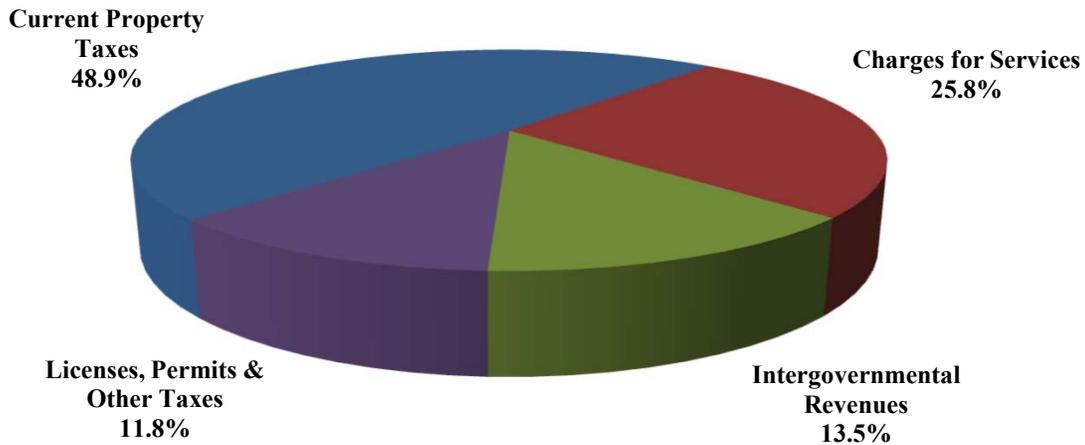
The graph below represents FY 2017 budgeted revenues totaling \$4,342,128,707



The use of fund balances and interfund transfers comprise 47.4% of total budgeted revenues in Palm Beach County. When you exclude these two categories, the major revenue sources for Palm Beach County are property taxes, charges for services, intergovernmental revenues, and licenses, permits and other taxes. These major current revenue sources account for 52.5% of overall FY 2017 budgeted revenue, or 99.8% of FY 2017 budgeted revenues not including fund balance and interfund transfers.

The graph below illustrates the percentage of each major revenue source against the total of all major revenues (\$2,279,022,275).

**FY 2017 Major Revenue Sources**



The following pages will discuss each major revenue source, the underlying assumptions for each revenue estimate, and significant revenue trends.

**TRENDS AND FORECASTS**

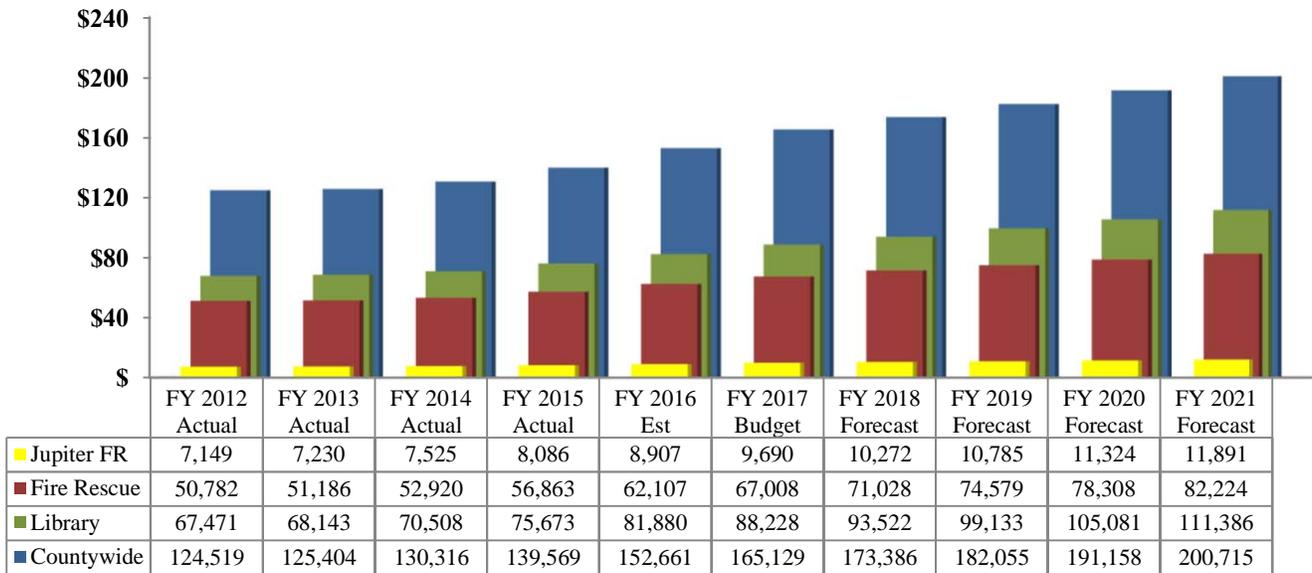
**Current Property Taxes**

The major revenue source funding Palm Beach County's general operations continues to be property taxes. The following graphs present the history of the taxable property values and the operating property tax revenues for the County, the Fire district, and the Library district. The FY 2017 budget is based on the County experiencing an increase in taxable property values of \$12.5 billion (8.2%), with existing property values up \$10.4 billion, and the addition of new construction of approximately \$2.1 billion. The County anticipates the taxable property values to increase by 6% in FY 2018. Thereafter, property values are projected to increase 5% annually.

In FY 2017, current property taxes total \$1,114.9 million. Of this amount, \$789.6 million or 70.8% is attributable to the Countywide millage rate excluding voted debt. The Fire Rescue taxes comprise \$251.1 million or 22.5% of the total. The remaining property tax revenue is related to millages for the County Library (\$48.4 million or 4.4%) and the general obligation debt (\$25.8 million or 2.3%).

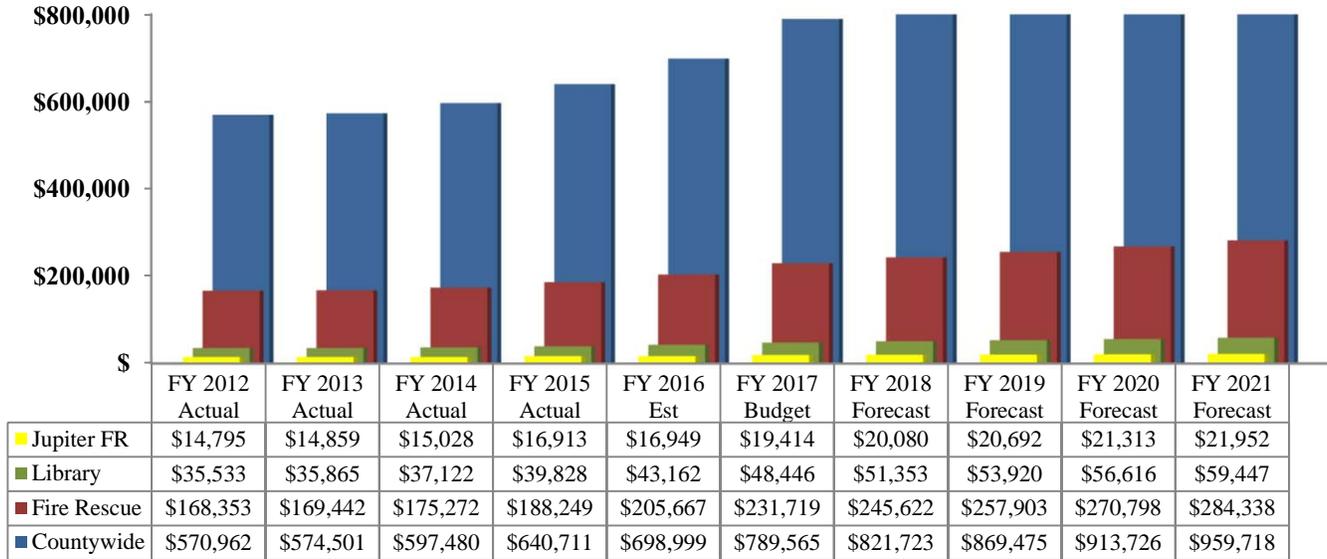
The Countywide operating tax rate is 4.7815; no increase from FY 2016. The rollback rate is the millage rate that generates the same tax revenue from the same assessed properties. Therefore, new construction is not calculated in the roll-back rate. FY 2017 new construction is valued at approximately \$2.1 billion, which equates to Countywide property tax revenue of approximately \$10.1 million.

**Taxable Property Values (\$000,000)**



**TRENDS AND FORECASTS**

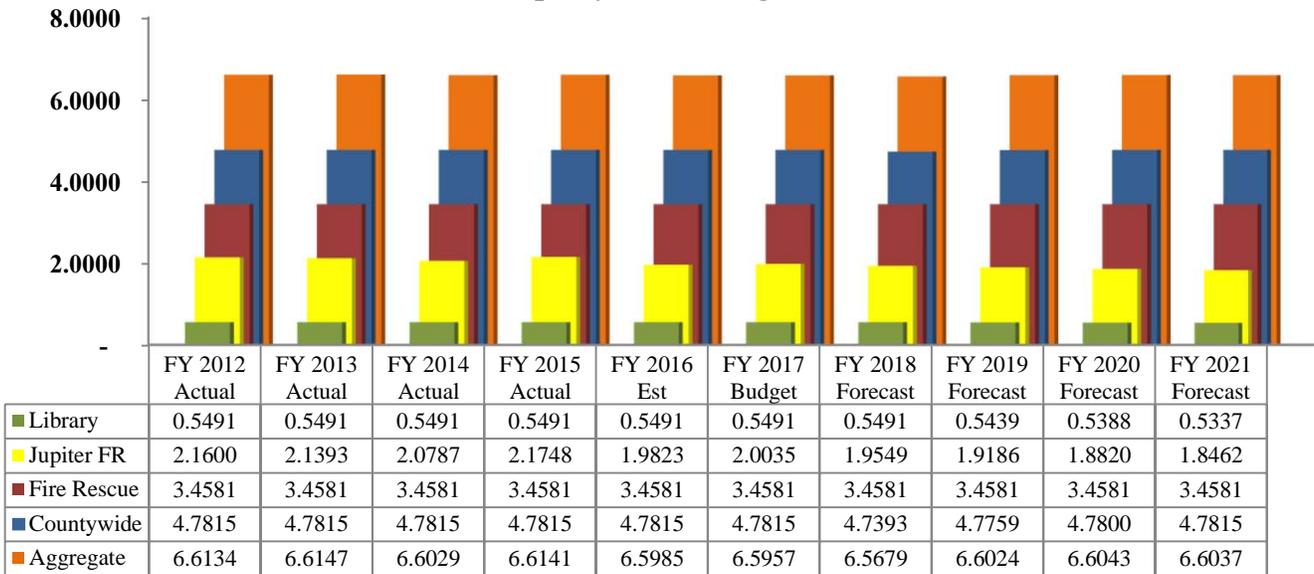
**Property Tax (Operating) Revenues (\$000)**



Excludes voted debt

The graph below illustrates the history of the Countywide, Library, Fire Rescue and Jupiter Fire Rescue operating millage rates, as well as the aggregate millage rate.

**Property Tax Millage Rates**



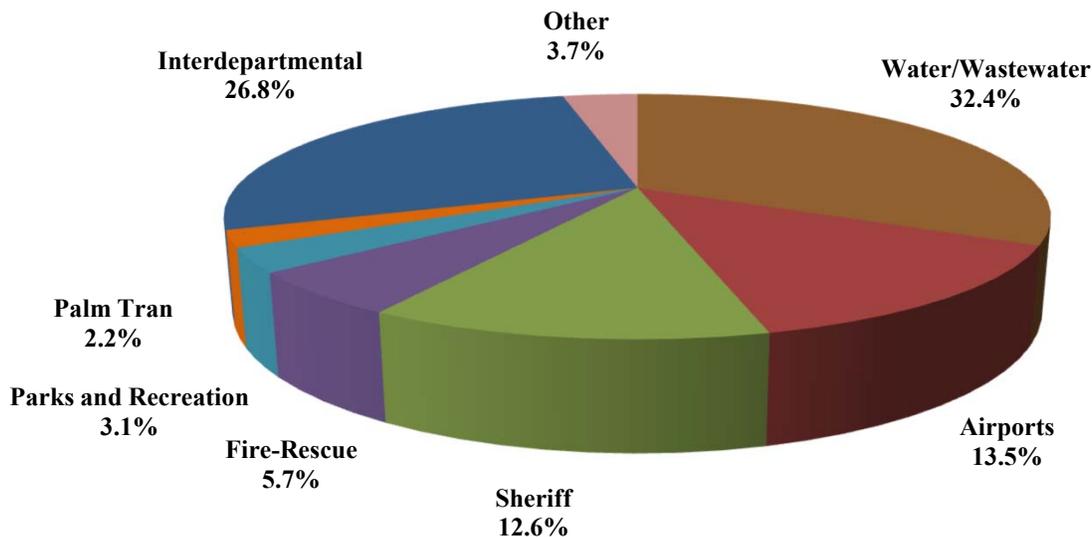
**TRENDS AND FORECASTS**

**Charges for Services**

Charges for Services represents fees charged as a result of direct benefit or in lieu of other charges. As shown in the graph below, Interdepartmental Charges and Water/Wastewater Utilities Charges account for a majority of the revenues in the charges for services category. The other major revenues in this category include Airport, Sheriff, and Fire Rescue charges. The remaining balance in charges for services include Parks and Recreation fees, Palm Tran fares, and other miscellaneous fees.

The graph below illustrates the percentage of each charge for services type against the total of all charges for services (\$586,858,431).

**FY 2017 Charges for Services**

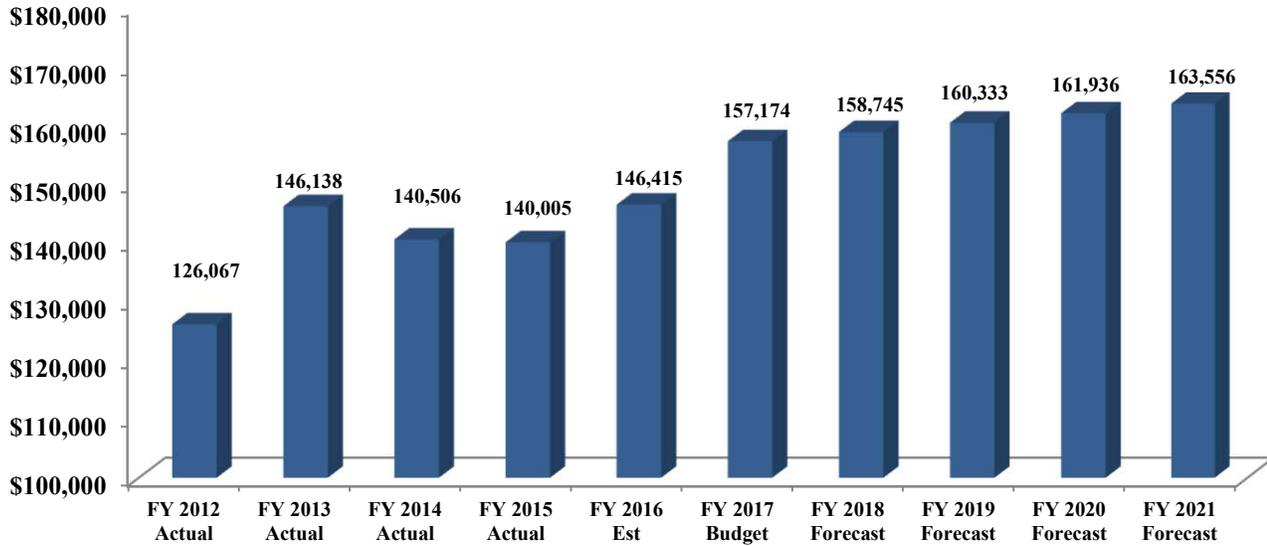


**Charges for Services - Interdepartmental Charges**

Interdepartmental Charges total \$157,173,730 in FY 2017, or 26.8% of the FY 2017 Charges for Services Category. Interdepartmental Charges represent charges for goods and services exchanged between County departments. The majority of revenues in this category are related to Risk Management charges for insurance, including health, property and casualty, and workers compensation, which amounts to \$97.8 million or 62.2% of the total. The other major source of revenue is Fleet Management charges (\$35.3 million). Combined, Risk Management and Fleet Management charges comprise over 84.7% of the Interdepartmental Charges category. These revenues are based on a cost allocation method supported to recover costs to support the operations. Internal Service charges are projected to increase 1.0% annually. This is determined based on potential increase in the service departments budgets related to personnel retirement cost increases and maintenance contract increases.

**TRENDS AND FORECASTS**

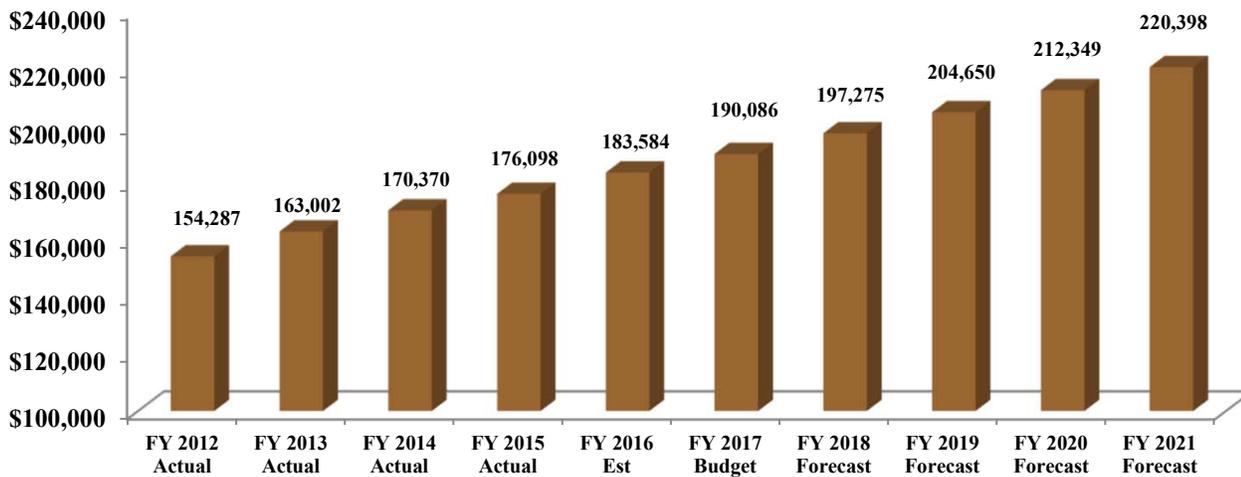
**Interdepartmental Charges (\$000)**



**Charges for Services - Water/Wastewater Utilities Charges**

Water/Wastewater Utilities charges total \$190,086,000 in FY 2017, or 32.4% of the FY 2017 Charges for Services Category. These revenues represent fees paid to the Water Utilities Department for providing potable water, reclaimed water, and wastewater service to approximately 573,000 residents in the central and south-central unincorporated areas of the County and the western communities. Effective October 1, 2015 fees for potable water, wastewater, and reclaimed water were increased by 3.0% as part of the annual Consumer Price Index adjustment for water and sewer maintenance. The revenue from the fee increase in FY 2017 is offset by conservation efforts resulting in a decrease in gallons per household.

**Water/Wastewater Utilities Charges (\$000)**

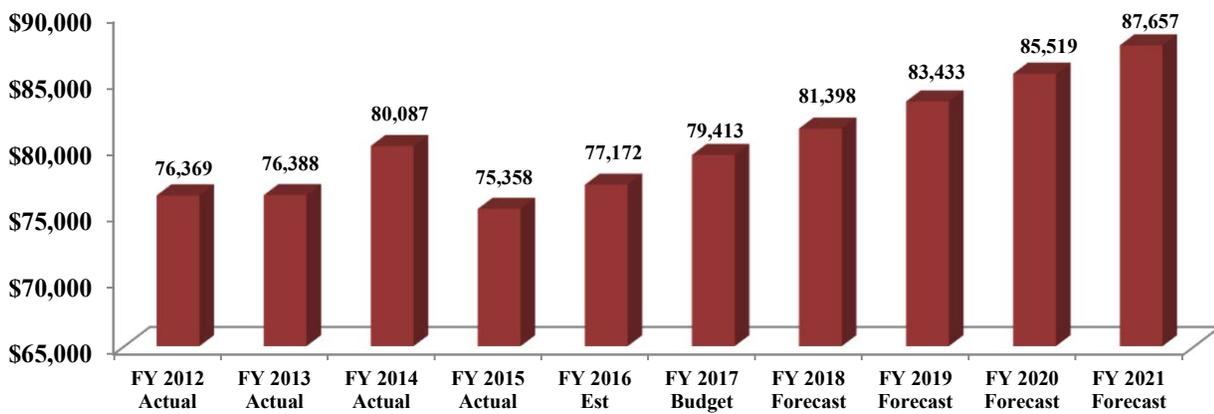


**TRENDS AND FORECASTS**

**Charges for Services - Airport Charges**

Airport charges total \$79,413,137 in FY 2017, or 13.5% of the FY 2017 Charges for Services Category. This category includes revenues associated with the operation of Palm Beach International Airport, as well as three general aviation airports. Approximately 62.3% of total revenue is attributable to fees for parking and rental cars, rental space for airlines, and passenger facility charges. The remaining balance of revenue includes items such as landing fees, concession charges, and other rental charges. The decrease in charges for services is primarily due to the reduction of airline rates and fees as a result of lower debt service cost. Future estimates are based on historical trend analysis and current and projected economic conditions.

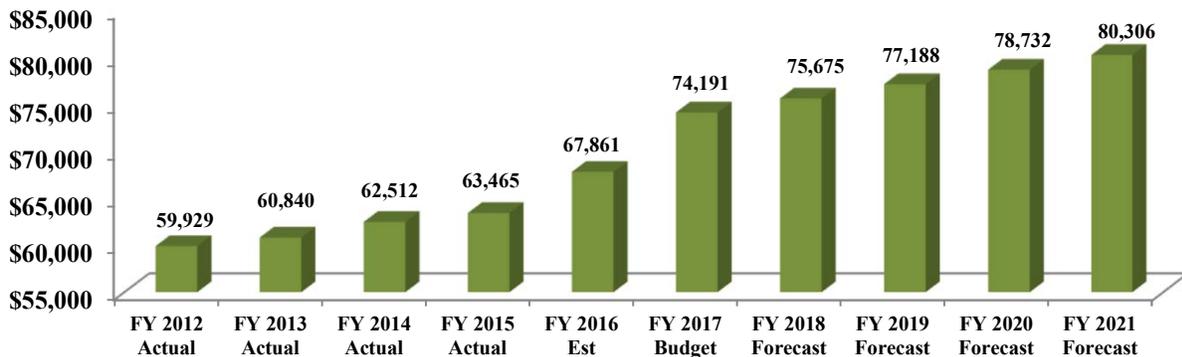
**Airport Charges (\$000)**



**Charges for Services - Sheriff Charges**

Fees charged by the Palm Beach County Sheriff's Office total \$74,190,738 in FY 2017, or 12.6% of the FY 2017 Charges for Services Category. The majority of this amount are charges for police services provided to specific fee-for-service areas, which comprise \$64.6 million or 87.0% of total Sheriff charges. Currently, the Sheriff's department provides police services to 10 cities. The other major fee collected by the Sheriff's Office is for room and board charges at correctional and detention facilities paid by the Federal government. This charge totals \$6.5 million or 8.8% of total Sheriff charges. Future estimates are based on contractual annual increases with the cities.

**Sheriff Charges (\$000)**

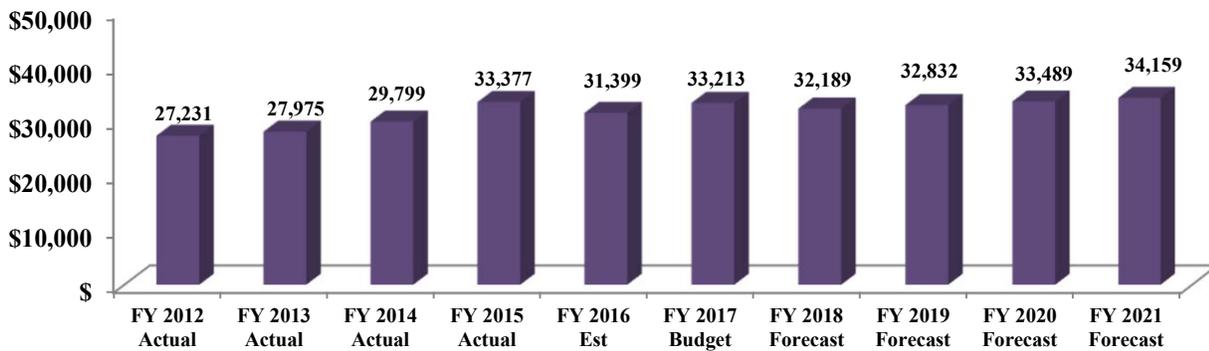


**TRENDS AND FORECASTS**

**Charges for Services - Fire Rescue Charges**

Fire Rescue charges total \$33,212,801 in FY 2017, or 5.7% of the FY 2017 Charges for Services Category. This category includes fees charged by Palm Beach Fire Rescue. The largest source of revenue in this category is for Ambulance Transport Fees, which represent \$24.1 million or 72.6% of total Fire Rescue Charges. The other major revenue source is charges for fire protection services provided to specific fee-for-service areas, which totals \$1.0 million or 3.2% of total Fire Rescue Charges. Future estimates are based on annual increases with the cities and a projected increase in ambulance trips.

**Fire Rescue Charges (\$000)**



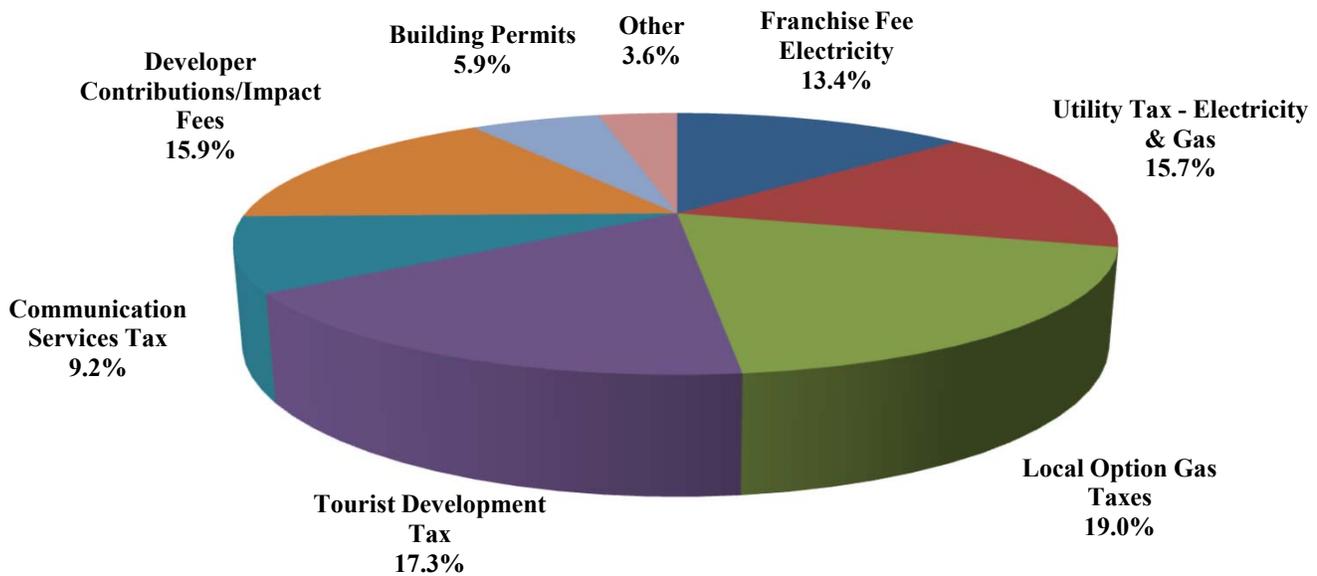
**TRENDS AND FORECASTS**

**Licenses, Permits, and Other Taxes**

This category reflects multiple revenue types, the largest of which are local option gas taxes totaling \$51.4 million or 19.0% of revenue in this category. The next largest revenue type includes Tourist Development Tax (\$46.9 million or 17.3%), developer contributions and impact fees (\$42.9 million or 15.9%), electricity and natural gas utility taxes (\$42.6 million or 15.7%), fees and taxes on public utilities, including the electricity franchise fee (\$36.3 million or 13.4%), and the communications services tax (\$24.8 million or 9.2%). Other revenue types in this category include Building Permits, and fees paid for professional and occupational licenses.

The graph below illustrates the percentage of each charges for services type against the total of all licenses, permits, and other taxes (\$270,661,582).

**FY 2017 Licenses, Permits, and Other Taxes**

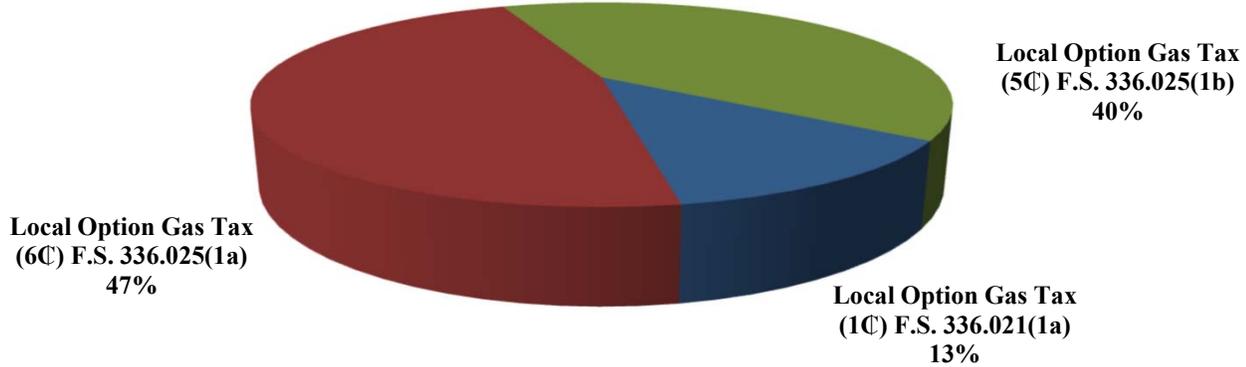


**TRENDS AND FORECASTS**

**Licenses, Permits, and Other Taxes - Local Option Gas Taxes**

Palm Beach County levies three local option gas taxes totaling \$51,446,000 in FY 2017. The graph below illustrates the percentage of each local option gas tax against the total of all local option gas taxes.

**FY 2017 Local Option Gas Taxes**

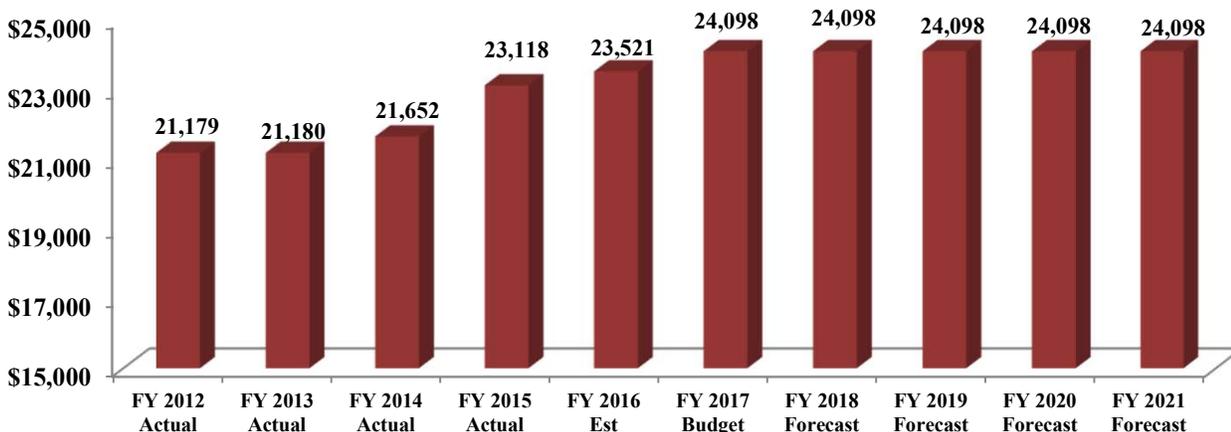


The County receives estimates each year for the local option gas taxes. Revenue forecasts are based on historical trend analysis of fuel prices. Typically, when fuel prices increase, there is an overall decrease in discretionary driving, thus less gallons of fuel purchased, negatively impacting the County's revenue. Recent fuel prices have seen a modest decrease over the last year, averaging approximately \$2.27/gallon\* vs. \$2.63/gallon\* compared to the same time period last year. There is also a nationwide emphasis on utilizing fuel efficient cars.

\* Average of first three quarters from US Energy Information Administration for Miami Area

A **6-Cent Gas Tax** is levied by the County per F.S. Section 336.025(1)(a) on each gallon of motor and diesel fuel sold. This tax, originally adopted in 1983 by the Board of County Commissioners, was due to expire in 1995 and was extended for an additional thirty years. Use of the proceeds is restricted to transportation expenditures. The proceeds of the tax are distributed by the Department of Revenue and the County receives approximately two-thirds of the allocation.

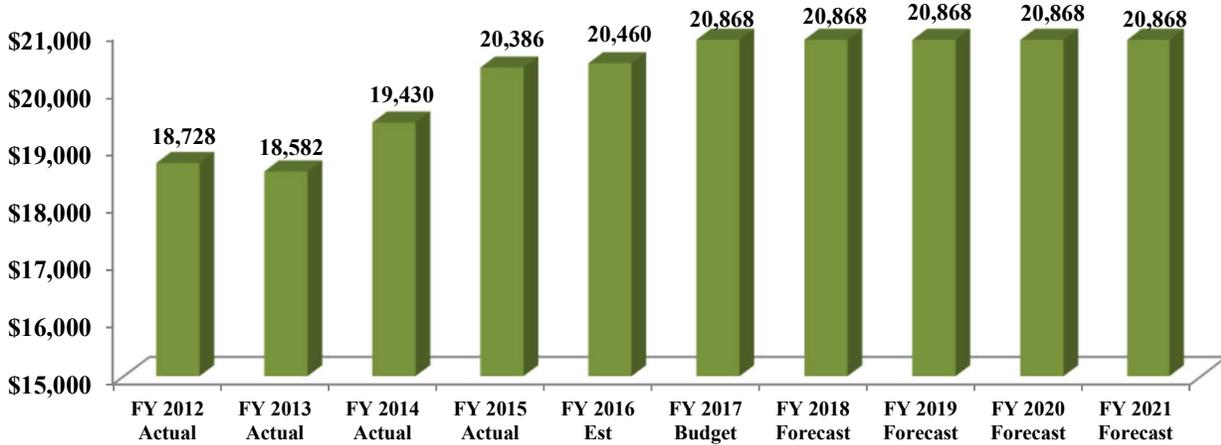
**Local Option 6-Cent Gas Tax (\$000)**



**TRENDS AND FORECASTS**

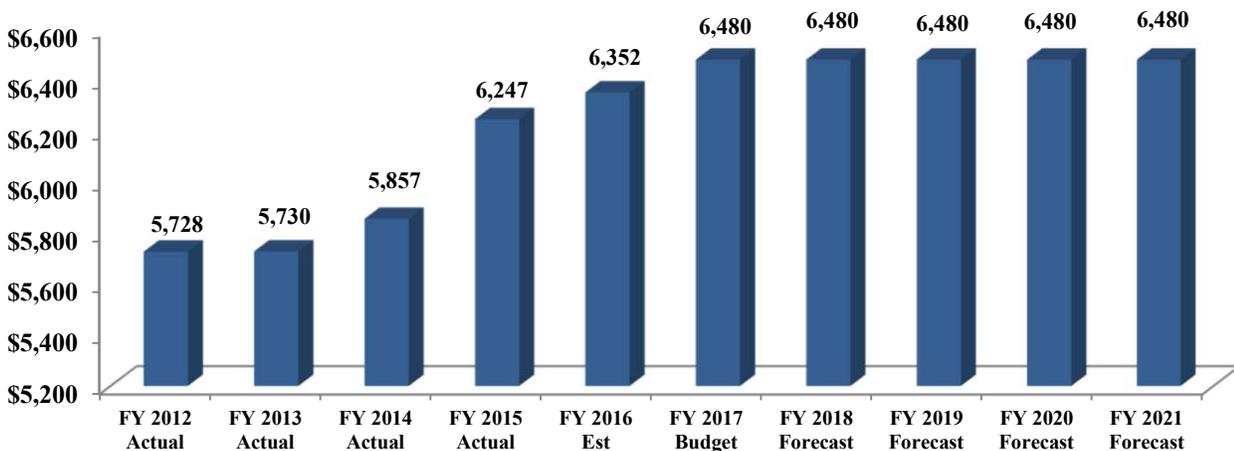
A **5-Cent Gas Tax** is levied by the County per F.S. Section 336.025(1)(b) on motor fuel only. This tax was adopted by the Board of County Commissioners in 1993, and use of the proceeds is restricted to transportation expenditures needed to meet the requirements of the capital improvement element of the adopted comprehensive plan. Current board policy allocates 50% of this revenue to mass transit and 50% to road improvements. The County shares proceeds of this tax with local municipalities through interlocal agreements. The proceeds of the tax are distributed by the Department of Revenue and the County receives 78.92% of the allocation.

**Local Option 5-Cent Gas Tax (\$000)**



A **1-Cent Gas Tax (Ninth Cent)** is levied by the County per F.S. Section 336.021 on each gallon of motor and diesel fuel sold. This tax was adopted by the Board of County Commissioners in 1993, and use of the proceeds is restricted to transportation expenditures. Current board policy allocates 50% of this revenue to mass transit and 50% to road improvements. The proceeds of the tax are distributed by the Department of Revenue to the County and this tax is not shared with municipalities.

**Local Option 1-Cent (Ninth Cent) Gas Tax (\$000)**



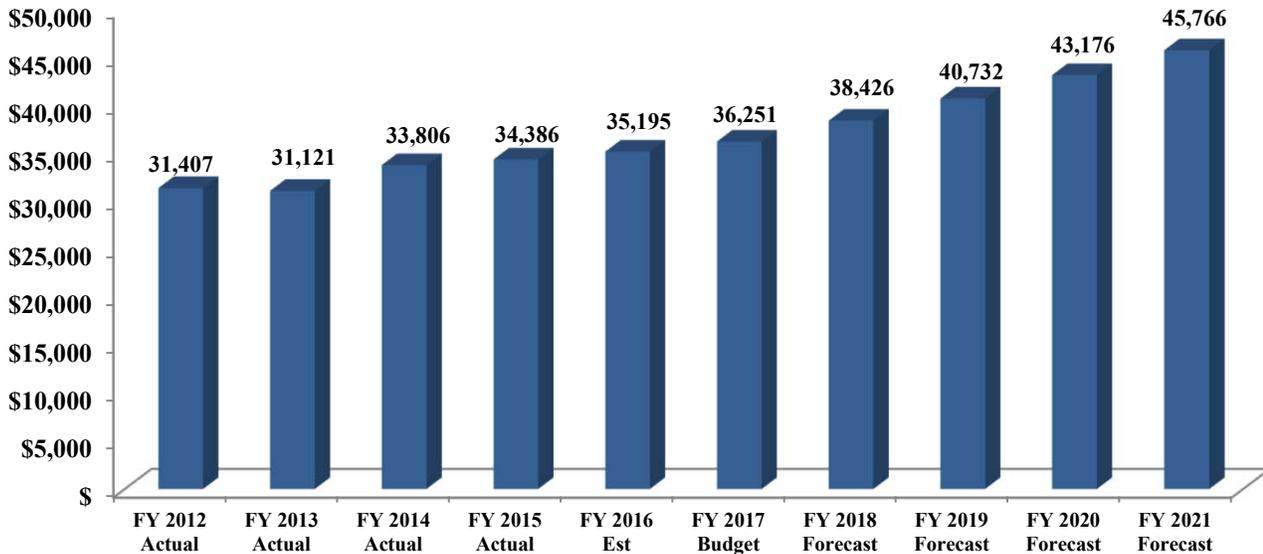
**TRENDS AND FORECASTS**

**Licenses, Permits, and Other Taxes - Franchise Fee - Electricity**

The County's largest franchise agreement is for electricity. The franchise fee is imposed on the sale of electricity to customers within unincorporated areas of Palm Beach County. This fee is charged for the privilege, granted to Florida Power and Light (FPL), to use the right-of-way in the unincorporated area of Palm Beach County.

In FY 2009, the County entered into a new franchise agreement with FPL where the franchise fee decreased from 6% to 5.9% while changing the method of calculation by eliminating the consideration given for taxes FPL pays to the County and other taxing authorities. Under the prior agreement's method of calculation, the effective rate was 4.2%. Future estimates are based on trend analysis considering a slight upturn in population, a flat FPL rate, and conservative consumption.

**Franchise Fee - Electricity (\$000)**



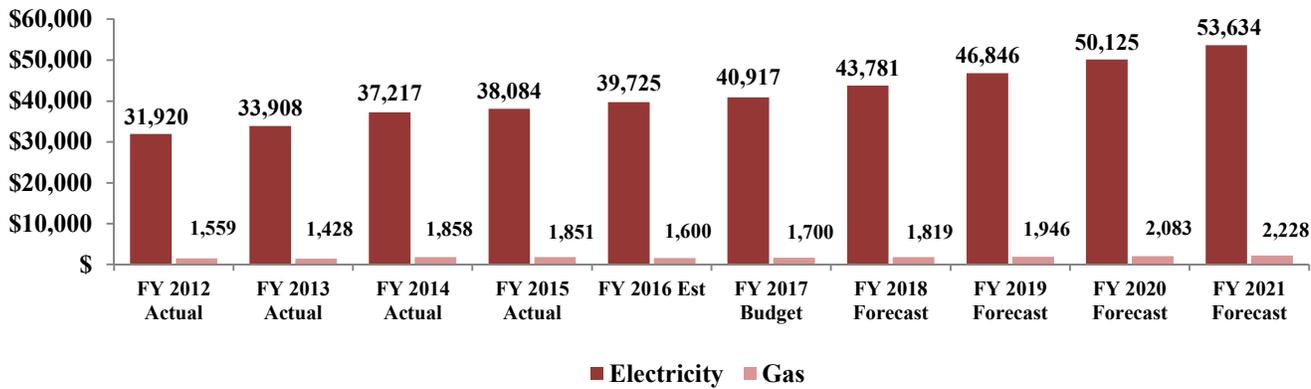
**TRENDS AND FORECASTS**

**Licenses, Permits, and Other Taxes - Utility Taxes - Electricity and Gas**

The County imposes Utility Taxes on the purchase of both electricity and metered or bottled gas within the unincorporated areas of Palm Beach County. These taxes are authorized under the Palm Beach County Public Service Tax Ordinance, which requires sellers of these utilities to collect the tax from its customers and remit to the County. For FY 2017, Electricity Utility Taxes total \$40.9 million, while Gas Utility Taxes total \$1.7 million.

Utility taxes are assessed at 10% of the first \$4,000 purchased in a monthly period, 2% of the next \$2,000 purchased, and 1% of any amount in excess of \$6,000. For billings other than monthly, the tax rate is 10%. Future estimates are based on trend analysis considering a slight upturn in population, flat utilities rates, and conservative consumption.

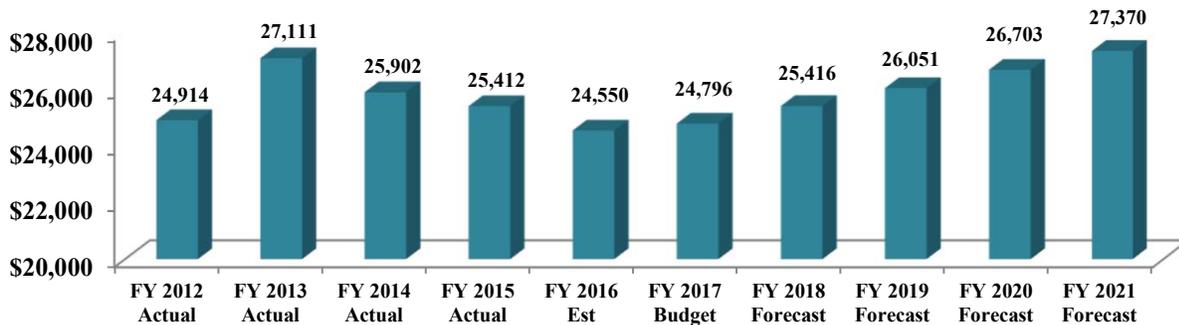
**Utility Taxes - Electricity and Gas (\$000)**



**Licenses, Permits, and Other Taxes - Communications Services Tax**

As of 2001, the Communications Services Tax (CST) replaced the Telecommunications Service Utility Tax, Telecommunication Franchise Fees, and the Cable TV Franchise Fees with a single levy. The CST is collected and distributed by the State. Palm Beach County's rate is 5.72% and FY 2017 revenue totals \$24.8 million. Revenue estimates are projected by the State to be used by local agencies during budget preparations and projections are based on historical trend analysis. The decrease in fiscal year 2012 is attributable to the State reducing the County's distribution by \$2.2 million/year to redistribute Statewide. The repayment is to correct the State's prior years' distribution formulas.

**Communications Services Tax (\$000)**



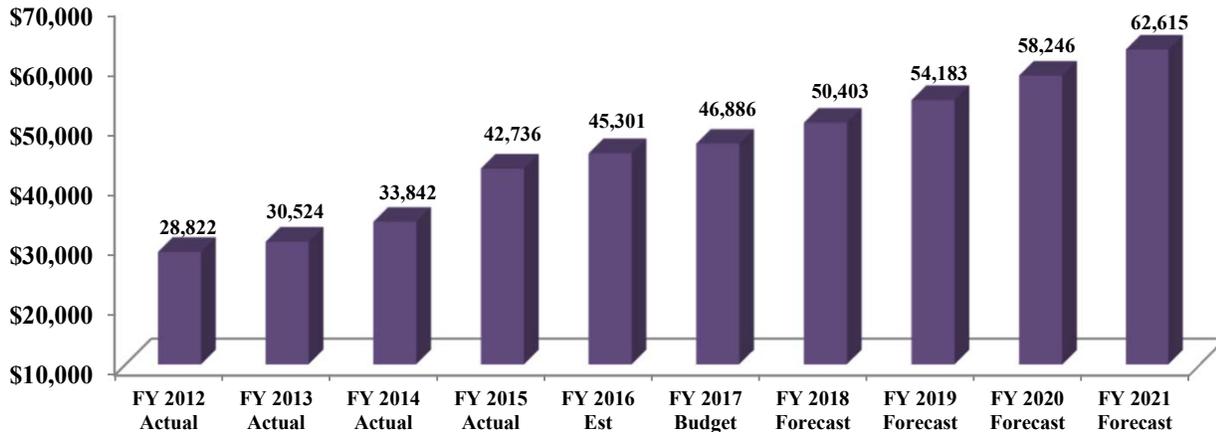
**TRENDS AND FORECASTS**

**Licenses, Permits, and Other Taxes - Tourist Development Tax**

Tourist Development Taxes are derived from a 6% tax on the renting of any living accommodation for a term of six months or less. Each year, the first cent is reserved for convention center improvements. The first \$250,000 of the 2nd, 3rd, 5th, and 6th cents is reserved for the operation and maintenance costs of the convention center, and the next \$150,000 is reserved for special major projects. The remaining balance of the 2nd, 3rd, and 5th cents of this tax are distributed as follows: 48.32% for tourism promotion, 20.72% for cultural and fine arts, 18.49% for beach restoration, 4.31% for promotion of film/television production, and 8.16% for promotion of sporting events/activities. The 4th cent was adopted by the Board of County Commissioners in 1994 for debt service on bonds issued to finance the construction of a professional sports franchise facility (Roger Dean Stadium) and the convention center.

Revenues are slowly increasing, primarily due to tourism marketing efforts. Future estimates are based on historical trend analysis hedged with current economic conditions. FY 2012 actual includes a \$1,335,482 one time settlement with online travel companies.

**Tourist Development Tax (\$000)**



Palm Beach County bed tax collections for FY 2013 met the requirements per F.S. 125.0104 of a high tourism impact County. An approved certification letter was received from the Department of Revenue providing authorization to levy an additional 6th Cent. The 6th cent was collected beginning February 1, 2015.

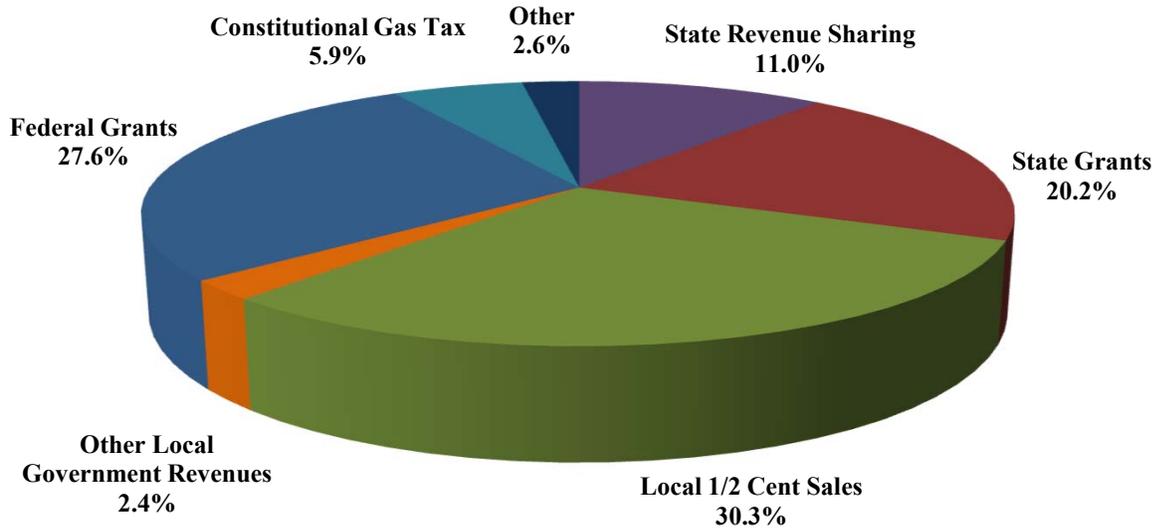
**TRENDS AND FORECASTS**

**Intergovernmental Revenues**

Intergovernmental revenue consists of revenues that are received from other government agencies. The majority of these revenues consist of Federal Grants, State Grants, and the local share of the State Sales Tax, which when combined represent 78.2% of Intergovernmental Revenues. Other revenues in this category consist of Constitutional Gas Taxes, Local Grants, and State Revenue sharing.

The graph below illustrates the percentage of each intergovernmental revenue type against the total of all intergovernmental revenues (\$306,530,813).

**FY 2017 Intergovernmental Revenues**



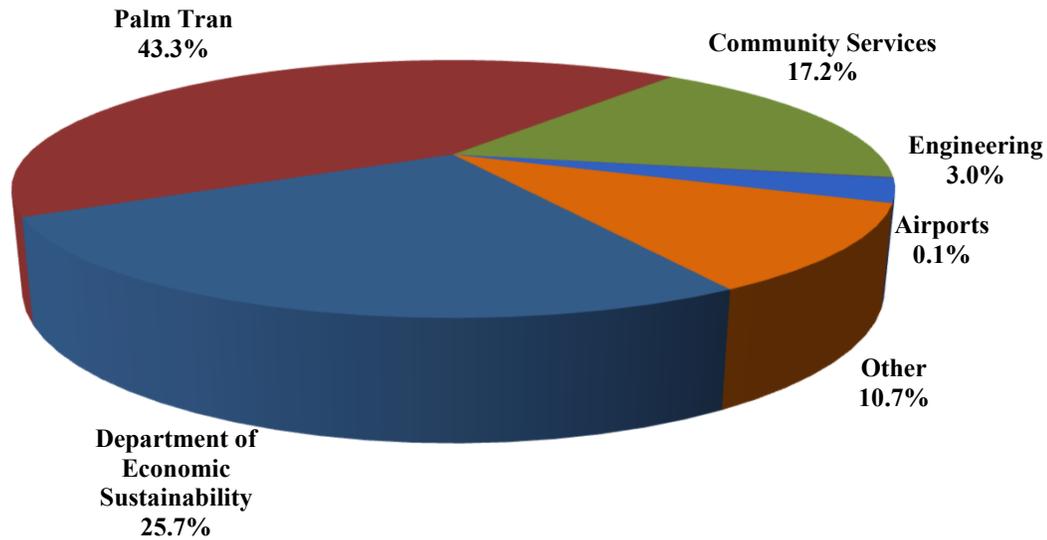
**TRENDS AND FORECASTS**

**Intergovernmental Revenues - Federal Grants**

Grant funding from the Federal Government includes formula grants, block grants, and competitive allocations. FY 2017 federal grants total \$73.0 million, of which 86.2% is attributable to funds awarded to the Department of Economic Sustainability, Palm Tran, and Community Services.

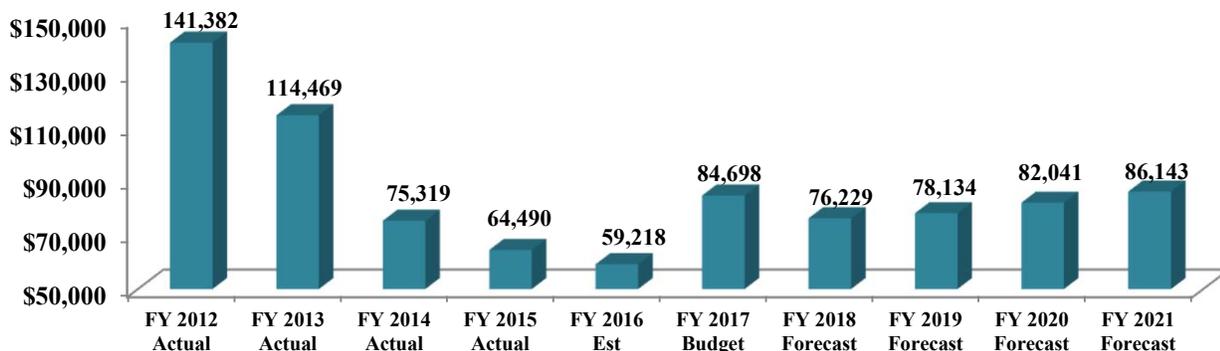
The graph below illustrates the percentage of total FY 2017 Federal Grant revenue by department:

**FY 2017 Federal Grants by Department**



The County budgets grant awards in total; however, they are usually received for multiple fiscal years. Due to this methodology, grants can fluctuate dramatically from year to year. In July of 2014, control of Head Start was turned over to Lutheran Family Services, and they assumed this grant revenue. This accounts for the decrease shown in FY 2014 - 2015. Future estimates are based on historical trends of budgeted amounts, but these estimates can vary significantly due to the nature of the Federal appropriations process.

**Federal Grants (\$000)**



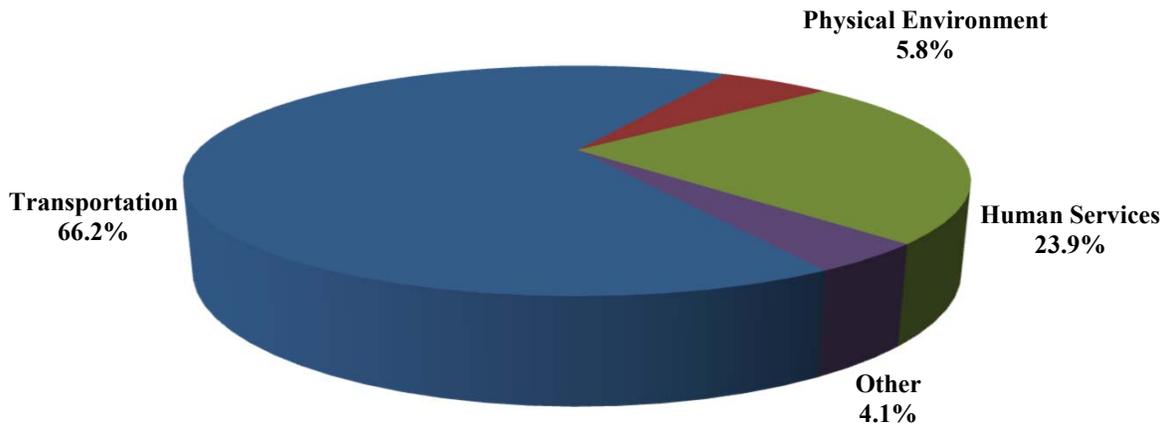
**TRENDS AND FORECASTS**

**Intergovernmental Revenues - State Grants**

Grant funding from the State Government include formula grants, block grants, and competitive allocations. The majority of FY 2017 state grants is attributable to funding for transportation related activities, including capital funding for Engineering, Palm Tran, and Airports. The next largest category is funding for the Human Services, primarily for the Department of Economic Sustainability.

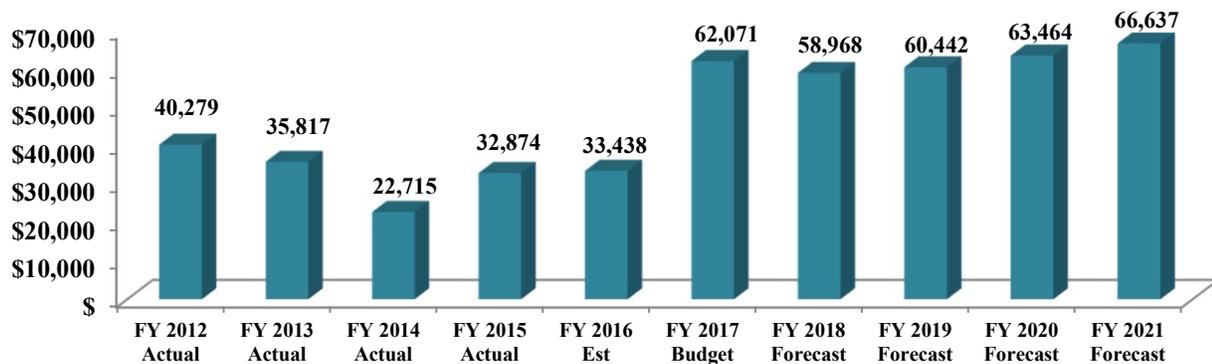
The graph below illustrates the percentage of total FY 2017 State Grant revenue by department:

**FY 2017 State Grants by Department**



The County budgets grant awards in total; however, they are usually received for multiple fiscal years. Due to this methodology, grants show a higher amount budgeted in the current fiscal year than in prior years. Future estimates are based on historical trends of budgeted amounts, but may vary significantly since funding is dependent upon the State appropriations process.

**State Grants (\$000)**

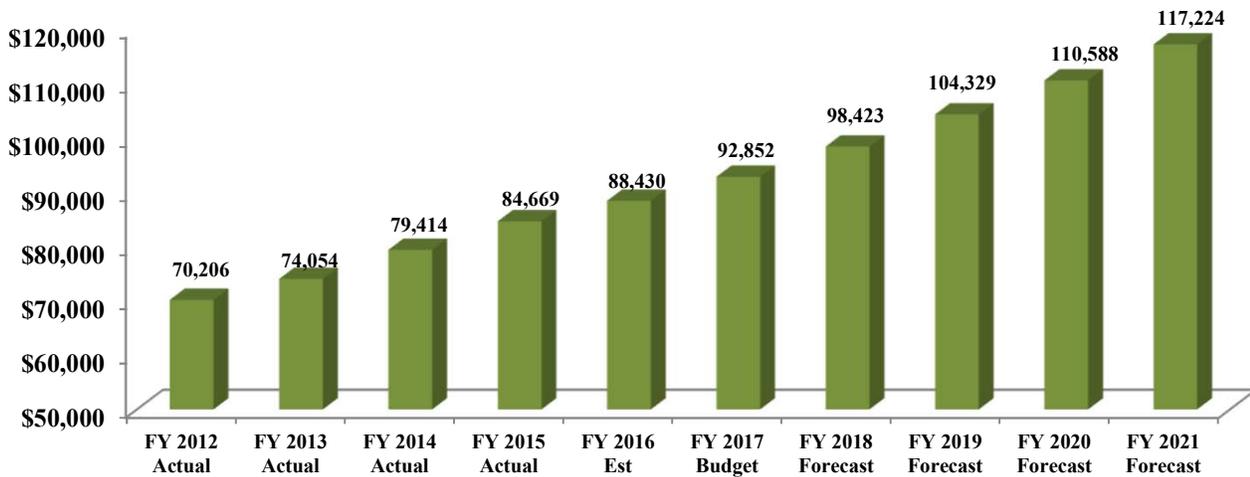


**TRENDS AND FORECASTS**

**Intergovernmental Revenues - Local Government Half-Cent Tax**

The State of Florida collects and distributes net sales tax to eligible county and municipal governments. The County and its municipalities share the total Palm Beach County distribution in accordance with a statutorily determined formula. The County's share includes both a countywide component (based on two-thirds of the County's incorporated population), and an unincorporated component (based on the unincorporated population). In total, the County receives approximately 59.3% of the proceeds and the municipalities share the remaining 40.7%. Revenue estimates are provided by the State each year. Revenue forecasts are based on a historical trend analysis hedged against current economic conditions.

**Local Government Half-Cent Tax (\$000)**



|  | Adopted               | Forecast              |                       |                       |                       |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
|  | FY 2017               | FY 2018               | FY 2019               | FY 2020               | FY 2021               |
| <b>REVENUES</b>                          |                       |                       |                       |                       |                       |
| <b>Property Taxes - Current</b>          | \$ 1,114,971,449      | \$ 1,163,757,361      | \$ 1,227,176,775      | \$ 1,281,141,092      | \$ 1,336,354,291      |
| <b>Licenses, Permits and Other Taxes</b> |                       |                       |                       |                       |                       |
| Franchise Fees                           | \$ 36,251,000         | \$ 38,426,060         | \$ 40,731,624         | \$ 43,175,521         | \$ 45,766,052         |
| Utility Service Tax                      | 42,617,000            | 45,600,190            | 48,792,203            | 52,207,658            | 55,862,194            |
| Local Option Gas Taxes                   | 51,446,000            | 51,446,000            | 51,446,000            | 51,446,000            | 51,446,000            |
| Tourist Development Tax                  | 46,886,116            | 50,402,575            | 54,182,768            | 58,246,475            | 62,614,961            |
| Communication Service Taxes              | 24,796,000            | 25,415,900            | 26,051,298            | 26,702,580            | 27,370,144            |
| Developer Contributions& Impact Fees     | 42,933,191            | 44,638,421            | 44,638,421            | 44,638,421            | 44,638,421            |
| Building Permits                         | 16,000,000            | 17,600,000            | 19,360,000            | 21,296,000            | 23,425,600            |
| Other Licenses, Permits and Taxes        | 9,732,275             | 9,878,259             | 10,075,824            | 10,277,341            | 10,482,888            |
| <b>Licenses, Permits and Other Taxes</b> | <b>\$ 270,661,582</b> | <b>\$ 283,407,405</b> | <b>\$ 295,278,138</b> | <b>\$ 307,989,996</b> | <b>\$ 321,606,260</b> |
| <b>Intergovernmental Revenue</b>         |                       |                       |                       |                       |                       |
| State Shared Revenues                    | \$ 33,850,000         | \$ 35,881,000         | \$ 38,033,860         | \$ 40,315,892         | \$ 42,734,845         |
| State Grants                             | 62,071,105            | 58,967,550            | 60,441,738            | 63,463,825            | 66,637,017            |
| One-Half Cent Sales Tax                  | 92,852,000            | 98,423,120            | 104,328,507           | 110,588,218           | 117,223,511           |
| Other Local Government Revenue           | 7,275,067             | 6,911,314             | 7,049,540             | 7,190,531             | 7,334,341             |
| Federal Grants                           | 84,698,441            | 76,228,597            | 78,134,312            | 82,041,027            | 86,143,079            |
| Constitutional Gas Tax                   | 17,946,000            | 17,946,000            | 17,946,000            | 17,946,000            | 17,946,000            |
| Other Intergovernmental Revenue          | 7,838,200             | 7,916,582             | 8,035,331             | 8,155,861             | 8,278,199             |
| <b>Intergovernmental Revenue</b>         | <b>\$ 306,530,813</b> | <b>\$ 302,274,162</b> | <b>\$ 313,969,288</b> | <b>\$ 329,701,353</b> | <b>\$ 346,296,991</b> |
| <b>Charges for Services</b>              |                       |                       |                       |                       |                       |
| Water and Wastewater                     | \$ 190,086,000        | \$ 197,275,000        | \$ 204,650,000        | \$ 212,349,000        | \$ 220,398,000        |
| Airport                                  | 79,413,137            | 81,398,465            | 83,433,427            | 85,519,263            | 87,657,244            |
| Sheriff                                  | 74,190,738            | 75,674,553            | 77,188,044            | 78,731,805            | 80,306,441            |
| Fire Rescue                              | 33,212,801            | 32,188,516            | 32,832,287            | 33,488,932            | 34,158,711            |
| Parks and Recreation                     | 18,329,174            | 18,604,112            | 18,883,173            | 19,166,421            | 19,453,917            |
| Palm Tran                                | 12,865,653            | 13,251,623            | 13,649,171            | 14,058,646            | 14,480,406            |
| Interdepartmental                        | 157,173,730           | 158,745,467           | 160,332,922           | 161,936,251           | 163,555,614           |
| Other Charges for Services               | 21,587,198            | 21,911,006            | 22,239,671            | 22,573,266            | 22,911,865            |
| <b>Charges for Services</b>              | <b>\$ 586,858,431</b> | <b>\$ 599,048,742</b> | <b>\$ 613,208,695</b> | <b>\$ 627,823,584</b> | <b>\$ 642,922,198</b> |

|                         | Adopted                 | Forecast                |                         |                         |                         |
|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
|                         | FY 2017                 | FY 2018                 | FY 2019                 | FY 2020                 | FY 2021                 |
| <b>REVENUES</b>         |                         |                         |                         |                         |                         |
| Miscellaneous           | \$ 63,706,162           | \$ 66,891,470           | \$ 70,236,044           | \$ 73,747,846           | \$ 77,435,238           |
| Interest                | 17,999,187              | 18,629,159              | 19,281,179              | 19,956,020              | 20,654,481              |
| Debt Proceeds           | 11,470,896              | 11,642,959              | 11,817,604              | 11,994,868              | 12,174,791              |
| Statutory Reserves      | (87,685,970)            | (92,070,269)            | (96,673,782)            | (101,507,471)           | (106,582,845)           |
| Balance Brought Forward | 1,523,145,195           | 1,558,854,194           | 1,595,560,380           | 1,622,975,590           | 1,655,120,523           |
| Interfund Transfers     | 534,470,962             | 547,832,736             | 561,528,554             | 575,566,768             | 589,955,938             |
| <b>Total</b>            | <b>\$ 4,342,128,707</b> | <b>\$ 4,460,267,919</b> | <b>\$ 4,611,382,875</b> | <b>\$ 4,749,389,647</b> | <b>\$ 4,895,937,866</b> |

**EXPENDITURES**

|                     |                         |                         |                         |                         |                         |
|---------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| Personal Services   | \$ 1,140,650,695        | \$ 1,197,683,230        | \$ 1,257,567,391        | \$ 1,320,445,761        | \$ 1,386,468,049        |
| Operating Expenses  | 776,791,005             | 792,326,825             | 808,173,362             | 824,336,829             | 840,823,565             |
| Equipment & Capital | 750,935,448             | 760,797,999             | 775,639,507             | 785,001,106             | 794,830,784             |
| Debt Service        | 141,159,424             | 127,037,251             | 127,264,218             | 113,978,032             | 102,600,815             |
| Grants and Aids     | 163,126,757             | 174,545,630             | 186,763,824             | 199,837,292             | 213,825,902             |
| Reserves            | 834,994,416             | 860,044,248             | 894,446,018             | 930,223,859             | 967,432,814             |
| Transfers           | 534,470,962             | 547,832,736             | 561,528,554             | 575,566,768             | 589,955,938             |
| <b>Total</b>        | <b>\$ 4,342,128,707</b> | <b>\$ 4,460,267,919</b> | <b>\$ 4,611,382,875</b> | <b>\$ 4,749,389,647</b> | <b>\$ 4,895,937,866</b> |

Financial operations of the County are managed through the use of more than 350 funds. However, only four governmental fund categories and two proprietary funds are considered major funds. Major funds are funds whose revenues, expenditures, assets, or liabilities (excluding extraordinary items) are at least 10% of corresponding totals for all governmental or proprietary funds and at least 5% of the aggregate amount for all governmental and proprietary funds.

Per the September 30, 2015 Comprehensive Annual Financial Report (CAFR), the following is a description and listing of the County's major funds.

**GOVERNMENTAL FUNDS**

**General Fund**

This is the primary operating fund for the general County government. It is used to account for all financial resources of the general government except for those required to be accounted for in other funds.

0001                      General Fund

**Fire Rescue Special Revenue Funds**

Six special revenue funds account for Ad Valorem taxes and other revenues designated for the operations of the County Fire Rescue service. Service is provided throughout the unincorporated area and 19 of the County's municipalities through a combination of contracted services and participation in the taxing districts.

1300                      Fire Rescue MSTU  
 1301                      Fire Rescue Jupiter MSTU  
 1303                      Aviation Battalion  
 1304                      F/R Long-Term Disability Plan  
 1305                      MSBU-Hydrant Rental Boca Raton  
 1306                      MSBU-Hydrant Rental-Riviera Beach

**Road Program Capital Projects**

The Road Program Capital Project Funds are comprised of 11 capital funds that are used to account for costs related to the design, acquisition of rights-of-way, and construction of improvements to the County's major thoroughfare road system, primarily represented by the County's Five Year Road Program. Included are the Transportation Improvement Fund and five Road Impact Fee Funds. The County is divided into five geographic zones as related to Road Impact Fees. Impact fees are imposed upon all land uses that create an impact on road facilities. Primary funding sources also include gasoline taxes, grants, miscellaneous revenues, and balances forward.

3069                      15.0M NAV 11 CP, Ocean Ave Lantana Bridge  
 3500                      Transportation Improvement Fund  
 3501                      Road Impact Fee Zone 1  
 3502                      Road Impact Fee Zone 2  
 3503                      Road Impact Fee Zone 3  
 3504                      Road Impact Fee Zone 4  
 3505                      Road Impact Fee Zone 5  
 3515                      Abacoa Impact Fee Account  
 3516                      Abacoa Trust Sub Account  
 3519                      Northlake Blvd. Agr W/NPBCID  
 3523                      Proportionate Share Trust Fund

**General Government Capital Project Funds**

General Government Capital Project Funds are comprised of 30 capital funds that are used to account for costs of capital improvements not included in any other category. Projects include the Convention Center & Convention Center Hotel Site, Scripps and Max Planck construction, and facility and technology improvements. Primary funding sources are bonds, grants, and transfers from the General Fund.

|      |  |
|------|--|
| 3014 | 80.7M NAV 01, Convention Center                              |
| 3018 | 94.3M NAV 04, Pub Imprv & Ref Airport Center 92              |
| 3028 | 133.9M NAV 05A, Scripps Construction                         |
| 3052 | 98.0M NAV 07C CTF, Scripps/Briger                            |
| 3067 | 94.1M NAV 08-2 CP, Max Planck & SS Refunding                 |
| 3070 | 15.6M NAV 11 CP, Max Planck                                  |
| 3071 | 10.0M NAV 13 CP, ISS VOIP                                    |
| 3072 | 13.1M NAV 13 CP, Max Planck3                                 |
| 3074 | 27.8M NAV Tax 13 CP, Convention Center Hotel                 |
| 3075 | 17.9M NAV 14 CP, Palm Tran Connection Equipment              |
| 3076 | 68M NAV 15A CP, Pub Imp Rev Bond, Convention Center          |
| 3531 | Impact Fee Assistance Program - Roads Zone 1                 |
| 3532 | Impact Fee Assistance Program - Roads Zone 2                 |
| 3533 | Impact Fee Assistance Program - Roads Zone 3                 |
| 3534 | Impact Fee Assistance Program - Roads Zone 4                 |
| 3535 | Impact Fee Assistance Program - Roads Zone 5                 |
| 3621 | Impact Fee Assistance Program - Parks Zone 1                 |
| 3622 | Impact Fee Assistance Program - Parks Zone 2                 |
| 3623 | Impact Fee Assistance Program - Parks Zone 3                 |
| 3800 | Pud Civic Site Cash Out                                      |
| 3801 | 800 Mhz RR+I Fund  |
| 3804 | Public Building Improvement Fund                             |
| 3805 | Public Building Impact Fees                                  |
| 3807 | TDC - Building Renewal and Replacement                       |
| 3815 | Impact Fee Assistance Program - Public Building              |
| 3900 | Capital Outlay   |
| 3901 | Information Technology Capital Improvements                  |
| 3902 | Court Related Info Tech Capital Improvements                 |
| 3903 | Energy Efficiency and Conservation Block Grant-EECBG-Capital |
| 3905 | E911 Carry Forward Capital                                   |

\*\*\* Impact Fee Assistance Program Funds for Roads and Parks & Recreation were previously categorized within the capital projects for those departments. The reclassification shown here with General Government capital projects better reflects the expenses in these funds and will be reflected starting in the 2016 CAFR.

## PROPRIETARY FUNDS

### Airports

These enterprise funds are used to finance the operating activities of the County's airport system which includes four County-owned airports. The primary funding sources for these funds are landing fees, rental fees, concessions, and transfers from the Airport Improvement and Development Fund.

|      |   |
|------|---|
| 4100 | Airport Operations                              |
| 4110 | Airport Capital Projects                        |
| 4111 | Airports Improvement & Development Fund         |
| 4112 | Airport Passenger Facility Charges              |
| 4113 | Noise Abatement & Mitigation                    |
| 4114 | Airports Restricted Assets Fund                 |
| 4115 | Airports Facilities, Property Plant & Equipment |
| 4130 | Debt Service 60M PBIA Rev Ref 2002              |
| 4131 | Debt Service 83M PBIA Rev Ref 2001              |
| 4137 | Debt Service 69M PBIA Rev Bonds 2006A           |
| 4138 | Debt Service 16M PBIA Tax Rev Ref 2006B         |
| 4139 | Debt Service 57M PBIA Rev Ref Bonds 2016        |

### Water Utilities

These enterprise funds are used to finance the operating activities of the County's water and sewer utility operations. The revenues used to fund these activities is collected in the Water Utilities Revenue Fund and transferred into the Operations and Maintenance Fund. Revenue fund receipts are also transferred to other Water Utility funds to finance capital improvements and debt payments.

|      |   |
|------|---|
| 4000 | WUD Revenue                                   |
| 4001 | Operation & Maintenance                       |
| 4010 | Renewal & Replacement                         |
| 4011 | Capital Improvements                          |
| 4012 | Connection Charge Account                     |
| 4013 | Special Assessment Program WUD                |
| 4015 | WUD FPL Reclaimed Water Renewal & Replacement |
| 4032 | Debt Service WUD 95                           |
| 4034 | Debt Service Reserve WUD All                  |
| 4039 | Debt Service WUD 2006                         |
| 4041 | Construction Trust Fund WUD 2009              |
| 4042 | Debt Service WUD 2009                         |
| 4043 | WUD FPL Debt Service Coverage Fund            |
| 4044 | GUA Debt Service                              |
| 4045 | GUA01 Wachovia 2009 Loan                      |
| 4046 | GUA09 Bank of NY 2004 Loan                    |
| 4047 | Debt Service WUD 2013 Ref                     |
| 4048 | 24.97M Water & Sewer Refunding Series 2015    |

The change in fund balance is projected for the major funds; General Fund, Fire Rescue Funds, Road Program Funds, General Government Capital Project Funds, Airport Funds, and Water Utilities Funds; and all other (non-major) governmental funds. This analysis has been completed using the County's major funds per the September 30, 2015 Comprehensive Annual Financial Report.

|   | General Fund         | Fire Rescue Funds   | Road Program Funds   | General Gov't Funds  | Airport Funds       | Water Utilities Funds | Non-Major Funds      |
|---|----------------------|---------------------|----------------------|----------------------|---------------------|-----------------------|----------------------|
| FY17 Budgeted Revenue and Other Sources       | \$1,100,458,581      | \$310,479,668       | \$50,022,430         | \$45,653,851         | \$174,410,683       | \$429,422,000         | \$708,536,299        |
| FY17 Budgeted Expenditures and Other Uses     | (1,150,805,402)      | (322,882,252)       | (87,086,136)         | (164,863,784)        | (272,246,011)       | (603,981,178)         | (905,269,528)        |
| Net Adjustment to FY 17 Revenues/Expenditures | 10,549,285           | 12,915,290          | 3,483,445            | 6,594,551            | 10,889,840          | 24,159,247            | 0                    |
| <b>Net Change in Fund Balance</b>             | <b>(39,797,536)</b>  | <b>512,706</b>      | <b>(33,580,261)</b>  | <b>(112,615,382)</b> | <b>(86,945,488)</b> | <b>(150,399,931)</b>  | <b>(196,733,229)</b> |
| FY 16 Projected Ending Fund Balance           | 149,901,821          | 72,479,699          | 392,215,958          | 150,139,583          | 158,850,634         | 224,242,563           | 375,314,937          |
| Adjustment to FY 16 Projected Fund Balance    | 8,261,996            | 48,367              | (44,600,407)         | 18,138,546           | 0                   | 0                     | 0                    |
| <b>FY17 Projected Ending Fund Balance</b>     | <b>\$118,366,281</b> | <b>\$73,040,772</b> | <b>\$314,035,290</b> | <b>\$55,662,748</b>  | <b>\$71,905,146</b> | <b>\$73,842,632</b>   | <b>\$178,581,708</b> |

Palm Beach County has adhered to a Fund Balance Policy that establishes an acceptable minimum range (15%-20%) in which General Fund's fund balance (including statutory reserve) should fall. The purpose of the Fund Balance Policy is to provide financial stability, by ensuring the County maintains a prudent level of financial resources to protect against reducing service levels or raising taxes and fees because of temporary revenue shortfalls or unexpected one-time expenditures.

In light of the economy, the County has utilized some of its fund balance to get through these recent years. As a result, the fund balance in the General Fund reflects an increase of 4.5% from the prior year. At 15.1% of budgeted expenditures, the General Fund's projected FY17 ending fund balance does fall within the 15%-20% range, showing that corrective action was taken to bring the balance into conformity with the Fund Balance Policy.

|                                   | General Fund  | Fire Rescue Funds | Road Program Funds | General Gov't Funds | Airport Funds | Water Utilities Funds | Non-Major Funds |
|-----------------------------------|---------------|-------------------|--------------------|---------------------|---------------|-----------------------|-----------------|
| FY17 Ending Fund Balance          | \$118,366,281 | \$73,040,772      | \$314,035,290      | \$55,662,748        | \$71,905,146  | \$73,842,632          | \$178,581,708   |
| % Change in Adjusted Fund Balance | 25.2%         | 0.7%              | 9.7%               | 66.9%               | 54.7%         | 67.1%                 | 52.4%           |
| % of Budgeted Expenditures        | 10.4%         | 23.6%             | 375.6%             | 35.2%               | 27.5%         | 12.7%                 | 19.7%           |

The General Fund balance is projected to increase by \$7.0 million. The FY 17 total projected expenditures have been adjusted due to position vacancies, cost savings, and expected residual dollars left in each department. In addition, the FY 16 projected fund balance has been adjusted to reflect variances from original revenue and expenditure projections.

Detailed projections for each major fund and the aggregate of the non-major governmental funds are shown on the following pages.

**FISCAL YEARS 2015-2017**

**General Fund (Major Fund)**

|                                   | <u>Actual</u><br><u>FY 2015</u> | <u>Budget</u><br><u>FY 2016</u> | <u>Estimated</u><br><u>FY 2016</u> | <u>Budget</u><br><u>FY 2017</u>          |
|-----------------------------------|---------------------------------|---------------------------------|------------------------------------|--|
| <b><u>Revenues</u></b>            |                                 |                                 |                                    |  |
| Ad Valorem Taxes                  | \$640,710,547                   | \$729,949,290                   | \$698,999,440                      | \$789,564,716                            |
| Charges for Services              | 99,699,286                      | 99,753,942                      | 103,293,341                        | 111,633,202                              |
| Communication Tax                 | 25,411,828                      | 26,420,000                      | 24,550,000                         | 24,796,000                               |
| Excess Fees                       | 9,567,763                       | 5,900,000                       | 12,678,833                         | 6,500,000                                |
| Fines & Forfeitures               | 1,712,431                       | 1,194,000                       | 1,162,790                          | 1,314,000                                |
| Franchise Fees                    | 34,386,027                      | 35,710,000                      | 35,195,000                         | 36,251,000                               |
| Intergovernmental Revenue         | 117,561,573                     | 124,772,995                     | 122,950,858                        | 129,312,499                              |
| Investment Income                 | 3,975,409                       | 2,523,915                       | 3,099,384                          | 3,235,115                                |
| License, Permits & Other Fees     | 4,106,478                       | 3,421,025                       | 3,522,493                          | 3,745,800                                |
| Operating Transfers In            | 26,797,217                      | 4,672,976                       | 7,687,933                          | 2,959,892                                |
| Rent & Royalties                  | 469,183                         | 514,400                         | 480,150                            | 479,005                                  |
| Utility Services Tax              | 39,936,056                      | 40,520,000                      | 41,325,000                         | 42,617,000                               |
| Statutory Reserves                | -                               | (53,845,905)                    | -                                  | (57,763,089)                             |
| Miscellaneous Revenues*           | 9,674,905                       | 5,981,265                       | 6,104,773                          | 5,813,441                                |
| <b>Total Revenues</b>             | <b><u>\$1,014,008,702</u></b>   | <b><u>\$1,027,487,903</u></b>   | <b><u>\$1,061,049,995</u></b>      | <b><u>\$1,100,458,581</u></b>            |
| <b><u>Expenditures</u></b>        |                                 |                                 |                                    |  |
| Personal Services                 | \$159,282,282                   | \$173,390,248                   | \$168,245,153                      | \$179,210,970                            |
| Operating Expenses                | 92,269,060                      | 96,737,811                      | 93,406,125                         | 97,794,968                               |
| Capital Outlay                    | 474,238                         | 631,237                         | 504,100                            | 573,602                                  |
| Debt Service                      | -                               | -                               | -                                  | -  |
| Grants and Aids                   | 63,997,829                      | 71,626,409                      | 72,257,748                         | 75,745,779                               |
| Non-Operating                     | 690,921,950                     | 741,903,992                     | 742,142,332                        | 797,480,083                              |
| <b>Total Expenditures</b>         | <b><u>\$1,006,945,360</u></b>   | <b><u>\$1,084,289,697</u></b>   | <b><u>\$1,076,555,458</u></b>      | <b><u>\$1,150,805,402</u></b>            |
| <b>Net Change in Fund Balance</b> | <b>\$7,063,342</b>              | <b>(\$56,801,794)</b>           | <b>(\$15,505,463)</b>              | <b>(\$50,346,821)</b>                    |
| <b>Fund Balance - Beginning</b>   | <b>\$158,163,817</b>            | <b>147,576,984</b>              | <b>165,407,284</b>                 | <b>149,901,821</b>                       |
| <b>Fund Balance - Ending</b>      | <b><u>\$165,227,160</u></b>     | <b><u>\$90,775,190</u></b>      | <b><u>\$149,901,821</u></b>        | <b><u>\$99,555,000</u></b> <sup>**</sup> |

\*Includes delinquent taxes

\*\*FY 2017 ending fund balance assumes revenues and expenditures at 100%. FY 2017 ending fund balance on page 83 has been adjusted to reflect projected variances for revenues and expenditures.

## FISCAL YEARS 2015-2017

## Fire Rescue Funds (Major Funds)

|                                   | <u>Actual</u><br><u>FY 2015</u> | <u>Budget</u><br><u>FY 2016</u> | <u>Estimated</u><br><u>FY 2016</u> | <u>Budget</u><br><u>FY 2017</u>   |
|-----------------------------------|---------------------------------|---------------------------------|------------------------------------|-----------------------------------|
| <b><u>Revenues</u></b>            |                                 |                                 |                                    |                                   |
| Ad Valorem Taxes                  | \$205,162,005                   | \$232,428,928                   | \$222,616,315                      | \$251,133,024                     |
| Charges for Services              | 38,447,805                      | 36,959,197                      | 36,847,675                         | 39,158,258                        |
| Intergovernmental Revenue         | 400,937                         | 333,185                         | 543,192                            | 422,200                           |
| Investment Income                 | 1,588,813                       | 619,470                         | 1,174,177                          | 1,040,998                         |
| License, Permits & Other Fees     | 19,636                          | 14,000                          | 19,320                             | 19,500                            |
| Operating Transfers In            | 39,344,937                      | 28,640,000                      | 26,565,156                         | 32,234,567                        |
| Special Assessment/Impact Fees    | 271,742                         | 281,327                         | 270,074                            | 281,327                           |
| Statutory Reserves                | -                               | (13,282,070)                    | -                                  | (14,334,706)                      |
| Miscellaneous Revenues*           | 1,065,245                       | 307,634                         | 607,902                            | 524,500                           |
| <b>Total Revenues</b>             | <b>\$286,301,119</b>            | <b>\$286,301,671</b>            | <b>\$288,643,811</b>               | <b>\$310,479,668</b>              |
| <b><u>Expenditures</u></b>        |                                 |                                 |                                    |                                   |
| Personal Services                 | \$226,518,312                   | \$238,797,510                   | \$232,911,678                      | \$243,887,448                     |
| Operating Expenses                | 31,609,159                      | 35,364,367                      | 36,160,858                         | 39,021,171                        |
| Capital Outlay                    | 3,782,226                       | 10,885,397                      | 5,304,093                          | 17,229,383                        |
| Debt Service                      | -                               | -                               | -                                  | -                                 |
| Grants and Aids                   | 1,571,707                       | 1,703,025                       | 1,702,319                          | 1,860,784                         |
| Non-Operating                     | 17,881,365                      | 17,558,343                      | 17,551,578                         | 20,883,466                        |
| <b>Total Expenditures</b>         | <b>\$281,362,769</b>            | <b>\$304,308,642</b>            | <b>\$293,630,526</b>               | <b>\$322,882,252</b>              |
| <b>Net Change in Fund Balance</b> | <b>\$4,938,349</b>              | <b>(\$18,006,971)</b>           | <b>(\$4,986,715)</b>               | <b>(\$12,402,584)</b>             |
| <b>Fund Balance - Beginning</b>   | <b>\$72,528,066</b>             | <b>71,185,107</b>               | <b>77,466,414</b>                  | <b>72,479,699</b>                 |
| <b>Fund Balance - Ending</b>      | <b>\$77,466,415</b>             | <b>\$53,178,136</b>             | <b>\$72,479,699</b>                | <b>\$60,077,115</b> <sup>**</sup> |

\*Includes delinquent taxes

\*\*FY 2017 ending fund balance assumes revenues and expenditures at 100%. FY 2017 ending fund balance on page 83 has been adjusted to reflect projected variances for revenues and expenditures.

## FISCAL YEARS 2015-2017

## Road Program Funds (Major Funds)

|                                   | <u>Actual</u><br><u>FY 2015</u> | <u>Budget</u><br><u>FY 2016</u> | <u>Estimated</u><br><u>FY 2016</u> | <u>Budget</u><br><u>FY 2017</u> |
|-----------------------------------|---------------------------------|---------------------------------|------------------------------------|---------------------------------|
| <b><u>Revenues</u></b>            |                                 |                                 |                                    |                                 |
| Charges for Services              | \$5,850                         | \$0                             | \$0                                | \$0                             |
| Intergovernmental Revenue         | 824,648                         | 3,552,532                       | 1,682,488                          | 4,521,877                       |
| Investment Income                 | 4,457,817                       | 2,758,900                       | 4,219,297                          | 3,917,000                       |
| Local Option Gas Tax              | 10,192,854                      | 10,108,000                      | 10,230,000                         | 10,434,000                      |
| Operating Transfers In            | 1,500,000                       | -                               | 3,680,333                          | -                               |
| Special Assessment/Impact Fees    | 26,891,668                      | 34,859,200                      | 26,833,188                         | 31,222,564                      |
| Statutory Reserves                | -                               | (2,386,305)                     | -                                  | (2,278,678)                     |
| Miscellaneous Revenues            | 635,909                         | 274,933                         | 514,603                            | 2,205,667                       |
| <b>Total Revenues</b>             | <b>\$44,508,745</b>             | <b>\$49,167,260</b>             | <b>\$47,159,909</b>                | <b>\$50,022,430</b>             |
| <b><u>Expenditures</u></b>        |                                 |                                 |                                    |                                 |
| Personal Services                 | \$2,932,854                     | \$3,532,302                     | \$3,397,744                        | \$3,631,130                     |
| Operating Expenses                | 3,979,572                       | 7,754,669                       | 1,513,671                          | 6,502,640                       |
| Capital Outlay                    | 16,478,571                      | 73,068,537                      | 14,786,644                         | 75,186,251                      |
| Debt Service                      | -                               | 17,460                          | -                                  | -                               |
| Grants and Aids                   | 4,570                           | 589,022                         | 10,168                             | 738,740                         |
| Non-Operating                     | 1,921,877                       | 1,027,375                       | 2,042,574                          | 1,027,375                       |
| <b>Total Expenditures</b>         | <b>\$25,317,445</b>             | <b>\$85,989,365</b>             | <b>\$21,750,801</b>                | <b>\$87,086,136</b>             |
| <b>Net Change in Fund Balance</b> | <b>\$19,191,300</b>             | <b>(\$36,822,105)</b>           | <b>\$25,409,108</b>                | <b>(\$37,063,706)</b>           |
| <b>Fund Balance - Beginning</b>   | <b>\$347,615,551</b>            | <b>368,302,855</b>              | <b>366,806,850</b>                 | <b>392,215,958</b>              |
| <b>Fund Balance - Ending</b>      | <b>\$366,806,851</b>            | <b>\$331,480,750</b>            | <b>\$392,215,958</b>               | <b>\$355,152,252</b>            |

## FISCAL YEARS 2015-2017

## General Government Funds (Major Funds)

|                                   | <u>Actual</u><br><u>FY 2015</u> | <u>Budget</u><br><u>FY 2016</u> | <u>Estimated</u><br><u>FY 2016</u> | <u>Budget</u><br><u>FY 2017</u> |
|-----------------------------------|---------------------------------|---------------------------------|------------------------------------|---------------------------------|
| <b><u>Revenues</u></b>            |                                 |                                 |                                    |                                 |
| Charges for Services              | \$980,652                       | \$2,195,593                     | \$351,757                          | \$2,933,516                     |
| Debt Proceeds                     | 66,412,441                      | -                               | -                                  | -                               |
| Fines & Forfeitures               | 1,229,058                       | -                               | 892,402                            | 1,200,000                       |
| Intergovernmental Revenue         | -                               | 1,118,717                       | -                                  | 1,811,068                       |
| Investment Income                 | 1,904,314                       | 1,058,000                       | 1,696,604                          | 1,372,227                       |
| Operating Transfers In            | 27,698,327                      | 24,242,378                      | 26,487,464                         | 35,152,929                      |
| Special Assessment/Impact Fees    | 2,177,747                       | 1,000,000                       | 1,400,000                          | 1,400,000                       |
| Statutory Reserves                | -                               | (102,400)                       | -                                  | (138,611)                       |
| Miscellaneous Revenues            | 609,968                         | 1,363,525                       | 3,211,495                          | 1,922,722                       |
| <b>Total Revenues</b>             | <b>\$101,012,506</b>            | <b>\$30,875,813</b>             | <b>\$34,039,722</b>                | <b>\$45,653,851</b>             |
| <b><u>Expenditures</u></b>        |                                 |                                 |                                    |                                 |
| Personal Services                 | \$0                             | \$0                             | \$0                                | \$0                             |
| Operating Expenses                | 16,166,332                      | 96,479,495                      | 27,774,459                         | 79,490,088                      |
| Capital Outlay                    | 33,422,275                      | 88,617,149                      | 23,144,918                         | 73,747,755                      |
| Debt Service                      | 1,406,399                       | 107,110                         | -                                  | 55,309                          |
| Grants and Aids                   | 16,226,569                      | 24,267,356                      | 10,306,002                         | 2,490,004                       |
| Non-Operating                     | 10,766,812                      | 6,533,565                       | 13,977,006                         | 9,080,628                       |
| <b>Total Expenditures</b>         | <b>\$77,988,386</b>             | <b>\$216,004,675</b>            | <b>\$75,202,385</b>                | <b>\$164,863,784</b>            |
| <b>Net Change in Fund Balance</b> | <b>\$23,024,120</b>             | <b>(\$185,128,862)</b>          | <b>(\$41,162,663)</b>              | <b>(\$119,209,933)</b>          |
| <b>Fund Balance - Beginning</b>   | <b>\$168,278,129</b>            | <b>207,625,219</b>              | <b>191,302,246</b>                 | <b>150,139,583</b>              |
| <b>Fund Balance - Ending</b>      | <b>\$191,302,249</b>            | <b>\$22,496,357</b>             | <b>\$150,139,583</b>               | <b>\$30,929,650</b>             |

**FISCAL YEARS 2015-2017****Airport Funds (Major Funds)**

|                                   | <b><u>Actual</u></b><br><b><u>FY 2015</u></b> | <b><u>Budget</u></b><br><b><u>FY 2016</u></b> | <b><u>Estimated</u></b><br><b><u>FY 2016</u></b> | <b><u>Budget</u></b><br><b><u>FY 2017</u></b> |
|-----------------------------------|---|---|--|---|
| <b><u>Revenues</u></b>            |   |   |  |   |
| Charges for Services              | \$75,357,612                                  | \$71,695,895                                  | \$77,171,579                                     | \$79,413,137                                  |
| Fines & Forfeitures               | -   | -   | -  | -   |
| Intergovernmental Revenue         | 13,338,655                                    | 41,925,110                                    | 10,225,062                                       | 30,098,779                                    |
| Investment Income                 | 1,066,253                                     | 919,970                                       | 1,116,331  | 1,116,190                                     |
| License, Permits & Other Fees     | 75,660  | 66,775  | 88,025   | 81,275  |
| Operating Transfers In            | 29,846,896                                    | 48,496,959                                    | 49,012,389                                       | 61,805,122                                    |
| Miscellaneous Revenues            | 19,132,676                                    | 20,573,398                                    | 9,190,646  | 1,896,180                                     |
| <b>Total Revenues</b>             | <b><u>\$138,817,752</u></b>                   | <b><u>\$183,678,107</u></b>                   | <b><u>\$146,804,032</u></b>                      | <b><u>\$174,410,683</u></b>                   |
| <b><u>Expenditures</u></b>        |   |   |  |   |
| Personal Services                 | \$11,514,991                                  | \$12,401,894                                  | \$11,894,710                                     | \$12,962,981                                  |
| Operating Expenses                | 31,031,100                                    | 34,366,193                                    | 35,221,006                                       | 36,896,349                                    |
| Capital Outlay                    | 45,947,198                                    | 145,544,847                                   | 34,601,159                                       | 151,164,811                                   |
| Debt Service                      | 4,404,381                                     | 6,866,866                                     | 6,866,866  | 6,395,128                                     |
| Non-Operating                     | 29,903,379                                    | 48,553,442                                    | 49,068,872                                       | 64,826,742                                    |
| <b>Total Expenditures</b>         | <b><u>\$122,801,049</u></b>                   | <b><u>\$247,733,242</u></b>                   | <b><u>\$137,652,613</u></b>                      | <b><u>\$272,246,011</u></b>                   |
| <b>Net Change in Fund Balance</b> | <b><u>\$16,016,703</u></b>                    | <b><u>(\$64,055,135)</u></b>                  | <b><u>\$9,151,419</u></b>                        | <b><u>(\$97,835,328)</u></b>                  |
| <b>Fund Balance - Beginning</b>   | <b><u>\$135,063,828</u></b>                   | <b><u>144,668,207</u></b>                     | <b><u>149,699,215</u></b>                        | <b><u>158,850,634</u></b>                     |
| <b>Fund Balance - Ending</b>      | <b><u>\$151,080,531</u></b>                   | <b><u>\$80,613,072</u></b>                    | <b><u>\$158,850,634</u></b>                      | <b><u>\$61,015,306</u></b>                    |

## FISCAL YEARS 2015-2017

## Water Utilities Funds (Major Funds)

|                                   | <u>Actual</u><br><u>FY 2015</u> | <u>Budget</u><br><u>FY 2016</u> | <u>Estimated</u><br><u>FY 2016</u> | <u>Budget</u><br><u>FY 2017</u> |
|-----------------------------------|---------------------------------|---------------------------------|------------------------------------|---------------------------------|
| <b><u>Revenues</u></b>            |                                 |                                 |                                    |                                 |
| Charges for Services              | \$176,097,693                   | \$186,149,000                   | \$183,583,869                      | \$190,086,000                   |
| Intergovernmental Revenue         | 2,632,411                       | -                               | 46,150                             | -                               |
| Investment Income                 | 3,067,184                       | 2,081,000                       | 2,665,262                          | 2,493,000                       |
| Operating Transfers In            | 185,203,669                     | 203,778,854                     | 206,723,370                        | 212,661,000                     |
| Rent & Royalties                  | 42,773                          | 31,000                          | 45,794                             | 31,000                          |
| Special Assessment/Impact Fees    | 614,804                         | 880,000                         | 644,000                            | 595,000                         |
| Statutory Reserves                | -                               | (91,250)                        | -                                  | (112,000)                       |
| Miscellaneous Revenue             | 35,588,548                      | 14,399,000                      | 19,950,635                         | 23,668,000                      |
| <b>Total Revenues</b>             | <b>\$403,247,081</b>            | <b>\$407,227,604</b>            | <b>\$413,659,080</b>               | <b>\$429,422,000</b>            |
| <b><u>Expenditures</u></b>        |                                 |                                 |                                    |                                 |
| Personal Services                 | \$40,425,564                    | \$46,665,637                    | \$45,532,282                       | \$49,197,564                    |
| Operating Expenses                | 74,952,122                      | 100,707,111                     | 92,715,680                         | 105,872,906                     |
| Capital Outlay                    | 47,749,982                      | 216,859,889                     | 43,419,111                         | 218,330,528                     |
| Debt Service                      | 6,516,094                       | 17,416,800                      | 16,686,800                         | 17,807,800                      |
| Non-Operating                     | 197,815,058                     | 203,890,239                     | 206,834,755                        | 212,772,380                     |
| <b>Total Expenditures</b>         | <b>\$367,458,821</b>            | <b>\$585,539,676</b>            | <b>\$405,188,628</b>               | <b>\$603,981,178</b>            |
| <b>Net Change in Fund Balance</b> | <b>\$35,788,260</b>             | <b>(\$178,312,072)</b>          | <b>\$8,470,452</b>                 | <b>(\$174,559,178)</b>          |
| <b>Fund Balance - Beginning</b>   | <b>\$217,623,185</b>            | <b>209,523,318</b>              | <b>215,772,111</b>                 | <b>224,242,563</b>              |
| <b>Fund Balance - Ending</b>      | <b>\$253,411,445</b>            | <b>\$31,211,246</b>             | <b>\$224,242,563</b>               | <b>\$49,683,385</b>             |

## FISCAL YEARS 2015-2017

## Non-Major Governmental Funds (Aggregate)

|                                   | <u>Actual</u><br><u>FY 2015</u> | <u>Budget</u><br><u>FY 2016</u> | <u>Estimated</u><br><u>FY 2016</u> | <u>Budget</u><br><u>FY 2017</u> |
|-----------------------------------|---------------------------------|---------------------------------|------------------------------------|---------------------------------|
| <b><u>Revenues</u></b>            |                                 |                                 |                                    |                                 |
| Ad Valorem Taxes                  | \$69,353,228                    | \$71,340,314                    | \$68,229,377                       | \$74,273,709                    |
| Charges for Services              | 135,191,385                     | 33,828,865                      | 32,322,529                         | 34,477,584                      |
| Debt Proceeds                     | 165,012,347                     | 12,108,396                      | 298,839,014                        | 11,470,896                      |
| Fines & Forfeitures               | 7,129,717                       | 1,827,487                       | 1,732,057                          | 1,733,329                       |
| Inspector General Fees            | 2,427,706                       | 2,896,004                       | 2,812,994                          | 3,041,658                       |
| Intergovernmental Revenue         | 104,235,573                     | 139,407,056                     | 103,316,446                        | 133,165,323                     |
| Investment Income                 | 5,750,561                       | 3,316,652                       | 4,588,043                          | 4,824,657                       |
| License, Permits & Other Fees     | 19,640,724                      | 17,436,900                      | 17,808,325                         | 17,990,700                      |
| Local Option Gas Tax              | 39,557,819                      | 39,571,000                      | 40,103,000                         | 41,012,000                      |
| Operating Transfers In            | 724,140,010                     | 164,455,841                     | 175,726,307                        | 189,657,452                     |
| Rent & Royalties                  | 1,578,257                       | 1,562,334                       | 1,636,321                          | 1,636,200                       |
| Special Assessment/Impact Fees    | 12,897,955                      | 9,425,981                       | 14,111,053                         | 9,434,300                       |
| Tourist Development Tax           | 42,736,409                      | 46,490,999                      | 45,300,594                         | 46,886,116                      |
| Statutory Reserves                | -                               | (12,631,975)                    | -                                  | (13,058,886)                    |
| Miscellaneous Revenues            | 143,251,651                     | 150,566,603                     | 137,031,840                        | 151,991,261                     |
| <b>Total Revenues</b>             | <b>\$1,472,903,342</b>          | <b>\$681,602,457</b>            | <b>\$943,557,900</b>               | <b>\$708,536,299</b>            |
| <b><u>Expenditures</u></b>        |                                 |                                 |                                    |                                 |
| Personal Services                 | \$645,257,177                   | \$136,741,085                   | \$137,172,271                      | \$142,217,570                   |
| Operating Expenses                | 361,525,865                     | 298,089,308                     | 246,190,256                        | 300,967,682                     |
| Capital Outlay                    | 62,650,898                      | 101,305,628                     | 71,207,996                         | 201,215,960                     |
| Debt Service                      | 134,942,665                     | 109,384,282                     | 109,182,890                        | 116,901,187                     |
| Grants and Aids                   | 41,413,911                      | 67,742,514                      | 53,714,679                         | 82,291,450                      |
| Non-Operating                     | 257,187,077                     | 42,157,138                      | 213,703,887                        | 61,675,679                      |
| <b>Total Expenditures</b>         | <b>\$1,502,977,593</b>          | <b>\$755,419,955</b>            | <b>\$831,171,979</b>               | <b>\$905,269,528</b>            |
| <b>Net Change in Fund Balance</b> | <b>(\$30,074,251)</b>           | <b>(\$73,817,498)</b>           | <b>\$112,385,921</b>               | <b>(\$196,733,229)</b>          |
| <b>Fund Balance - Beginning</b>   | <b>\$281,559,274</b>            | <b>240,286,175</b>              | <b>262,929,016</b>                 | <b>375,314,937</b>              |
| <b>Fund Balance - Ending</b>      | <b>\$251,485,023</b>            | <b>\$166,468,677</b>            | <b>\$375,314,937</b>               | <b>\$178,581,708</b>            |

**BUDGET COMPARISON BY FUND - FY 2016 AND 2017**  
**Board of County Commissioners**

2015 Non-Exempt Valuation Countywide \$152,661,150,295

2016 Non-Exempt Valuation Countywide \$165,129,094,241

| Fund | Fund Name                                       | 2016 Adopted |             |               |               | 2017 Adopted |             |               |               |
|------|---|--------------|-------------|---------------|---------------|--------------|-------------|---------------|---------------|
|      |   | Mills        | Taxes       | Other Revenue | Budget        | Mills        | Taxes       | Other Revenue | Budget        |
| 0001 | General Fund                                    | 4.7815       | 729,949,290 | 445,115,597   | 1,175,064,887 | 4.7815       | 789,564,716 | 460,795,686   | 1,250,360,402 |
|      | Operating Ad Valorem Tax Funds - Countywide     | 4.7815       | 729,949,290 | 445,115,597   | 1,175,064,887 | 4.7815       | 789,564,716 | 460,795,686   | 1,250,360,402 |
| 2038 | 50.0M GO 06 DS, Waterfront Access               | 0.0167       | 2,551,260   | (84,960)      | 2,466,300     | 0.0000       | 0           | 0             | 0             |
| 2513 | 16.0M GO 05A DS, Ref 25M Rec Fac 99A            | 0.0137       | 2,092,950   | (74,464)      | 2,018,486     | 0.0126       | 2,082,088   | (64,427)      | 2,017,661     |
| 2518 | 115.8M GO Tax 06 DS, Ref 75M Land Acq 99B & 01A | 0.0824       | 12,588,254  | (502,338)     | 12,085,916    | 0.0751       | 12,409,904  | (326,728)     | 12,083,176    |
| 2525 | 28.7M GO 10 DS, Ref Part 25M Parks GO 03 & 05   | 0.0251       | 3,834,529   | (148,779)     | 3,685,750     | 0.0231       | 3,817,161   | (130,161)     | 3,687,000     |
| 2532 | 28.0M GO 14 DS, Ref Part 50M Waterfront GO 06   | 0.0083       | 1,267,992   | (60,092)      | 1,207,900     | 0.0219       | 3,618,867   | (165,967)     | 3,452,900     |
|      | Voted Debt Service Ad Valorem Tax - Countywide  | 0.1462       | 22,334,985  | (870,633)     | 21,464,352    | 0.1327       | 21,928,020  | (687,283)     | 21,240,737    |
|      | Total Ad Valorem Tax Funds - Countywide         | 4.9277       | 752,284,275 | 444,244,964   | 1,196,529,239 | 4.9142       | 811,492,736 | 460,108,403   | 1,271,601,139 |
| 1001 | HUD Supportive Housing                          |              | 0           | 630,505       | 630,505       |              | 0           | 171,708       | 171,708       |
| 1003 | Community Action Program                        |              | 0           | 1,080,617     | 1,080,617     |              | 0           | 1,348,878     | 1,348,878     |
| 1004 | Farmworkers Jobs/Education Prm                  |              | 0           | 253,927       | 253,927       |              | 0           | 276,807       | 276,807       |
| 1006 | DOSS - Administration                           |              | 0           | 8,870,388     | 8,870,388     |              | 0           | 8,961,940     | 8,961,940     |
| 1009 | Low Income Home Energy Assistance Program Fund  |              | 0           | 3,206,862     | 3,206,862     |              | 0           | 3,153,283     | 3,153,283     |
| 1010 | Ryan White Care Program                         |              | 0           | 7,536,606     | 7,536,606     |              | 0           | 7,697,488     | 7,697,488     |
| 1100 | Affordable Housing Trust Fund (SHIP)            |              | 0           | 10,553,054    | 10,553,054    |              | 0           | 17,107,610    | 17,107,610    |
| 1101 | Housing & Community Devlpmt                     |              | 0           | 13,239,655    | 13,239,655    |              | 0           | 12,467,419    | 12,467,419    |
| 1103 | Home Investment Partnership Act                 |              | 0           | 7,455,369     | 7,455,369     |              | 0           | 6,082,627     | 6,082,627     |
| 1104 | Section 108 Loan Fund                           |              | 0           | 179,731       | 179,731       |              | 0           | 175,044       | 175,044       |
| 1106 | Disaster Recovery Initiative                    |              | 0           | 100,000       | 100,000       |              | 0           | 100,000       | 100,000       |
| 1109 | Neighborhood Stabilization Program              |              | 0           | 3,416,271     | 3,416,271     |              | 0           | 4,138,464     | 4,138,464     |
| 1112 | Neighborhood Stabilization Program 2            |              | 0           | 782,924       | 782,924       |              | 0           | 1,271,122     | 1,271,122     |
| 1113 | Neighborhood Stabilization Program 3            |              | 0           | 361,720       | 361,720       |              | 0           | 369,636       | 369,636       |
| 1114 | Workforce Housing Trust Fund                    |              | 0           | 887,798       | 887,798       |              | 0           | 834,234       | 834,234       |
| 1115 | Federal Home Loan Bank of Atlanta               |              | 0           | 250,000       | 250,000       |              | 0           | 0             | 0             |
| 1151 | Law Enforcement Trust Fund                      |              | 0           | 1,956,646     | 1,956,646     |              | 0           | 2,575,972     | 2,575,972     |
| 1152 | Sheriff's Grants                                |              | 0           | 1,540,026     | 1,540,026     |              | 0           | 874,740       | 874,740       |
| 1200 | Beautification Maintenance                      |              | 0           | 1,309,478     | 1,309,478     |              | 0           | 1,342,573     | 1,342,573     |
| 1201 | County Transport Trust                          |              | 0           | 45,987,969    | 45,987,969    |              | 0           | 43,646,048    | 43,646,048    |
| 1203 | Red Light Camera Fund                           |              | 0           | 0             | 0             |              | 0           | 17,566        | 17,566        |
| 1220 | Natural Areas Stwrdsip Endwmt                   |              | 0           | 4,866,377     | 4,866,377     |              | 0           | 4,907,759     | 4,907,759     |
| 1222 | Ag Reserve Land Management                      |              | 0           | 1,356,902     | 1,356,902     |              | 0           | 1,440,076     | 1,440,076     |
| 1223 | Environmental Enhance-Freshwtr                  |              | 0           | 484,640       | 484,640       |              | 0           | 535,388       | 535,388       |
| 1224 | Environmental Enhance-Saltwtr                   |              | 0           | 885,906       | 885,906       |              | 0           | 1,024,239     | 1,024,239     |

**BUDGET COMPARISON BY FUND - FY 2016 AND 2017**  
**Board of County Commissioners**

2015 Non-Exempt Valuation Countywide \$152,661,150,295

2016 Non-Exempt Valuation Countywide \$165,129,094,241

| Fund | Fund Name   | 2016 Adopted |       |               |            | 2017 Adopted |       |               |            |
|------|---|--------------|-------|---------------|------------|--------------|-------|---------------|------------|
|      |   | Mills        | Taxes | Other Revenue | Budget     | Mills        | Taxes | Other Revenue | Budget     |
| 1225 | Environmental Enhance-NonSpec                               |              | 0     | 4,814,055     | 4,814,055  |              | 0     | 5,173,498     | 5,173,498  |
| 1226 | Natural Areas Fund  |              | 0     | 11,659,219    | 11,659,219 |              | 0     | 11,148,615    | 11,148,615 |
| 1227 | Pollution Recovery Trust Fund                               |              | 0     | 2,128,759     | 2,128,759  |              | 0     | 1,873,886     | 1,873,886  |
| 1228 | State Mosquito  |              | 0     | 61,097        | 61,097     |              | 0     | 81,180        | 81,180     |
| 1229 | FDPEP Lake Worth Lagoon Ecosyst                             |              | 0     | 1,655,000     | 1,655,000  |              | 0     | 866,352       | 866,352    |
| 1230 | Petroleum Storage Tank Program                              |              | 0     | 654,105       | 654,105    |              | 0     | 805,647       | 805,647    |
| 1231 | Petrol Store Tank Compliance                                |              | 0     | 702,625       | 702,625    |              | 0     | 895,331       | 895,331    |
| 1250 | Handicapped Parking Enforcement                             |              | 0     | 161,531       | 161,531    |              | 0     | 98,293        | 98,293     |
| 1252 | HUD - Fair Housing  |              | 0     | 115,977       | 115,977    |              | 0     | 100,000       | 100,000    |
| 1261 | Bond Waiver Program R89-1178                                |              | 0     | 682,855       | 682,855    |              | 0     | 691,436       | 691,436    |
| 1263 | School Impact Fees Zone 1                                   |              | 0     | 1,218,915     | 1,218,915  |              | 0     | 1,226,051     | 1,226,051  |
| 1264 | School Impact Fees Zone 2                                   |              | 0     | 3,303,937     | 3,303,937  |              | 0     | 4,396,926     | 4,396,926  |
| 1265 | School Impact Fees Zone 3                                   |              | 0     | 2,174,820     | 2,174,820  |              | 0     | 3,680,728     | 3,680,728  |
| 1266 | School Impact Fees Zone 4                                   |              | 0     | 1,006,621     | 1,006,621  |              | 0     | 1,469,489     | 1,469,489  |
| 1267 | School Concurrency  |              | 0     | 4,000         | 4,000      |              | 0     | 2,000         | 2,000      |
| 1321 | Law Library   |              | 0     | 848,638       | 848,638    |              | 0     | 820,995       | 820,995    |
| 1323 | Criminal Justice Trust Fund                                 |              | 0     | 553,368       | 553,368    |              | 0     | 512,610       | 512,610    |
| 1324 | Local Requirements & Innovations Fund ( F.S.29.004& 0082a2) |              | 0     | 462,389       | 462,389    |              | 0     | 444,007       | 444,007    |
| 1325 | Legal Aid Programs Fund (F.S.29.008)                        |              | 0     | 313,500       | 313,500    |              | 0     | 275,000       | 275,000    |
| 1326 | JAC Juvenile Programs Fund                                  |              | 0     | 313,500       | 313,500    |              | 0     | 275,000       | 275,000    |
| 1327 | Court Information Technology Fund (F.S. 28.2412e1)          |              | 0     | 4,190,785     | 4,190,785  |              | 0     | 4,450,973     | 4,450,973  |
| 1340 | Palm Tran Operations  |              | 0     | 85,271,233    | 85,271,233 |              | 0     | 86,677,884    | 86,677,884 |
| 1341 | Palm Tran Grants  |              | 0     | 45,226,449    | 45,226,449 |              | 0     | 44,996,300    | 44,996,300 |
| 1360 | Metro Planning Organization                                 |              | 0     | 5,679,677     | 5,679,677  |              | 0     | 5,090,074     | 5,090,074  |
| 1384 | Golf Course Operations                                      |              | 0     | 11,591,054    | 11,591,054 |              | 0     | 11,818,122    | 11,818,122 |
| 1401 | CCRT Street Lighting Maintenance                            |              | 0     | 1,603,304     | 1,603,304  |              | 0     | 1,849,975     | 1,849,975  |
| 1402 | Nuisance Abatement  |              | 0     | 3,794,699     | 3,794,699  |              | 0     | 4,594,784     | 4,594,784  |
| 1420 | ACC Mobile Spay/Neuter Prgm                                 |              | 0     | 712,219       | 712,219    |              | 0     | 714,139       | 714,139    |
| 1423 | Victims Of Crime Emergency Support Fund                     |              | 0     | 312,476       | 312,476    |              | 0     | 436,013       | 436,013    |
| 1425 | EMS Award-Grant Program                                     |              | 0     | 223,371       | 223,371    |              | 0     | 205,012       | 205,012    |
| 1426 | Public Safety Grants  |              | 0     | 1,407,072     | 1,407,072  |              | 0     | 1,592,831     | 1,592,831  |
| 1427 | Emergency Management  |              | 0     | 74,894        | 74,894     |              | 0     | 99,066        | 99,066     |
| 1428 | EM Preparedness & Assistance                                |              | 0     | 156,230       | 156,230    |              | 0     | 428,028       | 428,028    |
| 1429 | Regulation Of Towing Business                               |              | 0     | 478,034       | 478,034    |              | 0     | 492,630       | 492,630    |
| 1430 | Vehicle For Hire Ordinance                                  |              | 0     | 1,588,256     | 1,588,256  |              | 0     | 1,569,387     | 1,569,387  |
| 1432 | Moving Ordinance  |              | 0     | 126,846       | 126,846    |              | 0     | 125,953       | 125,953    |
| 1434 | E-911 Carry Forward FS365.172/173                           |              | 0     | 6,534,911     | 6,534,911  |              | 0     | 10,041,517    | 10,041,517 |
| 1436 | Justice Service Grant Fund                                  |              | 0     | 2,750,000     | 2,750,000  |              | 0     | 1,326,167     | 1,326,167  |
| 1439 | Radiological Emergency Preparedness-FPL                     |              | 0     | 100,000       | 100,000    |              | 0     | 100,000       | 100,000    |

**BUDGET COMPARISON BY FUND - FY 2016 AND 2017**  
**Board of County Commissioners**

2015 Non-Exempt Valuation Countywide \$152,661,150,295

2016 Non-Exempt Valuation Countywide \$165,129,094,241

| Fund | Fund Name   | 2016 Adopted |       |               | 2017 Adopted |       |       |               |            |
|------|---|--------------|-------|---------------|--------------|-------|-------|---------------|------------|
|      |   | Mills        | Taxes | Other Revenue | Budget       | Mills | Taxes | Other Revenue | Budget     |
| 1440 | Highridge Activity Fund                                     |              | 0     | 38,580        | 38,580       |       | 0     | 53,196        | 53,196     |
| 1450 | TDC-Convention Center Oper                                  |              | 0     | 6,060,744     | 6,060,744    |       | 0     | 7,113,067     | 7,113,067  |
| 1451 | TDC-Film Commission   |              | 0     | 1,959,425     | 1,959,425    |       | 0     | 2,236,590     | 2,236,590  |
| 1452 | TDC-Special Projects  |              | 0     | 1,412,684     | 1,412,684    |       | 0     | 1,896,314     | 1,896,314  |
| 1453 | TDC-4th Cent Local Option Tax                               |              | 0     | 9,639,023     | 9,639,023    |       | 0     | 9,817,415     | 9,817,415  |
| 1454 | TDC-Tourism   |              | 0     | 17,615,643    | 17,615,643   |       | 0     | 17,850,336    | 17,850,336 |
| 1455 | TDC-Cultural Arts   |              | 0     | 7,463,392     | 7,463,392    |       | 0     | 7,363,583     | 7,363,583  |
| 1456 | TDC-Beaches   |              | 0     | 7,130,783     | 7,130,783    |       | 0     | 5,559,218     | 5,559,218  |
| 1457 | TDC-Sports Commission                                       |              | 0     | 3,651,487     | 3,651,487    |       | 0     | 3,862,265     | 3,862,265  |
| 1458 | TDC-1st Cent Tourist Local Option Tax                       |              | 0     | 14,670,066    | 14,670,066   |       | 0     | 16,681,573    | 16,681,573 |
| 1470 | Drug Abuse Trust Fund                                       |              | 0     | 67,433        | 67,433       |       | 0     | 132,399       | 132,399    |
| 1480 | Driver Ed Trust FS318.121                                   |              | 0     | 1,816,222     | 1,816,222    |       | 0     | 1,819,459     | 1,819,459  |
| 1482 | Cooperative Extension Rev Fund                              |              | 0     | 308,705       | 308,705      |       | 0     | 343,365       | 343,365    |
| 1483 | PBC Office of Inspector General (IG)                        |              | 0     | 2,902,104     | 2,902,104    |       | 0     | 3,047,758     | 3,047,758  |
| 1500 | Crime Prevention Fund                                       |              | 0     | 490,091       | 490,091      |       | 0     | 443,571       | 443,571    |
| 1501 | Domestic Violence Fund                                      |              | 0     | 249,603       | 249,603      |       | 0     | 323,896       | 323,896    |
| 1507 | Criminal Justice Grant Fund                                 |              | 0     | 512,387       | 512,387      |       | 0     | 445,756       | 445,756    |
| 1521 | Public Affairs Replacement Frequency                        |              | 0     | 1,100,120     | 1,100,120    |       | 0     | 612,533       | 612,533    |
| 1539 | Economic Development  |              | 0     | 5,322,009     | 5,322,009    |       | 0     | 6,525,839     | 6,525,839  |
| 1540 | HUD Loan Repayment Account                                  |              | 0     | 14,041,534    | 14,041,534   |       | 0     | 15,902,296    | 15,902,296 |
| 1541 | Energy Efficiency & Consvr Blk Grnt                         |              | 0     | 95,581        | 95,581       |       | 0     | 61,674        | 61,674     |
| 1543 | USDA Intermediary Relending Loan Program                    |              | 0     | 284,278       | 284,278      |       | 0     | 72,371        | 72,371     |
| 1544 | USEPA Revolving Loan Fund Program                           |              | 0     | 935,647       | 935,647      |       | 0     | 900,042       | 900,042    |
| 2040 | 14.6M NAV 06 DS, Public Imp Rev Jud Parking                 |              | 0     | 711,950       | 711,950      |       | 0     | 709,850       | 709,850    |
| 2052 | 98.0M NAV 07 DS, Scripps/Briger                             |              | 0     | 4,704,400     | 4,704,400    |       | 0     | 4,703,263     | 4,703,263  |
| 2053 | 176.5M NAV 08 DS, Jail Expand/Pub Bldg                      |              | 0     | 11,265,350    | 11,265,350   |       | 0     | 4,479,300     | 4,479,300  |
| 2054 | 176.5M NAV 08 DSR, Jail Expand/Pub Bldg                     |              | 0     | 11,268,150    | 11,268,150   |       | 0     | 4,521,800     | 4,521,800  |
| 2061 | 11.6M Note Payable 08 DS, ESL Jupiter                       |              | 0     | 734,884       | 734,884      |       | 0     | 803,163       | 803,163    |
| 2067 | 94.2M NAV 08-2 DS, Max Planck & SS Refunding                |              | 0     | 4,499,775     | 4,499,775    |       | 0     | 4,497,025     | 4,497,025  |
| 2068 | 94.2M NAV 08-2 DSR, Max Planck & SS Refunding               |              | 0     | 4,498,275     | 4,498,275    |       | 0     | 4,539,525     | 4,539,525  |
| 2069 | 30.6M NAV 11 DS, Ocean Ave Bridge & Max Planck2             |              | 0     | 2,096,683     | 2,096,683    |       | 0     | 2,096,683     | 2,096,683  |
| 2071 | 10.0M NAV 13 DS, ISS VOIP                                   |              | 0     | 1,492,299     | 1,492,299    |       | 0     | 1,492,183     | 1,492,183  |
| 2072 | 13.1M NAV 13DS, Max Planck3                                 |              | 0     | 1,065,924     | 1,065,924    |       | 0     | 1,065,924     | 1,065,924  |
| 2073 | 10.7M NAV 13 DS, Sheriff Equipment                          |              | 0     | 2,199,680     | 2,199,680    |       | 0     | 2,199,533     | 2,199,533  |
| 2074 | 27.8M NAV Tax 13DS, Convention Center Hotel                 |              | 0     | 1,792,638     | 1,792,638    |       | 0     | 1,791,363     | 1,791,363  |
| 2075 | 17.9M NAV 14 DS, Palm Tran Connection Equipment             |              | 0     | 3,691,402     | 3,691,402    |       | 0     | 3,692,243     | 3,692,243  |
| 2076 | 68.M NAV 15 DS, Pub Imp Rev Bd, Conv Ctr Gar & Airport Ctr  |              | 0     | 2,372,466     | 2,372,466    |       | 0     | 4,403,431     | 4,403,431  |
| 2077 | 18.8M NAV Public Imp Tax Rev Bond 15B DS, MAX Planck        |              | 0     | 0             | 0            |       | 0     | 2,150,718     | 2,150,718  |
| 2078 | 65.360M NAV Pub Imp Tax Rev Bond 15C DS, Prof Sports Fac Pr |              | 0     | 0             | 0            |       | 0     | 2,547,882     | 2,547,882  |

**BUDGET COMPARISON BY FUND - FY 2016 AND 2017**  
**Board of County Commissioners**

2015 Non-Exempt Valuation Countywide \$152,661,150,295

2016 Non-Exempt Valuation Countywide \$165,129,094,241

| Fund | Fund Name  | 2016 Adopted |       |               | 2017 Adopted |       |       |               |             |
|------|--|--------------|-------|---------------|--------------|-------|-------|---------------|-------------|
|      |  | Mills        | Taxes | Other Revenue | Budget       | Mills | Taxes | Other Revenue | Budget      |
| 2079 | 56.645M NAV Pub Imp Rev Bond 15D DS, Prof Sports Fac Proj    |              | 0     | 0             | 0            |       | 0     | 2,833,750     | 2,833,750   |
| 2514 | 17.4M NAV 05 DS, Ref 26M Parks & Rec Fac 96                  |              | 0     | 2,045,800     | 2,045,800    |       | 0     | 2,046,250     | 2,046,250   |
| 2515 | 13.4M NAV 05 DS, Ref 22M N.C Court & PBSO MP 97              |              | 0     | 1,649,125     | 1,649,125    |       | 0     | 1,644,625     | 1,644,625   |
| 2516 | 9.5M NAV 05 DS, Ref 15M Judicial Parking 95                  |              | 0     | 1,149,250     | 1,149,250    |       | 0     | 0             | 0           |
| 2517 | 20.0M NAV 05 DS, Ref 28M Stadium Fac 96                      |              | 0     | 2,150,624     | 2,150,624    |       | 0     | 2,143,499     | 2,143,499   |
| 2519 | 115.8M GO Tax Coupon 06 DS, Ref 75M Land Acq 99B & 01A       |              | 0     | 395,845       | 395,845      |       | 0     | 396,845       | 396,845     |
| 2523 | 11.5M NAV Tax 10 DS, Ref 11M Conv Hotel BAN 07               |              | 0     | 1,106,655     | 1,106,655    |       | 0     | 1,105,663     | 1,105,663   |
| 2526 | 62.7M NAV 11 DS Ref Part 81M Conv Cntr 04                    |              | 0     | 5,699,925     | 5,699,925    |       | 0     | 5,700,300     | 5,700,300   |
| 2527 | 62.7M NAV 11 DSR, Ref Part 81M Conv Cntr 04                  |              | 0     | 5,701,875     | 5,701,875    |       | 0     | 5,701,875     | 5,701,875   |
| 2528 | 16.1 M NAV 12 DS, Ref 16M 4 Pts BAN 09                       |              | 0     | 1,344,538     | 1,344,538    |       | 0     | 1,331,460     | 1,331,460   |
| 2529 | 147.0M NAV 12 DS, REF 94M 04/38M 04A/133M 05A                |              | 0     | 19,486,250    | 19,486,250   |       | 0     | 19,484,750    | 19,484,750  |
| 2533 | 72.4M NAV 14A DS, Ref 14M 06/2M 07A/5M 07B/98M 07C           |              | 0     | 3,640,025     | 3,640,025    |       | 0     | 3,701,400     | 3,701,400   |
| 2534 | 63.64M Public Improvement Revenue Refunding Bonds, Srs. 2015 |              | 0     | 5,256,350     | 5,256,350    |       | 0     | 5,131,300     | 5,131,300   |
| 2535 | 121.035M NAV 16 DS, Ref 141.45M 08 Jail Expand/Pub Bldg      |              | 0     | 0             | 0            |       | 0     | 6,120,492     | 6,120,492   |
| 3014 | 80.7M NAV 01, Convention Center                              |              | 0     | 5,791,525     | 5,791,525    |       | 0     | 5,516,573     | 5,516,573   |
| 3017 | 26.3M NAV 96, Parks & Recreation Facilities                  |              | 0     | 13,971        | 13,971       |       | 0     | 0             | 0           |
| 3018 | 94.3M NAV 04, Pub Imprv & Ref Airport Cntr 92                |              | 0     | 39,227        | 39,227       |       | 0     | 0             | 0           |
| 3019 | 25.0M GO 03, Recreational & Cultural Facilities              |              | 0     | 901,317       | 901,317      |       | 0     | 885,510       | 885,510     |
| 3020 | 25.0M GO 05, Recreational & Cultural Improvements            |              | 0     | 1,713,751     | 1,713,751    |       | 0     | 1,485,827     | 1,485,827   |
| 3038 | 50.0M GO 06, Waterfront Access                               |              | 0     | 4,903,470     | 4,903,470    |       | 0     | 2,266,021     | 2,266,021   |
| 3040 | 14.6M NAV 06, Parking Facilities Expansion                   |              | 0     | 672,801       | 672,801      |       | 0     | 565,231       | 565,231     |
| 3043 | 6.1M Sunshine#8 06, Park & Marina Imprv                      |              | 0     | 37,140        | 37,140       |       | 0     | 14,764        | 14,764      |
| 3046 | 8.1M Sunshine#9 06, So County Golf Course CTF                |              | 0     | 5,860         | 5,860        |       | 0     | 5,949         | 5,949       |
| 3053 | 176.5M NAV 08 CTF, Jail Expand/Pub Bldg                      |              | 0     | 3,155,185     | 3,155,185    |       | 0     | 2,856,641     | 2,856,641   |
| 3061 | 11.6M Note Payable 08 CP, ESL Jupiter                        |              | 0     | 1,759,646     | 1,759,646    |       | 0     | 1,051,541     | 1,051,541   |
| 3071 | 10.0M NAV 13 CP, ISS VOIP                                    |              | 0     | 5,945,809     | 5,945,809    |       | 0     | 3,067,769     | 3,067,769   |
| 3074 | 27.8M NAV Tax 13 CP, Convention Center Hotel                 |              | 0     | 22,486,363    | 22,486,363   |       | 0     | 1,466,713     | 1,466,713   |
| 3075 | 17.9M NAV 14 CP, Palm Tran Connection Equipment              |              | 0     | 132,459       | 132,459      |       | 0     | 134,190       | 134,190     |
| 3076 | 68M Public Imp Rev Bond 15A CP, Conv Ctr Garage & Airport Ct |              | 0     | 63,094,921    | 63,094,921   |       | 0     | 39,113,706    | 39,113,706  |
| 3077 | 18.8M NAV Public Imp Tax Rev Bond 15B CP, Max Plank          |              | 0     | 0             | 0            |       | 0     | 8,540,281     | 8,540,281   |
| 3078 | 65.360M NAV Pub Imp Tax Rev Bond 15C CP, Prof Sports Fac Pr  |              | 0     | 0             | 0            |       | 0     | 37,776,289    | 37,776,289  |
| 3079 | 56.645M NAV Pub Imp Rev Bonds, 15D CP, Prof Sports Fac Proj  |              | 0     | 0             | 0            |       | 0     | 59,835,221    | 59,835,221  |
| 3500 | Transportation Improvmt Fund                                 |              | 0     | 200,631,795   | 200,631,795  |       | 0     | 198,667,345   | 198,667,345 |
| 3501 | Road Impact Fee Zone 1                                       |              | 0     | 51,325,849    | 51,325,849   |       | 0     | 58,450,672    | 58,450,672  |
| 3502 | Road Impact Fee Zone 2                                       |              | 0     | 39,362,231    | 39,362,231   |       | 0     | 46,768,887    | 46,768,887  |
| 3503 | Road Impact Fee Zone 3                                       |              | 0     | 26,516,097    | 26,516,097   |       | 0     | 25,095,836    | 25,095,836  |
| 3504 | Road Impact Fee Zone 4                                       |              | 0     | 24,052,308    | 24,052,308   |       | 0     | 28,836,046    | 28,836,046  |
| 3505 | Road Impact Fee Zone 5                                       |              | 0     | 47,106,004    | 47,106,004   |       | 0     | 56,223,917    | 56,223,917  |
| 3516 | Abacoa Trust Sub Account                                     |              | 0     | 5,731,992     | 5,731,992    |       | 0     | 5,655,613     | 5,655,613   |

**BUDGET COMPARISON BY FUND - FY 2016 AND 2017**  
**Board of County Commissioners**

2015 Non-Exempt Valuation Countywide \$152,661,150,295

2016 Non-Exempt Valuation Countywide \$165,129,094,241

| Fund | Fund Name                                       | 2016 Adopted |       |               | 2017 Adopted |       |       |               |             |
|------|---|--------------|-------|---------------|--------------|-------|-------|---------------|-------------|
|      |   | Mills        | Taxes | Other Revenue | Budget       | Mills | Taxes | Other Revenue | Budget      |
| 3519 | Northlake Blvd Agr W/Npbcid                     |              | 0     | 177,335       | 177,335      |       | 0     | 252,900       | 252,900     |
| 3523 | Proportionate Share Trust Fund                  |              | 0     | 22,566,504    | 22,566,504   |       | 0     | 22,287,172    | 22,287,172  |
| 3531 | Impact Fee Assistance Program - Roads Zone 1    |              | 0     | 1,325,583     | 1,325,583    |       | 0     | 542,899       | 542,899     |
| 3532 | Impact Fee Assistance Program - Roads Zone 2    |              | 0     | 986,504       | 986,504      |       | 0     | 423,446       | 423,446     |
| 3533 | Impact Fee Assistance Program - Roads Zone 3    |              | 0     | 960,985       | 960,985      |       | 0     | 299,557       | 299,557     |
| 3534 | Impact Fee Assistance Program - Roads Zone 4    |              | 0     | 558,191       | 558,191      |       | 0     | 249,279       | 249,279     |
| 3535 | Impact Fee Assistance Program - Roads Zone 5    |              | 0     | 1,034,650     | 1,034,650    |       | 0     | 488,372       | 488,372     |
| 3542 | Proportionate Share Fund - Zone 2               |              | 0     | 0             | 0            |       | 0     | 134,338       | 134,338     |
| 3543 | Proportionate Share Fund - Zone 3               |              | 0     | 0             | 0            |       | 0     | 1,753,358     | 1,753,358   |
| 3545 | Proportionate Share Fund - Zone 5               |              | 0     | 0             | 0            |       | 0     | 337,584       | 337,584     |
| 3600 | Park Improvement Fund                           |              | 0     | 9,765,123     | 9,765,123    |       | 0     | 14,018,497    | 14,018,497  |
| 3601 | Park Impact Fees Z-1                            |              | 0     | 3,769,559     | 3,769,559    |       | 0     | 4,021,819     | 4,021,819   |
| 3602 | Park Impact Fees Z-2                            |              | 0     | 4,415,584     | 4,415,584    |       | 0     | 4,591,055     | 4,591,055   |
| 3603 | Park Impact Fees Z-3                            |              | 0     | 8,939,274     | 8,939,274    |       | 0     | 9,477,811     | 9,477,811   |
| 3621 | Impact Fee Assistance Program - Parks Zone 1    |              | 0     | 49,117        | 49,117       |       | 0     | 37,691        | 37,691      |
| 3622 | Impact Fee Assistance Program - Parks Zone 2    |              | 0     | 56,816        | 56,816       |       | 0     | 43,025        | 43,025      |
| 3623 | Impact Fee Assistance Program - Parks Zone 3    |              | 0     | 128,626       | 128,626      |       | 0     | 83,869        | 83,869      |
| 3650 | Unit 11 Acquisition/Enhancement                 |              | 0     | 1,789,419     | 1,789,419    |       | 0     | 1,551,177     | 1,551,177   |
| 3651 | South Lox S1 Wetland Restoration                |              | 0     | 288,535       | 288,535      |       | 0     | 250,354       | 250,354     |
| 3652 | Beach Improvement                               |              | 0     | 17,573,016    | 17,573,016   |       | 0     | 20,582,273    | 20,582,273  |
| 3653 | South Lake Worth Inlet                          |              | 0     | 1,611,677     | 1,611,677    |       | 0     | 1,353,821     | 1,353,821   |
| 3654 | Environmental Capital Projects Fund             |              | 0     | 5,541,359     | 5,541,359    |       | 0     | 4,685,300     | 4,685,300   |
| 3800 | Pud Civic Site Cash Out                         |              | 0     | 1,193,554     | 1,193,554    |       | 0     | 1,045,426     | 1,045,426   |
| 3801 | RR&I for 800 Mhz Sys                            |              | 0     | 34,759,520    | 34,759,520   |       | 0     | 30,547,331    | 30,547,331  |
| 3803 | Law Enfc/Impct Fees Z2 Rd Patl                  |              | 0     | 2,682,340     | 2,682,340    |       | 0     | 2,945,418     | 2,945,418   |
| 3804 | Public Building Impr Fund                       |              | 0     | 53,103,000    | 53,103,000   |       | 0     | 57,486,333    | 57,486,333  |
| 3805 | Public Building Impact Fees                     |              | 0     | 7,017,659     | 7,017,659    |       | 0     | 9,244,743     | 9,244,743   |
| 3807 | TDC-Bldg Renewal & Replacement                  |              | 0     | 8,681,430     | 8,681,430    |       | 0     | 10,242,301    | 10,242,301  |
| 3815 | Impact Fee Assistance Program - Public Building |              | 0     | 100,331       | 100,331      |       | 0     | 63,144        | 63,144      |
| 3900 | Capital Outlay                                  |              | 0     | 14,014,061    | 14,014,061   |       | 0     | 21,144,983    | 21,144,983  |
| 3901 | Information Technology Capital Improvements     |              | 0     | 11,390,176    | 11,390,176   |       | 0     | 12,659,497    | 12,659,497  |
| 3905 | E911 Carry Forward Capital                      |              | 0     | 5,650,525     | 5,650,525    |       | 0     | 1,892,587     | 1,892,587   |
| 3906 | Palm Tran Capital                               |              | 0     | 0             | 0            |       | 0     | 11,676,323    | 11,676,323  |
| 4000 | WUD Revenue                                     |              | 0     | 193,660,750   | 193,660,750  |       | 0     | 201,945,000   | 201,945,000 |
| 4001 | Operation & Maintenance                         |              | 0     | 160,186,956   | 160,186,956  |       | 0     | 169,215,602   | 169,215,602 |
| 4010 | Renewal & Replacement                           |              | 0     | 1,000,000     | 1,000,000    |       | 0     | 1,000,000     | 1,000,000   |
| 4011 | Capital Improvements                            |              | 0     | 223,205,941   | 223,205,941  |       | 0     | 242,644,312   | 242,644,312 |
| 4012 | Connection Charge Account                       |              | 0     | 7,992,000     | 7,992,000    |       | 0     | 9,026,000     | 9,026,000   |
| 4013 | Special Assessment Prgrm WUD                    |              | 0     | 3,881,123     | 3,881,123    |       | 0     | 1,690,000     | 1,690,000   |

**BUDGET COMPARISON BY FUND - FY 2016 AND 2017**  
**Board of County Commissioners**

2015 Non-Exempt Valuation Countywide \$152,661,150,295

2016 Non-Exempt Valuation Countywide \$165,129,094,241

| Fund | Fund Name                                      | 2016 Adopted |             |               | 2017 Adopted  |        |             |               |               |
|------|--|--------------|-------------|---------------|---------------|--------|-------------|---------------|---------------|
|      |  | Mills        | Taxes       | Other Revenue | Budget        | Mills  | Taxes       | Other Revenue | Budget        |
| 4015 | WUD FPL Reclaimed Water Renewal & Replacement  |              | 0           | 3,508,709     | 3,508,709     |        | 0           | 4,016,452     | 4,016,452     |
| 4034 | Debt Service WUD All                           |              | 0           | 4,437,863     | 4,437,863     |        | 0           | 4,437,863     | 4,437,863     |
| 4039 | Debt Service WUD 2006                          |              | 0           | 5,435,500     | 5,435,500     |        | 0           | 2,354,200     | 2,354,200     |
| 4041 | Construction Trust Fund WUD 2009               |              | 0           | 738,773       | 738,773       |        | 0           | 341,200       | 341,200       |
| 4042 | Debt Service WUD 09                            |              | 0           | 4,045,600     | 4,045,600     |        | 0           | 3,961,200     | 3,961,200     |
| 4043 | WUD FPL Debt Service Coverage Fund             |              | 0           | 722,007       | 722,007       |        | 0           | 1,540,334     | 1,540,334     |
| 4044 | GUA Debt Service                               |              | 0           | 725,000       | 725,000       |        | 0           | 725,000       | 725,000       |
| 4045 | GUA01 Wachovia 2009 Loan                       |              | 0           | 1,186,000     | 1,186,000     |        | 0           | 1,185,000     | 1,185,000     |
| 4046 | GUA09 Bank of NY 2004 Loan                     |              | 0           | 786,800       | 786,800       |        | 0           | 798,800       | 798,800       |
| 4047 | Debt Service WUD 2013 Ref                      |              | 0           | 4,205,100     | 4,205,100     |        | 0           | 4,204,800     | 4,204,800     |
| 4048 | WUD 24.97M Water & Sewer Refunding Series 2015 |              | 0           | 1,032,800     | 1,032,800     |        | 0           | 4,578,800     | 4,578,800     |
| 4100 | Airport Operations                             |              | 0           | 79,572,312    | 79,572,312    |        | 0           | 83,884,595    | 83,884,595    |
| 4110 | Airport Capital Projects                       |              | 0           | 5,423,395     | 5,423,395     |        | 0           | 9,065,759     | 9,065,759     |
| 4111 | Airports Imp & Dev Fund                        |              | 0           | 168,112,217   | 168,112,217   |        | 0           | 172,449,342   | 172,449,342   |
| 4112 | Airport Passenger Facility Chgs                |              | 0           | 63,620,714    | 63,620,714    |        | 0           | 60,139,164    | 60,139,164    |
| 4113 | Noise Abatement & Mitigation                   |              | 0           | 2,388,505     | 2,388,505     |        | 0           | 2,575,167     | 2,575,167     |
| 4114 | Airports Restricted Assets Fd                  |              | 0           | 2,057,390     | 2,057,390     |        | 0           | 1,712,712     | 1,712,712     |
| 4130 | Debt Service 60M PBIA Rev Ref 2002             |              | 0           | 303,523       | 303,523       |        | 0           | 44            | 44            |
| 4131 | Debt Serv 83M PBIA Rev Ref 2001                |              | 0           | 220           | 220           |        | 0           | 92            | 92            |
| 4137 | Debt Service 69M PBIA Rev Bonds 2006A          |              | 0           | 3,435,274     | 3,435,274     |        | 0           | 2,259         | 2,259         |
| 4138 | Debt Service 16M PBIA Tax Rev Ref 2006B        |              | 0           | 3,432,764     | 3,432,764     |        | 0           | 3,432,183     | 3,432,183     |
| 4139 | Debt Serv 57M PBIA Rev Ref Bonds 2016          |              | 0           | 0             | 0             |        | 0           | 2,964,500     | 2,964,500     |
| 5000 | Fleet Management                               |              | 0           | 56,498,187    | 56,498,187    |        | 0           | 52,498,081    | 52,498,081    |
| 5010 | Property & Casualty Insurance                  |              | 0           | 14,586,119    | 14,586,119    |        | 0           | 16,494,687    | 16,494,687    |
| 5011 | Risk Management Fund                           |              | 0           | 17,866,646    | 17,866,646    |        | 0           | 18,278,463    | 18,278,463    |
| 5012 | Employee Health Insurance                      |              | 0           | 77,483,891    | 77,483,891    |        | 0           | 81,934,935    | 81,934,935    |
|      | Gross Total Countywide Funds                   | 4.9277       | 752,284,275 | 2,802,924,688 | 3,555,208,963 | 4.9142 | 811,492,736 | 2,987,966,305 | 3,799,459,041 |
|      | Less: Interfund Transfers                      |              | 0           | (454,625,222) | (454,625,222) |        | 0           | (508,684,060) | (508,684,060) |
|      | Less: Interdepartmental Charges                |              | 0           | (17,696,953)  | (17,696,953)  |        | 0           | (18,124,821)  | (18,124,821)  |
|      | Less: Internal Service Charges                 |              | 0           | (133,547,951) | (133,547,951) |        | 0           | (133,103,452) | (133,103,452) |
|      | Net Total Countywide Funds                     | 4.9277       | 752,284,275 | 2,197,054,562 | 2,949,338,837 | 4.9142 | 811,492,736 | 2,328,053,972 | 3,139,546,708 |

**BUDGET COMPARISON BY FUND - FY 2016 AND 2017**  
**Board of County Commissioners**

2015 Non-Exempt Valuation Countywide \$152,661,150,295

2016 Non-Exempt Valuation Countywide \$165,129,094,241

| Fund | Fund Name  | 2016 Adopted |               |               |               | 2017 Adopted |               |               |               |
|------|--|--------------|---------------|---------------|---------------|--------------|---------------|---------------|---------------|
|      |  | Mills        | Taxes         | Other Revenue | Budget        | Mills        | Taxes         | Other Revenue | Budget        |
| 1180 | County Library                                   | 0.5491       | 44,960,444    | 7,800,429     | 52,760,873    | 0.5491       | 48,446,010    | 8,475,022     | 56,921,032    |
| 1300 | Fire/Rescue MSTU                                 | 3.4581       | 214,773,330   | 104,845,076   | 319,618,406   | 3.4581       | 231,718,738   | 112,282,199   | 344,000,937   |
| 1301 | Fire/Rescue Jupiter MSTU                         | 1.9823       | 17,655,598    | (694,589)     | 16,961,009    | 2.0035       | 19,414,286    | (743,170)     | 18,671,116    |
| 1303 | Aviation Battalion                               |              | 0             | 6,043,937     | 6,043,937     |              | 0             | 6,316,469     | 6,316,469     |
| 1304 | F/R Long-Term Disability Plan                    |              | 0             | 14,331,110    | 14,331,110    |              | 0             | 13,466,260    | 13,466,260    |
| 1305 | MSBU-Hydrant Rental Boca Raton                   |              | 0             | 487,010       | 487,010       |              | 0             | 462,292       | 462,292       |
| 1306 | MSBU-Hydrant Rental-Riviera Bh                   |              | 0             | 45,306        | 45,306        |              | 0             | 42,293        | 42,293        |
| 1400 | MSTD - Building                                  |              | 0             | 41,973,601    | 41,973,601    |              | 0             | 48,316,335    | 48,316,335    |
| 2022 | 22.3M GO 06 DS, Library District Improvement     | 0.0151       | 1,236,392     | (38,117)      | 1,198,275     |              | 0             | 0             | 0             |
| 2524 | 19.5M GO 10 DS, Ref Part 30M Library GO 03       | 0.0275       | 2,251,707     | (100,382)     | 2,151,325     | 0.0250       | 2,205,701     | (52,001)      | 2,153,700     |
| 2531 | 11.8M GO 14 DS, Ref Part 22M Library GO 06       | 0.0068       | 556,786       | (23,886)      | 532,900       | 0.0192       | 1,693,978     | (81,078)      | 1,612,900     |
| 3022 | 22.3M GO 06, Library District Improvement        |              | 0             | 18,308        | 18,308        |              | 0             | 0             | 0             |
| 3511 | Unicorp Improvement Fund                         |              | 0             | 9,695,069     | 9,695,069     |              | 0             | 10,555,414    | 10,555,414    |
| 3700 | Fire Rescue Improvement                          |              | 0             | 9,531,575     | 9,531,575     |              | 0             | 10,183,706    | 10,183,706    |
| 3704 | Fire Rescue Impact Fees                          |              | 0             | 8,495,068     | 8,495,068     |              | 0             | 8,678,860     | 8,678,860     |
| 3750 | Library Improvement Fund                         |              | 0             | 5,509,770     | 5,509,770     |              | 0             | 6,713,731     | 6,713,731     |
| 3751 | Library Expansion Prgm                           |              | 0             | 9,420,583     | 9,420,583     |              | 0             | 12,373,896    | 12,373,896    |
| 3752 | Library Impact Fees                              |              | 0             | 1,525,592     | 1,525,592     |              | 0             | 2,200,725     | 2,200,725     |
|      | Gross-Total Dependent Districts (Non-Countywide) |              | 281,434,257   | 218,865,460   | 500,299,717   |              | 303,478,713   | 239,190,953   | 542,669,666   |
|      | Less: Interfund Transfers                        |              |               | (19,661,786)  | (19,661,786)  |              |               | (25,786,902)  | (25,786,902)  |
|      | Less: Interdepartmental Charges                  |              |               | (5,413,692)   | (5,413,692)   |              |               | (5,945,457)   | (5,945,457)   |
|      | Net-Total Dependent Districts                    |              | 281,434,257   | 193,789,982   | 475,224,239   |              | 303,478,713   | 207,458,594   | 510,937,307   |
|      | Net-Total County Funds & Dep. Districts          |              | 1,033,718,532 | 2,390,844,544 | 3,424,563,076 |              | 1,114,971,449 | 2,535,512,566 | 3,650,484,015 |
|      | Gross Total - All Funds                          |              | 1,033,718,532 | 3,021,790,148 | 4,055,508,680 |              | 1,114,971,449 | 3,227,157,258 | 4,342,128,707 |

**POSITION SUMMARY BY DEPARTMENT**

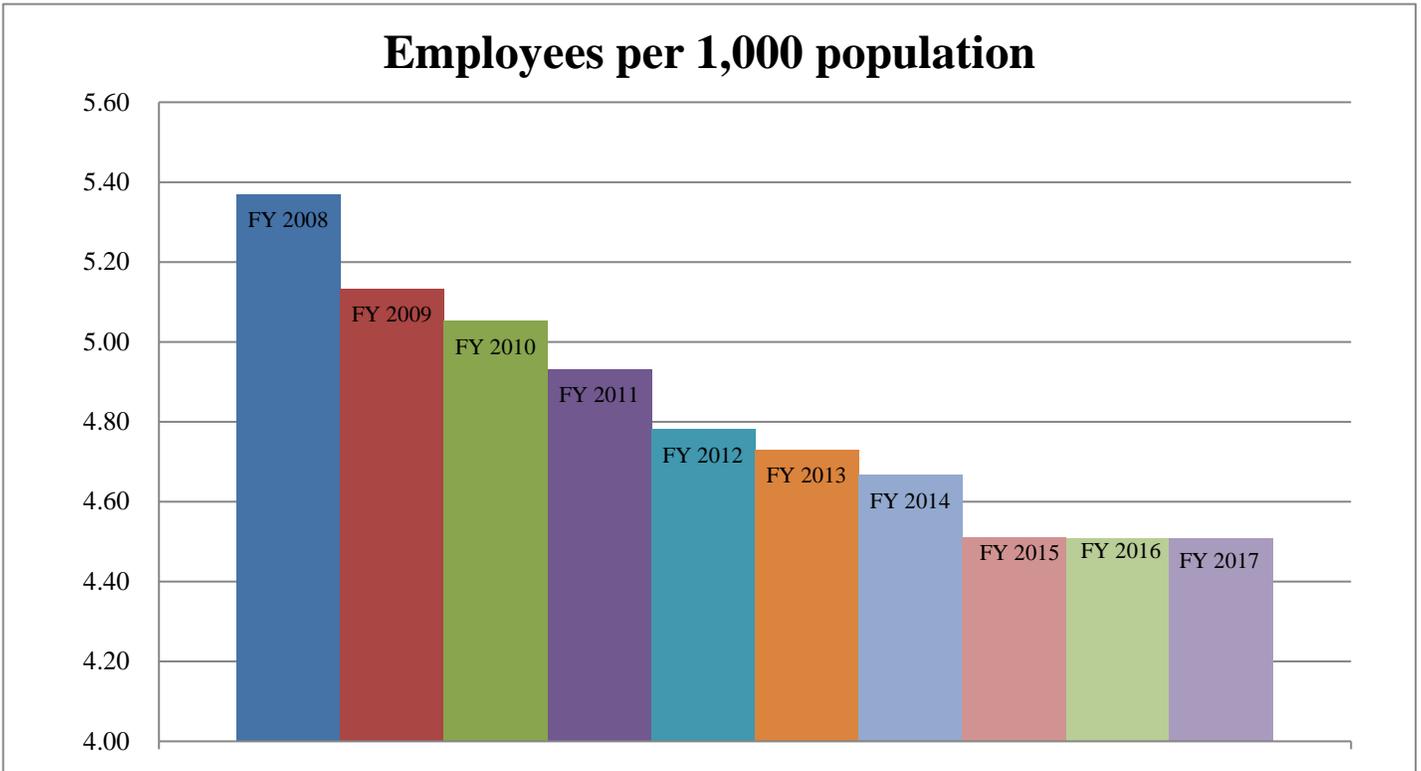
| <b>Department</b>                                 | <b>Adopted<br/>FY 2011</b> | <b>Adopted<br/>FY 2012</b> | <b>Adopted<br/>FY 2013</b> | <b>Adopted<br/>FY 2014</b> | <b>Adopted<br/>FY 2015</b> | <b>Adopted<br/>FY 2016</b> |
|---|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| <b><u>Board of County Commissioners (BCC)</u></b> |                            |                            |                            |                            |                            |                            |
| Community Services                                | 471                        | 440                        | 432                        | 406                        | 156                        | 157                        |
| County Administration                             | 11                         | 11                         | 11                         | 12                         | 12                         | 12                         |
| County Attorney                                   | 46                         | 44                         | 42                         | 42                         | 42                         | 42                         |
| County Commission                                 | 27                         | 27                         | 27                         | 27                         | 27                         | 27                         |
| County Cooperative Extension Service              | 28                         | 29                         | 30                         | 31                         | 32                         | 32                         |
| Economic Sustainability                           | 62                         | 58                         | 69                         | 56                         | 51                         | 51                         |
| Engineering and Public Works                      | 450                        | 433                        | 421                        | 421                        | 424                        | 430                        |
| Environmental Resources Management                | 139                        | 127                        | 126                        | 126                        | 126                        | 127                        |
| Facilities Development and Operations             | 318                        | 307                        | 300                        | 297                        | 305                        | 311                        |
| Human Resources                                   | 33                         | 33                         | 32                         | 32                         | 32                         | 32                         |
| Information Systems Services                      | 189                        | 183                        | 216                        | 212                        | 212                        | 212                        |
| Internal Auditor                                  | 10                         | 8                          | 8                          | 8                          | 9                          | 9                          |
| Legislative Affairs                               | 3                          | 3                          | 3                          | 3                          | 3                          | 3                          |
| Medical Examiner                                  | 20                         | 19                         | 19                         | 19                         | 19                         | 20                         |
| Metropolitan Planning Organization                | 10                         | 10                         | 10                         | 10                         | 12                         | 13                         |
| Office of Financial Mgmt & Budget                 | 34                         | 32                         | 31                         | 31                         | 31                         | 31                         |
| Palm Tran   | 549                        | 549                        | 558                        | 579                        | 609                        | 622                        |
| Parks and Recreation                              | 595                        | 569                        | 562                        | 559                        | 571                        | 581                        |
| PZ&B - Planning & Zoning                          | 159                        | 148                        | 136                        | 139                        | 143                        | 147                        |
| Public Affairs                                    | 45                         | 42                         | 42                         | 42                         | 42                         | 42                         |
| Public Safety                                     | 333                        | 314                        | 307                        | 308                        | 252                        | 257                        |
| Purchasing  | 43                         | 43                         | 44                         | 44                         | 44                         | 45                         |
| Risk Management                                   | 30                         | 30                         | 30                         | 30                         | 30                         | 30                         |
| Youth Services                                    | 0                          | 0                          | 0                          | 0                          | 78                         | 78                         |
| Non-Departmental:                                 |                            |                            |                            |                            |                            | 0                          |
| Criminal Justice Commission                       | 12                         | 11                         | 11                         | 11                         | 11                         | 9                          |
| Office of Community Revitalization                | 6                          | 6                          | 6                          | 6                          | 6                          | 6                          |
| Office of Equal Opportunity                       | 12                         | 12                         | 12                         | 12                         | 12                         | 12                         |
| Office of Small Business Assistance               | 7                          | 7                          | 7                          | 7                          | 7                          | 7                          |
| <b>Total BCC General Ad Valorem Funded</b>        | <b>3,642</b>               | <b>3,495</b>               | <b>3,492</b>               | <b>3,470</b>               | <b>3,298</b>               | <b>3,345</b>               |
| <b><u>Other Departments and Agencies</u></b>      |                            |                            |                            |                            |                            |                            |
| Department of Airports                            | 158                        | 149                        | 149                        | 149                        | 148                        | 153                        |
| PZ&B - Building Division                          | 104                        | 104                        | 104                        | 104                        | 117                        | 130                        |
| County Library                                    | 452                        | 419                        | 419                        | 420                        | 422                        | 423                        |
| Fire Rescue                                       | 1,511                      | 1,511                      | 1,490                      | 1,490                      | 1,494                      | 1,498                      |
| Fleet Management                                  | 60                         | 59                         | 54                         | 54                         | 54                         | 57                         |
| Tourist Development                               | 4                          | 4                          | 4                          | 4                          | 5                          | 5                          |
| Water Utilities                                   | 558                        | 558                        | 558                        | 561                        | 568                        | 575                        |
| Commission on Ethics                              | 4                          | 6                          | 6                          | 5                          | 5                          | 5                          |
| Office of Inspector General(OIG) *                | 18                         | 34                         | 40                         | 23                         | 23                         | 23                         |
| <b>Total Other Departments and Agencies</b>       | <b>2,869</b>               | <b>2,844</b>               | <b>2,824</b>               | <b>2,810</b>               | <b>2,836</b>               | <b>2,869</b>               |
| <b>Total BCC</b>                                  | <b>6,511</b>               | <b>6,339</b>               | <b>6,316</b>               | <b>6,280</b>               | <b>6,134</b>               | <b>6,214</b>               |
| <b><u>Constitutional Officers</u></b>             |                            |                            |                            |                            |                            |                            |
| Clerk & Comptroller                               | 137                        | 134                        | 134                        | 138                        | 138                        | 137                        |
| 15th Judicial Circuit                             | 24                         | 21                         | 23                         | 25                         | 26                         | 28                         |
| Property Appraiser                                | 266                        | 266                        | 266                        | 266                        | 266                        | 257                        |
| Sheriff (1)                                       | 3,919                      | 3,924                      | 3,912                      | 3,952                      | 3,982                      | 4,032                      |
| Supervisor of Elections                           | 42                         | 45                         | 45                         | 45                         | 49                         | 46                         |
| Tax Collector                                     | 264                        | 305                        | 305                        | 314                        | 315                        | 315                        |
| <b>Total Constitutional Officers</b>              | <b>4,652</b>               | <b>4,695</b>               | <b>4,685</b>               | <b>4,740</b>               | <b>4,776</b>               | <b>4,815</b>               |
| <b>Grand Total</b>                                | <b>11,163</b>              | <b>11,034</b>              | <b>11,001</b>              | <b>11,020</b>              | <b>10,910</b>              | <b>11,029</b>              |

\*OIG's budget for FY 2017 includes funding for 23 filled positions, the 17 currently vacant positions will be reinstated once the municipal funding is implemented

| FY 2016 Mid Year Adj |            |            | Final         | FY 2017   |            |           | Adopted       |
|----------------------|------------|------------|---------------|-----------|------------|-----------|---------------|
| Additions            | Deletions  | Transfers  | FY 2016       | Additions | Deletions  | Transfers | FY 2017       |
| 1                    | 0          | 0          | 158           | 1         | 0          | 0         | 159           |
| 1                    | 0          | 0          | 13            | 0         | 0          | 0         | 13            |
| 0                    | 0          | 0          | 42            | 0         | 0          | 0         | 42            |
| 0                    | 0          | 0          | 27            | 0         | 0          | 0         | 27            |
| 0                    | (2)        | 0          | 30            | 0         | 0          | 0         | 30            |
| 0                    | (3)        | 0          | 48            | 2         | 0          | 0         | 50            |
| 0                    | 0          | 0          | 430           | 4         | 0          | 0         | 434           |
| 0                    | 0          | 1          | 128           | 0         | 0          | 0         | 128           |
| 0                    | 0          | 1          | 312           | 2         | 0          | 0         | 314           |
| 0                    | 0          | 0          | 32            | 0         | 0          | 0         | 32            |
| 0                    | 0          | 0          | 212           | 0         | 0          | 0         | 212           |
| 0                    | 0          | 0          | 9             | 0         | 0          | 0         | 9             |
| 0                    | 0          | 0          | 3             | 0         | 0          | 0         | 3             |
| 0                    | 0          | 0          | 20            | 1         | 0          | 0         | 21            |
| 0                    | 0          | 0          | 13            | 0         | 0          | 0         | 13            |
| 0                    | 0          | 0          | 31            | 1         | 0          | 0         | 32            |
| 0                    | 0          | 0          | 622           | 0         | 0          | 0         | 622           |
| 0                    | 0          | (1)        | 580           | 7         | 0          | 0         | 587           |
| 0                    | 0          | 0          | 147           | 4         | 0          | 0         | 151           |
| 0                    | 0          | 0          | 42            | 1         | 0          | 0         | 43            |
| 2                    | 0          | 0          | 259           | 2         | 0          | 0         | 261           |
| 0                    | 0          | 0          | 45            | 0         | 0          | 0         | 45            |
| 0                    | 0          | 0          | 30            | 0         | 0          | 0         | 30            |
| 0                    | 0          | 0          | 78            | 0         | 0          | 0         | 78            |
| 0                    | 0          | 0          | 9             | 0         | 0          | 0         | 9             |
| 0                    | 0          | 0          | 6             | 0         | 0          | 0         | 6             |
| 0                    | 0          | 0          | 12            | 0         | 0          | 0         | 12            |
| 0                    | 0          | 0          | 7             | 0         | 0          | 0         | 7             |
| <b>4</b>             | <b>(5)</b> | <b>1</b>   | <b>3,345</b>  | <b>25</b> | <b>0</b>   | <b>0</b>  | <b>3,370</b>  |
| 0                    | 0          | 0          | 153           | 2         | 0          | 0         | 155           |
| 0                    | 0          | 0          | 130           | 11        | (1)        | 0         | 140           |
| 0                    | 0          | 0          | 423           | 1         | 0          | 0         | 424           |
| 0                    | 0          | 0          | 1,498         | 12        | 0          | 0         | 1,510         |
| 0                    | 0          | (1)        | 56            | 2         | 0          | 0         | 58            |
| 0                    | (1)        | 0          | 4             | 0         | 0          | 0         | 4             |
| 0                    | 0          | 0          | 575           | 10        | 0          | 0         | 585           |
| 0                    | 0          | 0          | 5             | 0         | 0          | 0         | 5             |
| 0                    | 0          | 0          | 23            | 0         | 0          | 0         | 23            |
| <b>0</b>             | <b>(1)</b> | <b>(1)</b> | <b>2,867</b>  | <b>38</b> | <b>(1)</b> | <b>0</b>  | <b>2,904</b>  |
| <b>4</b>             | <b>(6)</b> | <b>0</b>   | <b>6,212</b>  | <b>63</b> | <b>(1)</b> | <b>0</b>  | <b>6,274</b>  |
| 0                    | 0          | 0          | 137           | 2         | 0          | 0         | 139           |
| 1                    | 0          | 0          | 29            | 5         | (1)        | 0         | 33            |
| 0                    | 0          | 0          | 257           | 3         | 0          | 0         | 260           |
| 99                   | 0          | 0          | 4,131         | 0         | 0          | 0         | 4,131         |
| 0                    | 0          | 0          | 46            | 5         | 0          | 0         | 51            |
| 0                    | 0          | 0          | 315           | 7         | 0          | 0         | 322           |
| <b>100</b>           | <b>0</b>   | <b>0</b>   | <b>4,915</b>  | <b>22</b> | <b>(1)</b> | <b>0</b>  | <b>4,936</b>  |
| <b>104</b>           | <b>(6)</b> | <b>0</b>   | <b>11,127</b> | <b>85</b> | <b>(2)</b> | <b>0</b>  | <b>11,210</b> |

(1) Includes 81 positions for Greenacres added during FY 2016.

Palm Beach County Board of County Commissioners has a total of 6,274 full and part-time employees budgeted for FY 2017. The number of employees per 1,000 population is being presented in order to reflect the effects of growth. In an effort to respond to the economic climate and to increase efficiency, the county has eliminated 1,371 positions since FY 2008. As a result of new facilities or expansion of services, Fire Rescue, Library, Parks and Recreation, and Water Utilities Department have seen their positions increase during this period.



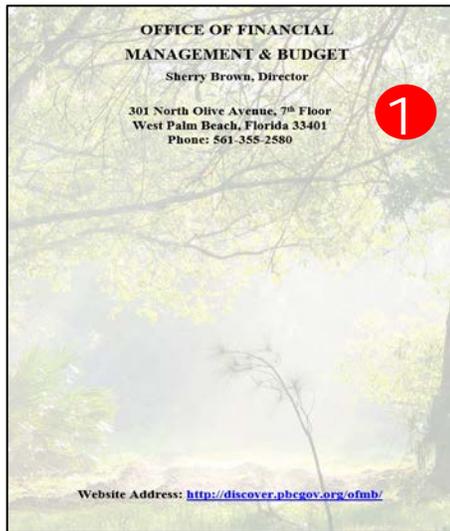
|         | Total Employees | County Population | Employees per 1,000 population |
|---------|-----------------|-------------------|--------------------------------|
| FY 2008 | 6,994           | 1,302,451         | 5.37                           |
| FY 2009 | 6,713           | 1,307,784         | 5.13                           |
| FY 2010 | 6,629           | 1,312,016         | 5.05                           |
| FY 2011 | 6,511           | 1,320,134         | 4.93                           |
| FY 2012 | 6,339           | 1,325,758         | 4.78                           |
| FY 2013 | 6,316           | 1,335,415         | 4.73                           |
| FY 2014 | 6,280           | 1,345,652         | 4.67                           |
| FY 2015 | 6,134           | 1,360,238         | 4.51                           |
| FY 2016 | 6,213           | 1,378,417         | 4.51                           |
| FY 2017 | 6,274           | 1,391,741         | 4.51                           |

Because personnel costs are a major portion of the County's operating budget, changes in the number of employees per 1,000 population have a direct relationship to the cost of providing services. A decrease in employees per 1,000 population indicates the County is either becoming more efficient and/or service levels are decreasing. The County continues to implement more effective processes to maintain current service levels.

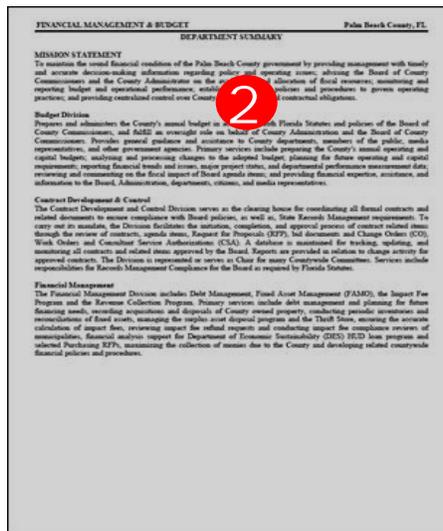
\* Source: Florida Estimates of Population 2016 (4/1/16 Estimates)

Bureau of Economic and Business Research, University of Florida (BEBR)

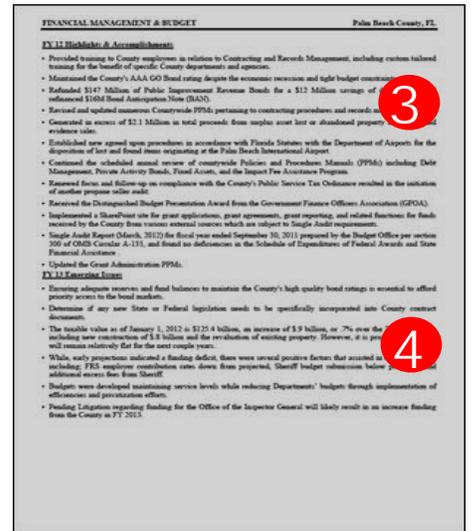
In a continuing effort to create a budget document that presents information in a user-friendly manner, we have developed this guide to identify where to find key pieces of information. The numbers correspond to the major components of our departmental budgets.



1



2



3

**1 Divider** - Includes all of the pertinent contact information for each of the departments, including the department director. Also included is a hyperlink that allows the reader to obtain additional information on the department not included in the budget document.

**2 Introduction** - A summary of the department's mission, major divisions, functions, and core services.

**3 Highlights & Accomplishments** - A list of the activities that have been successfully completed in the last year.

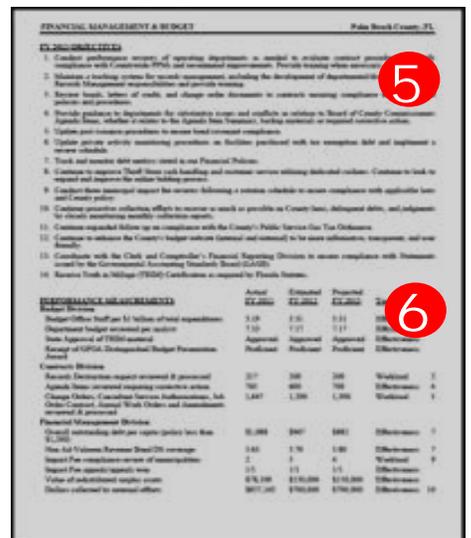
**4 Emerging Issues** - A list of challenges that are anticipated in the upcoming year.

**5 Objectives** - Specific goals the department is planning to work towards in the upcoming year.

**6 Performance Measures** - Measures that determine how a department is accomplishing its mission and objectives.

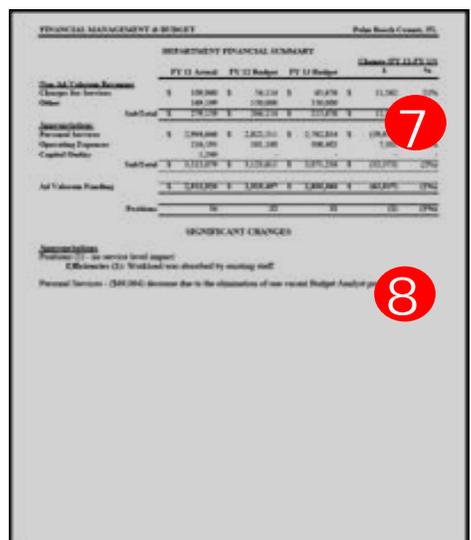
**7 Financial Summary** - A summary of operating expenditures and sources of revenue listed by major category.

**8 Significant Changes** - An explanation of significant differences between the previous and current year's budget, including position changes.



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# **COUNTY COMMISSION**

**Hal R. Valeche, District 1**

**Paulette Burdick, District 2 - Mayor**

**Dave Kerner, District 3**

**Steven L. Abrams, District 4**

**Mary Lou Berger, District 5**

**Melissa McKinlay, District 6– Vice Mayor**

**Mack Bernard, District 7**

**301 N. Olive Avenue, 12<sup>th</sup> Floor**

**West Palm Beach, Florida 33401**

**Phone: 561-355-2001**

**Website Address: <http://discover.pbcgov.org/countycommissioners/>**

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**DEPARTMENT SUMMARY**

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**MISSION STATEMENT**

To represent the citizens of Palm Beach County, promote effective government, and provide policy direction to meet community needs.

**Department Overview**

The Board consists of seven Commissioners, each representing a single-member district. Commissioners are elected to a maximum of 2 four-year terms by voters in the district in which they reside. Commissioners annually elect a Mayor to preside over meetings and serve as ceremonial head of the County. A Vice Mayor is also selected to assume these duties in the absence of the Mayor. Prior to FY 2009, this was done bi-annually. The County Commission considers major problems facing County government and guides the planned growth and development of the County consistent with the public interest. Major areas of public interest under the control of the Board include smart growth, provision of fire rescue, and disaster relief; construction and maintenance of County buildings, roads, and bridges; provision of programs of housing, community development, economic development, conservation, flood, beach erosion control, and air pollution control; adoption and enforcement of building and housing codes and regulations; preservation of natural resources; and provision of cultural and recreational facilities and programs.

**FY 16 Highlights & Accomplishments**

- Adopted an ordinance imposing a one-cent countywide infrastructure surtax and ballot language for a November 2016 referendum. Approval by voters would permit the surtax to begin January 1, 2017 and end on or before December 31, 2026. The estimated \$2.7 billion generated over a period of 10 years would be distributed as follows: School Board 50%, Palm Beach County 30%, and municipalities 20%.
- Adopted a resolution reaffirming the collaborative partnership among Palm Beach County, Broward County, Miami-Dade, and Monroe County as the Southeast Florida Regional Climate Change Compact to jointly address shared climate mitigation and adaptation challenges.
- Adopted a resolution approving the issuance of up to \$15 million in Housing Finance Authority multifamily housing revenue bonds for Royal Palm Place, a 125 unit rental housing development, for qualified persons and families, located at the northwest corner of 15th Street and Division Avenue in West Palm Beach. No County funds nor its taxing power, faith or credit are involved.
- Balanced the FY 2017 budget maintaining the millage rate at the same rate as the previous year.
- Adopted a series of amendments to the county's Animal Care and Control ordinance. Effective October 1, 2016, commercial operating permits will not be issued to new pet stores and pet dealers. A permit may be revoked if an operator is cited for two major violations in a five year period. The new rules apply countywide, but individual municipalities may opt out.
- Approved an amendment to Contract for Provision of Services with Adopt-a-Family of the Palm Beaches, Inc. (AAF). This amendment allows AAF to continue the responsibilities of Program Reach, which is the only emergency shelter for homeless families with dependent children in Palm Beach County.
- Approved a series of amendments to the county's Vehicle-for-Hire Ordinance incorporating transportation network companies such as Uber and Lyft.
- Adopted a resolution establishing fees and fines for the Home Caregivers Ordinance and approved an agreement with the Florida Department of Law Enforcement authorizing Palm County Consumer Affairs to process fingerprint-based criminal background checks on home caregivers.
- Approved an agreement with Solar Energy Loan Fund of St. Lucie County (SELF) to provide energy efficiency retrofit loans to low and moderate income homeowners in Palm Beach County.

**FY 2017 OBJECTIVES**

1. Manage the budget that delivers necessary services, while minimizing the tax requirements.
2. Preserve and protect the local natural environment, including threatened resources, ecosystems, and animal species.
3. Maintain appropriate resources to protect the health, safety, and welfare of the residents of and visitors to Palm Beach County.
4. Ensure the County has an effective social infrastructure.
5. Maintain and improve capital infrastructure.
6. Strengthen and diversify the economy.
7. Clearly articulate a strategy for responsible development.
8. Collaborate with partners.
9. Foster a strong County workforce.

| <b><u>PERFORMANCE MEASUREMENTS</u></b>  | <u>Actual</u>  | <u>Estimated</u> | <u>Projected</u> | <u>Type</u> | <u>Obj</u> |
|---|----------------|------------------|------------------|-------------|------------|
|   | <u>FY 2015</u> | <u>FY 2016</u>   | <u>FY 2017</u>   |             |            |
| Population served   | 1,360,238      | 1,378,417        | 1,391,741        | Demand      |            |
| Commission office expenditure per capita  | \$2.41         | \$2.44           | \$2.43           | Efficiency  |            |
| Adopted operating reserves as a percentage of net budget (policy between 10% and 15%) | 13.05%         | 13.34%           | 13.67%           | Efficiency  |            |
| Countywide operating millage rate   | 4.7815         | 4.7815           | 4.7815           | Efficiency  |            |
| Overall outstanding debt per capita (policy less than \$1,200)                        | \$631          | \$691            | \$635            | Efficiency  |            |

DEPARTMENT FINANCIAL SUMMARY

|                                       | FY 15 Actual        | FY 16 Budget        | FY 17 Budget        | Change (FY 16-FY 17) |           |
|---------------------------------------|---------------------|---------------------|---------------------|----------------------|-----------|
|                                       |                     |                     |                     | \$                   | %         |
| <b><u>Non-Ad Valorem Revenues</u></b> |                     |                     |                     |                      |           |
| Other                                 | \$ 95               | \$ -                | \$ -                | \$ -                 | -         |
| <b>SubTotal</b>                       | <b>\$ 95</b>        | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>          | <b>-</b>  |
| <b><u>Appropriations</u></b>          |                     |                     |                     |                      |           |
| Personal Services                     | \$ 2,804,776        | \$ 3,016,634        | \$ 3,027,017        | \$ 10,383            | -         |
| Operating Expenses                    | 302,683             | 350,871             | 358,323             | 7,452                | 2%        |
| Capital Outlay                        | 2,714               | 1,000               | 1,000               | -                    | -         |
| <b>SubTotal</b>                       | <b>\$ 3,110,173</b> | <b>\$ 3,368,505</b> | <b>\$ 3,386,340</b> | <b>\$ 17,835</b>     | <b>1%</b> |
| <b>Ad Valorem Funding</b>             | <b>\$ 3,110,078</b> | <b>\$ 3,368,505</b> | <b>\$ 3,386,340</b> | <b>\$ 17,835</b>     | <b>1%</b> |
| <b>Positions</b>                      | <b>27</b>           | <b>27</b>           | <b>27</b>           | <b>-</b>             | <b>-</b>  |

# **COUNTY ATTORNEY**

**Denise Marie Nieman, County Attorney**

**301 North Olive Avenue, Suite 601**

**West Palm Beach, Florida 33401**

**Phone: 561-355-2225**

**Website Address: <http://discover.pbcgov.org/countyattorney/>**

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**DEPARTMENT SUMMARY**

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**MISSION STATEMENT**

To provide quality legal advice and representation to the Board of County Commissioners, County Administration, and departments in a timely, cost-effective, and efficient manner.

**Department Overview**

The County Attorney's Office was established under Section 4.3 of the Charter of Palm Beach County as an independent office. The County Attorney is appointed by the Board of County Commissioners (BCC), serves at the pleasure of the BCC, and is responsible directly to the BCC. The Office represents and provides legal advice to the BCC, County Administration, County Departments, and the Solid Waste Authority. Primary services include: 1) Providing legal advice and counsel on the interpretation and enforcement of federal, state, and local laws and rules affecting County government; 2) Drafting and/or reviewing all legally binding documents (e.g., ordinances, leases, contracts, etc.); 3) Providing legal advice and representation on matters overseen by the various Boards and Commissions falling under the County's purview; 4) Handling administrative actions and hearings (e.g., personnel appeals, code enforcement, etc.); 5) Defending Palm Beach County in all litigation; and 6) Filing actions on behalf of Palm Beach County.

**FY 16 Highlights & Accomplishments**

- Assisted with the development of the one-cent infrastructure surtax referendum, including assistance on the design of materials to educate residents on the benefits of same.
- Assisted in design of the Ball Park of the Palm Beaches project, including issuance of County bonds to finance the new baseball stadium and the negotiation and drafting of a Funding Agreement with the Florida Department of Economic Opportunity under which the County will receive \$50 million over the next 25 years to help defray the costs of the Ball Park.
- Worked on the Joint Palm Beach County/Broward County Reclaimed Water Project, including the negotiation and drafting of an Interlocal Agreement with Broward County for the delivery of reclaimed water to Palm Beach County.
- Worked on the acquisition of the County's only homeless shelter for families which will ensure its continued operation.
- Assisted with the restructuring of a County loan, which facilitated the leveraging of an additional \$22.3 million from a private developer for the rehabilitation of Covenant Villas Condominiums, a 144-unit income restricted rental complex located in Belle Glade that had fallen into significant disrepair.
- Worked with the Public Safety Department, Consumer Affairs Division, and the Palm Beach County Sheriff's Office in enacting a Home Caregiver Ordinance that requires individuals who provide caregiver services to the County's vulnerable population to undergo criminal history checks.
- Worked with Animal Care and Control on seizing hundreds of animals from illegal slaughter operations, saving animals from inhumane deaths.

**FY 17 Emerging Issues**

- Meeting with Engineering and the Impact Fee Office to explore new impact fee methodologies that recognize the variety of capital needs and planning strategies in different geographic areas of the County.
- Working with the State Attorney's Office, the County's Legislative Affairs Office and others on legislation which would regulate Sober Homes.
- Assisting the Zoning Division in completing the Use Regulations Project. This multi-year project involved overhauling much of the County's Unified Land Development Code and is slated for adoption by the BCC in February.

**FY 2017 OBJECTIVES**

1. Successfully respond to increased demands of the Board of County Commissioners (BCC) and County Departments, notwithstanding budgetary and staffing challenges.
2. Effectively and efficiently manage staff to provide a continued high level of service, all the while restructuring to move the County Attorney's Office into the next generation.
3. Continue to work with County Departments to identify legal issues/conflicts, and potential resolutions or alternative approaches from project inception to completion.

**PERFORMANCE MEASUREMENTS**

|  | <u>Actual</u><br><u>FY 2015</u> | <u>Estimated</u><br><u>FY 2016</u> | <u>Projected</u><br><u>FY 2017</u> | <u>Type</u> | <u>Obj</u> |
|--|---------------------------------|------------------------------------|------------------------------------|-------------|------------|
| Ongoing review of internal reports generated through the County Attorney's Office (CAO) legal time and billing program | Proficient                      | Proficient                         | Proficient                         | Output      |            |
| BCC directives entirely within the responsibility and control of the CAO responded to within sixty (60) days           | Proficient                      | Proficient                         | Proficient                         | Efficiency  | 1          |
| Level of client satisfaction as determined through constant monitoring of feedback                                     | Proficient                      | Proficient                         | Proficient                         | Outcome     | 2          |

DEPARTMENT FINANCIAL SUMMARY

|                                       | FY 15 Actual        | FY 16 Budget        | FY 17 Budget        | Change (FY 16-FY 17) |             |
|---------------------------------------|---------------------|---------------------|---------------------|----------------------|-------------|
|                                       |                     |                     |                     | \$                   | %           |
| <b><u>Non-Ad Valorem Revenues</u></b> |                     |                     |                     |                      |             |
| Charges for Services                  | \$ 1,397,037        | \$ 1,977,500        | \$ 2,166,500        | \$ 189,000           | 10%         |
| Other                                 | 10,121              | 5,000               | 5,000               | -                    | -           |
| <b>SubTotal</b>                       | <b>\$ 1,407,158</b> | <b>\$ 1,982,500</b> | <b>\$ 2,171,500</b> | <b>\$ 189,000</b>    | <b>10%</b>  |
| <b><u>Appropriations</u></b>          |                     |                     |                     |                      |             |
| Personal Services                     | \$ 5,014,128        | \$ 5,603,308        | \$ 5,720,930        | \$ 117,622           | 2%          |
| Operating Expenses                    | 169,762             | 218,291             | 208,376             | (9,915)              | (5%)        |
| Capital Outlay                        | 1,627               | 63,871              | 5,936               | (57,935)             | (91%)       |
| <b>SubTotal</b>                       | <b>\$ 5,185,517</b> | <b>\$ 5,885,470</b> | <b>\$ 5,935,242</b> | <b>\$ 49,772</b>     | <b>1%</b>   |
| <b>Ad Valorem Funding</b>             | <b>\$ 3,778,360</b> | <b>\$ 3,902,970</b> | <b>\$ 3,763,742</b> | <b>\$ (139,228)</b>  | <b>(4%)</b> |
| <b>Positions</b>                      | <b>42</b>           | <b>42</b>           | <b>42</b>           | <b>-</b>             | <b>-</b>    |

SIGNIFICANT CHANGES

**Non-Ad Valorem Revenues**

Charges for Services – \$189,000 increase is primarily due to the net effect of an increase in projected services rendered to County Library - \$1,000, Engineering and Public Works - \$35, 000, and Risk Management - \$230,000; and, a decrease in projected services rendered to Department of Economic Sustainability - \$25,000, Solid Waste Authority - \$25,000, and Tourist Development Council - \$20,000.

**Appropriations**

Capital Outlay – (\$57,935) decrease is due to a one-time data processing equipment and software supplemental budgeted in FY16.

# **INTERNAL AUDITOR**

**Joe Bergeron, County Internal Auditor**

**2300 North Jog Road  
West Palm Beach, Florida 33411  
Phone: 561-681-4480**

**Website Address: <http://discover.pbcgov.org/internalauditor/>**

DEPARTMENT SUMMARY

**MISSION STATEMENT**

To assist the Board of County Commissioners and County management in improving operational effectiveness, productivity, accountability, and financial stewardship by providing objective, relevant, and timely reviews of the County’s programs and operations resulting in meaningful, value adding recommendations.

**Department Overview**

Primary services provided by the Internal Auditor's Office (Office) include performance audits for departments and agencies under the Board of County Commissioners (BCC). The objective for each performance audit is to enhance internal controls and operational effectiveness of the audited units. The audits determine if operations are performed in accordance with laws, contracts, policies, and procedures; financial and other reports are accurate and reliable; activities are properly authorized; operations are performed in an efficient and effective manner; assets are adequately safeguarded; and stated goals are being accomplished. The Office reports to and provides administrative support to an Audit Committee appointed by the BCC. The Audit Committee approves the annual work plan for the Office and reviews individual audit reports prior to issuance.

**FY 16 Highlights & Accomplishments**

- Completed update to countywide risk assessment methodology and developed audit plan for FY 2017.
- Completed the update to the office audit manual.

**FY 17 Emerging Issues**

- Provide support to Administration in improving objectives and performance measures throughout the County organization.
- Successfully complete the triennial peer review required by Government Auditing Standards.

**FY 17 Objectives**

1. Initiate 90% of audits included in the annual audit work plan within the fiscal year planned.
2. Conduct follow-up review on 100% of all audit recommendations within three months of notification from management that the recommendation has been implemented.
3. Issue a discussion draft for audit projects within an average of 100 days from the beginning of audit field work.

| <b><u>PERFORMANCE MEASUREMENTS</u></b>                          | Actual         | Estimated      | Projected      | <u>Type</u> | <u>Obj</u> |
|---|----------------|----------------|----------------|-------------|------------|
|   | <u>FY 2015</u> | <u>FY 2016</u> | <u>FY 2017</u> |             |            |
| Percentage of audits started as planned                         | 86%            | 88%            | 90%            | Outcome     | 1          |
| Number of follow-up reviews conducted                           | 15             | 15             | 15             | Output      | 2          |
| Percentage of follow-up reviews conducted as planned            | 100%           | 100%           | 100%           | Output      | 2          |
| Average days to issue discussion draft from start of field work | 89             | 80             | 90             | Efficiency  | 3          |
| Number of audits completed during the fiscal year               | 21             | 18             | 20             | Output      |            |

DEPARTMENT FINANCIAL SUMMARY

|                                       | FY 15 Actual        | FY 16 Budget        | FY 17 Budget        | Change (FY 16-FY 17) |           |
|---------------------------------------|---------------------|---------------------|---------------------|----------------------|-----------|
|                                       |                     |                     |                     | \$                   | %         |
| <b><u>Non-Ad Valorem Revenues</u></b> |                     |                     |                     |                      |           |
| Other                                 | \$ 195              | \$ -                | \$ -                | \$ -                 | -         |
| <b>SubTotal</b>                       | <b>\$ 195</b>       | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>          | <b>-</b>  |
| <b><u>Appropriations</u></b>          |                     |                     |                     |                      |           |
| Personal Services                     | \$ 997,601          | \$ 1,105,666        | \$ 1,118,798        | \$ 13,132            | 1%        |
| Operating Expenses                    | 35,054              | 53,139              | 58,370              | 5,231                | 10%       |
| <b>SubTotal</b>                       | <b>\$ 1,032,655</b> | <b>\$ 1,158,805</b> | <b>\$ 1,177,168</b> | <b>\$ 18,363</b>     | <b>2%</b> |
| <b>Ad Valorem Funding</b>             | <b>\$ 1,032,460</b> | <b>\$ 1,158,805</b> | <b>\$ 1,177,168</b> | <b>\$ 18,363</b>     | <b>2%</b> |
| <b>Positions</b>                      | <b>9</b>            | <b>9</b>            | <b>9</b>            | <b>-</b>             | <b>-</b>  |

SIGNIFICANT CHANGES

**Appropriations**

Operating Expenses – \$ 5,231 increase is primarily due to an increase in registration fees and related travel costs.



# **COUNTY ADMINISTRATION**

**Verdenia C. Baker, County Administrator**  
**Jon Van Arnam, Deputy County Administrator**  
**Nancy Bolton, Assistant County Administrator**  
**Todd Bonlarron, Assistant County Administrator**  
**Faye Outlaw, Assistant County Administrator**  
**Vacant, Assistant County Administrator**

**301 N. Olive Avenue, 11<sup>th</sup> Floor**  
**West Palm Beach, Florida 33401**  
**Phone: 561-355-2030**

**Website Address: <http://discover.pbcgov.org/administration/>**

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**DEPARTMENT SUMMARY**

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**MISSION STATEMENT**

To provide administrative leadership resulting in cost effective and efficient delivery of quality governmental services. County Administration will implement policies established by the Board of County Commissioners and manage the activities of Board departments. Accountability of public expenditures will be provided through the use of performance measurements and organizational excellence will be encouraged by example and sponsorship of quality improvement programs and data driven decision making. This mission requires effective communication with County Commissioners, Constitutional Officers, employees, citizens, the media, and others through open access, sharing of information, and transparency.

**Department Overview**

The County Administrator serves as the chief executive officer of Palm Beach County government and provides primary staff support to the Board of County Commissioners. The County Administrator's Office is staffed with 13 positions, including the Deputy County Administrator and four Assistant County Administrators. This Office directs the activities of more than 30 Board departments and acts as liaison to the Constitutional Officers and various other agencies.

County Administration is responsible for the overall supervision of Board departments. Primary services include 1) arrange for the orderly scheduling of County Commission business and coordinate the development and review of agenda items for Commission meetings; 2) staff special projects and initiatives as directed by the Board of County Commissioners and identified by the Management Team; 3) present the County Administrator's recommended budget (operating and capital) for the upcoming fiscal year; 4) plan for future levels of service and capital requirements; 5) provide staff support to various appointed boards and committees; 6) serve as a liaison to local, state, and federal government entities; 7) oversee the development of policies and procedures to guide County departments; and 8) respond to public inquiries and requests for information.

**FY 16 Highlights & Accomplishments**

- Provided the Board with sound budgetary guidance, and maintained AAA Bond rating.
- A one-cent countywide infrastructure surtax approved by Palm Beach County voters in the November elections.
- Revamped the County's website [www.pbcgov.com](http://www.pbcgov.com) to improve design and content management.
- Provided election poll/phone support to the Supervisor of Elections in the March 15th Presidential Primary, the August 30th Presidential Primary, and the November 8th General Elections.
- Successful transition to new County Administration and the development of senior staff.
- Finalized an agreement on the Collective Bargaining Agreement with the Professional Firefighters/Paramedics of Palm Beach County, Local 2928, IAFF.

**FY 17 Emerging Issues**

- Balancing the budget, while maintaining service levels.
- Addressing Attainable Housing needs.
- Updating of County Impact Fees.
- Prioritize backlogged infrastructure demands.
- Impact of growth in Palm Beach County.
- Completion of a Disparity Study of contracting and purchasing opportunities.
- Performance based Budgeting to identify efficiency.

**FY 2017 OBJECTIVES**

1. Provide the Board with the best information possible regarding issues brought before them.
2. Implement major Board initiatives, including infrastructure improvements, social service efficiencies, affordable/workforce housing, and homelessness initiatives.
3. Balance the FY 2018 Budget while maintaining services to citizens and minimizing revenue demands on taxpayers of Palm Beach County.
4. Increase efficiency and effectiveness of all County services, referencing benchmark and comparable data from the public and private sectors.

| <b><u>PERFORMANCE MEASUREMENTS</u></b>           | <u>Actual</u><br><u>FY 2015</u> | <u>Estimated</u><br><u>FY 2016</u> | <u>Projected</u><br><u>FY 2017</u> | <u>Type</u> | <u>Obj</u> |
|--|---------------------------------|------------------------------------|------------------------------------|-------------|------------|
| Administration office expenditure per capita     | \$1.53                          | \$1.38                             | \$1.67                             | Cost        |            |
| Number of Agenda Items                           | 1,375                           | 1,421                              | 1,519                              | Outcome     | 1          |
| <b>Credit rating on general obligation debt:</b> |                                 |                                    |                                    |             |            |
| Moody's  | Aaa                             | Aaa                                | Aaa                                | Outcome     |            |
| Fitch  | AAA                             | AAA                                | AAA                                | Outcome     |            |
| Standard & Poors                                 | AAA                             | AAA                                | AAA                                | Outcome     |            |

DEPARTMENT FINANCIAL SUMMARY

|                                       | FY 15 Actual        | FY 16 Budget        | FY 17 Budget        | Change (FY 16-FY 17) |            |
|---------------------------------------|---------------------|---------------------|---------------------|----------------------|------------|
|                                       |                     |                     |                     | \$                   | %          |
| <b><u>Non-Ad Valorem Revenues</u></b> |                     |                     |                     |                      |            |
| Charges for Services                  | \$ 452,753          | \$ 468,958          | \$ 483,028          | \$ 14,070            | 3%         |
| Other                                 | 9                   | -                   | -                   | -                    | -          |
| <b>SubTotal</b>                       | <b>\$ 452,762</b>   | <b>\$ 468,958</b>   | <b>\$ 483,028</b>   | <b>\$ 14,070</b>     | <b>3%</b>  |
| <b><u>Appropriations</u></b>          |                     |                     |                     |                      |            |
| Personal Services                     | \$ 1,988,488        | \$ 2,027,461        | \$ 2,222,878        | \$ 195,417           | 10%        |
| Operating Expenses                    | 94,203              | 96,936              | 105,278             | 8,342                | 9%         |
| <b>SubTotal</b>                       | <b>\$ 2,082,691</b> | <b>\$ 2,124,397</b> | <b>\$ 2,328,156</b> | <b>\$ 203,759</b>    | <b>10%</b> |
| <b>Ad Valorem Funding</b>             | <b>\$ 1,629,930</b> | <b>\$ 1,655,439</b> | <b>\$ 1,845,128</b> | <b>\$ 189,689</b>    | <b>11%</b> |
| <b>Positions</b>                      | <b>12</b>           | <b>12</b>           | <b>13</b>           | <b>1</b>             | <b>8%</b>  |

SIGNIFICANT CHANGES

**Appropriations**

Positions 1

Mid Year 1 - re-activation of one Assistant County Administrator position.

# **DEPARTMENT OF AIRPORTS**

**Bruce Pelly, Director**

**1000 PBI, Suite 846  
West Palm Beach, Florida 33406  
Phone: 561-471-7420**

**Website Address: <http://discover.pbcgov.org/Airports/>**

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**DEPARTMENT SUMMARY**

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**MISSION STATEMENT**

To provide for air transportation and related services that are safe, secure, comfortable, convenient, and efficient.

**Department Overview**

The Palm Beach County Department of Airports owns and operates Palm Beach International Airport (PBIA) and three general aviation airports located in Palm Beach Gardens, Lantana, and Pahokee. The PBIA McCampbell Terminal serves six million passengers a year with 15 or more airlines. PBIA is also home to three fixed base operators: Jet, Signature and Atlantic Aviation serving general aviation customers making PBIA one of the busiest general aviation airports in the country. Total estimated annual economic activity for PBIA is \$3.4 billion with over 37,000 aviation and support activity jobs. The County's three general aviation airports generate an estimated annual economic activity of \$87.5 million while providing for over 1,000 jobs. The Department of Airports receives no Ad Valorem support; revenues are generated from tenants, users, concession providers, Passenger Facility charges, Federal Aviation Grants, and State Aviation Transportation Grants.

**Airports Administrative Division**

Includes various functions: Planning, Property Management and Compliance, Business Development, Marketing, Air Service Development, Noise Abatement, Information Technology, Accounts Receivable/Billing, Budgeting, Accounting, Debt Management and compliance, and Finance. These functions are responsible for the long term planning and management of facility and business development through direct construction and partnering with private enterprise to provide necessary aviation and related customer services.

**Airports Maintenance Division**

Provides services to the four Palm Beach County Airport facilities through staff and various contract services. Critical elements include airfield lighting, uninterrupted power supply to PBIA, HVAC service at PBIA via five multi-ton chillers, ground power and pre-conditioned air services to commercial aircraft, janitorial services to PBIA, as well as continuous elevator/escalator services. Maintenance also provides for all landscaping and greenspace maintenance, including airfield and public areas. Maintenance provides for 24/7 staffing or contractual manpower to maintain critical systems to ensure uninterrupted airport operations and insure safety/security systems remain operational.

**Airports Operations Division**

Provides 24/7 safety, security, and operational communications of the four Palm Beach County Airport facilities. Operations carries out this mission with a core staff of field officers and communications/dispatch staff and with contract services provided by the Palm Beach Sheriff's Office and Palm Beach County Fire Rescue, both of which have full time units at PBIA on a 24/7 basis. Operations also plans and coordinates with the Federal Transportation Security Administration and U.S. Immigration and Customs Enforcement staff located on-site for daily processing of all passengers through the airport. Operations staff has the overall responsibility for the development and execution of the Airport Safety Plan which defines the protocols for various security and safety events and the appropriate response of each entity. Operations also provides public parking facilities 24/7 via contract services, lost and found inventory, access control, security identification and background checks, tenant communications, and customer assistance.

**FY 16 Highlights & Accomplishments**

- Westjet Airlines began seasonal service December 2015 with flights to Toronto, Canada.
- Sun Country and Delta Airlines announced new non-stop service from PBI to Minneapolis beginning December 2016.
- Canadian North Airlines had seasonal service commencing January 2016 from several Canadian cities to transport Celebrity Cruise customers via PBIA to South Florida cruise terminals. Canadian North and Celebrity processed most all customers through PBIA's customs facility. PBIA was selected for its customer convenience and ease of service.
- Voted a Trip Advisor winner of favorite airports, recognizing our ease of use and amenities.
- Passenger traffic grew by 3.5% over the previous year. Seat capacity from commercial carriers also grew over 4.5% compared with the previous year.
- Partnering with the Department of Homeland Security, the Department completed construction of the new Checked Baggage Inspection System (CBIS) July 2016. Most funding for the \$40 million project came from the Transportation Security System. Customer checked baggage conveyor and screening systems are critical functions that require modernization to increase throughput and efficiency of operations. Additionally, the new system includes enhanced screening technology to insure the safest possible travel experience.
- The Department successfully refinanced \$70 million of Airport Revenue Bonds to achieve a net present value savings of over \$15 million, representing a 22% savings margin. The original bonds were issued in 2006 to fund the expansion of the long term parking garage.

**FY 17 Emerging Issues**

- Renovation of the PBIA terminal will be a focus to insure continued customer service to our passengers. Master plan reviews of the terminal will look at improving passenger flow, providing more food and retail shops in post security areas, and more efficient security screening design. Major renovations/improvements scheduled for the terminal this year include:
  - all new terrazzo flooring located at first level baggage claim
  - three new food concept locations plus an improved and expanded Starbucks on the main terminal
  - pet relief areas in the concourses
  - modernization of ticket counters to enable more efficient operations & increase customer accessibility
  - new common use passenger processing systems to allow flexible gate & ticket counter scheduling for airlines

**FY 2017 OBJECTIVES**

1. Achieve Airline Cost Per Enplanement (CPE) of \$5.00 or less. Airline CPE is a key industry metric for airports which takes cost and changing levels of passenger traffic into account. A low CPE environment is helpful to attract and retain robust air service. Maintaining a CPE of \$5 or less compares very favorably to other South Florida Airports, making Palm Beach International Airport the lowest operating cost per enplanement airport in the area.
2. Maintain Operating Revenue Per Enplanement of \$19.00 or more. This metric measures overall productivity from all operating revenue sources. Some decline is expected due to lower charges to airlines.
3. Maintain Operating Revenue to Operating Expense ratio of 1.25 or more. This measurement gauges the relationship of revenue production to operating expenses.
4. Maintain Concession Revenue Per Enplanement at \$10.00 or more. This measures the productivity of variable revenues dependant to passenger traffic (includes parking, car rental concession, food/beverage concession, retail concessions, etc).
5. Maintain Debt Service Coverage at a 1.25 ratio or more. This measurement is defined by the Department's bond covenant language where 1.25 is stated as the minimum acceptable level of coverage. The calculation generally represents the following: (revenues less expenses) divided by debt service for the period. A significant increase in this metric is expected due to decreased debt service starting in FY 2015.

| <b><u>PERFORMANCE MEASUREMENTS</u></b>                    | Actual         | Estimated      | Projected      | <u>Type</u> | <u>Obj</u> |
|---|----------------|----------------|----------------|-------------|------------|
|   | <u>FY 2015</u> | <u>FY 2016</u> | <u>FY 2017</u> |             |            |
| Total Passengers  | 6,169,923      | 6,404,997      | 6,533,097      | Demand      |            |
| Total Enplanements  | 3,090,339      | 3,208,081      | 3,272,243      | Demand      |            |
| Total PBIA flight Operations (including general aviation) | 144,073        | 146,954        | 148,424        | Demand      |            |
| Airline Cost Per Enplanement                              | 3.84           | 4.19           | 4.75           | Efficiency  | 1          |
| Operating Revenue Per Enplanement                         | 20.85          | 20.24          | 20.50          | Efficiency  | 2          |
| Operating Revenue to Operating Expense Ratio              | 1.52           | 1.38           | 1.34           | Efficiency  | 3          |
| Concession Revenue Per Enplanement                        | 11.98          | 11.53          | 11.31          | Efficiency  | 4          |
| Debt Service Coverage                                     | 3.35           | 3.25           | 3.25           | Efficiency  | 5          |

## DEPARTMENT FINANCIAL SUMMARY

|                                       | FY 15 Actual         | FY 16 Budget         | FY 17 Budget         | Change (FY 16-FY 17) |           |
|---------------------------------------|----------------------|----------------------|----------------------|----------------------|-----------|
|                                       |                      |                      |                      | \$                   | %         |
| <b><u>Non-Ad Valorem Revenues</u></b> |                      |                      |                      |                      |           |
| Charges for Services                  | \$ 62,641,944        | \$ 59,598,895        | \$ 66,495,137        | \$ 6,896,242         | 12%       |
| Grants                                | 308,000              | -                    | 36,248               | 36,248               | 100%      |
| Licenses & Permits                    | 75,660               | 66,775               | 81,275               | 14,500               | 22%       |
| Other                                 | 584,546              | 570,400              | 596,700              | 26,300               | 5%        |
| Interfund Transfers                   | 654,987              | 701,170              | 764,826              | 63,656               | 9%        |
| Fund Balance                          | 20,137,642           | 18,635,072           | 15,910,409           | (2,724,663)          | (15%)     |
| <b>SubTotal</b>                       | <b>\$ 84,402,779</b> | <b>\$ 79,572,312</b> | <b>\$ 83,884,595</b> | <b>\$ 4,312,283</b>  | <b>5%</b> |
| <b><u>Appropriations</u></b>          |                      |                      |                      |                      |           |
| Personal Services                     | \$ 11,514,991        | \$ 12,401,894        | \$ 12,962,981        | \$ 561,087           | 5%        |
| Operating Expenses                    | 31,106,017           | 34,606,193           | 37,136,352           | 2,530,159            | 7%        |
| Transfers                             | 21,702,909           | 23,923,349           | 24,952,248           | 1,028,899            | 4%        |
| Charge Offs                           | (218,125)            | (240,000)            | (240,003)            | (3)                  | -         |
| Reserves                              | -                    | 8,880,876            | 9,073,017            | 192,141              | 2%        |
| <b>SubTotal</b>                       | <b>\$ 64,105,792</b> | <b>\$ 79,572,312</b> | <b>\$ 83,884,595</b> | <b>\$ 4,312,283</b>  | <b>5%</b> |
| <b>Ad Valorem Funding</b>             | <b>\$ -</b>          | <b>\$ -</b>          | <b>\$ -</b>          | <b>\$ -</b>          | <b>-</b>  |
| <b>Positions</b>                      | <b>148</b>           | <b>153</b>           | <b>155</b>           | <b>2</b>             | <b>1%</b> |

## SIGNIFICANT CHANGES

**Non-Ad Valorem Revenues**

Charges for Services – \$6,896,242 increase is due to increased concessions and parking revenues compared to the 2016 budgeted amount. Additionally, a new \$2 million revenue item appears in the FY 2017 budget, which charges airlines a fee to pay for the operation and maintenance of the new in-line baggage system. Note that this amount also appears in the appropriations category.

Fund Balance – (\$2,724,663) decrease is due to higher estimated expenditures; however, actual results may be more favorable.

**Appropriations**

Positions – 2

**Budget Process 2** – to improve services and align work responsibilities, the following two positions have been added: Airports Communications Specialist and System Administrator II.

Personal Services - \$561,087 increase includes \$98,001 for the positions added during the budget process.

Operating Expenses - \$2,530,159 increase is due largely to the additional costs for the operation and maintenance of the new in-line baggage system, which added \$2 million to FY 2017 appropriations. This cost includes contract service and inventory replacement parts. Implementation of the system was mandated by the Transportation Security Administration.

Transfers - \$1,028,899 increase is primarily due to an increase of \$1,500,000 in transfers to the Airports Improvement & Development fund offset by a reduction of (\$470,274) in transfers to debt service due to bond refunding.



# **COMMUNITY SERVICES**

**James E. Green, Director**

**810 Datura Street  
West Palm Beach, Florida 33401  
Phone: 561-355-4700**

**Website Address: <http://discover.pbcgov.org/communityservices/>**

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**DEPARTMENT SUMMARY**

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**MISSION STATEMENT**

To enhance and improve the health, welfare, and quality of life in Palm Beach County by investing in the potential of families and individuals in need.

**Community Action Program (CAP)**

Endeavors to remove barriers and create opportunities that enable low-income individuals and families to become more self-sufficient. The Community Action Program's goal is to assess the needs of the Palm Beach County community and to develop programs that will fill the gaps. CAP provides services for employment, transportation, childcare, housing, food, and referrals. CAP administers the Low Income Home Energy Assistance Program (LIHEAP) and the Community Service Block Grant (CSBG). These two federal block grants provide assistance for low-income families to maintain/restore utility services and to move families away from government assistance.

**Division of Senior Services (DOSS)**

Provides accessible high-quality services to help seniors attain optimal independence and to promote quality of life for seniors and their caregivers. DOSS administers to seniors a comprehensive range of programs that provides social and emotional well-being, encourages independence, and supports seniors and their caregivers within the community with dignity and choice. Senior Centers provide classes, programs, and activities for healthy, independent living. Adult Day Care provides group social/recreational activities with health monitoring. Case Management provides in-home services and assessments to determine crucial needs, and coordinates/manages in home services, such as companionship, personal care, respite, homemaker, and home delivered meals. Additional programs are Congregate Meals, which provide nutritious meals to seniors; Emergency Home Energy Assistance; and volunteers, outreach, case management, and caregiver services.

**Farmworker Career Development Program**

Provides the tools to strengthen the ability of eligible migrant and seasonal farm workers and their dependents to achieve economic self-sufficiency through their participation in education, skills training, and supportive services. Program participants, after completing educational and training goals, are able to obtain full-time, year-round, unsubsidized employment. The program provides assistance in the following areas: career counseling, referral to vocational training, English for Speakers of Other Languages, General Education Development (GED), emergency assistance, school tuition, related assistance, employability skills, job placement, and follow-up services.

**Human and Veteran Services**

Serves economically disadvantaged residents through case management, social services, advocacy, and community linkage, empowering the individual/family to improve their quality of life. Services are provided through Homeless Prevention Offices, assisting with rent and utility payments under a Case Management model; Homeless Services by Homeless Outreach Teams working in the community and at the Senator Philip D. Lewis Center; and Veteran Services providing advocacy. Additional services include: Deceased Indigent Program and Disaster Recovery Case Management. Serves as Collaborative Applicant and provides contract management for homeless services. Staff support is provided to the Homeless Advisory Board, the Homeless Coalition, and the Veterans Coalition.

**Ryan White**

Administers the Ryan White Act, Part A funds. Provides support, including health planning, for the mandatory advisory board: Palm Beach County HIV CARE Council. Part A funding is for eligible metropolitan areas hardest hit by the HIV/AIDS epidemic. Community based and governmental agencies are contracted to assist in these services: outpatient medical, laboratory, specialty medical, nurse care coordination, pharmacy, health insurance continuation, oral health, home health care, mental health, treatment adherence, case management, eligibility screening, and other support services.

**FY 16 Highlights & Accomplishments**

- The Farmworker Career Development Program had six clients complete LPN, Medical Assistant, and CNA programs at local vocational schools in Palm Beach County and obtain employment. Additionally, three clients completed CDL Class A Training and started their own trucking business with local sugar cane companies hauling cane/sod. This program currently has clients training at West Technical Center in HVAC, Electrician, and pre-apprenticeship programs, and at Palm Beach State College in the Welding and Crime Scene Technician programs.
- The Farmworker Career Development Program has successfully merged services with CareerSource using the same Data System for clients. This will be a greater team building effort between CareerSource and the Farmworker Career Development Program providing better service to clients shared together using the same Data system.
- The Division of Human and Veteran Services retooled the homeless system for singles in collaboration with community partners in an effort to streamline the entry process for persons in need of housing and shelter. The Division discontinued the use of half-way houses as emergency shelters and managed to secure a small number of half-way houses that are piloting the Rapid Re-Housing model. The Division has also scrubbed the Homeless Management Information System (HMIS) data from a previous provider in an effort to present a comprehensive picture of homelessness in Palm Beach County. Veteran's Services led the Palm Beach County Veterans Coalition and provides services to over 2,500 veterans each year. The Homeless Coalition continues to fundraise on behalf of the agencies serving the homeless in our community as well as being the voice of homeless in advocacy matters.
- The Ryan White program successfully implemented a new client services database, Provide Enterprise (PE). This new system streamlines eligibility determination, facilitates referrals and outcome monitoring across agencies, and provides the County with expenditure, services, and health outcome data at the client level and by subpopulations.
- Division of Senior Services (DOSS) completed the final phase of the paperless Senior Tracking and Referral System (STARS) program by implementing the vendor portal. Using this system, DOSS vendors now submit their invoices electronically through the portal. Approved invoices are interfaced to the Advantage Financial System and the images stored electronically. This marks the third paperless invoice processing system and Advantage interface implemented by Community Services in its ongoing effort to maximize service and efficiency.
- DOSS' three Senior Centers offer five new fitness classes including Silver Sneakers Flex, Tai Chi, Zumba Gold, and Matter of Balance classes to attract Baby Boomer to become involved in wellness. Additionally, the division collaborates with Area Agency on Aging to implement a six week community-based educational series designed to provide caregivers the tools needed to take care of themselves while caring for a family member or friend. Powerful Tools for Caregivers goal is to prevent caregiver burn out in order to provide better care.
- DOSS has partnered with United Way to develop and implement a community Hunger Relief Plan. The Division's licensed, registered dietician who oversees the nutrition program is one of the collaborative partners involved for seniors who are 60 years of age and older who face the threat of hunger and do not have resources to consistently access healthy food.

**FY 17 Emerging Issues**

- The Farmworker Career Development Program will continue to recruit clients for pre-apprenticeship and apprenticeship programs at local schools in the area and start an On the Job Training (OJT) program with local employers.
- The Division of Human and Veteran Service continues to face challenges daily as the price of housing continues to rise and vacancy rates continue to plunge. The homeless population as well as the citizens seeking prevention services is at an all-time high. In January 2017, the Homeless Point in Time Count will occur and the Division is in need of several volunteers to assist this year. Additional emerging issues include: the re-tooling of the prevention and intervention programs at each office, providing open and transparent data to the community through the use of the Division's website, dealing with an ever increasing veteran population, and creating new ways to serve the number of citizens that are in need in Palm Beach County.
- Ryan White will be working with the City of West Palm Beach's Housing Opportunities for People with AIDS (HOPWA) to integrate client data systems and to streamline the planning and resource allocation across programs. This will result in improving services for homeless and housing unstable individuals living with HIV.

**FY 2017 OBJECTIVES**

1. Continue to create efficiencies through the use of technology to increase workforce productivity department-wide.
2. Program participants will receive employment initiatives and support that lead to increased self sufficiency, increased financial assets, and/or financial skills during the grant year.
3. Low-Income Home Energy Assistance Program (LIHEAP) applications will be processed and paid within time frame specified by grant requirements of less than 45 days in order to prevent service disconnections to program participants.
4. Place FarmWorker participants in education and job skill training programs to prepare them for employment.
5. Prevent homelessness by stabilizing the crisis experienced by clients served by using State Housing Initiative Program (SHIP) funding.
6. Move homeless clients from unstable environments to stable housing using the Homeless Outreach Team (HOT) program, Housing First Program, and the Rapid Re-Housing Program.
7. Generate \$4.7 million in award benefits for veterans and their dependents.
8. Increase Ryan White clients retained in care to 65%.
9. Increase Ryan White clients virally suppressed 75%.
10. Continue to provide assessment and in-home/community-based services to seniors to maintain clients in their home and avoid costly institutionalization.
11. Provide socialization, to prevent isolation and depression, to Senior Center participants.
12. Continue to identify and provide nutritional meals to seniors to prevent senior hunger.

| <b><u>PERFORMANCE MEASUREMENTS</u></b>  | <b><u>Actual</u></b><br><b><u>FY 2015</u></b> | <b><u>Estimated</u></b><br><b><u>FY 2016</u></b> | <b><u>Projected</u></b><br><b><u>FY 2017</u></b> | <b><u>Type</u></b> | <b><u>Obj</u></b> |
|---|---|--|--|--------------------|-------------------|
| <b>Admin</b>  |   |  |  |                    |                   |
| New Projects Implemented  | 3   | 4  | 3  | Outcome            | 1                 |
| <b>Community Action Program</b>   |   |  |  |                    |                   |
| Clients showing increased self sufficiency and /or financial assets/skills  | 79%/2,014                                     | 76%/970  | 94%/234  | Outcome            | 2                 |
| Clients served resulting in service disconnection prevention  | 92%/9,784                                     | 98%/8,879  | 99%/7,267  | Output             | 3                 |
| <b>FarmWorker Program</b>   |   |  |  |                    |                   |
| Participants enrolled and trained   | 106   | 84   | 96   | Demand             | 4                 |
| Participants placed for employment  | 46  | 28   | 48   | Outcome            | 4                 |
| <b>Human Services Division</b>  |   |  |  |                    |                   |
| Percentage of clients moved from crisis or at-risk to stable plan/total clients   | 98%/180                                       | 93%/162  | 96%/50   | Outcome            | 5                 |
| Percentage of homeless clients placed in permanent housing/total clients  | 45%/582                                       | 52%/521  | 43%/236  | Outcome            | 6                 |
| Annual benefits generated for Veterans  | \$4,579,803                                   | \$4,600,000                                      | \$4,700,000                                      | Efficiency         | 7                 |
| <b>Ryan White Program</b>   |   |  |  |                    |                   |
| Clients retained in care  | 48%   | 60%  | 65%  | Efficiency         | 8                 |
| Clients virally suppressed  | 64%   | 70%  | 75%  | Efficiency         | 9                 |
| <b>Senior Services Division</b>   |   |  |  |                    |                   |
| Number of clients provided in-home and community-based services   | 544   | 575  | 590  | Output             | 10                |
| Percentage of senior center participants self reporting via annual surveys that as a result of participating in the senior center they are more involved socially with others which improve their quality of life | 85%   | 88%  | 91%  | Outcome            | 11                |
| Number of clients in need and provided a balanced nutritious meal   | 2,707   | 2,900  | 2,975  | Outcome            | 12                |

## DEPARTMENT FINANCIAL SUMMARY

|                                       | FY 15 Actual         | FY 16 Budget         | FY 17 Budget         | Change (FY 16-FY 17) |             |
|---------------------------------------|----------------------|----------------------|----------------------|----------------------|-------------|
|                                       |                      |                      |                      | \$                   | %           |
| <b><u>Non-Ad Valorem Revenues</u></b> |                      |                      |                      |                      |             |
| Charges for Services                  | \$ 68,137            | \$ 168,435           | \$ 61,158            | \$ (107,277)         | (64%)       |
| Grants                                | 18,584,330           | 17,268,229           | 17,267,422           | (807)                | -           |
| Other                                 | 166,394              | 154,372              | 165,014              | 10,642               | 7%          |
| Interfund Transfers                   | 657,482              | 784,410              | 724,155              | (60,255)             | (8%)        |
| Fund Balance                          | 812,139              | 23,708               | 43,260               | 19,552               | 82%         |
| <b>SubTotal</b>                       | <b>\$ 20,288,482</b> | <b>\$ 18,399,154</b> | <b>\$ 18,261,009</b> | <b>\$ (138,145)</b>  | <b>(1%)</b> |
| <b><u>Appropriations</u></b>          |                      |                      |                      |                      |             |
| Personal Services                     | \$ 9,522,868         | \$ 10,808,133        | \$ 11,063,250        | \$ 255,117           | 2%          |
| Operating Expenses                    | 11,320,217           | 12,741,591           | 13,052,610           | 311,019              | 2%          |
| Capital Outlay                        | 47,342               | 15,001               | 15,001               | -                    | -           |
| Grants and Aids                       | 12,530,364           | 10,838,908           | 11,045,466           | 206,558              | 2%          |
| Charge Offs                           | 98,930               | 80,000               | 100,000              | 20,000               | 25%         |
| <b>SubTotal</b>                       | <b>\$ 33,519,721</b> | <b>\$ 34,483,633</b> | <b>\$ 35,276,327</b> | <b>\$ 792,694</b>    | <b>2%</b>   |
| <b>Ad Valorem Funding</b>             | <b>\$ 13,387,688</b> | <b>\$ 16,084,479</b> | <b>\$ 17,015,318</b> | <b>\$ 930,839</b>    | <b>6%</b>   |
| <b>Positions</b>                      | <b>157</b>           | <b>157</b>           | <b>159</b>           | <b>2</b>             | <b>1%</b>   |

## SIGNIFICANT CHANGES

**Non-Ad Valorem Revenues**

Charges for Services – Revenues reduced based on previous years collections and projections.

**Appropriations**

Positions - 2

**2016 Mid-Year Adjustment 1 – Program Evaluator**

**Budget Process 1 – Housing Specialist position**



# **COUNTY COOPERATIVE EXTENSION**

**Ron Rice, Director**

**559 North Military Trail  
West Palm Beach, Florida 33415  
Phone: 561-233-1700**

**Website Address: <http://discover.pbcgov.org/coextension/>**

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**DEPARTMENT SUMMARY**

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**MISSION STATEMENT**

To deliver research-based education from the University of Florida (UF)/Institute of Food and Agricultural Sciences (IFAS) and similarly trusted institutions to Palm Beach County citizens, organizations, and businesses engaged in agriculture, horticulture, human sciences, and youth development. Educational outreach efforts emphasize practical and impactful solutions that improve life quality for residents, families, and communities; protect water resources and environmental systems; and enhance the competitiveness of agriculture in Palm Beach County.

**Agriculture**

Provides timely, accurate, and relevant research-based information to agricultural enterprises, regardless of size, ethnicity, or crop grown. Services include training programs for improved crop management/production practices, agricultural safety, and regulatory compliance. Educational programs are delivered as seminars, demonstrations, workshops, field days, face-to-face consultations, and by electronic media. Outreach efforts emphasize practical technology transfers to clientele, adoption of current best management practices, certification training/testing for required state licensure in 29 restricted use pesticide categories, and on-farm field trials to identify superior yielding and disease/pest resistant varieties, as well as recommended management requirements for new specialty crops.

**Agriculture Economic Development**

Promotes job creation and business growth by identifying available options to increase land use and crop yields of agricultural acreage and related resources. Provides accessible agronomic research data and financial viability opportunities that support new crop establishment. Identifies and develops potential value-added agricultural-based products and provides assistance to County departments and local community organizations on agricultural-related issues.

**Family, Youth, and Consumer Sciences**

Provides accurate, relevant, evidence-based education in food safety and nutrition, financial and family stability, workplace wellness, child care, and other emerging community issues. Major program emphases include increasing knowledge of proper food safety, food management, nutrition, health and wellness practices; providing training for employees in food service, child care, and public service; developing family stability and resiliency leading to a more stable and resilient community; and providing families with coping strategies to become more self-sufficient in challenging economic circumstances. The 4-H Youth Development Program provides educational opportunities that assist young people in acquiring knowledge, developing life skills, and forming attitudes that will enable them to become self-directing, productive, and contributing members of society. The program encourages guidance and support from caring adults who serve as mentors, advisors, leaders and counselors. 4-H staff develop progressive educational youth programs, to recruit and educate adult volunteers, and to coordinate learning events and activities that complement the youth program objectives. Major program emphasis includes development of skills and behaviors related to Science Technology Engineering and Math (STEM), Citizenship, and Healthy Living.

**Mounts Botanical Garden/Environmental Horticulture**

Provides extensive volunteer training programs in landscape best management practices and home pest management; educates nursery management, workers, and landscape and pest management professionals in best management practices and integrated pest management technologies to reduce pesticide use and potential impacts on the environment; promotes sustainable economical vegetable and landscape gardening; educates through research-based demonstration gardens displaying Florida-Friendly principles, energy and water efficient plant materials, design technologies and management including hurricane resistance, tropical flora, and applied horticultural principles.

**FY 16 Highlights & Accomplishments**

- Partnered with the Western Palm Beach County Farm Bureau to deliver the Agriculture (Ag) in the Classroom program to 660 grade school children at the 2016 South Florida Fair.
- Nearly 3,000 children (Garden-School youth education partnerships) visited Mounts Botanical Garden (MBG) and learned about wetland ecology, urban gardens, and plant function/botany. During the 3 month Art with Lego Bricks exhibit, 15,387 people visited MBG. Outreach emphasized homeowner Florida Friendly Landscaping principles.
- MBG was awarded the 2016 Non-Profit of the Year for Arts and Culture by the Chamber of Commerce of the Palm Beaches.
- Extension held 5 mosquito related workshops, updated the website with mosquito control advice and science-based fact sheets addressing the Zika virus transmission, and published a Mosquito Control Licensure article. MBG also implemented mosquito abatement efforts.
- Master Gardeners educated 49,249 individuals and volunteered 16,792 hours teaching residents, visitors, school, and community garden participants. They also assisted the MBG educational mission which includes landscape pest management, water conservation, and fertilizer best management practices. Master Gardeners received 6,403 hours in advanced training.
- Florida Friendly Landscaping™, Sustainable Floridian™, and Native Canopy Education Programs reached 3,086 people through 58 workshops and events. Participants in the irrigation conservation campaign, Let Every Drop Count, adopted practices that will save 1.7 million gallons of water per year.
- Five Spanish/English agricultural worker safety training videos (sugarcane harvest operations) with international relevance (Central/South America) are being produced. Twenty bilingual farm safety trainings were delivered to 820 agricultural workers.
- Regularly scheduled training allowed restricted use pesticide applicators, landscapers, and fertilizer applicators to earn 925 continuing education units (CEUs) required for job-related license renewals in 9 different licensing categories.
- Commercial agricultural outreach events reached 3,797 clients. Agricultural safety training reached 1,956 clients.
- Under the Expanded Food and Nutrition Education Program's (EFNEP) 7,017 participants: 91% adopted one or more improved nutrition practices, 71% adopted one or more recommended food safety practices, and 91% adopted two or more improved food resource management practices.
- The Supplemental Nutrition Assistance Program (SNAP-Ed) taught multiple lessons to 1,911 preschool-age children in 41 preschools throughout the county's poorest zip codes.
- Over 14,000 youth developed knowledge/skills (science/technology, agriculture education, healthy living) through community & school-based programs. Over 200 volunteers donated 12,395 hours to 4-H youth outreach.

**FY 17 Emerging Issues**

- The ever-expanding equestrian industry requires a viable and economic solution to waste management. The Extension Department will continue to partner with other county agencies in efforts to develop a sustainable solution.
- Zika and other mosquito transmitted viruses (Chikungunya, Dengue) will continue as a public health issue, which requires expanded educational outreach (mosquito management, disease prevention) to residents and businesses.
- Sugarcane mosaic virus expansion threatens Floratam St. Augustine, our main turfgrass. Q-Biotype silverleaf whitefly (transmits viruses to vegetables) has invaded the County and other whiteflies are decimating Ficus landscape hedges.
- The largest MBG Garden, Blume Tropical Wetland Garden, opens Spring 2017, serving as a living classroom for County school children, residents, and tourists for wetland ecology and water conservation topics.
- Given new federal Worker Protection Standards (WPS), the Hispanic Farm Labor Extension Program secured a \$10,000 grant to develop an online WPS Train the Trainer curriculum to address Florida/national training needs.
- In cooperation with several partnering agencies, the Extension Department will implement Strengthening Marriage and Relationship Training (SMART) programs to adults and high school students using recently secured grant funds.
- Demands from Palm Beach County Schools for 4-H STEM (Science, Technology, Engineering and Math) programs and resources are expected to increase by at least 15% in 2017.

**FY 2017 OBJECTIVES**

1. Maintain or increase the level of customer satisfaction reporting through UF/IFAS, comprehensive random survey measuring overall satisfaction, information accuracy, timeliness, relevance, and ease of understanding.
2. Provide certification exams to pesticide/fertilizer applicators to earn state-mandated licensures required for employment duties, and provide continuing education unit (CEU) opportunities using trainings that highlight food and water quality protection.
3. Provide agricultural safety training to 3,500 participants to help protect farm laborers from injury.
4. Implementation of Best Management Practices by 65% of the surveyed participants in the landscape, garden, landscape/structural pest, and/or nursery management programs.
5. Contribution of 20,000 volunteer hours to the Department and community by Master Gardener, Horticultural, and Mounts Botanical Garden volunteers.
6. Implement business, marketing, and/or product development growth strategies by 50% of agricultural businesses receiving training.
7. Implement 120 strategies toward establishing a business by potential ventures.
8. Improve participant nutrition and food buying practices through a series of classes as measured by a pre/post survey.
9. Maintain youth participation in 4-H STEM, Healthy Living, and Citizenship developmental opportunities through in-school and after-school enrichment; group mentoring; workforce development training; leadership programs; service-learning; special events; camps and competitions.
10. Contribution of 10,000 volunteer hours to family, youth, and community development programs by Family and Consumer Sciences (FCS) and 4-H volunteers.

| <b><u>PERFORMANCE MEASUREMENTS</u></b>   | <b><u>Actual</u></b>  | <b><u>Estimated</u></b> | <b><u>Projected</u></b> | <b><u>Type</u></b> | <b><u>Obj</u></b> |
|--|-----------------------|-------------------------|-------------------------|--------------------|-------------------|
|  | <b><u>FY 2015</u></b> | <b><u>FY 2016</u></b>   | <b><u>FY 2017</u></b>   |                    |                   |
| <b>Administration and Information Technology</b>   |                       |                         |                         |                    |                   |
| Customer satisfaction percentage (based on UF/IFAS survey analysis).                                   | 96%                   | 96%                     | 96%                     | Output             | 1                 |
| <b>Agricultural Economic Development</b>   |                       |                         |                         |                    |                   |
| Percentage of existing agri-businesses implementing one or more business growth strategies             | 83%                   | 50%                     | 50%                     | Outcome            | 6                 |
| Strategies implemented by potential ventures toward establishing a business                            | 97                    | 100                     | 120                     | Outcome            | 7                 |
| <b>Agriculture</b>   |                       |                         |                         |                    |                   |
| Participants earning CEU's   | 1,093                 | 1,000                   | 1,500                   | Outcome            | 2                 |
| Participants taking certification exams  | N/A                   | N/A                     | 750                     | Output             | 2                 |
| Persons receiving safety training  | 3,183                 | 3,000                   | 3,500                   | Output             | 3                 |
| <b>Family, Youth, and Consumer Sciences / 4-H Youth Leadership Development</b>                         |                       |                         |                         |                    |                   |
| Percentage of participants with improved nutrition/food buying practices. (6,860 participants in 2015) | 95%                   | 91%                     | 95%                     | Output             | 8                 |
| Youth and family members participating in 4-H activities   | 21,009                | 21,000                  | 21,000                  | Demand             | 9                 |
| 4-H and FCS volunteer hours  | N/A                   | N/A                     | 10,000                  | Demand             | 10                |
| <b>Mounts Botanical Garden/Environmental Horticulture</b>  |                       |                         |                         |                    |                   |
| Best management practices program participants   | 10,905                | 10,000                  | 10,000                  | Output             | 4                 |
| Percent of participants implementing best management practices (1,760 surveyed in FY 2015)             | 62%                   | 60%                     | 65%                     | Output             | 4                 |
| Volunteer hours contributed  | 15,050                | 17,000                  | 20,000                  | Demand             | 5                 |

**DEPARTMENT FINANCIAL SUMMARY**

|                                       | FY 15 Actual        | FY 16 Budget        | FY 17 Budget        | Change (FY 16-FY 17) |             |
|---------------------------------------|---------------------|---------------------|---------------------|----------------------|-------------|
|                                       |                     |                     |                     | \$                   | %           |
| <b><u>Non-Ad Valorem Revenues</u></b> |                     |                     |                     |                      |             |
| Grants                                | \$ 71,348           | \$ 68,860           | \$ 79,109           | \$ 10,249            | 15%         |
| Other                                 | 39,691              | 43,175              | 43,795              | 620                  | 1%          |
| Fund Balance                          | 286,929             | 160,830             | 174,166             | 13,336               | 8%          |
| <b>SubTotal</b>                       | <b>\$ 397,968</b>   | <b>\$ 272,865</b>   | <b>\$ 297,070</b>   | <b>\$ 24,205</b>     | <b>9%</b>   |
| <b><u>Appropriations</u></b>          |                     |                     |                     |                      |             |
| Personal Services                     | \$ 1,655,937        | \$ 1,936,700        | \$ 2,006,966        | \$ 70,266            | 4%          |
| Operating Expenses                    | 472,530             | 561,982             | 569,064             | 7,082                | 1%          |
| Capital Outlay                        | 4,154               | -                   | -                   | -                    | -           |
| Grants and Aids                       | 82,624              | 79,000              | 79,000              | -                    | -           |
| Reserves                              | -                   | 120,759             | 135,312             | 14,553               | 12%         |
| <b>SubTotal</b>                       | <b>\$ 2,215,245</b> | <b>\$ 2,698,441</b> | <b>\$ 2,790,342</b> | <b>\$ 91,901</b>     | <b>3%</b>   |
| <b>Ad Valorem Funding</b>             | <b>\$ 2,033,918</b> | <b>\$ 2,425,576</b> | <b>\$ 2,493,272</b> | <b>\$ 67,696</b>     | <b>3%</b>   |
| <b>Positions</b>                      | <b>32</b>           | <b>32</b>           | <b>30</b>           | <b>(2)</b>           | <b>(6%)</b> |

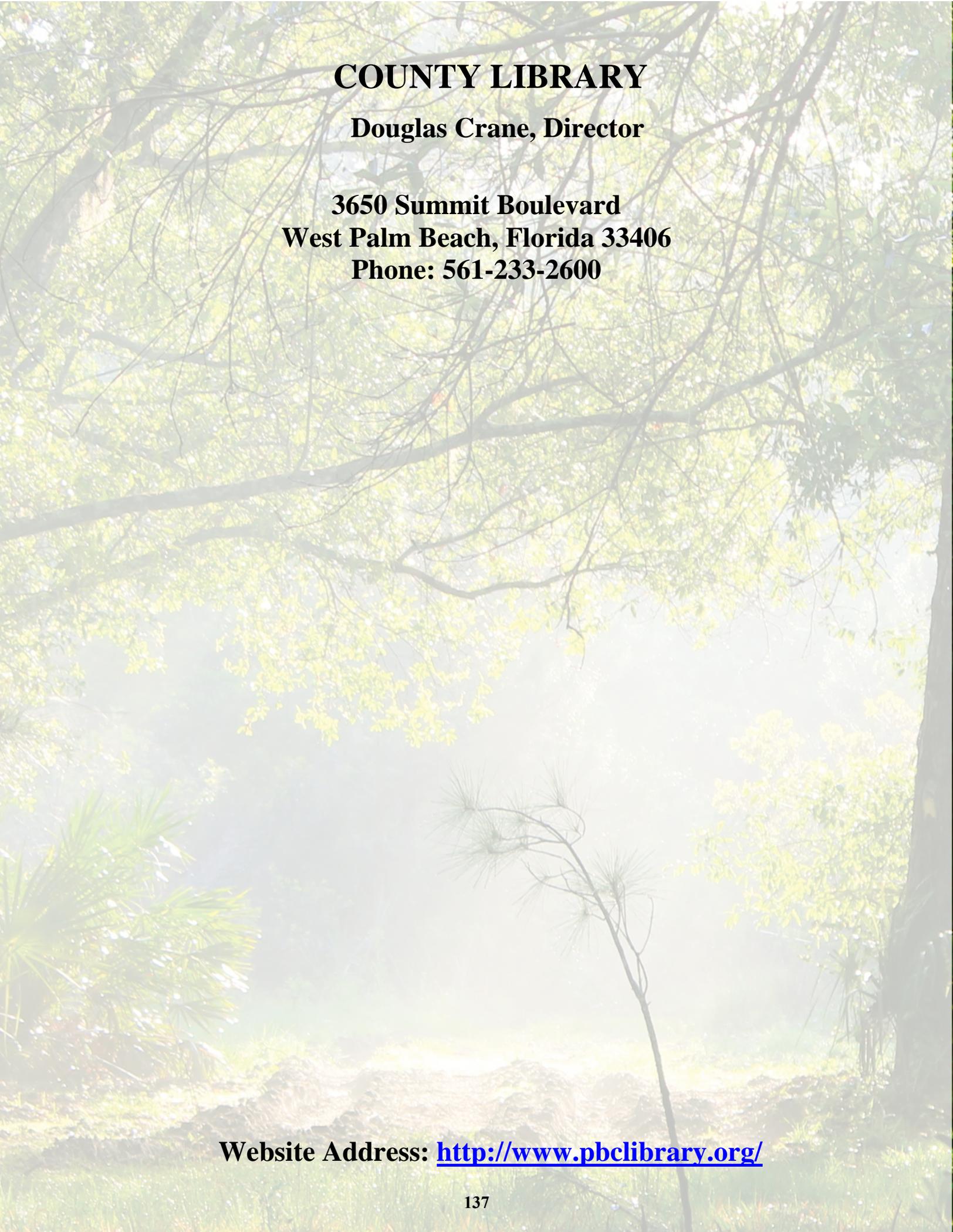
**SIGNIFICANT CHANGES**

**Appropriations**

Positions (2)

**Mid-Year (2):** Elimination of 2 Program Assistant positions related to expired grants.





# **COUNTY LIBRARY**

**Douglas Crane, Director**

**3650 Summit Boulevard  
West Palm Beach, Florida 33406  
Phone: 561-233-2600**

**Website Address: <http://www.pbclibrary.org/>**

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**DEPARTMENT SUMMARY**

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**MISSION STATEMENT**

To connect communities, inspire thought, and enrich lives by providing the public with free access to library materials in a variety of formats; helping people of all ages find information which meets their diverse personal, educational, and professional needs; encouraging children, the future leaders of our community, to develop a love of reading, learning, and libraries; and promoting community enrichment, economic vitality, and individual achievement through reading and life-long learning.

**Department Overview**

The Library District consists of the unincorporated area of Palm Beach County and 23 municipalities that do not provide their residents with library facilities. Service is provided through the Main Library, 16 branches, and a logistical support center. Outreach services include a Bookmobile, Talking Books for the Blind, Books-by-Mail, the Adult Literacy Project, and Outreach to Children's Day Care programs. The Library provides access to holdings of 1.9 million items and offers expanding access to electronic information. Internet access as well as educational and recreational programs for children, teens, and adults are offered at all library locations. The Library is the largest distributor of Palm Tran passes in the County at the rate of over \$173,000 annually. As required by law, all locations distribute and collect Florida voter registration applications which are date stamped by Library staff before being forwarded to the Supervisor of Elections Office. Multiple Library branches serve as early voting locations and polling places during elections.

**Children's Programs**

Primary services include providing story times and other children's programs to develop reading, listening, viewing, and thinking skills; offering family literacy workshops for adults to promote the use of library and reading readiness resources with children; providing outreach programs to children and staff in child care facilities; sponsoring a summer reading program; and introducing school groups to the Library and its resources.

**Circulation**

Provides free access to all library holdings in a variety of formats: books, DVDs, streaming videos, digital magazines, music CDs, e-books and downloadable audio books and music. Primary services include providing the type and quantity of materials that meet public expectations, registering new borrowers, offering voter registration, reserving materials for borrowers, notifying delinquent borrowers, and collecting fines.

**Community Enrichment**

Primary services include providing access to the online catalog and other electronic resources including the Library's website where patrons will find information about Library services and programs and links to selected useful sites on the Internet; providing business development and job-search assistance; reaching out to the community through literacy tutoring to adult nonreaders and other services; providing equal access to electronic resources through in-library computer use, hands-on instruction, and lecture presentations; and providing informational, cultural, and literature-based programming for adults.

**Reference**

Provides timely, accurate, and useful information to people of all ages in their pursuit of job-related, educational, and personal interests. Primary services include answering information inquiries from on-site, telephone, and e-mail; providing assistance in research by recommending and explaining information sources and strategies; instructing patrons in the use of electronic resources; providing referrals for information and requested materials located in other agencies or libraries throughout the nation and the world; developing collection materials and resource guides for a wide variety of subjects and interests. The Library's government research service and embedded librarian program strengthens local government by providing information and document delivery for policy formulation and program management.

**FY 16 Highlights & Accomplishments**

- In partnership with United States Citizenship and Immigration Services, the Library System hosted three Naturalization Ceremonies with 120 people taking the Oath of Allegiance to become new citizens.
- The Library System received four awards from the Florida Library Association: the Excellence in Marketing and Public Relations award for “Read Down Your Fines” publicity; the Libraries Mean Business award for “Money Smart Month” programming; the Exemplary Instructional Programs or Services award for eCafe staff training workshops; and the Maria Chavez-Hernandez “Libraries Change People’s Lives” award for the efforts of the Library’s Multicultural Committee.
- The Main Library’s CreationStation digital media lab was reserved 1,460 times by community members in order to create and edit their digital projects; this represents a 25% increase in use over FY 2015.
- 1,259,088 e-resources were checked out/downloaded during FY 2016; this is a 146% increase over FY 2014.
- Forty-nine multicultural events were offered throughout the Library System with over 1,000 library members in attendance. These cultural heritage celebrations and activities included Black History, Creolophonie, Haitian Heritage, Hispanic Heritage, Holocaust Remembrance, Italian Heritage, World Refugee Day, and Diwali-Festival of Lights.
- The Library System won two awards for developing innovative programming for visually impaired library members. Talking Books Member Specialist Chandra Thornton received the Julie Klauber Award for the innovative programs she organized for the Library System’s visually impaired members. These programs were also recognized by the Urban Libraries Council and received a 2016 Innovations Initiative Honorable Mention Award for Customer Service.
- Nine library locations offered English Exchange classes taught by either a Literacy AmeriCorps member or Library Literacy staff. These classes provided over 4,500 hours of language instruction to library members from 53 countries around the globe and represented a 54% increase in attendance over FY 2014.
- In April 2016, the Library’s new bookmobile was placed into service. The purchase of this new bookmobile was made possible by an anonymous private donation of \$245,000 made to the Friends of the Palm Beach County Library System, Inc.
- During the second year of the “Read Down Your Fines” program, 20,326 Dewey Bucks (one Dewey Buck=15 minutes of reading) were earned by children and teens to reduce or eliminate their library fines. This is a 30% increase over the program’s first year.
- Seven library branches partnered with the Palm Beach County Supervisor of Elections to serve as early voting sites for the Presidential Preference Primary and the Primary Election. Over 50,000 voters cast their ballots at a Palm Beach County Library location during these two elections.

**FY 17 Emerging Issues**

- As the buildings that were completed during the Library Expansion Program II completed in 2015 age, increased building maintenance costs can be expected. Moving forward, the Library must fund ongoing small capital projects to ensure that the facilities remain safe, attractive, and well-maintained.
- As the County experiences increases in population and continued growth, the Library System will need to plan for additional library expansion projects and renovations.
- Providing library electronic services continues to be a challenge as library members are primarily using mobile and tablet devices instead of using personal computers during their visits to physical branch locations. Staff will be reviewing options for providing additional electronic services to members based on emerging technologies and community needs.
- Landscaping needs were deferred throughout the Library System during the recent recession. The replacement of dead/removed plants and trees is needed to maintain visual standards.
- A recent Fleet Management assessment shows that several Library vehicles are due to be replaced. A determination will need to be made concerning which Library-owned vehicles could be replaced with policy vehicles.

**FY 2017 OBJECTIVES**

1. Increase circulation of print and non print materials to 9,444,993 (1% over FY 2015) including service to the underserved groups through the Bookmobile, Books by Mail, and Talking Book services.
2. Increase the number of library cardholders to 619,747 (1% over FY 2015) which exceeds the Florida Library Association enhanced quality level standard of 50% of population registered for a library card.
3. Increase the materials collection to 2.12 holdings per capita which exceeds the Florida Library Association’s essential quality of service level standard of 2.0 for libraries serving 750,001 or more people.
4. Increase the number of information and reference transactions handled to 2,129,642 (2% over FY 2015).
5. Increase attendance at story times and multimedia programs presented for infants, children, and teens to 219,564 (1% over FY 2015).
6. Increase attendance at ABC Kit story time programs for children in early learning and child care centers to 385,269 (3% over FY 2015).
7. Offer public access to computers at a ratio of 1.17 to 1,000 population, exceeding the Florida Library Association standard for exemplary service of 1 workstation per 1,000 population.
8. Increase the number adult literacy instructional hours provided to 10,611 (2% over FY 2015).
9. Increase attendance at programs for adults (educational, cultural, and recreational) to 59,868 (5% over FY 2015).
10. Increase the number of library visits to 4,240,579 (1% over FY 2015).

| <b><u>PERFORMANCE MEASUREMENTS</u></b>        | <u>Actual</u><br><u>FY 2015</u> | <u>Estimated</u><br><u>FY 2016</u> | <u>Projected</u><br><u>FY 2017</u> | <u>Type</u> | <u>Obj</u> |
|---|---------------------------------|------------------------------------|------------------------------------|-------------|------------|
| Items circulated                              | 9,351,478                       | 9,398,235                          | 9,444,993                          | Output      | 1          |
| Circulation per registered borrower           | 15.24                           | 15.24                              | 15.24                              | Outcome     | 1          |
| Percent of items circulated via self-check    | 85%                             | 85%                                | 85%                                | Efficiency  | 1          |
| Library card holders                          | 613,611                         | 616,679                            | 619,747                            | Demand      | 2          |
| Percent of population registered              | 68%                             | 67%                                | 67%                                | Outcome     | 2          |
| Holdings per capita                           | 2.11                            | 2.11                               | 2.12                               | Outcome     | 3          |
| Information/reference transactions handled    | 2,087,884                       | 2,108,763                          | 2,129,642                          | Output      | 4          |
| Story time /multimedia program attendance     | 217,390                         | 218,477                            | 219,564                            | Outcome     | 5          |
| ABC Kit story time attendance                 | 374,048                         | 379,659                            | 385,269                            | Outcome     | 6          |
| Public PC sessions                            | 1,042,008                       | 1,047,218                          | 1,052,428                          | Outcome     | 7          |
| Ratio of public computers to 1,000 population | 1.20                            | 1.18                               | 1.17                               | Efficiency  | 7          |
| Adult literacy instructional hours            | 10,403                          | 10,507                             | 10,611                             | Output      | 8          |
| Adult program /class attendance               | 57,017                          | 58,442                             | 59,868                             | Outcome     | 9          |
| Library visits                                | 4,198,594                       | 4,219,587                          | 4,240,579                          | Demand      | 10         |
| Library visits per capita                     | 4.63                            | 4.60                               | 4.56                               | Demand      | 10         |

DEPARTMENT FINANCIAL SUMMARY

|                                       | FY 15 Actual         | FY 16 Budget         | FY 17 Budget         | Change (FY 16-FY 17) |           |
|---------------------------------------|----------------------|----------------------|----------------------|----------------------|-----------|
|                                       |                      |                      |                      | \$                   | %         |
| <b><u>Non-Ad Valorem Revenues</u></b> |                      |                      |                      |                      |           |
| Charges for Services                  | \$ 800               | \$ 475               | \$ 475               | \$ -                 | -         |
| Fines & Forfeitures                   | 612,508              | 525,000              | 550,000              | 25,000               | 5%        |
| Grants                                | 1,557,501            | 1,265,974            | 1,230,796            | (35,178)             | (3%)      |
| Licenses & Permits                    | 26,355               | 20,000               | 22,000               | 2,000                | 10%       |
| Other                                 | 586,805              | (1,960,996)          | (2,112,352)          | (151,356)            | 8%        |
| Interfund Transfers                   | 13,024               | -                    | -                    | -                    | -         |
| Fund Balance                          | 10,193,291           | 7,949,976            | 8,784,103            | 834,127              | 10%       |
| <b>SubTotal</b>                       | <b>\$ 12,990,284</b> | <b>\$ 7,800,429</b>  | <b>\$ 8,475,022</b>  | <b>\$ 674,593</b>    | <b>9%</b> |
| <b><u>Appropriations</u></b>          |                      |                      |                      |                      |           |
| Personal Services                     | \$ 25,210,696        | \$ 28,462,196        | \$ 29,051,298        | \$ 589,102           | 2%        |
| Operating Expenses                    | 13,381,948           | 14,683,575           | 14,915,726           | 232,151              | 2%        |
| Capital Outlay                        | 3,586,120            | 3,998,380            | 4,010,680            | 12,300               | -         |
| Transfers                             | 64,640               | 2,064,635            | 4,864,631            | 2,799,996            | 136%      |
| Reserves                              | -                    | 3,552,087            | 4,078,697            | 526,610              | 15%       |
| <b>SubTotal</b>                       | <b>\$ 42,243,404</b> | <b>\$ 52,760,873</b> | <b>\$ 56,921,032</b> | <b>\$ 4,160,159</b>  | <b>8%</b> |
| <b>Ad Valorem Funding</b>             | <b>\$ 39,827,560</b> | <b>\$ 44,960,444</b> | <b>\$ 48,446,010</b> | <b>\$ 3,485,566</b>  | <b>8%</b> |
| <b>Positions</b>                      | <b>422</b>           | <b>423</b>           | <b>424</b>           | <b>1</b>             | <b>-</b>  |

SIGNIFICANT CHANGES

**Non-Ad Valorem Revenues**

Grants - (\$35,178) decrease is due to the reduction in State Aid to Libraries Grant award.

Other - The budgeted increase in property taxes necessitated an increase in statutory reserves (\$176,906). This was offset by increases in interest and other revenues.

Licenses & Permits - Increase in budget is attributable to the alignment with historical trends of actual revenue.

Fund Balance - \$834,127 increase is primarily due to increases in estimated revenues, rebate for virtual credit card \$63,901, and other revenues offset by decreases in expenditures.

**Appropriations**

Position 1

**Budget Process 1** – Ad Valorem Funded for needed management /coordination of the technology aspects of the Library Information Technology Department.

Personnel Services - \$589,102 increase is primarily due to the addition of a Systems Administrator III position \$67,810 and other uncontrollable costs.

Transfers - \$2,800,000 increase is due to pending future Library expansion plans.



# **DEPARTMENT OF ECONOMIC SUSTAINABILITY**

**Edward D. Lowery, J.D., Director**

**100 Australian Avenue, Suite 500**

**West Palm Beach, Florida 33406**

**Phone: 561-233-3600**

**Website Address: <http://discover.pbcgov.org/DES/>**

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**DEPARTMENT SUMMARY**

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**MISSION STATEMENT**

To advance community sustainability by increasing economic competitiveness and improving the elements that create a high quality of life for Palm Beach County's residents.

**Business Investments**

The Business Investment Section facilitates financing for commercial development projects through federally funded loan programs such as: Section 108, USDA Intermediary Relending Program (IRP), Energy Loan Program and the Brownfield Revolving Loan Fund Program. Additionally, the section works closely with the Florida State Qualified Targeted Industry (QTI) program leveraging our local Economic Development Incentive programs—Job Growth Incentive and Ad Valorem Tax Exemption—to assist in large corporate relocation, expansion, or preservation activities.

**Capital Improvements, Real Estate and Inspection Services**

Responsible for grant funded project management of single family and multi-family residential construction and rehabilitation projects, capital improvement projects for economic development, and housing and community development projects. Reviews Requests for Proposals (RFPs), bid documents, and other procurement related activities; reviews reimbursement and funding requests, change orders, construction contracts, and consultant service agreements; provides inspection services during construction to ensure compliance with County, State, and Federal grant requirements; and monitors programs to assure compliance with applicable funding and regulatory requirements.

**Special Projects Management**

Responsible for conducting economic impact analyses for business and capital improvement projects, agenda items and countywide ordinances; preparing statistical analyses for new grant applications; liaison to County Commission for the Department's citizen inquiries; coordinating project promotional events for economic development and housing construction projects; reviewing and monitoring the Job Growth Incentive Grant and Ad Valorem Tax Exemption business assistance programs; authoring Department public information materials; coordinating the Intracoastal Waterway Master Plan Implementation Committee, which manages the \$6.5 million Energy Efficiency Conservation Block Grant; administering the \$1.98 million Housing and Urban Development (HUD) Community Challenge Planning Grant; and administering the \$1.0 million Environmental Protection Agency (EPA) Brownfields Revolving Loan Fund (RLF) grant.

**Strategic Planning and Operations**

Responsible for general planning and administrative functions of the Department of Economic Sustainability including: securing funding resources; designing programs; monitoring funded activities; preparing the annual Action Plan and Five Year Consolidated Plan; reporting program performance; administering the Local Area Network (LAN) and website; coordinating internal operations; and cultivating relationships with external partners.

**Contract Development and Quality Control**

Prepares and monitors contracts and agreements entered into by the department; oversees the drafting of RFPs; coordinates and enforces contract provisions; and reviews residential and developer loan closing and contract documentation. Directs and participates in negotiations and other meetings with potential sub-recipients and contracted sub-recipients, contractors, and consultants. Develops and updates policies and procedural manuals. Ensures compliance with legal guidelines, contracting principles, and other Federal and State requirements.

**Mortgage and Housing Investments (MHI)**

MHI facilitates the HOME Investment Partnership Program (HOME), State Housing Initiatives Program (SHIP), Neighborhood Stabilization Financing Mechanism Programs (1, 2, & 3), Impact Fee Assistance Program for Affordable Housing (IFAP), and the Federal Home Loan Bank of Atlanta (FHLBA) programs. MHI assists developers and sub-recipients in the development, rehabilitation, and retention of decent and safe affordable housing. This includes preparation of competitive funding solicitations (RFPs and NOFAs), financial restructuring (modifications/foreclosures/short sales), technical assistance, seminars and training, community outreach, and other revenue generating and disbursement activities.

**FY 16 Highlights & Accomplishments**

- DES created and or retained 1,578 jobs in Palm Beach County, consulted with and/or assisted over 800 businesses with technical assistance, and processed three 501(c)(3) Bonds totaling \$165 million. Four companies received ad valorem incentives for projects totaling \$151.395 million of capital investment and a five year economic impact of \$2.05 billion.
- DES has developed a significant pipeline of Economic Development Incentive projects working with the State Department of Economic Opportunity consisting of 20 projects totaling \$3 billion of capital investment and a five year economic impact of \$110 billion.
- Housing assistance was provided from multiple funding sources, including SHIP, HOME, and CDBG. Sixty-eight homeowners were provided mortgages to acquire homes, housing rehabilitation assistance, foreclosure prevention funding, and utility connection assistance. Also, 159 tenant households were provided with rental assistance and two housing units were acquired for purposes of providing affordable rental. Approximately \$2.7 million in CDBG was used to complete eight capital infrastructure projects which provided benefits to 56,732 persons. Approximately \$129,580 in NSP funding was used to demolish 10 dilapidated properties.
- Further enhanced the County's award-winning, real-time business web platform, PBC Interactive, with new layers and functions as well as improved graphics.
- Provided professional services to County Administration and OFMB, preparing economic impact models for numerous projects, including estimating the economic impact of the proposed one-cent infrastructure surtax.
- Monitored 32 multifamily projects, including review of 1,013 tenant files and 27 site inspections. Reviewed over seven financial statements for multifamily mortgage compliance and repayment analysis.
- Certified four Community Housing Development Corporations (CHDC).
- Accepted 254 client housing applications for assistance totaling approximately \$16.6 million.

**FY 17 Emerging Issues**

- Unfunded demands on program administration budgets for staff costs associated with researching new grant opportunities and performing tasks necessary to meet extended on-going monitoring and compliance requirements.
- Management and disposition of properties where ownership has reverted to the County through foreclosure or deed-in-lieu.
- Growing need to fund activities that generate revenues to sustain the County's housing and economic development programs.
- Development costs (land and construction) are escalating which reduces the impact of limited available project funding.
- Real estate values continue to appreciate, pricing out lower-income homebuyers.
- Cash buyers/investors are out-competing homebuyers with conventional financing for the limited supply of affordably priced homes in decent condition.

**FY 2017 OBJECTIVES**

1. Assist 60 small businesses during FY2017.
2. Assist 12 large businesses during FY2017.
3. Conduct 650 business counseling sessions and technical assistance workshops during FY2017.
4. Support the delivery of safety net services to 2,000 persons during FY2017.
5. Provide opportunities for decent, safe, and affordable housing by assisting 60 affordable rental opportunities and 40 ownership opportunities during FY2017.
6. Preserve, expand, and improve the quality and availability of community infrastructure and facilities for 15,000 persons during FY2017.
7. Support infrastructure improvements in the Glades Region consistent with the Glades Region Master Plan (GRMP) with 5 projects during FY2017.

| <b><u>PERFORMANCE MEASUREMENTS</u></b>                                    | <u>Actual</u><br><u>FY 2015</u> | <u>Estimated</u><br><u>FY 2016</u> | <u>Projected</u><br><u>FY 2017</u> | <u>Type</u> | <u>Obj</u> |
|---|---------------------------------|------------------------------------|------------------------------------|-------------|------------|
| Number of small business opportunities                                    | N/A                             | N/A                                | 60                                 | Output      | 1          |
| Number of large business opportunities                                    | N/A                             | N/A                                | 12                                 | Output      | 2          |
| Number of business counseling sessions and technical assistance workshops | N/A                             | N/A                                | 650                                | Output      | 3          |
| Number of persons receiving safety net services                           | N/A                             | N/A                                | 2,000                              | Output      | 4          |
| Number of rental opportunities  | N/A                             | N/A                                | 60                                 | Output      | 5          |
| Number of ownership opportunities   | N/A                             | N/A                                | 40                                 | Output      | 5          |
| Number of persons served by infrastructure and facility projects          | N/A                             | N/A                                | 15,000                             | Output      | 6          |
| Number of infrastructure improvements in the Glades Region                | N/A                             | N/A                                | 5                                  | Output      | 7          |

## DEPARTMENT FINANCIAL SUMMARY

|                                       | FY 15 Actual         | FY 16 Budget         | FY 17 Budget         | Change (FY 16-FY 17) |             |
|---------------------------------------|----------------------|----------------------|----------------------|----------------------|-------------|
|                                       |                      |                      |                      | \$                   | %           |
| <b><u>Non-Ad Valorem Revenues</u></b> |                      |                      |                      |                      |             |
| Charges for Services                  | \$ 55,469            | \$ 169,325           | \$ 158,965           | \$ (10,360)          | (6%)        |
| Grants                                | 16,287,694           | 29,099,478           | 33,783,073           | 4,683,595            | 16%         |
| Other                                 | 7,631,313            | 14,336,558           | 13,767,142           | (569,416)            | (4%)        |
| Fund Balance                          | 8,718,618            | 10,734,322           | 14,229,279           | 3,494,957            | 33%         |
| <b>SubTotal</b>                       | <b>\$ 32,693,094</b> | <b>\$ 54,339,683</b> | <b>\$ 61,938,459</b> | <b>\$ 7,598,776</b>  | <b>14%</b>  |
| <b><u>Appropriations</u></b>          |                      |                      |                      |                      |             |
| Personal Services                     | \$ 4,064,808         | \$ 4,376,801         | \$ 4,672,455         | \$ 295,654           | 7%          |
| Operating Expenses                    | 856,210              | 2,796,622            | 2,231,936            | (564,686)            | (20%)       |
| Capital Outlay                        | 17,329               | 25,175               | 35,718               | 10,543               | 42%         |
| Debt Service                          | 1,476,577            | 3,018,219            | 3,122,090            | 103,871              | 3%          |
| Grants and Aids                       | 13,484,277           | 45,791,729           | 53,833,371           | 8,041,642            | 18%         |
| Transfers                             | 2,272,184            | 784,410              | 724,155              | (60,255)             | (8%)        |
| Reserves                              | -                    | 1,393,106            | 1,670,354            | 277,248              | 20%         |
| <b>SubTotal</b>                       | <b>\$ 22,171,385</b> | <b>\$ 58,186,062</b> | <b>\$ 66,290,079</b> | <b>\$ 8,104,017</b>  | <b>14%</b>  |
| <b>Ad Valorem Funding</b>             | <b>\$ 3,203,780</b>  | <b>\$ 3,846,379</b>  | <b>\$ 4,351,620</b>  | <b>\$ 505,241</b>    | <b>13%</b>  |
| <b>Positions</b>                      | <b>51</b>            | <b>51</b>            | <b>50</b>            | <b>(1)</b>           | <b>(2%)</b> |

## SIGNIFICANT CHANGES

**Non-Ad Valorem Revenues**

Grants – \$4,683,595 increase is primarily due to \$7,030,630 increase in Affordable Housing Trust Fund offset by a (\$1,524,242) decrease in Community Development Block Grant and a (\$250,000) decrease in Federal Home Loan Bank of Atlanta fund.

Fund Balance – \$3,494,957 increase is primarily due to Affordable Housing Trust Fund carry forward.

**Appropriations**

Positions – (1)

**Budget Process 2** – to improve services and align work responsibilities, one Economic Development Specialist and one Planner II was added to the complement.

**Mid-Year (3)** – during Mid Year Adjustments, one Contracts/Grants Coordinator position and two Compliance Inspector positions were eliminated from the complement.

Operating Expenses – (\$564,686) decrease is primarily due to a decrease in Demolition (\$500,000) and Other Contractual Services (\$55,000) costs in the Housing & Community Development fund.

Grants and Aids – \$8,041,642 increase is primarily due to \$5,837,117 increase in Affordable Housing Trust fund, \$1,427,577 increase in the Neighborhood Stabilization Program funds, \$1,208,076 increase in Economic Development fund, and \$1,739,891 increase in the HUD Loan Repayment Account fund offset by a (\$2,751,614) decrease in the Home Investment Partnership Act fund.



# **ENGINEERING AND PUBLIC WORKS**

**George T. Webb, P.E, County Engineer**

**Tanya N. McConnell, P.E., Deputy County Engineer**

**Steve Carrier, P.E., Assistant County Engineer**

## **Executive Office**

**301 North Olive Avenue, 11<sup>th</sup> Floor**

**West Palm Beach, Florida 33401**

**Phone: 561-355-2006**

## **Engineering Main Office**

**2300 North Jog Road, 3<sup>rd</sup> Floor**

**West Palm Beach, FL 33411**

**Phone: 561-684-4000**

## **Road & Bridge and Traffic Operations**

**2555 Vista Center Parkway**

**West Palm Beach, FL 33411**

**Phone: 561-233-3950 Road & Bridge**

**Phone: 561-233-3900 Traffic Operations**

**Website Address: <http://discover.pbcgov.org/engineering/>**

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**DEPARTMENT SUMMARY**

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**MISSION STATEMENT**

To provide the citizens of Palm Beach County with a high quality and aesthetically pleasing system of roads, bridges, and pathways made safe and easily accessible by employing appropriate design standards and traffic control; to ensure development conformance to the engineering standards of the Unified Land Development Code and provide engineering assistance in the zoning process; to assist in mitigating beach erosion by the operation of sand transfer facilities; and to provide effective drainage facilities in County rights-of-way.

**Construction Coordination**

Administers and coordinates the construction of all County projects for thoroughfare roads, bridges, minor street improvements, and Department of Economic Sustainability projects. Ensures that County, State, and required standards and specifications are applied and adhered to, and presents final project acceptance to the Board of County Commissioners, upon completion of the projects. Inspects permits issued by other Divisions for completion.

**Land Development**

Processes permit applications and reviews construction plans and plats for residential and commercial subdivisions; ensures effective drainage facilities in County rights of way through permitting; issues permits for construction in County rights-of-way; reviews and prepares recommendations for approval on all re-zoning and site plan applications; ensures development conformance to the County's Unified Land Development Code (ULDC); processes, reviews, and comments on all subdivision variance applications; processes all abandonment requests; processes, reviews, and approves acceptable base building line waivers and easement encroachments; and reviews proposed revisions to the County's ULDC and Comprehensive Plan.

**Road and Bridge**

Maintains all County-owned roads, bridges, pathways, storm drainage systems, sidewalks, drainage ditches, guardrails, and retention/detention ponds. The division develops and manages a road resurfacing program, maintains and operates nine movable bridges, oversees the inspection process for all County owned bridges, and operates the north and south inlet sand transfer pumping stations.

**Roadway Production**

Administers, coordinates, schedules, and monitors the design, right-of-way acquisition, preparation of contract documents, bidding, and construction of the County's Five Year Road Program. Manages the Municipal Service Taxing Unit (MSTU) Program which provides paving and drainage improvements throughout Palm Beach County. Administers Consultant Competitive Negotiations Act (CCNA) Program. Coordinates bid and award of Annual Construction Contracts. Reviews subdivision plats, boundary surveys, legal descriptions and sketches, and Development Review Committee petitions to ensure compliance with all applicable codes and standards.

**Streetscape Section**

Provides well-designed and sustainable beautification in the medians of unincorporated area thoroughfare roadways in order to supplement the urban forest and to enhance our environment. Enhances the driving experience for those traveling the beautified roads through the design, implementation, and maintenance of appropriate, aesthetically pleasing enhancement projects.

**Traffic Division**

Provides for the safe and efficient movement of traffic on roads under the jurisdiction of Palm Beach County through professional traffic engineering. Applies best engineering practices in designing, installing, and operating traffic signals; provides active arterial traffic management, maintains traffic volume and crash data, street lighting, pavement markings and signing. Also reviews design plans for compliance with the current standards and specifications and provides engineering input to major road construction projects, land development, site planning, and transportation planning.

**FY 16 Highlights & Accomplishments**

- Completed Projects Include: Burns Road and Military Trail Intersection Improvements; County Road 880 Twenty Mile Bend Slope Protection; Clint Moore Road and Military Trail Intersection Drainage Improvements; Point Chosen Swing Bridge over Rim Canal Fender System Replacement; Intracoastal Seawall Repair; A1A (Carlin Park) Bridge Replacement; Belvedere Road from Clubhouse Drive to Australian Avenue Milling/Resurfacing and Safety Improvements; 45th Street from I-95 to Old Dixie Highway/Greenwood Avenue Milling/Resurfacing and Safety Improvements; Acme Dairy Road and Sunset Palms Intersection Improvements; State Road 80 and Kirk Road Intersection Improvements; Tradewind Road and Winding Creek Lane Intersection Improvements; Hood Road and Central Boulevard Intersection Improvements; Congress Avenue and Palm Beach State College Entrance Intersection Improvements; Dyer Boulevard and Military Trail Intersection Improvements; and Jog Road and Glades Road Intersection Improvements.
- Implemented digital forms on the County's Right-of-Way Section web page, to enable the public to prepare a conveyance submittal for right-of-way, Permanent Easements, or Temporary Construction Easements.
- Spent \$3.1 million on resurfacing, 96% of allocated budget, which included 12 main arterial thoroughfare road segments and seven residential/local road segments.
- Growth Management Section saw a continual increase in the number of development projects in both incorporated and unincorporated sections of the County. Annual traffic counts also showed significant increases on several thoroughfare roads.
- Intelligent Transportation Signal Section has added a new component to the practice of arterial traffic management by incorporating travel time data collection systems to several roadway sections. This addition has enabled active traffic management of the arterials during special events, incidents, and even during peak hour congestion. Also added to the network were Adaptive Traffic Control Systems on two of the arterial sections in the County which provides the ability to dynamically change signal timing based on traffic demand.

**FY 17 Emerging Issues**

- Effects on the existing Comprehensive Plan rights-of-way from the significant increased traffic projections of several large scale developments in north and central Palm Beach County.
- Continue to monitor effects of Proportionate Share road improvement costs versus full funding of improvements. Changes in state growth management laws allow a developer to make a payment of a "proportionate share" cost of a roadway improvement instead of waiting for the construction of a roadway. The result seems to be payments which do not generate sufficient funds for a needed roadway improvement.
- Growing interest and requests for implementation of Complete Streets concepts in roadway improvement projects.
- There is an increased need for refurbishing pavement markings on existing roads because roadway widening projects and resurfacing projects, where pavement markings are replaced, have been reduced.
- Overall aging of 300 bridge structures and the associated components will increase preventative maintenance costs and general maintenance repairs (labor and material), eventually leading to major rehabilitation or replacement of existing structures.
- The County is experiencing an increased need and cost for replacement of damaged sidewalks and pathways. This is due to the growing number of trees and shrubs which are planted in close proximity to sidewalks and the heavy utility trucks used on the sidewalks to support equipment while repairing the aging infrastructure.
- There is a continued need for resurfacing and road repairs due to the lack of funding for resurfacing for the past few years. Over 40 of the major arterial roadways are showing severe and rapid deterioration such as rutting, cracking, and other surface deficiencies that will require additional maintenance such as increased pothole repairs and large patches.
- With many previously approved but dormant projects now being resubmitted for Traffic Performance Standards (TPS) approval, there will be added strain on already congested roadway sections and intersections within the County. The Proportionate Share funds made for these projects will not be adequate to fund the necessary improvements to the road network.

**FY 2017 OBJECTIVES**

1. Review Right-Of-Way, Plats, and Development petitions within 10 Days.
2. Acknowledge traffic incidents within five minutes of notification during workdays.
3. Complete Electronic Review Comments (ERC) reviews within three weeks.
4. Generate drainage review comments or approval within an average of 10 working days.
5. Generate a minimum of 95% of first comment letters for technical compliance within 30 days or less.
6. Complete all 65 federally-mandated annual bridge inspections.
7. Sweep five miles of curbs, medians, and intersections per truck per working day.
8. Ensure construction contracts are completed according to plan.
9. Retime 25% of intersections signals each year.
10. Expend 100% of funding allocated for resurfacing within the fiscal year.
11. Award 100% of the design contracts within 10 months of consultant selection.
12. Complete the processing of public record requests processed within 12 days of receipt.
13. Begin MSTU process within 12 months of receiving requests.
14. Complete reviews of subdivision plats, boundary surveys, and legal descriptions and sketches within two weeks.

| <b><u>PERFORMANCE MEASUREMENTS</u></b>   | <b><u>Actual</u></b><br><b><u>FY 2015</u></b> | <b><u>Estimated</u></b><br><b><u>FY 2016</u></b> | <b><u>Projected</u></b><br><b><u>FY 2017</u></b> | <b><u>Type</u></b> | <b><u>Obj</u></b> |
|--|---|--|--|--------------------|-------------------|
| <b>Bridge Section</b>  |   |  |  |                    |                   |
| Percentage of federally mandated annual bridge inspections completed                                   | 100%  | 100%   | 100%   | Efficiency         | 6                 |
| <b>Construction Coordination</b>   |   |  |  |                    |                   |
| Percentage of construction contracts completed according to plans.                                     | 100%  | 100%   | 100%   | Outcome            | 8                 |
| <b>Land Development</b>  |   |  |  |                    |                   |
| Days to prepare drainage review comments or approvals  | 10.17 days                                    | 11 days  | 10 days  | Efficiency         | 4                 |
| Percentage of technical compliance first comment letters within 30 days or less                        | 97.9%   | 99%  | 100%   | Efficiency         | 5                 |
| <b>Road Section</b>  |   |  |  |                    |                   |
| Average miles of street sweeping/truck/day   | 5 miles                                       | 5 miles  | 5 miles  | Outcome            | 7                 |
| Percentage of resurfacing funds expended   | 99.8%   | 100%   | 100%   | Outcome            | 10                |
| <b>Roadway</b>   |   |  |  |                    |                   |
| Percentage of the design contracts awarded within 10 months of consultant selection                    | 100%  | 86%  | 100%   | Outcome            | 11                |
| Begin MSTU process within 12 months of receiving requests  | 0%  | 100%   | 100%   | Outcome            | 13                |
| Complete review of subdivision plats, boundary surveys, legal descriptions and sketches within 2 weeks | 100%  | 100%   | 100%   | Efficiency         | 14                |
| <b>Traffic</b>   |   |  |  |                    |                   |
| Percentage of Right-Of-Way, Plats, and Development petitions reviewed within 10 days                   | 69%   | 70%  | 70%  | Efficiency         | 1                 |
| Percentage of traffic incidents acknowledged within five minutes of notification during workdays       | 60%   | 90%  | 95%  | Efficiency         | 2                 |
| Percentage of Electronic Review Comments (ERC) reviews completed within three weeks                    | 98%   | 95%  | 95%  | Efficiency         | 3                 |
| Percentage of intersections retimed  | 25%   | 30%  | 30%  | Output             | 9                 |
| Percentage of public record requests processed within 12 days of receipt                               | 95%   | 96%  | 98%  | Output             | 12                |

## DEPARTMENT FINANCIAL SUMMARY

|   | FY 15 Actual         | FY 16 Budget         | FY 17 Budget         | Change (FY 16-FY 17)  |             |
|---|----------------------|----------------------|----------------------|-----------------------|-------------|
|   |                      |                      |                      | \$                    | %           |
| <b><u>Non-Ad Valorem Revenues</u></b>       |                      |                      |                      |                       |             |
| Charges for Services                        | \$ 1,201,072         | \$ 1,074,080         | \$ 1,220,580         | \$ 146,500            | 14%         |
| Gas Taxes– Fifth Cent                       | 2,927,064            | 3,593,185            | 3,674,437            | 81,252                | 2%          |
| Grants                                      | 406,634              | -                    | -                    | -                     | -           |
| Licenses & Permits                          | 1,222,920            | 940,000              | 1,068,000            | 128,000               | 14%         |
| Other                                       | 3,272,565            | 4,207,737            | 4,394,115            | 186,378               | 4%          |
| Interfund Transfers                         | 231,448              | 269,725              | 297,771              | 28,046                | 10%         |
| Fund Balance                                | 2,508,744            | 2,363,994            | 1,360,139            | (1,003,855)           | (42%)       |
| <b>SubTotal</b>                             | <b>\$ 11,770,447</b> | <b>\$ 12,448,721</b> | <b>\$ 12,015,042</b> | <b>\$ (433,679)</b>   | <b>(3%)</b> |
| <b><u>Appropriations</u></b>                |                      |                      |                      |                       |             |
| Personal Services                           | \$ 28,548,364        | \$ 30,812,994        | \$ 31,647,230        | \$ 834,236            | 3%          |
| Operating Expenses                          | 19,051,042           | 21,368,754           | 18,073,290           | (3,295,464)           | (15%)       |
| Capital Outlay                              | 625,437              | 2,034,180            | 2,310,447            | 276,267               | 14%         |
| Grants and Aids                             | 155,374              | 200,000              | 200,000              | -                     | -           |
| Transfers                                   | 36,788               | 36,788               | 36,788               | -                     | -           |
| Reserves                                    | -                    | 1,219,406            | 1,302,501            | 83,095                | 7%          |
| <b>SubTotal</b>                             | <b>\$ 48,417,005</b> | <b>\$ 55,672,122</b> | <b>\$ 53,570,256</b> | <b>\$ (2,101,866)</b> | <b>(4%)</b> |
| <b><u>Ad Valorem/Equivalent Funding</u></b> |                      |                      |                      |                       |             |
| Ad Valorem                                  | 14,590,811           | 19,622,401           | 16,071,214           | (3,551,187)           | (18%)       |
| Gas Taxes                                   | 23,451,047           | 23,601,000           | 25,484,000           | 1,883,000             | 8%          |
| <b>Positions</b>                            | <b>424</b>           | <b>430</b>           | <b>434</b>           | <b>4</b>              | <b>1%</b>   |

**SIGNIFICANT CHANGES****Non Ad-Valorem Revenues**

Charges for Services – \$146,500 increase due to upward trending Traffic Division charge offs.

Licenses and Permits - \$128,000 increase due to anticipated increases in permit, zoning, and roadside vendor fees.

Fund Balance – (\$1,003,855) decrease is primarily due to the elimination of the reserve for street lighting.

**Appropriations**

Positions 4

**Budget Process 4:** Addition of 4 Maintenance Worker II positions that will be distributed to the Road Maintenance Districts to supplement existing forces due to an increase in requests for maintenance.

Operating Expenses – (\$3,295,464) decrease is primarily due to moving the Pavement Management/Roadway Striping unit from operating to the Capital Outlay Fund during the FY 17 budget process.

Capital Outlay - \$276,267 increase mostly due to carryforward for a Bucket Truck ordered in FY 16 that will be received in FY 17 and Irrigation System and Pump Stations repair and replacement.



# **ENVIRONMENTAL RESOURCES MANAGEMENT**

**Robert Robbins, Director**

**2300 North Jog Road, 4<sup>th</sup> Floor  
West Palm Beach, Florida 33411  
Phone: 561-233-2400**

**Website Address: <http://discover.pbcgov.org/erm/>**

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**DEPARTMENT SUMMARY**

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**MISSION STATEMENT**

To establish, maintain, and implement programs for the protection, preservation, and enhancement of the land and water resources of Palm Beach County.

**Environmental Enhancement and Restoration**

Enhances and restores the natural resources of Palm Beach County. Program staff design and construct wetland, estuarine, transitional, and reef projects that provide natural habitat, water quality improvements, and public access. Staff also implements the monitoring and management objectives defined in the Lake Worth Lagoon Management Plan, Manatee Protection Plan, and the Northeast Everglades Natural Area Plan (NENA).

**Mosquito Control**

Enhances the health and quality of life of County residents and visitors through the reduction of mosquito population. Aspects of the Integrated Mosquito Management Program include surveillance, source reduction, compliant inspections, larviciding, adulticiding, biological control, and public education.

**Natural Areas**

Manages, monitors, and protects native ecosystems on natural areas acquired or leased by Palm Beach County. The program includes both planning and capital construction elements, most of which are funded through non-Ad Valorem sources such as federal and state grants and mitigation funds. Primary services include site security and protection; exotic vegetation control; development and updating of management plans; protection of natural areas through the granting of conservation easements; monitoring the status of natural resources and the success of restoration projects; development and maintenance of public use facilities; habitat restoration and enhancement, including hydrologic restoration and prescribed burning; and data management and support.

**Resources Protection**

Provides environmental assessment, permitting, compliance, and land development review activities necessary for implementation of natural resources protection programs and enforcement of related laws, regulations, and codes. The primary services are inspections; compliance and enforcement; complaint investigations; monitoring of land development planning and review; state permit compliance; and remediation of contaminated soil and groundwater. The five primary program areas are the following: Pollutant Storage Tanks Compliance, Petroleum Cleanup, Wellfield Protection, Water Quality with National Pollution Discharge Elimination System (NPDES) state permit compliance, and Land Development Review with Environmental Sustainability.

**Shoreline Protection**

Restores and maintains the coastline of Palm Beach County. Program staff design and construct shoreline projects that provide protection to upland resources, recreation area for public use, and habitat for a variety of fauna and flora. They also implement the monitoring and management objectives in the Sea Turtle Protection Plan (Article 14 Unified Land Development Code) and manage the South Lake Worth Inlet.

**FY 16 Highlights & Accomplishments**

- Established a Natural Areas Outreach Program comprised of multiple efforts including Adopt-A-Natural Area (13 Adopters to date); Adventure Awaits; Running Wild; Growing Up Wild; and Natural Area Scavenger Hunts for young children, while also supporting special events such as the second annual "A Night for the Natural Areas" hosted by Twisted Trunk, and "Exploring Your Backyard" with the Boca Raton Public Library.
- In conjunction with the Parks Department, held the 4th annual "Dark Sky Festival" with over 2,000 participants.
- Conducted 15 prescribed burns (a record number for a year) on more than 1,500 acres of natural areas.
- Completed the 3.4 mile Bluegill Phase II multi-use trail (NENA) from PGA Blvd to the Grassy Waters Preserve.
- Completed Acquisition of 43.03 acres underlying the West leg of the C-18 Canal in the Hungryland Slough Natural Area which allows for the completion of the Pântano Trail (NENA) from Riverbend Park to J.W. Corbett WMA.
- Successfully coordinated and implemented the LWL Fishing Challenge, a unique citizen science collaboration between Lake Worth Lagoon Inlet, the Snook and Gamefish Foundation and the West Palm Fishing Club that resulted in 37 species of fish caught during the month-long fishing tournament.
- Finalization of work plan for \$2,000,000 of Florida Department of Environmental Protection grant funding for Lake Worth Lagoon Living Shorelines, plus a continuation and expansion of resources monitoring within LWL.
- Placed a 20 ton mermaid statute near the Danny McCaulley Tug in 75' of water as a marker for diving the Singer Island Reef Corridors.
- Scuttled the 170' supply ship 'M/V Ana Cecilia' donated by US Homeland Security that has become the southernmost reef lining up the Singer Island Reef Corridors.
- The Petroleum Contamination Cleanup group entered into a new five year contract with FDEP.
- Coordinated with the County Zoning Department to update development review specifications that will facilitate a greater degree of tree preservation, mitigation, and protection.
- The Native Canopy Education Program is successfully sharing the importance of preserving native trees. Twenty-seven educational events were held with 330 vouchers redeemed and 90 live native plants given away.
- Managed 94 Volunteer Events where volunteers donated 2,433 hours to remove 23,748 pounds of trash, plant 5,300 plants, and remove 6,484 feet of irrigation materials.
- Managed four Eagle Scout projects which included installing four benches at Winding Waters and a bridge at Cypress Creek.
- Increased social media presence on Facebook by over 100%. Currently reaching over 40,000 people per month.
- Initiated and coordinated an Integrated Vector Management Plan in association with the Health Department to address the threat of Zika transmission.
- Aerial adulticiding program sprayed over 1 million acres in the western communities. Ground Ultra Low Volume trucks sprayed over 100,000 acres in the urban areas to reduce mosquito populations. Over 3,000 service requests for both nuisance and disease vector mosquitoes were checked and resolved by inspectors.
- Designed/Permitted infrastructure improvements and habitat enhancements to Pahokee Marina and Torrey Islands

**FY 17 Emerging Issues**

- Establishing a long-term funding source for the management and maintenance of the Natural Area System, including pursuing legislation to allocate 10% of the State's Land Acquisition Trust Fund (Amendment 1) dollars for local governments; conducting research studies on the value and use of the natural areas to support advocacy for additional funding of the natural areas.
- Replacement of aging public use facilities at some of earliest developed natural areas.
- Limited offshore sand sources and increasing costs to dredge/process sand for beach placement. Limited upland resources due to competing interests
- Funding, which requires municipal participation and utilizing the State project scoring methodology.
- Emerging diseases, such as Zika, Dengue, and Chikungunya, are transmitted by container breeding mosquitoes.

**FY 2017 OBJECTIVES**

1. Manage the County's inventory of natural areas lands for invasive/exotic vegetation so that the overall level of invasive/exotic vegetation coverage on the County's natural areas is one percent or less with an average of 9,155 acres managed per Full Time Equivalent.
2. Manage the Petroleum Cleanup Program to ensure the FDEP contract performance standards are met and ensure that 9% of the total contaminated sites identified receive a State issued completion order by the end of the year.
3. Manage the Petroleum Storage Tank Compliance Program to ensure the FDEP contract performance standards are met and achieve 100% compliance with the storage tank regulations at 1,866 registered facilities throughout Palm Beach, Martin, and St Lucie Counties.
4. Maintain a usable raw drinking water supply by inspecting all 820 facilities that hold a Wellfield Operating Permit once each fiscal year.
5. Maintain a minimum of 300% volunteer hours donated as a percentage of volunteer coordinator work hours.
6. Offset beach erosion, by placing sand on beaches in an environmentally sound and cost-effective manner.
7. Design and construct an artificial reef system to enhance fishery density and diversity and to provide recreational opportunities for residents and visitors of the County.
8. Monitor Mosquito Control performance by measuring inspection activities in compliance with Florida Statutes.

| <b><u>PERFORMANCE MEASUREMENTS</u></b>   | <u>Actual</u><br><u>FY 2015</u> | <u>Estimated</u><br><u>FY 2016</u> | <u>Projected</u><br><u>FY 2017</u> | <u>Type</u> | <u>Obj</u> |
|--|---------------------------------|------------------------------------|------------------------------------|-------------|------------|
| <b>Environmental Enhancement &amp; Restoration</b>   |                                 |                                    |                                    |             |            |
| Number of reefs created  | 5                               | 6                                  | 4                                  | Output      | 7          |
| Number of reefs per FTE  | 2.6                             | 2.9                                | 1.9                                | Efficiency  | 7          |
| Economic value of new reef (\$M)   | \$1.25                          | \$1.5                              | \$1.0                              | Outcome     | 7          |
| Number of volunteer hours as a % of staff work hours   | 330%                            | 300%                               | 300%                               | Efficiency  | 5          |
| <b>Mosquito Control</b>  |                                 |                                    |                                    |             |            |
| Percentage of service requests completed in 5 business days/total requests                                       | 92%/1,171                       | 90%/1,200                          | 90%/1,250                          | Outcome     | 8          |
| Number FTEs setting light traps to monitor activity  | .96                             | 1.00                               | 1.00                               | Input       | 8          |
| Number of catch basins inspected/percentage breeding and treated   | 27,728/52%                      | 60,000/50%                         | 70,000/45%                         | Efficiency  | 8          |
| <b>Natural Resources Stewardship</b>   |                                 |                                    |                                    |             |            |
| Number of monitoring events conducted per FTE  | 145                             | 123                                | 129                                | Efficiency  |            |
| Percentage of monitoring events conducted in compliance with regulatory, grant or department policy requirements | 99%                             | 100%                               | 100%                               | Outcome     |            |
| Number of natural areas reports prepared per FTE   | 89                              | 58                                 | 55                                 | Efficiency  |            |
| <b>Resources Protection</b>  |                                 |                                    |                                    |             |            |
| Number of tasked inspections completed   | 1,514                           | 1,222                              | 1,222                              | Output      | 3          |
| Number of tasked inspections per inspector FTE   | 302                             | 203                                | 203                                | Efficiency  | 3          |
| Percentage of failed tasked inspections brought into compliance by the end of fiscal year                        | 96%                             | 96%                                | 96%                                | Outcome     | 3          |
| Number of permitted facilities inspected for first time this FY.   | 843                             | 821                                | 850                                | Output      | 4          |
| Number of inspections completed per FTE  | 439                             | 383                                | 326                                | Efficiency  | 4          |
| Percentage of permitted businesses inspected and brought into inspection compliance by the end of fiscal year    | 100%                            | 100%                               | 100%                               | Outcome     | 4          |
| <b>Shoreline Protection</b>  |                                 |                                    |                                    |             |            |
| Maintain an 11-year moving average of > one million cubic yards of sand placed countywide                        | 1.2M                            | 1.4M                               | 1.2M                               | Outcome     | 6          |

DEPARTMENT FINANCIAL SUMMARY

|                                       | FY 15 Actual         | FY 16 Budget         | FY 17 Budget         | Change (FY 16-FY 17) |             |
|---------------------------------------|----------------------|----------------------|----------------------|----------------------|-------------|
|                                       |                      |                      |                      | \$                   | %           |
| <b><u>Non-Ad Valorem Revenues</u></b> |                      |                      |                      |                      |             |
| Charges for Services                  | \$ 5,610,880         | \$ 2,555,479         | \$ 3,829,862         | \$ 1,274,383         | 50%         |
| Grants                                | 2,572,013            | 4,330,002            | 1,881,733            | (2,448,269)          | (57%)       |
| Licenses & Permits                    | 819,598              | 622,225              | 622,500              | 275                  | -           |
| Other                                 | 623,890              | 116,117              | 159,450              | 43,333               | 37%         |
| Interfund Transfers                   | 68,390               | -                    | -                    | -                    | -           |
| Fund Balance                          | 25,137,469           | 19,205,305           | 19,745,183           | 539,878              | 3%          |
| <b>SubTotal</b>                       | <b>\$ 34,832,240</b> | <b>\$ 26,829,128</b> | <b>\$ 26,238,728</b> | <b>\$ (590,400)</b>  | <b>(2%)</b> |
| <b><u>Appropriations</u></b>          |                      |                      |                      |                      |             |
| Personal Services                     | \$ 10,427,918        | \$ 11,226,854        | \$ 11,561,796        | \$ 334,942           | 3%          |
| Operating Expenses                    | 10,934,056           | 17,095,822           | 17,557,716           | 461,894              | 3%          |
| Capital Outlay                        | 66,084               | 49,736               | 43,585               | (6,151)              | (12%)       |
| Transfers                             | 969,531              | 1,857,954            | 1,110,494            | (747,460)            | (40%)       |
| Reserves                              | -                    | 7,722,063            | 7,738,091            | 16,028               | -           |
| <b>SubTotal</b>                       | <b>\$ 22,397,589</b> | <b>\$ 37,952,429</b> | <b>\$ 38,011,682</b> | <b>\$ 59,253</b>     | <b>-</b>    |
| <b>Ad Valorem Funding</b>             | <b>\$ 9,393,435</b>  | <b>\$ 11,123,301</b> | <b>\$ 11,772,954</b> | <b>\$ 649,653</b>    | <b>6%</b>   |
| <b>Positions</b>                      | <b>126</b>           | <b>126</b>           | <b>128</b>           | <b>2</b>             | <b>2%</b>   |

SIGNIFICANT CHANGES

**Non-Ad Valorem Revenues**

Charges for Services – \$1,274,383 increase in various agreements to support petroleum storage tank clean-up, vegetation control services, and maintenance costs.

Grants - (\$2,448,269) decrease is due to the spending of non-recurring grant awards.

**Appropriations**

Positions 2

Mid-Year – Environmental Program Supervisor added at the end of FY 2015. Transfer Mosquito Control position from Parks and Recreation during FY 2016.

Transfers – (\$747,460) decrease in funding from the Natural Areas Fund to the Environmental Resource Capital Projects Fund, due to the substantial completion in several projects.



# **FACILITIES DEVELOPMENT AND OPERATIONS**

**Audrey Wolf, Director**

**2633 Vista Parkway  
West Palm Beach, Florida 33411  
Phone: 561-233-0200**

**Website Address: <http://discover.pbcgov.org/fdo/>**

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**DEPARTMENT SUMMARY**

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**MISSION STATEMENT**

To provide efficient, cost effective, quality services in building design and construction, building maintenance and systems operation, property management, and electronic systems and security services for all County facilities for the Board of County Commissioners (BCC) and Constitutional Officers.

**Department Overview**

The Facilities Development and Operations Department (FDO) is responsible for siting, building, and operating the County's physical plants, major equipment, and electronics systems. This includes the buildings occupied by the Sheriff's Office and the 15th Judicial Circuit Court, as well as several other Constitutional Officers including the Property Appraiser, Supervisor of Elections, and the Tax Collector. More specifically, this includes the implementation of capital building and land improvement projects, the maintenance and operation of more than 800 occupied structures, and the countywide public safety radio system operations and maintenance.

**Capital Improvements**

Provides a full range of architectural, engineering, contract, and project management services directed toward ensuring the highest possible quality and value in the design and construction of all County capital projects. Primary services include procuring architectural and engineering services for capital projects, administering bids and other procurement related activities for capital projects, and administering capital project construction activity.

**Electronic Services and Security**

Provides specifications, acquisition, project management, acceptance testing, and continued operations and support for all electronic systems. Maintains facility safety and security, including on-site security personnel, security surveys, and training. Monitors facility access control, including criminal history record checks, card access, and key control. Provides operations and support for the County radio systems and support for FDO's automation and remote management projects.

**Facilities Management**

Provides services focused on asset management and preservation of County-owned property. Services include preventative and corrective maintenance; replacement of equipment in County buildings; custodial and landscaping services at designated sites; facility related emergency response services after business hours; facility preparedness services; restoration of services in the event of emergencies/disasters; facilities support during emergency activations; review of new capital development and renewal/replacement projects; warranty administration on building systems; completing the construction design of mechanical/electrical specifications; identifying/implementing initiatives for the reduction of energy consumption; and continuing improvements, enhancements, and planned renewal of buildings/properties and parking operations for the Governmental, Judicial, and Vista Centers and South County Courthouse Complex.

**Property and Real Estate Management**

Provides a full range of real estate services to departments and agencies under the BCC and Constitutional Officers. Services include acquiring property and disposal of surplus County properties, administering leases for County leased facilities, coordinating civic site acquisitions and use, providing technical support for the development of County facilities, and responding to public inquiries and complaints concerning County property.

**FY 16 Highlights & Accomplishments**

- Recruitment of and transition to the new Facilities Management Division Director after the retirement of the 37 year employee previously holding that position.
- A successful conclusion to the Procurement and Payment Audit. The audit concluded with no findings or recommendations and only several considerations for improvements. This result reaffirms the confidence that the County/Facilities Development and Operations (FDO) places in its fiscal staff and high quality results from the routine inner workings of FDO overall.
- Capital Improvement Division (CID) and Electronic Services Security (ESS) worked closely to conduct a competitive solicitation for the replacement of the Public Safety radio system meeting Association of Public Safety Communication Officials (APCO) P25 standards and incorporating specific redundancy, survivability, and interoperability requirements. Implementation and cutover is planned for mid 2017.
- FDO negotiated an Interlocal Agreement with West Palm Beach for the land acquisition, a Developer Agreement for the design and construction, and a Sports Facilities Use Agreement for the operation of the Ball Park of the Palm Beaches. In addition, FDO completed a funding agreement with the State of Florida for \$50 million to be used on debt service for the facility. The facility has an anticipated completion date in early 2017 to serve as its inaugural season as the Major League Baseball Spring Training home to the Washington Nationals and Houston Astros.

**FY 17 Emerging Issues**

- Implementation of cost containment strategies, maximizing consultants and contractors availability to maintain the necessary schedules for renewal/replacement and maintenance projects is going to be critical as the market improves, labor/material costs escalate, and the County's infrastructure has suffered from age and backlogged repairs. Scheduled maintenance will also be critical due to building and electronic systems reaching their end of life and shortages of qualified in-house and contracted staff to maintain these legacy systems.
- The increased number of retirements and turnover in general, due to the changes in the economy has created a loss of institutional knowledge particularly in areas of decision making, legacy systems, and general operations information.
- Five divisions in FDO are involved with the acquisition, improvement, maintenance, and operation of the Emergency Family Shelter which assists homeless families transition to permanent housing. All divisions will need to work together to perform condition assessments, prioritize and complete funded capital improvement projects, develop an operating agreement with Adopt-A-Facility, and prepare maintenance plans to maintain and operate the facility to County standards.
- Develop and implement consistent building and system assessment guidelines which include establishing performance targets. This grading system will help prioritize capital investments needed to improve the state of good repair for all facilities.
- In conjunction with information Systems Services (ISS), continue the development and implementation of e-FDO for electronic work order and asset management.

**FY 2017 OBJECTIVES**

1. Sustain 83% of the planned preventive maintenance program hours to reduce corrective maintenance-type work thereby reducing downtime and system failures.
2. Implement 100% factory certified training by at least one employee, on specific electronic systems within each section of ESS, to reduce the amount of time and manpower needed to complete trouble calls and project work associated with the diverse types of systems and new technology.
3. Increase the number of surplus properties disposed of by 11%.
4. Identify multiple sites that would be feasible for acquisition and/or development for projects with funding, size, location or operational constraints and achieve 50% of those sites to be chosen for consideration.
5. Maintain quality contract management services for the increasing number of renewal/replacement and new projects with historically low staffing levels including closing projects within six months.
6. Maintain 92% good or excellent assessments on 50% of the overall maintained square footage.
7. Implement County Security Post Order review plan so all sites have up-to-date post orders, client input is captured and necessary charges are identified proactively. Twenty five sites will be completed by September 30, 2017.

| <b><u>PERFORMANCE MEASUREMENTS</u></b>   | <u>Actual</u><br><u>FY 2015</u> | <u>Estimated</u><br><u>FY 2016</u> | <u>Projected</u><br><u>FY 2017</u> | <u>Type</u> | <u>Obj</u> |
|--|---------------------------------|------------------------------------|------------------------------------|-------------|------------|
| <b>Capital Improvement Division</b>  |                                 |                                    |                                    |             |            |
| Average time (in months) between substantial and final completion and contract close-out | 6                               | 6                                  | 6                                  | Efficiency  | 5          |
| <b>Electronic Services and Support</b>   |                                 |                                    |                                    |             |            |
| Percentage of systems for which training/certification has been completed                | 0%                              | 38%                                | 100%                               | Efficiency  | 2          |
| Percentage of sites with current Post Orders   | 0%                              | 0%                                 | 100%                               | Efficiency  | 7          |
| <b>Facilities Management</b>   |                                 |                                    |                                    |             |            |
| Percentage of preventative maintenance hours in relation to total maintenance hours.     | 81%                             | 80%                                | 83%                                | Efficiency  | 1          |
| Percentage of buildings assessed with an overall condition of good or excellent.         | 96%                             | 90%                                | 92%                                | Efficiency  | 6          |
| <b>Property and Real Estate Management</b>   |                                 |                                    |                                    |             |            |
| Percentage increase in number of surplus properties disposed                             | 15%                             | 10%                                | 11%                                | Efficiency  | 3          |
| Percentage of constrained projects sited   | N/A                             | N/A                                | 50%                                | Efficiency  | 4          |

DEPARTMENT FINANCIAL SUMMARY

|                                       | FY 15 Actual         | FY 16 Budget         | FY 17 Budget         | Change (FY 16-FY 17) |           |
|---------------------------------------|----------------------|----------------------|----------------------|----------------------|-----------|
|                                       |                      |                      |                      | \$                   | %         |
| <b><u>Non-Ad Valorem Revenues</u></b> |                      |                      |                      |                      |           |
| Charges for Services                  | \$ 3,538,997         | \$ 4,495,504         | \$ 4,394,885         | \$ (100,619)         | (2%)      |
| Other                                 | 1,542,358            | 173,250              | 293,000              | 119,750              | 69%       |
| Interfund Transfers                   | 1,100,000            | -                    | -                    | -                    | -         |
| <b>SubTotal</b>                       | <b>\$ 6,181,355</b>  | <b>\$ 4,668,754</b>  | <b>\$ 4,687,885</b>  | <b>\$ 19,131</b>     | <b>-</b>  |
| <b><u>Appropriations</u></b>          |                      |                      |                      |                      |           |
| Personal Services                     | \$ 23,580,793        | \$ 24,800,545        | \$ 25,440,017        | \$ 639,472           | 3%        |
| Operating Expenses                    | 15,571,978           | 16,803,652           | 17,060,392           | 256,740              | 2%        |
| Capital Outlay                        | 170,455              | 168,200              | 146,000              | (22,200)             | (13%)     |
| Grants and Aids                       | 60,000               | 142,200              | 142,200              | -                    | -         |
| Charge Offs                           | (98,930)             | (80,000)             | (100,000)            | (20,000)             | 25%       |
| <b>SubTotal</b>                       | <b>\$ 39,284,296</b> | <b>\$ 41,834,597</b> | <b>\$ 42,688,609</b> | <b>\$ 854,012</b>    | <b>2%</b> |
| <b>Ad Valorem Funding</b>             | <b>\$ 33,102,941</b> | <b>\$ 37,165,843</b> | <b>\$ 38,000,724</b> | <b>\$ 834,881</b>    | <b>2%</b> |
| <b>Positions</b>                      | <b>312</b>           | <b>311</b>           | <b>314</b>           | <b>3</b>             | <b>1%</b> |

SIGNIFICANT CHANGES

**Non-Ad Valorem Revenues**

Other - \$119,750 increase is primarily due to anticipated County owned surplus land sales.

**Appropriations**

Positions 3:

**Transfer 1** - transferred from Fleet Management.

**Budget Process 2** - increased services

Personnel Services - \$152,027 increase due to the addition of one Procurement Specialist - transferred from Fleet Management due to the increased project work and demand to meet customer needs, one Electronics Services Analyst - to centralize plan review of life safety systems within the Electronic Services and Security (ESS) planning section and provide support to the Fire and Intrusion Manager who is the only subject matter expert on life safety systems, and one Security Officer - to provide security services at Community Services located at Datura St. This will mitigate potential aggressive situations and provide staff and customers a feeling of safety.

Charge Offs- (\$20,000) increase amount budgeted to be charged off to the Homeless Resource Center through Community Services.



# **FIRE RESCUE**

**Jeffrey P. Collins, Fire Rescue Administrator**

**405 Pike Road  
West Palm Beach, Florida 33411  
Phone: 561-616-7000**

**Website Address: <http://discover.pbcgov.org/pbcfr/>**

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**DEPARTMENT SUMMARY**

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**MISSION STATEMENT**

To protect life and property against injury and fire through education and code compliance. To respond to medical emergencies, fire, and hazardous materials incidents.

**Department Overview**

Palm Beach County Fire Rescue was created by County Ordinance in 1984 to provide fire, emergency medical services, advanced life support, and transport services to the unincorporated areas of the County, as well as several municipalities. The Department is primarily funded by ad valorem taxes through two Municipal Service Taxing Units (MSTUs).

**Aviation**

Responds to aviation-related fire and medical emergencies within and around Palm Beach International Airport (PBI); provides for new and recurrent specialized Aircraft Rescue Fire Fighting (ARFF) training to battalion personnel along with Fire and Emergency Medical Services (EMS) training; and performs regular fuel truck and fuel farm fire inspections to all fueling operations located within PBI, Palm Beach County Park Airpark, North Palm Beach County General Aviation Airport, and Palm Beach County Glades Airport.

**Bureau of Safety Services**

Responsible for reducing fire and life loss through education and the formulation and enforcement of the Palm Beach County Fire Code. Primary services include development and implementation of efficient and effective fire and life safety education for the residents and visitors of Palm Beach County; the review of building plans to ensure compliance with the fire code; periodic fire inspections of multi-family residential occupancies, commercial buildings, and buildings under construction to assure fire code compliance and life safety; and investigation of the cause, origin, and circumstance of fires.

**Dispatch & Telecommunications**

Provides twenty-four hour emergency dispatching services for the 9-1-1 communications center. Emergency fire and rescue units are dispatched from the Communications Center for the unincorporated areas of the County, cities who receive primary fire service from the County, and cities with dispatch agreements with the County. Primary services include dispatching emergency requests for fire, rescue, and emergency service; dispatching private ambulance units for emergency services; and notifying the public and news media of pertinent information regarding emergency incidents.

**Operations**

Responsible for the response to and mitigation of a wide variety of fire and medical emergencies. Primary services include: respond to fire and medical emergencies; conduct suppression activity and/or provide pre-hospital care; respond to hazardous materials incidents; conduct pre-fire planning on all major target hazards; and provide a volunteer-based Community Assistance Team (CAT) to offer post-incident assistance, including bereavement, emotional, and social-service support, to the citizens of Palm Beach County.

**Training & Safety**

Provides training, education, and safety programs to all Fire Rescue personnel, as well as other agencies, in order to support and enhance the delivery of emergency services. Primary services include providing needs assessment by rank in order to develop and deliver training programs in areas of emergency medical services and firefighting; conducting training in specialized areas such as hazardous materials, rope rescue, dive rescue, and Trauma Hawk; video production and broadcasting in support of training programs and public education; administering infectious/hazardous materials exposure control programs; and coordinating employee health and safety programs.

**Vehicle & Building Maintenance**

Ensures that all vehicles, apparatus, and facilities remain in top operational condition. Primary services include: the repair of apparatus as breakdowns occur; the provision of routine preventive maintenance on all emergency vehicles; the maintenance and repair of all Fire Rescue stations; to ensure work is completed in a timely and cost efficient manner; and to coordinate with other County departments for the renovation and construction of Fire Rescue facilities.

**FY 16 Highlights & Accomplishments**

- Completed the comprehensive Kronos payroll application to handle all payroll transactions to include scheduling and extended leave tracking. This new payroll system will allow for modifications and flexibility, and will reduce paper transactions.
- Ratified the Collective Bargaining Agreement with the Professional Firefighters/Paramedics of Palm Beach County, Local 2928, IAFF, Inc. on August 25, 2016. The previous contract expired on September 30, 2015.
- Continued to hire new recruits to meet the demand of retiring staff. A total of 80 new staff were hired and trained this fiscal year. These new hires filled vacancies and reduced overtime required to meet staffing requirements.
- Implemented the acceptance of on-line credit card payments for all emergency medical transports in the final quarter; over 300 credit card transactions were processed.
- Received a U.S. Department of Homeland Security, Federal Emergency Management Agency, Assistance to Firefighters Grant award in the amount of \$603,371 for the purchase of 38 automatic chest compression devices.
- Purchased Fire Station #29, located at 10055 Belvedere Road, from the Village of Royal Palm Beach. The purchase of this facility eliminated an annual rental payment of \$112,500 to the Village. The County has been providing fire rescue services to the Village since 1999.

**FY 17 Emerging Issues**

- Expand the acceptance of credit card payments to include inspections, plan review, and false alarms. This will increase efficiency in payment collection and improve the customer service experience.
- Implement Project 25 (P25). P25 is a Federal program to achieve interoperable communications among various federal, state, and local public safety agencies during a serious large scale event such as a disaster or hurricane. Efficient means of communications during a multi-jurisdictional event proves to be resourceful in mitigating the emergency.
- Enroll in the Public Emergency Medical Transportation (PEMT) program. The PEMT program provides supplemental payments for emergency medical transportation services to Medicaid beneficiaries. Fire Rescue has the potential of \$2.5M in additional revenues from this program.
- Enter into an agreement with Genuine Parts Company d/b/a NAPA for onsite integrated inventory management services for the Fire Rescue Support Services Division. This agreement will provide comprehensive in-house store operation for automotive parts including all materials, equipment, parts, and supplies required for operations and maintenance. This will eliminate Fire Rescue's responsibility for excess inventory and parts obsolescence and will increase the quality of service/performance by dramatically reducing procurement transactions and management activities.
- Coordinate with local hospitals for their designation as a Cardiac Resuscitation Center as part of our ongoing effort to increase the survivability of sudden cardiac arrests in Palm Beach County.
- Hire a Social Worker in early FY2017 as part of our first phase of the Department's Mobile Integrated Health (MIH) program. During the 3rd or 4th quarter of FY2017, begin the 2nd phase of our MIH program by adding Community Paramedics on our MIH vehicles.
- Purchase Fire Station #28, located at 1040 Royal Palm Beach Boulevard, from the Village of Royal Palm Beach. The purchase of this facility will eliminate an annual rental payment of \$126,312 to the Village. The Village adopted an ordinance that extended receiving fire rescue services from the County through December 31, 2024.

**FY 2017 OBJECTIVES**

1. Achieve a turnout time of 1:30 or less, for 82% of emergencies dispatched.
2. Maintain availability of first due units at 94%.
3. Maintain a handling time of one minute or less for 90% of dispatched events.
4. Complete 92% of all telecommunications work orders within 30 days.
5. Perform Federal Aviation Administration (FAA) standby drills and maintain a response time of three minutes or less for all FAA time trial drills.
6. Maintain an average annual inspection completion rate of 89%.
7. Review 85% of all plans submitted for fire review within four working days.
8. Provide an average of 310 hours of training per operational employee per year.
9. Complete 100% of required fleet preventative maintenance (PM) inspections/service on emergency apparatus.
10. Complete 93% of all after-hours call-out repairs without moving personnel to reserve apparatus.

| <b><u>PERFORMANCE MEASUREMENTS</u></b>                                | <b><u>Actual</u></b>  | <b><u>Estimated</u></b> | <b><u>Projected</u></b> | <b><u>Type</u></b> | <b><u>Obj</u></b> |
|---|-----------------------|-------------------------|-------------------------|--------------------|-------------------|
|   | <b><u>FY 2015</u></b> | <b><u>FY 2016</u></b>   | <b><u>FY 2017</u></b>   |                    |                   |
| <b>Aviation</b>   |                       |                         |                         |                    |                   |
| Number of FAA-mandated drills   | 48                    | 48                      | 48                      | Output             | 5                 |
| FAA-mandated drills with response time three minutes or less          | 100%                  | 100%                    | 100%                    | Efficiency         | 5                 |
| <b>Bureau of Safety Services (BOSS)</b>                               |                       |                         |                         |                    |                   |
| Number of annual inspections  | 31,000                | 31,900                  | 32,514                  | Output             | 6                 |
| Annual inspection completion rate                                     | 85%                   | 88%                     | 89%                     | Efficiency         | 6                 |
| Number of plans submitted for review                                  | 4,720                 | 6,000                   | 6,000                   | Output             | 7                 |
| Plans reviewed within four working days                               | 81%                   | 85%                     | 85%                     | Efficiency         | 7                 |
| <b>Dispatch and Telecommunications</b>                                |                       |                         |                         |                    |                   |
| Number of dispatched events   | 183,004               | 193,049                 | 192,154                 | Output             | 3                 |
| Dispatched events handled within one minute                           | 89%                   | 90%                     | 90%                     | Efficiency         | 3                 |
| Number of telecommunication work orders                               | 1,324                 | 1,347                   | 1,375                   | Output             | 4                 |
| Telecommunication work orders completed within 30 days                | 91%                   | 92%                     | 92%                     | Efficiency         | 4                 |
| <b>Operations</b>   |                       |                         |                         |                    |                   |
| Number of emergencies   | 129,138               | 131,725                 | 135,595                 | Output             | 1                 |
| Emergencies dispatched achieving turnout time of 1:30 or less         | 83%                   | 82%                     | 82%                     | Efficiency         | 1                 |
| Availability of first due units                                       | 94%                   | 94%                     | 94%                     | Efficiency         | 2                 |
| <b>Training and Safety</b>  |                       |                         |                         |                    |                   |
| Number of hours of training per operations personnel                  | 288                   | 300                     | 310                     | Output             | 8                 |
| <b>Vehicle and Building Maintenance</b>                               |                       |                         |                         |                    |                   |
| Required fleet preventative maintenance inspections/service completed | 100%                  | 100%                    | 100%                    | Efficiency         | 9                 |
| Number of after-hours call-out repairs                                | 407                   | 450                     | 475                     | Output             | 10                |
| After-hours call-out repairs completed without reserve apparatus      | 94%                   | 93%                     | 93%                     | Efficiency         | 10                |

DEPARTMENT FINANCIAL SUMMARY

|                                       | FY 15 Actual          | FY 16 Budget          | FY 17 Budget          | Change (FY 16-FY 17) |           |
|---------------------------------------|-----------------------|-----------------------|-----------------------|----------------------|-----------|
|                                       |                       |                       |                       | \$                   | %         |
| <b><u>Non-Ad Valorem Revenues</u></b> |                       |                       |                       |                      |           |
| Charges for Services                  | \$ 38,447,805         | \$ 36,959,197         | \$ 39,158,258         | \$ 2,199,061         | 6%        |
| Grants                                | 400,937               | 383,185               | 472,200               | 89,015               | 23%       |
| Licenses & Permits                    | 19,636                | 14,000                | 19,500                | 5,500                | 39%       |
| Other                                 | 2,925,799             | (12,123,639)          | (12,537,881)          | (414,242)            | 3%        |
| Interfund Transfers                   | 14,880,556            | 394,645               | 159,500               | (235,145)            | (60%)     |
| Fund Balance                          | 72,528,065            | 71,185,107            | 72,479,699            | 1,294,592            | 2%        |
| <b>SubTotal</b>                       | <b>\$ 129,202,798</b> | <b>\$ 96,812,495</b>  | <b>\$ 99,751,276</b>  | <b>\$ 2,938,781</b>  | <b>3%</b> |
| <b><u>Appropriations</u></b>          |                       |                       |                       |                      |           |
| Personal Services                     | \$ 226,518,312        | \$ 238,797,510        | \$ 243,887,448        | \$ 5,089,938         | 2%        |
| Operating Expenses                    | 31,609,159            | 35,364,367            | 39,021,171            | 3,656,804            | 10%       |
| Capital Outlay                        | 3,782,226             | 10,885,397            | 17,229,383            | 6,343,986            | 58%       |
| Grants and Aids                       | 1,571,707             | 1,703,025             | 1,860,784             | 157,759              | 9%        |
| Transfers                             | 706,409               | 371,193               | 1,787,046             | 1,415,853            | 381%      |
| Reserves                              | -                     | 53,178,136            | 60,077,115            | 6,898,979            | 13%       |
| <b>SubTotal</b>                       | <b>\$ 264,187,813</b> | <b>\$ 340,299,628</b> | <b>\$ 363,862,947</b> | <b>\$ 23,563,319</b> | <b>7%</b> |
| <b><u>Ad Valorem Funding</u></b>      |                       |                       |                       |                      |           |
| Countywide                            | 7,289,425             | 11,058,205            | 12,978,647            | 1,920,442            | 17%       |
| Fire Rescue                           | 205,162,005           | 232,428,928           | 251,133,024           | 18,704,096           | 8%        |
| <b>Positions</b>                      | <b>1,494</b>          | <b>1,498</b>          | <b>1,510</b>          | <b>12</b>            | <b>1%</b> |

SIGNIFICANT CHANGES

**Non-Ad Valorem Revenues**

Charges for Services - \$1,087,911 increase in ALS transport fees and \$625,071 increase in fire protection services.

**Appropriations**

Positions 12

**Budget Process 12:** addition of 1 Fire Apparatus Technician II for increased workload caused by reductions in capital equipment replacement program, 1 Information Management System Specialist to be familiar with Collective Bargaining Agreements, Kronos, and the employee scheduling software, 1 Electronics Technician to keep up with the installations, corrective maintenance, and preventive maintenance, 9 Firefighter/EMT positions to properly staff the MSTU due to increases in emergency calls and a surge in development.

Personal Services - \$1,063,462 increase due to the addition of 12 positions, \$3,946,789 increase for step, longevity, and other payroll increases for existing staff and associated payroll taxes, and \$1,169,888 increase in Life & Health Insurance costs offset by a (\$1,096,296) decrease in Workers Compensation Insurance costs.

Operating Expenses - \$969,600 increase in Building Repairs & Maintenance, \$631,738 increase in Equipment Repairs & Maintenance, \$1,064,814 increase in Property Appraiser/Tax Collector Commissions offset by (\$315,306) decrease in Office Furniture & Equipment and (\$468,876) decrease in Fuel.

Capital Outlay - \$4,229,020 increase in Machinery & Equipment and \$2,067,491 increase in Communication Equipment.



# **FLEET MANAGEMENT**

**Audrey Wolf, Director**

**2633 Vista Parkway  
West Palm Beach, Florida 33411  
Phone: 561-233-0200**

**Website Address: <http://discover.pbcgov.org/fdo/pages/fleet-management.aspx/>**

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**DEPARTMENT SUMMARY**

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**MISSION STATEMENT**

To provide the highest quality of service in the most cost effective manner. Manage the equipment/vehicle policy fund, including specifications, assignment, funding, and disposal. Provide preventive and corrective maintenance services on vehicles and equipment. Purchase fuel and manage County fueling sites.

**FY 16 Highlights & Accomplishments**

- Completed upgrade of Fleet Management's fuel terminals.
- Commenced multi-year process of converting employee fuel cards to the employee's County issued ID.
- Completed first year of multi-year plan to reduce replacement cycles to their pre-recession duration.
- Created an Assistant Director position as the first step in the succession planning for the Division.

**FY 17 Emerging Issues**

- Work closely with Seminole Ridge High School Automotive Academy on becoming National Automotive Technicians Education Foundation (NATEF) accredited. Fleet Management has been using interns from Seminole Ridge High School for several years. The school has been working for the last year to get accredited to secure more funding for this program. The Automotive Academy is important to Fleet Management as these are our home grown future technicians. Over the past years, Fleet has hired five interns who have become excellent employees.
- Complete the upgrade of the Palm Tran fuel terminals at their three sites.
- Continue to reduce downtime of vehicles and equipment via training and restoration of a portion of the positions lost during the most recent economic downturn.

**FY 2017 OBJECTIVES**

1. Increase the reliability of vehicles and equipment to provide the highest quality of service by decreasing the amount of past due preventative maintenance to 7%.
2. Increase the percentage of scheduled repairs versus total repair from 69.18% to 75%
3. Decrease assets downtime to less than 6 days by the end of the fiscal year, ensuring vehicles and equipment spend less time in the shop and more time in use to increase the quality of service provided.
4. Monitor Integrated Business Solutions (IBS) NAPA parts management performance to ensure parts full rates availability are kept above 80%.
5. Complete 100% of the fuel terminal proximity card project. This will allow the use of County issued ID's proximity cards to authorized fuel dispensing.

| <b><u>PERFORMANCE MEASUREMENTS</u></b>                                       | <u>Actual</u><br><u>FY 2015</u> | <u>Estimated</u><br><u>FY 2016</u> | <u>Projected</u><br><u>FY 2017</u> | <u>Type</u> | <u>Obj</u> |
|--|---------------------------------|------------------------------------|------------------------------------|-------------|------------|
| Percentage of vehicles/equipment past due for preventive maintenance         | 7.43%                           | 8.39%                              | 7%                                 | Outcome     | 1          |
| Percentage of schedule repairs vs total repairs                              | 67.86%                          | 69.18%                             | 75%                                | Efficiency  | 2          |
| Average vehicles downtime days   | 6.94                            | 6.65                               | 5.90                               | Efficiency  | 3          |
| Percentage of parts available to an automotive technician upon first request | 89.92%                          | 91.25%                             | 90%                                | Efficiency  | 4          |
| Percentage of fuel terminals ready and accepting proximity cards             | 0%                              | 50%                                | 100%                               | Efficiency  | 5          |

DEPARTMENT FINANCIAL SUMMARY

|                                       | FY 15 Actual         | FY 16 Budget         | FY 17 Budget         | Change (FY 16-FY 17)  |             |
|---------------------------------------|----------------------|----------------------|----------------------|-----------------------|-------------|
|                                       |                      |                      |                      | \$                    | %           |
| <b><u>Non-Ad Valorem Revenues</u></b> |                      |                      |                      |                       |             |
| <b>Charges for Services</b>           | \$ 119               | \$ -                 | \$ -                 | \$ -                  | -           |
| <b>Other</b>                          | 33,173,619           | 38,743,022           | 36,090,797           | (2,652,225)           | (7%)        |
| <b>Fund Balance</b>                   | 15,811,360           | 17,755,165           | 16,407,284           | (1,347,881)           | (8%)        |
| <b>SubTotal</b>                       | <b>\$ 48,985,098</b> | <b>\$ 56,498,187</b> | <b>\$ 52,498,081</b> | <b>\$ (4,000,106)</b> | <b>(7%)</b> |
| <b><u>Appropriations</u></b>          |                      |                      |                      |                       |             |
| <b>Personal Services</b>              | \$ 4,477,466         | \$ 4,799,759         | \$ 5,092,455         | \$ 292,696            | 6%          |
| <b>Operating Expenses</b>             | 15,306,154           | 19,651,691           | 16,789,653           | (2,862,038)           | (15%)       |
| <b>Capital Outlay</b>                 | 11,202,518           | 24,037,991           | 24,438,479           | 400,488               | 2%          |
| <b>Transfers</b>                      | 7,611                | 1,798,326            | 7,612                | (1,790,714)           | (100%)      |
| <b>Reserves</b>                       | -                    | 6,210,420            | 6,169,882            | (40,538)              | (1%)        |
| <b>SubTotal</b>                       | <b>\$ 30,993,749</b> | <b>\$ 56,498,187</b> | <b>\$ 52,498,081</b> | <b>\$ (4,000,106)</b> | <b>(7%)</b> |
| <b>Ad Valorem Funding</b>             | <b>\$ -</b>          | <b>\$ -</b>          | <b>\$ -</b>          | <b>\$ -</b>           | <b>-</b>    |
| <b>Positions</b>                      | <b>54</b>            | <b>57</b>            | <b>58</b>            | <b>1</b>              | <b>2%</b>   |

SIGNIFICANT CHANGES

**Non-Ad Valorem Revenues**

Fund Balance - (\$1,347,881) decrease is due to higher than expected expense estimates for gasoline, machinery and equipment expenses.

Other - (\$3,165,051) decrease is attributable to the decrease in gasoline sales revenue, due to lower than expected gasoline prices. This reduction resulted in a corresponding decrease in operating expenses of \$3,095,683. \$721,154 increase is due to an increase in equipment rentals.

**Appropriations**

Positions 1

**Transfer (1)** - Transferred to Facilities Department and Operations (FDO).

**Non-Ad Valorem Funded 2** - One Fleet Operations Supervisor for services needed at the Pahokee Shop and one Automotive Technician II located at the Heavy Equipment Shop. This position will focus on the preventative maintenance which will help reduce the percentage of vehicles and equipment past due for maintenance.

Personnel Services - \$106,314 increase is attributable to the net increase of one position.

Transfers - (\$1,790,714) decrease in transfers is due to the pro rata share of one time refunds of Fleet Management policy charges estimated in FY 2016.

# **HUMAN RESOURCES**

**Wayne Condry, Director**

**100 Australian Avenue, Suite 300  
West Palm Beach, Florida 33406  
Phone: 561-616-6888**

**Website Address: <http://discover.pbcgov.org/humanresources/>**

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**DEPARTMENT SUMMARY**

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**MISSION STATEMENT**

To enable County departments to meet their service delivery responsibilities by hiring the most qualified employees, retaining valued employees by ensuring effective leadership, ensuring competitive wages and benefits, ensuring effective labor/management relations, providing training and development opportunities, and offering a safe and discrimination-free environment.

**Compensation & Records**

The Compensation and Records Division provides a competitive compensation strategy in an effort towards retaining our most valuable asset, our employees. The core services include: Compensation, Human Resources Information System (HRIS), Payroll, Records, and Retirement. This Section's responsibilities include: (Compensation) updating the class and pay plan, writing and maintaining all job descriptions, conducting classification reviews, and reviewing/approving position descriptions; (HRIS) ensuring system security, updating and maintaining position control, and facilitating end-user training; (Payroll) updating the payroll manual, administering and interpreting payroll policies and procedures, auditing departmental payroll records and facilitating end-user training; (Records) processing all personnel related actions, maintaining employee personnel records and verifying employment status; and (Retirement) coordinating the Florida Retirement System (FRS), Deferred Compensation, and Prepaid Legal plans and providing educational workshops for employees related to these plans.

**Employee Relations**

The Employee Relations Division provides departments with guidance and systematic methods to improve employee performance or behavior, promotes cooperative relations between management and employees, and ensures collective bargaining obligations are met. Primary functions are to ensure equitable treatment of employees by advising and monitoring disciplinary actions, grievances, appeals, and arbitrations, and to assist departments in solving problems related to performance, discipline, and union issues.

**Fair Employment Programs**

The Fair Employment Programs Division handles employee complaints of discrimination and harassment. The section conducts internal investigations and prepares position statements and resolutions for complaints filed with the Equal Employment Opportunity Commission (EEOC) and Florida Commission of Human Relations (FCHR). Staff prepares and monitors the annual Affirmative Action Plan. The section handles requests for accommodation under the Americans with Disability Act (ADA) and assists with Family and Medical Leave Act (FMLA) issues. They are also responsible for providing supervisory training on Equal Employment Opportunity (EEO)/ADA and sexual harassment law and issues.

**Recruitment & Selection**

The Recruitment and Selection Division is responsible for the recruitment, assessment, and processing of new and current employees for the departments of the Board of County Commissioners. Primary functions include: sourcing and processing candidates for open positions utilizing efficient HRIS technology; accurately evaluating applications and referring qualified candidates to departmental hiring authorities; developing, administering, and evaluating legally defensible examinations for a variety of job classes; responding to complaints/inquiries about the applicant selection process; extending job offers and conducting background checks on potential hires; and conducting new employee orientations regarding County rules, regulations, and conditions of employment.

**Training & Organizational Development**

The Training & Organizational Development Division provides learning and development services that cultivate outstanding employee performance and organizational excellence. The core services include: planning, scheduling, and implementing year-round learning programs which are promoted through a yearly catalog; directing the Leadership Development Program; providing consulting and facilitation services to the County departments; providing customized training to County departments; providing career development services to County employees; maintaining the training histories of all County employees; maintaining the Training and Employee Development System which allows on-line program registration; tracking attendance at mandatory programs such as new supervisor training and telephone communication training; and designing and/or implementing new programs, and enhancements to current programs.

**FY 16 Highlights & Accomplishments**

- Compensation & Records (C&R) staff processed over 3,500 Personnel Action (PA's) forms, over 1,000 New Employee Requisitions (NERs), over 1,000 position descriptions, nearly 169 reclassification requests, 40 special salary increases, 112 lead worker forms, over 325 working in a higher classification (WHC) forms, nearly 100 temporary promotion forms, over 138 DROP enrollments, over 100 DROP terminations, and over 1,000 verification of employment requests.
- C&R successfully provided new employee retirement workshops; trained over 80 employees at four new hire workshops.
- C&R continues providing assistance with the Timeserver replacement project. Phase IV consists of the "Payroll Earning Codes Screen." The final set of earnings codes is being programmed into a dashboard for ease of use for our payroll preparers and in an effort to completely off-line Timeserver.
- C&R collaborated with ISS to overhaul the "Docs Module" of HRIS. It was changed from a simple document repository to have the functionality to drive pay codes and pay documents by expiration date.
- C&R completed a comprehensive salary survey of Communications Workers of America Local #3181 (CWA) bargaining unit positions.
- Recruitment & Selection (R&S) staff experienced a dramatic, unprecedented 41.5% increase in employment applications submitted from FY15 to FY16. R&S staff rated 35,351 applications for County Employment, and processed 1,000+ NERs to fill BCC vacancies.
- R&S, along with ISS, designed and developed a mobile job search application to streamline the ability of the public to search for County jobs using key words and other relevant criteria. The application will debut in FY17.
- R&S staff On-Boarded more than 550 new hires and facilitated employee conversions from non-merit to merit positions.
- Training Organizational Development (TOD) completed an evaluation of personal, professional, and leadership development courses and programs resulting in the creation of the Employee Learning Journey, a comprehensive, competency-based talent development model.

**FY 17 Emerging Issues**

- An increase in EEOC requirements on employers over the past several years as it relates to ADA accommodations requires that we have a quick and efficient way to approve new and updated ADA/Position Descriptions.
- Collective bargaining with the CWA concluded with the agreement that all CWA positions will be reviewed to ensure competitiveness within the local market.
- Prohibition against discrimination on the basis of sex is being expanded to include persons in the Lesbian, Gay, Bisexual, and Transgender (LGBT) protected classes.
- Recent revised legislation under the Pregnancy Discrimination Act and included in the Affordable Care Act has expanded the protection afforded women in pregnancy and pre-natal issues, as well as, breastfeeding.
- The 41.5% increase in employment applications submitted in FY16 is significant. Increases had averaged 8% per year for the prior five year period. The amount of time to generate referral lists for hiring departments is impacted, going from 28.51 days in FY15, to 30.42 days in FY16. R&S will explore options to reach the goal of reducing the referral list times in the face of substantially amplified professional employment application rating tasks to be performed.
- On May 18, 2016, the Department of Labor (DOL) under the Fair Labor Standards Act (FLSA) mandated changes to the overtime rule and raised the earnings threshold for exemption. The changes are required by December 1, 2016.
- TOD vendors have indicated the requirement for fee increases, which have been stagnant for a significant number of years. Without budget consideration, we will either have to reduce the quantity of programs or develop and deliver more in-house programs, which would be a challenge at the current level of staffing.
- There is an increasing need for more advanced technology to effectively provide cost effective, on-demand, and blended learning methods. There is also increasing need for industry standard technology to capture more data to measure the effectiveness and return on investment (ROI) of training and expenditures, for planning and reporting, and to assist with the increase on administrative needs.

**FY 2017 OBJECTIVES**

1. Complete final phase of offlining TimeServer replacement project (a multi-year project).
2. Conduct one-on-one Payroll related training on various pay rules to supervisors in departments.
3. Create an ADA/Position Description module to efficiently approve new and updated ADA/Position descriptions. Create curriculum and implement training for countywide training. This will be a multi-year objective.
4. Identify changes and enhancements to the existing Pre-paid Legal plan contract and prepare RFP. Create a new Prepaid Legal workshop series related to: Elder Care Law and the Financial Responsibilities of the Sandwich Generation.
5. Research the creation and implementation of an online and email complaint receipt process.
6. Resume the Case Management System, initiated by ISS. The original project only included discrimination investigations, and resuming the project will include reasonable accommodations in compliance with the ADA.
7. Coordinate with new Training and Organizational Development (TOD) staff to create and implement continuing education programs for EEO/ADA/FMLA courses.
8. Coordinate with Occupational Health Clinic (OHC) to implement more effective and efficient FMLA/ADA processing.
9. Research, procure, and implement a new clerical testing software program, to update clerical testing knowledge, skills, and abilities of applicants and increase validity and legal defensibility of testing outcomes.
10. Produce referral lists on average, within 25 days of job advertising closing date.
11. By the end of the fiscal year, deliver two instructor-led sessions of the revised Preparing to Lead Series, four instructor-led sessions of the revised Excellence in Supervision Series (new name TBD) using in-house content and facilitation resources; and develop and deploy a TOD Facilitator Network, consisting of internal employees and external vendors for the purpose of delivering select Palm Beach County owned learning initiatives.
12. Continue to develop the design and delivery of the new Webinar to include the web-based training module and Equal Employment Opportunity (EEO) overview.

| <b><u>PERFORMANCE MEASUREMENTS</u></b>   | <u>Actual</u><br><u>FY 2015</u> | <u>Estimated</u><br><u>FY 2016</u> | <u>Projected</u><br><u>FY 2017</u> | <u>Type</u> | <u>Obj</u> |
|--|---------------------------------|------------------------------------|------------------------------------|-------------|------------|
| <b>Compensation and Records</b>  |                                 |                                    |                                    |             |            |
| Number of Personnel Actions (PAs) processed  | 3,898                           | 3,900                              | 3,950                              | Output      |            |
| Percentage of PAs processed in effective pay period                                  | 100%                            | 100%                               | 100%                               | Efficiency  |            |
| <b>Employee Relations</b>  |                                 |                                    |                                    |             |            |
| Percentage of grievances processed within 60 days of receipt                         | 94%                             | 94%                                | 94%                                | Efficiency  |            |
| Number of grievances filed by employees  | 61                              | 60                                 | 65                                 | Demand      |            |
| Number of disciplinary actions reviewed per Employee Relations Specialist            | 81                              | 80                                 | 82                                 | Efficiency  |            |
| <b>Fair Employment Programs (FEP)</b>  |                                 |                                    |                                    |             |            |
| Number of internal FEP charges   | 50                              | 50                                 | 60                                 | Demand      |            |
| Percentage of investigations completed within 90 days/total number of investigations | 77%/30                          | 86%/7                              | 100%/30                            | Efficiency  |            |
| <b>Recruitment and Selection</b>   |                                 |                                    |                                    |             |            |
| Number of employment applications  | 24,979                          | 22,000                             | 25,000                             | Demand      |            |
| Average days to generate a referral list   | 28.51                           | 23                                 | 25                                 | Efficiency  | 10         |
| <b>Training and Organization Development</b>   |                                 |                                    |                                    |             |            |
| Average yearly rating of program effectiveness (1 to 5, with 5 being the highest)    | 4.9                             | 4.8                                | 3.25                               | Outcome     |            |
| Average cost per employee trained  | \$20.67                         | \$24.00                            | \$24.00                            | Cost        | 11         |
| Number of Learning Programs delivered  | 54                              | 60                                 | 40                                 | Output      | 11         |
| Number of full time equivalents (FTEs) trained                                       | 1,079                           | 1,250                              | 1,700                              | Demand      | 11         |

DEPARTMENT FINANCIAL SUMMARY

|                                       | FY 15 Actual        | FY 16 Budget        | FY 17 Budget        | Change (FY 16-FY 17) |           |
|---------------------------------------|---------------------|---------------------|---------------------|----------------------|-----------|
|                                       |                     |                     |                     | \$                   | %         |
| <b><u>Non-Ad Valorem Revenues</u></b> |                     |                     |                     |                      |           |
| Other                                 | \$ 293              | \$ -                | \$ -                | \$ -                 | -         |
| <b>SubTotal</b>                       | <b>\$ 293</b>       | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>          | <b>-</b>  |
| <b><u>Appropriations</u></b>          |                     |                     |                     |                      |           |
| Personal Services                     | \$ 2,378,522        | \$ 2,677,518        | \$ 2,789,126        | \$ 111,608           | 4%        |
| Operating Expenses                    | 196,093             | 284,210             | 293,134             | 8,924                | 3%        |
| Capital Outlay                        | 2,340               | 3,000               | 3,000               | -                    | -         |
| <b>SubTotal</b>                       | <b>\$ 2,576,955</b> | <b>\$ 2,964,728</b> | <b>\$ 3,085,260</b> | <b>\$ 120,532</b>    | <b>4%</b> |
| <b>Ad Valorem Funding</b>             | <b>\$ 2,576,662</b> | <b>\$ 2,964,728</b> | <b>\$ 3,085,260</b> | <b>\$ 120,532</b>    | <b>4%</b> |
| <b>Positions</b>                      | <b>32</b>           | <b>32</b>           | <b>32</b>           | <b>-</b>             | <b>-</b>  |



# **INFORMATION SYSTEMS SERVICES**

**Steve Bordelon, Director**

**301 North Olive Avenue, Suite 801.10**

**West Palm Beach, Florida 33401**

**Phone: 561-355-2823**

**Website Address: <http://discover.pbcgov.org/iss/>**

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**DEPARTMENT SUMMARY**

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**MISSION STATEMENT**

To build and optimize the County's information technology (IT) infrastructure as a secure, reliable, and affordable resource for automating work processes, enabling management decision-making, and providing public access to County information and programs. Centralized oversight of technology resources will be established through enterprise policies, standards, strategic plans, and governance committees.

**Department Overview**

Information Systems Services (ISS) provides a broad range of IT services including: installation and maintenance of the County's fiber optic network; technical support for computing platforms such as UNIX and Windows servers, desktop computers, laptops, tablet PCs, printers, and smart phones; developing custom software applications for County agencies; maintaining an inventory of more than 350 in-house software applications; the enterprise email system and numerous commercial vendor packages; Oracle database administration; enterprise Geographic Information Systems (GIS); installation and maintenance of all landline, cellular telephones, and related equipment including voice over IP (VoIP); video conferencing; IT project management; 24x7 Help Desk; user training; enterprise software licensing; and document imaging and scanning. In addition, ISS is responsible for back-up and recovery, security, and IT Resource Management for the procurement of IT-related goods and services.

**Application Services**

Responsible for developing, implementing, and maintaining business applications in close cooperation with County agencies; supporting vendor commercial software packages; serving as liaison to user agencies to communicate plans, coordinate service requests, and provide general consulting and project management services; and implementing a vast array of Oracle, SQL, and FoxPro databases for development and production environments. Additionally, the system administration function was implemented to oversee the operation and maintenance of department-specific applications.

**Computing Platforms**

Responsible for processing, storing, and protecting the County's vital information for its agencies and departments. Key responsibilities include a 24x7 Network Operations Center (NOC) as part of the Customer Care Center which also includes the desktop support function; application database hosting; data storage and recovery; enterprise printing and scanning; and end user training. In addition, this division includes the Countywide GIS function.

**Network Services**

Responsible for providing reliable, survivable, and cost effective voice, video, and data communications services. Key responsibilities include design, deployment, and maintenance of enterprise voice and data services; maintenance of a comprehensive security program to safeguard information; video conferencing and streaming; providing wireless access to the County's network; and providing the public with remote access to e-government applications. The Division is also responsible for the maintenance and build-out of the County's fiber-optic network and overall management of telecommunications expenses.

**Other IT Operations**

This is a grouping of the remaining programs which do not have divisional status, including IT security, Computer Operations, Production Control and Scanning, Quality Assurance, and the Law Enforcement Exchange (LEX) data sharing system.

**Strategic Services and Finance**

The Strategic Services and Finance Division is responsible for administering technology procurement and contracts; budget preparation and monitoring; cost allocation plan development and billing; employee payroll and timekeeping; financial reporting; asset receiving and inventory tracking; audit coordination; and a variety of special projects. The Division's purpose is to efficiently administer these tasks in direct support of ISS service operations, our employees, and customer base.

**FY 16 Highlights & Accomplishments**

- Completed Phase II of the Unify OpenScape project by deploying 4,510 new VoIP telephones and implementing four Contact Centers.
- Completed staff training on OpenScape UC system and assumed responsibilities as Self-Maintainer.
- Relocated Enterprise Data Center to new facility at Vista Center.
- Implemented a Security Training and Awareness program.
- Received U.S. Geological Survey (USGS) grant award in the amount of \$265,000 for the LiDAR mapping project.
- Implemented NESSUS which is a security vulnerability scanning tool.
- Researched and selected product sets for firewall, intrusion detection system, and logging tools.
- Developed eKPI as an enterprise solution for tracking departmental performance measures.
- Introduced a new Enterprise Contract Management System.
- Upgraded Advantage Financial System to the latest software version and contracted for the Performance Budgeting Module.
- Established 61 interlocal agreements with Non-Ad Valorem Districts to assist with annual assessment rolls.
- Retired the Banner Courts System and assisted in converting the Banner database to the Showcase System.
- Expanded ISS's IT Partnering Program by establishing 4 new service agreements with public sector agencies.
- Completed a feasibility study for implementing a 311 Program for Palm Beach County.
- Completed the first phase of the Airport wireless network upgrade.
- Upgraded myGeoNAV application for making GIS information accessible to the public.
- Completed two modules of the new Medical Examiner's (ME) System: Cremations and ME Cases.
- Earned national and statewide awards, National Association of Counties (NACo) and Florida Government Information Systems Association (FLGISA).

**FY 17 Emerging Issues**

- ISS continues to expand its range of IT services provided to more public sector organizations. Several large municipalities are in active discussions with ISS about converting to the PBC network with ISS charging for its services through an interlocal agreement.
- The Unified Communications System project continues to place a strain on Network Services' staff resources.
- Heightened emphasis on security and upgraded tools for preventing and detecting security breaches will require a greater investment in 3rd party software and staff resources.
- The trend toward greater public transparency will drive more information to the internet.
- Converging technologies in public safety communications will require close coordination between Information Systems Services, Public Safety, Facilities Development & Operations, Fire-Rescue, and PBSO. Departmental involvement in planning for the future national FirstNet network for first responders will need to be clarified.
- County Administration's focus on performance measurement requires ISS to develop and maintain meaningful program metrics.
- Higher salaries offered by the private sector create a challenge for recruiting and retaining staff needed for some ISS positions.
- Departments are looking to replace paper-based manual systems with automated solutions. In some cases, antiquated commercial packages and older, internally developed applications systems need to be upgraded.

**FY 2017 OBJECTIVES**

1. Upgrade 4,616 remaining county desktops with the Microsoft Office 2016 suite by September 30, 2017.
2. Complete implementation of the Unified Communications (UC) project to replace 10,350 legacy phones with modern VoIP telephones by September 30, 2017.
3. Decrease the average Service Level Agreement (SLA) response time for resolving problems reported to the ISS Help Desk by 10%.
4. Complete Phase II of the eFDO project to achieve 35% completion by September 30, 2017. This will automate the major business processes of the FDO Department.
5. Complete 95% of the integration of the Enterprise Contract Management System (eCMS) with the Advantage Financial System by September 30, 2017.
6. Complete Phase I of countywide Security Awareness Training program by April 30, 2017 to achieve 80% of employees trained, educating employees and thereby reduce the risks of virus and malware infections.
7. Implement systems for enhanced IT security, including next generation firewalls, intrusion detection and security and incident management, that will result in a 10% increase in the number of incidents/threats escalated to formal problem reports by September 30, 2017.
8. During FY 2017 expand IT Partnering Program by adding five (5) new interlocal agreements (ILA's) for services for a total of 51.
9. Be recognized as a leading IT organization as evidenced by the attainment of one or more national awards for excellence in IT.
10. Extend PBC network to Belle Glade, campus and disconnect AT&T SmartRing through completion of fibre project during FY 2017.
11. Improve payroll processing accuracy by reducing discrepancies and resubmittals by 80%.

| <b><u>PERFORMANCE MEASUREMENTS</u></b>                                      | <u>Actual</u><br><u>FY 2015</u> | <u>Estimated</u><br><u>FY 2016</u> | <u>Projected</u><br><u>FY 2017</u> | <u>Type</u> | <u>Obj</u> |
|---|---------------------------------|------------------------------------|------------------------------------|-------------|------------|
| <b>Administration</b>   |                                 |                                    |                                    |             |            |
| Revenues generated from ILA's   | \$522,499                       | \$357,494                          | \$455,560                          | Outcome     | 8          |
| Total number of ILA's   | 40                              | 46                                 | 51                                 | Demand      | 8          |
| <b>Applications Services</b>  |                                 |                                    |                                    |             |            |
| Percentage completion of eFDO Project                                       | 5%                              | 20%                                | 35%                                | Outcome     | 4          |
| Percentage completion of eCMS System  | 80%                             | 85%                                | 95%                                | Outcome     | 5          |
| <b>Computing Platforms</b>  |                                 |                                    |                                    |             |            |
| Number of County Desktops Upgraded to MS Office 2016                        | N/A                             | 500                                | 4,616                              | Outcome     | 1          |
| <b>Departmentwide</b>   |                                 |                                    |                                    |             |            |
| Decrease in average SLA response time                                       | N/A                             | 3%                                 | 10%                                | Efficiency  | 3          |
| Percentage of workforce completing Security Awareness Training              | N/A                             | 20%                                | 80%                                | Outcome     | 6          |
| Percentage of security incidents/threats escalated to formal problem report | N/A                             | N/A                                | 10%                                | Outcome     | 7          |
| Number of recognition awards received                                       | N/A                             | 1                                  | 1                                  | Outcome     | 9          |
| <b>Network Services</b>   |                                 |                                    |                                    |             |            |
| Number of UC Handsets Deployed  | 1,566                           | 6,149                              | 10,350                             | Output      | 2          |
| Number of ILA's for Network Services  | 37                              | 43                                 | 48                                 | Output      | 8          |
| Percentage of Planned Fiber Projects completed                              | 90%                             | 95%                                | 95%                                | Efficiency  | 10         |
| <b>Strategic Services and Finance</b>                                       |                                 |                                    |                                    |             |            |
| Payroll Accuracy Factor   | N/A                             | N/A                                | 80%                                | Efficiency  | 11         |

DEPARTMENT FINANCIAL SUMMARY

|                                       | FY 15 Actual         | FY 16 Budget         | FY 17 Budget         | Change (FY 16-FY 17) |           |
|---------------------------------------|----------------------|----------------------|----------------------|----------------------|-----------|
|                                       |                      |                      |                      | \$                   | %         |
| <b><u>Non-Ad Valorem Revenues</u></b> |                      |                      |                      |                      |           |
| Charges for Services                  | \$ 8,089,700         | \$ 8,655,090         | \$ 9,093,898         | \$ 438,808           | 5%        |
| Other                                 | 16,078               | -                    | -                    | -                    | -         |
| <b>SubTotal</b>                       | <b>\$ 8,105,778</b>  | <b>\$ 8,655,090</b>  | <b>\$ 9,093,898</b>  | <b>\$ 438,808</b>    | <b>5%</b> |
| <b><u>Appropriations</u></b>          |                      |                      |                      |                      |           |
| Personal Services                     | \$ 20,982,880        | \$ 22,187,182        | \$ 22,808,874        | \$ 621,692           | 3%        |
| Operating Expenses                    | 8,933,960            | 8,850,744            | 8,953,385            | 102,641              | 1%        |
| Capital Outlay                        | 23,835               | 26,150               | 37,500               | 11,350               | 43%       |
| <b>SubTotal</b>                       | <b>\$ 29,940,675</b> | <b>\$ 31,064,076</b> | <b>\$ 31,799,759</b> | <b>\$ 735,683</b>    | <b>2%</b> |
| <b>Ad Valorem Funding</b>             | <b>\$ 21,834,897</b> | <b>\$ 22,408,986</b> | <b>\$ 22,705,861</b> | <b>\$ 296,875</b>    | <b>1%</b> |
| <b>Positions</b>                      | <b>213</b>           | <b>212</b>           | <b>212</b>           | <b>-</b>             | <b>-</b>  |

SIGNIFICANT CHANGES

**Non-Ad Valorem Revenues**

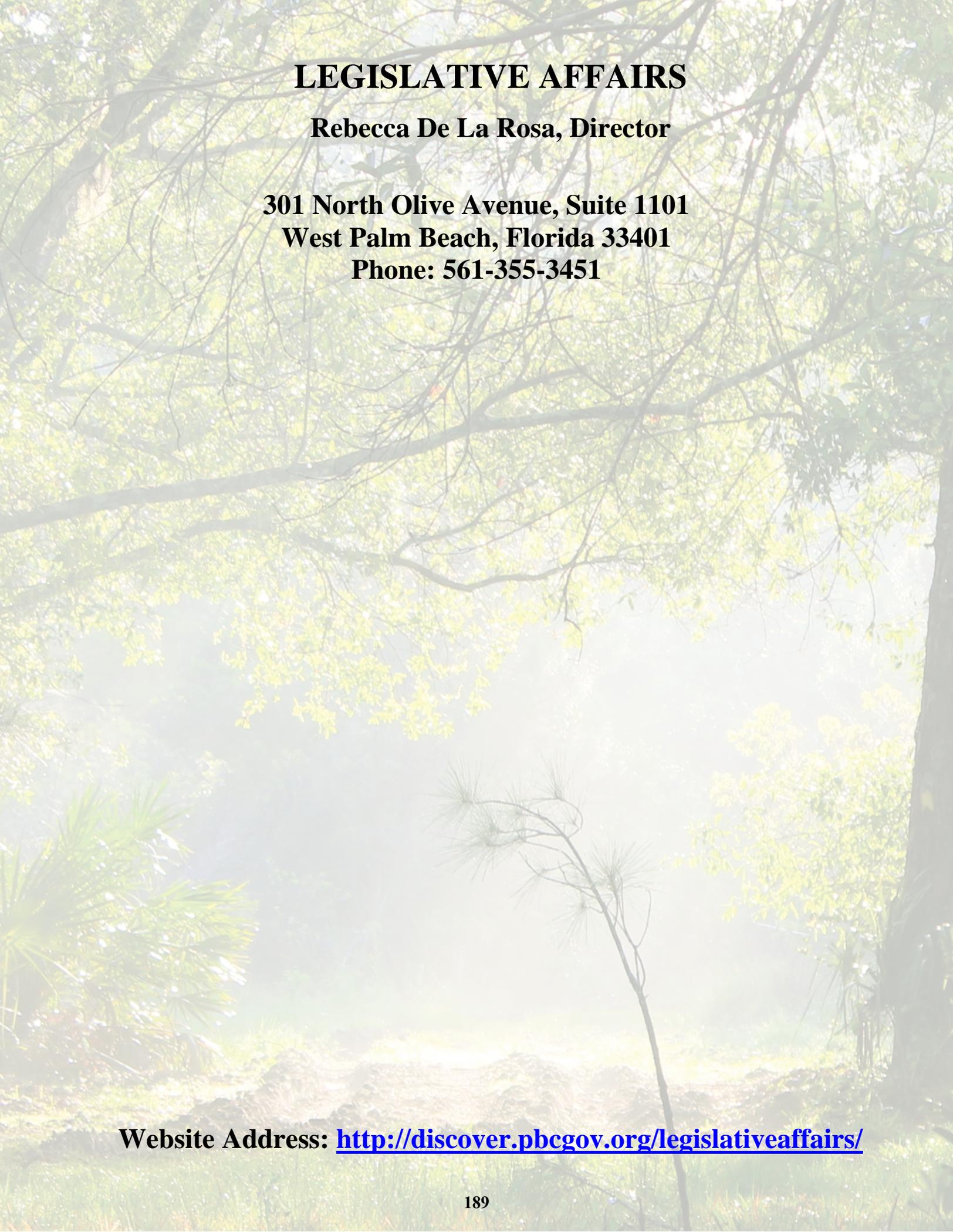
Charges for Services - \$438,808 increase in revenue is due to \$313,099 increase in ISS Enterprise and Professional services allocations to non-general government agencies, \$75,355 increase in ISS Professional Services and \$50,354 increase for services provided to external agencies.

**Appropriations**

Operating Expenses - \$186,000 increase is due to the expansion of services with ISS primary Internet Service Provider (ISP) namely, Florida LambdaRail (FLR) and the state contracted AT&T service which ISS uses as their primary backup internet service, Suncom/My Florida Net (SUNCOM/MFN).

Capital Outlay - \$11,350 increase is primarily due to increases in Data Processing equipment purchases. Some of the items to be purchased are laptops, smart boards and a large format plotter.





# **LEGISLATIVE AFFAIRS**

**Rebecca De La Rosa, Director**

**301 North Olive Avenue, Suite 1101**

**West Palm Beach, Florida 33401**

**Phone: 561-355-3451**

**Website Address: <http://discover.pbcgov.org/legislativeaffairs/>**

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**DEPARTMENT SUMMARY**

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**MISSION STATEMENT**

To assure the support of Palm Beach County's objectives before the Florida Legislature and the United States Congress and to provide coordination and assistance to the thirteen-member Legislative Delegation, League of Cities, and other local agencies and associations.

**Department Overview**

On federal issues, the Legislative Affairs Office routinely meets with congressional offices and federal agencies regarding County issues and actively works with the National Association of Counties to support and develop federal legislative priorities. Other services of the Legislative Affairs Office include coordinating the activities of contract lobbyists, providing grant writing assistance to County departments, scheduling periodic meetings with the Legislative Delegation and other outside agencies, and coordinating Palm Beach County's Lobbyist Registration Program.

The Legislative Affairs Office is responsible for preparing of the Federal and State Legislative Program for consideration by the Board of County Commissioners (BCC) and advocating those priorities before the Executive Branch of United States government, United States Congress, the Executive Branch of the State of Florida, and the Florida Legislature. The Legislative Affairs Office assists the Legislative Delegation of Palm Beach County with matters such as guiding local bills through the legislative process and monitoring the status of proposed bills. Advocacy in Tallahassee for legislation includes meetings with Legislators and staff, coordinating Palm Beach County Day activities, and testifying before legislative committees. The Legislative Affairs Office coordinates with the Florida Association of Counties and is active in the development of their statewide legislative agenda.

**FY 16 Highlights & Accomplishments**

- Hosted tours for the members of the State House and Senate and their staff, members and staff for local Congressional offices, and local mayors at the following locations: Palm Beach County Libraries, Sago Palm Re-Entry Center, and the Emergency Operations Center.
- Coordinated with dozens of local organizations, neighborhood associations, and not-for-profits in developing legislative strategies for their priorities including various health and human service agencies, the Economic Council, Business Development Board, School Board, Scripps Florida, the League of Cities, Palm Beach State College, and Coalition of Boynton West Residential Associations (COWBRA).
- Lobbied for funding for various County projects and achieved success in State appropriations for education, transportation, environmental, affordable housing, mental health, and other related projects. In addition, worked with other partners to attain funding for projects of statewide significance, including library, transportation, and criminal justice programs. Cultural arts grants were an area that saw significant funding of Palm Beach County requests with over 40 local organizations receiving grants in the state budget.
- Assisted in the successful passage of several pieces of legislation directly related to the County's top state legislative priorities, including a bill that resolves the controversial Department of Juvenile Justice cost-share distribution, a bill to protect internal auditors from having their personal information disclosed, and a bill to increase boating safety by encouraging boat owners to install personal location devices.
- Secured over \$6.5 million for County affordable housing programs, nearly \$7 million for water projects, \$7.2 million for road repairs in Belle Glade, and \$500 thousand for the RESTORE re-entry grant.
- Successful Federal accomplishments include: lobbied Congress and the White House to get clarification through a joint statement from the Department of Housing and Urban Development (HUD) and the Department of Justice (DOJ) on how local governments can address the growing sober homes problem; assisted getting Congressional support in the effort to have HUD ratify Project Based Vouchers for the Covenant Villas apartment complex in Belle Glade; lobbied for funding and the expedited completion of the Herbert Hoover Dike restoration; lobbied against FEMA funding de-obligation which would cost the County over \$2 million and got stand-alone legislation filed by Senator Nelson; successfully lobbied for inclusion of \$75 million for the restoration of the Herbert Hoover Dike; and got included in the Water Resources Development Act an amendment to assist with the sand transfer plant.
- Conducted three Legislative Delegation public hearings across Palm Beach County and three Legislative Delegation workshops: one with the Palm Beach County League of Cities, one with the County Commission, and one with the Palm Beach County School District.

**FY 17 Emerging Issues**

- Medicaid will continue to be an issue in terms of local-state cost share and how it will affect future revenue sharing for Palm Beach County.
- Continue to monitor the Marketplace Fairness Act, which is required to collect online sales tax, and FEMA's de-obligation of funds. Also, monitor the sober homes joint statement rules between HUD and DOJ; the allocation of Zika virus funding; and the reauthorization of the Museum and Library Services Act.
- Continue to develop the County's grant program in light of an increase in the need to apply for federal grants in lieu of Congressional earmarks. As the Federal Government continues to deal with budget issues, emphasis will continue to be at the agency level since most funding will be allocated there as opposed to congressional earmark.
- Monitor federal tax discussions and their effect on funding allocations for County revenue sources, such as the Community Development Block Grant (CDBG), and oppose efforts to remove the tax-exempt status for municipal bonds.
- Monitor proposals regarding Enterprise Florida funding, proposals adversely affecting Palm Beach County's farming community, proposals to increase funding for housing, and proposals to promote tourism.

**FY 2017 OBJECTIVES**

1. Propose and advocate for the FY 2017 State and Federal Legislative Program.
2. Secure discretionary funding in the state budget for Palm Beach County.
3. Provide weekly legislative updates during session and committee weeks and periodic updates throughout the remainder of the year.
4. Liaison between the Florida Association of Counties, National Association of Counties, and other County/Legislative related organizations by attending annual legislative policy conferences and other meetings and events.
5. Facilitate County staff use of outside grant consulting.
6. Service 99% of customer information requests within 24 hours.
7. Conduct six total public hearings, delegation meetings, and workshops.
8. Coordinate and participate in meetings with legislators, media, interest groups, agencies, and constituents.
9. Write three competitive grant solicitations.
10. Implement Legislative Intern Program.
11. Produce public service television programs with members of the local, state, and federal legislative delegations.

| <b><u>PERFORMANCE MEASUREMENTS</u></b>  | <u>Actual</u><br><u>FY 2015</u> | <u>Estimated</u><br><u>FY 2016</u> | <u>Projected</u><br><u>FY 2017</u> | <u>Type</u> | <u>Obj</u> |
|---|---------------------------------|------------------------------------|------------------------------------|-------------|------------|
| Number of state and federal legislative priorities successfully advocated for.  | 35                              | 35                                 | 35                                 | Output      | 1          |
| Amount of discretionary funding secured in the state budget for Palm Beach County   | \$62 Million                    | \$89 Million                       | \$70 Million                       | Output      | 2          |
| Number of legislative conferences and NACo/FAC events attended by Legislative Affairs staff or other County staff as directed by Legislative Affairs (combined total) | 8                               | 9                                  | 10                                 | Input       | 4          |
| Service 99% of customer information requests within 24 hours  | 97%                             | 99%                                | 99%                                | Efficiency  | 6          |
| Number of Meetings participated in with legislators, media, interest groups, agencies, and constituents (combined total)  | 355                             | 390                                | 350                                | Output      | 8          |
| Number of interns   | 0                               | 0                                  | 1                                  | Efficiency  | 10         |
| Number of legislative updates per year - weekly during session and committee weeks and periodically during the year.  | 15                              | 20                                 | 20                                 | Output      | 3          |
| Number of staff participating in eCivis grant consulting program.   | 36                              | 38                                 | 45                                 | Input       | 5          |
| Conduct six public hearings, delegation meetings, workshops   | 6                               | 7                                  | 6                                  | Output      | 7          |
| Competitive grant solicitations   | 4                               | 3                                  | 3                                  | Input       | 9          |
| Number of public television programs produced   | 9                               | 10                                 | 12                                 | Output      | 11         |

DEPARTMENT FINANCIAL SUMMARY

|                                       | FY 15 Actual      | FY 16 Budget      | FY 17 Budget      | Change (FY 16-FY 17) |              |
|---------------------------------------|-------------------|-------------------|-------------------|----------------------|--------------|
|                                       |                   |                   |                   | \$                   | %            |
| <b><u>Non-Ad Valorem Revenues</u></b> |                   |                   |                   |                      |              |
| Licenses & Permits                    | \$ 10,950         | \$ -              | \$ -              | \$ -                 | -            |
| Other                                 | 166               | -                 | -                 | -                    | -            |
| <b>SubTotal</b>                       | <b>\$ 11,116</b>  | <b>\$ -</b>       | <b>\$ -</b>       | <b>\$ -</b>          | <b>-</b>     |
| <b><u>Appropriations</u></b>          |                   |                   |                   |                      |              |
| Personal Services                     | \$ 308,587        | \$ 335,720        | \$ 268,243        | \$ (67,477)          | (20%)        |
| Operating Expenses                    | 110,627           | 187,424           | 187,096           | (328)                | -            |
| <b>SubTotal</b>                       | <b>\$ 419,214</b> | <b>\$ 523,144</b> | <b>\$ 455,339</b> | <b>\$ (67,805)</b>   | <b>(13%)</b> |
| <b>Ad Valorem Funding</b>             | <b>\$ 408,098</b> | <b>\$ 523,144</b> | <b>\$ 455,339</b> | <b>\$ (67,805)</b>   | <b>(13%)</b> |
| <b>Positions</b>                      | <b>3</b>          | <b>3</b>          | <b>3</b>          | <b>-</b>             | <b>-</b>     |



# **MEDICAL EXAMINER**

**Michael D. Bell, M.D., Medical Examiner**

**3126 Gun Club Road  
West Palm Beach, Florida 33406  
Phone: 561-688-4575**

**Website Address: <http://discover.pbcgov.org/medicalexaminer/>**

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**DEPARTMENT SUMMARY**

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**MISSION STATEMENT**

To provide services to all citizens within Palm Beach County by providing professional, compassionate, and efficient medicolegal Death Investigation, Gross Examination, Toxicology, and Microscopic examinations to determine the cause and manner of death.

**Department Overview**

The Medical Examiner's (ME) Office conducts medicolegal death investigations and autopsies to determine the cause and manner of all deaths which fall under the guidelines of Chapter 406 of the Florida Statutes and Florida Administrative Code 11G. This includes providing twenty-four hour forensic investigative support to all Local, County, State, and Federal Law Enforcement Agencies. The Medical Examiner's Office provides cremation request reviews and investigations for all funeral homes, and provides death causation factors along with statistical data to all requesting agencies. Additionally, the Medical Examiner's Office provides support to law enforcement agencies in the presentation of forensic evidence to the court system and will provide testimony in judicial proceedings. The Medical Examiner's Office will respond to any man-made or natural disaster that may occur in Palm Beach County, or other counties within the State of Florida as requested under mutual aid agreements.

**FY 16 Highlights & Accomplishments**

- Provided the State of Florida evidence of a new epidemic of heroin and Fentanyl deaths.
- Taught seven Florida Atlantic University (FAU) 4th-year medical students in our forensic pathology elective as a part of FAU's Charles E. Schmidt College of Medicine training program.
- Our office was re-accredited by the National Association of Medical Examiners.
- Replaced aging digital photography and digital radiological equipment and software used in documenting injuries during postmortem examinations.

**FY 17 Emerging Issues**

- Complete the new web-based Medical Examiners application for cremation and case management.
- Assist law enforcement and the State of Florida with information to curb the deaths from new fentanyl analogs such as carfentanil, furanyl fentanyl and U47700.
- Increase staff, morgue supplies, and toxicology funding to keep up with the 25% workload increase since 2015.
- Participate in a multiagency mass disaster exercise with the Florida Emergency Mortuary Operations Response System.
- Replace the aging non-digital x-ray machine.

**FY 2017 OBJECTIVES**

1. Maintain a percentage of 92% for completed and signed professional reports within 90 days.
2. Provide professional postmortem examinations within 16 hours of receipt.
3. Facilitate the life-saving or life-enhancing procurement of organs, tissue, and corneas.
4. Increase and improve professional education and training to staff.
5. Participate in a collaborative study of Sudden Unexpected Infant Deaths (SUID).
6. Participate in the surveillance of drug abuse with the Florida Department of Law Enforcement (FDLE).

| <b><u>PERFORMANCE MEASUREMENTS</u></b>   | <b><u>Actual<br/>FY 2015</u></b> | <b><u>Estimated<br/>FY 2016</u></b> | <b><u>Projected<br/>FY 2017</u></b> | <b><u>Type</u></b> | <b><u>Obj</u></b> |
|--|----------------------------------|-------------------------------------|-------------------------------------|--------------------|-------------------|
| Total number of cases reviewed and jurisdiction declined                             | 806                              | 893                                 | 960                                 | Outcome            |                   |
| Percentage of professional reports completed and signed within 90 days               | 90%                              | 91%                                 | 92%                                 | Efficiency         | 1                 |
| Turnaround time for postmortem examination (hrs)                                     | 18                               | 17                                  | 16                                  | Efficiency         | 2                 |
| Total number of cases involving organ, tissue or cornea donations                    | 69                               | 72                                  | 75                                  | Outcome            | 3                 |
| Percentage of investigators with medicolegal death investigation board certification | 83%                              | 85%                                 | 100%                                | Outcome            | 4                 |
| Total number of cases provided to SUID study   | 7                                | 8                                   | 9                                   | Outcome            | 5                 |
| Total number of drug abuse cases provided to FDLE                                    | 703                              | 801                                 | 913                                 | Outcome            | 6                 |
| Total number of cremation approval reviews   | 7,300                            | 7,600                               | 7,900                               | Outcome            |                   |
| Total number of Medical Examiner cases   | 1,708                            | 1,948                               | 2,221                               | Outcome            |                   |
| Number of professional reports   | 3,416                            | 3,896                               | 4,442                               | Outcome            | 1                 |

DEPARTMENT FINANCIAL SUMMARY

|                                       | FY 15 Actual        | FY 16 Budget        | FY 17 Budget        | Change (FY 16-FY 17) |             |
|---------------------------------------|---------------------|---------------------|---------------------|----------------------|-------------|
|                                       |                     |                     |                     | \$                   | %           |
| <b><u>Non-Ad Valorem Revenues</u></b> |                     |                     |                     |                      |             |
| Charges for Services                  | \$ 394,321          | \$ 329,000          | \$ 305,000          | \$ (24,000)          | (7%)        |
| <b>SubTotal</b>                       | <b>\$ 394,321</b>   | <b>\$ 329,000</b>   | <b>\$ 305,000</b>   | <b>\$ (24,000)</b>   | <b>(7%)</b> |
| <b><u>Appropriations</u></b>          |                     |                     |                     |                      |             |
| Personal Services                     | \$ 2,246,908        | \$ 2,364,385        | \$ 2,633,368        | \$ 268,983           | 11%         |
| Operating Expenses                    | 558,334             | 493,640             | 588,552             | 94,912               | 19%         |
| Capital Outlay                        | 16,115              | 41,200              | 21,000              | (20,200)             | (49%)       |
| <b>SubTotal</b>                       | <b>\$ 2,821,357</b> | <b>\$ 2,899,225</b> | <b>\$ 3,242,920</b> | <b>\$ 343,695</b>    | <b>12%</b>  |
| <b>Ad Valorem Funding</b>             | <b>\$ 2,426,941</b> | <b>\$ 2,570,225</b> | <b>\$ 2,937,920</b> | <b>\$ 367,695</b>    | <b>14%</b>  |
| <b>Positions</b>                      | <b>19</b>           | <b>20</b>           | <b>21</b>           | <b>1</b>             | <b>5%</b>   |

SIGNIFICANT CHANGES

**Appropriations**

Positions 1

During budget process one Associate Medical Examiner I was added to address increased workload and help control overtime costs.

Personal Services – Increase of \$268,983 includes cost of new Associate Medical Examiner, 3% increase for staff, as well as bringing overall personnel budget in line with actual expenditures.

Operating Costs – Increase of \$94,912 associated with the trend for increased investigations as well as the need for ongoing staff training.

Capital Outlay – Decrease (\$21,000) is result of a one-time request that was included in the FY2016 budget.

# **METROPOLITAN PLANNING ORGANIZATION**

**Nick Uhren, P.E., Executive Director**

**2300 North Jog Road, 4<sup>th</sup> Floor  
West Palm Beach, Florida 33411  
Phone: 561-684-4170**

**Website Address: <http://www.PalmBeachMPO.org/>**

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**DEPARTMENT SUMMARY**

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**MISSION STATEMENT**

To lead in planning, prioritizing, and funding a connected, efficient, and dependable multimodal transportation system for all of Palm Beach County that represents local values and supports economic growth.

**Department Overview**

The Palm Beach Metropolitan Planning Organization (MPO) was created in 1978 to provide a cooperative, comprehensive, and continuing transportation planning and decision-making process. The process encompasses all modes and covers both short-range and long-range transportation planning. The MPO Board is composed of five County Commissioners, 15 elected officials from 13 cities, and one elected official from the Port of Palm Beach. The Board prioritizes short range (5-year) transportation investments totaling over \$1 billion for an urbanized area comprised of 1.3 million people within 39 municipalities and the unincorporated county. The Board also adopts a Long Range Transportation Plan (LRTP) (25-year) based on regional needs identified through the process for forecasting travel demand, evaluating system alternatives, and selecting those options which best meet the mobility needs of the County considering financial, environmental, and social constraints. As part of the Miami Urbanized Area, the MPO closely coordinates its activities with Martin, Broward, and Miami-Dade Counties.

**FY 16 Highlights & Accomplishments**

- Adopted FY 17-21 Transportation Improvement Program.
- Adopted FY 18-22 List of Priority Projects.
- Completed annual review of the Community Transportation Coordinator.
- Completed the 5 year MPO Strategic Plan.
- Completed the annual review of the Congestion Management Process.
- Adopted FY 17-18 Unified Planning Work Program.
- Adopted Complete Streets Policy.
- Launched new MPO Website.

**FY 17 Emerging Issues**

- Evaluating areas of concern for Bicycle and Pedestrian Safety.
- Incorporating performance measures and requirements as per the Fixing America's Surface Transportation (FAST) Act.
- Coordinating with adjacent MPO's to conduct a Safe Streets Summit in January 2017.
- Conducting a major update of the MPO Public Participation Plan.
- Conducting a Commuter Challenge in March 2017.

**FY 2017 OBJECTIVES**

1. Continue to manage a competitive process to prioritize, fund, and implement community-endorsed local initiative projects as approved by the MPO Board in the Transportation Improvement Program (TIP).
2. Improve community awareness of the types of projects that can be funded through the MPO by improving the website, engaging the public actively via social media, attending events, and partnering with local governments to conduct innovative planning studies and educational events.
3. Develop and implement a multimodal congestion management process for project evaluation for the TIP.
4. Expand the MPO's investment in transit and non-motorized transportation modes by actively planning for new projects and including them in the TIP.
5. Continue to implement the 2040 regional and Palm Beach Long Range Transportation Plans (LRTP).
6. Administer the Transportation Disadvantaged (TD) Local Coordinating Board.

| <b><u>PERFORMANCE MEASUREMENTS</u></b>   | <u>Actual</u><br><u>FY 2015</u> | <u>Estimated</u><br><u>FY 2016</u> | <u>Projected</u><br><u>FY 2017</u> | <u>Type</u> | <u>Obj</u> |
|--|---------------------------------|------------------------------------|------------------------------------|-------------|------------|
| Required reports (LRTP, TIP, UPWP, TD Service Plan)  | 4                               | 4                                  | 4                                  | Output      | 1          |
| Number of meetings (MPO, TAC, CAC, BGPAC, TD)  | 40                              | 40                                 | 40                                 | Output      | 2          |
| Completion of Congestion Management Report   | 0                               | 0                                  | 1                                  | Output      | 3          |
| Newly funded non-motorized projects in TIP   | 3                               | 3                                  | 3                                  | Output      | 4          |
| Implement projects in the LRTP   | 2                               | 1                                  | 2                                  | Output      | 5          |
| Schedule, prepare agendas, and attend the Transportation Disadvantaged Local Coordinating Board meetings | 4                               | 4                                  | 4                                  | Output      | 6          |

UPWP - Unified Planning Work Program

TAC - Technical Advisory Committee

CAC - Citizens Advisory Committee

BGPAC - Bicycle, Greenway, and Pedestrian Advisory Committee

DEPARTMENT FINANCIAL SUMMARY

|                                       | FY 15 Actual        | FY 16 Budget        | FY 17 Budget        | Change (FY 16-FY 17) |              |
|---------------------------------------|---------------------|---------------------|---------------------|----------------------|--------------|
|                                       |                     |                     |                     | \$                   | %            |
| <b><u>Non-Ad Valorem Revenues</u></b> |                     |                     |                     |                      |              |
| Grants                                | \$ 1,365,153        | \$ 5,182,124        | \$ 4,275,192        | \$ (906,932)         | (18%)        |
| Fund Balance                          | 302,431             | 302,431             | 583,541             | 281,110              | 93%          |
| <b>SubTotal</b>                       | <b>\$ 1,667,584</b> | <b>\$ 5,484,555</b> | <b>\$ 4,858,733</b> | <b>\$ (625,822)</b>  | <b>(11%)</b> |
| <b><u>Appropriations</u></b>          |                     |                     |                     |                      |              |
| Personal Services                     | \$ 777,983          | \$ 1,092,424        | \$ 1,116,986        | \$ 24,562            | 2%           |
| Operating Expenses                    | 589,887             | 2,077,822           | 2,454,291           | 376,469              | 18%          |
| Capital Outlay                        | 13,574              | 7,000               | 7,000               | -                    | -            |
| Reserves                              | -                   | 2,502,431           | 1,511,797           | (990,634)            | (40%)        |
| <b>SubTotal</b>                       | <b>\$ 1,381,444</b> | <b>\$ 5,679,677</b> | <b>\$ 5,090,074</b> | <b>\$ (589,603)</b>  | <b>(10%)</b> |
| <b>Ad Valorem Funding</b>             | <b>\$ 51,629</b>    | <b>\$ 195,122</b>   | <b>\$ 231,341</b>   | <b>\$ 36,219</b>     | <b>19%</b>   |
| <b>Positions</b>                      | <b>12</b>           | <b>13</b>           | <b>13</b>           | <b>-</b>             | <b>-</b>     |

SIGNIFICANT CHANGES

**Non-Ad Valorem Revenues**

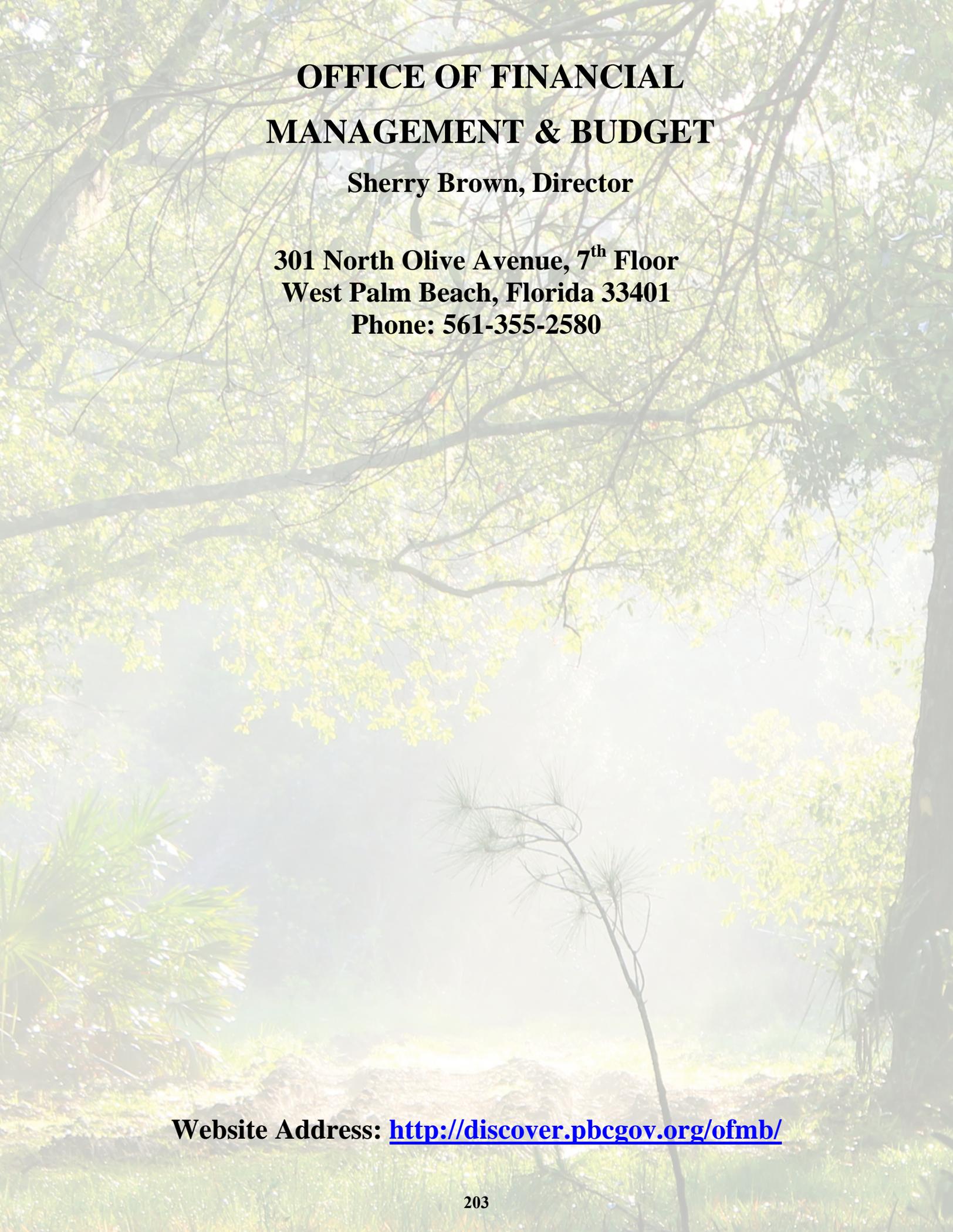
Grants - (\$906,932) decrease due to use of multi-year grant funds.

Fund Balance - \$281,110 increase due to reimbursement of grant expenditures incurred in prior years.

**Appropriations**

Operating Expenses - \$376,469 is primarily due to increase in Other Contractual Services to meet grant requirements.

Reserves - (\$990,634) decrease due to use of grant funds and increases in grant funds appropriated.



**OFFICE OF FINANCIAL  
MANAGEMENT & BUDGET**

**Sherry Brown, Director**

**301 North Olive Avenue, 7<sup>th</sup> Floor  
West Palm Beach, Florida 33401  
Phone: 561-355-2580**

**Website Address: <http://discover.pbcgov.org/ofmb/>**

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**DEPARTMENT SUMMARY**

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**MISSION STATEMENT**

To maintain the sound financial condition of the Palm Beach County government by providing management with timely and accurate decision-making information regarding policy and operating issues; advising the Board of County Commissioners and the County Administrator on the availability and allocation of fiscal resources; monitoring and reporting budget and operational performance; establishing financial policies and procedures to govern operating practices; and providing centralized control over County assets, records, and contractual obligations.

**Budget Division**

Prepares and administers the County's annual budget in accordance with Florida Statutes and policies of the Board of County Commissioners, and fulfills an oversight role on behalf of County Administration and the Board of County Commissioners. Provides general guidance and assistance to County departments, members of the public, media representatives, and other government agencies. Primary services include preparing the County's annual operating and capital budgets; analyzing and processing changes to the adopted budget; planning for future operating and capital requirements; reporting financial trends and issues, major project status, and departmental performance measurement data; reviewing and commenting on the fiscal impact of Board agenda items; and providing financial expertise, assistance, and information to the Board, Administration, departments, citizens, and media representatives.

**Contract Development & Control**

The Contract Development and Control Division serves as the clearing house for coordinating all formal contracts and related documents to ensure compliance with Board policies, as well as, State Records Management requirements. To carry out its mandate, the Division facilitates the initiation, completion, and approval process of contract related items through the review of contracts, agenda items, Request for Proposals (RFP), bid documents and Change Orders (CO), Work Orders, Consultant Service Authorizations (CSA), surety bonds, and letters of credit. A database is maintained for tracking, updating, and monitoring all contracts and related items approved by the Board. Reports are provided in relation to change activity for approved contracts. The Division is represented or serves as Chair for many countywide committees. Services include Records Management Compliance for the Board as required by Florida Statutes.

**Financial Management**

The Financial Management Division includes Debt Management, Fixed Asset Management (FAMO), the Impact Fee Program, and the Revenue Collection Program. Primary services include debt management and planning for future financing needs, recording acquisitions and disposals of County owned property, conducting periodic inventories and reconciliations of fixed assets, managing the surplus asset disposal program and the Thrift Store, ensuring the accurate calculation of impact fees, reviewing impact fee refund requests and conducting impact fee compliance reviews of municipalities, financial analysis support for Department of Economic Sustainability (DES) HUD loan program and selected Purchasing RFPs, maximizing the collection of monies due to the County, and developing related countywide financial policies and procedures.

**FY 16 Highlights & Accomplishments**

- Provided training to County employees in relation to Contracting and Records Management, including custom tailored training for the benefit of specific County departments and agencies.
- Reviewed County department contract documents for compliance with changes and additions to language and provisions mandated by the State of Florida.
- Elevated review of Performance Bonds and Letters of Credit.
- Issued \$18.8M of Max Planck Bonds Private Bank Placement Bonds and \$65.36M of Taxable and \$56.64M of Tax Exempt Bonds for the Ballpark of the Palm Beaches.
- Refunded \$121M of NAV Revenue Bonds for a net present value savings of \$18.73M and \$69.08M of Airport System Revenue Bonds for a net present value savings of \$15.63M.
- Maintained County's AAA Bond rating despite tight budget constraints.
- Surplus Asset Disposal Program generated \$3.0M in total proceeds.
- Collaborated with the Facilities Department in the development of its Enterprise Application Initiative known as Project Work Flow Management Processing & Documentation.
- Continued focus on Public Service Tax Revenue and compliance with the County Public Service Tax Ordinance.
- The Collections Section together with our contracted vendor, Penn Credit, recovered over \$1.5 million in delinquent debt, liens, and judgments.
- Completed most of the 2nd phase of the Biennial Update including a draft report and reviews with the Impact Fee Review Committee. Anticipate a review with the Board of County Commissioners in Spring 2017.
- Impact Fee Section assisted approximately 635 walk-in customers and replied to approximately 2,000 external emails.
- Received the Distinguished Budget Presentation Award from the Government Finance Officers Association (GFOA).
- For the third consecutive year, there were no findings in the County's Single Audit Report.
- Worked with all municipalities and The School District of Palm Beach County to bring forward a referendum to address the backlog of County infrastructure projects, by implementing a one-cent surtax to fund these projects.

**FY 17 Emerging Issues**

- Meeting with various departments to provide guidance in developing internal standardized contracts.
- Maintaining a tracking system for Records Management, including department/division liaisons for Records Management responsibilities, which will assist in future training.
- Reviewing documents that change existing contracts/agreements to ensure compliance with contract terms and conditions, and established policies and procedures. Additionally, contract documents must contain changes mandated by the State and Federal Governments, as well as the Board of County Commissioners.
- Providing guidance to departments for substantive inconsistencies in agenda items.
- Continuing the transfer of the Contract Division's hard copy files and documents to the expanded Contract Register.
- Planning to upgrade/replace the fixed asset inventory management and control system including the means by which the annual physical inventory is taken and processed.
- Merco court case involving school and park impact fees is scheduled for trial in 2017.
- Looking into the development of possible road impact fee geared specifically to development in municipal downtown districts.
- Completing the implementation of Performance Budgeting (PB) software, to replace the current budgeting system to include: finalizing conversion to new system, training of end users, and going live in time for the FY 2018 Budget Cycle.
- Modifying systems and reports to provide accurate reporting of the revenues and expenditures related to the infrastructure surtax that passed during the November 8, 2016 election.

**FY 2017 OBJECTIVES**

1. Receive Truth in Millage (TRIM) Certification as required by Florida Statutes.
2. Assure receipt of GFOA'S Distinguished Budget Presentation Award to independently validate the County uses best practices in budget reporting.
3. Submit budget recommendations for BCC consideration through a minimum of two budget workshops and two public hearings.
4. Review and/or provide fiscal comments/recommendations to County Administration and the BCC on all agenda items presented to the Board for consideration.
5. Assure all budget transfers and amendments are processed in compliance with Florida Statutes and the policies and procedures of the County.
6. Conduct performance reviews of operating departments to evaluate contract procedures, to verify compliance with Countywide PPMs and recommend improvements.
7. Review records destruction requests submitted by departments and submit final annual report to State.
8. Ensure compliance with established policies and procedures in relation to contract related documents, and/or substantive issues/conflicts in relation to Board of County Commissioners agenda items requiring corrective actions.
9. Provide workshops to County Staff based on contracting and records procedure requirements.
10. Track and monitor annual debt metrics stated in our Financial Policies.
11. Review and analyze the annual Non-Ad Valorem Revenue Report to ensure compliance with the County's continuing disclosure requirements pursuant to Rule 15c2-12.
12. Conduct three municipal impact fee reviews to ensure compliance with applicable State laws, Unified Land Development Code (ULDC), and County policy.
13. Coordinate and record the results of the annual inventory of the County's tangible personal property as prescribed by Chapter 274, F.S.
14. Monitor collection reports to maximize dollars collected.

| <b><u>PERFORMANCE MEASUREMENTS</u></b>   | <b><u>Actual</u></b>  | <b><u>Estimated</u></b> | <b><u>Projected</u></b> | <b><u>Type</u></b> | <b><u>Obj</u></b> |
|--|-----------------------|-------------------------|-------------------------|--------------------|-------------------|
| <b>Budget Division</b>   | <b><u>FY 2015</u></b> | <b><u>FY 2016</u></b>   | <b><u>FY 2017</u></b>   |                    |                   |
| Number of agenda items reviewed  | 1,375                 | 1,421                   | 1,519                   | Demand             | 4                 |
| State approval of TRIM material  | Approved              | Approved                | Approved                | Outcome            | 1                 |
| Receipt of GFOA's Budget Presentation Award  | Proficient            | Proficient              | Proficient              | Outcome            | 2                 |
| Budget Workshops and Public Hearings to review funding recommendations                           | 4                     | 4                       | 4                       | Output             | 3                 |
| Number of budget transfers and amendments  | 1,171                 | 1,195                   | 1,200                   | Demand             | 5                 |
| <b>Contract Division</b>   |                       |                         |                         |                    |                   |
| Performance Review conducted of departments for adherence to contracting policies and procedures | N/A                   | N/A                     | 3                       | Output             | 6                 |
| Records Destruction request reviewed & processed   | 174                   | 130                     | 120                     | Output             | 7                 |
| Contract related agenda items reviewed and processed   | 1,256                 | 1,000                   | 1,000                   | Output             | 8                 |
| Percentage of contract related agenda items requiring rework                                     | 48%                   | 35%                     | 30%                     | Outcome            | 8                 |
| Conduct Contracting and Records Workshops to County staff  | N/A                   | 4                       | 4                       | Output             | 9                 |
| <b>Financial Management Division</b>   |                       |                         |                         |                    |                   |
| Debt per capita (overall)  | \$631                 | \$691                   | \$635                   | Outcome            | 10                |
| Non Ad-Valorem Revenue Bond DS coverage  | 3.92                  | 5.08                    | 4.71                    | Outcome            | 11                |
| Impact Fee compliance review of municipalities   | 1                     | 2                       | 3                       | Outcome            | 12                |
| Report to the Board of County Commissioners  | 05/17/16              | 04/10/17                | 04/10/17                | Outcome            | 13                |
| Dollars collected by internal/external efforts (\$ in 1,000)                                     | \$376/756             | \$185/600               | \$195/650               | Outcome            | 14                |

## DEPARTMENT FINANCIAL SUMMARY

|                                       | FY 15 Actual        | FY 16 Budget        | FY 17 Budget        | Change (FY 16-FY 17) |             |
|---------------------------------------|---------------------|---------------------|---------------------|----------------------|-------------|
|                                       |                     |                     |                     | \$                   | %           |
| <b><u>Non-Ad Valorem Revenues</u></b> |                     |                     |                     |                      |             |
| Charges for Services                  | \$ 329,990          | \$ 268,981          | \$ 243,507          | \$ (25,474)          | (9%)        |
| Other                                 | 197,979             | 180,000             | 180,000             | -                    | -           |
| <b>SubTotal</b>                       | <b>\$ 527,969</b>   | <b>\$ 448,981</b>   | <b>\$ 423,507</b>   | <b>\$ (25,474)</b>   | <b>(6%)</b> |
| <b><u>Appropriations</u></b>          |                     |                     |                     |                      |             |
| Personal Services                     | \$ 2,909,638        | \$ 3,131,018        | \$ 3,235,050        | \$ 104,032           | 3%          |
| Operating Expenses                    | 241,659             | 305,433             | 304,817             | (616)                | -           |
| <b>SubTotal</b>                       | <b>\$ 3,151,297</b> | <b>\$ 3,436,451</b> | <b>\$ 3,539,867</b> | <b>\$ 103,416</b>    | <b>3%</b>   |
| <b>Ad Valorem Funding</b>             | <b>\$ 2,623,328</b> | <b>\$ 2,987,470</b> | <b>\$ 3,116,360</b> | <b>\$ 128,890</b>    | <b>4%</b>   |
| <b>Positions</b>                      | <b>31</b>           | <b>31</b>           | <b>32</b>           | <b>1</b>             | <b>3%</b>   |

## SIGNIFICANT CHANGES

**Appropriations**

Positions – 1

**Budget Process 1** – to focus on performance measurements countywide, a new position was added to the complement: Performance Management Director.

Personal Services - \$104,032 increase includes \$74,601 for the position added during the budget process.





**PALM TRAN**

**Clinton B. Forbes**

**Executive Director**

**3201 Electronics Way  
West Palm Beach, Florida 33407  
Phone: 561-841-4200**

**Website Address: <http://www.pbcgov.com/palmtran/>**

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**DEPARTMENT SUMMARY**

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**MISSION STATEMENT**

To provide coordinated, world-class, S.A.F.E. (Safe, Affordable, Friendly, and Efficient) public transportation services that include Fixed Route and Paratransit.

**Palm Tran Connection**

Palm Tran Connection is responsible for Palm Tran's paratransit programs and services for seniors and individuals with disabilities. Several federal and state programs require paratransit services, including Americans with Disabilities Act (ADA) Complementary Paratransit Services; Chapter 427, Florida Statutes which mandates transportation for individuals defined as "Transportation Disadvantaged" (TD); and the Division of Senior Services (DOSS) program established by the Older American's Act. All on-the-street transportation services are provided by private contractors. Palm Tran Connection staff is responsible for all administrative functions of the program, including contract management, eligibility certification, booking reservations, scheduling of service, and customer service monitoring.

**Palm Tran Fixed Route**

The Fixed Route bus system provides daily scheduled service throughout Palm Beach County. The Fixed Route division has a fleet of 156 buses, operating from facilities in West Palm Beach, Delray Beach, and Belle Glade. At peak times, 130 buses are servicing 34 fixed routes.

**FY 16 Highlights & Accomplishments**

- Successfully conducted 23 Town Hall style meetings with all staff members, and a final report was distributed to all employees which included all questions and suggestions from each meeting with a response from management.
- Implemented a bus operator graduation ceremony that includes County Commissioners, Union Representatives, Palm Tran Leadership Team, employees, family, and friends in a formal ceremony for graduates after completing an intense eight-week training program.
- Enhanced fixed route revenue vehicle inventory with the procurement of ten replacement revenue vehicles highlighting the new vehicle paint scheme. The vehicles are equipped with USB ports at every seat for passengers to charge their personal media devices for improved customer experience.
- Improved Palm Tran's image with new uniforms for bus operators and supervisors and facility renovations for all locations.
- Successfully completed peer reviews with similar transit systems and one-on-one meetings for employees with the executive director, and created a daily operations report geared at improving performance standards.
- Successfully implemented a formal employee recognition program to recognize employees who have gone above and beyond by exhibiting outstanding efforts in performing their job duties.
- Successfully completed de-escalation training for all bus operators and supervisors consistent with our focus on improved customer service.
- Implemented a new organizational structure using existing employee complement and budget that incorporates new positions that are consistent with transit industry standards.
- Began installing 24 new bus stop seats at high-ridership locations that did not have a bench or bus shelter. Seats were purchased through a federal grant.
- Received \$381,294 from Florida's Natural Gas Fuel Fleet Vehicle Rebate program for Palm Tran Connection's propane-fueled vehicles.
- Successfully implemented a "GO GREEN" initiative which resulted in 95% of Palm Tran staff signed up for direct deposit and only 33 employees are still receiving a paper check.

**FY 17 Emerging Issues**

- Conducting a system-wide Comprehensive Operational Analysis (COA) of the fixed route system to enhance service delivery and efficiency.
- Maintaining an aging bus shelter and bus bench inventory and increasing the number of bus shelters and benches in an effort to provide improved customer satisfaction.
- Increasing on-time performance (OTP) on under-performing fixed routes.
- Increasing access to services by implementing alternative fare media options and fare technology system with seamless connection to our regional transit partners.
- Accommodating space requirements due to growth of operations by expanding South County facility.

**FY 2017 OBJECTIVES**

1. Establish a new on-time performance standard by November 1, 2016 and achieve 80% by September 29, 2017. (NOTE: Palm Tran is changing it's criteria for an on-time performance in order to be consistent with industry standards. Palm Tran's current standard for on-time performance is to arrive no more than three minutes early, and to leave no more than seven minutes late.)
2. Improve Fixed Route service quality by increasing the average miles between break downs by 3% by September 29, 2017.
3. Maintain the ratio of total customer concerns of less than 1 per 10,000 riders by September 29, 2017.
4. Increase the average monthly Fixed Route commendations by 10% by September 29, 2017.
5. Improve Paratransit service quality by increasing on-time performance to 93% by September 29, 2017.
6. Improve Paratransit service efficiency by increasing the productivity ratio to 1.64 (ratio equals completed passenger trips versus actual vehicle hours) by September 29, 2017. (NOTE: the current passenger trip per hour is 1.48)
7. Maintain the number of valid complaints to less than 1 per 10,000 trips by September 29, 2017.
8. Increase the average monthly Connection's commendations by 5% by September 29, 2017.

| <b><u>PERFORMANCE MEASUREMENTS</u></b> | <u>Actual</u><br><u>FY 2015</u> | <u>Estimated</u><br><u>FY 2016</u> | <u>Projected</u><br><u>FY 2017</u> | <u>Type</u> | <u>Obj</u> |
|--|---------------------------------|------------------------------------|------------------------------------|-------------|------------|
| <b>Connection</b>                      |                                 |                                    |                                    |             |            |
| Monthly average on-time performance    | 92%                             | 92%                                | 93%                                | Efficiency  | 5          |
| Riders per service hour                | 1.48                            | 1.48                               | 1.64                               | Efficiency  | 6          |
| Concerns per 10,000 trips              | 2.11                            | .70                                | .70                                | Outcome     | 7          |
| Monthly number of commendations        | 142                             | 148                                | 155                                | Outcome     | 8          |
| <b>Fixed Route</b>                     |                                 |                                    |                                    |             |            |
| Monthly average on-time performance    | N/A                             | N/A                                | 80%                                | Efficiency  | 1          |
| Miles between road calls               | 3,406                           | 4,010                              | 4,130                              | Efficiency  | 2          |
| Concerns per 10,000 riders             | .60                             | .50                                | .50                                | Outcome     | 3          |
| Monthly average # of commendations     | 11                              | 11                                 | 12                                 | Outcome     | 4          |

**DEPARTMENT FINANCIAL SUMMARY**

|   | FY 15 Actual         | FY 16 Budget          | FY 17 Budget          | Change (FY 16-FY 17)  |             |
|---|----------------------|-----------------------|-----------------------|-----------------------|-------------|
|   |                      |                       |                       | \$                    | %           |
| <b><u>Non-Ad Valorem Revenues</u></b>       |                      |                       |                       |                       |             |
| Charges for Services                        | \$ 13,642,236        | \$ 13,714,917         | \$ 12,865,653         | \$ (849,264)          | (6%)        |
| Grants                                      | 23,739,014           | 45,249,924            | 44,693,963            | (555,961)             | (1%)        |
| Licenses & Permits                          | 56,261               | 36,000                | 36,000                | -                     | -           |
| Other                                       | 2,359,102            | 1,314,319             | 1,496,420             | 182,101               | 14%         |
| Fund Balance                                | (5,391,873)          | 35,000                | 238,651               | 203,651               | 582%        |
| <b>SubTotal</b>                             | <b>\$ 34,404,740</b> | <b>\$ 60,350,160</b>  | <b>\$ 59,330,687</b>  | <b>\$ (1,019,473)</b> | <b>(2%)</b> |
| <b><u>Appropriations</u></b>                |                      |                       |                       |                       |             |
| Personal Services                           | \$ 45,341,943        | \$ 46,642,693         | \$ 48,663,427         | \$ 2,020,734          | 4%          |
| Operating Expenses                          | 40,805,050           | 50,650,775            | 47,760,216            | (2,890,559)           | (6%)        |
| Capital Outlay                              | 10,601,572           | 20,900,770            | 11,172,995            | (9,727,775)           | (47%)       |
| Grants and Aids                             | 16,871               | 22,492                | 22,000                | (492)                 | (2%)        |
| Transfers                                   | 64,906               | 64,906                | 11,741,229            | 11,676,323            | 17990%      |
| <b>SubTotal</b>                             | <b>\$ 96,830,342</b> | <b>\$ 118,281,636</b> | <b>\$ 119,359,867</b> | <b>\$ 1,078,231</b>   | <b>1%</b>   |
| <b><u>Ad Valorem/Equivalent Funding</u></b> |                      |                       |                       |                       |             |
| Ad Valorem                                  | 20,490,930           | 24,886,476            | 26,555,180            | 1,668,704             | 7%          |
| Gas Taxes                                   | 33,116,361           | 33,045,000            | 33,474,000            | 429,000               | 1%          |
| <b>Positions</b>                            | <b>600</b>           | <b>622</b>            | <b>622</b>            | <b>-</b>              | <b>-</b>    |

**SIGNIFICANT CHANGES**

**Non-Ad Valorem Revenues**

Charges for Services - (\$849,264) decrease is a direct result of the downward trend in ridership.

Other - \$182,101 increase is primarily due to higher projected bus and shelter advertising revenue and the sale of surplus vehicles sold through the County's thrift store.

Fund Balance - \$203,651 increase is due to the sale of fixed route revenue vehicles (buses) that expended their useful life.

**Appropriations**

Capital Outlay - (\$9,727,775) decrease is primarily due to the spending down of Federal Transit Administration (FTA) 5307 grant funds offset by the current year 5307 grant award expenditures. This has resulted in a corresponding decrease in budgeted grant revenue.

Transfers - \$11,676,323 increase is due to the reclassification of grant funding for projects budgeted to be included in the Capital Improvement Plan.



# **PARKS AND RECREATION**

**Eric Call, Director**

**2700 6<sup>th</sup> Avenue South  
Lake Worth, Florida 33461  
Phone: 561-966-6600**

**Website Address: <http://discover.pbcgov.org/parks/>**

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**DEPARTMENT SUMMARY**

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**MISSION STATEMENT**

We make the quality of life for Palm Beach County residents and visitors better by providing diverse, safe and affordable recreation services, welcoming parks, and enriching social and cultural experiences. We achieve this by promoting wellness, fostering environmental stewardship, contributing economic value, and by improving our community every day for this and future generations.

**Department Overview**

The Parks and Recreation Department serves residents countywide through 104 regional, district, community, beach, and neighborhood parks encompassing 8,569 acres. Services include public safety, grounds maintenance, recreation programs and a vast array of specialized facilities that include aquatic centers, community centers, nature centers, championship golf courses, fishing piers, equestrian centers, amphitheaters, athletic fields and courts, boating facilities, beaches, and historical and cultural museums. Development and renovation of new and existing parks and recreational facilities to meet the needs of residents and visitors occurs through the Department's Capital Program, which is primarily funded from Park Impact Fees, Grants, General Fund, and Bonds.

**Aquatics Division**

The Aquatics Division is committed to providing diverse, safe, and cost effective aquatic opportunities and water safety education to all residents and visitors with a well-trained team of aquatic professionals.

**Financial and Support Services**

In the spirit of excellence, integrity, and dedication, the Financial and Support Services Division is committed to providing timely, accurate, clear, and complete information and support to our customers and other divisions, helping to enhance the quality of life for Palm Beach County residents and visitors.

**Office of Public Engagement**

The Office of Public Engagement is committed to increasing the public's knowledge of and engagement with the department's parks, beaches, facilities, and services, and communicating the many benefits each offers. We achieve this by cultivating relationships with residents and visitors, building partnerships with community leaders and media outlets, and providing the highest standard of customer service in the dissemination of information.

**Parks Operations Division**

Supporting the Department's Mission by providing safe, clean, functional, and attractive parks, structures, and open spaces, which meet the passive and active recreational needs of the visiting public.

**Planning, Research, and Development**

To plan and develop a quality park system through sound research, strategic partnerships, and sustainable design, which promotes wellness, encourages connectivity, and enhances overall quality of life.

**Recreation Services Division**

The Recreation Services Division provides inclusive, affordable, and diverse facilities, programs and services which enhance the quality of life for residents and visitors of Palm Beach County.

**Special Facilities Division**

The Special Facilities Division is dedicated to providing customer focused leisure and cultural opportunities to Palm Beach County residents and guests that will deliver value, excellent service, and quality experiences to all residents and visitors.

**FY 16 Highlights & Accomplishments**

- Honored by the Palm Beach Medical Society as recipient of the 2016 Health Care Prevention/Wellness Hero Award for creating and implementing prevention/wellness services and programs, which improve the quality of life of people in the community and in the workplace.
- Partnered with the Richard David Kann Melanoma Foundation to install sunscreen dispensers at Okeeheelee Golf Course, Juno Beach Pier, Coconut Cove Waterpark, Ocean Cay Park, and North County Aquatic Complex.
- Selected by the Florida Recreation and Park Association (FRPA) as the 2016 Agency Excellence Award winner in the Super Category as a key participant and provider of economic impact, environmental sustainability, health and community building.
- Received the 2016 National Association of Counties (NACo) Achievement Award for the Lake Worth West Park renovation project as a result of a partnership with the Office of Community Revitalization (OCR) and Office Depot Foundation.
- Provided lifeguard protection for 4.72 million users to Palm Beach County's Beaches.
- The Morikami Museum and Japanese Gardens was selected for the first time to host the North America Japanese Garden Association (NAJGA) Conference.
- Parks Operations Division continued efforts to conserve water by installing an exclusive smart algorithm irrigation control system in 18 parks.
- Athletic field renovations were successfully completed on 45 multi-purpose fields and 34 baseball/softball fields.
- Western Palm Beach County residents, including those living in Belle Glade, South Bay, and Pahokee enjoyed free activities at the First Annual Glades Family Fun Fest, which was held at Glades Pioneer Park. The City of Belle Glade and other numerous community partners contributed to the success of this event.
- Partnered with the Palm Beach County Sports Commission to facilitate seven special events that served 1,700 adult participants and 3,505 youth participants resulting in an economic impact of \$6,134,720 to Palm Beach County.

**FY 17 Emerging Issues**

- Social issues (ex., homelessness, hunger, and gender equity), continue to challenge the manner in which Parks and Recreation services are delivered to the public.
- The department will remain a significant player in the economic sustainability of the County through destination tourism, sporting and cultural events, increased property values, criminal activity avoidance, and affordable recreation opportunities.
- The need for increased public safety resources (i.e., law enforcement partnerships, contracted security, and Park Rangers) continues to be a high priority to ensure the safety and welfare of park visitors.
- The increasing demand for recreation programs and services, including new trending activities, continues to be a challenge for this department with the resources available.
- Increased competition for State and Federal grant funding along with greater legislative requirements has made securing these alternative sources of revenue more difficult.

**FY 2017 OBJECTIVES**

1. The Financial and Support Services Division will conduct 10 fiscal audits annually to ensure compliance with County and Department cash handling policies and procedures with 100% of the recommendations implemented.
2. The Aquatics Division will provide beach and water safety awareness education to help prevent and reduce the number of aquatic incidents of drowning through at least 19 community presentations.
3. The Parks Operations Division will maintain 90% of playgrounds as functional and attractive, which provide children with a variety of skill and sensory activities. Special attention is placed on safety factors, overall cleanliness, proper playground surfaces, and on the condition of all moving and fixed parts.
4. The Aquatics Division will utilize preventive actions at guarded beaches to reduce the incident of rescues.
5. The Parks Operations Division will maintain 90% of trails, paths, and roadways in accordance with standards as evidenced by proper accessibility, safety, and aesthetics.
6. The Parks Operations Division will maintain 90% of all athletic fields in a safe, functional, and attractive condition and in accordance with standards as demonstrated by a minimum of 3" of infield clay and healthy turf, which supports playability.
7. The Planning, Research and Development Division will achieve at least 175,000 donated volunteer hours in FY 2017, engaging more members of our community and contributing economic value.
8. Have 92% of Recreation Services participants indicate they will return to use the services again.
9. The Recreation Services Division will facilitate and cultivate our partnership with the Palm Beach County Sports Commission to provide venues that bring economic value to Palm Beach County.
10. Implement marketing and revenue management programs at Special Facilities Division facilities to increase revenues by 3%.
11. Manage operating costs per round of golf at 85% of operating revenues per round of golf.

| <b><u>PERFORMANCE MEASUREMENTS</u></b>   | <b><u>Actual<br/>FY 2015</u></b> | <b><u>Estimated<br/>FY 2016</u></b> | <b><u>Projected<br/>FY 2017</u></b> | <b><u>Type</u></b> | <b><u>Obj</u></b> |
|--|----------------------------------|-------------------------------------|-------------------------------------|--------------------|-------------------|
| <b>Aquatics</b>  |                                  |                                     |                                     |                    |                   |
| Percentage increase of the number of youth (12 & under) being taught swimming lessons                                | 2,529                            | 1%                                  | 1%                                  | Outcome            | 2                 |
| Number of water safety presentations conducted in the community  | 15                               | 17                                  | 19                                  | Output             | 2                 |
| <b>Financial and Support Services</b>  |                                  |                                     |                                     |                    |                   |
| Number of fiscal audits per Fiscal Year  | 10                               | 11                                  | 12                                  | Output             | 1                 |
| <b>Parks Operations</b>  |                                  |                                     |                                     |                    |                   |
| Percentage of playgrounds as safe and attractive and provide children with a variety of skill and sensory activities | N/A                              | 90%                                 | 90%                                 | Output             | 3                 |
| Percentage of trails, paths and roadways maintained in accordance with standards                                     | 85%                              | 85%                                 | 90%                                 | Output             | 5                 |
| Percentage of all athletic fields maintained in a safe, functional, and attractive condition                         | N/A                              | 95%                                 | 90%                                 | Output             | 6                 |
| <b>Planning, Research, and Development</b>   |                                  |                                     |                                     |                    |                   |
| Total number of volunteer hours donated  | 171,591                          | 175,000                             | 178,500                             | Output             | 7                 |
| <b>Recreation Services</b>   |                                  |                                     |                                     |                    |                   |
| Percentage of Recreation Services participants planning to use services again  | N/A                              | N/A                                 | 92%                                 | Outcome            | 8                 |
| Total annual economic impact of Sports Commission event hosted by Palm Beach County Parks and Recreation             | \$6,353,925                      | \$4,500,000                         | \$4,500,000                         | Outcome            | 9                 |
| <b>Special Facilities</b>  |                                  |                                     |                                     |                    |                   |
| Operating costs per round of golf as a percentage of revenue per round of golf                                       | 80%                              | 85%                                 | 78%                                 | Efficiency         | 11                |

DEPARTMENT FINANCIAL SUMMARY

|                                       | FY 15 Actual         | FY 16 Budget         | FY 17 Budget         | Change (FY 16-FY 17) |           |
|---------------------------------------|----------------------|----------------------|----------------------|----------------------|-----------|
|                                       |                      |                      |                      | \$                   | %         |
| <b><u>Non-Ad Valorem Revenues</u></b> |                      |                      |                      |                      |           |
| Charges for Services                  | \$ 17,808,930        | \$ 17,522,144        | \$ 18,329,174        | \$ 807,030           | 5%        |
| Grants                                | 11,200               | -                    | -                    | -                    | -         |
| Other                                 | 1,184,281            | (252,128)            | (104,440)            | 147,688              | 59%       |
| Fund Balance                          | 2,334,032            | 2,769,400            | 2,498,993            | (270,407)            | (10%)     |
| <b>SubTotal</b>                       | <b>\$ 21,338,443</b> | <b>\$ 20,039,416</b> | <b>\$ 20,723,727</b> | <b>\$ 684,311</b>    | <b>3%</b> |
| <b><u>Appropriations</u></b>          |                      |                      |                      |                      |           |
| Personal Services                     | \$ 38,516,002        | \$ 42,234,443        | \$ 43,834,420        | \$ 1,599,977         | 4%        |
| Operating Expenses                    | 22,620,928           | 24,412,119           | 23,802,188           | (609,931)            | (2%)      |
| Capital Outlay                        | 1,846,574            | 3,286,816            | 3,586,192            | 299,376              | 9%        |
| Debt Service                          | 155,385              | 475,384              | 475,384              | -                    | -         |
| Transfers                             | -                    | -                    | -                    | -                    | -         |
| Reserves                              | -                    | 554,622              | 477,960              | (76,662)             | (14%)     |
| <b>SubTotal</b>                       | <b>\$ 63,138,889</b> | <b>\$ 70,963,384</b> | <b>\$ 72,176,144</b> | <b>\$ 1,212,760</b>  | <b>2%</b> |
| <b>Ad Valorem Funding</b>             | <b>\$ 45,520,702</b> | <b>\$ 50,923,968</b> | <b>\$ 51,452,417</b> | <b>\$ 528,449</b>    | <b>1%</b> |
| <b>Positions</b>                      | <b>571</b>           | <b>581</b>           | <b>587</b>           | <b>6</b>             | <b>1%</b> |

SIGNIFICANT CHANGES

**Non-Ad Valorem Revenues**

**Other-** \$147,688 increase related to Developer Contributions and Donations from County’s non-profit partner, Morikami, Inc., to provide full funding for the Museum Curator position.

**Appropriations**

Positions - 6

**Budget Process 7** - To improve services and alignment of work responsibilities.

Manager, Support Services, Park Ranger, Recreation Specialist III, Morikami Museum Curator & Lead Clerk, 2 Ocean Life-Guards.

**Mid Year FY2016 (1)** - Transfer of one vacant Golf Attendant position from Parks and Recreation to Environmental Resources Management, and reclassified for Mosquito Control.



# **PLANNING, ZONING, AND BUILDING**

**Patrick Rutter, Executive Director**

**2300 North Jog Road  
West Palm Beach, Florida 33411  
Phone: 561-233-5000**

**Website Address: <http://discover.pbcgov.org/pzb/>**

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**DEPARTMENT SUMMARY**

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**MISSION STATEMENT**

To create and sustain a high quality community and a safe and healthy lifestyle for the citizens of unincorporated Palm Beach County. By the use of comprehensive planning, growth management, and the implementation of zoning regulations, citizens benefit from orderly growth and the application of valuable performance and aesthetic standards and principles in current and future development activities. Health and safety in the built environment are accomplished through the enforcement of the building and technical codes and certification of contractor competencies in construction activities. Sustainability of the quality community is accomplished through the enforcement of land development, building, and property maintenance codes within the existing environment.

**Administration**

Provides the infrastructure for the Department by performing the following functions: personnel advisement, budget, addressing, policy and procedures, facility maintenance, collection of fees, and records management.

**Building**

Ensures life and property safety within our community in the built environment through efficient and effective administration of the enacted building codes, and by taking a leadership role in code development and education.

**Code Enforcement**

Ensures compliance with the Unified Land Development Code (ULDC) and related property maintenance codes. Responds to citizen complaints and achieves compliance through education, warnings, notices of violation, and Special Magistrate hearings.

**Contractors Certification**

Promotes a safe and healthy community environment through a contractor certification regulation and enforcement program, thereby minimizing losses to citizens by unlawful contractor activities.

**Planning**

Maintains a quality community through comprehensive planning that responds to the changing needs and values of the community. Primary services include implementing and updating the Comprehensive Plan as necessary, including the Future Land Use Atlas. The division also provides direct support for environmental sustainability initiatives, workforce housing, intergovernmental issues, and the protection of our historic resources through the County Archaeologist.

**Zoning**

Ensures the appropriate use and techniques of land development through enforcement of the Unified Land Development Code (ULDC), and by facilitating the timely review of development applications by various agencies for certification and approval by the Development Review Officer and BCC. Review of building permits is performed to ensure final implementation. Staff also oversees ULDC updates and processes the amendments through public hearings.

**FY 16 Highlights & Accomplishments**

- Completed the overhaul of Construction Industry Licensing Board (CILB) rule changes enhancing standards and requirements for contractor licensing.
- The Planning Division successfully completed a series of Comprehensive Plan amendments to the Agriculture Reserve policies based upon BCC directives. The changes were implemented to reflect the ongoing transition of the Agricultural Reserve while protecting the vision of the Master Plan.
- Zoning Division and ISS completed the implementation of the On-line Application Submittal for the Administrative Amendment process. The existing On-line Administrative Variance process has been modified to ensure consistency between both applications. This has streamlined the submittal, review, and approval procedures, and increased transparency and communication efforts between the applicants and staff.
- Federal Emergency Management Agency (FEMA) National Flood Insurance Program (NFIP) Flood Insurance Rate Map (FIRM) Update – Palm Beach County and several municipalities have been working closely with FEMA consultants to revise 58 map panels for the flood insurance study. Upon approval of the maps, FEMA will issue a Letter of Final Determination which will begin the six month phase in period before the maps become effective.
- Utilized proceeds from the "Mortgage Foreclosure Registration" program to abate 22 unsafe structures and secured five unsafe pools or other unsecured nuisance properties in Palm Beach County.
- Curbstoning Ordinance was adopted and implemented. This Ordinance will allow the removal of illegally parked vehicles for sale on public right of ways. Code Enforcement and the Palm Beach County Sheriff's Office (PBSO) issued numerous warnings and had nine vehicles towed under this new Ordinance.
- Implemented GPS tracking system on all Planning Zoning and Building (PZB) vehicles to ensure productive use of time and efficiency in completing daily inspections.

**FY 17 Emerging Issues**

- Implement new County license certification for apartment maintenance repair technicians.
- Continue to work with FEMA on the review and finalization of the 58 revised flood maps for Palm Beach County.
- Continue to provide funding and ongoing technical support for the countywide Light Detection And Ranging (LIDAR) project in conjunction with County Administration, participating municipalities, and the County Geographical Information Systems team.
- Develop Electronic Plan Review System – The prototype system is nearing completion. Initial discussions are underway to bring in external (customers) and internal (agencies) stakeholders to view and evaluate the prototype. Their feedback is essential for the development of the Electronic Plan Review System.
- The Unified Land Development Use Regulation Project has reached its final stage of completion, and is scheduled for adoption by the BCC in February 2017. As part of the ongoing effort of the Use Regulation Project, Zoning Division will proceed with amendments to Article 2 (Application processes and related Development Review Procedures).
- The Planning Division will complete the revisions to the Urban Redevelopment Area which are needed to facilitate infill and redevelopment of more parcels. The Division will continue to work closely with municipalities regarding elimination of enclaves in the County through the annexation process.
- The Planning Division will evaluate the use of Adaptation Action Areas and implement necessary Comprehensive Plan amendments.
- Continually working with the Palm Beach County Sheriff's Department to enhance the process to enforce the Curbstoning Ordinance to gain compliance.

**FY 2017 OBJECTIVES**

1. Manage a large volume of application and inspection reviews in an efficient and effective manner, to meet the community demand for these services.
2. Maintain the minimum inspection rollovers per day and application turnaround times within established goals: Minimum Inspection Rollovers per day less than 1%, Targeted Review Time frames = Residential - 30, Commercial - 45.
3. Support the creation of housing that serves the County's workforce.
4. Continue to reduce the percentage of violation notices issued, by achieving compliance through enhanced notification, public education, and voluntary cooperation.
5. Continue to increase the number of contractor investigations, educational outreach, and enhance enforcement of unlicensed activity.
6. Improve the Comprehensive Plan review process by adding predictability in the amendment review processes.
7. Efficient implementation of the 2016 Unified Land Development Code Use Regulation amendments and identify any additional modification to the code needed through training and discussion sessions with staff and the public.
8. Ensure all zoning applications are processed efficiently by addressing issues raised by industry, reviewing the ULDC requirements, and establishing consistency and communication amongst staff.

| <b><u>PERFORMANCE MEASUREMENTS</u></b>                                 | <u>Actual</u><br><u>FY 2015</u> | <u>Estimated</u><br><u>FY 2016</u> | <u>Projected</u><br><u>FY 2017</u> | <u>Type</u> | <u>Obj</u> |
|--|---------------------------------|------------------------------------|------------------------------------|-------------|------------|
| Number of customers seen per month                                     | 736                             | 986                                | 1,035                              | Output      | 8          |
| <b>Building</b>  |                                 |                                    |                                    |             |            |
| Number of permits issued   | 67,124                          | 68,466                             | 69,836                             | Output      | 1          |
| Number of construction plans reviewed                                  | 35,961                          | 36,078                             | 36,800                             | Output      | 1          |
| Percentage of inspections rollovers per day                            | .45%                            | .65%                               | .65%                               | Efficiency  | 2          |
| Average review turnaround Residential (days)                           | 21.8                            | 22                                 | 20                                 | Output      | 2          |
| Average review turnaround Commercial (days)                            | 33.3                            | 41                                 | 40                                 | Output      | 2          |
| <b>Code Enforcement</b>  |                                 |                                    |                                    |             |            |
| Number of customer initiated complaints                                | 5,507                           | 5,398                              | 5,700                              | Demand      | 4          |
| Number of violation notices issued                                     | 3,367                           | 3,100                              | 3,200                              | Output      | 4          |
| Number of cases for Code Enforcement Special Magistrate                | 710                             | 1,133                              | 1,200                              | Demand      | 4          |
| <b>Contractor Certification</b>  |                                 |                                    |                                    |             |            |
| Contractor cases investigated  | 560                             | 700                                | 900                                | Demand      | 5          |
| Violations issued for unlicensed activity                              | 421                             | 550                                | 650                                | Output      | 5          |
| Educational outreach events  | N/A                             | 10                                 | 12                                 | Output      | 5          |
| <b>Planning</b>  |                                 |                                    |                                    |             |            |
| Number of workforce housing units obligated                            | 622                             | 796                                | 553                                | Output      | 3          |
| Private site specific and County text amendments                       | 43                              | 26                                 | 30                                 | Output      | 6          |
| Number of Development Review Officer plans reviewed                    | 173                             | 185                                | 190                                | Output      | 6          |
| Number of public inquiries   | 2,911                           | 3,100                              | 3,200                              | Demand      | 6          |
| <b>PZB Administration</b>  |                                 |                                    |                                    |             |            |
| Percentage of total payments online                                    | 22%                             | 27%                                | 27%                                | Efficiency  |            |
| PZB main (web) requests/responses                                      | 626                             | 500                                | 550                                | Output      |            |
| Number of customer record requests processed                           | 12,111                          | 12,200                             | 12,300                             | Output      | 1          |
| <b>Zoning</b>  |                                 |                                    |                                    |             |            |
| Number of ULDC Amendments processed                                    | 81                              | 95                                 | 150                                | Output      | 7          |
| Number of applications reviewed for Public Hearing per month           | 18                              | 30                                 | 35                                 | Efficiency  | 8          |
| Total Number of Zoning Public Hearing and Admin applications processed | 2,265                           | 2,355                              | 2,500                              | Efficiency  | 8          |

DEPARTMENT FINANCIAL SUMMARY

|                                       | FY 15 Actual         | FY 16 Budget         | FY 17 Budget         | Change (FY 16-FY 17) |             |
|---------------------------------------|----------------------|----------------------|----------------------|----------------------|-------------|
|                                       |                      |                      |                      | \$                   | %           |
| <b><u>Non-Ad Valorem Revenues</u></b> |                      |                      |                      |                      |             |
| Charges for Services                  | \$ 4,195,747         | \$ 3,287,600         | \$ 3,473,750         | \$ 186,150           | 6%          |
| Fines & Forfeitures                   | 1,303,572            | 735,000              | 845,000              | 110,000              | 15%         |
| Licenses & Permits                    | 18,294,529           | 16,052,500           | 16,752,500           | 700,000              | 4%          |
| Other                                 | 1,691,365            | 395,964              | 412,437              | 16,473               | 4%          |
| Interfund Transfers                   | 25,000               | 25,000               | 25,000               | -                    | -           |
| Fund Balance                          | 23,898,141           | 28,921,891           | 35,548,682           | 6,626,791            | 23%         |
| <b>SubTotal</b>                       | <b>\$ 49,408,354</b> | <b>\$ 49,417,955</b> | <b>\$ 57,057,369</b> | <b>\$ 7,639,414</b>  | <b>15%</b>  |
| <b><u>Appropriations</u></b>          |                      |                      |                      |                      |             |
| Personal Services                     | \$ 19,532,587        | \$ 22,177,004        | \$ 23,395,860        | \$ 1,218,856         | 5%          |
| Operating Expenses                    | 4,276,666            | 4,844,496            | 5,213,432            | 368,936              | 8%          |
| Capital Outlay                        | 62,560               | 365,000              | 412,252              | 47,252               | 13%         |
| Transfers                             | 38,809               | 38,808               | 38,805               | (3)                  | -           |
| Reserves                              | -                    | 31,198,300           | 37,062,774           | 5,864,474            | 19%         |
| <b>SubTotal</b>                       | <b>\$ 23,910,622</b> | <b>\$ 58,623,608</b> | <b>\$ 66,123,123</b> | <b>\$ 7,499,515</b>  | <b>13%</b>  |
| <b>Ad Valorem Funding</b>             | <b>\$ 6,301,759</b>  | <b>\$ 9,205,653</b>  | <b>\$ 9,065,754</b>  | <b>\$ (139,899)</b>  | <b>(2%)</b> |
| <b>Positions</b>                      | <b>260</b>           | <b>277</b>           | <b>291</b>           | <b>14</b>            | <b>5%</b>   |

SIGNIFICANT CHANGES

**Non Ad-Valorem Revenues**

Fund Balance - \$6,626,791 increase due to higher than expected revenues from Building Permit Fees and various other fees for FY 2016, this also resulted in an increase in Reserves.

**Appropriations**

**Positions - 14**

**Budget Process 15** - To improve services and alignment of work responsibilities.

**Planning & Zoning 4 – Zoning** (1) Site Plan Technician, **Planning** (1) Planner I, **Administration** (2) Clerical Specialist.

**Building 11** - (1) Building Permit Technicians II, (1) Building Permit Technicians III, (1) Construction Plans Examiner I, (2) Building Construction Inspector I, (2) Building Construction Inspector II, (5) Clerical Specialist, (-1) Chief Mechanical Inspector.



# **PUBLIC AFFAIRS**

**Lisa De La Rionda, Director**

**301 North Olive Avenue, Suite 1102**

**West Palm Beach, Florida 33401**

**Phone: 561-355-2754**

**Website Address: <http://discover.pbcgov.org/publicaffairs/>**

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**DEPARTMENT SUMMARY**

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**MISSION STATEMENT**

To plan, coordinate, and communicate information about County services and programs to the public through print, video, and digital materials.

**Administration/Media and Public Information**

Coordinates Emergency Management training for the department and handles all press conferences and the media at the Emergency Operations Center (EOC) during activation. Additionally, this division plans, coordinates, and organizes Board of County Commissioners (BCC) joint meetings, retreats, press conferences, ribbon cuttings, and other high profile meetings. Media and Public Information handles lobbyist registration and monitors and tracks the production of Countywide policies and procedures. Administration also promotes Palm Beach County information pursuant to current subject matter which annually includes Palm Beach County Day and the South Florida Fair. Acts as the point of contact and coordinates all public records requests made to BCC departments. Public Affairs also guides public records requests to other agencies and constitutional offices.

**Digital Marketing and Communications (DM&C)**

Develops and distributes information on County programs, achievements, and matters of concern to the public. DM&C solicits and responds to public opinion and questions regarding County government operations and conveys information to the BCC and County Administration. The division designs and manages Palm Beach County's website content; assists County departments and divisions with writing, editing, and distribution of their printed publications and press releases; produces proclamations for the BCC; publishes the Count-e-Line, an online employee newsletter; publishes the Count-e-News, an email newsletter for the public; and coordinates responses to email inquiries from the public. The division also provides administrative support to the Board of County Commissioners and Administration offices. The Information Technology (IT) unit provides technical training and support to County agencies and maintains and enforces County web design and Social Media standards and policies.

**Education and Government TV**

Provides County government information and educational programming to all cable subscribers in Palm Beach County. Channel 20's primary services include broadcasting County government meetings, government informational programs, BCC priorities, and critical public safety information. Channel 20 supports the Public Safety Department by disseminating emergency preparedness, survival and disaster recovery information and maintaining a storm ready live broadcast studio at the County's EOC, as well as, live broadcast facilities at the downtown Governmental Center and the Vista Center. The Channel 20 Division also provides video production services to County departments, agencies, and Board sponsored organizations to facilitate the education of residents about available County services, along with important programs and activities. Channel 20 broadcasts a Community Bulletin Board, which provides graphical announcements of job opportunities, bid opportunities with PBC Purchasing for local businesses, road construction projects, along with County transit information and general government announcements. The division is also responsible for providing a video record/documentation of BCC meetings for public records requests and online viewing by staff and the public.

**Graphics**

Provides and coordinates quality printing and publication services in a timely and cost effective manner to BCC departments, divisions, offices, and other taxing agencies. Primary services include high speed copying (color/black & white) with bindery options; graphic design and pre-production consultation; single color and multi-color printing; large format inkjet poster and banner printing; post-production/binding including folding, padding, cutting, stapling, scoring and bulk mailing. Acts as a Resource Manager for in-house and outsource printing and copying for all County departments.

**FY 16 Highlights & Accomplishments**

- Assisted and coordinated many events for the Board of County Commissioners (BCC) and County departments including Palm Beach County Day, which again won several awards from event and public information organizations and also planned and coordinated the transition of County Administrators, including creating many original audio visual products.
- Participated in the countywide effort to educate voters on the November 2016 ballot initiative on Infrastructure Surtax and assisted County Administration and the Office of Financial Management and Budget (OFMB) to create messaging, presentations, digital, print, and video materials educating residents on the benefits of the surtax.
- Launched new and improved website using SharePoint technology. The new site features mobile compatibility, ADA compliance, and a fresh, user-friendly look and feel.
- 58 new social media sites added to Stay Connected page – 165 total; 557,448 average monthly visits to pbcgov.com - 20% increase; 2,187 Facebook likes – 62% increase; 23,700 Twitter followers – 105% increase; and 4,176 web page updates.
- Graphics and Digital Media collaborated to increase PBC TV Channel 20 Program Guide subscribers by 288%, using multiple promotional print and online avenues to market PBC TV and information about County departments.
- Completed an upgrade to ADA monitors and LED broadcast lighting system in the BCC Chambers to enhance camera images, provide more energy efficient lighting, reduce maintenance costs, and reduce amount of heat generated in the room.
- Collaborated with Parks and Recreation and County Library to cross market services to other constituents by jointly publishing the Channel 20 Program Guide with the Park's T-Rec Center Newsletter and the Library's Happenings Newsletter

**FY 17 Emerging Issues**

- Partner with Public Safety and Emergency Management to counteract the notion that evacuations due to Hurricane Matthew were unnecessary, and to educate the public on how preparation is still a good thing.
- Continually improve and upgrade event profiles and work to keep PBC Day a relevant event in Tallahassee.
- PBC Intranet site is in need of a design and functionality overhaul.
- Utilize live streaming of County events with Periscope.
- With new FCC rules and reporting requirements regarding closed captioning of programming by public, education and government access channels, PBC TV will need to upgrade equipment to remain in compliance.
- PBC TV will move to High Definition (HD) capable cameras to broadcast and record BCC meetings to maintain compatibility with broadcast industry standards and expectations.
- PBC TV Channel 20 will transition its microwave signal from analog to digital (SDI) and plans to add a satellite uplink to our signal path capabilities.
- With Graphics' Chain of Custody Certification as part of the Forest Stewardship Council (FSC), documents such as brochures, newsletters, and letterhead can now qualify for the FSC and Rainforest Alliance logos, indicating the use of sustainable paper products.
- Adobe software is in need of upgrade to Creative Cloud and new laptops for remote and Emergency Operations Center (EOC) use are necessary.

**FY 2017 OBJECTIVES**

1. Train and exercise all staff on their roles during an activation of the Emergency Operations Center (EOC). Training will be focused on an all hazards approach consistent with Emergency Management (EM) Plans. All staff must participate in at least one training or exercise by June 1, 2017.
2. Promote and support the BCC with meetings and Board participation at external County events. Increase these outreach opportunities from year to year. Outreach includes events and getting publications directly into the public's hands.
3. Assist Legislative Affairs and County Administration to advance PBC's legislative agenda in Tallahassee by bringing as many partners as possible to PBC Day legislative events.
4. Maintain a service level of 100% for acknowledging and initial response to public record requests within 3 business days.
5. Continue to increase the number of digital subscribers to Count-e-News and social media outlets.
6. Continue implementation of new pbcgov.com to modernize the site and make it compatible with mobile devices.
7. Establish and maintain a 24/7 broadcast channel position on all major cable TV providers in the County within 12 months.
8. Broadcast live, stream, and post online, within two business days 100% of assigned government meetings from call to order until adjournment without interruption.
9. Broadcast public service announcements (PSA), programs, features, and community bulletin board (CBB) announcements on all BCC priorities adopted public safety initiatives during FY 2017.
10. Continue to focus on department online catalog to include ordering for copying and printing of documents, with expanded customer training to improve customer satisfaction for quality and timely delivery.
11. Continue to enhance bulk mail processes to include variable data printing for targeted marketing/messages qualifying for automated mailing rates. Increase use of Every Door Direct Mail service.

| <b><u>PERFORMANCE MEASUREMENTS</u></b>   | <u>Actual</u><br><u>FY 2015</u> | <u>Estimated</u><br><u>FY 2016</u> | <u>Projected</u><br><u>FY 2017</u> | <u>Type</u> | <u>Obj</u> |
|--|---------------------------------|------------------------------------|------------------------------------|-------------|------------|
| <b>Administration/Media and Public Information</b>                                   |                                 |                                    |                                    |             |            |
| Number of Emergency Management exercises with Public Affairs participation           | 5                               | 5                                  | 5                                  | Outcome     | 1          |
| Percentage of employee participation in Emergency Management training                | N/A                             | 67%                                | 80%                                | Outcome     | 1          |
| BCC Special events, outreach opportunities coordinated                               | 32                              | 22                                 | 26                                 | Demand      | 2          |
| Legislative partners traveling to PBC Day  | 179                             | 207                                | 220                                | Demand      | 3          |
| Number of Public Records Request   | 486                             | 575                                | 680                                | Demand      | 4          |
| Percentage of Public Records Requests responded to within 3 business days            | 100%                            | 100%                               | 100%                               | Outcome     | 4          |
| <b>Digital Marketing and Communications</b>  |                                 |                                    |                                    |             |            |
| Total number of Digital Subscribers per month  | 23,069                          | 30,000                             | 40,000                             | Outcome     | 5          |
| Number of visits to Internet homepage per month                                      | 1,124,709                       | 1,200,000                          | 1,500,000                          | Outcome     | 6          |
| <b>Education and Government TV</b>   |                                 |                                    |                                    |             |            |
| Percentage of major cable TV providers in PBC carrying PBC TV Channel 20 programming | 50%                             | 75%                                | 100%                               | Outcome     | 7          |
| Percentage of assigned government meetings presented live and online                 | 99%                             | 100%                               | 100%                               | Outcome     | 8          |
| Number of PSA's, programs, features and graphics produced                            | 300                             | 310                                | 325                                | Demand      | 9          |
| <b>Graphics Division</b>   |                                 |                                    |                                    |             |            |
| Percentage timely delivery from customer survey                                      | 99%                             | 99%                                | 100%                               | Outcome     | 10         |
| Number of work orders processed  | 2,114                           | 2,200                              | 2,300                              | Demand      | 10         |
| Percentage quality satisfaction from customer survey                                 | 99%                             | 100%                               | 100%                               | Outcome     | 10         |
| Number of Every Door Direct mail projects  | 52                              | 80                                 | 100                                | Demand      | 11         |

DEPARTMENT FINANCIAL SUMMARY

|                                       | FY 15 Actual        | FY 16 Budget        | FY 17 Budget        | Change (FY 16-FY 17) |              |
|---------------------------------------|---------------------|---------------------|---------------------|----------------------|--------------|
|                                       |                     |                     |                     | \$                   | %            |
| <b><u>Non-Ad Valorem Revenues</u></b> |                     |                     |                     |                      |              |
| Charges for Services                  | \$ 423,653          | \$ 458,000          | \$ 446,200          | \$ (11,800)          | (3%)         |
| Other                                 | 17,392              | 9,100               | 8,200               | (900)                | (10%)        |
| Fund Balance                          | 1,229,311           | 1,092,520           | 606,833             | (485,687)            | (44%)        |
| <b>SubTotal</b>                       | <b>\$ 1,670,356</b> | <b>\$ 1,559,620</b> | <b>\$ 1,061,233</b> | <b>\$ (498,387)</b>  | <b>(32%)</b> |
| <b><u>Appropriations</u></b>          |                     |                     |                     |                      |              |
| Personal Services                     | \$ 3,057,890        | \$ 3,346,572        | \$ 3,518,605        | \$ 172,033           | 5%           |
| Operating Expenses                    | 1,042,329           | 1,192,725           | 1,202,657           | 9,932                | 1%           |
| Capital Outlay                        | 16,684              | 155,000             | 255,000             | 100,000              | 65%          |
| Reserves                              | -                   | 910,120             | 412,533             | (497,587)            | (55%)        |
| <b>SubTotal</b>                       | <b>\$ 4,116,903</b> | <b>\$ 5,604,417</b> | <b>\$ 5,388,795</b> | <b>\$ (215,622)</b>  | <b>(4%)</b>  |
| <b>Ad Valorem Funding</b>             | <b>\$ 3,664,954</b> | <b>\$ 4,044,797</b> | <b>\$ 4,327,562</b> | <b>\$ 282,765</b>    | <b>7%</b>    |
| <b>Positions</b>                      | <b>42</b>           | <b>42</b>           | <b>43</b>           | <b>1</b>             | <b>2%</b>    |

**SIGNIFICANT CHANGES**

**Non Ad-Valorem Revenues**

Fund Balance – (\$485,687) decrease is primarily due to projects for the digital conversion and transition of Channel 20 broadcast operations. This also resulted in a decrease in reserves and an increase in capital outlay.

**Appropriations**

Positions 1

**Budget Process 1:** Addition of 1 Website Specialist position to assist with increasing workload of the web team including managing social media and new website postings.



# **PUBLIC SAFETY**

**Stephanie Sejnoha, Director**

**20 South Military Trail  
West Palm Beach, Florida 33415  
Phone: 561-712-6400**

**Website Address: <http://discover.pbcgov.org/publicsafety/>**

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**DEPARTMENT SUMMARY**

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**MISSION STATEMENT**

To protect, enhance, and improve the health, safety, welfare, and quality of life in Palm Beach County with employee teamwork and public service through an organization of diverse programs and services.

**9-1-1 Technical Services**

Palm Beach County 9-1-1 Technical Services has an ongoing commitment to enhance the life and safety of the public by providing and maintaining a fast, efficient 9-1-1 System through advanced 'Next Generation' technology and training.

**Administration**

To manage and coordinate the department's administrative and financial needs including personnel, budgetary, purchasing, contract, policies and procedures, and computer issues.

**Animal Care and Control**

To prevent and investigate cruelty to animals and prevent unwanted pets through low cost spay/neuter efforts, manage a licensing program for pets, handle public complaints, conduct investigations for civil infractions, provide sheltering and medical care for impounded/unwanted animals, and facilitate release of animals through adoption or rescue partnering. Services include public health/safety programs for rabies surveillance and testing; humane education; and pet sterilization.

**Consumer Affairs**

To utilize county and state consumer protection ordinances and statutes to: investigate and enforce unfair and deceptive trade practices of businesses; assist consumers in selecting businesses providing fair value for services and merchandise; assist consumers in mediating disputes with businesses and landlords; regulate moving, vehicle-for-hire, water taxis, towing, and Home Caregivers; and enforce "price gouging" ordinance during emergencies.

**Emergency Management**

To coordinate County resources in the preparedness for, response to, recovery from, and mitigation against all hazards, natural or human-generated. Primary services include: maintaining the Emergency Operations Center (EOC) and its staff's readiness for activation, managing the 24-hour County Warning Point, conducting annual assessments of hazardous materials and critical facilities, providing public alerts, warnings, and after-hour emergency notification to County agencies, conducting training with our Community Emergency Response Teams (CERT), coordinating emergency management plans, training and exercises, regulating countywide EMS activities, and maintaining the special needs registry and sheltering programs.

**Justice Services**

To provide a variety of highly professional age and issue specific programs which enhances public safety and assists the Justice System and the citizens of the County. Primary services include the identification and treatment of substance abuse issues through drug court programs, reentry services for high risk ex-offenders, providing information to the court so informed decision can be made regarding pre-trial release, supervision and monitoring of individuals referred by the court, and providing psychological assessments/evaluations.

**Victim Services**

To provide comprehensive direct services to crime victims and advocate on their behalf within the criminal justice system and the community. Primary services include: 24-hour hotline and crisis field response for victims and surviving family members of sexual assault, domestic violence, homicide and other serious injury cases; provide court accompaniment, safety planning, legal advocacy assistance with filing victim compensation claims, information and referral; conduct sexual assault forensic examinations; provide individual and group therapy sessions; serve as the coordinating agency for the County's Sexual Assault Response Team (SART).

**FY 16 Highlights & Accomplishments**

- Upgraded the Town of Palm Beach Public Safety Answering Point (PSAP) to a Next Generation (NG) 911 system. Entered into an Interlocal Agreement with Orange County to host Palm Beach County 911 backup equipment in their Orlando data center. This equipment became operational in February 2016. Installed a NG 911 PSAP at Florida Atlantic University (FAU). This equipment will provide the location of 911 callers on the FAU campus.
- Animal Care and Control (ACC) won the State's Best Collaborative Partnership for Countdown 2 Zero, an initiative between government and community to save the lives of adoptable animals. The division increased the live release rate for cats from 40% to 65% and maintained an 82% live release rate for dogs.
- Pursuant to the Home Caregiver Ordinance, Consumer Affairs began issuing Home Caregiver licenses in April 2016. Those required, must have a Home Caregiver license in their possession while working as a Home Caregiver to avoid fines. Also in April 2016, a new Vehicle for Hire Ordinance was passed to allow for Transportation Companies (TNCs) like Uber and Lyft to operate in Palm Beach County.
- Emergency Management, in collaboration with other County agencies, achieved a Community Rating System Class 5 resulting in lower flood insurance premiums, saving over \$4,000,000 for property owners.
- Emergency Management received grant awards totaling \$961,101. This funding was used for training and conducting hazard preparation, and prevention programs.
- Programming for Reentry services successfully transitioned from the Criminal Justice Commission (CJC) to Justice Services, with increased service levels. Pretrial Services, in partnership with CJC, began work on choosing and implementing an evidence based risk assessment tool to help the judiciary make informed pretrial release decisions with more customized supervision options.
- Victim Services staff became certified Danger Assessors to assist abused women to determine the level of danger of being killed by her intimate partner. Since implementation in January 2016, the Danger Assessment Instrument has been used on 340 occasions.

**FY 17 Emerging Issues**

- Install wireless equipment to provide 911 backup connections to barrier island PSAPs. Launch Countywide Text-to-911.
- New and emerging disease continues to challenge ACC's ability to treat shelter animals effectively. Replacement of aging equipment will need to be addressed in 2017 and 2018. Field Services continues to be backlogged on calls requiring an officer to respond. Average daily roll-over for calls is 300. The mobile Spay Shuttle was officially decommissioned. The ACC classroom is currently being used for public spay neuter, a new facility for this purpose is needed.
- TNCs like Uber and Lyft have begun experimenting with "self-driving" cars which could have a negative financial impact on licensing Vehicle for Hire Companies, drivers, and also the jobs, many of which are held by urban taxi and limo drivers.
- Emergency Management is working cooperatively with our local and regional stakeholders on operational readiness activities for domestic security.
- Remaining cognizant of the changing domestic security landscape and developing planning, training, exercises, and purchasing equipment which meets the emergence of threats.
- Pretrial Services, in conjunction with their criminal justice partners, will pilot an empirically developed, evidence based risk assessment instrument for release and supervision decisions to potentially integrate it as a core tool and practice in the criminal justice process. National technical assistance providers, the Pretrial Justice Institute, will assist in the implementation, participating in the training of the judiciary. Use of the new tool may prompt changes to the way the Supervised Release program operates.
- 27% of all traffic deaths investigated by PBSO were attributed to DUI/Impaired driving. These crashes are often treated as accidents instead of a crime resulting in a delay or absence of services. It is necessary to develop a coordinated, multi-disciplinary, and victim-centered first response system to meet DUI survivor needs.

**FY 2017 OBJECTIVES**

1. Maximize the availability of the Countywide 9-1-1 network.
2. Implement Countywide Text to 911.
3. Increase live release of cats by 20 percent through enhanced adoption programs and Trap, Neuter, Vaccinate, and Return (TNVR).
4. Reduce cat intake by targeted sterilization programs in zip codes of highest intake.
5. Increase appearances and participation on Channel 20, local events and programs, and schools to provide consumers, businesses, and students with information on the latest regulatory issues and scams that may impact them.
6. Increase administrative and enforcement actions taken against offending businesses and licensed and unlicensed companies.
7. Maintain compliance with FEMA's Five-Year National Incident Management System Training Plan (NIMS) and implement the PBC Division of Emergency Management Multi-Year Training and Exercise Plan.
8. Maintain a satisfactory participant level with Emergency Management Division's community outreach presentations.
9. Divert juvenile and adult ex-offenders residing in Palm Beach County from the justice system by providing reentry case management support services from October 1, 2016 through September 30, 2017.
10. Reduce the use of incarceration in the county jail by providing a pretrial services program that serves as an alternative operating at a rate of 4% of the cost of county incarceration.
11. Maintain a comprehensive advocacy services program to provide support to victims of crime.
12. Increase knowledge of response professionals and general public about services, victimization, victim rights, and/or response procedures by conducting relevant training, outreach, and awareness activities.

| <b><u>PERFORMANCE MEASUREMENTS</u></b>   | <b><u>Actual</u></b><br><b><u>FY 2015</u></b> | <b><u>Estimated</u></b><br><b><u>FY 2016</u></b> | <b><u>Projected</u></b><br><b><u>FY 2017</u></b> | <b><u>Type</u></b> | <b><u>Obj</u></b> |
|--|---|--|--|--------------------|-------------------|
| Number of live releases of cats  | 2,537   | 3,113  | 3,735  | Outcome            | 3                 |
| <b>911 Technical Services</b>  |   |  |  |                    |                   |
| Countywide 9-1-1 Telecommunications Network Uptime   | 99.900%                                       | 99.983%  | 99.985%  | Efficiency         | 1                 |
| Report the number of texts to each PSAP  | N/A   | N/A  | 1,100,000  | Outcome            | 2                 |
| <b>Animal Care &amp; Control</b>   |   |  |  |                    |                   |
| Cat Intake Reduction   | 6,879   | 6,400  | 6,000  | Demand             | 4                 |
| <b>Consumer Affairs</b>  |   |  |  |                    |                   |
| Number of appearances and outreach presentations to increase public awareness  | 15  | 50   | 75   | Output             | 5                 |
| Number of administrative/enforcement actions   | 124   | 135  | 150  | Output             | 6                 |
| <b>Emergency Management</b>  |   |  |  |                    |                   |
| Percentage of National Incident Management System (NIMS) compliant Emergency Operations Center (EOC) activation staff      | 62%   | 60%  | 65%  | Outcome            | 7                 |
| Number of community outreach events  | 84  | 105  | 126  | Output             | 8                 |
| <b>Justice Services</b>  |   |  |  |                    |                   |
| Juvenile and adult ex-offenders diverted   | 1,600   | 1,600  | 1,600  | Output             | 9                 |
| Average daily number of criminal defendants out of custody pending trial under supervision by the pretrial services office | 875   | 875  | 875  | Output             | 10                |
| <b>Victim Services</b>   |   |  |  |                    |                   |
| Number of units of advocacy services provided to crime victims   | N/A   | 15,000   | 15,000   | Demand             | 11                |
| Number of trainings, awareness events, presentations, and outreach activities  | 135   | 150  | 150  | Output             | 12                |

## DEPARTMENT FINANCIAL SUMMARY

|                                       | FY 15 Actual         | FY 16 Budget         | FY 17 Budget         | Change (FY 16-FY 17) |            |
|---------------------------------------|----------------------|----------------------|----------------------|----------------------|------------|
|                                       |                      |                      |                      | \$                   | %          |
| <b><u>Non-Ad Valorem Revenues</u></b> |                      |                      |                      |                      |            |
| Charges for Services                  | \$ 3,709,225         | \$ 3,594,780         | \$ 3,621,097         | \$ 26,317            | 1%         |
| Fines & Forfeitures                   | 2,645                | 1,500                | 1,500                | -                    | -          |
| Grants                                | 9,001,211            | 11,159,789           | 8,580,835            | (2,578,954)          | (23%)      |
| Licenses & Permits                    | 903,224              | 944,400              | 993,700              | 49,300               | 5%         |
| Other                                 | 199,172              | (268,448)            | (226,359)            | 42,089               | 16%        |
| Interfund Transfers                   | 888,837              | 1,053,150            | 1,123,402            | 70,252               | 7%         |
| Fund Balance                          | 3,987,316            | 1,960,097            | 6,130,732            | 4,170,635            | 213%       |
| <b>SubTotal</b>                       | <b>\$ 18,691,630</b> | <b>\$ 18,445,268</b> | <b>\$ 20,224,907</b> | <b>\$ 1,779,639</b>  | <b>10%</b> |
| <b><u>Appropriations</u></b>          |                      |                      |                      |                      |            |
| Personal Services                     | \$ 15,945,504        | \$ 17,848,575        | \$ 18,596,306        | \$ 747,731           | 4%         |
| Operating Expenses                    | 9,084,471            | 8,466,066            | 8,678,335            | 212,269              | 3%         |
| Capital Outlay                        | 208,930              | 88,460               | 96,810               | 8,350                | 9%         |
| Grants and Aids                       | 2,519,961            | 4,198,465            | 3,774,695            | (423,770)            | (10%)      |
| Transfers                             | 1,496,551            | 577,565              | 1,102,152            | 524,587              | 91%        |
| Reserves                              | -                    | 3,262,727            | 5,285,207            | 2,022,480            | 62%        |
| <b>SubTotal</b>                       | <b>\$ 29,255,417</b> | <b>\$ 34,441,858</b> | <b>\$ 37,533,505</b> | <b>\$ 3,091,647</b>  | <b>9%</b>  |
| <b>Ad Valorem Funding</b>             | <b>\$ 13,217,788</b> | <b>\$ 15,996,590</b> | <b>\$ 17,308,598</b> | <b>\$ 1,312,008</b>  | <b>8%</b>  |
| <b>Positions</b>                      | <b>252</b>           | <b>257</b>           | <b>261</b>           | <b>4</b>             | <b>2%</b>  |

## SIGNIFICANT CHANGES

**Non-Ad Valorem Revenues**

Grants – Decrease of (\$2,578,954) is a result of a \$2,500,00 grant expected in 2016 that was not being received.

Fund Balance – Increase of \$4,170,635 is a result of moving balances out of the E-911 capital project fund and into operating funds since much of the related expenditures will be Grants and Aids to other agencies.

**Appropriations**

Positions – 4

**Mid Year FY2016 - 2:** Two positions (Program Coordinator and Part Time Program Facilitator) added during year related to Green Dot Strategy Grant program. Positions approved for the length of grant funding.

**Budget Process 2:** One Information Management System Specialist to provide reporting tools and analysis necessary to improve program services; One Animal Control Officer to respond to high demand and reduce response time

Reserves – Increase of \$2,022,480 is due in large part to changes made to E-911 funds that were previously considered capital but are now included in the operating budget. The change in location of funds also more than accounts for the increase in transfers of \$524,587, which is funding a E-911 capital project in the capital project fund.



# **PURCHASING**

**Kathy Scarlett, Director**

**50 South Military Trail, Suite 110**

**West Palm Beach, Florida 33415**

**Phone: 561-616-6800**

**Website Address: <http://discover.pbcgov.org/purchasing/>**

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**DEPARTMENT SUMMARY**

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**MISSION STATEMENT**

To procure non-construction related goods and services for departments under the Board of County Commissioners in accordance with the Palm Beach County Purchasing Code; to provide a central warehouse that includes a store and storage facility; and to provide the delivery of interdepartmental mail, stored items, and stock goods to County departments.

**Department Overview**

Pursuant to the Purchasing Code (Sections 2-51 through 2-58 of the Palm Beach County Code), the Purchasing Department procures non-construction related goods and services valued at or exceeding \$5,000 and also monitors all procurements under \$5,000 made by County departments. The procurement of goods and services is accomplished through various methods including a Request for Quote (RFQ), Invitation for Bid (IFB), Request for Submittal (RFS), Request for Proposal (RFP), and alternative source selections, including but not limited to, Sole Source purchases, Emergency purchases, and Piggyback purchases.

**Purchasing**

Primary services include procuring non-construction related goods and services for Palm Beach County; monitoring term contracts to ensure that gaps in service do not occur; monitoring decentralized purchases made by County departments to ensure that the appropriate policies and procedures are observed; providing suggestions to County departments with regard to alternative source selections; handling all protests, including those pertaining to construction related procurements; coordinating and participating in protest hearings conducted before a Special Master; and providing procurement training, advice, and assistance to all County departments.

**Warehouse/Stores**

Services include the processing of stock requisitions through the automated Inventory Control Subsystem and providing stock items (i.e., basic operating supplies) to County departments; delivering interdepartmental and U.S. Mail, publications, and paychecks to County departments; providing centralized shipping, receiving, and storage operations for County departments and Constitutional Officers; maintaining an inventory of emergency supplies; and delivering storage items and stock goods as requested.

**FY 16 Highlights & Accomplishments**

- Procured approximately \$213,452,592 in non-construction related goods and services.
- Received and responded in detail to 13 protests. Of the 13 protests received, two hearings were requested before a Special Master. The County prevailed at both Special Master hearings.
- Conducted procurement training for User County Departments as requested.
- Attended the Office of Small Business Assistance's Annual Matchmaker Conference and Expo to inform and assist vendors with the County's purchasing process. In addition, the Director of Purchasing was a panel speaker at the Conference and Expo on the "Spotlight on the Procurement Process."
- Attended Palm Beach State College/Palm Beach County Office of Small Business Assistance's Florida Small Business Development Center (FSBDC) Workshop to inform participants on how to do business with the County through Vendor Self Service.
- Attended the Office of Small Business Assistance's Annual Small Business Week Lunch and Learn Workshop to inform participants on Bidding for Success and on Vendor Self Service.
- Processed over 614 public records requests.
- Maintained the percentage of warehouse items under contract at 83.5% of active items.
- Delivered 286,164 warehouse items to 256 County Department locations.
- Filled 94.8% of the commodity lines on stock requisitions within 5 days.
- Achieved .34% inventory variance.
- Increased vendor on-time deliveries to 87.7%.
- Increased inventory turnover from 4.3 to 4.8.
- Purchasing continues to move toward a "paperless" system by implementing Phase II of SmeadSoft, our departmental online record storage system. With the implementation of Phase II, all purchasing documents should be available online by end of FY17.
- FY16 files scanned: 8,830 pages of contracts and 65,058 pages of procurement contracts/purchase orders.
- Purchasing has implemented Phase II of Vendor Self Service, which automatically generates notifications of County solicitations to vendors that have listed the commodities they sell in their vendor registration account.
- Worked with Clerk & Comptroller's Office on a collaborative effort to streamline the vendor payment process.

**FY 17 Emerging Issues**

- Purchasing continues to move toward consolidation of the County's 400 multi-function device (copier) contracts. The consolidation of these contracts will standardize the County's copier/scanner/printer machines making it easier and much more efficient for all users and contract administrators. We are hopeful that the consolidation of these contracts will take place mid FY17.
- Purchasing will be conducting a mass mail-out to many of the County's 12,000 + vendors in order to give them the option of receiving payment from the County via credit card. By doing so, the County receives a rebate from each payment made via the County credit card which results in a substantial rebate and benefit.
- Purchasing will be implementing Phase III of Vendor Self Service, which will allow vendors to respond to solicitations online thereby further streamlining the procurement process. We anticipate completion of Phase III by mid FY17.
- The Purchasing Department is continuing to meet with all County Departments in order to better understand their specific procurement needs and to determine any future changes that may be necessary to the County's procurement process.

**FY 2017 OBJECTIVES**

1. Process requisitions within an average of 14 workdays or less.
2. Issue 90% of purchase orders within 30 days.
3. Process at least 90% of all term contracts without a gap in service.
4. Fill 95% of the commodity lines on stock requisitions within 5 workdays.
5. Maintain inventory variance of 0.25% or less.
6. Maintain inventory turnover of 4.5 or more.
7. Reduce back orders as a percentage of total orders to 5% or less.
8. Maintain vendor on time deliveries at 85% or greater.
9. Maintain the percentage of warehouse items purchased under contract at 80% or greater.

| <b><u>PERFORMANCE MEASUREMENTS</u></b>                              | <b><u>Actual</u></b><br><b><u>FY 2015</u></b> | <b><u>Estimated</u></b><br><b><u>FY 2016</u></b> | <b><u>Projected</u></b><br><b><u>FY 2017</u></b> | <b><u>Type</u></b> | <b><u>Obj</u></b> |
|---|---|--|--|--------------------|-------------------|
| <b><u>Purchasing Division</u></b>                                   |   |  |  |                    |                   |
| Number of requisitions  | 546   | 456  | 501  | Demand             |                   |
| Number of purchase orders   | 485   | 406  | 445  | Output             |                   |
| Number of contracts   | 235   | 200  | 217  | Output             |                   |
| Average workdays to process requisitions                            | 13  | 14   | 13   | Efficiency         | 1                 |
| Percentage of purchase orders issued within 30 days                 | 89%   | 89%  | 90%  | Efficiency         | 2                 |
| Percentage of all term contracts processed without a gap in service | 92%   | 89%  | 90%  | Outcome            | 3                 |
| <b><u>Warehouse</u></b>   |   |  |  |                    |                   |
| Number of line items shipped  | 26,005  | 26,000   | 26,000   | Output             |                   |
| Percentage of line items filled within 5 workdays                   | 94.7%   | 95.1%  | 95.0%  | Efficiency         | 4                 |
| Annual inventory variance   | .02%  | .25%   | .25%   | Outcome            | 5                 |
| Inventory turnover  | 4.4 times                                     | 4.7 times  | 4.7 times  | Outcome            | 6                 |
| Back orders as a percentage of total orders                         | 5.3%  | 4.9%   | 5.0%   | Outcome            | 7                 |
| Percentage of on time vendor deliveries                             | 86.1%   | 87.7%  | 85.0%  | Outcome            | 8                 |
| Percentage of warehouse items purchased under contract              | 82.3%   | 83.9%  | 84.0%  | Efficiency         | 9                 |

## DEPARTMENT FINANCIAL SUMMARY

|                                       | FY 15 Actual        | FY 16 Budget        | FY 17 Budget        | Change (FY 16-FY 17) |              |
|---------------------------------------|---------------------|---------------------|---------------------|----------------------|--------------|
|                                       |                     |                     |                     | \$                   | %            |
| <b><u>Non-Ad Valorem Revenues</u></b> |                     |                     |                     |                      |              |
| Charges for Services                  | \$ 485              | \$ 1,000            | \$ 1,000            | \$ -                 | -            |
| Fines & Forfeitures                   | 1,500               | 1,500               | 1,500               | -                    | -            |
| Other                                 | 10,238              | 7,000               | 6,000               | (1,000)              | (14%)        |
| <b>SubTotal</b>                       | <b>\$ 12,223</b>    | <b>\$ 9,500</b>     | <b>\$ 8,500</b>     | <b>\$ (1,000)</b>    | <b>(11%)</b> |
| <b><u>Appropriations</u></b>          |                     |                     |                     |                      |              |
| Personal Services                     | \$ 3,386,376        | \$ 3,618,218        | \$ 3,681,537        | \$ 63,319            | 2%           |
| Operating Expenses                    | 163,224             | 267,793             | 235,463             | (32,330)             | (12%)        |
| <b>SubTotal</b>                       | <b>\$ 3,549,600</b> | <b>\$ 3,886,011</b> | <b>\$ 3,917,000</b> | <b>\$ 30,989</b>     | <b>1%</b>    |
| <b>Ad Valorem Funding</b>             | <b>\$ 3,537,377</b> | <b>\$ 3,876,511</b> | <b>\$ 3,908,500</b> | <b>\$ 31,989</b>     | <b>1%</b>    |
| <b>Positions</b>                      | <b>44</b>           | <b>45</b>           | <b>45</b>           | <b>-</b>             | <b>-</b>     |



# **RISK MANAGEMENT**

**Scott Marting, Director**

**100 Australian Avenue, Suite 200  
West Palm Beach, Florida 33406  
Phone: 561-233-5400**

**Website Address: <http://discover.pbcgov.org/riskmanagement/>**

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**DEPARTMENT SUMMARY**

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**MISSION STATEMENT**

To serve the citizens and employees of Palm Beach County by providing cost-effective and efficient coordination of all functions relating to the identification, analysis, and control of exposures which threaten loss to the County and to offer group health and life insurance policies that are sufficient to attract and retain employees, while managed efficiently to ensure costs are controlled. The Department strives for excellence through proactive management of various programs including Employee Assistance Program, Employee Safety/Loss Control, Group Insurance, Occupational Health, Property & Casualty, and Workers' Compensation.

**Employee Assistance Program**

Promotes the mental health and wellness of County employees and their families. Services aim at timely intervention of conditions which negatively impact health, well-being, or job performance and seek to restore employees and family members to optimum functioning in all life areas.

**Employee Safety/Loss Control**

Provides programs and services to the departments of the Board of County Commissioners (BCC) to prevent injury and illness to County employees, harm to the public, and property losses to the County.

**Group Insurance**

Provides excellent customer service to group insurance participants and properly administers the County's various employee group insurance (health, life, dental, flexible spending accounts, and short and long term disability) plans in accordance with federal law and County policies. Offers programming that fosters positive physical and mental wellbeing both within and outside the workplace for employees and their families, through wellness education, activities, and opportunities.

**Occupational Health**

Provides services that focus on the promotion, protection, and restoration of the health and safety of Palm Beach County employees. By providing high quality, cost effective medical surveillance, and timely medical and rehabilitative services employees are able to achieve the highest level of occupational health and wellness.

**Property and Casualty**

Provides cost-effective and efficient oversight of the various insurance and self-insurance programs protecting the County against financial loss resulting from damage to County-owned assets and/or negligence. The Division serves as an advisor to the County analyzing and recommending appropriate risk avoidance and transfer methods.

**Workers' Compensation**

Manages and oversees the administering of the County's self-insured Workers' Compensation claims. The County's claims are administered by a third party administrator with three on-site adjusters and additional administrative support located at the third party administrator's office. The County's claim administration is in accordance with the Florida Workers' Compensation Law (F.S. 440).

**FY 16 Highlights & Accomplishments**

- The Workers' Compensation Division (WC) continued to retain the services of a third party administrator, Preferred Governmental Claim Solutions, and continued to ensure the high level of care and service provided to injured workers.
- The Occupational Health Clinic (OHC) provided cost-effective, in-house medical treatment and case management for injured workers.
- The Property and Casualty Insurance Division (PCI) worked with Palm Tran to train all drivers and supervisors in proper Risk Management techniques in an effort to reduce liability claims incurred.
- PCI successfully implemented the certificate of insurance tracking program through a third party vendor to all participating departments.
- The Group Insurance Division (GI) utilized the Oracle benefits administration module that is integrated with the existing PeopleSoft payroll system to process the first open enrollment period and employee self-service elections for Plan Year 2016.
- GI issued 1095-C tax forms to employees participating in the County's medical plan as well as mandated transmittal of employer provided health insurance offer and coverage information to IRS by filing Form 1094-C.
- The Loss Control Division (LC) continued technical support to Departments in a variety of program areas including vehicle safety, safety and health training, asbestos project management, building/site inspections, safety committee support, accident investigation, inspections, industrial hygiene, and light duty placement.
- LC has completed the transition to the Globally Harmonized System of Chemical Labeling within the County. Extensive training has been provided in this area. A partnership with the Graphics Division of Public Affairs is being completed to allow Departments to order secondary container labels (containers not provided by the manufacturer) directly from Graphics. The label information is being provided from LC to Graphics in order to meet the necessary requirements.
- The Employee Assistance Program (EAP) maintained a high level of counseling services, supervisor training, learning forums, and support groups.
- EAP has increased visibility of the program through increased programming, advertising, and employees' personal experience, throughout the County. The program benefits the County by assisting employees with stressors and concerns that could otherwise affect job productivity.

**FY 17 Emerging Issues**

- WC will begin to experience increased costs as a result of successful challenges to the constitutionality of the state statute. In some instances, WC may see an increase in indemnity benefits paid to injured workers. In addition, if WC fees are owed to an injured worker's attorney, those fees will increase substantially in many circumstances.
- PCI will work to revise the insurance contract language used in agreements as the needs of the County evolve.
- GI continues to meet incremental deadlines from the Patient Protection and Affordable Care Act (Act) until it reaches its final fruition in 2020. During this time, the landscape of employer-sponsored health insurance benefits will change dramatically. The GI must continually monitor and ensure compliance with the Act.
- GI will process a Request for Proposal (RFP) for the County's employees and retirees, as well as employees of Palm Tran and Palm Beach County Supervisor of Elections office, to select the third party administrator for the self-insured health plan and pharmacy program. The plan currently covers approximately 4,400 active employees and retirees and more than 8,600 total lives. The total projected health plan and administrative expense for Plan Year 2017 is in excess of \$70 million.
- LC will continue to expand computer based training course offerings to employees through the DuPont Sustainable solutions. This training will be based on employee hazard exposure with the goal of preventing employee injuries and illness and reducing the costs associated with them.

**FY 2017 OBJECTIVES**

1. The Employee Assistance Program will increase the number of employee cases by 10%.
2. The Employee Assistance Program will increase the number of educational and training programs by 10%.
3. The Employee Safety/Loss Control Program will review 100% of employee incident reports.
4. The Employee Safety/Loss Control Program will provide 100% support for activities required for approved drivers. This includes new and transferred driver approvals, records checks, processing of accident reports, and training.
5. The Group Insurance Program will increase participation in wellness program activities by 5%.
6. The Occupational Health Clinic will treat at least 65% of Workers' Compensation cases in-house.
7. The Occupational Health Clinic will complete at least 99% of post-offer physical exams within 48 hours.
8. The Property and Casualty Program will conduct at least 40 trainings and consultations.
9. The Property and Casualty Program will recover County owed monies on at least 95% of all property damage claims.
10. The Workers' Compensation Program will achieve a claims closing ratio of at least 100%.
11. The Workers' Compensation Program will achieve a lost-time claims ratio of no greater than 15%.
12. The Workers' Compensation Program will achieve a PPO network penetration of at least 90%.

| <b><u>PERFORMANCE MEASUREMENTS</u></b>                 | <u>Actual</u><br><u>FY 2015</u> | <u>Estimated</u><br><u>FY 2016</u> | <u>Projected</u><br><u>FY 2017</u> | <u>Type</u> | <u>Obj</u> |
|--|---------------------------------|------------------------------------|------------------------------------|-------------|------------|
| <b>Employee Assistance Program</b>                     |                                 |                                    |                                    |             |            |
| Employee cases   | 174                             | 191                                | 210                                | Demand      | 1          |
| Educational and training programs                      | 62                              | 68                                 | 75                                 | Output      | 2          |
| <b>Employee Safety/Loss Control</b>                    |                                 |                                    |                                    |             |            |
| Review of employee incident reports.                   | N/A                             | 100%                               | 100%                               | Efficiency  | 3          |
| Authorized/trained drivers under Driver Program        | N/A                             | 100%                               | 100%                               | Efficiency  | 4          |
| <b>Group Insurance</b>                                 |                                 |                                    |                                    |             |            |
| Employees participating in wellness program activities | 2,006                           | 2,106                              | 2,211                              | Demand      | 5          |
| <b>Occupational Health</b>                             |                                 |                                    |                                    |             |            |
| Workers' Compensation cases treated in-house           | N/A                             | 64%                                | 65%                                | Output      | 6          |
| Post-offer exams completed within 48 Hours             | N/A                             | 99%                                | 99%                                | Efficiency  | 7          |
| <b>Property and Casualty</b>                           |                                 |                                    |                                    |             |            |
| Consultations and trainings                            | 81                              | 40                                 | 40                                 | Output      | 8          |
| Recovery of monies owed on property damage claims      | 97%                             | 90%                                | 95%                                | Efficiency  | 9          |
| <b>Workers' Compensation</b>                           |                                 |                                    |                                    |             |            |
| Claims closing ratio                                   | 118%                            | 100%                               | 100%                               | Output      | 10         |
| Lost time claims                                       | 19%                             | 15%                                | 15%                                | Efficiency  | 11         |
| PPO network penetration                                | 97%                             | 85%                                | 90%                                | Efficiency  | 12         |

## DEPARTMENT FINANCIAL SUMMARY

|                                       | FY 15 Actual          | FY 16 Budget          | FY 17 Budget          | Change (FY 16-FY 17) |           |
|---------------------------------------|-----------------------|-----------------------|-----------------------|----------------------|-----------|
|                                       |                       |                       |                       | \$                   | %         |
| <b><u>Non-Ad Valorem Revenues</u></b> |                       |                       |                       |                      |           |
| Charges for Services                  | \$ 2,464              | \$ 1,400              | \$ 250                | \$ (1,150)           | (82%)     |
| Other                                 | 90,062,286            | 97,557,807            | 99,929,092            | 2,371,285            | 2%        |
| Fund Balance                          | 13,974,576            | 12,377,449            | 16,778,743            | 4,401,294            | 36%       |
| <b>SubTotal</b>                       | <b>\$ 104,039,326</b> | <b>\$ 109,936,656</b> | <b>\$ 116,708,085</b> | <b>\$ 6,771,429</b>  | <b>6%</b> |
| <b><u>Appropriations</u></b>          |                       |                       |                       |                      |           |
| Personal Services                     | \$ 2,534,322          | \$ 2,676,538          | \$ 2,789,442          | \$ 112,904           | 4%        |
| Operating Expenses                    | 83,285,275            | 94,785,640            | 95,986,677            | 1,201,037            | 1%        |
| Capital Outlay                        | 1,143                 | -                     | -                     | -                    | -         |
| Reserves                              | -                     | 12,858,057            | 18,324,285            | 5,466,228            | 43%       |
| <b>SubTotal</b>                       | <b>\$ 85,820,740</b>  | <b>\$ 110,320,235</b> | <b>\$ 117,100,404</b> | <b>\$ 6,780,169</b>  | <b>6%</b> |
| <b>Ad Valorem Funding</b>             | <b>\$ 381,447</b>     | <b>\$ 383,579</b>     | <b>\$ 392,319</b>     | <b>\$ 8,740</b>      | <b>2%</b> |
| <b>Positions</b>                      | <b>30</b>             | <b>30</b>             | <b>30</b>             | <b>-</b>             | <b>-</b>  |

## SIGNIFICANT CHANGES

**Non-Ad valorem Revenues**

Other - \$5,125,464 increase in premiums collected offset by (\$2,822,988) decrease in Self-Insurance charges collected.

Fund Balance - \$4,401,294 increase due to lower than expected self insured health plan claims and operating expenses which also results in a corresponding increase to Reserves.

**Appropriations**

Operating Expenses - \$1,861,928 increase in actuarially expected claims expense offset by (\$296,386) decrease in Other Contractual Services due to decrease in fees payable under the Affordable Care Act.



# **TOURIST DEVELOPMENT COUNCIL**

**Glenn Jergensen, Executive Director**

**1555 Palm Beach Lakes Boulevard, Suite 900**

**West Palm Beach, Florida 33401**

**Phone: 561-233-3130**

**Website Address: <http://discover.pbcgov.org/touristdevelopment/>**

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**DEPARTMENT SUMMARY**

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**MISSION STATEMENT**

To lead the promotion of tourism in Palm Beach County by empowering collaborative partnerships, advocating appropriate destination defining developments, and ensuring the steady growth of visitors.

**Convention Center (PBCCC)**

A general public assembly facility owned by Palm Beach County. The purpose of the facility is to provide the general public with a place to hold meetings, conferences, banquets, trade shows, etc. through license agreements. Emphasis is placed on attracting out-of-town attendees who will occupy local hotels and motels resulting in a favorable economic impact to the community.

**Cultural Council**

Promotes and markets Palm Beach County as a “cultural tourism” destination. Creates a positive economic impact by promoting cultural experiences and developing audiences, through multiple media channels to tourists, visitors, and residents; administers grants to non-profit organizations and artists; expands arts and cultural educational opportunities; advocates for funding and arts-friendly public policies; and develops donors through membership programs.

**Discover The Palm Beaches (DTPB)**

Develops a brand strategy and implements marketing and sales programs to increase visitation to the County by leisure tourists, groups and meetings, and other visitors in key markets throughout the United States and internationally. This is accomplished through on-line and off-line consumer and trade advertising and targeted sales programs directed to different geographic and niche segments of the marketplace.

**Film and Television Commission (FTC)**

Generates a positive impact on business tourism and the economy in Palm Beach County through the growth of the film, television, digital media, and still photography industries by attracting on-location production, educating our local workforce, and providing superior services to both the visiting and the indigenous production community. Content programming through the sponsorship program is evolving.

**Other Tourist Development Council (TDC) Funded Programs**

Funding of the 1st Cent is earmarked to construct, extend, enlarge, remodel, repair, and/or improve the Convention Center and debt service on the convention center parking garage including operational and maintenance costs of the Convention Center and planning and design costs incurred prior to issuance of bonds. The 1st Cent also funds professional sports franchise facilities and all renewal and replacement of tourism assets. The 4th Cent funding is designated for the payment of debt service on Roger Dean stadium, Convention Center and the Ballpark of the Palm Beaches including planning and design costs incurred prior to issuance of bonds and operation and maintenance costs of the Convention Center for ten years. The Beach Programs provide beach improvement, maintenance, renourishment, restoration, and erosion control with emphasis on dune restoration where possible. Beach Programs is administered by the Palm Beach County’s Environmental Resource Management (ERM) Department. The TDC administers the Special Projects Program which considers funding to attract visitors to events held in Palm Beach County.

**Sports Commission**

The Palm Beach County Sports Commission promotes and markets the County as a sports destination. The Sports Commission attracts and develops sporting events and activities to enhance occupancy of hotel room nights and economic impact on the Palm Beach County economy (with a focus on the off-season); to maximize the utilization of County facilities; and to promote the image of Palm Beach County as a sports tourism destination on a national and international level.

**FY 16 Highlights & Accomplishments**

- Discover the Palm Beaches (DTPB) significantly expanded public relations efforts through Media Missions to key feeder markets such as New York City (NYC), Atlanta, Toronto, Montreal, Boston, London, Chicago, and Philadelphia.
- DTPB hosted individual Palm Beach County destination reviews that converted into over 40,000 total confirmed room nights with a 65% close ratio.
- The Cultural Council of Palm Beach County created the “See the Arts Through a Different Lens” campaign and placed media in digital and print locations. Results in the first year included: 2 billion in viewership (media impressions), production of two public relations events (New York City and Boston), nearly doubling the number of unique visitors to the website, three Flagler awards, and an American Advertising Award (formerly an ADDY).
- For the first time in its history, the Sports Commission supported the production of more than 200,000 room nights and developed and supported its largest collection of sporting events, producing 203,264 room nights for Palm Beach County’s hospitality industry.
- The Film and Television Commission (FTC) completed its second year of marketing The Palm Beaches through the Tourism Branded Content Sponsorship Program. By working with all agencies to produce tourism branded content, there are 37 projects in process, up from 25 in FY15. With strong partnerships, the program has secured shows such as Scuba Nation, which is currently in production and sponsored by Best Western, DTPB, and the FTC. Completed programs have been approved for use on social media and closed circuit TV.
- The Palm Beach County Convention Center's (PBCCC) net Food & Beverage sales posted the highest revenues in the building’s history, \$1,018,867, up 150% from last year.
- PBCCC secured contracts for the Florida Governor’s Hurricane Conference for 2017 through 2019 with 3,330 contracted room nights for each of the three years.

**FY 17 Emerging Issues**

- Millennials surpassed Boomers as the largest generational group in DTPB’s leisure market in FY 15. To appeal to Millennials, content creation will be of the utmost importance as 46% post personal photos, videos, and stories online. Almost half of the travelers interested in visiting The Palm Beaches are Millennials, and just like the overall traveler, over half of these households have children, making ‘family friendly’ messaging more important.
- Social Media continues to play an important role in marketing to travelers as they spend nearly two hours each day on social media channels. Just over 50% of Facebook users cite their friends’ photos as inspiring their travel decisions, 23% of those interested in The Palm Beaches selected a vacation based on something they saw on social media, an increase of 5% from 2015 and 53% of travelers cite word-of-mouth as an important decision in their travel. Of these people, nearly 36% get their word-of-mouth information through social media.
- A new publisher was selected for Arts & Culture magazine. The first issue with a new look will miss the 2016/2017 winter season.
- The Sports Commission is experiencing intensifying competition from other communities across Florida and the United States, making it more difficult to win bids.
- Despite substantial legislative efforts, Florida’s Entertainment Industry Financial Incentive program was not allocated additional tax credits, renewed, or replaced by another program. The program officially ended on July 1, 2016. Efforts are being refocused to explore innovative ways to attract business locally and support the statewide industry in years to come.
- Additional traffic conflicts on Florida Avenue will occur upon opening of the Convention Center Hilton Hotel garage. During larger conventions and conferences in the building, it is possible that traffic will become more congested between the hotel and the convention center on Okeechobee Boulevard and Florida Avenue.

**FY 2017 OBJECTIVES**

1. Achieve targeted gross rental revenue of \$1,849,596 amidst Convention Center garage construction.
2. Realize Convention Center food and beverage net sales of \$664,492.
3. Increase the number of unique visitors to Discover the Palm Beaches web site by 10% over the 2016 estimate.
4. Book 135,000 room nights for visitors to hotels for group sales.
5. Discover the Palm Beaches to book 40,000 room nights shared by the sales team for the Convention Center.
6. Increase cultural tourism to Palm Beach County through a fully integrated marketing campaign that includes advertising, promotion, public relations, social media, and event marketing.
7. Achieve 205,000 sports related hotel room nights.
8. Host or support 150 sports events/activities.
9. Generate 15,000 FTC related hotel room nights.
10. Develop 9 content marketing programs.

| <b><u>PERFORMANCE MEASUREMENTS</u></b>                    | <b><u>Actual</u></b>  | <b><u>Estimated</u></b> | <b><u>Projected</u></b> | <b><u>Type</u></b> | <b><u>Obj</u></b> |
|---|-----------------------|-------------------------|-------------------------|--------------------|-------------------|
|   | <b><u>FY 2015</u></b> | <b><u>FY 2016</u></b>   | <b><u>FY 2017</u></b>   |                    |                   |
| <b>Convention Center</b>                                  |                       |                         |                         |                    |                   |
| Gross rental revenue                                      | \$1,671,231           | \$1,819,730             | \$1,849,596             | Output             | 1                 |
| Food and Beverage Sales (Net)                             | \$407,866             | \$596,667               | \$664,492               | Output             | 2                 |
| <b>Cultural Council</b>                                   |                       |                         |                         |                    |                   |
| Number of cultural tourism room nights                    | 202,630               | 200,000                 | 210,000                 | Demand             | 6                 |
| Number of website visits                                  | 342,626               | 400,000                 | 500,000                 | Demand             | 6                 |
| <b>Discover The Palm Beaches</b>                          |                       |                         |                         |                    |                   |
| Number of unique visitors to web site                     | 1,446,356             | 1,050,000               | 1,155,000               | Demand             | 3                 |
| Booked room nights (hotel leads)                          | 129,394               | 120,000                 | 135,000                 | Demand             | 4                 |
| Group level shared booked room nights (Convention Center) | 16,142                | 19,500                  | 40,000                  | Demand             | 5                 |
| <b>Film and Television Commission (FTC)</b>               |                       |                         |                         |                    |                   |
| Number of FTC hotel room nights                           | 11,279                | 13,125                  | 15,000                  | Demand             | 9                 |
| Number of content marketing programs                      | 6                     | 8                       | 9                       | Demand             | 10                |
| <b>Sports Commission</b>                                  |                       |                         |                         |                    |                   |
| Number of supported sports related room nights            | 183,896               | 195,000                 | 205,000                 | Demand             | 7                 |
| Number of events hosted or supported                      | 138                   | 142                     | 150                     | Demand             | 8                 |

DEPARTMENT FINANCIAL SUMMARY

|                                       | FY 15 Actual         | FY 16 Budget         | FY 17 Budget         | Change (FY 16-FY 17) |              |
|---------------------------------------|----------------------|----------------------|----------------------|----------------------|--------------|
|                                       |                      |                      |                      | \$                   | %            |
| <b><u>Non-Ad Valorem Revenues</u></b> |                      |                      |                      |                      |              |
| Charges for Services                  | \$ 3,296,402         | \$ 3,475,531         | \$ 3,512,805         | \$ 37,274            | 1%           |
| Tourist Development Taxes             | 42,736,409           | 46,490,999           | 46,886,116           | 395,117              | 1%           |
| Other                                 | 671,793              | (1,950,777)          | (2,026,296)          | (75,519)             | 4%           |
| Fund Balance                          | 31,084,385           | 19,937,494           | 22,357,736           | 2,420,242            | 12%          |
| <b>SubTotal</b>                       | <b>\$ 77,788,989</b> | <b>\$ 67,953,247</b> | <b>\$ 70,730,361</b> | <b>\$ 2,777,114</b>  | <b>4%</b>    |
| <b><u>Appropriations</u></b>          |                      |                      |                      |                      |              |
| Personal Services                     | \$ 521,692           | \$ 571,015           | \$ 471,700           | \$ (99,315)          | (17%)        |
| Operating Expenses                    | 21,967,448           | 27,749,960           | 28,490,376           | 740,416              | 3%           |
| Capital Outlay                        | 598,302              | -                    | -                    | -                    | -            |
| Grants and Aids                       | 3,969,278            | 4,930,000            | 4,930,000            | -                    | -            |
| Transfers                             | 27,547,641           | 16,730,917           | 23,935,532           | 7,204,615            | 43%          |
| Reserves                              | -                    | 17,971,355           | 12,902,753           | (5,068,602)          | (28%)        |
| <b>SubTotal</b>                       | <b>\$ 54,604,361</b> | <b>\$ 67,953,247</b> | <b>\$ 70,730,361</b> | <b>\$ 2,777,114</b>  | <b>4%</b>    |
| <b>Ad Valorem Funding</b>             | <b>\$ -</b>          | <b>\$ -</b>          | <b>\$ -</b>          | <b>\$ -</b>          | <b>-</b>     |
| <b>Positions</b>                      | <b>5</b>             | <b>5</b>             | <b>4</b>             | <b>(1)</b>           | <b>(20%)</b> |

**SIGNIFICANT CHANGES**

**Non-Ad Valorem Revenues**

Fund Balance - \$2,420,242 increase is due to expected FY 2016 revenues being more than budgeted combined with lower than expected FY 2016 expenditures.

**Appropriations**

Positions (1)

**Mid-Year (1):** Elimination of 1 Director of Airlift Relations position. Position moved to Department of Airports as an exempt non-permanent position.

Personal Services – (99,315) decrease is primarily due to elimination of a Director of Airlift Relations position.

Transfers - \$7,204,615 increase is primarily due to debt service payments for the Ballpark of the Palm Beaches and the Convention Center parking garage, renovation of the Airport Center office space for TDC, and renewal and replacement for the Convention Center and Roger Dean Stadium. This also resulted in a decrease in reserves.



# **WATER UTILITIES DEPARTMENT**

**Jim Stiles, Director**

**8100 Forest Hill Boulevard  
West Palm Beach, Florida 33413  
Phone: 561-493-6000**

**Website Address: <http://discover.pbcgov.org/waterutilities/>**

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**DEPARTMENT SUMMARY**

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**MISSION STATEMENT**

To provide the highest quality potable water, reclaimed water, and wastewater service to customers in a fiscally and environmentally sound manner. The Water Utilities Department's vision for the future is "Best Water, Best Service, and Best Environmental Stewardship."

**Department Overview**

The Department provides potable water distribution and wastewater collection services to approximately 569,000 residents within 1,200 square miles of the primarily unincorporated area of Palm Beach County. The Department operates five regional water treatment plants with a total treatment capacity of 160.88 million gallons per day (mgd). The Department owns and operates the 35 mgd Southern Region Water Reclamation Facility, a state-of-the-art wastewater treatment and water reclamation facility. Additionally, the Department owns 23.5 mgd of capacity in the East Central Regional Wastewater Treatment Plant, which is operated by the City of West Palm Beach. The Department also operates a Central Region Operations Center, a Southern Region Operations Center and Central Laboratory, and a Customer Service Facility.

**Customer Service**

Facilitates the provision of water and wastewater utility services, including direct external and internal customer assistance for existing and potential customers. Examples of provided services include prompt initiation and connection of new accounts; accurate reading of customer meters and calculation of related billings; timely response to customer inquiries, whether in person, by telephone, via the internet, or through correspondence; management of departmental contracts and agreements; and diligent enforcement and collection of fees owed.

**Potable Water Treatment and Delivery**

Ensures delivery of a high quality level of potable water to the department's customers through its capital facilities and infrastructure. These functions assure the integrity of the distribution system and availability of potable water to meet future needs in accordance with standards established for the health and safety of the department's customers. Primary services include 24 hour on demand availability of potable water service through various treatment technologies, water quality that exceeds state and federal standards, and engineering services to develop and implement all capital facilities necessary to ensure adequate levels of potable water service.

**Wastewater Collection, Treatment, and Disposal**

Ensures environmentally sound wastewater collection, treatment, and reclamation through the facilities owned by the department, as well as additional capacity at the East Central Regional Water Reclamation Facility, operated by the City of West Palm Beach. Primary services include 24 hour on demand availability of wastewater treatment and disposal; wastewater treatment that exceeds state and federal standards; and engineering services to develop and implement all capital facilities necessary to ensure proper collection, treatment, and reclamation of wastewater.

**FY 16 Highlights & Accomplishments**

- Capital Improvement Program encumbered over \$80 million in projects.
- AAA bond rating with Fitch Rating Agency reaffirmed.
- Upgraded Water Treatment Plant 8 with an ion exchange system.

**FY 17 Emerging Issues**

- It is imperative that the Department maintains its Capital Improvement Schedule to ensure the continuity of excellent service. Additionally, the Department is placing even greater emphasis and effort in improving its asset management system.

**FY 2017 OBJECTIVES**

1. Complete review and update the Long-Term Rehabilitation and Repair Funding Plan by July 1, 2017.
2. Increase employee education and training to over 40 hours per employee to 75%, by December 31, 2016.
3. Increase the percentage of work orders that are categorized as Preventative Maintenance to over 50% by September 30, 2017.
4. Complete the implementation of the Computerized Maintenance Management System (MAXIMO) for all of the operations and maintenance to assist with managing Utility assets by September 1, 2017.

| <b><u>PERFORMANCE MEASUREMENTS</u></b>  | Actual<br><u>FY 2015</u> | Estimated<br><u>FY 2016</u> | Projected<br><u>FY 2017</u> | <u>Type</u> | <u>Obj</u> |
|---|--------------------------|-----------------------------|-----------------------------|-------------|------------|
| Capital Project expenditures  | \$43 million             | \$52 million                | \$60 million                | Output      | 1          |
| Percentage of employees with at least 40 education and training hours             | N/A                      | N/A                         | 75%                         | Outcome     | 2          |
| Percentage of Preventative Maintenance work orders of all Department work orders. | N/A                      | N/A                         | 50%                         | Output      | 3          |
| Number of Utility assets tracked by MAXIMO  | N/A                      | N/A                         | 60,000                      | Output      | 4          |

DEPARTMENT FINANCIAL SUMMARY

|                                       | FY 15 Actual          | FY 16 Budget          | FY 17 Budget          | Change (FY 16-FY 17) |           |
|---------------------------------------|-----------------------|-----------------------|-----------------------|----------------------|-----------|
|                                       |                       |                       |                       | \$                   | %         |
| <b><u>Non-Ad Valorem Revenues</u></b> |                       |                       |                       |                      |           |
| Charges for Services                  | \$ 147,863            | \$ -                  | \$ -                  | \$ -                 | -         |
| Grants                                | 23,375                | -                     | -                     | -                    | -         |
| Other                                 | 13,782,184            | -                     | -                     | -                    | -         |
| Interfund Transfers                   | 140,143,262           | 157,186,380           | 165,849,558           | 8,663,178            | 6%        |
| Fund Balance                          | 4,984,398             | 3,000,576             | 3,366,044             | 365,468              | 12%       |
| <b>SubTotal</b>                       | <b>\$ 159,081,082</b> | <b>\$ 160,186,956</b> | <b>\$ 169,215,602</b> | <b>\$ 9,028,646</b>  | <b>6%</b> |
| <b><u>Appropriations</u></b>          |                       |                       |                       |                      |           |
| Personal Services                     | \$ 40,425,564         | \$ 46,665,637         | \$ 49,197,564         | \$ 2,531,927         | 5%        |
| Operating Expenses                    | 80,538,349            | 100,707,110           | 105,872,905           | 5,165,795            | 5%        |
| Capital Outlay                        | 4,724,211             | 9,883,000             | 10,536,000            | 653,000              | 7%        |
| Grants and Aids                       | -                     | -                     | -                     | -                    | -         |
| Transfers                             | 111,390               | 111,385               | 111,380               | (5)                  | -         |
| Charge Offs                           | (5,586,227)           | 1                     | 1                     | -                    | -         |
| Reserves                              | -                     | 2,819,823             | 3,497,752             | 677,929              | 24%       |
| <b>SubTotal</b>                       | <b>\$ 120,213,287</b> | <b>\$ 160,186,956</b> | <b>\$ 169,215,602</b> | <b>\$ 9,028,646</b>  | <b>6%</b> |
| <b>Ad Valorem Funding</b>             | <b>\$ -</b>           | <b>\$ -</b>           | <b>\$ -</b>           | <b>\$ -</b>          | <b>-</b>  |
| <b>Positions</b>                      | <b>568</b>            | <b>575</b>            | <b>585</b>            | <b>10</b>            | <b>2%</b> |

SIGNIFICANT CHANGES

**Non-Ad Valorem Revenues**

Interfund Transfers - increase in funding from the WUD Revenue Fund (4000) primarily to cover increase in Repair & Maintenance Expenses.

**Appropriations**

Positions 10

**Non-Ad Valorem Funded:** Administration and Operations and Maintenance positions needed to meet continuing service needs.

Personal Services - \$763,871 is for the addition of Director of Finance & Administration, Water Supply Policy & Legislative Manager, Materials Manager, Storekeeper, Professional Engineer, Project Coordinator II, Planner/Scheduler, Instrumentation Technician, Instrumentation Technician, and Systems Administrator III.

# **YOUTH SERVICES**

**Tammy K. Fields, Director**

**50 S. Military Trail, Suite 203**

**West Palm Beach, FL 33415**

**Website Address: <http://discover.pbcgov.org/youthservices/>**

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**DEPARTMENT SUMMARY**

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**MISSION STATEMENT**

To administer programs and initiatives of the Board of County Commissioners to ensure the healthy growth, development, education, and transition of children and youth to young adulthood and the workforce.

**Administration**

Manages and evaluate various Department Divisions and programs; and coordinate with other governmental and non-profit organizations providing youth programs and services.

**Finance, Contracting and Administrative Services**

Provides timely, accurate, clear, and complete information with regard to the financial, contractual, and administrative needs of the Youth Services Department (YSD), including the provision of a centralized support system responsible for the coordination and management of personnel, payroll, budget, procurement, contracts, grants, agenda items, fixed asset management, records management, emergency management, information technology issues, and other administrative support.

**Outreach and Community Programming**

Assists with the development, implementation, and evaluation of recommendations derived from the Child and Youth Symposium as well as the goals outlined in Palm Beach County's Comprehensive Plan (Health & Human Service Element). The Division collaborates with community-based organizations in order to achieve these goals and recommendations.

**Residential Treatment and Family Counseling**

Provides educational, outreach, and residential services (Highridge Family Treatment Facility) to youth and families. Primary services include prevention programs aimed at diverting "at-risk" youth from the juvenile justice system; psychological and therapeutic services in the form of family therapy, psychological testing, residential care, and psycho-educational groups for parents and youth.

**FY 16 Highlights & Accomplishments**

- Entered into a three year contract with Sanctuary Institute to assist with Highridge Family Center organizational shift to becoming Trauma Informed. Research has shown that the Sanctuary Model is an effective Trauma-Informed approach for working with youth in residential treatment settings and is recognized as a Promising Practice by the National Child Traumatic Stress Network.
- The Education & Training Center (E&T), using its \$14,900 grant awarded from the American Psychological Association, focused on achieving accreditation of its Doctoral Internship Program. A self-study was submitted and approval for a site visit was granted, and is scheduled for November 2016.
- Staff participated in the Third Annual Student Mental Health and Wellness Conference by offering workshops on Trauma-Informed care, the effects of poverty on the brain, and the need for multicultural sensitivity in the delivery of services.
- Youth & Family Counseling (YFC) provided onsite, school-based (individual and/or psycho-educational group) services at a total of 24 schools (Elementary, Middle, and High).
- A YFC therapist became a certified Youth Mental Health First Aid (YMHFA) Instructor. She has provided instruction to over 70 professionals and community members on recognizing the signs of youth experiencing mental health crisis.
- Selected as one of six jurisdictions in the nation to receive a training grant from the Robert F. Kennedy Children's Corp for dual status youth.
- Participated in a community cradle-to-career collective impact initiative resulting in the creation of a Youth Master Plan.
- Hosted 2nd Annual Spelling Bee competition, with over 300 youth in attendance.
- YSD's My Brother's Keeper (MBK) Initiative helped recruit more than 100 volunteers to act as mentors.
- YSD hosted a policy review session with the Palm Beach County School District, Children's Services Council, Palm Beach County Sheriff's Office, State Attorney's Office, Public Defender's Office, Early Learning Coalition, Department of Children and Families, Department of Juvenile Justice and Career Source to examine policies aligned with the MBK Milestones. Participants provided recommendations on ways that policies and systems can work better to improve life outcomes for boys and young men of color.
- In FY16, two postdoctoral residents, two doctoral interns, three psychology practicum students, and four social work interns successfully completed clinical placements at Residential Treatment and Family Counseling Division (RTFC). An additional two postdoctoral residents, two doctoral interns, two social work interns, three psychology practicum students, and two marriage and family therapy students are actively engaged in placements this year.
- Received 716 volunteer hours of services from 246 volunteers (4 adult and 242 youth).
- More than 70 youth were hired through the summer food program, Youth Empowerment Centers, and Community Based Agencies during the summer months.
- YSD implemented 135 internal policies and procedures effective October 1, 2015 providing for updates to Department information and programmatic changes.
- YSD has added all approved positions to its complement.

**FY 17 Emerging Issues**

- Beginning October 1, 2016, the Highridge Family Center will be coordinating with the Health Care District to provide physicals for youth without insurance or those who do not have a "Medical Home."
- The RTFC Division progressively experience an increase in Spanish- and Creole-speaking clients. YSD will continue to explore options in order to adequately serve this population.
- Family Violence Intervention Program will be incorporated into the YSD.
- With the completion of the Youth Master Plan, YSD will be moving into implementation stages of strategies to address pressing needs of youth.

**FY 2017 OBJECTIVES**

1. Provide school readiness services at 12 sites/locations within Palm Beach County.
2. Provide a minimum of 95 Summer Food sites within Palm Beach County.
3. Achieve a 10% increase in the number of public and private partnership that joins the My Brother's Keeper (MBK) network each year.
4. Provide 100,000 direct service hours to youth and their families.
5. Achieve a treatment completion rate of 60% as indicated by successful completion of treatment regimen.
6. Achieve annual participation of at least 210 students at the Youth Empowerment Centers within Palm Beach County.
7. Ensure all contracts for programming include data collection and evaluation requirements allowing for evidence-based/promising program monitoring in support of the mission and priorities of the Youth Services Department.

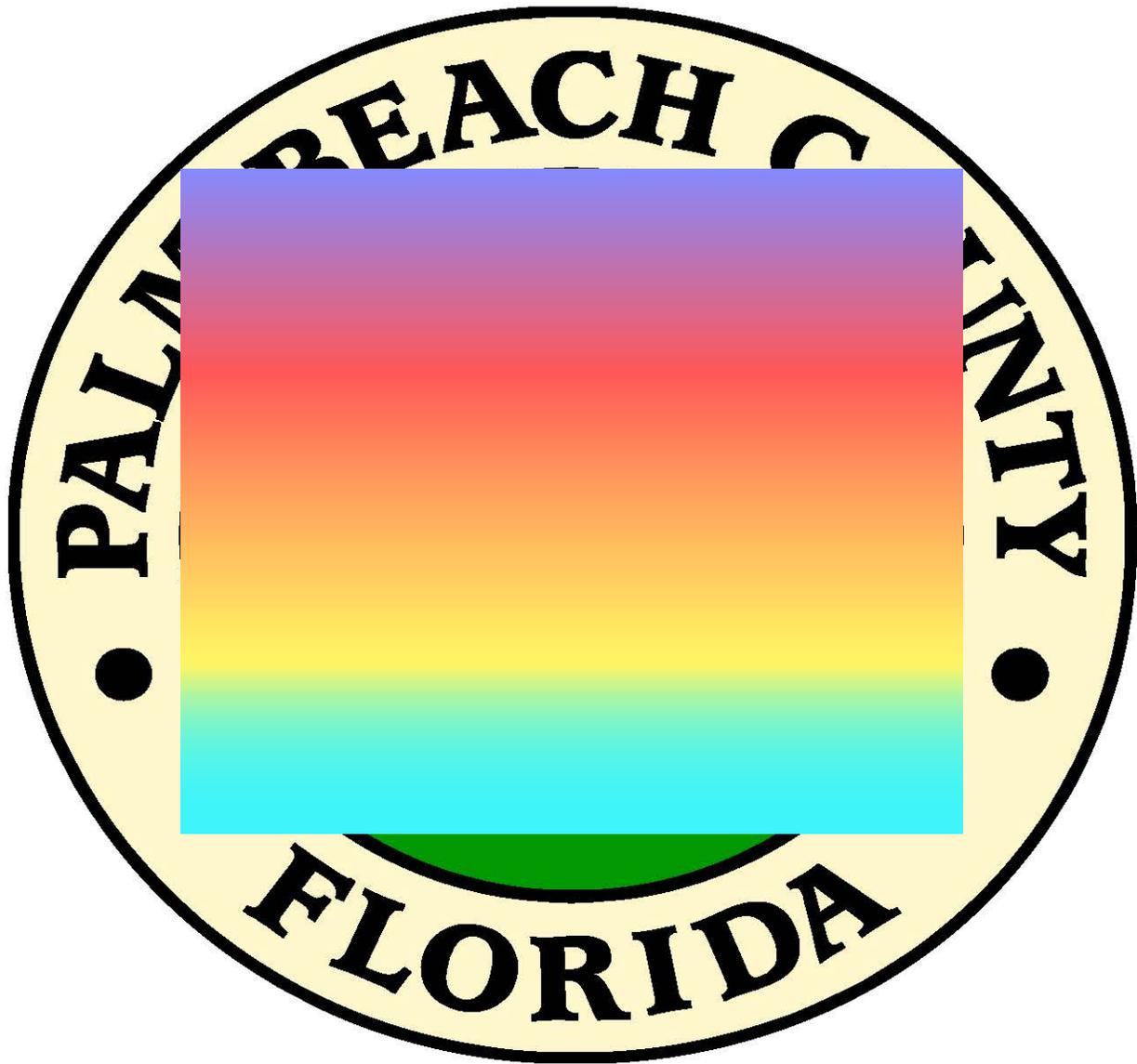
| <b><u>PERFORMANCE MEASUREMENTS</u></b>  | <u>Actual</u><br><u>FY 2015</u> | <u>Estimated</u><br><u>FY 2016</u> | <u>Projected</u><br><u>FY 2017</u> | <u>Type</u> | <u>Obj</u> |
|---|---------------------------------|------------------------------------|------------------------------------|-------------|------------|
| <b>*Note: Direct Service Hours have been redefined for FY17.</b>  |                                 |                                    |                                    |             |            |
| <b>Outreach &amp; Community Programming</b>   |                                 |                                    |                                    |             |            |
| Number of school readiness sites/locations within Palm Beach County enrolled in the summer camp scholarship program                     | 8                               | 12                                 | 12                                 | Efficiency  | 1          |
| Number of agencies participating as sites in the Summer Food Program  | 85                              | 90                                 | 95                                 | Output      | 2          |
| Number of MBK public and private partners   | 50                              | 55                                 | 61                                 | Output      | 3          |
| Percentage increase in public and private MBK partners  | n/a                             | 10%                                | 10%                                | Outcome     | 3          |
| Number of students served at Youth Empowerment Centers annually   | 193                             | 200                                | 210                                | Output      | 6          |
| <b>Residential Treatment &amp; Family Counseling</b>  |                                 |                                    |                                    |             |            |
| Direct Service Hours  | 50,447                          | 50,000                             | 100,000*                           | Output      | 4          |
| Treatment Completion Rate   | 61.25%                          | 60%                                | 60%                                | Outcome     | 5          |
| <b>Youth Services Administration</b>  |                                 |                                    |                                    |             |            |
| Percentage of contracts and inter-agency agreements in support of the Department's mission and/or evidence-based programming priorities | 100%                            | 100%                               | 100%                               | Input       | 7          |

DEPARTMENT FINANCIAL SUMMARY

|                                       | FY 15 Actual         | FY 16 Budget         | FY 17 Budget         | Change (FY 16-FY 17) |           |
|---------------------------------------|----------------------|----------------------|----------------------|----------------------|-----------|
|                                       |                      |                      |                      | \$                   | %         |
| <b><u>Non-Ad Valorem Revenues</u></b> |                      |                      |                      |                      |           |
| Grants                                | \$ 648,686           | \$ 668,440           | \$ 681,898           | \$ 13,458            | 2%        |
| Licenses & Permits                    | -                    | 500                  | -                    | (500)                | (100%)    |
| Other                                 | 27,610               | 18,000               | 25,594               | 7,594                | 42%       |
| Interfund Transfers                   | 1,585,751            | -                    | -                    | -                    | -         |
| Fund Balance                          | 27,580               | 27,580               | 40,602               | 13,022               | 47%       |
| <b>SubTotal</b>                       | <b>\$ 2,289,627</b>  | <b>\$ 714,520</b>    | <b>\$ 748,094</b>    | <b>\$ 33,574</b>     | <b>5%</b> |
| <b><u>Appropriations</u></b>          |                      |                      |                      |                      |           |
| Personal Services                     | \$ 4,480,242         | \$ 5,598,679         | \$ 5,931,864         | \$ 333,185           | 6%        |
| Operating Expenses                    | 5,664,210            | 5,858,336            | 5,668,837            | (189,499)            | (3%)      |
| Capital Outlay                        | 24,838               | -                    | -                    | -                    | -         |
| Grants and Aids                       | 1,340,389            | 1,333,118            | 1,324,136            | (8,982)              | (1%)      |
| <b>SubTotal</b>                       | <b>\$ 11,509,679</b> | <b>\$ 12,790,133</b> | <b>\$ 12,924,837</b> | <b>\$ 134,704</b>    | <b>1%</b> |
| <b>Ad Valorem Funding</b>             | <b>\$ 9,220,053</b>  | <b>\$ 12,075,613</b> | <b>\$ 12,176,743</b> | <b>\$ 101,130</b>    | <b>1%</b> |
| <b>Positions</b>                      | <b>78</b>            | <b>78</b>            | <b>78</b>            | <b>-</b>             | <b>-</b>  |



# Non-Department Agencies



**FISCAL YEAR 2017**



# **COMMISSION ON ETHICS**

**Mark E. Bannon, Executive Director**

**The Historic 1916 Palm Beach County Courthouse  
300 North Dixie Highway, Suite 450  
West Palm Beach, FL 33401  
Phone: 561-355-1915**

**Website Address: <http://www.palmbeachcountyethics.com/>**

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**DEPARTMENT SUMMARY**

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**MISSION STATEMENT**

To foster integrity in public service, to promote the public's trust and confidence in that service, and to prevent conflicts between private interests and public duties.

**Department Overview**

Authorized under Palm Beach County Code Article V, Division 8, Section 2-254, the Commission on Ethics (COE) was created and established in Palm Beach County to: 1) issue advisory opinions regarding county ordinances within the jurisdiction of the COE as requested by elected and appointed County and municipal officials, County and municipal employees, vendors of the County or municipalities located within the County, and lobbyists, employers and principals of lobbyists who lobby the County or any municipality located within the County; 2) make legal sufficiency and probable cause determinations of complaints alleging violations of any ordinance within COE jurisdiction, approve settlement agreements, issue public reports and final orders regarding disposition of complaints, and impose penalties where indicated; 3) develop educational programs and materials and engage in community outreach to inform and educate County and municipal officials and employees, County or municipal vendors, lobbyists and principals of lobbyists, and other entities that do business with or lobby the County or any municipality within the County, as well as, the public at large about County ethics ordinances and the importance of ethics to the public's confidence in County and municipal government; and 4) review laws relating to ethics in government.

**FY 16 Highlights & Accomplishments**

- Processed 25 advisory opinions, 11 sworn complaints and 11 inquiries based upon information obtained from anonymous or unsworn sources. Staff also conducted 23 live ethics training sessions and 9 overview presentations, as well as 12 policy review and training verifications for various municipal agencies.
- Provided approximately 98 referrals to prior advisory opinions resolving the need for the publication of new opinions.
- Complaints, Gift Forms, Advisory Opinions, Voting Conflict Forms, and Outside Employment Waivers are now located in a centralized database that can be searched by number, year, subject/topic, name or general text.
- Staff for the Commission on Ethics attended meetings in each of the 39 incorporated municipalities within Palm Beach County, as well as the Lake Worth CRA, Delray Beach CRA, Delray Beach Housing Authority, and Riviera Beach Housing Authority.
- COE staff produced a new and improved team-taught training video as well as a more in-depth publication called "A Practical Guide to the Code of Ethics."

**FY 17 Emerging Issues**

- Continue to review for possible revision ordinances, rules, by-laws, procedures, and policies in connection with the stated mission of efficiently improving public trust in government.
- Monitor any state legislative activity which may impact the department's operations.
- Review and potentially revise the information and work flow within the COE's office to consider more cost effective and/or time saving methods. Train each staff member to act as back-up for at least one other staff member to provide for continuity when there is a staff shortage due to illness, etc.
- Review and revise existing ethics training for County and municipal officials and employees and other applicable public entities to offer new updated information and/or new formats. Include short training modules via our website for review on topic specific issues for public officials and employees, as well as topics specifically for public vendors and lobbyists.
- Review and revise the comprehensive training program delivered to County Commissioners. Provide additional specialized training modules, updated as necessary, in the areas of quasi-judicial adjudication, applicable laws and rules, and best practices. Continue to make staff available to the Commissioners for individual training and education as needed.
- Utilize web page as a way to communicate effectively with the public. This includes keeping it up to date and monitoring usage of newly updated advisory opinion database to gauge effectiveness of search capabilities.
- Increase community outreach efforts using all COE staff with the goal of educating stakeholders and the public as to the department's mission of promoting public trust in government.

**FY 2017 OBJECTIVES**

1. Continue to train public officials and employees as to their obligations under the Code of Ethics offering both online, and in-person on site training when requested, with a specific goal of conducting in-person on site training sessions for a minimum of 10 governmental entities.
2. Review shortened training modules for specific Code of Ethics, Countywide Lobbyist Registration Ordinance, and Post-Employment Ordinance training for specific sections (voting conflicts, contractual relationships, gift law, cone of silence, etc.), and create or improve at least one specialized training module.
3. Review shortened training modules for specific stakeholders, i.e. advisory boards, elected officials, lobbyists, vendors, etc., and create or improve at least one specialized training module.
4. Executive Director and the assigned staff liaison to attend at least one municipal council meeting for each of the 39 municipalities under COE jurisdiction.
5. Executive Director to attend at least one meeting of the Palm Beach County Commission (BCC).
6. Executive Director to attend at least one meeting for each of the taxing authorities and/or public entities that fall within COE jurisdiction through interlocal agreement.
7. Pursue new partnerships with taxing authorities and/or other public entities who wish to take advantage of the Commission on Ethics' services, with a specific goal of obtaining an interlocal agreement with at least one new taxing authority and/or public entity.
8. Continue to develop internship program through partnerships with Palm Beach State College, Florida Atlantic University Honors College, and Palm Beach Atlantic University, with a specific goal of having at least one intern taking advantage of this unique opportunity.
9. Complete at least 25 training compliance reviews of municipalities under COE jurisdiction within Palm Beach County, and public entities having interlocal agreements with the COE to ensure training compliance goals set by their policies have been met.
10. Continue to train lobbyists, principals of lobbyists, and employers of lobbyists as to their obligations under the Countywide Lobbyist Registration Ordinance by offering both in-person on site training when requested, and with a specific goal of conducting in-person on site training sessions for a minimum of at least one lobbyist group.
11. Continue to develop ethics awareness programs including at least one COE sponsored event for "Ethics Awareness Month," and request the Board of County Commissioners to issue a yearly proclamation of "Ethics Awareness Month."
12. Continue to respond to requests for advisory opinions by officials, employees, and all public entities under the jurisdiction of the COE, and set a turn-around goal of 30 days from request to opinion formation.
13. Continue to investigate allegations of violations of the Code of Ethics, Lobbyist Registration Ordinance, and Post Employment Ordinance, with a goal of completing inquiries and routine investigations within 60 days of assignment, and complicated investigations within one 120 days of assignment.

| <b><u>PERFORMANCE MEASUREMENTS</u></b>                           | <u>Actual</u><br><u>FY 2015</u> | <u>Estimated</u><br><u>FY 2016</u> | <u>Projected</u><br><u>FY 2017</u> | <u>Type</u> | <u>Obj</u> |
|--|---------------------------------|------------------------------------|------------------------------------|-------------|------------|
| In-person training presentations                                 | 49                              | 55                                 | 55                                 | Output      | 1          |
| Specialized training modules created or improved                 | N/A                             | N/A                                | 1                                  | Output      | 2          |
| Number of council meetings attended by staff                     | N/A                             | N/A                                | 39                                 | Output      | 4          |
| Training compliance reviews completed                            | 23                              | 28                                 | 25                                 | Output      | 9          |
| Average completion time for inquiries and routine investigations | N/A                             | N/A                                | 60 days                            | Efficiency  | 13         |

DEPARTMENT FINANCIAL SUMMARY

|                                       | FY 15 Actual      | FY 16 Budget      | FY 17 Budget      | Change (FY 16-FY 17) |           |
|---------------------------------------|-------------------|-------------------|-------------------|----------------------|-----------|
|                                       |                   |                   |                   | \$                   | %         |
| <b><u>Non-Ad Valorem Revenues</u></b> |                   |                   |                   |                      |           |
| Charges for Services                  | \$ 585            | \$ -              | \$ -              | \$ -                 | -         |
| Other                                 | 24                | -                 | -                 | -                    | -         |
| <b>SubTotal</b>                       | <b>\$ 609</b>     | <b>\$ -</b>       | <b>\$ -</b>       | <b>\$ -</b>          | <b>-</b>  |
| <b><u>Appropriations</u></b>          |                   |                   |                   |                      |           |
| Personal Services                     | \$ 535,728        | \$ 548,740        | \$ 599,401        | \$ 50,661            | 9%        |
| Operating Expenses                    | 14,652            | 26,987            | 25,999            | (988)                | (4%)      |
| Capital Outlay                        | -                 | 2,500             | 2,500             | -                    | -         |
| <b>SubTotal</b>                       | <b>\$ 550,380</b> | <b>\$ 578,227</b> | <b>\$ 627,900</b> | <b>\$ 49,673</b>     | <b>9%</b> |
| <b>Ad Valorem Funding</b>             | <b>\$ 549,771</b> | <b>\$ 578,227</b> | <b>\$ 627,900</b> | <b>\$ 49,673</b>     | <b>9%</b> |
| <b>Positions</b>                      | <b>5</b>          | <b>5</b>          | <b>5</b>          | <b>-</b>             | <b>-</b>  |



# **CRIMINAL JUSTICE COMMISSION**

**Kristina Henson  
Executive Director**

**301 North Olive Avenue, Suite 1001  
West Palm Beach, Florida 33401  
Phone: 561-355-4943**

**Website Address: <http://discover.pbcgov.org/criminaljustice/>**

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**DEPARTMENT SUMMARY**

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**MISSION STATEMENT**

The Criminal Justice Commission (CJC) was established by County Ordinance in 1988 to study all aspects of the criminal justice and crime prevention systems within the federal, state, county, municipal, and private agencies within the county. This purpose shall include the study of the health and human services and educational systems, among others, as they pertain to criminal justice or crime prevention.

**Department Overview**

The CJC is comprised of 21 public sector members representing local, state and federal criminal justice and governmental agencies, 10 private sector business leaders nominated by the Economic Council of the county, and one clergy member nominated by a variety of clergy associations in the county representing a broad-range of faiths. The CJC is now respected as the forum for review of any policy, procedure, program, grant, legislation, or issue that impacts the criminal justice system in the County.

**Staffing and Operations**

Under the leadership of the Executive Director, the CJC staff facilitates the various committees and projects, as well as, does the minutes, agendas, research, and behind-the-scenes consensus building. The CJC's Research and Planning Unit conducts research to support issues that arise during CJC committee meetings. The CJC's Program Development Unit identifies and implements pilot programs that further the CJC's adopted priorities. Initially, the CJC obtained a comprehensive study of the entire criminal justice system in the County. This 1990 study resulted in almost 100 recommendations for improving the cost effectiveness and efficiency of the system. The CJC then created eight task forces, including the Criminal Justice Information System, Corrections, Drug/Alcohol Abuse Prevention, Crime Prevention, Court System, Human Services, Juvenile Justice/Education, and Law Enforcement to assess the recommendations and develop implementation plans. Over the years this committee structure has evolved into its present form. The CJC has operated through this committee process and invites professionals, citizens, and interested parties from a wide range of disciplines to participate. Over 200 people volunteer their time and talents.

**FY 16 Highlights & Accomplishments**

- Provided research services for the numerous task forces and committees under the auspices of the CJC. Continued to monitor and evaluate local criminal justice programs and policies funded by the CJC.
- Worked on the transition of the Reentry Program and three CJC staff to the Public Safety Department October 2015 for sustainability. Worked on the role of the program as it relates to the CJC's Reentry Task Force which oversees countywide reentry services involving numerous agencies. The CJC and now Public Safety's Reentry initiatives continue to expand programming access through effective collaboration and track outcomes by participating in a national evaluation of reentry services.
- Received second year of funding through the Safety and Justice Challenge Grant of the MacArthur Foundation. The County was one of 20 sites selected from across the country. The grant is a data-driven exercise to study ways to reduce the local jail population and racial disparities. The second \$150,000 grant includes four strategies: 1) reforming the First Appearance Hearing process; 2) diverting those with mental illness from the jail; 3) community engagement in the criminal justice system; and 4) creation of a data dashboard to share criminal justice data with system agencies, officials, and the public.
- Reviewed methods to identify Batterers' Intervention Program providers for inclusion in the list of certified vendors to provide this services for court ordered clients.
- Amended the CJC Ordinance to include a Clergy member and reduced the private sector Economic Council seats from 12 to 10 resulting in a 32-member CJC. Amended the CJC bylaws to incorporate the ordinance changes. Established a process for the CJC to nominate and the Board to approve the new clergy seat on the CJC.
- Reworked the CJC's Website and initiated plans to make the site more useful by adding clearinghouses of information on body worn cameras and criminal justice data.
- Managed the County Justice Assistance Grants from the U.S. Department of Justice totaling close to \$500,000 per year.
- Established a contract with the Alliance of Hope to conduct a two-day training in 2017 on strangulation of domestic violence victims and how to identify it.
- Served as a Host Agency for the Bryan Stevenson speaking event
- Established a new Community Engagement Task Force to work toward strengthening relationships between criminal justice system agencies and the community. The Task Force has completed a survey of law enforcement agencies and their community engagement strategies for publication and has developed an action plan for 2017.
- Began reviewing Senate Bill 12 and its requirements relating to the Criminal Justice Mental Health and Substance Abuse Planning Council which the Board of County Commissioners designated as the CJC's Public Safety Coordinating Council. This Council will now need to review all grant proposals and endorse one for the state's Reinvestment Grant.
- Received an opinion from the Palm Beach County Commission on Ethics on which CJC members are subject to the Commission and which are subject to the state's ethics laws.
- Conducted two 10-week Citizen Criminal Justice Academy's for the Eastern communities and conducted the first ever 4-week Academy for the Western communities.

**FY 17 Emerging Issues**

- Continue to focus on developing strategies to secure funding for new and innovative system changes and programming to achieve the goals and mission of the Criminal Justice Commission.
- Better focus on raising the profile of the CJC and cultivating a positive image with taxpayers, elected officials, the Board of County Commissioners, and County Administration.
- Issue a Request For Proposals and oversee the selection of a vendor for County misdemeanor probation services. Implement the action plan for the Community Engagement Task Force.
- Partner with the Southeast Florida Behavioral Health Network on the development of the County's Transportation Plan and Designated Receiving System Plan as required by Senate Bill 12 for Baker and Marchman Acts.
- Apply for the MacArthur Safety and Justice Challenge Implementation Grant of \$2-million for two years.

**FY 2017 OBJECTIVES**

1. Have representatives from 12 of the 15 federal, state, and local criminal justice agencies in the county attend at least eight CJC meetings.
2. Hold 80% of regularly scheduled meetings, i.e. not cancelled due to lack of quorum or business.
3. Study/vet 90% of all practices, policies, legislative bills, and programs identified by the CJC.

| <b><u>PERFORMANCE MEASUREMENTS</u></b>   | <u>Actual</u><br><u>FY 2015</u> | <u>Estimated</u><br><u>FY 2016</u> | <u>Projected</u><br><u>FY 2017</u> | <u>Type</u> | <u>Obj</u> |
|--|---------------------------------|------------------------------------|------------------------------------|-------------|------------|
| Number of criminal justice agencies that had representatives attend eight meetings | N/A                             | N/A                                | 12                                 | Output      | 1          |
| Number of meetings scheduled   | N/A                             | N/A                                | 121                                | Output      | 2          |
| Number of meetings held  | N/A                             | N/A                                | 97                                 | Output      | 2          |
| Number of practices, policies, legislative bills, and programs identified          | N/A                             | N/A                                | 20                                 | Output      | 3          |
| Number of practices, policies, legislative bills, and programs studies/vetted      | N/A                             | N/A                                | 18                                 | Output      | 3          |

DEPARTMENT FINANCIAL SUMMARY

|                                       | FY 15 Actual        | FY 16 Budget        | FY 17 Budget        | Change (FY 16-FY 17) |              |
|---------------------------------------|---------------------|---------------------|---------------------|----------------------|--------------|
|                                       |                     |                     |                     | \$                   | %            |
| <b><u>Non-Ad Valorem Revenues</u></b> |                     |                     |                     |                      |              |
| Fines & Forfeitures                   | \$ 463,408          | \$ 391,337          | \$ 389,323          | \$ (2,014)           | (1%)         |
| Grants                                | 2,894,684           | 506,029             | 439,402             | (66,627)             | (13%)        |
| Other                                 | 31,373              | (9,017)             | (13,706)            | (4,689)              | 52%          |
| Fund Balance                          | (891,919)           | 119,129             | 79,308              | (39,821)             | (33%)        |
| <b>SubTotal</b>                       | <b>\$ 2,497,546</b> | <b>\$ 1,007,478</b> | <b>\$ 894,327</b>   | <b>\$ (113,151)</b>  | <b>(11%)</b> |
| <b><u>Appropriations</u></b>          |                     |                     |                     |                      |              |
| Personal Services                     | \$ 885,237          | \$ 729,426          | \$ 778,353          | \$ 48,927            | 7%           |
| Operating Expenses                    | 165,392             | 132,049             | 129,723             | (2,326)              | (2%)         |
| Capital Outlay                        | 1,357               | -                   | -                   | -                    | -            |
| Grants and Aids                       | 1,618,715           | -                   | 100,000             | 100,000              | 100%         |
| Transfers                             | 378,653             | 358,717             | 441,003             | 82,286               | 23%          |
| Reserves                              | -                   | 401,791             | 106,354             | (295,437)            | (74%)        |
| <b>SubTotal</b>                       | <b>\$ 3,049,354</b> | <b>\$ 1,621,983</b> | <b>\$ 1,555,433</b> | <b>\$ (66,550)</b>   | <b>(4%)</b>  |
| <b>Ad Valorem Funding</b>             | <b>\$ 759,172</b>   | <b>\$ 614,505</b>   | <b>\$ 661,106</b>   | <b>\$ 46,601</b>     | <b>8%</b>    |
| <b>Positions</b>                      | <b>9</b>            | <b>9</b>            | <b>9</b>            | <b>-</b>             | <b>-</b>     |

SIGNIFICANT CHANGES

**Non-Ad Valorem Revenues**

Fund Balance – (\$39,821) Decrease due to spending of previously collected amounts and budgeted reductions to recurring grant awards.

Grants – (\$66,627) reductions related to known adjustment to recurring awards.

Other – (\$4,689) decrease in interest revenue budgeted due to the smaller fund balances.

**Appropriations**

Grants and Aids – \$100,000 increase is the budgeted re-establishment of the Law Enforcement Exchange Program that was budgeted with a different department for FY 2016.

Transfers - \$82,286 increase to providing additional funding for Re-Entry program.

Reserves – (\$295,437) decrease is a result of the decrease in fund balance as well as providing funding for ongoing operations.



# **OFFICE OF COMMUNITY REVITALIZATION**

**Houston L. Tate, Director**

**2300 North Jog Road, Suite 2-East  
West Palm Beach, Florida 33411  
Phone: 561-233-5303**

**Website Address: <http://discover.pbcgov.org/ocr/>**

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**DEPARTMENT SUMMARY**

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**MISSION STATEMENT**

To strengthen and improve Palm Beach County neighborhoods by engaging citizens' participation, enhancing governmental response to community needs, and providing education, technical, and financial assistance to help residents plan and implement sustainable neighborhood improvements.

**Department Overview**

The Office of Community Revitalization (OCR) facilitates and coordinates community revitalization initiatives within designated residential neighborhoods in unincorporated Palm Beach County. These initiatives are undertaken in partnership with other County departments and outside agencies. In addition, the OCR works with other departments to review annexations and development proposals for consistency with community revitalization goals.

Designed to provide neighborhoods with a link to County government, the OCR offers a wide variety of services and programs to assist residents in effectively accessing and utilizing County services and community resources, as well as offer greater opportunities for all citizens and government to interact with each other, contribute and listen, and discuss issues that are important to them. These programs and services are also intended to enable residents to manage community related issues, reverse community decline, and enhance the quality of life in Palm Beach County's neighborhoods.

Primary services include: coordinating and facilitating the Countywide Community Revitalization Team (CCRT) and the Glades Technical Advisory Committee initiatives; assisting residents with accessing and using County services and other community resources; facilitating community-based problem solving and consensus; supporting neighborhood based development through grant programs, technical assistance, and community leadership training; identifying and procuring funding sources in support of OCR programs and initiatives; and collaborating with other County departments in the review of annexations, land use amendments, and development proposals for consistency with community revitalization goals. Programs include the Abundant Community Initiative, the Neighborhood Street Lighting Program, the Neighborhood Home Beautification Program, and the Residents Education to Action Program.

One of the core OCR initiatives is its Community Connect Initiative, designed to provide neighborhoods with a link to County government; increase citizens' access to news and information; increase understanding of local government structure, available programs, services, and community resources; enhance citizens engagement and participation in local problem-solving and decision making; and foster a proactive interaction with local government built on trust, reciprocity, and understanding. The initiative is comprised of a website, a monthly e-mail publication, ongoing news and resource alerts, handouts, individual and community connection meetings, speaking engagements, citizen education, workshops, brochures and handouts, and a referral program.

**FY 16 Highlights & Accomplishments**

- Received the 2016 Achievement Awards from the National Association of Counties (NACO) for OCR's Putting Kids First: Community Back To School Program and the Lake Worth West KaBOOM! Playground Project.
- Registered over 6,000 students from CCRT neighborhoods for participation in the annual Putting Kids First: Community Back to School Program, and partnered and leveraged funding with more than 60 agencies to coordinate this year's program to provide over 12,000 disadvantaged students pre-K through 12 countywide with school supplies, haircuts, recreational activities, health checkups and immunizations, and other services and resources.
- Launched OCR's Abundant Community Initiative (ACI) pilot project in the Plantation and San Castle CCRT areas. The project supports grassroots efforts to increase neighborhood wellness by focusing on identifying and mobilizing assets from within the neighborhood and connecting them with one another.
- Launched the Connectors Exchange Table to bring neighborhood connectors from OCR's ACI pilot project areas together to share lessons learned and strategies used to identify, mobilize, and connect community assets.
- Increased residents participation in OCR's Resident Education to Action Program (REAP) by 20% and facilitated the approval of 30 community improvement grants through the America's Next Top Neighborhood Grant totaling \$130,850.
- Partnered with One Love-One Community Foundation, Inc. to provide food, clothes, and toys to under served children in CCRT communities throughout the year.
- Partnered with the Palm Health Care Foundation to host a Collective Impact workshop facilitated by the Tamarack Institute for community residents, nonprofits, and local funders connected by the Healthier Together Initiative and/or community engagement work.
- Partnered with the United Way of Palm Beach County to engage and connect stakeholders, food pantries and soup kitchens in an effort to ensure a community supported Hunger Relief Strategic Plan for the Glades Region.
- Organized three sites in CCRT neighborhoods to participate in the USDA Summer Free Meals program.
- Secured a partnership with the Morgan Stanley Wealth Group and the Train Up Foundation to provide Life Skill resources and online training to after school organizations in CCRT neighborhoods.
- OCR was selected to participate, along with San Castle residents, community partners, and hundreds of fellow community leaders from throughout the nation, in a three day national Community Leadership Institute (CLI) sponsored by NeighborWorks America. The CLI offers a unique training experience to develop new skills, learn about what others are doing to improve their community, and develop a national network of support for local community engagement work.
- Partnered with the Office Depot Foundation, Parks & Recreation Department, Palm Beach County Sheriff's Office (PBSO), and the Lake Worth West Residential Planning Group to install two sets of accessible playground equipment, a Little Library, and plant garden beds and a community butterfly garden in Lake Worth West Neighborhood Park.
- Facilitated the completion of the Watergate Neighborhood Park in Boca Raton. This project, in partnership with the Parks and Recreation Department, PBSO, and the Watergate Estates community, was in response to residents' request for a safer place for youth to play.
- Facilitated several meetings and events to provide technical assistance, training, information and referral to community groups, and partnered with several local organizations to assist with community initiatives in neighborhoods throughout the County.
- Partnered with the Delta Sigma Theta Sorority, Inc. Glades Alumnae Chapter and the Emergency Response Team Committee to get residents Certified Emergency Response Team (CERT) trained, provide hygiene kits and blankets to senior citizens, and secure volunteers to work at shelters during the recent hurricane.

**FY 17 Emerging Issues**

- Expanding community outreach efforts in CCRT neighborhoods with limited staff and budget resources.
- Continuing to secure funding to implement OCR initiatives and programs.
- Developing new community partnerships and identify other resources that can be procured to help address community needs. Increase in demand for services in CCRT communities continues to be an issue.

**FY 2017 OBJECTIVES**

1. Strengthen and develop community partnerships and identify other resources that can be used to fulfill Office of Community Revitalization's (OCR) initiatives and address community needs and priorities.
2. Support the formation of three neighborhood groups/associations by facilitating asset identification and neighborhood connections through the implementation of the Abundant Community Initiative Pilot Project.
3. Promote and support leadership development and community revitalization efforts by providing training, technical assistance, and partnership opportunities through the Resident Education to Action Program and other OCR initiatives.
4. Continue to respond to and address ongoing specific community needs.
5. Promote greater citizens' accessibility and awareness of OCR programs, services, and community resources through the Department's website.

|  | Actual         | Estimated      | Projected      | Type    | Obj |
|--|----------------|----------------|----------------|---------|-----|
| <b><u>PERFORMANCE MEASUREMENTS</u></b>   | <u>FY 2015</u> | <u>FY 2016</u> | <u>FY 2017</u> |         |     |
| The number of new resources identified and obtained  | 4              | 5              | 6              | Output  | 1   |
| Number of people assisted through grants, community connect and other publications, speaking engagements, training, technical assistance, referrals, and other resources | 15,000         | 16,000         | 17,000         | Output  | 3   |
| Number of community projects, community meetings, and/or events initiated/planned/completed  | 75             | 80             | 80             | Output  | 4   |
| Number of groups/associations created through the implementation of the Abundant Community Initiative  | N/A            | 3              | 6              | Outcome | 4   |
| Increase number of visits to OCR's website   | 33,120         | 35,000         | 38,000         | Demand  | 5   |
| Number of calls and e-mail inquiries responded to  | N/A            | 3              | 6              | Output  | 5   |

DEPARTMENT FINANCIAL SUMMARY

|                                       | FY 15 Actual        | FY 16 Budget        | FY 17 Budget        | Change (FY 16-FY 17) |            |
|---------------------------------------|---------------------|---------------------|---------------------|----------------------|------------|
|                                       |                     |                     |                     | \$                   | %          |
| <b><u>Non-Ad Valorem Revenues</u></b> |                     |                     |                     |                      |            |
| Other                                 | \$ 17,908           | \$ 4,750            | \$ 14,250           | \$ 9,500             | 200%       |
| Interfund Transfers                   | 275,000             | 6,005               | -                   | (6,005)              | (100%)     |
| Fund Balance                          | 1,318,360           | 1,392,549           | 1,509,725           | 117,176              | 8%         |
| <b>SubTotal</b>                       | <b>\$ 1,611,268</b> | <b>\$ 1,403,304</b> | <b>\$ 1,523,975</b> | <b>\$ 120,671</b>    | <b>9%</b>  |
| <b><u>Appropriations</u></b>          |                     |                     |                     |                      |            |
| Personal Services                     | \$ 564,327          | \$ 632,909          | \$ 650,538          | \$ 17,629            | 3%         |
| Operating Expenses                    | 127,475             | 1,267,901           | 1,439,577           | 171,676              | 14%        |
| Grants and Aids                       | 162,631             | 319,500             | 379,005             | 59,505               | 19%        |
| Reserves                              | -                   | 38,954              | 64,342              | 25,388               | 65%        |
| <b>SubTotal</b>                       | <b>\$ 854,433</b>   | <b>\$ 2,259,264</b> | <b>\$ 2,533,462</b> | <b>\$ 274,198</b>    | <b>12%</b> |
| <b>Ad Valorem Funding</b>             | <b>\$ 756,835</b>   | <b>\$ 855,960</b>   | <b>\$ 1,009,487</b> | <b>\$ 153,527</b>    | <b>18%</b> |
| <b>Positions</b>                      | <b>6</b>            | <b>6</b>            | <b>6</b>            | <b>-</b>             | <b>-</b>   |

SIGNIFICANT CHANGES

**Non Ad-Valorem Revenues**

Fund Balance – \$117,176 increase due to estimated FY 2016 expenditures being less than budgeted, which also increases available reserves.

**Appropriations**

Grants and Aids- Increase due to a transfer from the Capital Outlay Fund for the Resident Education to Action Program (REAP), resulting in a corresponding increase in Grants and Aid.



# **OFFICE OF EQUAL OPPORTUNITY**

**Pamela Guerrier, Director**

**301 North Olive Avenue, 10<sup>th</sup> Floor**

**West Palm Beach, Florida 33401**

**Phone: 561-355-4884**

**Website Address: <http://discover.pbcgov.org/equalopportunity>**

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**DEPARTMENT SUMMARY**

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**MISSION STATEMENT**

To promote a discrimination free quality of life for Palm Beach County residents through outreach and education and enforcement of federal and local civil rights laws through investigation.

**Disability Accessibility**

Coordinates and monitors the Disability Accessibility Awareness Grant Program and provides services promoting and protecting the rights of persons with disabilities through referrals and responses to requests for assistance. Additionally, this program disseminates information through training and outreach activities to increase the awareness of physical, attitudinal, programmatic, and accessibility barriers throughout the County.

**Equal Employment**

Receives, investigates, seeks to conciliate, and issues final determinations on complaints of employment discrimination against employers in the County. Primary services include providing intake services, counseling, and referrals; providing workshops and training to employers; investigating and issuing final decisions on complaints of discrimination; and serving as a referral agency to federal counterparts when Office of Equal Opportunity (OEO) lacks jurisdiction.

**Fair Housing**

Receives, investigates, seeks to conciliate, and issues final determinations on complaints of housing discrimination involving an unfair housing practice in the County. Primary services include providing intake services, counseling, and referrals; providing workshops and training to realtors, attorneys, and housing providers; investigating and issuing final decisions on complaints of discrimination; and serving as a referral agency to state and federal counterparts when OEO lacks jurisdiction or enforcement authority.

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**DEPARTMENT SUMMARY**

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**MISSION STATEMENT**

To promote a discrimination free quality of life for Palm Beach County residents through outreach and education and enforcement of federal and local civil rights laws through investigation.

**Disability Accessibility**

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**Fair Housing**

Receives, investigates, seeks to conciliate, and issues final determinations on complaints of housing discrimination involving an unfair housing practice in the County. Primary services include providing intake services, counseling, and referrals; providing workshops and training to realtors, attorneys, and housing providers; investigating and issuing final decisions on complaints of discrimination; and serving as a referral agency to state and federal counterparts when OEO lacks jurisdiction or enforcement authority.

**FY 16 Highlights & Accomplishments**

- Investigated or resolved 101 charges of employment discrimination dual-filed with the U.S. Equal Employment Opportunity Commission (EEOC).
- Investigated 87 complaints of housing discrimination dual-filed with the U.S. Department of Housing and Urban Development and sponsored fair housing month events during April.
- Conducted 15 accessibility site visits.

**FY 17 Emerging Issues**

- There continues to be a steady increase in the number of individuals requesting reasonable accommodations to a housing community's "no pet" policy. The individuals choose not to separate from their animals, since they believe the animals provide them with companionship and/or emotional support to assist with their disability. Also, there has been a steady increase in the number of complaints filed on the basis of familial status regarding restrictive rules applied to families with children.
- The OEO is the designated County agency charged with the responsibility of implementing and monitoring accessibility to persons in the County and to conduct public awareness programs in the County concerning persons with disabilities. The OEO requested proposals to fund projects that provide accessibility and equal opportunity to persons with disabilities. The collected funds will be disbursed during upcoming fiscal periods. However, the OEO no longer receives revenue from handicap parking fines and it is forecasted that all funds will have been disbursed before the end of FY 2017, and the OEO may no longer be able to provide accessible support to the community
- The County's Housing and Places of Public Accommodation Ordinance was amended in 2014 requiring the County to file and maintain a civil action on behalf of aggrieved persons who elect to have their claims decided in a civil action. This may require the need for additional funding.
- The County's Housing and Places of Public Accommodation Ordinance was amended in 2015 to expand the definition of what is a place of public accommodation under the Ordinance. The expansion may require the need for additional staff.
- The County's Housing and Places of Public Accommodation Ordinance contains provisions that are in conflict with Florida Statutes. Legislative action may need to be requested to amend Florida Statutes
- The County's Equal Employment Ordinance is being revised to bring the Board membership in line with Board of County Commissioners' directive. Additionally, OEO is reviewing the Ordinance for additional changes to the Ordinance including the recommendation to add genetic information as a protected class to be in line with the federal protections enforced by the U.S. Equal Employment Opportunity Commission.
- Legal Aid Society of Palm Beach County, Inc. (LAS) was awarded another one-year contract from the Palm Beach County Board of County Commissioners for its Wage Dispute Project. The Office of Equal Opportunity is the department that oversees the contract. LAS has requested funding of the Project for another year. OEO is reviewing the request and will make a recommendation to the Board of County Commissioners.

**FY 2017 OBJECTIVES**

1. Close or issue determinations for dual-filed charges of employment discrimination as required by EEOC contract.
2. Provide at least 20 equal employment intake services.
3. Close or charge 50% of dual-filed fair housing complaints per HUD population classification within 100 days.
4. Close or charge 95% of dual-filed aged fair housing complaints carried over from the prior fiscal year.
5. Conduct accessibility site visits within ten days of citizens' complaint.
6. Issue an accessibility written report within five days after each site visit.
7. Consistently and affirmatively seek to eliminate all prohibited practices under the laws enforced through participation in at least eight educational or outreach events.
8. Close or charge at least 15 complaints per HUD population classification.

| <b><u>PERFORMANCE MEASUREMENTS</u></b>                              | <b><u>Actual</u></b><br><b><u>FY 2015</u></b> | <b><u>Estimated</u></b><br><b><u>FY 2016</u></b> | <b><u>Projected</u></b><br><b><u>FY 2017</u></b> | <b><u>Type</u></b> | <b><u>Obj</u></b> |
|---|---|--|--|--------------------|-------------------|
| Number of charges investigated                                      | 100   | 100  | 110  | Demand             | 1                 |
| Number of intakes referred to EEOC                                  | 20  | 20   | 20   | Demand             | 2                 |
| Number of cases closed or charged within 100 days                   | 1   | 15   | 35   | Efficiency         | 3                 |
| Percent of cases closed or charged within 100 days                  | 1%  | 20%  | 50%  | Efficiency         | 3                 |
| Percent of cases closed or charged within one year from receipt     | 96%   | 100%   | 100%   | Efficiency         | 4                 |
| Number of accessibility site visits                                 | 30  | 45   | 40   | Demand             | 5                 |
| Percent of accessibility site visits completed within 10 days       | 90%   | 100%   | 100%   | Efficiency         | 5                 |
| Percent of accessibility reports issued within 5 days of site visit | 97%   | 100%   | 100%   | Efficiency         | 6                 |
| Number of individuals trained                                       | 649   | 500  | 525  | Demand             | 7                 |
| Number of Educational and Training Programs                         | 20  | 18   | 20   | Output             | 7                 |
| number of cases closed or charged                                   | 70  | 61   | 65   | Demand             | 8                 |

## DEPARTMENT FINANCIAL SUMMARY

|                                       | FY 15 Actual      | FY 16 Budget        | FY 17 Budget        | Change (FY 16-FY 17) |              |
|---------------------------------------|-------------------|---------------------|---------------------|----------------------|--------------|
|                                       |                   |                     |                     | \$                   | %            |
| <b><u>Non-Ad Valorem Revenues</u></b> |                   |                     |                     |                      |              |
| Charges for Services                  | \$ 85,500         | \$ 80,000           | \$ 80,000           | \$ -                 | -            |
| Grants                                | 260,825           | 100,000             | 100,000             | -                    | -            |
| Other                                 | 2,619             | 950                 | -                   | (950)                | (100%)       |
| Fund Balance                          | 260,272           | 176,558             | 98,293              | (78,265)             | (44%)        |
| <b>SubTotal</b>                       | <b>\$ 609,216</b> | <b>\$ 357,508</b>   | <b>\$ 278,293</b>   | <b>\$ (79,215)</b>   | <b>(22%)</b> |
| <b><u>Appropriations</u></b>          |                   |                     |                     |                      |              |
| Personal Services                     | \$ 670,006        | \$ 915,826          | \$ 895,852          | \$ (19,974)          | (2%)         |
| Operating Expenses                    | 94,099            | 100,975             | 91,055              | (9,920)              | (10%)        |
| Grants and Aids                       | 23,024            | 30,000              | 30,000              | -                    | -            |
| Reserves                              | -                 | 77,483              | -                   | (77,483)             | (100%)       |
| <b>SubTotal</b>                       | <b>\$ 787,129</b> | <b>\$ 1,124,284</b> | <b>\$ 1,016,907</b> | <b>\$ (107,377)</b>  | <b>(10%)</b> |
| <b>Ad Valorem Funding</b>             | <b>\$ 350,600</b> | <b>\$ 766,776</b>   | <b>\$ 738,614</b>   | <b>\$ (28,162)</b>   | <b>(4%)</b>  |
| <b>Positions</b>                      | <b>12</b>         | <b>12</b>           | <b>12</b>           | <b>-</b>             | <b>-</b>     |

## SIGNIFICANT CHANGES

**Non-Ad Valorem Revenues**

Fund Balance – (\$78,265) decrease due to the loss of Handicapped Program revenue in Fiscal Year 2013. Handicapped parking fees, under Article V Chapter 34.191 shall be considered revenue of the Clerk. This also results in lower Reserves balance. Funds will be used until depleted.

**Appropriations**

Personal Services – (\$19,974) decrease due to lower expected overtime costs and hiring of replacement employees at base salaries.

Reserves - (\$77,483) decrease due to use of funds for the Handicapped Program.

# **OFFICE OF INSPECTOR GENERAL**

**John A. Carey, Inspector General**

**100 Australian Avenue  
West Palm Beach, Florida 33406  
Phone: 561-233-2350**

**Website Address: <http://www.pbcgov.com/OIG/>**

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**DEPARTMENT SUMMARY**

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**MISSION STATEMENT**

To provide independent and objective, insight, oversight, and foresight in promoting integrity, efficiency, and overall effectiveness in government.

**Department Overview**

Authorized under Article XII, Section 2-422 Palm Beach County Code, the Office of Inspector General (OIG) is created and established in Palm Beach County to provide independent oversight of County and Municipal operations; to promote economy, efficiency, and effectiveness in the administration of and, as its priority, to prevent and detect fraud and abuse in programs and operations administered or financed by the County or Municipal agencies; to conduct audits and investigations of, require reports from, and receive full and unrestricted access to the records of all County and Municipal offices; and to deter, detect, prevent, and eradicate fraud, waste, mismanagement, misconduct, and other abuses by elected and appointed County and Municipal officials, employees, County and Municipal agencies and instrumentalities, contractors, their subcontractors, lower tier subcontractors, and other parties doing business with the County and a Municipality and/or receiving County or Municipal funds.

Details on reports issued, recovered costs, and other information can be found on the Office of Inspector General website. Please visit: <http://www.pbcgov.com/oig/>

## DEPARTMENT FINANCIAL SUMMARY

|                                       | FY 15 Actual        | FY 16 Budget        | FY 17 Budget        | Change (FY 16-FY 17) |           |  |
|---------------------------------------|---------------------|---------------------|---------------------|----------------------|-----------|--|
|                                       |                     |                     |                     | \$                   | %         |  |
| <b><u>Non-Ad Valorem Revenues</u></b> |                     |                     |                     |                      |           |  |
| Charges for Services                  | \$ 584              | \$ 3,000            | \$ 3,000            | \$ -                 | -         |  |
| Inspector General Fee                 | 363,300             | 898,133             | 951,361             | 53,228               | 6%        |  |
| Other                                 | 6,248               | 3,100               | 3,100               | -                    | -         |  |
| <b>SubTotal</b>                       | <b>\$ 370,132</b>   | <b>\$ 904,233</b>   | <b>\$ 957,461</b>   | <b>\$ 53,228</b>     | <b>6%</b> |  |
| <b><u>Appropriations</u></b>          |                     |                     |                     |                      |           |  |
| Personal Services                     | \$ 2,077,320        | \$ 2,378,961        | \$ 2,436,778        | \$ 57,817            | 2%        |  |
| Operating Expenses                    | 357,219             | 463,143             | 550,980             | 87,837               | 19%       |  |
| Capital Outlay                        | -                   | 10,000              | 10,000              | -                    | -         |  |
| Reserves                              | -                   | 50,000              | 50,000              | -                    | -         |  |
| <b>SubTotal</b>                       | <b>\$ 2,434,539</b> | <b>\$ 2,902,104</b> | <b>\$ 3,047,758</b> | <b>\$ 145,654</b>    | <b>5%</b> |  |
| <b>Ad Valorem Funding</b>             | <b>\$ 2,064,406</b> | <b>\$ 1,997,871</b> | <b>\$ 2,090,297</b> | <b>\$ 92,426</b>     | <b>5%</b> |  |
| <b>Positions</b>                      | <b>23</b>           | <b>23</b>           | <b>23</b>           | <b>-</b>             | <b>-</b>  |  |

## SIGNIFICANT CHANGES

The Office of Inspector General's budget for FY 2016 includes funding for 23 filled positions. The 13 vacant positions will be reinstated once the municipal funding is implemented.

Appropriations

Operating Expenses – \$54,000 related to the purchase and implementation of an audit management software system.



# **OFFICE OF SMALL BUSINESS ASSISTANCE**

**Tonya Davis Johnson, Director**

**50 South Military Trail, Suite 202  
West Palm Beach, Florida 33415  
Phone: 561-616-6840**

**Website Address: <http://discover.pbcgov.org/osba/>**

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**DEPARTMENT SUMMARY**

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**MISSION STATEMENT**

To provide County departments and small businesses with excellent customer service, professional assistance, and technical responsiveness to promote the economic growth, expansion, and increased productivity of small business enterprises in Palm Beach County in accordance with established compliance policies and guidelines.

**Department Overview**

The Office of Small Business Assistance's (OSBA) primary services include providing business counseling and training to Small Business Enterprises (SBE); assisting individuals in starting a small business; assisting all businesses in obtaining financing; promoting economic opportunity by working with internal and external partners in support of small, minority, and women business enterprises (S/M/WBE); certifying S/M/WBEs; monitoring S/M/WBE participation goals, bids, and County projects; monitoring and reporting S/M/WBE utilization on County contracts; ensuring that SBE subcontractors and subconsultants are paid by Prime contractors via data entry into "Payment Monitoring System"; providing advocacy services to SBEs; arranging networking opportunities between primes and subcontractors; and serving as a voting member of short list and selection committees for contract awards.

**FY 16 Highlights & Accomplishments**

- Continued to provide bi-monthly technical assistance and direct access to the programs and services provided by OSBA to the entrepreneurs and small business owners in the Glades.
- Chaired and participated in the 10th Annual Palm Beach Partners Business Matchmaker Conference & Expo. This event brought together more than 35 sponsors/vendors and over 210 conference attendees to participate in workshops and power talks, which provided information on upcoming projects for partner agencies.
- Partnered with Paragon Florida to offer a six week course to local small businesses on entrepreneurship and business growth and development.
- Presented the 3rd Annual Small Business Week activities, which included a doing business with Palm Beach County workshop; a presentation of successful certified SBEs detailing their experiences doing business with Palm Beach County; and a small business boot camp.

**FY 17 Emerging Issues**

- Mason Tillman Associates, Ltd. will complete the disparity study; present its draft findings to the local small business community, agencies, and organizations; and present the final report to the Board of County Commissioners in the 1st Quarter of FY 2017.
- The continued rate of unemployment and retirement has lead to an increase of small business start-ups. OSBA continues to monitor this trend and seeks to identify resource partners to assist and provide direct services to this growing population of entrepreneurs.
- Due to the reduction of contracting opportunities with the County, OSBA continues to monitor opportunities for S/M/WBEs with its resource partners.

**FY 2017 OBJECTIVES**

1. Improve the reporting of S/M/WBE utilization for FY 2017.
2. Sponsor and/or participate in 40 outreach events annually.
3. Provide professional assistance through access to 10 small business development training sessions for start-up and existing businesses.
4. Present four seminars for local small businesses for the 3rd Annual Small Business Week activities to be held in May 2017.
5. Hold four planning meetings to renew interest and participation in the Palm Beach County (PBC) Banking Consortium.
6. Generate \$35,000 in revenue for fees collected for certification, recertification, expedited and modification applications.
7. Complete compliance reviews within 15 days of receipt.
8. Complete certification/recertification application review within 90 business days.

| <b><u>PERFORMANCE MEASUREMENTS</u></b>   | Actual<br><u>FY 2015</u> | Estimated<br><u>FY 2016</u> | Projected<br><u>FY 2017</u> | <u>Type</u> | <u>Obj</u> |
|--|--------------------------|-----------------------------|-----------------------------|-------------|------------|
| Meet with ISS bi-monthly to review programs designed to capture data                       | 6                        | 6                           | 6                           | Outcome     | 1          |
| Number of outreach events held   | 50                       | 36                          | 45                          | Input       | 2          |
| Training sessions for start-up and existing businesses                                     | 7                        | 10                          | 10                          | Outcome     | 3          |
| Small Business Week activities   | 4                        | 4                           | 4                           | Outcome     | 4          |
| PBC Banking Consortium planning meetings   | 3                        | 4                           | 4                           | Outcome     | 5          |
| Revenue generated  | \$35,957                 | \$35,000                    | \$35,000                    | Outcome     | 6          |
| Percentage of compliance reviews completed within 15 days                                  | 100%                     | 100%                        | 100%                        | Efficiency  | 7          |
| Percentage of certification/recertification application completion within 90 business days | 100%                     | 100%                        | 100%                        | Efficiency  | 8          |

DEPARTMENT FINANCIAL SUMMARY

|                                       | FY 15 Actual      | FY 16 Budget      | FY 17 Budget      | Change (FY 16-FY 17) |           |
|---------------------------------------|-------------------|-------------------|-------------------|----------------------|-----------|
|                                       |                   |                   |                   | \$                   | %         |
| <b><u>Non-Ad Valorem Revenues</u></b> |                   |                   |                   |                      |           |
| Licenses & Permits                    | \$ 35,550         | \$ 35,000         | \$ 35,000         | \$ -                 | -         |
| Other                                 | 407               | -                 | -                 | -                    | -         |
| <b>SubTotal</b>                       | <b>\$ 35,957</b>  | <b>\$ 35,000</b>  | <b>\$ 35,000</b>  | <b>\$ -</b>          | <b>-</b>  |
| <b><u>Appropriations</u></b>          |                   |                   |                   |                      |           |
| Personal Services                     | \$ 662,145        | \$ 690,581        | \$ 729,664        | \$ 39,083            | 6%        |
| Operating Expenses                    | 168,802           | 192,548           | 191,571           | (977)                | (1%)      |
| <b>SubTotal</b>                       | <b>\$ 830,947</b> | <b>\$ 883,129</b> | <b>\$ 921,235</b> | <b>\$ 38,106</b>     | <b>4%</b> |
| <b>Ad Valorem Funding</b>             | <b>\$ 794,990</b> | <b>\$ 848,129</b> | <b>\$ 886,235</b> | <b>\$ 38,106</b>     | <b>4%</b> |
| <b>Positions</b>                      | <b>7</b>          | <b>7</b>          | <b>7</b>          | <b>-</b>             | <b>-</b>  |

# Non-Department Operations



**FISCAL YEAR 2017**

## DEPARTMENT FINANCIAL SUMMARY

|                                | FY 15 Actual          | FY 16 Budget          | FY 17 Budget          | Change (FY 16-FY 17) |               |
|--------------------------------|-----------------------|-----------------------|-----------------------|----------------------|---------------|
|                                |                       |                       |                       | \$                   | %             |
| <b>Non-Ad Valorem Revenues</b> |                       |                       |                       |                      |               |
| Charges for Services           | \$ 18,275             | \$ -                  | \$ -                  | \$ -                 | -             |
| Other                          | 258,711               | 77,000                | -                     | (77,000)             | (100%)        |
| <b>SubTotal</b>                | <b>\$ 276,986</b>     | <b>\$ 77,000</b>      | <b>\$ -</b>           | <b>\$ (77,000)</b>   | <b>(100%)</b> |
| <b>Appropriations</b>          |                       |                       |                       |                      |               |
| Personal Services              | \$ 260,056            | \$ 200,000            | \$ 200,000            | \$ -                 | -             |
| Operating Expenses             | 16,095,546            | 16,247,893            | 17,107,598            | 859,705              | 5%            |
| Grants and Aids                | 82,200                | -                     | -                     | -                    | -             |
| Charge Offs                    | (19,289,281)          | (19,300,242)          | (19,718,235)          | (417,993)            | 2%            |
| <b>SubTotal</b>                | <b>\$ (2,851,479)</b> | <b>\$ (2,852,349)</b> | <b>\$ (2,410,637)</b> | <b>\$ 441,712</b>    | <b>15%</b>    |
| <b>Ad Valorem Funding</b>      | <b>\$ 3,128,465</b>   | <b>\$ (2,929,349)</b> | <b>\$ (2,410,637)</b> | <b>\$ 518,712</b>    | <b>18%</b>    |

## SIGNIFICANT CHANGES

**Appropriations**

Operating Expenses - \$859,705 increase primarily due to \$87,537 increase Casualty Self Insurance premiums and \$352,810 increase in Insurance and Surety Bonds Outside offset by decreases in other administrative expenses such as communication services, property assessments, legal services, etc.

Charge-Offs - (\$417,993) increase is primarily due to an increase in the Indirect Cost Allocation Plan cost pools and changes in usage by departments.

This budget provides for certain administrative expenses of the County as listed below:

|  | FY 2016<br>Budget           | FY 2017<br>Budget           |
|--|-----------------------------|-----------------------------|
| Casualty Self Insurance                      | \$2,917,887                 | \$3,005,424                 |
| Waste Disposal                               | 487,000                     | 580,000                     |
| Unemployment Compensation                    | 200,000                     | 200,000                     |
| Audit Services                               | 739,100                     | 796,800                     |
| Inspector General                            | 2,064,406                   | 2,064,406                   |
| Communication Services                       | 2,030,000                   | 1,888,000                   |
| Utilities/Electric                           | 5,365,000                   | 5,820,000                   |
| Utilities/Water                              | 1,175,800                   | 1,220,000                   |
| Property Assessments                         | 360,000                     | 260,000                     |
| Ins. & Surety Bonds Outside                  | 6,000                       | 358,810                     |
| Dues and Memberships                         | 585,000                     | 585,000                     |
| Telephone Equipment/Installation             | 8,000                       | 7,000                       |
| Legal Services                               | 25,000                      | 10,000                      |
| Bank Service Charges                         | 30,000                      | 30,000                      |
| Other  | 454,700                     | 482,158                     |
| Charge-Offs (Indirect Costs Allocation Plan) | <u>(19,300,242)</u>         | <u>(19,718,235)</u>         |
| <b>Total</b>                                 | <b><u>\$(2,852,349)</u></b> | <b><u>\$(2,410,637)</u></b> |

## DEPARTMENT FINANCIAL SUMMARY

|                              | FY 15 Actual | FY 16 Budget  | FY 17 Budget   | Change (FY 16-FY 17) |     |
|------------------------------|--------------|---------------|----------------|----------------------|-----|
|                              |              |               |                | \$                   | %   |
| <b><u>Appropriations</u></b> |              |               |                |                      |     |
| <b>Reserves</b>              | \$ -         | \$ 91,458,045 | \$ 100,246,436 | \$ 8,788,391         | 10% |
| <b>SubTotal</b>              | \$ -         | \$ 91,458,045 | \$ 100,246,436 | \$ 8,788,391         | 10% |
| <b>Ad Valorem Funding</b>    | \$ -         | \$ 91,458,045 | \$ 100,246,436 | \$ 8,788,391         | 10% |

Included in this category are various operating reserves not related to any specific department. Following is a list of these reserves.

|                                      | FY 2016 Budget             | FY 2017 Budget              |
|--------------------------------------|----------------------------|-----------------------------|
| General Fund                         |                            |                             |
| Reserves for Contingency             | \$20,775,190               | \$20,000,000                |
| Reserves for Balance Brought Forward | 70,000,000                 | 79,555,000                  |
| Bond Waiver Fund                     | 682,855                    | 691,436                     |
| <b>Total</b>                         | <b><u>\$91,485,045</u></b> | <b><u>\$100,246,436</u></b> |

DEPARTMENT FINANCIAL SUMMARY

|                              | FY 15 Actual  | FY 16 Budget  | FY 17 Budget  | Change (FY 16-FY 17) |     |
|------------------------------|---------------|---------------|---------------|----------------------|-----|
|                              |               |               |               | \$                   | %   |
| <b><u>Appropriations</u></b> |               |               |               |                      |     |
| <b>Grants and Aids</b>       | \$ 25,715,650 | \$ 30,180,045 | \$ 34,325,662 | \$ 4,145,617         | 14% |
| <b>SubTotal</b>              | \$ 25,715,650 | \$ 30,180,045 | \$ 34,325,662 | \$ 4,145,617         | 14% |
| <b>Ad Valorem Funding</b>    | \$ 25,715,650 | \$ 30,180,045 | \$ 34,325,662 | \$ 4,145,617         | 14% |

Upon adoption of a Community Redevelopment Plan, pursuant to Chapter 163.387, Florida Statutes, the real property assessment level within the boundaries of the district is frozen for all taxing entities except the School Board, Health Care Taxing District, and Children's Services Council. Taxing entities within the boundaries are required to appropriate an amount equal to the difference between taxes generated upon the total assessed value and the taxes on the frozen "Base Year" assessed value. Funds are to be used by the agencies for community redevelopment.

The above amount includes \$33,523,693 from the General Fund and \$801,969 from Fire Rescue for the Westgate/Belvedere Home Redevelopment Agency.

DEPARTMENT FINANCIAL SUMMARY

|                                       | FY 15 Actual      | FY 16 Budget     | FY 17 Budget      | Change (FY 16-FY 17) |            |
|---------------------------------------|-------------------|------------------|-------------------|----------------------|------------|
|                                       |                   |                  |                   | \$                   | %          |
| <b><u>Non-Ad Valorem Revenues</u></b> |                   |                  |                   |                      |            |
| Charges for Services                  | \$ 32,210         | \$ 26,269        | \$ 32,376         | \$ 6,107             | 23%        |
| Fines & Forfeitures                   | 38,472            | 21,940           | 26,735            | 4,795                | 22%        |
| Other                                 | 10,477            | (2,210)          | (2,238)           | (28)                 | 1%         |
| Fund Balance                          | 65,817            | 21,434           | 75,526            | 54,092               | 252%       |
| <b>SubTotal</b>                       | <b>\$ 146,976</b> | <b>\$ 67,433</b> | <b>\$ 132,399</b> | <b>\$ 64,966</b>     | <b>96%</b> |
| <b><u>Appropriations</u></b>          |                   |                  |                   |                      |            |
| Transfers                             | \$ 64,668         | \$ 67,433        | \$ 132,399        | \$ 64,966            | 96%        |
| <b>SubTotal</b>                       | <b>\$ 64,668</b>  | <b>\$ 67,433</b> | <b>\$ 132,399</b> | <b>\$ 64,966</b>     | <b>96%</b> |
| <b>Ad Valorem Funding</b>             | <b>\$ -</b>       | <b>\$ -</b>      | <b>\$ -</b>       | <b>\$ -</b>          | <b>-</b>   |
| <b>Positions</b>                      | <b>-</b>          | <b>-</b>         | <b>-</b>          | <b>-</b>             | <b>-</b>   |

SIGNIFICANT CHANGES

**Non-Ad Valorem Revenues**

Fund Balance - \$54,092 increase used to fund on going operations. This increase has a direct correlation to the increase in transfers.

**Programs/Services**

For any fine imposed by law for any criminal offense, Florida Statutes Chapter 893.16 authorizes the courts to impose an additional fine to support assistance grants for drug abuse treatment or relevant State Attorney programs. The Palm Beach County Drug Abuse Trust Fund was established in 1989 for the purpose of receiving these fines and disbursing assistance grants. Administrative responsibility for the fund was transferred to the Criminal Justice Commission in 1992.

Around 2002, half of the Cost of Prosecution revenue was redirected by the State Attorney to the Drug Abuse Trust Fund. This allowed the fund to accumulate a fund balance. The State later directed the State Attorney to use the revenue to cover the State Attorney's budget shortfall. Any Cost of Prosecution revenues that are still posted to the Drug Abuse Trust Fund relate to charges earlier than 2009.

DEPARTMENT FINANCIAL SUMMARY

|                                       | FY 15 Actual        | FY 16 Budget        | FY 17 Budget        | Change (FY 16-FY 17) |              |
|---------------------------------------|---------------------|---------------------|---------------------|----------------------|--------------|
|                                       |                     |                     |                     | \$                   | %            |
| <b><u>Non-Ad Valorem Revenues</u></b> |                     |                     |                     |                      |              |
| Charges for Services                  | \$ 238              | \$ -                | \$ -                | \$ -                 | -            |
| Fines & Forfeitures                   | 37,275              | 20,000              | 20,000              | -                    | -            |
| Other                                 | 27,630              | 15,150              | 16,100              | 950                  | 6%           |
| Fund Balance                          | 2,227,598           | 2,093,609           | 1,837,786           | (255,823)            | (12%)        |
| <b>SubTotal</b>                       | <b>\$ 2,292,741</b> | <b>\$ 2,128,759</b> | <b>\$ 1,873,886</b> | <b>\$ (254,873)</b>  | <b>(12%)</b> |
| <b><u>Appropriations</u></b>          |                     |                     |                     |                      |              |
| Personal Services                     | \$ 70,328           | \$ 135,987          | \$ 150,057          | \$ 14,070            | 10%          |
| Operating Expenses                    | 175,796             | 320,779             | 291,767             | (29,012)             | (9%)         |
| Capital Outlay                        | 25,118              | -                   | -                   | -                    | -            |
| Reserves                              | -                   | 1,671,993           | 1,432,062           | (239,931)            | (14%)        |
| <b>SubTotal</b>                       | <b>\$ 271,242</b>   | <b>\$ 2,128,759</b> | <b>\$ 1,873,886</b> | <b>\$ (254,873)</b>  | <b>(12%)</b> |
| <b>Ad Valorem Funding</b>             | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>          | <b>-</b>     |
| <b>Positions</b>                      | <b>-</b>            | <b>-</b>            | <b>-</b>            | <b>-</b>             | <b>-</b>     |

SIGNIFICANT CHANGES

**Non - Ad Valorem Revenues**

Fund Balance - \$(255,823) decrease is due to spending of previously collected amounts and reduced revenues. This decrease has a direct correlation to the decrease in reserves.

**Programs/Services**

The Pollution Recovery Trust Fund was created to collect fines and penalties levied for violation of environmental laws. Appropriations from this fund are designated for the enhancement of the environmental resources and pollution control activities of Palm Beach County and not for general operations and maintenance. Projects may be proposed by either the Department of Environmental Resources Management or the Palm Beach County Public Health Department. Disbursement from the fund is by concurrence of both departments and authorized by resolution of the Board of County Commissioners.

DEPARTMENT FINANCIAL SUMMARY

|                                       | FY 15 Actual      | FY 16 Budget      | FY 17 Budget      | Change (FY 16-FY 17) |          |
|---------------------------------------|-------------------|-------------------|-------------------|----------------------|----------|
|                                       |                   |                   |                   | \$                   | %        |
| <b><u>Non-Ad Valorem Revenues</u></b> |                   |                   |                   |                      |          |
| Charges for Services                  | \$ 274,369        | \$ 270,000        | \$ 270,000        | \$ -                 | -        |
| <b>SubTotal</b>                       | <b>\$ 274,369</b> | <b>\$ 270,000</b> | <b>\$ 270,000</b> | <b>\$ -</b>          | <b>-</b> |
| <b><u>Appropriations</u></b>          |                   |                   |                   |                      |          |
| Operating Expenses                    | \$ 587,645        | \$ 600,000        | \$ 600,000        | \$ -                 | -        |
| <b>SubTotal</b>                       | <b>\$ 587,645</b> | <b>\$ 600,000</b> | <b>\$ 600,000</b> | <b>\$ -</b>          | <b>-</b> |
| <b>Ad Valorem Funding</b>             | <b>\$ 313,276</b> | <b>\$ 330,000</b> | <b>\$ 330,000</b> | <b>\$ -</b>          | <b>-</b> |
| <b>Positions</b>                      | <b>-</b>          | <b>-</b>          | <b>-</b>          | <b>-</b>             | <b>-</b> |

**Program/Services**

The Value Adjustment Board (VAB) is a quasi-judicial body composed of County Commission, School Board, and citizen members. The VAB hears appeals from property owners concerning the valuation (for tax purposes) of their property. The VAB may appoint Special Magistrates to hear petitions on its behalf. Funding is split between the County (60%) and the School Board (40%). Partial expenses are offset by a Filing Fee of \$15.00 per petition. Recommendations from the Special magistrates are taken into consideration when the petition is determined. The VAB is facilitated by the Clerk & Comptroller's Board Services Department. It is the Clerk's Statutory duty (§ 193 and 194, Fla. Stat.) to collect petitions, hold hearings, provide notices, and prepare and hold VAB meetings.

DEPARTMENT FINANCIAL SUMMARY

|                                       | FY 15 Actual        | FY 16 Budget        | FY 17 Budget        | Change (FY 16-FY 17) |           |
|---------------------------------------|---------------------|---------------------|---------------------|----------------------|-----------|
|                                       |                     |                     |                     | \$                   | %         |
| <b><u>Non-Ad Valorem Revenues</u></b> |                     |                     |                     |                      |           |
| Other                                 | \$ 923,717          | \$ 904,450          | \$ 905,000          | \$ 550               | -         |
| Fund Balance                          | 592,852             | 452,452             | 535,076             | 82,624               | 18%       |
| <b>SubTotal</b>                       | <b>\$ 1,516,569</b> | <b>\$ 1,356,902</b> | <b>\$ 1,440,076</b> | <b>\$ 83,174</b>     | <b>6%</b> |
| <b><u>Appropriations</u></b>          |                     |                     |                     |                      |           |
| Operating Expenses                    | \$ 897,943          | \$ 1,050,000        | \$ 1,045,000        | \$ (5,000)           | -         |
| Reserves                              | -                   | 306,902             | 395,076             | 88,174               | 29%       |
| <b>SubTotal</b>                       | <b>\$ 897,943</b>   | <b>\$ 1,356,902</b> | <b>\$ 1,440,076</b> | <b>\$ 83,174</b>     | <b>6%</b> |
| <b>Ad Valorem Funding</b>             | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>          | <b>-</b>  |
| <b>Positions</b>                      | <b>-</b>            | <b>-</b>            | <b>-</b>            | <b>-</b>             | <b>-</b>  |

SIGNIFICANT CHANGES

**Non-Ad Valorem Revenues**

Fund Balance - \$82,624 increase due to estimated FY 2016 expenditures being less than budgeted, which also increases available reserves.

**Programs/Services**

Proceeds from the Conservation Lands Bond Referendum, approved March 1999, are being used to purchase land in the agricultural reserve area (Ag Reserve) which is leased out for agricultural purposes. The Palm Beach Soil and Water Conservation District is responsible for managing this property and has contracted with the County’s Property and Real Estate Management Division to perform the work. Lease revenues are used to cover management costs, implement agricultural enhancement programs, purchase additional property, and meet other needs as may be identified.

## DEPARTMENT FINANCIAL SUMMARY

|                                | FY 15 Actual | FY 16 Budget | FY 17 Budget | Change (FY 16-FY 17) |       |
|--------------------------------|--------------|--------------|--------------|----------------------|-------|
|                                |              |              |              | \$                   | %     |
| <b>Non-Ad Valorem Revenues</b> |              |              |              |                      |       |
| Other                          | \$ 6,100     | \$ -         | \$ -         | \$ -                 | -     |
| SubTotal                       | \$ 6,100     | \$ -         | \$ -         | \$ -                 | -     |
| <b>Appropriations</b>          |              |              |              |                      |       |
| Operating Expenses             | \$ 1,187,369 | \$ 2,064,575 | \$ 1,465,391 | \$ (599,184)         | (29%) |
| Grants and Aids                | 454,765      | 821,852      | 751,135      | (70,717)             | (9%)  |
| SubTotal                       | \$ 1,642,134 | \$ 2,886,427 | \$ 2,216,526 | \$ (669,901)         | (23%) |
| Ad Valorem Funding             | \$ 1,636,034 | \$ 2,886,427 | \$ 2,216,526 | \$ (669,901)         | (23%) |

## SIGNIFICANT CHANGES

**Programs/Service**

In this category are various non-department operating appropriations made during the past two years and/or to be made in FY 2017. The following is a list of these operations and, where applicable, the budgeted appropriations.

|                           | FY 2016<br>Budget         | FY 2017<br>Budget         |
|---------------------------|---------------------------|---------------------------|
| Impact Fee Office         | \$40,000                  | \$28,000                  |
| Other Court Costs         | 55,000                    | 73,000                    |
| Information Systems       | 661,325                   | 694,391                   |
| Tuition Reimbursement     | 75,000                    | 75,000                    |
| Municipal Expense         | 620,000                   | 550,000                   |
| Wage Dispute              | 161,250                   | 133,000                   |
| Collection Services       | 7,000                     | 7,000                     |
| Disparity Study           | 700,000                   | 0                         |
| FEMA Mapping              | 200,000                   | 250,000                   |
| OIG Appeal                | 5,000                     | 5,000                     |
| Uber Litigation           | 10,000                    | 50,000                    |
| Pahokee Marina FEMA Match | 100,000                   | 100,000                   |
| Climate Control           | 60,000                    | 60,000                    |
| County Fire Control       | 41,852                    | 41,135                    |
| Hurricane Preparedness    | <u>150,000</u>            | <u>150,000</u>            |
| <b>Total</b>              | <b><u>\$2,886,427</u></b> | <b><u>\$2,216,526</u></b> |

DEPARTMENT FINANCIAL SUMMARY

|                                       | FY 15 Actual        | FY 16 Budget        | FY 17 Budget        | Change (FY 16-FY 17) |          |
|---------------------------------------|---------------------|---------------------|---------------------|----------------------|----------|
|                                       |                     |                     |                     | \$                   | %        |
| <b><u>Non-Ad Valorem Revenues</u></b> |                     |                     |                     |                      |          |
| Fines & Forfeitures                   | \$ 758,155          | \$ 800,000          | \$ 680,000          | \$ (120,000)         | (15%)    |
| Other                                 | 14,616              | (30,500)            | (23,550)            | 6,950                | 23%      |
| Fund Balance                          | 1,046,722           | 1,046,722           | 1,163,009           | 116,287              | 11%      |
| <b>SubTotal</b>                       | <b>\$ 1,819,493</b> | <b>\$ 1,816,222</b> | <b>\$ 1,819,459</b> | <b>\$ 3,237</b>      | <b>-</b> |
| <b><u>Appropriations</u></b>          |                     |                     |                     |                      |          |
| Grants and Aids                       | \$ 705,084          | \$ 1,816,222        | \$ 1,819,459        | \$ 3,237             | -        |
| <b>SubTotal</b>                       | <b>\$ 705,084</b>   | <b>\$ 1,816,222</b> | <b>\$ 1,819,459</b> | <b>\$ 3,237</b>      | <b>-</b> |
| <b>Ad Valorem Funding</b>             | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>          | <b>-</b> |
| <b>Positions</b>                      | <b>-</b>            | <b>-</b>            | <b>-</b>            | <b>-</b>             | <b>-</b> |

SIGNIFICANT CHANGES

**Non-Ad Valorem Revenues**

Fines & Forfeitures – (\$120,000) to align budget with current trends. The decrease of this revenue source results in a smaller amount of statutory reserves, which corresponds to the increase in Other Revenues.

**Program/Services**

For each fine imposed by law pertaining to civil traffic penalties, Florida Statutes Chapter 318.1215, the “Dori Slosberg Driver Education Safety Act”, authorized the courts to impose and collect an additional fine of up to \$5. This additional fine is required to be used for driver education programs in public and non-public schools. The Palm Beach County Driver Education Trust Fund was established in 1992 by the Board of County Commissioners (BCC) with the adoption of a \$3 surcharge for each civil traffic penalty. In 2006, they increased the surcharge from \$3 to \$5. Funds are collected by the Clerk and Comptroller and distributed to the Palm Beach County School District each quarter. Disbursement of funds to non-public schools are available as part of the grant program. Eligibility requirements for non-public schools are outlined in Ordinance 2002-071.

DEPARTMENT FINANCIAL SUMMARY

|                                       | FY 15 Actual      | FY 16 Budget      | FY 17 Budget      | Change (FY 16-FY 17) |            |
|---------------------------------------|-------------------|-------------------|-------------------|----------------------|------------|
|                                       |                   |                   |                   | \$                   | %          |
| <b><u>Non-Ad Valorem Revenues</u></b> |                   |                   |                   |                      |            |
| Fines & Forfeitures                   | \$ 65,981         | \$ 54,210         | \$ 52,271         | \$ (1,939)           | (4%)       |
| Other                                 | 7,505             | (1,211)           | (32)              | 1,179                | 97%        |
| Fund Balance                          | 268,205           | 196,604           | 271,657           | 75,053               | 38%        |
| <b>SubTotal</b>                       | <b>\$ 341,691</b> | <b>\$ 249,603</b> | <b>\$ 323,896</b> | <b>\$ 74,293</b>     | <b>30%</b> |
| <b><u>Appropriations</u></b>          |                   |                   |                   |                      |            |
| Transfers                             | \$ 125,000        | \$ -              | \$ -              | \$ -                 | -          |
| Reserves                              | -                 | 249,603           | 323,896           | 74,293               | 30%        |
| <b>SubTotal</b>                       | <b>\$ 125,000</b> | <b>\$ 249,603</b> | <b>\$ 323,896</b> | <b>\$ 74,293</b>     | <b>30%</b> |
| <b>Ad Valorem Funding</b>             | <b>\$ -</b>       | <b>\$ -</b>       | <b>\$ -</b>       | <b>\$ -</b>          | <b>-</b>   |
| <b>Positions</b>                      | <b>-</b>          | <b>-</b>          | <b>-</b>          | <b>-</b>             | <b>-</b>   |

SIGNIFICANT CHANGES

**Non-Ad Valorem Revenues**

Fund Balance – \$75,053 increase a result of low expenditures in 2016, which also increases available reserves.

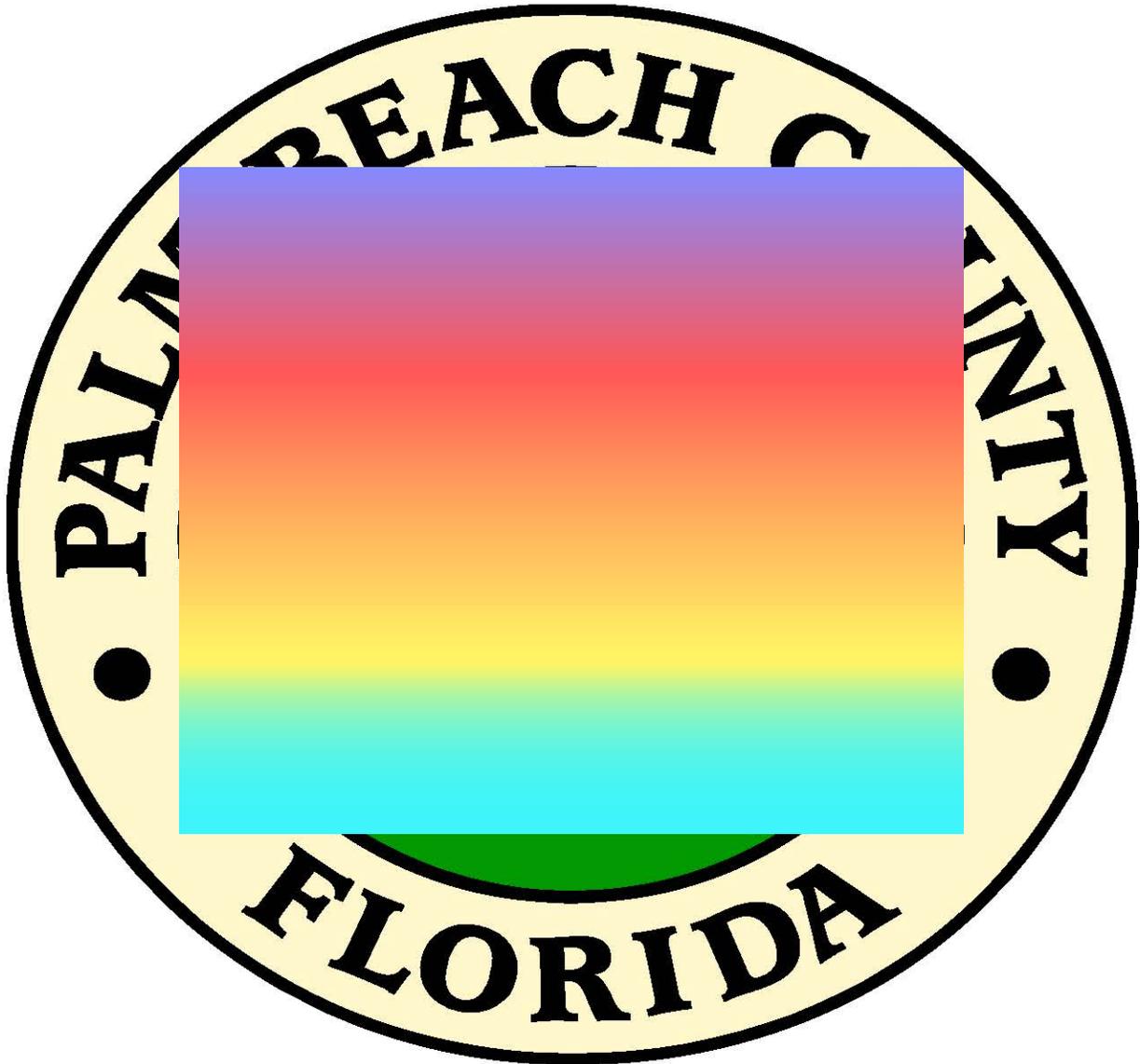
Other - \$1,179 increase in interest revenue better reflects actual revenues.

**Programs/Services**

The Domestic Violence Trust Fund was established in Fiscal Year 2002 by Florida Statutes 938.08. The Statute requires that, in addition to any sanction imposed for a violation of s. 784.011, s. 784.021, s. 784.03, s. 784.041, s. 784.045, s. 784.048, s. 784.07, s. 784.08, s. 784.081, s. 784.082, s. 784.083, s. 784.085, s. 794.011, or for any offense of domestic violence described in s. 741.28, the court shall impose a surcharge of \$201. A portion of the surcharge, in the amount of \$115, shall be provided to the governing board of the County and must be used only to defray the costs of incarcerating persons sentenced under s. 741.283 and provide additional training to law enforcement personnel in combating domestic violence.



# Other County Funded Programs



**FISCAL YEAR 2017**

DEPARTMENT SUMMARY

**Mission Statement**

To follow the Health and Human Services Element of the Comprehensive Plan of Palm Beach County goals and objectives and the recommendations of the Citizens Advisory Committee that address the availability of health and human services necessary to protect the health, safety, and welfare of its residents, by providing funding to qualifying non-profit organizations to provide health and human services related to the approved service categories.

Funds may be used to provide a wide range of health and human services within six competitive service categories including Behavioral Health, Domestic Abuse/Sheltering, Economic Stability/Poverty, Homelessness, Senior Services, and Special Needs. An additional category is Non-Competitive. These are long standing partnerships that deliver critical services the County has invested in with agencies that serve a countywide demand or special projects that are part of a strategic initiative in which the County is participating.

**FY 17 Objectives**

1. To provide monitoring, evaluation, and technical assistance to contracted providers to improve program effectiveness and performance.
2. Enhance quality management activities to measure the quality of services and program effectiveness utilizing the newly implemented network of client databases.

| <b><u>PERFORMANCE MEASUREMENTS</u></b>   | <u>Actual</u><br><u>FY 2015</u> | <u>Estimated</u><br><u>FY 2016</u> | <u>Projected</u><br><u>FY 2017</u> | <u>Type</u> | <u>Obj</u> |
|--|---------------------------------|------------------------------------|------------------------------------|-------------|------------|
| <b>Behavioral Health</b>   |                                 |                                    |                                    |             |            |
| Program participants will learn strategies to reduce behavior health challenges  | N/A                             | N/A                                | 73%                                | Outcome     | 1          |
| <b>Domestic Abuse/Sheltering</b>   |                                 |                                    |                                    |             |            |
| Program participants will increase access to violence free living conditions   | N/A                             | N/A                                | 79%                                | Outcome     | 1          |
| <b>Economic Stability/Poverty</b>  |                                 |                                    |                                    |             |            |
| Program participants will increase self-sufficiency  | N/A                             | N/A                                | 84%                                | Outcome     | 1          |
| <b>Homelessness</b>  |                                 |                                    |                                    |             |            |
| Homeless families, or those at risk for becoming homeless, will become stably housed   | N/A                             | N/A                                | 76%                                | Outcome     | 1          |
| <b>Senior Services</b>   |                                 |                                    |                                    |             |            |
| Seniors in program will remain in highest quality living condition that meets their basic needs  | N/A                             | N/A                                | 80%                                | Outcome     | 1          |
| <b>Special Needs</b>   |                                 |                                    |                                    |             |            |
| Program participants will achieve goals to build social, emotional, intellectual, and/or physical skills increasing their independence | N/A                             | N/A                                | 84%                                | Outcome     | 1          |

DEPARTMENT FINANCIAL SUMMARY

|                                       | FY 15 Actual         | FY 16 Budget         | FY 17 Budget         | Change (FY 16-FY 17) |           |
|---------------------------------------|----------------------|----------------------|----------------------|----------------------|-----------|
|                                       |                      |                      |                      | \$                   | %         |
| <b><u>Non-Ad Valorem Revenues</u></b> |                      |                      |                      |                      |           |
| Grants                                | \$ 200,000           | \$ -                 | \$ -                 | \$ -                 | -         |
| Other                                 | 19,984               | -                    | -                    | -                    | -         |
| <b>SubTotal</b>                       | <b>\$ 219,984</b>    | <b>\$ -</b>          | <b>\$ -</b>          | <b>\$ -</b>          | <b>-</b>  |
| <b><u>Appropriations</u></b>          |                      |                      |                      |                      |           |
| Grants and Aids                       | \$ 11,272,594        | \$ 11,653,770        | \$ 12,132,221        | \$ 478,451           | 4%        |
| <b>SubTotal</b>                       | <b>\$ 11,272,594</b> | <b>\$ 11,653,770</b> | <b>\$ 12,132,221</b> | <b>\$ 478,451</b>    | <b>4%</b> |
| <b>Ad Valorem Funding</b>             | <b>\$ 11,052,610</b> | <b>\$ 11,653,770</b> | <b>\$ 12,132,221</b> | <b>\$ 478,451</b>    | <b>4%</b> |

SIGNIFICANT CHANGES

**Appropriations**

Grants and Aids - \$478,451 increase represents a 4% increase that was allocated when the Center for Family Services was unable to continue operating the Pat Reeves Shelter and Adopt-A-Family stepped in to take over operations at this shelter.

**Programs/Service**

The Financially Assisted Agencies program was established in the early 1980s to overcome the adverse impact of reduced federal funding. It is now an important component of the federal, state, and local funding sources that support our County's system of care. The Board of County Commissioners has directed staff to pursue data-driven, evidenced based programming and outcome measures that ensure effective changes in people's lives in our community. Funded organizations are monitored by the Community Services Department to maintain programmatic and fiscal accountability. Contracts include the following safeguards to protect the County: insurance coverage is mandatory, funds are paid out on a unit cost basis, and funds cannot be used to initiate or to pursue litigation against the County.

## DEPARTMENT FINANCIAL SUMMARY

|                              | FY 15 Actual  | FY 16 Budget  | FY 17 Budget  | Change (FY 16-FY 17) |   |
|------------------------------|---------------|---------------|---------------|----------------------|---|
|                              |               |               |               | \$                   | % |
| <b><u>Appropriations</u></b> |               |               |               |                      |   |
|                              | \$ 15,000,000 | \$ 15,000,000 | \$ 15,000,000 | \$ -                 | - |
| <b>SubTotal</b>              | \$ 15,000,000 | \$ 15,000,000 | \$ 15,000,000 | \$ -                 | - |
| <b>Ad Valorem Funding</b>    | \$ 15,000,000 | \$ 15,000,000 | \$ 15,000,000 | \$ -                 | - |

**Program/Services**

Funding to the Health Care District of Palm Beach County is provided to manage the Edward J. Healey Rehabilitation and Nursing Center (formerly known as the Palm Beach County Home) and to contribute toward Palm Beach County's required contribution to state Medicaid funding. The funding to the Healey Center is \$9,100,000 with the remaining used towards Medicaid match. During the 2013 Florida Legislative session, Senate Bill 1520 was enacted which established a fixed percentage of responsibility to each county. Palm Beach County's required contribution is 5.9% of the adopted state amount of \$288.6 million. The amount required for Medicaid match is \$16.95 million in FY 2017 with the County contributing \$5.9 million and Health Care District funding \$11.05 million.

DEPARTMENT FINANCIAL SUMMARY

|                              | FY 15 Actual | FY 16 Budget | FY 17 Budget | Change (FY 16-FY 17) |   |
|------------------------------|--------------|--------------|--------------|----------------------|---|
|                              |              |              |              | \$                   | % |
| <b><u>Appropriations</u></b> |              |              |              |                      |   |
| <b>Grants and Aids</b>       | \$ 1,881,537 | \$ 2,114,162 | \$ 2,114,162 | \$ -                 | - |
| <b>SubTotal</b>              | \$ 1,881,537 | \$ 2,114,162 | \$ 2,114,162 | \$ -                 | - |
| <b>Ad Valorem Funding</b>    | \$ 1,881,537 | \$ 2,114,162 | \$ 2,114,162 | \$ -                 | - |

**Programs/Services**

The Palm Beach County Health Department (PBCHD) Environmental Health section provides services specified by County ordinance including inspection and licensing for water services for public drinking water systems, private water wells, irrigation wells, sewage and waste services, individual septic tanks, sewage treatment plants, private lift stations, landfills, hazardous waste, and biomedical waste handling. Environmental hazards services are provided for sanitary nuisances, air pollution control, lead monitoring, beach water sampling, and illegal or accidental hazardous spill investigations. Zoonotic and vector-borne disease prevention services are provided such as mosquito/encephalitis monitoring and rodent and arthropod investigations. Public health planning and preparedness services are provided for post-disaster community needs assessments, emerging pathogens, pandemic influenza, and smart growth/healthy community issues. The department also provides family day care and child care facility licensing.

DEPARTMENT FINANCIAL SUMMARY

|                              | FY 15 Actual        | FY 16 Budget        | FY 17 Budget        | Change (FY 16-FY 17) |             |
|------------------------------|---------------------|---------------------|---------------------|----------------------|-------------|
|                              |                     |                     |                     | \$                   | %           |
| <b><u>Appropriations</u></b> |                     |                     |                     |                      |             |
| Grants and Aids              | \$ 6,160,324        | \$ 7,436,745        | \$ 7,218,634        | \$ (218,111)         | (3%)        |
| <b>SubTotal</b>              | <b>\$ 6,160,324</b> | <b>\$ 7,436,745</b> | <b>\$ 7,218,634</b> | <b>\$ (218,111)</b>  | <b>(3%)</b> |
| <hr/>                        |                     |                     |                     |                      |             |
| Ad Valorem Funding           | \$ 6,160,324        | \$ 7,436,745        | \$ 7,218,634        | \$ (218,111)         | (3%)        |

| <b><u>Program/Service</u></b>                | <b>FY 2017<br/>Budget</b> |
|--|---------------------------|
| Tri-Rail Extension Operating Deficit         | \$1,565,000               |
| RTA Funding                                  | 2,670,000                 |
| Code Enforcement Services Glades Communities | 383,634                   |
| County Culture Program                       | 200,000                   |
| DJJ Pre-Disposition Costs                    | <u>2,400,000</u>          |
| <b>Total</b>                                 | <b><u>\$7,218,634</u></b> |

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**DEPARTMENT SUMMARY**

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**MISSION STATEMENT**

To protect, preserve, and maintain the public records and public funds with integrity and accountability.

**Department Overview**

The Florida Constitution established the independent office of the Clerk & Comptroller as a public trustee, responsible for safeguarding public records and public funds in the roles of the County's Chief Financial Officer, Treasurer, Inspector General/Auditor, Clerk of the Board of County Commissioners, Clerk of the Court, and County Recorder. As an elected constitutional officer, the Clerk & Comptroller is directly accountable to the residents of Palm Beach County. As the third largest of the 67 Clerk's offices in Florida, the Clerk & Comptroller's employees serve a local population of approximately 1.4 million citizens from six locations and reach customers throughout the world on the internet at [www.mypalmbeachclerk.com](http://www.mypalmbeachclerk.com). The organization is committed to being a world-class leader in customer service, employee satisfaction, and standards of excellence. As recognition of these accomplishments, the office has been a recipient of the coveted Governor's Sterling Award for Organizational Performance Excellence, Centre for Fiduciary Excellence Certification, the Government Finance Officer's Certificate of Achievement for Excellence in Financial Reporting, and the Distinguished Budget Presentation Award. Most recently, the office was recognized by the League of American Communications Professionals by placing 35th in its category of the Top 50 Annual Reports Worldwide for the popular annual financial report "Checks and Balances - Your Guide to County Finances" for fiscal year 2012.

**Programs and Services**

The Clerk & Comptroller monitors the County budget, revenue, debt, and spending. The Clerk processes payments for the County ensuring each serves a public purpose, complies with the law, and is within the County's budget. The Clerk also maintains an accurate set of financial records in order to produce all required financial statements and reports to comply with state and federal laws and generally accepted accounting principles. As Treasurer, the Clerk actively manages and earns interest income on the County's \$1.4 billion investment portfolio. As Inspector General/Auditor, the Clerk conducts independent risk-based and financial audits, including the audit of all County expenditures. Accountability is ensured through regular independent audits conducted by eleven state, local, and judicial entities. As Clerk of the Board of County Commissioners, the Clerk maintains the records of the County Commission and other meetings and provides all meeting minutes and video to the public via the Clerk's website.

**FY 16 Highlights & Accomplishments**

- Expanded the Wells Fargo Payment Manager Program, which provides vendors the option to receive payment via a merchant account vs. paper check. This program generated a cash rebate of \$438,726 to the County.
- Transitioned 150 Merchant Services credit card terminals from voice to data jacks in response to the County's new phone/VOIP system.
- Continued implementation of the electronic retention of County financial records initiative with County ISS eliminating the need for costly storage space and shelving.
- Implemented Advantage 3.10.0.1 upgrade.
- Implemented new functionality for the automated Public Service Tax (PST) system.
- Implemented a new Finance Revenue Receipting System (FRRS) replacing the legacy system, FoxPro.
- Implemented a new process for payments related to Services and Activities Management Information System (SAMIS), transitioning from a manual posting system to an automated interface to Advantage and electronic document upload to Trakman for paperless document storage.
- Created and implemented eLearning (automated) training course for the County's Purchasing Card program.
- Implemented a new process to upload information from the Property Appraiser's PAPA system to AXIA, the Value Adjustment Board system, eliminating the need for manual input.
- Received the Award for Excellence in Financial Reporting for the County's Comprehensive Annual Financial Report (CAFR) for the 26th consecutive year.
- Received the Award for Outstanding Achievement in Popular Annual Financial Reporting (PAFR) for the 9th consecutive year.
- Implemented an electronic W-2 option for employees, with 3 prior years accessible for viewing.
- Partnered with County Fire Rescue to assist with Kronos timekeeping system implementation currently in progress.

**FY 17 Emerging Issues**

- The primary issue continues to be the need to leverage technology to both streamline processes for efficiency and provide long-term cost effectiveness to minimize the financial burden on tax payers. To address this issue, the Clerk's Office is proactively developing strategies to: 1) Identify an automated and comprehensive document management solution for County financial records; 2) Enhance the utilization of banking and treasury management services which provide a revenue return to the County; and 3) Eliminate the need for manual processing of all information between the numerous systems within the County
- The security of financial information is another issue the Clerk's Office is addressing. With the incidents of financial fraud continuing to increase and Florida having one of the highest identify theft complaint rates in the nation, our office is proactively working to develop solutions to protect County credit card/financial transactions and lower the risk of data theft.

**FY 2017 OBJECTIVES**

1. Prepare for the implementation of GASB 77 "Tax Abatement Disclosures".
2. Implement the new Finance Special Assessment system (FSA).
3. Offer credit card payment option on the Public Access Web page for the Special Assessment System (FSA) and Propane Sales Tax.
4. Assist County Risk Management, as required, in preparation of the implementation of GASB 75, "Accounting and Financial Reporting for Post-employment Benefits other than Pensions".
5. Complete implementation of a fully paperless process for County payroll by providing pay cards in lieu of paper checks for County employees.
6. Evaluate and test AMS Advantage Debt & Treasury Module for enhanced financial system integration and improved financial reporting.
7. Continue to assist Fire Rescue with Kronos implementation.
8. Assess and complete implementation of automated spousal support payments through PeopleSoft.
9. Implement Phase III of employee reimbursements, generating an interface to upload tuition and travel directly into Advantage Finance system from HRIS.
10. Complete the implementation of Employee Self Service (ESS) enhancements to include automated direct deposit and paycheck modeler.
11. Implement Senior Tracking and Reporting System (STARS) interface with Advantage and electronic document upload to Trakman for paperless document storage.
12. Increase the number of vendors utilizing the A/P Control and Card-in-Hand Program.
13. Increase the number of County Departments using the PCard (Purchasing Card) program for travel.

| <b><u>PERFORMANCE MEASUREMENTS</u></b>             | Actual         | Estimated      | Projected      | <u>Type</u> | <u>Obj</u> |
|--|----------------|----------------|----------------|-------------|------------|
|  | <u>FY 2015</u> | <u>FY 2016</u> | <u>FY 2017</u> |             |            |
| Percentage of A/P checks issued without errors     | 98.83%         | 99.1%          | 99.25%         | Outcome     |            |
| Payroll checks and advices issued                  | 163,246        | 165,182        | 165,182        | Output      |            |
| Percentage of payroll checks issued without errors | 99.50%         | 99.90%         | 99.90%         | Outcome     |            |
| Invoices & interface transactions processed        | 199,888        | 200,000        | 200,000        | Output      |            |
| Percentage compliance with investment policies     | 100%           | 100%           | 100%           | Outcome     |            |

DEPARTMENT FINANCIAL SUMMARY

|                                       | FY 15 Actual         | FY 16 Budget         | FY 17 Budget         | Change (FY 16-FY 17) |           |
|---------------------------------------|----------------------|----------------------|----------------------|----------------------|-----------|
|                                       |                      |                      |                      | \$                   | %         |
| <b><u>Non-Ad Valorem Revenues</u></b> |                      |                      |                      |                      |           |
| Excess Fees                           | \$ 885,039           | \$ 500,000           | \$ 500,000           | \$ -                 | -         |
| <b>SubTotal</b>                       | <b>\$ 885,039</b>    | <b>\$ 500,000</b>    | <b>\$ 500,000</b>    | <b>\$ -</b>          | <b>-</b>  |
| <b><u>Appropriations</u></b>          |                      |                      |                      |                      |           |
| Transfers                             | \$ 11,443,447        | \$ 11,934,081        | \$ 12,567,844        | \$ 633,763           | 5%        |
| ISS Transfers                         | 1,213,084            | 1,420,225            | 1,426,980            | 6,755                | -         |
| <b>SubTotal</b>                       | <b>\$ 12,656,531</b> | <b>\$ 13,354,306</b> | <b>\$ 13,994,824</b> | <b>\$ 640,518</b>    | <b>5%</b> |
| <b>Ad Valorem Funding</b>             | <b>\$ 11,771,492</b> | <b>\$ 12,854,306</b> | <b>\$ 13,494,824</b> | <b>\$ 640,518</b>    | <b>5%</b> |
| <b>Positions</b>                      | <b>138</b>           | <b>137</b>           | <b>139</b>           | <b>2</b>             | <b>1%</b> |

SIGNIFICANT CHANGES

**Appropriations**

Positions - 2 – Addition of 2 positions responsible for the electronic retention of County financial records.

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**DEPARTMENT SUMMARY**

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**MISSION STATEMENT**

To protect rights and liberties, uphold and interpret the law, and provide for the peaceful resolution of disputes.

**Department Overview**

Palm Beach County is served by the Fifteenth Judicial Circuit under the direction of the Chief Judge and Court Administrator, pursuant to the State Constitution and Florida Rules of Court, specifically Rule 2.010 and 2.050. It is one of twenty judicial circuits in the state. The Circuit is comprised of two levels of court: Circuit Court and County Court. The Court Administrator has support staff to assist the Chief Judge in administrative functions including personnel, finance, court support programs, technology, court reporting, court interpreting, and intergovernmental relations. The Main Judicial Center is located in downtown West Palm Beach. Courthouse annexes are located in Palm Beach Gardens, Delray Beach, Belle Glade, and the Criminal Justice Complex on Gun Club Road. The Circuit Court has jurisdiction over civil cases with a value of \$15,000 and higher, as well as felony, domestic relations, foreclosure, juvenile, probate, and County Court appeal cases. A total of 35 Judges preside in the Circuit Court. The County Court has jurisdiction over civil cases with a value up to \$15,000, as well as misdemeanor and traffic cases. A total of 19 Judges preside in the County Court.

**FY 17 Objectives**

1. Obtain funding to secure a Senior Programmer.
2. Secure additional staff to address specialized case management issues pertaining to mental health.
3. Continue to work with County staff on the Master Plan and the build-out of the 7th and 8th floors of the Main Courthouse.
4. Continue to work with County staff to enhance security for the Judiciary, Magistrates, Court staff, and litigants in the North County Courthouse.

**FY 16 Highlights & Accomplishments**

- The Juvenile division has been instrumental in reducing the number of days juveniles spend in detention in Palm Beach County as well as expedited case processing and unnecessary arrests and transports by law enforcement.
- The Court Analyst assists the Chief Judge and Trial Court Administrator by organizing and creating data sets to determine the equal distribution of caseloads among the judiciary. This data helps to ensure that cases can be handled in a timely manner.
- Since inception of Veterans Court, 1,224 veterans have been connected or re-engaged with the Veterans Health Care Administration. Also, since inception Palm Beach County has saved taxpayers over \$2.5 million due to reduced incarceration time, and linkage of veterans to treatment services offered through the Veterans Health Care Administration.
- Since inception, Therapeutic Court has served 24 children, with five children reaching permanency through adoption.
- In March 2016, Early Childhood Court began as a collaborative, problem solving court for dependent families with children ages 0-3. The pilot phase capacity of the program is 10 families.
- Since the commencement of the Mental Health Specialty Division, cases are resolved in half the time as cases processed through traditional methods, saving both time and money and providing the litigants with the services they need.

**FY 17 Emerging Issues**

- To fully implement and expand the capability of the judicial viewer to keep pace with updated Supreme Court requirements, the Court requires the funding of an additional Senior Programmer.
- The Court and its staff continue to face space constraints and inadequately secure hearing rooms in the Main Courthouse. The Chief Judge and his staff are working with the County on a plan to address the issue.

DEPARTMENT FINANCIAL SUMMARY

|                                       | FY 15 Actual        | FY 16 Budget        | FY 17 Budget        | Change (FY 16-FY 17) |           |
|---------------------------------------|---------------------|---------------------|---------------------|----------------------|-----------|
|                                       |                     |                     |                     | \$                   | %         |
| <b><u>Non-Ad Valorem Revenues</u></b> |                     |                     |                     |                      |           |
| Charges for Services                  | \$ 180,845          | \$ 145,170          | \$ 151,572          | \$ 6,402             | 4%        |
| Grants                                | 6,023               | -                   | -                   | -                    | -         |
| Other                                 | 874                 | -                   | -                   | -                    | -         |
| Interfund Transfers                   | 296,461             | 328,457             | 358,988             | 30,531               | 9%        |
| <b>SubTotal</b>                       | <b>\$ 484,203</b>   | <b>\$ 473,627</b>   | <b>\$ 510,560</b>   | <b>\$ 36,933</b>     | <b>8%</b> |
| <b><u>Appropriations</u></b>          |                     |                     |                     |                      |           |
| Personal Services                     | \$ 652,789          | \$ 732,832          | \$ 789,124          | \$ 56,292            | 8%        |
| Operating Expenses                    | 798,096             | 914,029             | 934,071             | 20,042               | 2%        |
| <b>SubTotal</b>                       | <b>\$ 1,450,885</b> | <b>\$ 1,646,861</b> | <b>\$ 1,723,195</b> | <b>\$ 76,334</b>     | <b>5%</b> |
| <b>Ad Valorem Funding</b>             | <b>\$ 966,682</b>   | <b>\$ 1,173,234</b> | <b>\$ 1,212,635</b> | <b>\$ 39,401</b>     | <b>3%</b> |
| <b>Positions</b>                      | <b>11</b>           | <b>12</b>           | <b>13</b>           | <b>1</b>             | <b>8%</b> |

**Appropriations**

Positions changed during the budget process:

Addition of 1 part-time Law Clerk

Addition of 1 County Court Case Manager for one year

Deletion of a Judicial Law Clerk that was approved in 2016 for one year

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**DEPARTMENT SUMMARY**

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**Department Overview**

Court Technology provides a diverse and rapidly expanding range of services to the County and Circuit Courts. Court Technology's 15 staff members are responsible for a complex range of services, including desktop support of over 1,000 devices in 77 courtrooms, web design and hosting, systems administration, and application development/support. To ensure that courtroom proceedings are uninterrupted due to technical failure, Court Technology provides primary support for all court partners in all court rooms. This support includes hardware, software, and staff supporting the Clerk of Court, State Attorney, Public Defender, and Regional Conflict Counsel, as well as computers provided for use by any party appearing before the court. Additionally, Court Technology is responsible for the research and development of new products and services, and the timely compliance with Legislative and Supreme Court mandates for the implementation of new services, including e-filing, e-service, e-signature, file-less courtrooms and the continuing development of new judicial software that aggregates all case information and document images together for judges to use on the bench in lieu of paper files in the courtroom.

**FY 17 Objectives**

1. Continue to explore ways to provide non-English speaking court users with effective, efficient, and timely services through technological solutions, such as Video Remote Interpreting.
2. Partner with ISS to create storage area network (SAN) replicator to provide electronic access and disaster recovery of the audio/video records of court proceeding, which must be kept a minimum of ten years.
3. Continue to leverage County Initiatives, such as ISS' Voice Over IP project (VOIP) to minimize costs to meet these goals, such as remote court interpreting.
4. Develop a "first in State" web system to simplify the registration of self-represented litigants in the Palm Beach Courts to receive electronic court documents, resulting in faster, and more economic access to court records.
5. Deploy workflow, image viewer, and other software to all Court branches to provide effective and efficient services.

**FY 16 Highlights & Accomplishments**

- Developed and deployed a production instance of our new judicial viewer (JVS), which included a wide variety of critical feature enhancements.
- Palm Beach County's JVS system is the only software system to receive a full certification from the Supreme Court on its first attempt.
- The Clerk & Comptroller migrated the remaining court records from the (County ISS managed) Banner Case Management System to the (Clerk managed) ShowCase case management system.
- The addition of over 100 new computers and articulating arm monitors increases the courtroom support workload, it provides a platform to assist the court and litigants to fully realize the efficiencies of an electronic courtroom.
- The court technology central recording storage room was fitted with environmental infrastructure requisite for its eventual conversion to a court technology server room.
- Court Administration received one-time funding to participate in a pilot project testing the remote appearance of court interpreters. The pilot system was successfully implemented in three courtrooms, and reduced the overall project cost (and the Court's request for funding to the County) by \$50,000.

**FY 17 Emerging Issues**

- The services and functions of court partners continue to increase due to the statewide move toward fully electronic courtrooms.
- Engaging Users / Making Tech Friendly Enough for Users to Want to Use It. Court Technology seeks to expand the digital court services to include self-represented litigants.
- Create Innovative Technology Solutions to Solve Old Problems. A growing demand for interpreting services in the Palm Beach court system requires new, technology driven solutions. Remote court interpreting allows a centralized group of certified court language interpreters to appear via video, significantly increasing the number of hearings each interpreter can appear at each day.
- Maximize limited court resources by leveraging ISS video technologies in innovative ways.
- The current challenge is to make the electronic records more accessible to judges and justice partners via secure intranet; as well as providing access to contractual transcriptionists via secure extranet.
- The implementation of technology mandates has resulted in significant growth in the number of computer devices deployed in courtroom/hearing rooms.
- Three additional staff is needed to address development requests, courtroom computer hardware, and evolving services like Digital Court Reporting.

DEPARTMENT FINANCIAL SUMMARY

|                                       | FY 15 Actual        | FY 16 Budget        | FY 17 Budget        | Change (FY 16-FY 17) |            |
|---------------------------------------|---------------------|---------------------|---------------------|----------------------|------------|
|                                       |                     |                     |                     | \$                   | %          |
| <b><u>Non-Ad Valorem Revenues</u></b> |                     |                     |                     |                      |            |
| Charges for Services                  | \$ 2,349,963        | \$ 2,150,000        | \$ 2,150,000        | \$ -                 | -          |
| Other                                 | 156                 | (107,500)           | (107,500)           | -                    | -          |
| <b>SubTotal</b>                       | <b>\$ 2,350,119</b> | <b>\$ 2,042,500</b> | <b>\$ 2,042,500</b> | <b>\$ -</b>          | <b>-</b>   |
| <b><u>Appropriations</u></b>          |                     |                     |                     |                      |            |
| Personal Services                     | \$ 996,160          | \$ 1,000,390        | \$ 1,229,313        | \$ 228,923           | 23%        |
| Operating Expenses                    | 2,633,031           | 2,837,958           | 2,739,223           | (98,735)             | (3%)       |
| Capital Outlay                        | 391,750             | 352,437             | 482,437             | 130,000              | 37%        |
| <b>SubTotal</b>                       | <b>\$ 4,020,941</b> | <b>\$ 4,190,785</b> | <b>\$ 4,450,973</b> | <b>\$ 260,188</b>    | <b>6%</b>  |
| <b>Ad Valorem Funding</b>             | <b>\$ 1,670,822</b> | <b>\$ 2,148,285</b> | <b>\$ 2,408,473</b> | <b>\$ 260,188</b>    | <b>12%</b> |
| <b>Positions</b>                      | <b>12</b>           | <b>12</b>           | <b>15</b>           | <b>3</b>             | <b>25%</b> |

SIGNIFICANT CHANGES

Appropriations

Positions: 3

Mid Year: Computer Specialist II approved November 3, 2015

Budget Process: 2 Senior Programmers

Capital Outlay: \$130,000 one-time expense related to replacement of a key piece of hardware in the State Attorney Building.

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**DEPARTMENT SUMMARY**

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**Department Overview**

The Palm Beach County Law Library serves the legal and law-related informational needs of Palm Beach County. The Law Library provides an access point for equal justice under the Law to Palm Beach County residents, judges, attorneys, students, local government officials, and pro-se patrons. It provides legal reference and referral services within the guidelines of Florida Statute 454.23. The law library cooperates with the community to enhance knowledge of the law and to facilitate access to the justice system. The Palm Beach County Law Library's goal is to provide patrons with up-to-date legal information.

**FY 16 Highlights & Accomplishments**

- The Main Judicial Complex Law Library served approximately 14,450 pro se litigants, attorneys, and other members of the public in fiscal year 2016.
- The Delray Beach Courthouse Law Library served approximately 5,495 pro se litigants, attorneys, and other members of the public in fiscal year 2016.
- 52 attorneys became members of the law library. Attorneys pay \$120 annually for lower-cost printing, email service, and the usage of a computer room with internet access.

**FY 17 Emerging Issues**

- The need for Law Library services at the North County courthouse is being addressed.

**FY 17 Objectives**

1. Continue to provide the public and court users with current and up-to-date legal publications and easy access to electronic legal information (Westlaw).
2. Continue to review the legal collection to ensure it is current and allow for expansion for new publications.
3. Creation of a user-friendly Palm Beach County Law Library website with access to a library catalog containing the library's current holdings.
4. Engage in outreach projects with local associations and educational institutions to enhance the community's knowledge of the law library and its services.

DEPARTMENT FINANCIAL SUMMARY

|                                       | FY 15 Actual      | FY 16 Budget      | FY 17 Budget      | Change (FY 16-FY 17) |             |
|---------------------------------------|-------------------|-------------------|-------------------|----------------------|-------------|
|                                       |                   |                   |                   | \$                   | %           |
| <b><u>Non-Ad Valorem Revenues</u></b> |                   |                   |                   |                      |             |
| Charges for Services                  | \$ 330,637        | \$ 344,996        | \$ 303,996        | \$ (41,000)          | (12%)       |
| Licenses & Permits                    | 42,101            | 37,000            | 36,500            | (500)                | (1%)        |
| Other                                 | 51,739            | 2,154             | 17,546            | 15,392               | 715%        |
| Fund Balance                          | 427,406           | 464,488           | 462,953           | (1,535)              | -           |
| <b>SubTotal</b>                       | <b>\$ 851,883</b> | <b>\$ 848,638</b> | <b>\$ 820,995</b> | <b>\$ (27,643)</b>   | <b>(3%)</b> |
| <b><u>Appropriations</u></b>          |                   |                   |                   |                      |             |
| Personal Services                     | \$ 211,168        | \$ 218,948        | \$ 240,692        | \$ 21,744            | 10%         |
| Operating Expenses                    | 131,570           | 165,526           | 169,996           | 4,470                | 3%          |
| Capital Outlay                        | 28,383            | 28,765            | 28,765            | -                    | -           |
| Reserves                              | -                 | 435,399           | 381,542           | (53,857)             | (12%)       |
| <b>SubTotal</b>                       | <b>\$ 371,121</b> | <b>\$ 848,638</b> | <b>\$ 820,995</b> | <b>\$ (27,643)</b>   | <b>(3%)</b> |
| <b>Ad Valorem Funding</b>             | <b>\$ -</b>       | <b>\$ -</b>       | <b>\$ -</b>       | <b>\$ -</b>          | <b>-</b>    |
| <b>Positions</b>                      | <b>4</b>          | <b>4</b>          | <b>5</b>          | <b>1</b>             | <b>25%</b>  |

SIGNIFICANT CHANGES

**Non-Ad Valorem Revenues**

Other: Revenue budget increased to better reflect historical trends of contributions and donations.

**Appropriations**

Positions: 1

Budget Process: 1 part-time Law Library Associate II to provide services at the North County Courthouse.

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**DEPARTMENT SUMMARY**

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**MISSION STATEMENT**

To provide high quality legal representation to people whose lives or liberty are at stake.

**Department Overview**

The Public Defender's Office provides quality criminal defense representation at trial and appellate levels involving juvenile, misdemeanor, felony, capital felony offenses, and civil commitment proceedings for persons who have been determined indigent by the courts as prescribed in Florida Statute 27.52.

**FY 17 Emerging Issues**

- The State of Florida is asking to go paperless in more areas such as budget, accounting, payroll, and personnel. The electronic transmission of these documents will also increase the security of sending these documents instead of sending them via email or fax. To meet these needs this agency will require additional funding for software. The vendor, Computer Information and Planning, Inc. (CIP) will need to make changes and add additional features to our current software package. These changes will result in an increased annual maintenance cost to the agency for future budget cycles.
- The Public Defender located to its current office space at 421 3rd Street in August of 1992. After 24 years, the office space is in need of some significant maintenance projects. The projects include significant cleaning, replacement, restoration, and repainting of the office space.

**FY 17 Objectives**

1. Continue to move towards a paperless environment and provide staff training for new skills and procedures to operate within the paperless environment.
2. Continue to provide a level of high quality business technology support.
3. Continue to align technology systems to support statewide e-filing initiatives.
4. Continue State Attorney Case Management System (STAC) Program data exchange efforts with justice partners.
5. Continue engagement of records destruction decreasing the cost and need of warehouse storage.
6. Continue observation, review, and implementation of needed changes to the Mental Health Division and its operations to keep up with the growing number of clients impacted by mental illness.

DEPARTMENT FINANCIAL SUMMARY

|                                       | FY 15 Actual      | FY 16 Budget      | FY 17 Budget      | Change (FY 16-FY 17) |             |
|---------------------------------------|-------------------|-------------------|-------------------|----------------------|-------------|
|                                       |                   |                   |                   | \$                   | %           |
| <b><u>Non-Ad Valorem Revenues</u></b> |                   |                   |                   |                      |             |
| Other                                 | \$ 197            | \$ -              | \$ -              | \$ -                 | -           |
| Interfund Transfers                   | 151,499           | -                 | -                 | -                    | -           |
| <b>SubTotal</b>                       | <b>\$ 151,696</b> | <b>\$ -</b>       | <b>\$ -</b>       | <b>\$ -</b>          | <b>-</b>    |
| <b><u>Appropriations</u></b>          |                   |                   |                   |                      |             |
| Operating Expenses                    | \$ 342,219        | \$ 269,549        | \$ 245,367        | \$ (24,182)          | (9%)        |
| <b>SubTotal</b>                       | <b>\$ 342,219</b> | <b>\$ 269,549</b> | <b>\$ 245,367</b> | <b>\$ (24,182)</b>   | <b>(9%)</b> |
| <b>Ad Valorem Funding</b>             | <b>\$ 190,523</b> | <b>\$ 269,549</b> | <b>\$ 245,367</b> | <b>\$ (24,182)</b>   | <b>(9%)</b> |

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**DEPARTMENT SUMMARY**

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**MISSION STATEMENT**

To promote the fair, impartial, and expeditious pursuit of justice, ensure safer communities, and encourage effective coordination in the criminal justice system.

**Department Overview**

The State Attorney's Office (SAO) is a Law Enforcement agency that serves a dual function of prosecution and investigation. The Office's prosecution efforts include handling over 100,000 felony, misdemeanor, and juvenile cases every year in an effort to protect this community. The cases range from the most heinous homicides to criminal traffic offenses. The Office has over 110 prosecutors, approximately 180 staff, and 10 sworn police investigators, who work as a committed team to hold individuals who commit crimes accountable for their actions. Prosecutive responsibilities range from reviewing all arrests that occur in Palm Beach County and filing or diverting cases to disposing and trying all cases in the courtroom. Investigative duties focus on human trafficking, violent crimes, organized crime, money laundering, child pornography, domestic offenses, and public corruption related offenses. Prosecutors and law enforcement work closely to build very serious and complicated cases against those who prey upon our most vulnerable. The special role the SAO plays in the criminal justice system carries with it a major responsibility to this community.

**FY 17 Emerging Issues**

- As courtrooms become more digitized and use less paper, there are multiple issues that surround the SAO. Computer and cabling costs needed to maintain our case management system and courtroom software are increasing. Greater resources and support costs are expected to properly equip our personnel, allow for outside access to our servers and software programs by all police officers and other outside agencies, and ensure the accuracy of all processes.
- The State Attorney's Office has expanded its work on public corruption investigations and prosecutions, in addition to investigation and prosecution of fraud crimes against the elderly, drug trafficking, and local gangs. The Assistant State Attorneys work directly with law enforcement at crime scenes and during investigations exposing them to safety and security issues as any other law enforcement officer.

DEPARTMENT FINANCIAL SUMMARY

|                                       | FY 15 Actual      | FY 16 Budget      | FY 17 Budget      | Change (FY 16-FY 17) |             |
|---------------------------------------|-------------------|-------------------|-------------------|----------------------|-------------|
|                                       |                   |                   |                   | \$                   | %           |
| <b><u>Non-Ad Valorem Revenues</u></b> |                   |                   |                   |                      |             |
| Other                                 | \$ 420            | \$ -              | \$ -              | \$ -                 | -           |
| <b>SubTotal</b>                       | <b>\$ 420</b>     | <b>\$ -</b>       | <b>\$ -</b>       | <b>\$ -</b>          | <b>-</b>    |
| <b><u>Appropriations</u></b>          |                   |                   |                   |                      |             |
| Operating Expenses                    | \$ 244,053        | \$ 304,224        | \$ 288,705        | \$ (15,519)          | (5%)        |
| Transfers                             | 3,594             | 3,595             | 2,538             | (1,057)              | (29%)       |
| <b>SubTotal</b>                       | <b>\$ 247,647</b> | <b>\$ 307,819</b> | <b>\$ 291,243</b> | <b>\$ (16,576)</b>   | <b>(5%)</b> |
| <b>Ad Valorem Funding</b>             | <b>\$ 247,227</b> | <b>\$ 307,819</b> | <b>\$ 291,243</b> | <b>\$ (16,576)</b>   | <b>(5%)</b> |

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**DEPARTMENT SUMMARY**

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**MISSION STATEMENT**

To provide a fair and equitable tax roll according to Florida Statutes, administer all exemptions, and serve the public of Palm Beach County in a courteous manner.

**Department Overview**

The Property Appraiser, an elected Constitutional Officer, is charged with the responsibility of determining the value of real and tangible personal property within the County; maintaining certain records connected therewith and applying the tax rates as adopted by the various taxing authorities to each parcel of property in order to produce a tax roll upon which ad valorem taxes are collected. This valuation is the tax base for ad valorem funds to support the function of County government, the School Board, municipalities, and other various ad valorem districts.

The Property Appraiser administers various types of exemptions including homestead, disability, senior citizen, widow/widower, historic property, and economic exemptions. The Property Appraiser also maintains the base map information for various geographic-processing applications used by the Property Appraiser's office and the County.

DEPARTMENT FINANCIAL SUMMARY

|  | FY 15 Actual         | FY 16 Budget         | FY 17 Budget         | Change (FY 16-FY 17) |           |
|--|----------------------|----------------------|----------------------|----------------------|-----------|
|  |                      |                      |                      | \$                   | %         |
| <b>Appropriations</b>                  |                      |                      |                      |                      |           |
| Property Appraiser Commission          | \$ 18,400,037        | \$ 18,953,466        | \$ 19,335,000        | \$ 381,534           | 2%        |
| Refund – Property Appraiser Commission | (1,462,815)          | (1,000,000)          | (1,000,000)          | -                    | -         |
| Postage Expense                        | 269,375              | 250,000              | 280,000              | 30,000               | 12%       |
| <b>SubTotal</b>                        | <b>\$ 17,206,597</b> | <b>\$ 18,203,466</b> | <b>\$ 18,615,000</b> | <b>\$ 411,534</b>    | <b>2%</b> |
| <b>Ad Valorem Funding</b>              | <b>\$ 17,206,597</b> | <b>\$ 18,203,466</b> | <b>\$ 18,615,000</b> | <b>\$ 411,534</b>    | <b>2%</b> |
| <b>Positions</b>                       | <b>266</b>           | <b>257</b>           | <b>260</b>           | <b>3</b>             | <b>1%</b> |

The commissions paid to the Property Appraiser are calculated based on the proportionate share of taxes levied the previous fiscal year times the Property Appraiser’s appropriation budget. The County’s proportionate share increased by 0.3% compared to last year. The Property Appraiser’s appropriation budget increased by 2.1% from \$23.6 million to \$24.1 million, resulting in an increase in commissions paid to the Property Appraiser. The above Department Financial Summary reflects the portion of the Property Appraiser's budget funded by the County's General Fund.

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**DEPARTMENT SUMMARY**

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**Department Overview**

The Sheriff, an independently elected constitutional officer, is the chief law enforcement officer of Palm Beach County. The Sheriff enforces the laws of the State of Florida and the ordinances of the County - criminal, traffic, and civil. The Sheriff's Office is responsible for providing uniformed law enforcement services to the citizens, securing the courts, serving all warrants and processes issued by the courts, and operating the County detention and correction facilities. The Sheriff's Office is comprised of three programs: Sheriff's Operations, Law Enforcement Trust Fund, and Sheriff's Grants.

**Operations**

The Sheriff's Office maintains law and order through crime prevention and law enforcement programs, operates the County's detention facilities, and serves the orders of the Court and Board of County Commissioners. The Operations program includes all major functional areas of the Sheriff's budget: 1) General Law Enforcement; 2) Corrections and Detention Alternative Facilities; 3) Court Services & Bailiffs; and 4) Other Expenses.

**Law Enforcement Trust Fund**

The Law Enforcement Trust Fund (LETf) is a special trust established by the Board of County Commissioners as authorized under Florida Statute 932.705. The trust fund is derived from the sale of forfeited property and interest earned. These funds may be expended only upon request of the Sheriff to the Board of County Commissioners and are used exclusively for law enforcement purposes. Florida Statute 932.7055 prohibits LETf revenues and expenditures from being included in the adoption and approval process of the Palm Beach County budget. However, existing fund balances from previous activity are budgeted as amounts received in prior years.

**Grants**

The Palm Beach County Sheriff's Office Grants Department continues to pursue alternative funding. In addition to the pursuit of new funding opportunities, the Sheriff's Office continues to manage the financial and programmatic aspects of all current grant awards received. The Palm Beach County Sheriff's Office Grants Department will continue to expand in terms of both the acquisition of new funding and in the management of new and established grant-funded programs.

**FY 17 Objectives**

1. Community policing countywide to provide citizens with greater access to agency services and a more rapid response to community needs.
2. Enhance Reserve Deputy Program to reduce employee costs.
3. More effective accountability to citizens through enhanced technology allowing more agency transparency.
4. Continue to reduce public assistance fraud through pro-active investigations into public housing fraud, food stamp fraud, and insurance fraud.
5. Enhance business practices and continue the ongoing review of the budget process.
6. Continue to work with State Attorney on Sober Homes Task Force.
7. Regional policing for greater connection to the community and more efficient deployment of services.
8. Automate desktop crime analysis and mapping.
9. Expand grant funding resources to address crime prevention and the reduction of crime countywide.
10. Continue as Chairman of Homeland Security for South Florida and coordinate domestic security for law enforcement agencies.

**DEPARTMENT FINANCIAL SUMMARY**

|                                       | FY 15 Actual          | FY 16 Budget          | FY 17 Budget          | Change (FY 16-FY 17) |            |
|---------------------------------------|-----------------------|-----------------------|-----------------------|----------------------|------------|
|                                       |                       |                       |                       | \$                   | %          |
| <b><u>Non-Ad Valorem Revenues</u></b> |                       |                       |                       |                      |            |
| <b>Charges for Services</b>           | \$ 63,287,107         | \$ 61,822,258         | \$ 74,440,738         | \$ 12,618,480        | 20%        |
| <b>Fines &amp; Forfeitures</b>        | 1,782,550             | 410,000               | 435,000               | 25,000               | 6%         |
| <b>Grants</b>                         | 3,125,566             | 1,194,770             | 652,520               | (542,250)            | (45%)      |
| <b>Licenses &amp; Permits</b>         | 16,122                | 10,000                | 10,000                | -                    | -          |
| <b>Excess Fees</b>                    | 7,130,270             | 5,000,000             | 5,000,000             | -                    | -          |
| <b>Other</b>                          | 4,700,180             | 3,158,000             | 3,337,000             | 179,000              | 6%         |
| <b>Fund Balance</b>                   | 1,931,732             | 2,601,902             | 2,798,192             | 196,290              | 8%         |
| <b>SubTotal</b>                       | <b>\$ 81,973,527</b>  | <b>\$ 74,196,930</b>  | <b>\$ 86,673,450</b>  | <b>\$ 12,476,520</b> | <b>17%</b> |
| <b><u>Appropriations</u></b>          |                       |                       |                       |                      |            |
| <b>Operating Expenses</b>             | \$ 289,793            | \$ 300,000            | \$ 300,000            | \$ -                 | -          |
| <b>Transfers</b>                      | 534,159,345           | 557,376,965           | 600,401,142           | 43,024,177           | 8%         |
| <b>Reserves</b>                       | -                     | 1,956,646             | 2,575,972             | 619,326              | 32%        |
| <b>SubTotal</b>                       | <b>\$ 534,449,138</b> | <b>\$ 559,633,611</b> | <b>\$ 603,277,114</b> | <b>\$ 43,643,503</b> | <b>8%</b>  |
| <b>Ad Valorem Funding</b>             | <b>\$ 455,784,647</b> | <b>\$ 485,436,681</b> | <b>\$ 516,603,664</b> | <b>\$ 31,166,983</b> | <b>6%</b>  |
| <b>Positions</b>                      | <b>3,982</b>          | <b>4,032</b>          | <b>4,131</b>          | <b>99</b>            | <b>2%</b>  |

**SIGNIFICANT CHANGES**

**Non-Ad Valorem Revenues**

Grants - budget is based on mid-year estimates; the FY 2017 budget will be amended to include carry forwards from FY 2016 grants.

**Appropriations**

Positions 99 - Includes 81 positions related to Greenacres which were added during FY 2016.

Reserves - \$619,326 increase in the Law Enforcement Trust Fund due to a non-budgeted increase in revenue in 2015 that has not yet been allocated.

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**DEPARTMENT SUMMARY**

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**MISSION STATEMENT**

To provide an environment to conduct fair and nonpartisan County, State, and Federal elections for the voters of Palm Beach County.

**Department Overview**

The Supervisor of Elections' (SOE) personnel perform several functions which include, but are not limited to 1) Maintenance of voter records including party affiliation, updated mailing information, and voter history; 2) Recruiting, training, and scheduling of precinct poll workers for elections and maintaining poll workers' work history; 3) Service to support Early and Absentee Ballot Voting options, an increasingly preferred choice for voting; 4) Voting Equipment maintenance and storage to ensure premium working condition of the SOE's voting equipment, preparation of the equipment for elections, and management of equipment distribution to and from polling precincts; 5) Information Technology management of Palm Beach County voter records in the Florida Voter Registration System, tabulation of all election results, and oversight of all computer operations; and 6) Management of business related affairs including the SOE's fiscal requirements, permanent and temporary staff payroll, human resources, purchasing, and business accounts.

Four offices are strategically located in West Palm Beach, Belle Glade, Palm Beach Gardens, and Delray Beach to serve the voting public. In addition, the SOE's Service Center in Riviera Beach is the location for voting equipment storage, voting tabulation, absentee ballot processing, and voter records retention.

**FY 16 Highlights & Accomplishments**

- Successfully conducted the Presidential Preference Primary and 2016 Primary Election.
- Provided services to municipalities for the March 2016 Uniform Municipal Elections.
- Refined utilization and programming of ePollBooks used by election workers for voter check-in at Early Voting and Precinct locations. The ePollBook sign-in promptly records and reports accurate voter history and enhances election workers' productivity.

**FY 17 Emerging Issues**

- Redistricting of Florida's state senate and congressional voting districts, resulting in unexpected expenditures for updated Voter Information Cards as well as additional precincts and voting locations.
- Meeting the demands of the growing trend in early voting and Vote By Mail voting.
- Continued growth in the diversity of the voting population, requiring increased language capability of election office staff and poll workers.
- Legislative actions and election law changes which require appropriate training of staff.

**FY 17 Objectives**

1. Plan and implement the Countywide General Elections in November 2016 and approximately 18 Municipal Elections in March 2017.
2. Manage voter records, voter history, and the compilation of required reporting of election activities.
3. Continue to enhance capability for timely and accurate reporting of election results.
4. Improve productivity and service levels of staff through continued training and cross training.
5. Provide quality training of election workers to enable accuracy and timely voting at all polling locations.

DEPARTMENT FINANCIAL SUMMARY

|                                       | FY 15 Actual        | FY 16 Budget         | FY 17 Budget         | Change (FY 16-FY 17) |             |
|---------------------------------------|---------------------|----------------------|----------------------|----------------------|-------------|
|                                       |                     |                      |                      | \$                   | %           |
| <b><u>Non-Ad Valorem Revenues</u></b> |                     |                      |                      |                      |             |
| Charges for Services                  | \$ 328,892          | \$ -                 | \$ -                 | \$ -                 | -           |
| Grants                                | 139,759             | -                    | -                    | -                    | -           |
| Excess Fees                           | 1,552,455           | 400,000              | 1,000,000            | 600,000              | 150%        |
| Other                                 | 250                 | -                    | -                    | -                    | -           |
| <b>SubTotal</b>                       | <b>\$ 2,021,356</b> | <b>\$ 400,000</b>    | <b>\$ 1,000,000</b>  | <b>\$ 600,000</b>    | <b>150%</b> |
| <b><u>Appropriations</u></b>          |                     |                      |                      |                      |             |
| Operating Expenses                    | \$ 468,901          | \$ -                 | \$ -                 | \$ -                 | -           |
| Transfers                             | 9,219,250           | 11,495,110           | 11,469,978           | (25,132)             | -           |
| <b>SubTotal</b>                       | <b>\$ 9,688,151</b> | <b>\$ 11,495,110</b> | <b>\$ 11,469,978</b> | <b>\$ (25,132)</b>   | <b>-</b>    |
| <b>Ad Valorem Funding</b>             | <b>\$ 7,666,795</b> | <b>\$ 11,095,110</b> | <b>\$ 10,469,978</b> | <b>\$ (625,132)</b>  | <b>(6%)</b> |
| <b>Positions</b>                      | <b>49</b>           | <b>46</b>            | <b>51</b>            | <b>5</b>             | <b>11%</b>  |

SIGNIFICANT CHANGES

**Non-Ad Valorem Revenues**

Excess Fees – Increase of \$600,000 to better align budget with actual revenue received

**Appropriations**

Positions 5 – **Budget Process 5** - Election Specialist, Poll Worker Assistant Manager, Information Tech Specialist, Human Resources & Office Manager, Chief Operating Officer

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**DEPARTMENT SUMMARY**

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**MISSION STATEMENT**

As a constitutional officer, the Tax Collector is responsible for the collection and distribution of taxes and fees for the benefit of our community.

**Department Overview**

The Tax Collector, an elected constitutional officer, is responsible for the collection and distribution of Ad Valorem taxes and non-Ad Valorem assessments levied by the County, School Board, municipalities, and special taxing districts. Additional responsibilities include collection of business tax receipts, issuance of adult entertainment licenses, and collection of tourist development tax for Palm Beach County. The Tax Collector is also the Executive Agent for the State of Florida to register and title motor vehicles and vessels, sell hunting and fishing licenses, issue driver's licenses, and collect certain sales taxes and other miscellaneous fees. Final approval authority for the budget of the Tax Collector resides with the State Department of Revenue. Funding for the operation of the Tax Collector's Office is provided from various commissions charged by the Tax Collector for services provided. "Excess Revenues" (additional funds remaining after all expenditures have been paid) are returned at the end of the fiscal year, on a pro rata basis, to the various taxing/assessment authorities that have been charged commissions.

DEPARTMENT FINANCIAL SUMMARY

|                                   | FY 15 Actual         | FY 16 Budget        | FY 17 Budget        | Change (FY 16-FY 17) |           |
|-----------------------------------|----------------------|---------------------|---------------------|----------------------|-----------|
|                                   |                      |                     |                     | \$                   | %         |
| <b>Appropriations</b>             |                      |                     |                     |                      |           |
| Tax Collector Commission          | \$ 34,590,819        | \$ 37,671,000       | \$ 40,310,000       | \$ 2,639,000         | 7%        |
| Refund – Tax Collector Commission | (22,141,063)         | (28,805,000)        | (31,100,000)        | (2,295,000)          | 8%        |
| Postage Expense                   | 77,055               | 75,000              | 85,000              | 10,000               | 13%       |
| <b>SubTotal</b>                   | <b>\$ 12,526,811</b> | <b>\$ 8,941,000</b> | <b>\$ 9,295,000</b> | <b>\$ 354,000</b>    | <b>4%</b> |
| <b>Ad Valorem Funding</b>         | <b>\$ 12,526,811</b> | <b>\$ 8,941,000</b> | <b>\$ 9,295,000</b> | <b>\$ 354,000</b>    | <b>4%</b> |
| <b>Positions</b>                  | <b>315</b>           | <b>315</b>          | <b>322</b>          | <b>7</b>             | <b>2%</b> |

The completion of construction on the Central Service Center results in additional excess fees being returned to the general fund. This additional refund helps to balance various operational increases in 2017.

**What is it and why do we have one?**

County government provides needed and desired urban services to the public. In order to provide these services, the County must furnish and maintain capital facilities and equipment, such as airports, roads, and parks. The Capital Improvement Program (CIP) is a proposed schedule for the expenditure of funds to acquire or construct needed improvements over the next five-year period. It represents a comprehensive and direct statement of the physical development policies of the County. The program has great significance in that it touches the life of each County resident and visitor through the provision of health, safety, transportation, recreation, and other services upon which we all depend.

**Purpose and Benefits of Capital Programming**

1. Provides a means for coordinating and consolidating various departmental requests, thereby preventing duplication of projects and equipment.
2. Establishes a system of examining and prioritizing the needs of the County, assuring that the most essential improvements are provided first.
3. Provides an important implementation device for growth management.
4. Allows sufficient time for investigation of project financing and implementation measures, and proper technical design.
5. Coordinates physical with financial planning, allowing maximum benefit from available public funds.
6. Helps provide an equitable distribution of public improvements throughout the County.

**Development of the Capital Improvement Program**

Only projects that meet the definition of a capital improvement are included in the Capital Improvement Program. Capital improvements are defined as physical assets, constructed or purchased, that have a minimum cost of \$25,000 and an expected useful life in excess of one year.

*Examples of typical capital improvements include:*

- |   |   |
|---|---|
| ➤ Road construction and paving.   | ➤ New and expanded physical facilities for the community.   |
| ➤ Large scale rehabilitation or replacement of existing facilities.                                 | ➤ Purchase of equipment items that have a relatively long period of usefulness.                         |
| ➤ The cost of engineering or architectural studies and services relative to a specific improvement. | ➤ The acquisition of land to build a community facility such as a park, highway, library, airport, etc. |

Each year, the CIP is prepared from project requests submitted on project proposal forms completed by the various departments and agencies of the County. The completed forms provide a project description, justification, cost projections, statement of impact on the County's annual operating budget, implementation schedule, as well as support for the County's Comprehensive Plan. Concurrently, with the preparation of the project proposal forms, information concerning the financial resources available to the County is prepared by the Office of Financial Management and Budget.

The program recommended by the County Administrator is used by the Board of County Commissioners to develop the annual budget which becomes effective October 1st of each year. The first year of the Five-Year CIP is formally adopted by the Board as the Capital Budget with the following four years showing projected, but unfunded, requirements. The CIP is an important tool for implementing the County's Comprehensive Plan. The Board of County Commissioners utilizes the CIP to analyze the County's fiscal capability to finance and construct capital improvements in the future.

### Responsibilities in Program Preparation and Implementation

The Capital Improvement Program, by virtue of its comprehensive character, involves the full realm of County operations. The County Administrator, departments, boards, and the County Commission must coordinate their actions to accomplish a successful program for capital improvements in the community.

**Operating Departments:** The key role in the initial stages of capital programming falls upon the operating departments and department heads. By virtue of their technical knowledge and experience in the individual fields, it becomes their responsibility to initiate project requests, and to develop a program that outlines the requirements of each project, as well as, its relative importance in the department's program.

**Office of Financial Management and Budget:** The Office of Financial Management and Budget (OFMB) provides information concerning the County's past, present, and future financial resources. OFMB prepares and distributes the package utilized by departments and agencies to submit project requests. As the program develops, OFMB assists in the review and evaluation of project submissions, and guides the administration of the program through its function of budget control.

**Engineering and Facilities Development & Operations Departments:** In providing staff assistance, these departments have the following responsibilities in the capital programming process:

1. Provides assistance, if needed, in the preparation of requests.
2. Receives and reviews the cost projections in project requests.
3. Provides information and assistance to OFMB in the analysis of the County's financial requirements.
4. Provides assistance to the County Administrator, County Commission, and staff in preparing the Commission adopted program.

**County Commission:** While departments, boards, and committees play a very significant role in the capital improvement programming process, the ultimate success of the program rests with the County Commission. Only Commissioners, as elected officials, can authorize the expenditure of public funds, in this case by adopting the first year of the capital improvement program as that fiscal year's capital budget. Therefore, the final priorities placed on community needs and the subsequent satisfactions of those needs are a matter of legislative decision and control.

### Priority Ranking

Criteria for establishing the prioritization of capital project proposals are established in the Capital Improvement Element of the Comprehensive Plan in Objective 1.4. The criteria address issues such as why the project is needed and what type of service the project will support. Other criteria included in the objective deal with the physical location of the project as being identified in a revitalization/ redevelopment area or a coastal high-hazard area. In addition, each proposal is identified by one of the following Growth Management Tiers:

*Urban/Suburban \* Exurban \* Rural \* Glades \* Agricultural Reserve*

**Why a Project is needed:** The following is a list of acceptable reasons why a project is needed:

1. Correct public hazards;
2. Eliminate existing deficiencies as described by the minimum levels of service;
3. Provide capacity for developments that have received a determination as a Committed Development when such developments are within the Urban Service Area;
4. Maintain levels of service as new growth occurs;
5. Increase existing levels of service to desired levels of service;
6. Provide for the renewal/replacement, and improvement to, existing public infrastructure and physical assets; and
7. Implement the Goals, Objectives, and Policies or other Plan Elements.

**Type of Service the Project will Provide:** The following is a list of project prioritization categories:

1. *Essential:* projects that are directly related to protecting the immediate health and safety of citizens from an existing or imminent hazard. An example would be an expenditure request which responds to a danger arising from an imminent bridge failure. Essential services shall be provided throughout the County.
2. *Necessary:* projects that are directly related to maintaining the level of service for concurrency items mandated by State law and Fire-Rescue services. Examples include expenditure requests which are necessary to meet the minimum level of service standards for concurrency regarding roadway, mass transit, potable water, wastewater, solid waste, storm water protection, recreation/open space, and fire-rescue. Necessary services shall be provided throughout the County.
3. *Desirable:* projects that are related to enhancing the desirability of Palm Beach County as a place to live or visit. More specifically, to enhance quality of life, or maintain physical assets; but are not needed to correct imminent health and safety hazards and are not needed to maintain level of service.

**Physical Location:** Policy requires that projects that correct service and infrastructure deficiencies within the Revitalization and Redevelopment Overlay in unincorporated Palm Beach County receive “special consideration” in establishment of the project priority. Special consideration gives these projects top priority consideration within each of the following prioritization categories: essential, necessary, and desirable.

**Growth Management Tiers:** The Urban/Suburban Tier shall be given the highest priority within the category of desirable, followed by the Exurban Tier, and then the Rural Tier. Policy restricts use of public funds for infrastructure expansion or improvements in Coastal high-hazard areas unless such funds are necessary to:

1. Provide services to existing development;
2. Provide adequate evacuation in the event of an emergency; or
3. Provide for recreational needs and other appropriate water-dependent uses.

## Relationships Between the Operating and Capital Budgets

There are many features that distinguish Palm Beach County's operating budget from its capital budget. The operating budget includes expenses that are generally of a recurring nature and are appropriated for one year only. It provides for the provision of all County services that do not result in major physical assets for the County. Year to year, changes in the operating budget are expected to be fairly stable, and represent incremental changes in the following: cost of doing business; size of the County; and types and levels of services provided. Resources for the operating budget are generally provided by taxes, user fees, and inter-governmental payments that generally recur from year to year.

The capital budget, on the other hand, includes one-time costs for projects that may last several years. The projects result in major physical assets in the County. Resources for the capital budget are generally provided by bond proceeds, impact fees, grants, and taxes.

In spite of these differences, the operating and capital budgets are closely linked. The most obvious connection is the fact that the operating budget includes the cost of maintaining and operating new facilities and infrastructure built under the capital budget.

Operational needs often drive the capital budget. For example, major expansion requirements in the FY 2017 capital budget are roads, parks and buildings which were necessitated for the County's role in providing these basic services to its citizens. Not included in this document is the backlog of infrastructure, repair, and replacement projects that will be funded by the one cent sales surtax that was passed during the November 8, 2016 election.

Long term operations and maintenance costs resulting from the Five-Year Capital Improvement Program are addressed in this section under “Impact of Capital Projects on the Operating Budget” and “Estimated Operating Impact of Capital Projects” on pages 372 and 373-374.

The FY 2017 Capital Improvement Program (CIP) has appropriations totaling \$1.38 billion which reflects all new funding and project balances from prior years. The CIP is financed primarily through bonds, impact fees, balances brought forward, and taxes. The chart on pages 348 and 349 provides a summary by category of the FY 2017 CIP budget adopted by the Board.

The CIP document, published separately, includes a detail listing for each capital project approved for FY 2017 as well as estimates for FY 2018 to FY 2021. The following is a link to the CIP Document.

<http://discover.pbcgov.com/ofmb/budget/Pages/Capital-2017.aspx>

The total new capital approved by the Board for FY 2017 totals \$231 million. Projects are grouped as large or small following the definitions listed below.

**Large Project (nonrecurring):** a capital project (new construction or renovation) with an anticipated total cost of \$250,000 or more, excluding all maintenance projects regardless of total cost. However, requests for capital projects relating to the issuance of a bond, regardless of the total cost of the project, and projects consisting of both renovation and renewal/replacement are grouped in this category.

**Small Project/Capital Maintenance:** a capital projects (new construction or renovation) with an anticipated total cost of less than \$250,000, including all capital maintenance (renewal/replacement) projects regardless of the total cost. All requests for capital projects to aid government agencies or private organizations such as grants, subsidies and contributions regardless of the total cost of the project.

Pages 352 through 371 include a summary by department of new approved capital projects including the funding source. For "large" (nonrecurring) projects, the project description is also included.

## HISTORY CAPITAL PROJECTS BY TYPE

| Project Type                  | Actual<br>FY 2014    | Actual<br>FY 2015    | Estimated<br>FY 2016 | Budget<br>FY 2017      |
|-------------------------------|----------------------|----------------------|----------------------|------------------------|
| Criminal Justice              | \$15,310,885         | \$1,384,098          | \$498,841            | \$6,367,290            |
| Environmental Lands & Beaches | \$10,645,982         | \$15,688,697         | \$4,769,942          | \$29,474,466           |
| Fire Rescue                   | \$4,752,144          | \$15,370,641         | \$905,420            | \$18,862,566           |
| General Government            | \$51,734,398         | \$79,158,163         | \$105,771,383        | \$307,853,738          |
| County Library                | \$4,062,517          | \$1,808,689          | \$887,606            | \$21,288,352           |
| Parks and Recreation          | \$6,313,690          | \$4,939,846          | \$5,400,619          | \$36,767,253           |
| Palm Tran                     | \$0                  | \$0                  | \$0                  | \$11,676,323           |
| Five Year Road Program *      | \$32,563,226         | \$22,384,370         | \$16,199,793         | \$434,880,718          |
| Street & Drainage             | \$655,564            | \$1,830,711          | \$36,219             | \$10,555,414           |
| Department of Airports        | \$30,213,169         | \$54,285,726         | \$24,842,600         | \$245,942,144          |
| Water Utilities Department    | \$37,919,364         | \$63,272,892         | \$10,780,370         | \$258,717,964          |
| <b>Total</b>                  | <b>\$194,170,939</b> | <b>\$260,123,833</b> | <b>\$170,092,793</b> | <b>\$1,382,386,228</b> |

Most capital projects span multiple years from initial appropriation to completion. The above data for FY 2014-2016 reflects the actual and estimated amount of the project budgets expended during that year. The FY 2017 reflects all new funding and project balances from prior years.

*\*Based on the Five Year Road Program Adopted by the BCC on August 16, 2016.*

**CAPITAL BUDGET**

|                         | <b>Criminal<br/>Justice</b> | <b>Environmental<br/>Land &amp; Bchs.</b> | <b>Fire<br/>Rescue</b> | <b>General<br/>Government</b> | <b>County<br/>Library</b> |
|-------------------------|-----------------------------|---|------------------------|-------------------------------|---------------------------|
| Ad Valorem Taxes        | \$0                         | \$250,000                                 | \$1,400,000            | \$30,682,209                  | \$4,800,000               |
| Enterprise Revenue      | 0                           | 0   | 0                      | 0                             | 0                         |
| Interest & Other        | 52,450                      | 2,683,298                                 | 163,400                | 12,801,274                    | 120,700                   |
| Gas Tax                 | 0                           | 0   | 0                      | 0                             | 0                         |
| Grants                  | 0                           | 3,058,813                                 | 0                      | 1,811,068                     | 0                         |
| Assessments             | 0                           | 0   | 0                      | 0                             | 0                         |
| Impact Fees             | 110,000                     | 0   | 0                      | 1,459,000                     | 550,000                   |
| Loan/Bonds Proceeds     | 0                           | 0   | 0                      | 0                             | 0                         |
| Tourist Development Tax | 0                           | 5,225,342                                 | 0                      | 0                             | 0                         |
| Balances Forward        | 6,204,840                   | 18,257,013                                | 17,299,166             | 261,100,187                   | 15,817,652                |
| <b>Total Revenue</b>    | <b>\$6,367,290</b>          | <b>\$29,474,466</b>                       | <b>\$18,862,566</b>    | <b>\$307,853,738</b>          | <b>\$21,288,352</b>       |

**CAPITAL BUDGET**

|                             | <b>Criminal<br/>Justice</b> | <b>Environmental<br/>Land &amp; Bchs.</b> | <b>Fire<br/>Rescue</b> | <b>General<br/>Government</b> | <b>County<br/>Library</b> |
|-----------------------------|-----------------------------|---|------------------------|-------------------------------|---------------------------|
| Projects                    | \$3,220,842                 | \$26,734,854                              | \$17,825,655           | \$260,966,023                 | \$4,708,700               |
| Transfers                   | 0                           | 1,100,934                                 | 0                      | 9,236,377                     | 0                         |
| Reserves                    | 3,146,448                   | 1,638,678                                 | 1,036,911              | 37,651,338                    | 16,579,652                |
| <b>Total Appropriations</b> | <b>\$6,367,290</b>          | <b>\$29,474,466</b>                       | <b>\$18,862,566</b>    | <b>\$307,853,738</b>          | <b>\$21,288,352</b>       |

## REVENUES BY CATEGORY

| Parks and Recreation | Palm Tran           | Five Year Road Program* | Street & Drainage   | Airports             | Water Utilities      | Total                  |
|----------------------|---------------------|-------------------------|---------------------|----------------------|----------------------|------------------------|
| \$3,900,000          | \$0                 | \$0                     | \$0                 | \$0                  | \$0                  | \$41,032,209           |
| 0                    | 0                   | 0                       | 0                   | 72,084,148           | 42,820,642           | 114,904,790            |
| 5,212,357            | 0                   | 21,135,528              | 57,150              | 857,750              | 0                    | 43,083,907             |
| 0                    | 0                   | 6,759,563               | 0                   | 0                    | 0                    | 6,759,563              |
| 400,000              | 11,676,323          | 4,521,877               | 0                   | 30,062,531           | 0                    | 51,530,612             |
| 0                    | 0                   | 0                       | 700,000             | 0                    | 595,000              | 1,295,000              |
| 2,360,000            | 0                   | 13,840,775              | 0                   | 0                    | 0                    | 18,319,775             |
| 0                    | 0                   | 0                       | 0                   | 0                    | 0                    | 0                      |
| 0                    | 0                   | 0                       | 0                   | 0                    | 0                    | 5,225,342              |
| 24,894,896           | 0                   | 388,622,975             | 9,798,264           | 142,937,715          | 215,302,322          | 1,100,235,030          |
| <b>\$36,767,253</b>  | <b>\$11,676,323</b> | <b>\$434,880,718</b>    | <b>\$10,555,414</b> | <b>\$245,942,144</b> | <b>\$258,717,964</b> | <b>\$1,382,386,228</b> |

## APPROPRIATIONS BY CATEGORY

| Parks and Recreation | Palm Tran           | Five Year Road Program* | Street & Drainage   | Airports             | Water Utilities      | Total                  |
|----------------------|---------------------|-------------------------|---------------------|----------------------|----------------------|------------------------|
| \$26,250,618         | \$11,676,323        | \$81,214,544            | \$656,129           | \$151,164,811        | \$207,794,528        | \$792,213,027          |
| 42,886               | 0                   | 1,027,375               | 0                   | 39,872,918           | 10,716,000           | 61,996,490             |
| 10,473,749           | 0                   | 352,638,799             | 9,899,285           | 54,904,415           | 40,207,436           | 528,176,711            |
| <b>\$36,767,253</b>  | <b>\$11,676,323</b> | <b>\$434,880,718</b>    | <b>\$10,555,414</b> | <b>\$245,942,144</b> | <b>\$258,717,964</b> | <b>\$1,382,386,228</b> |

\* Based on the Five Year Road Program Adopted by the BCC on August 16th, 2016.

**Reserves included in FY 2017 Capital Budget**

|  |                      |
|--|----------------------|
| 14.6M NAV 06, Parking Facilities Expansion                   | \$ 21,994            |
| 176.5M NAV 08 CTF, Jail Expand/Pub Bldg                      | \$ 179,036           |
| Law Enfc/Impct Fees Z2 Rd Patl                               | \$ 2,945,418         |
| <b>Criminal Justice</b>                                      | <b>\$ 3,146,448</b>  |
| 11.6M Note Payable 08 CP, ESL Jupiter                        | \$ 248,378           |
| Unit 11 Acquisition/Enhancement                              | \$ 643,460           |
| South Lox Sl Wetland Restoration                             | \$ 131,449           |
| Beach Improvement  | \$ 390,559           |
| South Lake Worth Inlet                                       | \$ 224,832           |
| <b>Environmental Lands &amp; Beaches</b>                     | <b>\$ 1,638,678</b>  |
| Fire Rescue Improvement                                      | \$ 737,016           |
| Fire Rescue Impact Fees                                      | \$ 299,895           |
| <b>Fire Rescue</b>   | <b>\$ 1,036,911</b>  |
| 80.7M NAV 01, Convention Center                              | \$ 239,491           |
| 10.0M NAV 13 CP, ISS VOIP                                    | \$ 282,918           |
| 27.8M NAV Tax 13 CP, Convention Center Hotel                 | \$ 28,867            |
| 68M Public Imp Rev Bond 15A CP, Conv Ctr Garage & Airport Ct | \$ 1,237,593         |
| 65.360M NAV Pub Imp Tax Rev Bond 15C CP, Prof Sports Fac Pr  | \$ 815,705           |
| 56.645M NAV Pub Imp Rev Bonds, 15D CP, Prof Sports Fac Proj  | \$ 1,167,250         |
| Abacoa Trust Sub Account                                     | \$ 4,738,733         |
| Impact Fee Program - Roads Zone 1                            | \$ 542,899           |
| Impact Fee Program - Roads Zone 2                            | \$ 423,446           |
| Impact Fee Program - Roads Zone 3                            | \$ 299,557           |
| Impact Fee Program - Roads Zone 4                            | \$ 131,667           |
| Impact Fee Program - Roads Zone 5                            | \$ 488,372           |
| Impact Fee Program - Parks Zone 1                            | \$ 37,691            |
| Impact Fee Program - Parks Zone 2                            | \$ 43,025            |
| Impact Fee Program - Parks Zone 3                            | \$ 83,869            |
| Pud Civic Site Cash Out                                      | \$ 942,129           |
| RR&I for 800 Mhz Sys   | \$ 9,034,696         |
| Public Building Impr Fund                                    | \$ 7,693,605         |
| Public Building Impact Fees                                  | \$ 7,127,274         |
| TDC-Bldg Renewal & Replacement                               | \$ 1,820,126         |
| Impact Fee Program - Public Building                         | \$ 59,087            |
| Capital Outlay   | \$ 401,922           |
| E911 Carry Forward Capital                                   | \$ 11,416            |
| <b>General Government</b>                                    | <b>\$ 37,651,338</b> |
| Library Improvement Fund                                     | \$ 2,774,132         |
| Library Expansion Prgm                                       | \$ 11,625,244        |
| Library Impact Fees  | \$ 2,180,276         |
| <b>County Library</b>  | <b>\$ 16,579,652</b> |

**Reserves included in FY 2017 Capital Budget**

|   |                       |
|---|-----------------------|
| 25.0M GO 03, Recreational & Cultural Facilities   | \$ 14,075             |
| 25.0M GO 05, Recreational & Cultural Improvements | \$ 443,764            |
| 50.0M GO 06, Waterfront Access                    | \$ 100,332            |
| 8.1M Sunshine#9 06, So County Golf Course CTF     | \$ 2,673              |
| Park Improvement Fund                             | \$ 188,429            |
| Park Impact Fees Z-1                              | \$ 916,029            |
| Park Impact Fees Z-2                              | \$ 1,849,841          |
| Park Impact Fees Z-3                              | \$ 6,958,606          |
| <b>Parks and Recreation</b>                       | <b>\$ 10,473,749</b>  |
| Transportation Improvmt Fund                      | \$ 158,572,514        |
| Road Impact Fee Zone 1                            | \$ 47,058,573         |
| Road Impact Fee Zone 2                            | \$ 41,740,953         |
| Road Impact Fee Zone 3                            | \$ 13,252,810         |
| Road Impact Fee Zone 4                            | \$ 21,609,886         |
| Road Impact Fee Zone 5                            | \$ 50,701,664         |
| Proportionate Share Trust Fund                    | \$ 17,477,119         |
| Proportionate Share Fund - Zone 2                 | \$ 134,338            |
| Proportionate Share Fund - Zone 3                 | \$ 1,753,358          |
| Proportionate Share Fund - Zone 5                 | \$ 337,584            |
| <b>Five Year Road Program</b>                     | <b>\$ 352,638,799</b> |
| Unicorp Improvement Fund                          | \$ 9,899,285          |
| <b>Street &amp; Drainage</b>                      | <b>\$ 9,899,285</b>   |
| Airport Capital Projects                          | \$ 648,798            |
| Airports Imp & Dev Fund                           | \$ 25,514,393         |
| Airport Passenger Facility Chgs                   | \$ 26,029,496         |
| Noise Abatement & Mitigation                      | \$ 2,575,167          |
| Airports Restricted Assets Fd                     | \$ 136,561            |
| <b>Airports</b>                                   | <b>\$ 54,904,415</b>  |
| Renewal & Replacement                             | \$ 1,000,000          |
| Capital Improvements                              | \$ 35,190,984         |
| WUD FPL Reclaimed Water Renewal & Replacement     | \$ 4,016,452          |
| <b>Water Utilities</b>                            | <b>\$ 40,207,436</b>  |
| <b>TOTAL RESERVES IN CAPITAL BUDGET</b>           | <b>\$ 528,176,711</b> |

**DEPARTMENT OF AIRPORTS**  
**Approved FY 2017 Capital Projects by Funding Source**  
**(\$ in 1,000)**

| <u>Project #</u>              | <u>Description</u>                                 | <u>Grants</u> | <u>Other<br/>Enterprise<br/>Revenues</u> | <u>Passenger<br/>Facility<br/>Charges</u> | <u>Interest<br/>&amp;<br/>Other</u> | <u>Total<br/>Budget</u> |
|-------------------------------|--|---------------|--|---|-------------------------------------|-------------------------|
| <b>Large Capital Projects</b> |  |               |  |   |                                     |                         |
| A093                          | PBIA - Building 1475 Air Cargo Roof Imp            | 0             | 2,250                                    | 0   | 0                                   | 2,250                   |
| A348                          | PBIA - Terminal Escalator Replacement PH I / PH II | 0             | 2,000                                    | 0   | 0                                   | 2,000                   |
| A342                          | PBIA - Terminal Switchgears                        | 0             | 1,000                                    | 0   | 0                                   | 1,000                   |
| <b>Small Capital Projects</b> |  |               |  |   |                                     |                         |
| A107                          | All Airports - Design and Engineering              | 0             | 2,000                                    | 0   | 0                                   | 2,000                   |
| A268                          | PBIA - Airside Projects                            | 0             | 160                                      | 0   | 0                                   | 160                     |
| A030                          | PBIA - Equipment Airport Administration            | 0             | 1,750                                    | 0   | 0                                   | 1,750                   |
| A031                          | PBIA - Equipment Grounds Maintenance               | 0             | 238                                      | 0   | 0                                   | 238                     |
| A032                          | PBIA - Fire Rescue Improvement                     | 0             | 39                                       | 0   | 0                                   | 39                      |
| A029                          | PBIA - Operations Equipment                        | 0             | 65                                       | 0   | 0                                   | 65                      |
| A212                          | PBIA - Terminal Improvements                       | 0             | 630                                      | 0   | 0                                   | 630                     |
| A035                          | PBIA - Terminal Maintenance Equipment              | 0             | 571                                      | 0   | 0                                   | 571                     |
|                               | <b>Total Appropriations</b>                        | <b>0</b>      | <b>10,703</b>                            | <b>0</b>                                  | <b>0</b>                            | <b>10,703</b>           |
| <br>                          |  |               |  |   |                                     |                         |
| <u>Fund</u>                   | <u>Funding recap</u>                               | <u>Grants</u> | <u>Other<br/>Enterprise<br/>Revenues</u> | <u>Passenger<br/>Facility<br/>Charges</u> | <u>Interest<br/>&amp;<br/>Other</u> | <u>Total<br/>Budget</u> |
| 4110                          | Airport Capital Projects                           | 0             | 4,913                                    | 0   | 0                                   | 4,913                   |
| 4111                          | Airports Improvement and Development Fund          | 0             | 5,790                                    | 0   | 0                                   | 5,790                   |
|                               | <b>Total</b>                                       | <b>0</b>      | <b>10,703</b>                            | <b>0</b>                                  | <b>0</b>                            | <b>10,703</b>           |

**Large Capital Projects - Department of Airports**

**PBIA - Building 1475 Air Cargo Roof Imp** - This project will provide for the replacement of the built up roofing system which includes lighting and HVAC improvements at Palm Beach International Airport.

**PBIA - Terminal Escalator Replacement PH I / PH II** - This project will provide for the replacement of nine escalators within the terminal at Palm Beach International Airport.

**PBIA - Terminal Switchgears** - This project will provide for terminal electrical switchgears in substation "T", "B", and "C" at Palm Beach International Airport.

**ENGINEERING AND PUBLIC WORKS**  
**Approved FY 2017 Capital Projects by Funding Source**  
**(\$ in 1,000)**

| <u>Project #</u>              | <u>Description</u>          | <u>Ad Valorem</u> | <u>Surtax</u> | <u>Total Budget</u> |
|-------------------------------|-----------------------------|-------------------|---------------|---------------------|
| <b>Large Capital Projects</b> |                             |                   |               |                     |
| R002                          | Pavement/Roadway Striping   | 6,500             | 0             | 6,500               |
|                               | <b>Total Appropriations</b> | <b>6,500</b>      | <b>0</b>      | <b>6,500</b>        |
| <u>Fund</u>                   | <u>Funding Recap</u>        | <u>Ad Valorem</u> | <u>Surtax</u> | <u>Total Budget</u> |
| 3900                          | Capital Outlay              | 6,500             | 0             | 6,500               |
|                               | <b>Total</b>                | <b>6,500</b>      | <b>0</b>      | <b>6,500</b>        |

**Large Capital Projects - Engineering and Public Works**

**Pavement/Roadway Striping** - There is a continued need for resurfacing and road repairs. Several of the major arterial roadways are starting to show severe signs of deterioration.

**ENVIRONMENTAL RESOURCES MANAGEMENT**  
**Approved FY 2017 Capital Projects by Funding Source**  
**(\$ in 1,000)**

| <u>Project #</u>              | <u>Description</u>                       | <u>Ad<br/>Valorem</u> | <u>Other</u> | <u>Total<br/>Budget</u> |
|-------------------------------|--|-----------------------|--------------|-------------------------|
| <b>Large Capital Projects</b> |  |                       |              |                         |
| E115                          | Environmental Restoration FY 2017        | 250                   | 0            | 250                     |
| M028                          | Juno Beach Shore Protection              | 0                     | 2,150        | 2,150                   |
| M045                          | Jupiter Carlin Shore Protection          | 0                     | 1,181        | 1,181                   |
| M015                          | Ocean Ridge Shore Protection             | 0                     | 150          | 150                     |
| <b>Small Capital Projects</b> |  |                       |              |                         |
| M051                          | Central Boca Shore Protection            | 0                     | 1,100        | 1,100                   |
| M040                          | Coral Cove Dune Restoration              | 0                     | 300          | 300                     |
| M033                          | Emergency Beach Responses                | 0                     | 150          | 150                     |
| M034                          | Palm Beach Midtown                       | 0                     | 300          | 300                     |
| M100                          | Shoreline Protection Activities          | 0                     | 100          | 100                     |
| M037                          | Singer Island Dune Restoration           | 0                     | 100          | 100                     |
| M046                          | South Lake Worth Inlet Management        | 0                     | 150          | 150                     |
| M044                          | South Palm Beach Dune Restoration        | 0                     | 2,000        | 2,000                   |
| <b>Total Appropriations</b>   |  | <b>250</b>            | <b>7,681</b> | <b>7,931</b>            |
| <hr/>                         |  |                       |              |                         |
| <u>Fund</u>                   | <u>Funding Recap</u>                     | <u>Ad<br/>Valorem</u> | <u>Other</u> | <u>Total<br/>Budget</u> |
| 3652                          | Beach Improvement                        | 0                     | 7,681        | 7,681                   |
| 3654                          | Environmental Resources Capital Projects | 250                   | 0            | 250                     |
| <b>Total</b>                  |  | <b>250</b>            | <b>7,681</b> | <b>7,931</b>            |

**Large Capital Projects - Environmental Resources Management**

**Environmental Restoration FY 2017** - This project includes restoration of natural areas and public water bodies such as Lake Worth Lagoon, Chain of Lakes, and Loxahatchee River. Continued funding is required to replace diminishing non-ad valorem funds available for the restoration and management of the County's natural areas. These funds also provide a source of matching funds for State and Local grants.

**Juno Beach Shore Protection** - This project includes design, engineering, permitting, construction, and monitoring of a beach restoration project in the vicinity of Juno Beach. Construction includes offshore dredging, placement of fill, and planting of native salt-tolerant vegetation. The funding sources used in the "Other" category include Tourist Development Tax, interest earnings, and reserves.

**Jupiter Carlin Shore Protection** - This project includes planning, design, permitting, and monitoring of a beach renourishment project from Jupiter Beach Park through Carlin Park. The project includes the placement of sand dredged from offshore, planting of native salt-tolerant vegetation, and both physical and environmental monitoring. The funding sources used in the "Other" category include Tourist Development Tax, interest earnings, and reserves.

**Large Capital Projects - Environmental Resources Management continued**

**Ocean Ridge Shore Protection** - This project includes planning, design, permitting, construction, monitoring, and maintenance of a beach nourishment/restoration project between South Lake Worth Inlet and 1.42 miles south. The funding sources used in the "Other" category include Tourist Development Tax, interest earnings, and reserves.

**FACILITIES DEVELOPMENT AND OPERATIONS**  
**Approved FY 2017 Capital Projects by Funding Source**  
**(\$ in 1,000)**

| <u>Project #</u>              | <u>Description</u>  | <u>Ad Valorem</u> | <u>Impact Fees</u> | <u>Surtax</u> | <u>Other</u> | <u>Total Budget</u> |
|-------------------------------|---|-------------------|--------------------|---------------|--------------|---------------------|
| <b>Large Capital Projects</b> |   |                   |                    |               |              |                     |
| B558                          | Airport Center Renovation                                 | 0                 | 0                  | 0             | 565          | 565                 |
| <b>Small Capital Projects</b> |   |                   |                    |               |              |                     |
| B619                          | Constitutional Facility Improvements FY 17                | 0                 | 0                  | 0             | 1,000        | 1,000               |
| B371                          | Convention Center Renewal & Replacement                   | 0                 | 0                  | 0             | 1,494        | 1,494               |
| B620                          | Countywide Building Renewal & Replacement FY 17           | 7,500             | 0                  | 0             | 0            | 7,500               |
| B622                          | Countywide Electronic Systems Renewal & Replacement FY 17 | 1,300             | 0                  | 0             | 0            | 1,300               |
| B621                          | Countywide Parks Facility Renewal & Replacement FY 17     | 1,700             | 0                  | 0             | 0            | 1,700               |
| B623                          | Countywide Various Facility Improvements FY 17            | 250               | 0                  | 0             | 0            | 250                 |
| B624                          | Land Due Diligence FY 17                                  | 250               | 0                  | 0             | 0            | 250                 |
| B530                          | Roger Dean Stadium Renewal & Replacement                  | 0                 | 0                  | 0             | 1,340        | 1,340               |
| <b>Total Appropriations</b>   |   | <b>11,000</b>     | <b>0</b>           | <b>0</b>      | <b>4,399</b> | <b>15,399</b>       |

| <u>Fund</u>  | <u>Funding recap</u>            | <u>Ad Valorem</u> | <u>Impact Fees</u> | <u>Surtax</u> | <u>Other</u> | <u>Total Budget</u> |
|--------------|---------------------------------|-------------------|--------------------|---------------|--------------|---------------------|
| 3804         | Public Building Impr Fund       | 11,000            | 0                  | 0             | 1,565        | 12,565              |
| 3807         | TDC- Bldg Renewal & Replacement | 0                 | 0                  | 0             | 2,834        | 2,834               |
| <b>Total</b> |                                 | <b>11,000</b>     | <b>0</b>           | <b>0</b>      | <b>4,399</b> | <b>15,399</b>       |

**Large Capital Projects - Facilities Development and Operations**

**Airport Center Renovation** - The scope of the project includes the renovation of the Airport Center Building #2 located at 160 Australian Avenue (former Engineering Building) and related sitework and parking. Building #2 was delayed from the FY 2008 CIP. A portion of the building will be occupied by the Tourist Development Council upon the termination of their existing lease and the remainder by PBSO (Central Records, Human Resources, Risk Management, and Graphics). The project budget is based on a pro rata share of the costs being borne by Bed Tax, Bond, and Ad Valorem funding. Bond Funding is located in Fund 3076.

**FIRE RESCUE**  
**Approved FY 2017 Capital Projects by Funding Source**  
**(\$ in 1,000)**

| <u>Project #</u>              | <u>Description</u>          | <u>Ad Valorem</u> | <u>Impact Fees</u> | <u>Total Budget</u> |
|-------------------------------|-----------------------------|-------------------|--------------------|---------------------|
| <b>Large Capital Projects</b> |                             |                   |                    |                     |
| F107                          | Fire Station #41 North      | 1,400             | 2,000              | 3,400               |
|                               | <b>Total Appropriations</b> | <b>1,400</b>      | <b>2,000</b>       | <b>3,400</b>        |
| <u>Fund</u>                   | <u>Funding Recap</u>        | <u>Ad Valorem</u> | <u>Impact Fees</u> | <u>Total Budget</u> |
| 3704                          | Fire Rescue Impact Fees     | 0                 | 2,000              | 2,000               |
| 3700                          | Fire Rescue Improvement     | 1,400             | 0                  | 1,400               |
|                               | <b>Total</b>                | <b>1,400</b>      | <b>2,000</b>       | <b>3,400</b>        |

**Large Capital Projects - Fire Rescue**

**Fire Station #41 North** - Project will construct a new permanent three-bay fire station to serve the LeChalet/Haverhill station site. Within a 1-1/2 mile road network, there are 1,137 calls per year. These calls have an average travel time of 5:47 minutes. The construction of this station will reduce travel time by approximately 3:00 minutes and improve the response time to an average of 2:47 minutes. Within a 2-1/2 mile road network, there are 3,941 calls per year.

**FIVE YEAR ROAD PROGRAM**  
**Approved FY 2017 Capital Projects by Funding Source**  
**(\$ in 1,000)**

| Project #                     | Description  | Impact<br>Fees | Other | Total<br>Budget |
|-------------------------------|--|----------------|-------|-----------------|
| <b>Large Capital Projects</b> |  |                |       |                 |
| 0703                          | Administrative Support and Computer Equipment                | 0              | 370   | 370             |
| 0768                          | Annual Contract Advertising                                  | 0              | 20    | 20              |
| 1421                          | Atlantic Avenue and Florida's Turnpike                       | 1,500          | 0     | 1,500           |
| 1148                          | Australian Avenue and Palm Beach Lakes Boulevard             | 1,500          | 0     | 1,500           |
| 1001/1449                     | Camino Real Road/Boca Club over Intracoastal Waterway        | 4,500          | 4,500 | 9,000           |
| TBD                           | Center Street/Thelma Avenue to Woodland Estates Drive        | 900            | 0     | 900             |
| 1415                          | Congress Avenue and Palm Beach Lakes Blvd                    | 400            | 0     | 400             |
| 1369                          | Congress Avenue/North of Northlake Blvd to Alternate A1A     | 2,880          | 2,880 | 5,760           |
| TBD                           | Congress Avenue/North of Okeechobee Blvd to Ware Drive       | 50             | 0     | 50              |
| 1458                          | Connector/Lyons Road to Acme Dairy Road                      | 0              | 1,250 | 1,250           |
| 1476                          | Coral Ridge Road/S County Regional Park N Entrance to 750' N | 800            | 0     | 800             |
| 0621/1448                     | CR 880 (old SR 80) Rehabilitation/Heavy Maintenance          | 0              | 1,000 | 1,000           |
| TBD                           | Drexel Rd over LWDD L-2 Canal/Fair Green Rd to 15th Lane N   | 800            | 0     | 800             |
| 1387                          | Flavor Pict Road/State Road 7 to Lyons Road                  | 4,500          | 0     | 4,500           |
| 1475                          | Florida Mango Road/Edgewater Drive to Barbados Road          | 50             | 0     | 50              |
| 1461                          | Gateway Blvd and High Ridge Road                             | 100            | 0     | 100             |
| 1435                          | Gateway Blvd and Military Trail                              | 500            | 0     | 500             |
| 0704                          | Glades Area - Repair and Renovation                          | 0              | 700   | 700             |
| 1423                          | Glades Road and Butts Road                                   | 300            | 0     | 300             |
| 1392                          | Haverhill Road/North of Caribbean Blvd to Bee Line Hwy       | 9,000          | 0     | 9,000           |
| 1382                          | Hood Road/East of Florida's Turnpike to West of Central Blvd | 6,406          | 964   | 7,370           |
| 1160                          | Indiantown Road and Jupiter Farms Road                       | 1,250          | 0     | 1,250           |
| TBD                           | Jog Road and Roebuck Road                                    | 920            | 0     | 920             |
| TBD                           | Kirk Road/South of LWDD L-7 Canal to Pot O' Gold Street      | 800            | 0     | 800             |
| 1367                          | Lake Worth Road and Jog Road                                 | 630            | 0     | 630             |
| 1388                          | Lyons Road/Clint Moore Road to Atlantic Avenue               | 9,700          | 0     | 9,700           |
| 1389                          | Lyons Road/Hillsboro Canal to SW 18th Street                 | 2,300          | 0     | 2,300           |
| 1348                          | Northlake Blvd and Military Trail                            | 750            | 750   | 1,500           |
| 0966                          | Northlake Blvd/Seminole Pratt Whitney Road to Coconut Blvd   | 3,000          | 0     | 3,000           |
| 1465                          | Northlake Blvd/State Road 710 to Military Trail              | 0              | 1,500 | 1,500           |
| 9100                          | Ocean Avenue Loan Repayment                                  | 0              | 1,029 | 1,029           |
| 1424                          | Okeechobee Blvd and Church Street                            | 1,000          | 0     | 1,000           |
| 1001/1515                     | Palmetto Park Road/SW 7th Avenue to SW 5th Avenue            | 3,300          | 0     | 3,300           |
| 1517                          | Palmwood Road/750 ft N of Donald Ross Road to Susan Avenue   | 0              | 1,320 | 1,320           |
| ANNUAL                        | Pathway Program - Countywide                                 | 0              | 1,500 | 1,500           |
| 1434                          | PGA Blvd and Central Blvd                                    | 500            | 0     | 500             |

**FY 2017 CAPITAL PROJECTS**

**Palm Beach County, FL**

| Fund                        | Funding Recap  | Impact Fees        | Other         | Total Budget        |
|-----------------------------|--|--------------------|---------------|---------------------|
| 1366                        | PGA Blvd and Military Trail                                  | 1,800              | 0             | 1,800               |
| 1396                        | Purdy Lane/Forest Hill Elementary School to East Major Drive | 2,300              | 0             | 2,300               |
| 0924                        | Recording Fees - Countywide                                  | 0                  | 20            | 20                  |
| 1001                        | Reserve - Bridges/Culverts/Pipes - Countywide                | 0                  | 3,330         | 3,330               |
| VARIOUS                     | Reserve - Intersections - Countywide                         | 2,010              | 1,170         | 3,180               |
| VARIOUS                     | Reserve - Plans and Alignment - Countywide                   | 0                  | 200           | 200                 |
| VARIOUS                     | Reserve - Railroad Crossings - Countywide                    | 0                  | 600           | 600                 |
| VARIOUS                     | Reserve - Right of Way - Countywide                          | 0                  | 300           | 300                 |
| 0603                        | Reserve - Traffic Calming - Countywide                       | 0                  | 20            | 20                  |
| ANNUAL                      | Reserve - Traffic Signals - Countywide                       | 0                  | 600           | 600                 |
| 1391                        | Roebuck Road/Jog Road to Haverhill Road                      | 3,200              | 0             | 3,200               |
| 1395                        | Sandalfoot Blvd/State Road 7 to East of State Road 7         | 2,100              | 0             | 2,100               |
| 0728                        | Seminole Pratt Whitney Rd/Orange Blvd to S of Northlake Blvd | 7,400              | 0             | 7,400               |
| TBD                         | Seminole Pratt Whitney Rd/Seminole Ridge H.S. to 60th St N   | 800                | 0             | 800                 |
| 0620                        | Seminole Pratt Whitney Road and Northlake Blvd               | 4,200              | 0             | 4,200               |
| 1516                        | Sherwood Forest Blvd over LWDD L-8 Canal                     | 0                  | 600           | 600                 |
| 0994                        | Silver Beach Road/East of Congress Avenue to Old Dixie Hwy   | 4,500              | 0             | 4,500               |
| 1454                        | South West 18th Street and Military Trail                    | 1,500              | 0             | 1,500               |
| 1394                        | South West 3rd Street/State Road 7                           | 1,850              | 0             | 1,850               |
| 1487                        | Southern Blvd/Lyons Road to Sansbury's Way                   | 2,100              | 0             | 2,100               |
| 1469                        | Woolbright Road/Military Trail to Lawrence Road              | 0                  | 1,100         | 1,100               |
| <b>Total Appropriations</b> |  | <b>92,096</b>      | <b>25,723</b> | <b>117,819</b>      |
|                             |  | <b>Impact Fees</b> | <b>Other</b>  | <b>Total Budget</b> |
| 3501                        | Road Impact Fee Zone 1                                       | 18,986             | 4,594         | 23,580              |
| 3502                        | Road Impact Fee Zone 2                                       | 20,650             | 0             | 20,650              |
| 3503                        | Road Impact Fee Zone 3                                       | 17,500             | 0             | 17,500              |
| 3504                        | Road Impact Fee Zone 4                                       | 600                | 0             | 600                 |
| 3505                        | Road Impact Fee Zone 5                                       | 32,350             | 0             | 32,350              |
| TBD                         | To Be Determined   | 2,010              | 1,170         | 3,180               |
| 3500                        | Transportation Improvement Fund                              | 0                  | 19,959        | 19,959              |
| <b>Total</b>                |  | <b>92,096</b>      | <b>25,723</b> | <b>117,819</b>      |

**Large Capital Projects - Five Year Road Program**

**Administrative Support and Computer Equipment** - Funding for staff support and computer equipment for program.

**Annual Contract Advertising** - Advertising costs for annual agreements.

**Atlantic Avenue and Florida's Turnpike** - Intersection Improvements

**Australian Avenue and Palm Beach Lakes Boulevard** - Intersection Improvements

**Camino Real Road/Boca Club over Intracoastal Waterway** - Bridge Rehabilitation

**Center Street/Thelma Avenue to Woodland Estates Drive** - 0.3 Miles, 3 Lanes

**Congress Avenue and Palm Beach Lakes Blvd** - Intersection Improvements

**Large Capital Projects - Five Year Road Program continued**

**Congress Avenue/North of Northlake Blvd to Alternate A1A** - 0.6 Miles, 2 Lanes & 3 Lanes

**Congress Avenue/North of Okeechobee Blvd to Ware Drive** - 0.1 Miles, 5 Lanes (W.P.B. "F" Canal Bridge Replacement - Culvert)

**Connector/Lyons Road to Acme Dairy Road** - 0.5 Miles, 2/3 Lanes

**Coral Ridge Road/S County Regional Park N Entrance to 750' N** - 0.1 Miles, 2 Lanes

**CR 880 (old SR 80) Rehabilitation/Heavy Maintenance** - Rehabilitation

**Drexel Rd over LWDD L-2 Canal/Fair Green Rd to 15th Lane N** - 0.1 Miles, 3 Lanes (Bridge Replacement - Culvert)

**Flavor Pict Road/State Road 7 to Lyons Road** - 1.0 Miles/ 2 Lanes

**Florida Mango Road/Edgewater Drive to Barbados Road** - 0.6 Miles, 3 Lanes (LWDD L-8 Canal Bridge Replacement)

**Gateway Blvd and High Ridge Road** - Intersection Improvements

**Gateway Blvd and Military Trail** - Intersection Improvements

**Glades Area - Repair and Renovation** - Proposed improvements for this program include the resurfacing of County roads throughout the Glades area; including striping, replacement of old guardrails and installation of new guardrails as needed.

**Glades Road and Butts Road** - Intersection Improvements

**Haverhill Road/North of Caribbean Blvd to Bee Line Hwy** - 1.6 Miles, 5 Lanes

**Hood Road/East of Florida's Turnpike to West of Central Blvd** - 1.2 Miles, 4 Lanes

**Indiantown Road and Jupiter Farms Road** - Intersection Improvements

**Jog Road and Roebuck Road** - Intersection Improvements

**Kirk Road/South of LWDD L-7 Canal to Pot O' Gold Street** - 0.1 Miles, 3 Lanes (LWDD L-7 Canal Bridge Replacement - Culvert)

**Lake Worth Road and Jog Road** - Intersection Improvements

**Lyons Road/Clint Moore Road to Atlantic Avenue** - 3.0 Miles, 4 Lanes

**Lyons Road/Hillsboro Canal to SW 18th Street** - 0.3 Miles, 6 Lanes

**Northlake Blvd and Military Trail** - Intersection Improvements

**Northlake Blvd/Seminole Pratt Whitney Road to Coconut Blvd** - 3.4 Miles, 4 Lanes

**Northlake Blvd/State Road 710 to Military Trail** - Safety Improvements and Resurfacing

**Ocean Avenue Loan Repayment** - Debt service on the \$15 million loan to rebuild the Ocean Avenue bridge.

**Okeechobee Blvd and Church Street** - Intersection Improvements

**Palmetto Park Road/SW 7th Avenue to SW 5th Avenue** - 0.2 Miles, 4/6 Lanes (LWDD E-4 Canal, El Rio Canal, Bridge Replacement)

**Palmwood Road/750 ft N of Donald Ross Road to Susan Avenue** - Slope Stabilization

**Pathway Program - Countywide** - This program develops a list of requested pathways which are then divided into three categories and prioritized. Elementary school pathways are given the highest priority, followed by Middle and High School pathways. Additionally, the program includes funding for maintenance of existing pathways.

**PGA Blvd and Central Blvd** - Intersection Improvements

**PGA Blvd and Military Trail** - Intersection Improvements

**Large Capital Projects - Five Year Road Program continued**

**Purdy Lane/Forest Hill Elementary School to East Major Drive** - 0.2 Miles, 3 Lanes (LWDD E-3 Canal Bridge Replacement)

**Recording Fees - Countywide** - Provides funding for the expenses incurred in Right of Way (ROW) acquisitions. These include title searches, deed recordings, and other related legal expenses required for the purchases of ROW.

**Reserve - Bridges/Culverts/Pipes - Countywide** - Bridge Rehabilitation and Replacement

**Reserve - Intersections - Countywide** - The Intersection Improvement Program provides both minor and major improvements at intersections. These improvements increase capacity and improve safety. Projects are designed and constructed both in-house and through contracted services.

**Reserve - Plans and Alignment - Countywide** - Funding for design costs, study costs, and mitigation costs for projects included in the Program.

**Reserve - Railroad Crossings - Countywide** - Railroad Crossing Rehabilitation and Upgrade

**Reserve - Right of Way - Countywide** - Funding for Right of Way acquisition costs for projects included in the Program.

**Reserve - Traffic Calming - Countywide** - This program provides funding for the installation of traffic slowing devices such as speed humps and traffic islands in neighborhoods which request and demonstrate a need for such safety measures on their streets.

**Reserve - Traffic Signals - Countywide** - Funding to design and install traffic signals utilizing mast arm support structures in lieu of strain pole/span wire support system.

**Roebuck Road/Jog Road to Haverhill Road** - 1.0 Mile, 5 Lanes

**Sandalfoot Blvd/State Road 7 to East of State Road 7** - 0.1 Mile, 5 Lanes (LWDD E-1 Canal Bridge Replacement)

**Seminole Pratt Whitney Rd/Orange Blvd to S of Northlake Blvd** - 1.8 Miles, 4/6 Lanes

**Seminole Pratt Whitney Rd/Seminole Ridge H.S. to 60th St N** - 1.2 Miles, 6 Lanes

**Seminole Pratt Whitney Road and Northlake Blvd** - Intersection Improvements

**Sherwood Forest Blvd over LWDD L-8 Canal** - Bridge Improvements

**Silver Beach Road/East of Congress Avenue to Old Dixie Hwy** - 0.9 Miles, 2 Lanes and 3 Lanes

**South West 18th Street and Military Trail** - Intersection Improvements

**South West 3rd Street/State Road 7** - 0.1 Mile, 3 Lanes (LWDD E-1 Canal Bridge Replacement)

**Southern Blvd/Lyons Road to Sansbury's Way** - Intersection Improvements

**Woolbright Road/Military Trail to Lawrence Road** - Drainage Improvements

**INFORMATION SYSTEMS SERVICES**  
**Approved FY 2017 Capital Projects by Funding Source**  
**(\$ in 1,000)**

| <u>Project #</u>              | <u>Description</u>                                    | <u>Ad Valorem</u> | <u>Total Budget</u> |
|-------------------------------|---|-------------------|---------------------|
| <b>Large Capital Projects</b> |   |                   |                     |
| I344                          | Advantage Performance Budgeting Systems, Phase 2      | 450               | 450                 |
| I341                          | Belle Glade Fiber Run                                 | 800               | 800                 |
| I348                          | Core Network Upgrades FY17                            | 505               | 505                 |
| I350                          | Enhanced E-911 for New County Telephone System        | 150               | 150                 |
| I355                          | Enterprise Security/Threat Management FY17            | 675               | 675                 |
| I352                          | Enterprise Storage Backup Growth and Replacement FY17 | 400               | 400                 |
| I334                          | EOC Vault Room HVAC Remediation                       | 100               | 100                 |
| I346                          | Fiber Build-out of Enterprise Network FY17            | 300               | 300                 |
| I342                          | Microsoft Office Suite Update                         | 500               | 500                 |
| I345                          | Network Equipment and Vendor Support FY17             | 500               | 500                 |
| I356                          | Storage Director Hardware Replacement                 | 280               | 280                 |
| I353                          | Wintel/UNIX Server Growth RR&I FY17                   | 100               | 100                 |
| I351                          | Wintel/UNIX Storage Consolidation FY17                | 200               | 200                 |
| I347                          | Wireless Connectivity FY17                            | 150               | 150                 |
| <b>Small Capital Projects</b> |   |                   |                     |
| I338                          | CITRIX Expansion                                      | 150               | 150                 |
| I354                          | Digital Agenda Tracking Application                   | 40                | 40                  |
| I349                          | WAN In-Building Cabling FY17                          | 100               | 100                 |
| <b>Total Appropriations</b>   |   | <b>5,400</b>      | <b>5,400</b>        |
|                               |   | <u>Ad Valorem</u> | <u>Total Budget</u> |
| <u>Fund</u>                   | <u>Funding Recap</u>                                  |                   |                     |
| 3901                          | Information Technology Capital Improvements           | 5,400             | 5,400               |
| <b>Total</b>                  |   | <b>5,400</b>      | <b>5,400</b>        |

**Large Capital Projects - Information Systems Services**

**Advantage Performance Budgeting Systems, Phase 2** - Advantage Performance Budgeting Systems Phase 2 to include Performance Measures and Budget Book publishing.

**Large Capital Projects - Information Systems Services continued**

**Belle Glade Fiber Run** - This buildout was approved and budgeted during FY 2016. However, due to changes in FPL's Infrastructure Storm Hardening Plan, FPL's pole line west of B Road in Loxahatchee Groves will not be able to be utilized. The additional conduit and labor will cost \$400,000. This will allow the completion of the fiber to the West County Courthouse, Jail and Administrative complex. Future projects will extend the fiber footprint in the Glades region allowing the County to further reduce its reliance on leased services and provide a better service level to agencies and citizens in the Glades region. This project will ultimately lead to substantial cost savings when the County is able to terminate service on AT&T's SmartRing for which current annual cost is approximately \$722,000.

**Core Network Upgrades FY17**- Network Services need to upgrade the core ring of the County's network to 100Gb over the next 4 years. The total cost will be approximately \$3,000,000. A minimum of \$900,000 is needed to commence work during quarter 2 of FY 2017.

**Enhanced E-911 for New County Telephone System** - The new countywide Unified Communications (UC) phone system currently reports caller location to 911 based on a configuration that is manually applied to the network switch to which the phone is attached. In order to effectively manage the staffing office moves that will occur over time and ensure that a user's location is always reported to 911 correctly, a new software product to manage 911 information will need to be deployed. This software is designed to help first responders to precisely locate callers in a specific area of a specific floor in a specific building.

**Enterprise Security/Threat Management FY17**- The primary need this year is the replacement of firewall clusters with a higher capacity ISP class firewall system. The growth in mail, remote access, internet use, and delivery of services to the public via the internet, applies a constant strain on ISS ability to deliver expected performance levels. Use of media rich devices such as smartphones and tablets also account for increased demand on the network and security infrastructure. This Capital Project request will fund a Countywide initiative to address audit findings, locate security vulnerabilities and protect the County from increasing cyber-security threats. Other components of this request are provisions and tools for Mobile Device Management, including protection of sensitive and confidential data (HIPAA, Personally Identifiable Information, etc.). Additionally, this project will ensure the protection of privileged identities, monitor for audit compliance, and help prevent data loss.

**Enterprise Storage Backup Growth and Replacement FY17**- Existing capital funding will support the replacement of the EOC Data Domain backup storage system and increase disk capacity to support large volumes of backup data. Funding for FY 2017 will support the purchase of Vista Data Center backup storage and the purchase of additional enterprise backup software storage licenses based on the total amount of storage backed up with Symantec Netbackup. The cost of maintenance continues to escalate which resulted in ISS utilizing a 3rd party support which only provides limited software support and is inadequate to meet our business needs.

**Large Capital Projects - Information Systems Services continued**

**EOC Vault Room HVAC Remediation** - Information System Services (ISS) has an existing project with Facilities Development and Operations (FD&O) to evaluate air conditioning (A/C) requirements for the EOC "Vault" computer room. The results of the evaluation will provide a recommendation to create a hot aisle containment area and additional rack based A/C units. The study, which is expected to be completed in June 2016, will also recommend installing a hot aisle containment curtain in the EOC vault and relocating A/C diffusers to direct cold airflow to the front of the racks and hot air will be exhausted via existing air return. The study also recommends purchasing and installing two new 10 Ton Rack A/C units to supplement air conditioning and to act as backup A/C in the event the primary units fail. This request will support the purchase and installation of the new units.

**Fiber Build-out of Enterprise Network FY17** - This project will continue to extend the Palm Beach County's (PBC) private fiber network to County facilities for maximizing performance and reducing ongoing expenses paid to AT&T. The long term goal is to reduce reliance on AT&T and increase the County's ability to meet customer requirements. Targeted sites for next year include the I-95 corridor and Public Safety Access Points (PSAP) for the E-911 program.

**Microsoft Office Suite Update** - This capital project will fund the purchase of the latest Microsoft Office Suite of office automation software, including WORD, EXCEL, ACCESS, POWERPOINT. The County has used the Microsoft 2007 Office Suite of office automation products since 2007, which is now at least three revisions behind the most current version. This funding is for the outright purchase of the licenses and will not include any annual maintenance in order to minimize the amount of capital investment. A portion of this request is to reimburse funding taken from the FY 2016 project budget for the unplanned acquisition and implementation of the new Performance Budgeting system in Advantage.

**Network Equipment and Vendor Support FY17** - In addition to several edge routers that are nearing their end of life and need to be replaced, the entire fiber switching core is eight years old and must be replaced. This encompasses six locations that serve as the high speed fiber backbone for the Palm Beach County Enterprise Network. Additionally, the replacement will allow for increased capacity to meet customer demand.

**Storage Director Hardware Replacement** - This project will replace the Brocade Storage Director at EOC that was purchased in 2010 and is no longer under maintenance. One Storage Director will be purchased for the Vista Center and a second unit is direly needed to provide continued storage connectivity for server systems.

**Wintel/UNIX Server Growth RR&I FY17** - This request supports the purchase of hardware to replace equipment which is beyond the original maintenance agreement, and for which maintenance costs have escalated making it more cost effective to replace the existing hardware than continued payments for maintenance.

**Wintel/UNIX Storage Consolidation FY17** - This capital project request supports the purchase of an additional Unix and Wintel platform storage system to support growth in storage requirements.

**Large Capital Projects - Information Systems Services continued**

**Wireless Connectivity FY17** - ISS continues to expand the County's wireless network to eliminate AT&T circuits at existing locations and continues to bring new locations online where fiber is not a cost effective option. ISS maintains more than 1,000 in-building wireless access points which are replaced, as necessary, from this project budget. This project also includes a phased replacement of Alvarion with Ubiquiti, a migration to 3.5Ghz licensed spectrum and a migration to 802.11AC technology for internal wifi.

**COUNTY LIBRARY**  
**Approved FY 2017 Capital Projects by Funding Source**  
**(\$ in 1,000)**

| <u>Project #</u>              | <u>Description</u>  | <u>Ad Valorem</u> | <u>Impact Fees</u> | <u>Total Budget</u> |
|-------------------------------|---|-------------------|--------------------|---------------------|
| <b>Small Capital Projects</b> |   |                   |                    |                     |
| L032                          | Clarence E. Anthony Library (South Bay) - Flooring        | 20                | 0                  | 20                  |
| L064                          | Gardens Library - Parking Lot Restriping                  | 45                | 0                  | 45                  |
| L067                          | Glades Road Library - Air Conditioner                     | 130               | 0                  | 130                 |
| L064                          | Hagen Ranch Road Library Parking Lot Restriping           | 50                | 0                  | 50                  |
| L031                          | Loula V. York (Pahokee) Library - Fire Alarm Replacement  | 70                | 0                  | 70                  |
| L067                          | Main Library - A/C Replacement                            | 36                | 0                  | 36                  |
| L067                          | Main Library - Air Conditioner                            | 80                | 0                  | 80                  |
| L049                          | Main Library - Generator                                  | 26                | 0                  | 26                  |
| L064                          | Main Library - Parking Lot                                | 60                | 0                  | 60                  |
| L069                          | Main Library - Roof Repairs                               | 530               | 0                  | 530                 |
| L041                          | Main Library - Weatherproofing                            | 60                | 0                  | 60                  |
| L041                          | Okeechobee Blvd. Library - Painting Exterior and Interior | 53                | 0                  | 53                  |
| L031                          | South Bay Library - Fire and Intrusion Alarm Replacement  | 45                | 0                  | 45                  |
| L071                          | Systemwide Signage Upgrade                                | 100               | 0                  | 100                 |
| L031                          | Wellington Library - Fire System                          | 20                | 0                  | 20                  |
| L031                          | Wellington Library - Intrusion Alarm Replacement          | 25                | 0                  | 25                  |
| L064                          | Wellington Library - Parking Lot                          | 39                | 0                  | 39                  |
| L031                          | West Boca Library - Intrusion Alarm Panel Replacement     | 25                | 0                  | 25                  |
| L031                          | West Boynton Beach Library - Fire Alarm Replacement       | 20                | 0                  | 20                  |
| <b>Total Appropriations</b>   |   | <b>1,434</b>      | <b>0</b>           | <b>1,434</b>        |
| <u>Fund</u>                   | <u>Funding Recap</u>                                      | <u>Ad Valorem</u> | <u>Impact Fees</u> | <u>Total Budget</u> |
| 3750                          | Library Improvement Fund                                  | 1,434             | 0                  | 1,434               |
| <b>Total</b>                  |   | <b>1,434</b>      | <b>0</b>           | <b>1,434</b>        |

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**MISCELLANEOUS/ NON-DEPARTMENT**  
**Approved FY 2017 Capital Projects by Funding Source**  
**(\$ in 1,000)**

| <u>Project #</u>              | <u>Description</u>   | <u>Ad Valorem</u> | <u>Impact Fees</u> | <u>Other</u> | <u>Bonds</u> | <u>Total Budget</u> |
|-------------------------------|--|-------------------|--------------------|--------------|--------------|---------------------|
| <b>Large Capital Projects</b> |  |                   |                    |              |              |                     |
| X006                          | OCR and Countywide Community Revitalization Team Initiatives | 250               | 0                  | 0            | 0            | 250                 |
| <b>Small Capital Projects</b> |  |                   |                    |              |              |                     |
| 9258                          | NG 911 Renewal and Replacement (Public Safety)               | 0                 | 0                  | 700          | 0            | 700                 |
| <b>Total Appropriations</b>   |  | <b>250</b>        | <b>0</b>           | <b>700</b>   | <b>0</b>     | <b>950</b>          |

| <u>Fund</u>  | <u>Funding recap</u>       | <u>Ad Valorem</u> | <u>Impact Fees</u> | <u>Other</u> | <u>Bonds</u> | <u>Total Budget</u> |
|--------------|----------------------------|-------------------|--------------------|--------------|--------------|---------------------|
| 3900         | Capital Outlay             | 250               | 0                  | 0            | 0            | 250                 |
| 3905         | E911 Carry Forward Capital | 0                 | 0                  | 700          | 0            | 700                 |
| <b>Total</b> |                            | <b>250</b>        | <b>0</b>           | <b>700</b>   | <b>0</b>     | <b>950</b>          |

**Large Capital Projects - Miscellaneous/ Non-Department**

**OCR and Countywide Community Revitalization Team Initiatives** - These capital projects will promote the stabilization and revitalization efforts for designated residential neighborhoods in unincorporated Palm Beach County and the Lake Region municipalities of Belle Glade, Pahokee, and South Bay. OCR has received requests for assistance with street lighting installation for the following communities: Belvedere Homes, San Castle, Southern Blvd. Pines/Wallis Rd, Limestone Creek, Ranch Haven/Laura Lane, and Pleasant Ridge. Funding will need to be allocated in order to move forward with these projects.

**PALM TRAN**  
**Approved FY 2017 Capital Projects by Funding Source**  
**(\$ in 1,000)**

| <u>Project #</u>              | <u>Description</u>   | <u>Ad<br/>Valorem</u> | <u>Other</u>  | <u>Total<br/>Budget</u> |
|-------------------------------|--|-----------------------|---------------|-------------------------|
| <b>Large Capital Projects</b> |  |                       |               |                         |
| 3104                          | Bus Infrastructure - Bus Stop ADA Retrofit Program         | 0                     | 1,400         | 1,400                   |
| 3105                          | South County Expansion                                     | 0                     | 3,926         | 3,926                   |
| 3103                          | Vehicle Replacement - Administration & Maintenance Support | 0                     | 350           | 350                     |
| 3102                          | Vehicle Replacement - Fixed Route Buses                    | 0                     | 6,000         | 6,000                   |
|                               | <b>Total Appropriations</b>                                | <b>0</b>              | <b>11,676</b> | <b>11,676</b>           |
| <hr/>                         |  |                       |               |                         |
| <u>Fund</u>                   | <u>Funding Recap</u>                                       | <u>Ad<br/>Valorem</u> | <u>Other</u>  | <u>Total<br/>Budget</u> |
| 3906                          | Palm Tran Capital  | 0                     | 11,676        | 11,676                  |
|                               | <b>Total</b>   | <b>0</b>              | <b>11,676</b> | <b>11,676</b>           |

**Large Capital Projects - Palm Tran**

**Bus Infrastructure - Bus Stop ADA Retrofit Program** - A countywide bus shelter ADA retrofit program to improve bus stop infrastructure with ADA compliant five (5) feet by eight (8) feet landing pads. The plan is to improve at least one hundred and fifty (150) bus stops per year.

**South County Expansion** - This project will provide funding for the expansion of the Delray facility. The project is divided into two phases with Phase 1 consisting of the new staff and relief car parking with Electronic Access and Guard Building. Phase 2 will consist of the construction of a new 2-Story building to be added to the north of the existing operations building and the reworking of the Bus Lot parking area. Additional work will be done near the Maintenance Building.

**Vehicle Replacement - Administration & Maintenance Support** - Replacement of support vehicles in the Administration and Maintenance pools which have reached their useful life in accordance with Palm Beach County policy.

**Vehicle Replacement - Fixed Route Buses** - Replacement of fixed route buses which have reached their useful life in accordance with Federal Transit Administration (FTA) policy.

**PARKS AND RECREATION**  
**Approved FY 2017 Capital Projects by Funding Source**  
**(\$ in 1,000)**

| <u>Project #</u>              | <u>Description</u>  | <u>Ad Valorem</u> | <u>Impact Fees</u> | <u>Surtax</u> | <u>Other</u> | <u>Total Budget</u> |
|-------------------------------|---|-------------------|--------------------|---------------|--------------|---------------------|
| <b>Large Capital Projects</b> |   |                   |                    |               |              |                     |
| P645                          | Burt Aaronson South County Regional Park Phase III          | 0                 | 1,000              | 0             | 0            | 1,000               |
| P793                          | Canyon District Park Design and Development                 | 0                 | 607                | 0             | 0            | 607                 |
| P560                          | John Prince Park Improvements Phase IV                      | 0                 | 480                | 0             | 0            | 480                 |
| P824                          | Loxahatchee River Battlefield Park Improvements             | 0                 | 478                | 0             | 0            | 478                 |
| P714                          | Okeeheelee Park South Boating Center                        | 0                 | 250                | 0             | 0            | 250                 |
| <b>Small Capital Projects</b> |   |                   |                    |               |              |                     |
| P757                          | ADA Compliance Measures                                     | 100               | 0                  | 0             | 0            | 100                 |
| P818                          | Administration Building Carpet Replacement                  | 150               | 0                  | 0             | 0            | 150                 |
| P815                          | Aquatic Facilities and Beach Repair and Renovations         | 550               | 0                  | 0             | 0            | 550                 |
| P791                          | Boat Ramp Renovation  | 0                 | 0                  | 0             | 360          | 360                 |
| P814                          | General Park Repair and Renovation FY 2017                  | 2,400             | 0                  | 0             | 0            | 2,400               |
| P817                          | General Recreation Facility Repair and Renovation FY 2017   | 75                | 0                  | 0             | 0            | 75                  |
| P819                          | Haverhill Park Basketball Court Construction                | 200               | 0                  | 0             | 0            | 200                 |
| P788                          | Information Technology Equipment Expansion and Replacement  | 50                | 0                  | 0             | 0            | 50                  |
| P820                          | John Prince Park Campground Caretaker's Residence           | 150               | 0                  | 0             | 0            | 150                 |
| P816                          | Special Recreation Facilities & Museums Repair & Renovation | 225               | 0                  | 0             | 0            | 225                 |
| <b>Total Appropriations</b>   |   | <b>3,900</b>      | <b>2,815</b>       | <b>0</b>      | <b>360</b>   | <b>7,075</b>        |

| <u>Fund</u>  | <u>Funding recap</u>    | <u>Ad Valorem</u> | <u>Impact Fees</u> | <u>Surtax</u> | <u>Other</u> | <u>Total Budget</u> |
|--------------|-------------------------|-------------------|--------------------|---------------|--------------|---------------------|
| 3601         | Park Impact Fees Zone 1 | 0                 | 478                | 0             | 0            | 478                 |
| 3602         | Park Impact Fees Zone 2 | 0                 | 730                | 0             | 0            | 730                 |
| 3603         | Park Impact Fees Zone 3 | 0                 | 1,607              | 0             | 0            | 1,607               |
| 3600         | Park Improvement Fund   | 3,900             | 0                  | 0             | 360          | 4,260               |
| <b>Total</b> |                         | <b>3,900</b>      | <b>2,815</b>       | <b>0</b>      | <b>360</b>   | <b>7,075</b>        |

**Large Capital Projects - Parks and Recreation**

**Burt Aaronson South County Regional Park Phase III** - Phase III of South County Regional Park will result in the new recreational facilities that include special event areas, roadways, parking, restrooms, picnicking facilities, open play areas, playground, dog park, landscaping, site lighting, trails, ski lakes, boat ramps, canoe/kayak trails, environmental enhancements, forestation, entrance signage, irrigation wells and pumps, box office, production booth cover, stage expansion, and other support infrastructure. This project will provide developed acres of regional parks necessary to maintain the established Comprehensive Plan Level of Service as a result of permits issued for residential development. The proposed improvements will provide additional passive and active recreational facilities to serve the needs of residents in the South Park District. Funding is from Zone 3 Park Impact

Fees. Operating cost projections include maintenance and utility related expenses.

**Canyon District Park Design and Development** - The district park is a 53 acre undeveloped property in the Agricultural Reserve that has been approved for public park uses. This project includes the initial design of a master site plan and construction of infrastructure to support the phased construction of the park. As additional capital funding becomes available in future years, full development of the park will follow. This project will provide developed acres of district parks necessary to maintain the established Comprehensive Plan Level of Service as a result of permits issued for residential development. The improvements will provide additional recreational facilities to serve the needs of residents in the South Park District. Funding is from Zone 3 Park Impact Fees.

**John Prince Park Improvements Phase IV** - This project includes lakeside improvements including roadways, parking, canoe and kayak launch areas, docks, fishing piers, shoreline facilities for additional waterfront use, playgrounds, dog park, restrooms, pavilions, day use picnic areas, bike paths, landscaping, irrigation, fencing, environmental enhancement, forestation, and related utility and support infrastructure. This project will provide developed acres of regional park necessary to maintain the Comprehensive Plan Level of Service as a result of permits issued for residential development in Park Impact Fee Zone 2. The improvements will provide additional active and passive recreational facilities that serve the needs of new residents in the Central Park District. Future funding is from Zone 2 Park Impact Fees.

**Loxahatchee River Battlefield Park Improvements** - This project includes the design and construction of a restroom and associated utility infrastructure connections to an existing maintenance compound. As Riverbend's popularity continues to grow, the need to provide permanent restroom facilities connected to public water and sewer is vital to serve the needs of the public and to protect the health of the Loxahatchee River. Funding is from Zone 1 Park Impact Fees.

**Okeehetee Park South Boating Center** - This project will include the construction of boat ramps, staging docks, canoe/kayak launching area, trailheads, parking, restrooms, pavilions, fencing, landscaping and support infrastructure for public boating access to the park's 100+ acre lake system. The boating center will be designed as part of Phase III of the Okeehetee Park South Development project. This project will provide developed acres of regional park necessary to maintain the Comprehensive Plan Level of Service as a result of residential development in Park Impact Fee Zone 2. This project will also provide additional recreational facilities to serve the needs of new residents in the Central Park District.

Operating cost projections include staff, utilities and related maintenance expenses.

**WATER UTILITIES DEPARTMENT**  
**Approved FY 2017 Capital Projects by Funding Source**  
**(\$ in 1,000)**

| <u>Project #</u>              | <u>Description</u>   | <u>User Fees</u> | <u>Other</u> | <u>Total Budget</u> |
|-------------------------------|--|------------------|--------------|---------------------|
| <b>Large Capital Projects</b> |  |                  |              |                     |
| W039 6543                     | Broward Reclaimed Water Distribution Main                    | 4,100            | 0            | 4,100               |
| <b>Small Capital Projects</b> |  |                  |              |                     |
| W035 6545                     | East Central Regional Water Reclamation Facility             | 1,900            | 0            | 1,900               |
| W008 6543                     | Reclaimed Water System Improvements                          | 541              | 0            | 541                 |
| W006 6502                     | Systemwide Buildings and Other Improvements                  | 1,984            | 0            | 1,984               |
| W006 6541                     | Systemwide Water Treatment Plant Improvements                | 933              | 0            | 933                 |
| W004 6541                     | Systemwide Wellfield Rehabilitation and Replacement          | 1,563            | 0            | 1,563               |
| W019 6547                     | Wastewater Collection System Extension                       | 159              | 0            | 159                 |
| W031 6546                     | Wastewater Collection System Lift Station Rehabilitation     | 4,963            | 0            | 4,963               |
| W031 6547                     | Wastewater Collection System Pipe Rehabilitation             | 2,798            | 0            | 2,798               |
| W026 6541                     | Water Treatment Plant #11 Improvements                       | 1,101            | 0            | 1,101               |
| W026-6547                     | Western Region Collection System Rehabilitation              | 7,833            | 0            | 7,833               |
| W037 6502                     | Western Region Operations Center                             | 1,226            | 0            | 1,226               |
| W026 6546                     | Western Region Wastewater System Lift Station Rehabilitation | 1,931            | 0            | 1,931               |
| W038 6543                     | Western Region Water Distribution System Rehabilitation      | 11,954           | 0            | 11,954              |
| <b>Total Appropriations</b>   |  | <b>42,986</b>    | <b>0</b>     | <b>42,986</b>       |
| <hr/>                         |  |                  |              |                     |
| <u>Fund</u>                   | <u>Funding Recap</u>   | <u>User Fees</u> | <u>Other</u> | <u>Total Budget</u> |
| 4011                          | Capital Improvements   | 42,986           | 0            | 42,986              |
|                               | <b>Total</b>   | <b>42,986</b>    | <b>0</b>     | <b>42,986</b>       |

**Large Capital Projects - Water Utilities Department**

**Broward Reclaimed Water Distribution Main** - The Department desires to make reclaimed water available to large users in the southern portion of Palm Beach County but currently lacks sufficient available reclaimed water to service this need. Broward County is willing to provide this water because it is the most cost efficient and environmentally beneficial way to alleviate their current disposal issues. This joint project calls for the Department to manage the project and get reimbursed for 100% of the capital costs up front from Broward County. Broward County will then be subsequently reimbursed for these costs through user fees collected from customers.

After a capital project has been completed it is possible for the project to have a continuing impact on the operating budget. For some capital improvements, such as new or expanded roadways, the impact on the County's operating budget is relatively small or may reduce costs due to maintenance savings (such as replacement of fire trucks and water lines). On the other hand, projects such as the Jail Expansion Program will require additional operations and maintenance costs to operate new or expanded facilities.

The future fiscal impact on the operating budget is outlined in each large capital project proposal. The operating cost projection section identifies costs related to operating the capital project when it is placed into service. Operating projections are developed using four categories: Staff (personnel services), Operating/Maintenance (O&M), Equipment, and Other. Operating costs may begin either at the start of a fiscal year or at some interim date during the fiscal year. Operating costs may also include one-time start-up costs that will occur only in the initial fiscal year.

Each proposal and its impact on the operating budget are reviewed by County Administration to determine its funding priority and level. The increase/decrease to the operating budget as a result of the approved capital projects is reflected in the final adopted budget.

The FY 2017 operating budget has increased by \$331 thousand due to capital projects expected to be completed. The following department's operating budgets have been impacted by these capital projects:

**Department of Airports**

There is no impact to the operating budget as projects include renovations/upgrades to existing infrastructure.

**Engineering and Public Works/5 Year Road Program**

There is no impact to the operating budget.

**Environmental Resource Management**

A total operating budget of \$24 thousand is being added in FY 2019 due to the projects for various Natural Trail Areas & Facilities.

**Facilities Development & Operations**

A total operating budget of \$150 thousand is anticipated in FY 2018 due to the Airport Center Renovation.

**Fire Rescue**

A total operating budget of \$2.5 million is being added in FY 2018 due to the anticipated completion of a new fire station in central Palm Beach County, to serve the LeChalet/Haverhill Station Site.

**Information System Services**

A total operating budget of \$70 thousand is being added in FY 2018 due to Phase II of the Advantage Performance Budgeting Systems, Belle Glade Fiber Run, and Enhanced E-911 for the new County Telephone System.

**County Library**

There is no impact to the operating budget.

**Miscellaneous/Non Departmental**

There is no impact to the operating budget.

**Palm Tran**

A total operating budget of \$324 thousand is anticipated in FY 2017 for ADA retrofit for Bus Stops.

**Parks and Recreation**

A total of \$7 thousand will be added in FY 2017, primarily due to design and construction of additional park improvements.

**Water Utilities Department**

There is no impact to the operating budget.

## ESTIMATED OPERATING IMPACT OF CAPITAL PROJECTS

FY 2017 Through FY 2021

(\$ in 1,000)

|   | FY 2017     | FY 2018     | FY 2019      | FY 2020      | FY 2021      |
|---|-------------|-------------|--------------|--------------|--------------|
| <b>Environmental Resource Management</b>            |             |             |              |              |              |
| Cypress Creek Natural Area Trails & Facilities      | \$ -        | \$ -        | \$ 15        | \$ 15        | \$ 15        |
| Hungryland Slough Natural Area Trails & Facilities  | -           | -           | -            | -            | 13           |
| Lake Park Scrub Natural Area Trails & Facilities    | -           | -           | 9            | 9            | 9            |
| Lantana Scrub Natural Area Trails & Facilities      | -           | -           | -            | -            | 8            |
| Loxahatchee Slough Natural Area Trails & Facilities | -           | -           | -            | -            | 22           |
| Pond Cypress Natural Area Trails & Facilities       | -           | -           | -            | 10           | 10           |
| <b>Total</b>  | <b>\$ -</b> | <b>\$ -</b> | <b>\$ 24</b> | <b>\$ 34</b> | <b>\$ 77</b> |

**Facilities Development & Operations**

|                           |             |               |               |               |               |
|---------------------------|-------------|---------------|---------------|---------------|---------------|
| Airport Center Renovation | \$ -        | \$ 150        | \$ 225        | \$ 225        | \$ 225        |
| <b>Total</b>              | <b>\$ -</b> | <b>\$ 150</b> | <b>\$ 225</b> | <b>\$ 225</b> | <b>\$ 225</b> |

**Fire Rescue**

|                                    |             |                 |                 |                 |                 |
|------------------------------------|-------------|-----------------|-----------------|-----------------|-----------------|
| Agriculture Reserves North         | \$ -        | \$ -            | \$ -            | \$ -            | \$ 2,493        |
| Agriculture Reserves South         | -           | -               | 1,693           | 1,693           | 1,693           |
| Fire Station #41 South             | -           | 2,493           | 2,493           | 2,493           | 2,493           |
| Southern Blvd 20 Mile Bend Station | -           | -               | -               | 1,693           | 1,693           |
| <b>Total</b>                       | <b>\$ -</b> | <b>\$ 2,493</b> | <b>\$ 4,186</b> | <b>\$ 5,879</b> | <b>\$ 8,372</b> |

**Information Systems Services**

|  |             |              |              |              |              |
|--|-------------|--------------|--------------|--------------|--------------|
| Advantage Performance Budgeting Systems, Phase 2 | \$ -        | \$ 15        | \$ 15        | \$ 15        | \$ 15        |
| Belle Glade Fiber Run                            | -           | 20           | 20           | 20           | 20           |
| Enhanced E-911 for New County Telephone System   | -           | 35           | 35           | 35           | 35           |
| <b>Total</b>                                     | <b>\$ -</b> | <b>\$ 70</b> | <b>\$ 70</b> | <b>\$ 70</b> | <b>\$ 70</b> |

**Palm Tran**

|  |               |               |                 |                 |                 |
|--|---------------|---------------|-----------------|-----------------|-----------------|
| Bus Infrastructure - Bus Stop ADA Retrofit | \$ 324        | \$ 356        | \$ 356          | \$ 356          | \$ 356          |
| South County Expansion                     | -             | -             | 852             | 938             | 938             |
| <b>Total</b>                               | <b>\$ 324</b> | <b>\$ 356</b> | <b>\$ 1,208</b> | <b>\$ 1,294</b> | <b>\$ 1,294</b> |

**ESTIMATED OPERATING IMPACT OF CAPITAL PROJECTS****FY 2017 Through FY 2021**

(\$ in 1,000)

|  | FY 2017     | FY 2018      | FY 2019       | FY 2020       | FY 2021       |
|--|-------------|--------------|---------------|---------------|---------------|
| <b>Parks &amp; Recreation</b>                      |             |              |               |               |               |
| Bert Winters Park Expansion                        | \$ -        | \$ -         | \$ -          | \$ -          | \$ 37         |
| Burt Aaronson South County Regional Park Phase III | -           | -            | -             | -             | 85            |
| Canyon District Park Design and Development        | -           | -            | 220           | 205           | 205           |
| John Prince Park Campground Phase III              | -           | -            | -             | -             | 12            |
| John Prince Park Improvements Phase IV             | -           | -            | -             | 10            | 10            |
| Loxahatchee Groves Park Sewer Expansion            | -           | -            | -             | -             | 5             |
| Loxahatchee River Battlefield Park Improvements    | -           | 7            | 7             | 7             | 7             |
| Morikami Park East Side Development                | -           | -            | -             | 5             | 5             |
| Okeehetee Park South Boating Center                | 5           | 5            | 5             | 5             | 5             |
| Riverbend/Reese Grove Park Phase III               | 2           | 2            | 2             | 2             | 2             |
| <b>Total</b>                                       | <b>\$ 7</b> | <b>\$ 14</b> | <b>\$ 234</b> | <b>\$ 234</b> | <b>\$ 373</b> |

|                    |               |                 |                 |                 |                  |
|--------------------|---------------|-----------------|-----------------|-----------------|------------------|
| <b>Grand Total</b> | <b>\$ 331</b> | <b>\$ 3,083</b> | <b>\$ 5,947</b> | <b>\$ 7,736</b> | <b>\$ 10,411</b> |
|--------------------|---------------|-----------------|-----------------|-----------------|------------------|

This section of the Budget Document provides comprehensive information regarding Palm Beach County’s Debt Service (principal and interest related to long-term debt) for FY 2017, and in future years.

Palm Beach County covenants and agrees that it will not issue any indebtedness or incur any indebtedness from or supported by a pledge of non-ad valorem revenues unless the County can show that following the issuance of or incurrence of such additional indebtedness, (i) the total amount of non-ad valorem revenues (based on the most recent fiscal year for which audited financial statements are available) will be greater than 2.00 times the maximum debt service, (ii) the total amount of non-ad valorem revenues in each fiscal year in which the bonds are outstanding will be greater than 2.00 times the non-self-supporting debt service in each fiscal year, and (iii) the aggregate principal amount of non-self-supporting debt bearing a variable interest rate will not exceed 25% of the aggregate principal amount of the non-self-supporting debt.

**Summary of Outstanding Bond Issues and Installment Debt**

The table on pages 376 through 379 shows there are currently 41 County bond issues. Six are General Obligation issues, 25 are Non-Self-Supporting Revenue bonds, and 10 are Self-Supporting Enterprise Issues. At original issue, total County debt for these issues was \$1,875,374,604. The current outstanding balance on these issues is \$1,172,262,227.

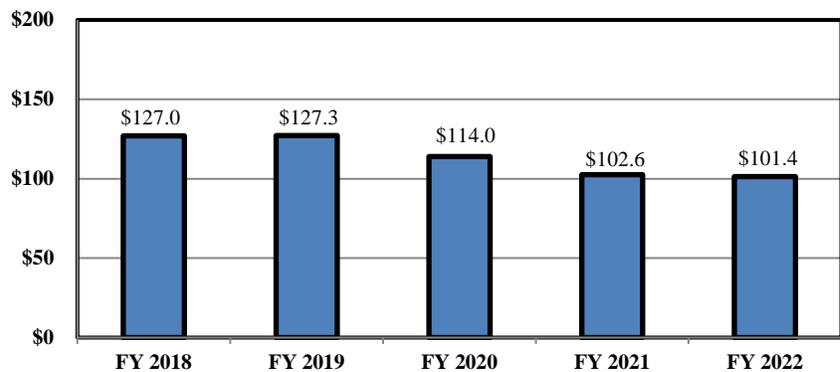
**Debt Service Summary by Function FY 2017**

The table on page 380 shows the FY 2017 funding requirement is \$136.8 million for County debt. This amount includes interest payments, principal, and fiscal charges on the debt.

**Future Debt Service Requirements After FY 2017**

The table on page 381 summarizes debt service requirements after FY 2017 based on currently outstanding County bond issues and other debt. The amounts are as follows:

|         |                 |
|---------|-----------------|
| FY 2018 | \$127.0 million |
| FY 2019 | \$127.3 million |
| FY 2020 | \$114.0 million |
| FY 2021 | \$102.6 million |
| FY 2022 | \$101.4 million |
| Future  | \$963.8 million |



**Debt Service Ratios**

Pages 382 and 383 provides a variety of statistical information, expressing the County’s Debt Service in terms of common ratios used to present the debt capacities of the County. Based on these ratios, Palm Beach County is in a healthy debt capacity position.

| <u>Issue/Purpose</u>   | <u>Amount Issued</u>        | <u>Issue Date</u> | <u>Maturity Date</u> | <u>Amount Outstanding as of 10/1/16</u> | <u>Moody's Investor's Service</u> | <u>Standard &amp; Poor's and Fitch</u> |
|--|-----------------------------|-------------------|----------------------|---|-----------------------------------|--|
| <b><u>General Obligation Bonds</u></b>   |                             |                   |                      |   |                                   |  |
| <b><u>16M Refunding Bonds, Series 2005</u></b>   |                             |                   |                      |   |                                   |  |
| Partial refunding of series 1999A Bonds  | 1,391,741                   | 5/11/05           | 8/1/19               | 5,520,000                               | Aaa                               | AAA                                    |
| <b><u>115.8M Taxable Refunding Bonds Series 2006</u></b>   |                             |                   |                      |   |                                   |  |
| Refund outstanding series 1999B and 2001A Go Bonds for Acquisition of Environmentally Sensitive Lands, Water Resources, Greenways, Agriculture Lands & Open Spaces | 115,825,000                 | 7/10/06           | 6/1/20               | 39,835,000                              | Aaa                               | AAA                                    |
| <b><u>19.5M Refunding Bonds, Series 2010</u></b>   |                             |                   |                      |   |                                   |  |
| Refund a portion of outstanding series 2003 Library Expansion Facilities   | 19,530,000                  | 9/7/10            | 7/1/23               | 13,695,000                              | Aaa                               | AAA                                    |
| <b><u>28.7M Refunding Bonds, Series 2010</u></b>   |                             |                   |                      |   |                                   |  |
| Refund a portion of outstanding series 2003A and 2005, Recreation and Culture Facilities   | 28,700,000                  | 10/6/10           | 7/1/25               | 23,810,000                              | Aaa                               | AAA                                    |
| <b><u>11.8M Refunding Bonds, Series 2014</u></b>   |                             |                   |                      |   |                                   |  |
| Refund a portion of outstanding series 2006, Library facilities  | 11,865,000                  | 8/19/14           | 8/1/25               | 11,865,000                              | Aaa                               | AAA                                    |
| <b><u>28.0M Refunding Bonds, Series 2014</u></b>   |                             |                   |                      |   |                                   |  |
| Refund a portion of outstanding series 2006, Waterfront Access   | 28,035,000                  | 8/19/14           | 8/1/26               | 28,035,000                              | Aaa                               | AAA                                    |
| <b><u>Total - General Obligation Bonds</u></b>   | <b><u>\$205,346,741</u></b> |                   |                      | <b><u>\$122,760,000</u></b>             |                                   |  |

| Issue/Purpose   | Amount Issued | Issue Date | Maturity Date | Amount Outstanding as of 10/1/16 | Moody's Investor's Service | Standard & Poor's and Fitch |
|---|---------------|------------|---------------|----------------------------------|----------------------------|-----------------------------|
| <b><u>Non-Self-Supporting Revenue Bonds</u></b>   |               |            |               |                                  |                            |                             |
| <b><u>17.5M Parks &amp; Rec. Revenue Refunding Bonds, Series 2005</u></b>                     |               |            |               |                                  |                            |                             |
| Refunding of 1996 Parks & Rec. Facility Bonds   | 17,455,000    | 3/31/05    | 11/1/16       | 2,000,000                        | Aa1                        | AA+                         |
| <b><u>13.5M Revenue Refunding Bonds Series 2005</u></b>                                       |               |            |               |                                  |                            |                             |
| Refunding of N. County Courthouse/Sheriff's Motor Pool 1997 Bonds                             | 13,485,000    | 7/7/05     | 12/1/17       | 3,130,000                        | Aa1                        | AA+                         |
| <b><u>20.1M Stadium Facilities Revenue Refunding Bonds, Series 2005</u></b>                   |               |            |               |                                  |                            |                             |
| Refunding of 1996 Stadium Facility Rev Bonds  | 20,070,000    | 6/22/05    | 12/1/16       | 2,090,000                        | Aa1                        | AA+                         |
| <b><u>14.7M Public Improvement Rev. Bonds, Series 2006</u></b>                                |               |            |               |                                  |                            |                             |
| Expansion Criminal Justice Parking Garage   | 14,685,000    | 12/6/06    | 12/1/16       | 690,000                          | Aa1                        | AA+                         |
| <b><u>98.1M Public Improvement Rev. Bonds, Series 2007C</u></b>                               |               |            |               |                                  |                            |                             |
| Funding for completion of Scripps facilities at FAU   | 98,080,000    | 12/19/07   | 11/1/17       | 8,905,000                        | Aa1                        | AA+                         |
| <b><u>176.6M Public Improvement Rev. Bonds, Series 2008</u></b>                               |               |            |               |                                  |                            |                             |
| For jail expansion program and government buildings   | 176,585,000   | 8/28/08    | 5/1/18        | 8,445,000                        | Aa1                        | AA+                         |
| <b><u>11.7M Public Improvement Rev. Note, Series 2008</u></b>                                 |               |            |               |                                  |                            |                             |
| Purchase environmentally sensitive lands  | 11,697,676    | 2/6/08     | 8/1/28        | 7,018,604                        | Aa1                        | AA+                         |
| <b><u>94.2M Public Improvement Rev. Refunding Bonds, Series 2008</u></b>                      |               |            |               |                                  |                            |                             |
| Initial funding for Max Planck project and refunding of outstanding Sunshine State loans      | 94,235,000    | 11/13/08   | 11/1/18       | 12,450,000                       | Aa1                        | AA+                         |
| <b><u>11.6M Taxable Public Imp Rev. Bonds Series 2010</u></b>                                 |               |            |               |                                  |                            |                             |
| Permanent Financing Convention Ctr. Hotel Land initially paid for with Bond anticipation note | 11,598,107    | 4/28/10    | 11/1/24       | 7,824,897                        | Aa1                        | AA+                         |
| <b><u>30.7M Public Improvement Rev. Bonds, Series 2011</u></b>                                |               |            |               |                                  |                            |                             |
| For Ocean Avenue Bridge and Max Planck, Florida Corporation Projects                          | 30,691,407    | 7/27/11    | 8/1/31        | 24,720,772                       | Aa1                        | AA+                         |
| <b><u>62.8M Public Improvement Rev. Refunding Bonds, Series 2011</u></b>                      |               |            |               |                                  |                            |                             |
| Refunding Public Improvement Revenue Bonds for the Convention Center Project                  | 62,775,000    | 8/13/11    | 11/1/30       | 60,150,000                       | Aa1                        | AA+                         |
| <b><u>16.2M Capital Improvement Refunding Bonds, Series 2012</u></b>                          |               |            |               |                                  |                            |                             |
| Refund BAN for public building improvements - Four Points                                     | 16,189,340    | 4/17/12    | 3/1/27        | 12,164,982                       | Aa1                        | AA+                         |
| <b><u>147M Public Improvement Rev. Refunding Bonds, Series 2012</u></b>                       |               |            |               |                                  |                            |                             |
| Refund Series 2004, 2004A and 2005A   | 147,000,000   | 6/28/12    | 6/1/25        | 130,205,000                      | Aa1                        | AA+                         |

| <u>Issue/Purpose</u>  | <u>Amount Issued</u>          | <u>Issue Date</u> | <u>Maturity Date</u> | <u>Amount Outstanding as of 10/1/16</u> | <u>Moody's Investor's Service</u> | <u>Standard &amp; Poor's and Fitch</u> |
|---|-------------------------------|-------------------|----------------------|---|-----------------------------------|--|
| <b><u>10.0M Public Improvement Rev. Bonds, Series 2013</u></b>  |                               |                   |                      |   |                                   |  |
| For the replacement of the County's telephone system  | 10,032,000                    | 2/27/13           | 11/1/19              | 5,817,900                               | Aa1                               | AA+                                    |
| <b><u>13.1M Public Improvement Rev. Bonds, Series 2013</u></b>  |                               |                   |                      |   |                                   |  |
| For a grant to Max Planck   | 13,180,000                    | 10/9/13           | 12/1/28              | 11,730,069                              | Aa1                               | AA+                                    |
| <b><u>10.7M Improvement Rev. Bonds, Series 2013</u></b>   |                               |                   |                      |   |                                   |  |
| For Sheriff equipment   | 10,667,000                    | 10/25/13          | 12/1/18              | 6,482,804                               | Aa1                               | AA+                                    |
| <b><u>28.1M Taxable Public Improvement Rev. Bonds, Series 2013</u></b>                                |                               |                   |                      |   |                                   |  |
| To construct the Convention Center Hotel  | 28,075,000                    | 10/29/13          | 11/1/43              | 26,970,000                              | Aa1                               | AA+                                    |
| <b><u>17.8M Public Improvement Rev. Bonds, Series 2014</u></b>  |                               |                   |                      |   |                                   |  |
| For Palm Tran Connection equipment  | 17,830,000                    | 6/12/14           | 9/1/19               | 10,820,000                              | Aa1                               | AA+                                    |
| <b><u>72.4M Public Improvement Rev. Refunding Bonds, Series 2014A</u></b>                             |                               |                   |                      |   |                                   |  |
| Refund Series 2006, 2007A, 2007B and 2007C  | 72,445,000                    | 10/1/14           | 11/1/27              | 72,180,000                              | Aa1                               | AA+                                    |
| <b><u>63.64M Public Improvement Rev. Refunding Bonds, Series 2015</u></b>                             |                               |                   |                      |   |                                   |  |
| Refund Series 2008A and 2008-2  | 63,635,000                    | 3/11/15           | 11/1/28              | 61,305,000                              | Aa1                               | AA+                                    |
| <b><u>68M Public Improvement Rev. Bonds, Series 2015A</u></b>   |                               |                   |                      |   |                                   |  |
| To construct Convention Center Parking Garage and Airport Center improvements                         | 63,155,000                    | 5/20/15           | 11/1/35              | 63,155,000                              | Aa1                               | AA+                                    |
| <b><u>18.8M Public Improvement Rev. Bonds, Series 2015B</u></b>                                       |                               |                   |                      |   |                                   |  |
| For a grant to Max Planck   | 18,805,000                    | 10/14/15          | 12/1/25              | 18,805,000                              | Aa1                               | AA+                                    |
| <b><u>65.3M Public Improvement Rev. Bonds, Series 2015C</u></b>                                       |                               |                   |                      |   |                                   |  |
| To construct Ballpark of the Palm Beaches   | 65,360,000                    | 12/9/15           | 12/1/45              | 65,360,000                              | Aa1                               | AA+                                    |
| <b><u>56.6M Public Improvement Rev. Bonds, Series 2015D</u></b>                                       |                               |                   |                      |   |                                   |  |
| To construct Ballpark of the Palm Beaches   | 56,645,000                    | 12/9/15           | 12/1/45              | 56,645,000                              | Aa1                               | AA+                                    |
| <b><u>121.0M Public Improvement Rev. Refunding Bonds, Series 2016</u></b>                             |                               |                   |                      |   |                                   |  |
| Partial Refunding of Public Improvement Revenue Bonds for the Jail Expansion Project/Public Buildings | 121,035,000                   | 4/27/16           | 5/1/38               | 121,035,000                             | Aa1                               | AA+                                    |
| <b><u>Total - Non-Self-Supporting Revenue Bonds</u></b>   | <b><u>\$1,255,410,530</u></b> |                   |                      | <b><u>\$800,100,028</u></b>             |                                   |  |

| Issue/Purpose   | Amount Issued          | Issue Date | Maturity Date | Amount Outstanding as of 10/1/16 | Moody's Investor's Service | Standard & Poor's and Fitch |
|---|------------------------|------------|---------------|----------------------------------|----------------------------|-----------------------------|
| <b><u>Self-Supporting Revenue Bonds</u></b>   |                        |            |               |                                  |                            |                             |
| <b><u>16.9M Airport System, Taxable Refunding Bonds, Series 2006B</u></b>               |                        |            |               |                                  |                            |                             |
| Refund & Decrease Portions of Series 2001 and 2002                                      | 16,855,000             | 5/17/06    | 10/1/20       | 16,855,000                       | A1                         | A+                          |
| <b><u>57M Airport System, Revenue Refunding Bonds, Series 2016</u></b>                  |                        |            |               |                                  |                            |                             |
| Refund Series 2006A   | 57,070,000             | 7/26/16    | 10/1/36       | 57,070,000                       | A1                         | A+                          |
| <b><u>125.9M Water &amp; Sewer Revenue, Series 2006A</u></b>                            |                        |            |               |                                  |                            |                             |
| Acquisition of Royal Palm Beach system and funding to assist in financing Five Year Cap | 125,850,000            | 4/24/06    | 10/1/16       | 2,925,000                        | Aaa                        | AAA                         |
| <b><u>12.5M Water &amp; Sewer Revenue Refunding bonds, Series 2006B</u></b>             |                        |            |               |                                  |                            |                             |
| Refund portion of Series 1998 Bonds   | 12,485,000             | 4/24/06    | 10/1/17       | 4,400,000                        | Aaa                        | AAA                         |
| <b><u>68.1M Water &amp; Sewer Revenue Refunding Bonds, Series 2009</u></b>              |                        |            |               |                                  |                            |                             |
| Acquisition, construction, and improvements for FPL reclaimed water project             | 68,115,000             | 7/22/09    | 10/1/40       | 54,450,000                       | Aaa                        | AAA                         |
| <b><u>72.4M Water &amp; Sewer Revenue Refunding Bonds, Series 2013</u></b>              |                        |            |               |                                  |                            |                             |
| Refund portion of Series 2006A Bonds  | 72,430,000             | 2/27/13    | 10/1/33       | 72,430,000                       | Aaa                        | AAA                         |
| <b><u>26.9M Water &amp; Sewer Revenue Refunding Bonds, Series 2015</u></b>              |                        |            |               |                                  |                            |                             |
| Refund portion of Series 2006A Bonds  | 26,930,000             | 3/11/15    | 10/1/36       | 26,930,000                       | Aaa                        | AAA                         |
| <b><u>Glades Utility Authority Debt - Wells Fargo</u></b>                               |                        |            |               |                                  |                            |                             |
| Glades Utility Authority (GUA) was absorbed by County along with the outstanding debt.  | 6,987,733              | 5/1/13     | 4/1/20        | 4,253,068                        | No Rating                  | No Rating                   |
| <b><u>Glades Utility Authority Debt - FDEP</u></b>                                      |                        |            |               |                                  |                            |                             |
| Glades Utility Authority (GUA) was absorbed by County along with the outstanding debt.  | 9,706,341              | 5/1/13     | 5/15/33       | 8,589,131                        | No Rating                  | No Rating                   |
| <b><u>Glades Utility Authority Debt - Bank of NY</u></b>                                |                        |            |               |                                  |                            |                             |
| Glades Utility Authority (GUA) was absorbed by County along with the outstanding debt.  | 3,555,000              | 5/1/13     | 12/1/17       | 1,500,000                        | No Rating                  | No Rating                   |
| <b>Total - Self-Supporting Bonds</b>  | <b>\$399,984,074</b>   |            |               | <b>\$249,402,199</b>             |                            |                             |
| <b>All County Budgetary Controlled Bonds</b>  | <b>\$1,860,741,345</b> |            |               | <b>\$1,172,262,227</b>           |                            |                             |

Moody's Investors Service, Standard & Poors, and Fitch ratings currently assign ratings of Aaa, AAA, and AAA, respectively, to the County's General Obligation Bonds and Aa1, AA+, and AA+, respectively, to the County's Revenue Bonds supported by a pledge on Non-Ad Valorem revenues. The above ratings were assigned at the time of issuance of the bonds and may not reflect the current rating assigned by the rating agency.

| <u>Fund</u>   | <u>Principal</u>  | <u>General</u>    | <u>Physical</u>    |                  | <u>Total</u>       |
|---|-------------------|-------------------|--------------------|------------------|--------------------|
|   |                   | <u>Government</u> | <u>Environment</u> |                  |                    |
| 16M GO Refunding Bonds, Series 2005                     | 1,760,000         | 257,661           |                    |                  | 2,017,661          |
| 115.8M GO Taxable Ref. Bonds, Series 2006               | 10,125,000        | 2,355,021         |                    |                  | 12,480,021         |
| 19.5M GO Refunding Bonds, Series 2010                   | 1,750,000         | 403,700           |                    |                  | 2,153,700          |
| 28.7M GO Parks & Culture Ref. Bonds, Series 2010        | 2,495,000         | 1,192,000         |                    |                  | 3,687,000          |
| 11.8M GO Refunding Bonds, Series 2014                   | 1,080,000         | 532,900           |                    |                  | 1,612,900          |
| 28.0M GO Refunding Bonds, Series 2014                   | 2,245,000         | 1,207,900         |                    |                  | 3,452,900          |
| 17.5M Parks & Rec Refunding Bonds, Series 2005          | 2,000,000         | 46,250            |                    |                  | 2,046,250          |
| 13.5M Public Improvement Rev. Bonds, Series 2005        | 1,525,000         | 119,625           |                    |                  | 1,644,625          |
| 20.1M Stadium Fac. Refunding Bonds, Series 2005         | 2,090,000         | 53,499            |                    |                  | 2,143,499          |
| 14.7M Crim Jus Prkg Fac Rev Bonds, Series 2006          | 690,000           | 19,850            |                    |                  | 709,850            |
| 98.1M Scripps/Briger Revenue Bonds, Series 2007C        | 4,345,000         | 358,263           |                    |                  | 4,703,263          |
| 176.6M Jail Expan/Pub Bldg Rev Bonds, Series 2008       | 4,140,000         | 339,300           |                    |                  | 4,479,300          |
| 11.7M Public Improv Revenue Note, Series 2008           | 584,884           | 218,279           |                    |                  | 803,163            |
| 94.2M Pub Imp Rev & Ref Bonds, Series 2008              | 3,950,000         | 547,025           |                    |                  | 4,497,025          |
| 11.6M Tax Rev Bds Conv Ctr. Hotel Ld, Series 2010       | 695,619           | 410,044           |                    |                  | 1,105,663          |
| 30.7M Revenue Improvement Bonds, Series 2011            | 1,312,441         | 784,242           |                    |                  | 2,096,683          |
| 62.8M Convention Ctr Rev Ref Bonds, Series 2011         | 2,760,000         | 2,940,300         |                    |                  | 5,700,300          |
| 16.2M Pub Improvement Revenue Bonds BAN, Series 2012    | 1,037,980         | 293,480           |                    |                  | 1,331,460          |
| 147M Public Improvement Revenue Bonds, Series 2012      | 13,155,000        | 6,329,750         |                    |                  | 19,484,750         |
| 72.4M Public Improvement Rev Ref Bonds, Series 2014A    | 340,000           | 3,361,400         |                    |                  | 3,701,400          |
| 63.64M Public Improvement Rev Ref Bonds, Series 2015    | 2,320,000         | 2,811,300         |                    |                  | 5,131,300          |
| 121.035M Public Improvement Rev Ref Bonds, Series 2016  | 0                 | 6,120,492         |                    |                  | 6,120,492          |
| 10M Public Improvement Revenue Bonds, Series 2013       | 1,426,845         | 65,338            |                    |                  | 1,492,183          |
| 13.1M Public Improvement Revenue Bonds, Series 2013     | 776,191           | 289,733           |                    |                  | 1,065,924          |
| 10.7M Improvement Revenue Bonds, Series 2013            | 2,135,636         | 63,897            |                    |                  | 2,199,533          |
| 28.1M Tax Public Improvement Revenue Bonds, Series 2013 | 560,000           | 1,231,363         |                    |                  | 1,791,363          |
| 17.8M Public Improvement Revenue Bonds, Series 2014     | 3,565,000         | 127,243           |                    |                  | 3,692,243          |
| 63.155M Public Improvement Revenue Bonds, Series 2015A  | 2,320,000         | 2,083,431         |                    |                  | 4,403,431          |
| 18.8M Pub Improvement Tax Revenue Bonds, Series 2015B   | 1,660,000         | 490,718           |                    |                  | 2,150,718          |
| 65.36M Pub Improvement Tax Revenue Bonds, Series 2015C  | 0                 | 2,547,882         |                    |                  | 2,547,882          |
| 56.64M Pub Improvement Revenue Bonds, Series 2015D      | 0                 | 2,833,750         |                    |                  | 2,833,750          |
| 73.9M Airport Bonds (1)                                 | 2,815,000         |                   |                    | 3,580,422        | 6,395,422          |
| 326.1M Water Utilities Bonds (2)                        | 9,518,397         |                   | 7,638,396          |                  | 17,156,793         |
| <b>TOTAL COUNTY</b>                                     | <b>85,177,993</b> | <b>40,435,636</b> | <b>7,638,396</b>   | <b>3,580,422</b> | <b>136,832,447</b> |

**NOTES:**

- The expenditures included in the General Government column represent only interest payments and fiscal charges on general obligation and non-self-supporting debt.

- The expenditures in the Physical Environment and the Transportation columns represent interest payments and fiscal charges on self-supporting debt. Water Utilities and Airports budget the October 1 principal and interest payments in the current year; however, for financial statement purposes, it is recorded in the year of payment.

(1) Two borrowings

(2) Eight borrowings

| <b>Fiscal Year</b> | <b>General Obligation</b> | <b>Non-Self-Supporting Revenue</b> | <b>Self-Supporting Revenue</b> | <b>Total County Debt</b> |
|--------------------|---------------------------|------------------------------------|--------------------------------|--------------------------|
| <b>2018</b>        | \$24,979,853              | \$82,158,605                       | \$19,898,793                   | \$127,037,251            |
| <b>2019</b>        | 25,185,893                | 82,307,362                         | \$19,770,964                   | 127,264,219              |
| <b>2020</b>        | 18,687,775                | 76,119,119                         | \$19,171,139                   | 113,978,033              |
| <b>2021</b>        | 10,898,500                | 74,259,844                         | \$17,442,471                   | 102,600,815              |
| <b>2022</b>        | 10,895,900                | 73,030,754                         | \$17,439,974                   | 101,366,628              |
| <b>Future</b>      | <u>28,261,750</u>         | <u>684,529,207</u>                 | <u>\$251,043,816</u>           | <u>963,834,773</u>       |
| <b>Total</b>       | <b>\$118,909,671</b>      | <b>\$1,072,404,891</b>             | <b>\$344,767,156</b>           | <b>\$1,536,081,718</b>   |

Note: This table includes principal and interest on currently outstanding bond issues and bonds expected to be issued in Fiscal Year 2017.

General Obligation Debt refers to tax supported bond issues.

Non-Self-Supporting Revenue Debt refers to those bond issues and other debt which are supported from specific revenue sources other than property taxes or enterprise earnings. Examples of this category would include pledges of sales tax revenue, State revenue sharing, or other non-ad valorem revenues.

Self-Supporting Debt refers to the bonds of the County's enterprise operations which generate sufficient revenues to satisfy their own debt service needs. This category includes the County Airport and Water Utilities.

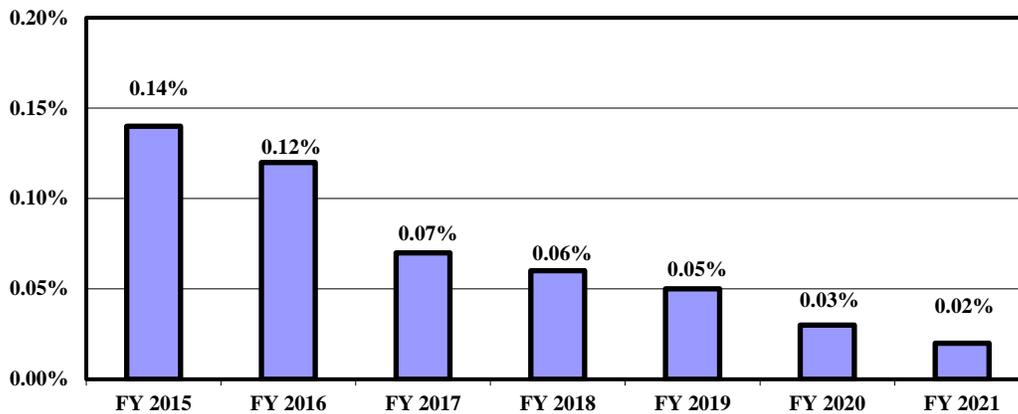
**Ratios**

The charts below and the table on page 384 describes various debt ratios used to present and analyze the debt position and capabilities of the County.

**Net General Obligation Debt to Taxable Property Values**

The first significant ratio is the ratio of net tax supported debt to taxable property values. This ratio indicates the proportion of tax-supported debt (general obligation or voted debt), net of any debt service reserves, to the taxable values that can be assessed to support that debt. Palm Beach County currently has a ratio of 0.07%.

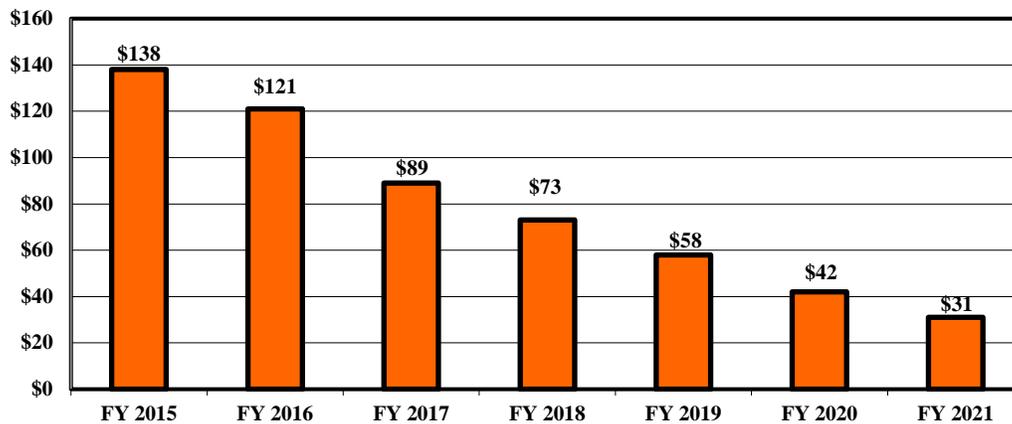
**Net Tax Supported Debt to Taxable Property Values**



**Net General Obligation Debt per Capita**

The second significant ratio is net tax supported debt per capita. This ratio indicates the net amount of tax support debt per person in the County. Palm Beach County projects to have a ratio of \$89 per person for outstanding bond issues in FY 2017, and is projected to be approximately \$31 per person in FY 2021.

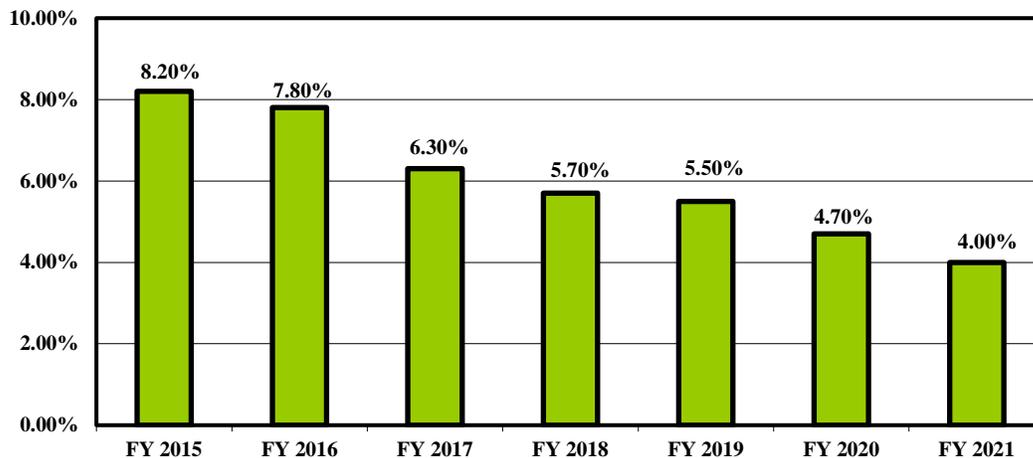
**Net Tax Supported Debt Per Capita**



**Other Ratios**

Two other significant ratios are the ratio of the annual debt service on tax-supported debt to general operating expenditures; and the ratio of the annual debt service on non-self-supporting revenue bond debt to general operating expenditures. These ratios indicate what proportion of the annual budget is going to debt service for governmental operations. Palm Beach County’s ratios sum to 6.2% for FY 2017 with a projected decrease to 4.0% by FY 2021.

**Sum of Annual Debt Service Ratios on Tax Supported Debt & Non-Self Supporting Revenue Bond Debt to General Operating Expenditures**



**Restriction on Future Issuance on Non-Ad Valorem Debt**

The County has covenanted in each fiscal year that its non-ad valorem revenues be at least twice the annual amount of debt service on non-self-supporting debt. Additionally, the County has covenanted that the aggregate principal amount of non-self-supporting debt bearing a variable interest rate will not exceed 25% of the aggregate principal amount of non-self-supporting debt.

The ratio of non-ad valorem revenues to debt service on non-self-supporting debt is projected to be 4.216 in FY 2017 and increase to 5.212 in FY 2021. The percentage of non-self supporting variable rate debt to total non-self supporting debt is projected to be 0.9% in FY 2017 and the County does not anticipate increasing its variable rate in the next couple of fiscal years.

In summary, Palm Beach County continues to be in a very strong debt capacity position.

|   | <b>FY 2017<br/>Projected</b> | <b>FY 2018<br/>Projected</b> | <b>FY 2019<br/>Projected</b> | <b>FY 2020<br/>Projected</b> | <b>FY 2021<br/>Projected</b> |
|---|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|
| General Obligation Debt (Net)   | \$122,760,000                | \$103,305,000                | \$82,850,000                 | \$61,115,000                 | \$44,740,000                 |
| Taxable Values (in \$1000's)  | \$165,129,084                | \$173,385,538                | \$182,054,815                | \$191,157,556                | \$200,715,434                |
| Percent of Net General Obligation Debt to Taxable Values  | 0.07%                        | 0.06%                        | 0.05%                        | 0.03%                        | 0.02%                        |
| Population Estimates  | 1,391,741                    | 1,428,810                    | 1,445,757                    | 1,462,891                    | 1,478,581                    |
| Net General Obligation Debt per Capita  | \$89                         | \$73                         | \$58                         | \$42                         | \$31                         |
| General Operating Expenditures  | \$1,817,723,944              | \$1,871,283,469              | \$1,945,365,408              | \$2,022,410,624              | \$2,102,537,649              |
| Annual Debt Service General Obligation Debt   | \$24,990,976                 | \$24,979,853                 | \$25,185,893                 | \$18,687,775                 | \$10,898,500                 |
| Percent of Annual Debt Service on General Obligation Debt to General Operating Expenditures               | 1.4%                         | 1.3%                         | 1.3%                         | 0.9%                         | 0.5%                         |
| Annual Debt Service Non-Self-Supporting Revenue Bond Debt   | \$88,212,107                 | \$82,158,605                 | \$82,307,362                 | \$76,119,119                 | \$74,259,844                 |
| Percent of Annual Debt Service on Non-Self-Supporting Revenue Bond Debt to General Operating Expenditures | 4.9%                         | 4.4%                         | 4.2%                         | 3.8%                         | 3.5%                         |
| Non Ad Valorem Revenues   | \$371,922,802                | \$375,642,030                | \$379,398,450                | \$383,192,435                | \$387,024,359                |
| Ratio of Annual Debt Service on Non-Self-Supporting Revenue Bond Debt to Non Ad Valorem Revenues          | 4.216                        | 4.572                        | 4.610                        | 5.034                        | 5.212                        |
| Percent of Variable Rate Non-Self-Supporting Debt to Total Non Self-Supporting Debt                       | 0.9%                         | 0.9%                         | 0.8%                         | 0.8%                         | 0.8%                         |

**\$16M Recreational and Cultural General Obligation Refunding Bonds, Series 2005**

|                              | <b>Amount<br/>Budgeted</b> |
|------------------------------|----------------------------|
| Principal                    | \$1,760,000                |
| Interest                     | 248,400                    |
| Reserve for Future Arbitrage | 8,011                      |
| Paying Agent Fees            | <u>1,250</u>               |
| Total                        | <u><u>\$2,017,661</u></u>  |

**Budget Comment**

This fund provides for the debt service on the refunding bonds, series 2005 issued to provide the funds required to refund a portion of the County's General Obligation Bonds, Series 1999A. The bonds mature from 2006 to 2019 and pay an annual interest rate of 2.625% to 4.5%. Funds to retire the bonds are provided from ad valorem taxes.

## Amortization Schedule

|      | <u>Principal</u>           | <u>Interest</u>           | <u>Total</u>               |
|------|----------------------------|---------------------------|----------------------------|
| 2005 | \$0                        | \$166,254                 | \$166,254                  |
| 2006 | 55,000                     | 748,144                   | 803,144                    |
| 2007 | 55,000                     | 746,700                   | 801,700                    |
| 2008 | 55,000                     | 745,188                   | 800,188                    |
| 2009 | 55,000                     | 743,620                   | 798,620                    |
| 2010 | 1,265,000                  | 742,025                   | 2,007,025                  |
| 2011 | 1,330,000                  | 678,775                   | 2,008,775                  |
| 2012 | 1,395,000                  | 612,275                   | 2,007,275                  |
| 2013 | 1,465,000                  | 542,525                   | 2,007,525                  |
| 2014 | 1,540,000                  | 469,275                   | 2,009,275                  |
| 2015 | 1,605,000                  | 401,875                   | 2,006,875                  |
| 2016 | 1,685,000                  | 324,225                   | 2,009,225                  |
| 2017 | 1,760,000                  | 248,400                   | 2,008,400                  |
| 2018 | 1,840,000                  | 169,200                   | 2,009,200                  |
| 2019 | 1,920,000                  | 86,400                    | 2,006,400                  |
|      | <u><u>\$16,025,000</u></u> | <u><u>\$7,424,880</u></u> | <u><u>\$23,449,880</u></u> |

**\$115.8M General Obligation Taxable Refunding Bonds, Series 2006**

|                   | <b>Amount<br/>Budgeted</b> |
|-------------------|----------------------------|
| Principal         | \$10,125,000               |
| Interest          | 2,352,521                  |
| Paying Agent Fees | 2,500                      |
| Total             | <u>\$12,480,021</u>        |

**Budget Comment**

This fund provides for debt service on the \$115.8 million Taxable Refunding Bonds, Series 2006 for the purpose of providing funds required (1) to refund the County's General Obligation Bonds Series 1999B and 2001A and (2) to pay the cost of issuance. The bonds mature from 2006 to 2020 and pay an annual interest rate of 5.5% to 5.9%.

## Amortization Schedule

|      | Principal            | Interest            | Total                |
|------|----------------------|---------------------|----------------------|
| 2006 | \$5,000              | \$16                | \$5,016              |
| 2007 | 6,450,000            | 5,987,562           | 12,437,562           |
| 2008 | 6,125,000            | 6,349,308           | 12,474,308           |
| 2009 | 6,470,000            | 6,004,225           | 12,474,225           |
| 2010 | 6,835,000            | 5,639,446           | 12,474,446           |
| 2011 | 7,230,000            | 5,249,510           | 12,479,510           |
| 2012 | 7,640,000            | 4,836,243           | 12,476,243           |
| 2013 | 8,080,000            | 4,398,089           | 12,478,089           |
| 2014 | 8,550,000            | 3,930,742           | 12,480,742           |
| 2015 | 9,035,000            | 3,435,014           | 12,470,014           |
| 2016 | 9,570,000            | 2,910,260           | 12,480,260           |
| 2017 | 10,125,000           | 2,352,520           | 12,477,520           |
| 2018 | 10,725,000           | 1,755,348           | 12,480,348           |
| 2019 | 11,355,000           | 1,122,787           | 12,477,787           |
| 2020 | 7,630,000            | 453,069             | 8,083,069            |
|      | <u>\$115,825,000</u> | <u>\$54,424,139</u> | <u>\$170,249,139</u> |

Coupon for these bonds is paid with Non-Ad valorem revenues and contained in fund number 2519.

**\$19.5M General Obligation Refunding Bonds, Series 2010**

|                   | <b>Amount<br/>Budgeted</b> |
|-------------------|----------------------------|
| Principal         | \$1,750,000                |
| Interest          | 402,100                    |
| Paying Agent Fees | <u>1,600</u>               |
| Total             | <u><u>\$2,153,700</u></u>  |

**Budget Comment**

This fund provides debt service on the refunding bonds, series 2010 issued to provide the funds required to refund a portion of the County Library Expansion to General Obligation Bonds, Series 2003. The bonds mature from 2011 to 2023 and pay an annual interest rate of 2% to 3%. Funds to retire the bonds are provided from ad valorem taxes.

## Amortization Schedule

|      | <u>Principal</u>           | <u>Interest</u>           | <u>Total</u>               |
|------|----------------------------|---------------------------|----------------------------|
| 2011 | \$330,000                  | \$430,649                 | \$760,649                  |
| 2012 | 240,000                    | 520,725                   | 760,725                    |
| 2013 | 245,000                    | 515,925                   | 760,925                    |
| 2014 | 1,640,000                  | 511,025                   | 2,151,025                  |
| 2015 | 1,675,000                  | 478,225                   | 2,153,225                  |
| 2016 | 1,705,000                  | 444,725                   | 2,149,725                  |
| 2017 | 1,750,000                  | 402,100                   | 2,152,100                  |
| 2018 | 1,795,000                  | 358,350                   | 2,153,350                  |
| 2019 | 2,050,000                  | 304,500                   | 2,354,500                  |
| 2020 | 2,010,000                  | 243,000                   | 2,253,000                  |
| 2021 | 1,970,000                  | 182,700                   | 2,152,700                  |
| 2022 | 2,030,000                  | 123,600                   | 2,153,600                  |
| 2023 | 2,090,000                  | 62,700                    | 2,152,700                  |
|      | <u><u>\$19,530,000</u></u> | <u><u>\$4,578,224</u></u> | <u><u>\$24,108,224</u></u> |

**\$28.7M General Obligation Refunding Bonds, Series 2010**  
**(Recreation and Cultural Facilities)**

|                   | <b>Amount<br/>Budgeted</b> |
|-------------------|----------------------------|
| Principal         | \$2,495,000                |
| Interest          | 1,190,500                  |
| Paying Agent Fees | <u>1,500</u>               |
| Total             | <u><u>\$3,687,000</u></u>  |

**Budget Comment**

This fund provides for the debt service on the refunding bonds, series 2010 issued to provide the funds required to refund a portion of the County's General Obligation Bonds, Series 2003 & 2005. The bonds mature from 2011 to 2025 and pay an annual interest rate of 2% to 5%. Funds to retire the bonds are provided from ad valorem taxes.

Amortization Schedule

|      | <u>Principal</u>    | <u>Interest</u>     | <u>Total</u>        |
|------|---------------------|---------------------|---------------------|
| 2011 | \$245,000           | \$1,034,199         | \$1,279,199         |
| 2012 | 0                   | 1,400,050           | 1,400,050           |
| 2013 | 0                   | 1,400,050           | 1,400,050           |
| 2014 | 1,110,000           | 1,400,050           | 2,510,050           |
| 2015 | 1,160,000           | 1,355,650           | 2,515,650           |
| 2016 | 2,375,000           | 1,309,250           | 3,684,250           |
| 2017 | 2,495,000           | 1,190,500           | 3,685,500           |
| 2018 | 2,610,000           | 1,065,750           | 3,675,750           |
| 2019 | 2,745,000           | 935,250             | 3,680,250           |
| 2020 | 2,885,000           | 798,000             | 3,683,000           |
| 2021 | 3,025,000           | 653,750             | 3,678,750           |
| 2022 | 3,180,000           | 502,500             | 3,682,500           |
| 2023 | 3,335,000           | 343,500             | 3,678,500           |
| 2024 | 1,725,000           | 176,750             | 1,901,750           |
| 2025 | 1,810,000           | 90,500              | 1,900,500           |
|      | <u>\$28,700,000</u> | <u>\$13,655,749</u> | <u>\$42,355,749</u> |

**\$11.8M General Obligation Refunding Bonds, Series 2014**  
**(Library Facilities)**

|                   | <b>Amount<br/>Budgeted</b> |
|-------------------|----------------------------|
| Principal         | \$1,080,000                |
| Interest          | 531,650                    |
| Paying Agent Fees | 1,250                      |
| Total             | <u><u>\$1,612,900</u></u>  |

**Budget Comment**

This fund provides for the debt service on the refunding bonds, series 2014 issued to provide the funds required to refund a portion of the County's General Obligation Bonds, Series 2006. The bonds mature from 2015 to 2025 and pay an annual interest rate of 3% to 5%. Funds to retire the bonds are provided from ad valorem taxes.

Amortization Schedule

|      | <u>Principal</u>           | <u>Interest</u>           | <u>Total</u>               |
|------|----------------------------|---------------------------|----------------------------|
| 2015 | \$0                        | \$505,068                 | \$505,068                  |
| 2016 | 0                          | 531,650                   | 531,650                    |
| 2017 | 1,080,000                  | 531,650                   | 1,611,650                  |
| 2018 | 1,130,000                  | 477,650                   | 1,607,650                  |
| 2019 | 1,190,000                  | 421,150                   | 1,611,150                  |
| 2020 | 1,250,000                  | 361,650                   | 1,611,650                  |
| 2021 | 1,315,000                  | 299,150                   | 1,614,150                  |
| 2022 | 1,375,000                  | 233,400                   | 1,608,400                  |
| 2023 | 1,445,000                  | 164,650                   | 1,609,650                  |
| 2024 | 1,515,000                  | 92,400                    | 1,607,400                  |
| 2025 | 1,565,000                  | 46,950                    | 1,611,950                  |
|      | <u><u>\$11,865,000</u></u> | <u><u>\$3,665,368</u></u> | <u><u>\$15,530,368</u></u> |

**\$28.0M General Obligation Refunding Bonds, Series 2014**  
**(Waterfront Access)**

|                   | <b>Amount<br/>Budgeted</b> |
|-------------------|----------------------------|
| Principal         | \$2,245,000                |
| Interest          | 1,206,650                  |
| Paying Agent Fees | <u>1,250</u>               |
| Total             | <u><u>\$3,452,900</u></u>  |

**Budget Comment**

This fund provides for the debt service on the refunding bonds, series 2014 issued to provide the funds required to refund a portion of the County's General Obligation Bonds, Series 2006. The bonds mature from 2015 to 2026 and pay an annual interest rate of 3% to 5%. Funds to retire the bonds are provided from ad valorem taxes.

Amortization Schedule

|      | <u>Principal</u>           | <u>Interest</u>           | <u>Total</u>               |
|------|----------------------------|---------------------------|----------------------------|
| 2015 | \$0                        | \$1,146,318               | \$1,146,318                |
| 2016 | 0                          | 1,206,650                 | 1,206,650                  |
| 2017 | 2,245,000                  | 1,206,650                 | 3,451,650                  |
| 2018 | 2,355,000                  | 1,094,400                 | 3,449,400                  |
| 2019 | 2,475,000                  | 976,650                   | 3,451,650                  |
| 2020 | 2,600,000                  | 852,900                   | 3,452,900                  |
| 2021 | 2,730,000                  | 722,900                   | 3,452,900                  |
| 2022 | 2,865,000                  | 586,400                   | 3,451,400                  |
| 2023 | 3,010,000                  | 443,150                   | 3,453,150                  |
| 2024 | 3,155,000                  | 292,650                   | 3,447,650                  |
| 2025 | 3,250,000                  | 198,000                   | 3,448,000                  |
| 2026 | 3,350,000                  | 100,500                   | 3,450,500                  |
|      | <u><u>\$28,035,000</u></u> | <u><u>\$8,827,168</u></u> | <u><u>\$36,862,168</u></u> |

**\$17.5M Parks & Recreation Refunding Revenue Bonds, Series 2005**

|                   | <b>Amount<br/>Budgeted</b> |
|-------------------|----------------------------|
| Principal         | \$2,000,000                |
| Interest          | 45,000                     |
| Paying Agent Fees | 1,250                      |
| Total             | <u><u>\$2,046,250</u></u>  |

**Budget Comment**

This fund provides for the debt service on the Refunding Bonds, Series 2005 issued to provide the funds required to refund a portion of the County's Parks & Recreation Revenue Bonds, Series 1996. The bonds mature from 2005 to 2016 and pay an annual interest rate of 3% to 5.25%. Funds to retire the bonds are provided from non-ad valorem revenues.

## Amortization Schedule

|      | Principal                  | Interest                  | Total                      |
|------|----------------------------|---------------------------|----------------------------|
| 2006 | \$435,000                  | \$704,321                 | \$1,139,321                |
| 2007 | 160,000                    | 639,038                   | 799,038                    |
| 2008 | 1,430,000                  | 615,188                   | 2,045,188                  |
| 2009 | 1,470,000                  | 569,938                   | 2,039,938                  |
| 2010 | 1,525,000                  | 519,450                   | 2,044,450                  |
| 2011 | 1,580,000                  | 465,113                   | 2,045,113                  |
| 2012 | 1,640,000                  | 408,763                   | 2,048,763                  |
| 2013 | 1,700,000                  | 348,344                   | 2,048,344                  |
| 2014 | 1,760,000                  | 279,038                   | 2,039,038                  |
| 2015 | 1,840,000                  | 205,275                   | 2,045,275                  |
| 2016 | 1,915,000                  | 129,550                   | 2,044,550                  |
| 2017 | 2,000,000                  | 45,000                    | 2,045,000                  |
|      | <u><u>\$17,455,000</u></u> | <u><u>\$4,929,015</u></u> | <u><u>\$22,384,015</u></u> |

**\$13.5M Revenue Refunding Bonds, Series 2005**  
**(North County Courthouse/Sheriff's Motor Pool)**

|                   | <b>Amount<br/>Budgeted</b> |
|-------------------|----------------------------|
| Principal         | \$1,525,000                |
| Interest          | 118,375                    |
| Paying Agent Fees | <u>1,250</u>               |
| Total             | <u><u>\$1,644,625</u></u>  |

**Budget Comment**

This fund provides for the debt service on the Refunding Bonds, Series 2005 issued to provide the funds required to refund a portion of the County's Revenue Bonds, Series 1997. The bonds mature from 2005 to 2017 and pay an annual interest rate of 3.5% to 5%. Funds to retire the bonds are provided from non-ad valorem revenues.

Amortization Schedule

|      | <u>Principal</u>           | <u>Interest</u>           | <u>Total</u>               |
|------|----------------------------|---------------------------|----------------------------|
| 2006 | \$75,000                   | \$510,491                 | \$585,491                  |
| 2007 | 25,000                     | 565,608                   | 590,608                    |
| 2008 | 25,000                     | 564,733                   | 589,733                    |
| 2009 | 1,120,000                  | 544,695                   | 1,664,695                  |
| 2010 | 1,160,000                  | 504,795                   | 1,664,795                  |
| 2011 | 1,195,000                  | 466,570                   | 1,661,570                  |
| 2012 | 1,240,000                  | 417,645                   | 1,657,645                  |
| 2013 | 1,295,000                  | 354,270                   | 1,649,270                  |
| 2014 | 1,365,000                  | 299,373                   | 1,664,373                  |
| 2015 | 1,400,000                  | 253,050                   | 1,653,050                  |
| 2016 | 1,455,000                  | 192,875                   | 1,647,875                  |
| 2017 | 1,525,000                  | 118,375                   | 1,643,375                  |
| 2018 | 1,605,000                  | 40,125                    | 1,645,125                  |
|      | <u><u>\$13,485,000</u></u> | <u><u>\$4,832,603</u></u> | <u><u>\$18,317,603</u></u> |

**\$20.1M Stadium Facilities Revenue Refunding Bonds, Series 2005**

|                   | <b>Amount<br/>Budgeted</b> |
|-------------------|----------------------------|
| Principal         | \$2,090,000                |
| Interest          | 52,249                     |
| Paying Agent Fees | 1,250                      |
| Total             | <u>\$2,143,499</u>         |

**Budget Comment**

This fund provides for the debt service for the refunding of the County's outstanding Stadium Bonds issued in FY 1997 for the baseball stadium facilities located in the town center of Abacoa, a community in Jupiter, Florida. The bonds mature from 2005 to 2016 and pay an annual interest rate of 2.75% to 5%. The funds for retirement of the bonds are payable from legally available non-ad valorem revenues. The fourth cent tourist development tax is the source of payment for the debt service.

## Amortization Schedule

|      | <u>Principal</u>    | <u>Interest</u>    | <u>Total</u>        |
|------|---------------------|--------------------|---------------------|
| 2006 | \$1,315,000         | \$762,402          | \$2,077,402         |
| 2007 | 1,405,000           | 771,594            | 2,176,594           |
| 2008 | 1,445,000           | 728,844            | 2,173,844           |
| 2009 | 1,485,000           | 684,894            | 2,169,894           |
| 2010 | 1,535,000           | 624,244            | 2,159,244           |
| 2011 | 1,605,000           | 545,744            | 2,150,744           |
| 2012 | 1,690,000           | 463,369            | 2,153,369           |
| 2013 | 1,775,000           | 391,025            | 2,166,025           |
| 2014 | 1,835,000           | 329,966            | 2,164,966           |
| 2015 | 1,895,000           | 251,624            | 2,146,624           |
| 2016 | 1,995,000           | 154,375            | 2,149,375           |
| 2017 | 2,090,000           | 52,250             | 2,142,250           |
|      | <u>\$20,070,000</u> | <u>\$5,760,329</u> | <u>\$25,830,329</u> |

**\$14.7M Judicial Parking Facilities Expansion, Series 2006**

|                       | <b>Amount<br/>Budgeted</b> |
|-----------------------|----------------------------|
| Principal             | \$690,000                  |
| Interest              | 13,800                     |
| Recurring Issue Costs | 4,850                      |
| Paying Agent Fees     | 1,200                      |
| Total                 | <u>\$709,850</u>           |

**Budget Comment**

This fund provides debt service for revenue bonds for the purpose of financing the cost of designing, developing, and constructing the expansion of parking facilities for the Judicial Center. The bonds mature from 2007 to 2017 and pay an annual interest rate of 4%. The payment of debt service is provided from non-ad valorem revenues.

## Amortization Schedule

|      | Principal          | Interest           | Total               |
|------|--------------------|--------------------|---------------------|
| 2007 | \$0                | \$319,618          | \$319,618           |
| 2008 | 475,000            | 648,000            | 1,123,000           |
| 2009 | 500,000            | 628,500            | 1,128,500           |
| 2010 | 520,000            | 608,100            | 1,128,100           |
| 2011 | 545,000            | 586,800            | 1,131,800           |
| 2012 | 565,000            | 564,600            | 1,129,600           |
| 2013 | 600,000            | 538,800            | 1,138,800           |
| 2014 | 615,000            | 512,000            | 1,127,000           |
| 2015 | 640,000            | 67,000             | 707,000             |
| 2016 | 665,000            | 40,900             | 705,900             |
| 2017 | 690,000            | 13,800             | 703,800             |
|      | <u>\$5,815,000</u> | <u>\$4,528,118</u> | <u>\$10,343,118</u> |

Note: Bond partially refunded on 10/01/2014  
 \$8.9M refunded with DS Fund 2533 on 10/01/2014

**\$98.1M Public Improvement Revenue Bonds, Series 2007**  
**(Biomedical Research Park Project)**

|                       | <b>Amount<br/>Budgeted</b> |
|-----------------------|----------------------------|
| Principal             | \$4,345,000                |
| Interest              | 325,763                    |
| Recurring Issue Costs | 31,000                     |
| Paying Agent Fees     | <u>1,500</u>               |
| Total                 | <u>\$4,703,263</u>         |

**Budget Comment**

This fund provides for the debt services on approximately \$98.08 million Public Improvement Revenue Bonds issued in November 2007, for the costs of acquiring, constructing, improving and equipping a Biomedical Research Park at the Florida Atlantic University Campus in Jupiter. The bonds will mature from 2008 to 2017 and pay an annual interest rate of 4% to 5%. Funds for the retirement of the bonds will be payable from legally available non-ad valorem revenues.

Amortization Schedule

|      | <u>Principal</u>    | <u>Interest</u>     | <u>Total</u>        |
|------|---------------------|---------------------|---------------------|
| 2008 | \$0                 | \$1,706,742         | \$1,706,742         |
| 2009 | 3,065,000           | 4,593,450           | 7,658,450           |
| 2010 | 3,190,000           | 4,468,350           | 7,658,350           |
| 2011 | 3,320,000           | 4,338,150           | 7,658,150           |
| 2012 | 3,460,000           | 4,198,225           | 7,658,225           |
| 2013 | 3,620,000           | 4,034,200           | 7,654,200           |
| 2014 | 3,795,000           | 3,863,056           | 7,658,056           |
| 2015 | 3,960,000           | 709,375             | 4,669,375           |
| 2016 | 4,150,000           | 521,900             | 4,671,900           |
| 2017 | 4,345,000           | 325,763             | 4,670,763           |
| 2018 | 4,560,000           | 114,000             | 4,674,000           |
|      | <u>\$37,465,000</u> | <u>\$28,873,210</u> | <u>\$66,338,210</u> |

Note: Bond partially refunded on 10/01/2014  
\$60.6M refunded with DS Fund 2533 on 10/01/2014

**\$176.6M Public Improvement Revenue Bonds, Series 2008**  
**(Jail Expansion Program/Public Buildings)**

|                       | <b>Amount<br/>Budgeted</b> |
|-----------------------|----------------------------|
| Principal             | \$4,140,000                |
| Interest              | 337,800                    |
| Paying Agent Fees     | 1,500                      |
| Debt Service Reserves | <u>4,477,800</u>           |
| Total                 | <u><u>\$8,957,100</u></u>  |

**Budget Comment**

This fund provides for the debt service on the \$177.1 million Public Improvement Revenue Bonds that were issued in FY 2008, for the costs of acquiring, constructing, improving, and equipping the expansion of the jails and other public buildings. The bonds will mature from 2009 to 2038 and pay an annual interest rate of 3.5% to 5%. Funds for the retirement of the bonds will be payable from legally available non-ad valorem revenues.

Amortization Schedule

|      | <u>Principal</u>           | <u>Interest</u>            | <u>Total</u>               |
|------|----------------------------|----------------------------|----------------------------|
| 2009 | \$2,055,000                | \$5,547,538                | \$7,602,538                |
| 2010 | 3,120,000                  | 8,146,650                  | 11,266,650                 |
| 2011 | 3,245,000                  | 8,021,850                  | 11,266,850                 |
| 2012 | 3,375,000                  | 7,892,050                  | 11,267,050                 |
| 2013 | 3,510,000                  | 7,757,050                  | 11,267,050                 |
| 2014 | 3,650,000                  | 7,616,650                  | 11,266,650                 |
| 2015 | 3,795,000                  | 7,470,650                  | 11,265,650                 |
| 2016 | 3,945,000                  | 3,923,675                  | 7,868,675                  |
| 2017 | 4,140,000                  | 337,800                    | 4,477,800                  |
| 2018 | 4,305,000                  | 172,200                    | 4,477,200                  |
|      | <u><u>\$35,140,000</u></u> | <u><u>\$56,886,113</u></u> | <u><u>\$92,026,113</u></u> |

Note: Bond partially refunded on 03/29/2016  
\$141.45M refunded with DS Fund 2535 on 03/29/2016

**\$11.7M Public Improvement Revenue Note, Series 2008**  
**(Environmentally Sensitive Land Acquisition Project)**

|           | <b>Amount<br/>Budgeted</b> |
|-----------|----------------------------|
| Principal | \$584,884                  |
| Interest  | <u>218,279</u>             |
| Total     | <u><u>\$803,163</u></u>    |

**Budget Comment**

This fund provides for the debt service on the Series 2008 Note issued to finance the cost of acquisition of environmentally sensitive land in Jupiter. The bonds mature from 2009 to 2028 and pay an annual interest rate of 3.11%. The funds for the retirement of the Bonds will be payable from legally available non-ad valorem revenues.

Amortization Schedule

|      | <u>Principal</u>    | <u>Interest*</u>   | <u>Total</u>        |
|------|---------------------|--------------------|---------------------|
| 2008 | \$0                 | \$157,555          | \$157,555           |
| 2009 | 584,884             | 214,261            | 799,145             |
| 2010 | 584,834             | 121,932            | 706,766             |
| 2011 | 584,884             | 114,210            | 699,094             |
| 2012 | 584,884             | 107,784            | 692,668             |
| 2013 | 584,884             | 99,245             | 684,128             |
| 2014 | 584,884             | 90,366             | 675,250             |
| 2015 | 584,884             | 84,582             | 669,466             |
| 2016 | 584,884             | 150,000            | 734,884             |
| 2017 | 584,884             | 218,279            | 803,162             |
| 2018 | 584,884             | 200,089            | 784,973             |
| 2019 | 584,884             | 181,899            | 766,783             |
| 2020 | 584,884             | 163,709            | 748,593             |
| 2021 | 584,884             | 145,519            | 730,403             |
| 2022 | 584,884             | 127,329            | 712,213             |
| 2023 | 584,884             | 109,139            | 694,023             |
| 2024 | 584,884             | 90,949             | 675,833             |
| 2025 | 584,884             | 72,760             | 657,643             |
| 2026 | 584,884             | 54,570             | 639,453             |
| 2027 | 584,884             | 36,380             | 621,264             |
| 2028 | 584,884             | 18,190             | 603,074             |
|      | <u>\$11,697,626</u> | <u>\$2,558,746</u> | <u>\$14,256,372</u> |

\*This is a variable rate bond. Future interest has been estimated.

**\$94.2M Public Improvement Revenue Bonds, Series 2008**  
**(Max Planck Biomedical Research Project & Sunshine State Loan Refunding)**

|                       | <b>Amount<br/>Budgeted</b> |
|-----------------------|----------------------------|
| Principal             | \$3,950,000                |
| Interest              | 545,525                    |
| Paying Agent Fees     | 1,500                      |
| Debt Service Reserves | <u>4,495,525</u>           |
| Total                 | <u><u>\$8,992,550</u></u>  |

**Budget Comment**

This fund provides for the debt service on the \$94.235M Series 2008-2 Bonds that were issued to provide the initial funding to Max Planck Florida for the construction of a biomedical research facility in Jupiter, Florida and to provide funding to refund the outstanding loans from the Sunshine State Governmental Financing Commission. The bonds will mature annually for 10 years and pay an annual interest rate of 4% to 5.5%. The debt service is payable from legally available non-ad valorem revenues.

Amortization Schedule

|      | <u>Principal</u>           | <u>Interest</u>            | <u>Total</u>               |
|------|----------------------------|----------------------------|----------------------------|
| 2009 | \$0                        | \$2,229,187                | \$2,229,187                |
| 2010 | 3,070,000                  | 4,715,430                  | 7,785,430                  |
| 2011 | 3,035,000                  | 4,593,330                  | 7,628,330                  |
| 2012 | 3,160,000                  | 4,469,430                  | 7,629,430                  |
| 2013 | 3,280,000                  | 4,340,630                  | 7,620,630                  |
| 2014 | 3,415,000                  | 4,189,655                  | 7,604,655                  |
| 2015 | 3,580,000                  | 4,014,780                  | 7,594,780                  |
| 2016 | 3,760,000                  | 738,275                    | 4,498,275                  |
| 2017 | 3,950,000                  | 545,525                    | 4,495,525                  |
| 2018 | 4,145,000                  | 343,150                    | 4,488,150                  |
| 2019 | 4,355,000                  | 119,763                    | 4,474,763                  |
|      | <u><u>\$35,750,000</u></u> | <u><u>\$30,299,155</u></u> | <u><u>\$66,049,155</u></u> |

Note: Bond partially refunded on 2/11/2015  
 \$58.5M refunded with DS Fund 2534 on 2/11/2015

**\$11.6M Taxable Public Improvement Revenue Bonds, Series 2010**  
**(Convention Center Hotel)**

|                   | <b>Amount<br/>Budgeted</b> |
|-------------------|----------------------------|
| Principal         | \$695,619                  |
| Interest          | 410,044                    |
| Paying Agent Fees | 0                          |
| Total             | <u>\$1,105,663</u>         |

**Budget Comment**

This fund provides debt service payments for the \$11,697,676 Taxable Revenue Bonds, Series 2010 that were issued for the purpose of paying principal and interest on the County's \$11.5 million Taxable Revenue Bond Participation Notes, Series 2007 (Convention Center Hotel Project). The bonds mature from 2010 to 2024 and pay an annual interest rate of 5.84%. The source of funding is legally available non-ad valorem revenues.

Amortization Schedule

|      | Principal           | Interest           | Total               |
|------|---------------------|--------------------|---------------------|
| 2011 | \$801,416           | \$619,366          | \$1,420,782         |
| 2012 | 532,646             | 577,485            | 1,110,131           |
| 2013 | 561,856             | 547,474            | 1,109,330           |
| 2014 | 592,668             | 515,817            | 1,108,485           |
| 2015 | 625,171             | 482,424            | 1,107,595           |
| 2016 | 659,454             | 447,200            | 1,106,654           |
| 2017 | 695,619             | 410,043            | 1,105,662           |
| 2018 | 733,767             | 370,850            | 1,104,616           |
| 2019 | 774,006             | 329,507            | 1,103,513           |
| 2020 | 816,453             | 285,896            | 1,102,349           |
| 2021 | 861,227             | 239,894            | 1,101,121           |
| 2022 | 908,457             | 191,369            | 1,099,826           |
| 2023 | 958,277             | 140,184            | 1,098,460           |
| 2024 | 1,010,829           | 86,191             | 1,097,019           |
| 2025 | 1,066,262           | 29,237             | 1,095,499           |
|      | <u>\$11,598,108</u> | <u>\$5,272,937</u> | <u>\$16,871,045</u> |

**\$30.6M Public Improvement Revenue Bonds, Series 2011****(Ocean Avenue Bridge & Max Planck Biomedical Research Florida Corporation Projects)**

|                   | <b>Amount<br/>Budgeted</b> |
|-------------------|----------------------------|
| Principal         | \$1,312,441                |
| Interest          | 784,242                    |
| Paying Agent Fees | 0                          |
| Total             | <u>\$2,096,683</u>         |

**Budget Comment**

This fund provides for the debt service on the \$30.6M Series 2011 Bonds that were issued to provide additional funding (\$15.6M) to Max Planck Florida for the construction of a biomedical research facility in Jupiter, Florida and to provide funding (\$15M) for the building of the Ocean Avenue Bridge. The bonds will mature annually for 20 years and pay an annual interest rate of 3.172%. The debt service is payable from legally available non-ad valorem revenues.

## Amortization Schedule

|      | <u>Principal</u>    | <u>Interest</u>     | <u>Total</u>        |
|------|---------------------|---------------------|---------------------|
| 2012 | \$1,112,210         | \$984,473           | \$2,096,682         |
| 2013 | 1,158,312           | 938,370             | 2,096,682           |
| 2014 | 1,195,058           | 901,624             | 2,096,682           |
| 2015 | 1,232,971           | 863,713             | 2,096,684           |
| 2016 | 1,272,085           | 824,597             | 2,096,682           |
| 2017 | 1,312,441           | 784,242             | 2,096,682           |
| 2018 | 1,354,076           | 742,606             | 2,096,682           |
| 2019 | 1,397,033           | 699,649             | 2,096,682           |
| 2020 | 1,441,353           | 655,330             | 2,096,682           |
| 2021 | 1,487,078           | 609,604             | 2,096,682           |
| 2022 | 1,534,254           | 562,428             | 2,096,682           |
| 2023 | 1,582,927           | 513,756             | 2,096,682           |
| 2024 | 1,633,144           | 463,539             | 2,096,682           |
| 2025 | 1,684,953           | 411,729             | 2,096,682           |
| 2026 | 1,738,407           | 358,275             | 2,096,682           |
| 2027 | 1,793,556           | 303,126             | 2,096,682           |
| 2028 | 1,850,455           | 246,227             | 2,096,682           |
| 2029 | 1,909,159           | 187,524             | 2,096,682           |
| 2030 | 1,969,725           | 126,957             | 2,096,682           |
| 2031 | 2,032,212           | 64,470              | 2,096,682           |
|      | <u>\$30,691,408</u> | <u>\$11,242,240</u> | <u>\$41,933,648</u> |

**\$62.8M Public Improvement Refunding Bonds, Series 2011**  
**(Convention Center Project)**

|                       | <b>Amount<br/>Budgeted</b> |
|-----------------------|----------------------------|
| Principal             | \$2,760,000                |
| Interest              | 2,938,500                  |
| Paying Agent Fees     | 1,800                      |
| Debt Service Reserves | <u>5,701,875</u>           |
| Total                 | <u>\$11,402,175</u>        |

**Budget Comment**

This fund provides for the debt service on Refunding Bonds, Series 2004, \$81,340,000 Public Improvement Revenue Bonds issued in FY 2004 for the cost of constructing and equipping a convention center located in downtown West Palm Beach. The bonds mature from 2016 to 2031 and pay an annual interest rate of 5%. Funding for the retirement of the refunding bonds is payable from legally available non-ad valorem revenues currently the fourth cent tourist development tax.

Amortization Schedule

|      | <u>Principal</u>    | <u>Interest</u>     | <u>Total</u>         |
|------|---------------------|---------------------|----------------------|
| 2012 | \$0                 | \$2,101,219         | \$2,101,219          |
| 2013 | 0                   | 3,138,750           | 3,138,750            |
| 2014 | 0                   | 3,138,750           | 3,138,750            |
| 2015 | 0                   | 3,138,750           | 3,138,750            |
| 2016 | 2,625,000           | 3,073,125           | 5,698,125            |
| 2017 | 2,760,000           | 2,938,500           | 5,698,500            |
| 2018 | 2,905,000           | 2,796,875           | 5,701,875            |
| 2019 | 3,050,000           | 2,648,000           | 5,698,000            |
| 2020 | 3,210,000           | 2,491,500           | 5,701,500            |
| 2021 | 3,370,000           | 2,327,000           | 5,697,000            |
| 2022 | 3,545,000           | 2,154,125           | 5,699,125            |
| 2023 | 3,725,000           | 1,972,375           | 5,697,375            |
| 2024 | 3,920,000           | 1,781,250           | 5,701,250            |
| 2025 | 4,120,000           | 1,580,250           | 5,700,250            |
| 2026 | 4,330,000           | 1,369,000           | 5,699,000            |
| 2027 | 4,550,000           | 1,147,000           | 5,697,000            |
| 2028 | 4,785,000           | 913,625             | 5,698,625            |
| 2029 | 5,030,000           | 668,250             | 5,698,250            |
| 2030 | 5,290,000           | 410,250             | 5,700,250            |
| 2031 | 5,560,000           | 139,000             | 5,699,000            |
|      | <u>\$62,775,000</u> | <u>\$39,927,594</u> | <u>\$102,702,594</u> |

Bond partially refunded DS Fund 2511 8/31/2011

**\$16.2M Capital Improvement Revenue Refunding Bonds, Series 2012**

|                   | <b>Amount<br/>Budgeted</b> |
|-------------------|----------------------------|
| Principal         | \$1,037,980                |
| Interest          | 293,480                    |
| Paying Agent Fees | 0                          |
| Total             | <u>\$1,331,460</u>         |

**Budget Comment**

This fund provides the debt service on the Capital Improvement Revenue Refunding Bonds, Series 2012 issued to refund the Capital Improvement Bond Anticipation Note (BAN), Series 2009. The BAN was issued to provide improvements to Four Points and other governmental buildings. The refunding bonds mature in 2027 and pay an annual interest rate of 2.52%. Debt service is payable from legally available non-ad valorem revenues.

## Amortization Schedule

|      | Principal           | Interest           | Total               |
|------|---------------------|--------------------|---------------------|
| 2012 | \$0                 | \$151,856          | \$151,856           |
| 2013 | 987,273             | 395,532            | 1,382,804           |
| 2014 | 999,712             | 370,496            | 1,370,208           |
| 2015 | 1,012,309           | 345,145            | 1,357,454           |
| 2016 | 1,025,064           | 319,473            | 1,344,537           |
| 2017 | 1,037,980           | 293,479            | 1,331,459           |
| 2018 | 1,051,058           | 267,157            | 1,318,215           |
| 2019 | 1,064,301           | 240,504            | 1,304,805           |
| 2020 | 1,077,712           | 213,514            | 1,291,226           |
| 2021 | 1,091,291           | 186,185            | 1,277,476           |
| 2022 | 1,105,041           | 158,511            | 1,263,552           |
| 2023 | 1,118,965           | 130,489            | 1,249,453           |
| 2024 | 1,133,064           | 102,113            | 1,235,177           |
| 2025 | 1,147,340           | 73,380             | 1,220,720           |
| 2026 | 1,161,797           | 44,285             | 1,206,081           |
| 2027 | 1,176,435           | 14,823             | 1,191,258           |
|      | <u>\$16,189,340</u> | <u>\$3,306,941</u> | <u>\$19,496,281</u> |

**\$147M Public Improvement Revenue Refunding Bonds, Series 2012**

|                   | <b>Amount<br/>Budgeted</b> |
|-------------------|----------------------------|
| Principal         | \$13,155,000               |
| Interest          | 6,328,000                  |
| Paying Agent Fees | <u>1,750</u>               |
| Total             | <u>\$19,484,750</u>        |

**Budget Comment**

This fund provides for the debt service on the Public Improvement Revenue Refunding Bonds, Series 2012 issued to partially refund the Series 2004, Series 2004A, and Series 2005A bonds. The bonds mature from 2015 to 2025 and pay an annual interest rate of 5%. The source of funding is legally available non-ad valorem revenues.

## Amortization Schedule

|      | <u>Principal</u>     | <u>Interest</u>     | <u>Total</u>         |
|------|----------------------|---------------------|----------------------|
| 2013 | \$0                  | \$6,630,169         | \$6,630,169          |
| 2014 | 0                    | 7,167,750           | 7,167,750            |
| 2015 | 4,265,000            | 7,167,750           | 11,432,750           |
| 2016 | 12,530,000           | 6,954,500           | 19,484,500           |
| 2017 | 13,155,000           | 6,328,000           | 19,483,000           |
| 2018 | 13,710,000           | 5,766,050           | 19,476,050           |
| 2019 | 14,395,000           | 5,080,550           | 19,475,550           |
| 2020 | 15,110,000           | 4,360,800           | 19,470,800           |
| 2021 | 15,850,000           | 3,630,600           | 19,480,600           |
| 2022 | 16,590,000           | 2,875,250           | 19,465,250           |
| 2023 | 17,395,000           | 2,069,750           | 19,464,750           |
| 2024 | 11,710,000           | 1,200,000           | 12,910,000           |
| 2025 | 12,290,000           | 614,500             | 12,904,500           |
|      | <u>\$147,000,000</u> | <u>\$59,845,669</u> | <u>\$206,845,669</u> |

**\$10M Public Improvement Revenue Bonds (Unified Messaging System Project), Series 2013**

|                   | <b>Amount<br/>Budgeted</b> |
|-------------------|----------------------------|
| Principal         | \$1,426,845                |
| Interest          | 65,338                     |
| Paying Agent Fees | 0                          |
| Total             | <u>\$1,492,183</u>         |

**Budget Comment**

This fund provides for the debt service on the Public Improvement Revenue Bonds, Series 2013 issued to provide funding to replace the County's telephone system. The bonds mature in 2020 and pay an annual interest rate of 1.28%. The source of funding is legally available non-ad valorem revenues.

## Amortization Schedule

|      | <u>Principal</u>    | <u>Interest</u>  | <u>Total</u>        |
|------|---------------------|------------------|---------------------|
| 2014 | \$ 1,414,281        | \$ 142,187       | \$ 1,556,467        |
| 2015 | 1,391,008           | 101,405          | 1,492,413           |
| 2016 | 1,408,812           | 83,486           | 1,492,298           |
| 2017 | 1,426,845           | 65,337           | 1,492,182           |
| 2018 | 1,445,109           | 46,957           | 1,492,065           |
| 2019 | 1,463,606           | 28,341           | 1,491,947           |
| 2020 | 1,482,340           | 9,487            | 1,491,827           |
|      | <u>\$10,032,000</u> | <u>\$477,200</u> | <u>\$10,509,200</u> |

**\$13.1M Public Improvement Revenue Bonds (Max Planck), Series 2013**

|                   | <b>Amount<br/>Budgeted</b> |
|-------------------|----------------------------|
| Principal         | \$776,191                  |
| Interest          | 289,733                    |
| Paying Agent Fees | 0                          |
| Total             | <u>\$1,065,924</u>         |

**Budget Comment**

This fund provides for the debt service on the Public Improvement Revenue Refunding Bonds, Series 2013 issued to provide funding for the third of five grant installments to Max Planck. The bonds mature in 2029 and pay an annual interest rate of 2.47%. The source of funding is legally available non-ad valorem revenues.

## Amortization Schedule

|      | Principal           | Interest           | Total               |
|------|---------------------|--------------------|---------------------|
| 2015 | \$ 692,450          | \$ 373,474         | \$ 1,065,924        |
| 2016 | 757,481             | 308,442            | 1,065,923           |
| 2017 | 776,191             | 289,733            | 1,065,923           |
| 2018 | 795,363             | 270,561            | 1,065,923           |
| 2019 | 815,008             | 250,915            | 1,065,923           |
| 2020 | 835,139             | 230,785            | 1,065,923           |
| 2021 | 855,767             | 210,157            | 1,065,923           |
| 2022 | 876,904             | 189,019            | 1,065,923           |
| 2023 | 898,564             | 167,360            | 1,065,923           |
| 2024 | 920,758             | 145,165            | 1,065,923           |
| 2025 | 943,501             | 122,423            | 1,065,923           |
| 2026 | 966,805             | 99,118             | 1,065,923           |
| 2027 | 990,685             | 75,238             | 1,065,923           |
| 2028 | 1,015,155           | 50,768             | 1,065,923           |
| 2029 | 1,040,230           | 25,694             | 1,065,923           |
|      | <u>\$13,180,000</u> | <u>\$2,808,851</u> | <u>\$15,988,852</u> |

**\$10.7M Improvement Revenue Bonds (Sheriff Equipment), Series 2013**

|                   | <b>Amount<br/>Budgeted</b> |
|-------------------|----------------------------|
| Principal         | \$2,135,636                |
| Interest          | 63,897                     |
| Paying Agent Fees | 0                          |
| Total             | <u>\$2,199,533</u>         |

**Budget Comment**

This fund provides for the debt service on the Improvement Revenue Bonds, Series 2013 issued to provide funding for the purchase of equipment within the Sheriff's Office. The bonds mature in 2019 and pay an annual interest rate of 1.18%. The source of funding is legally available non-ad valorem revenues.

## Amortization Schedule

|      | <u>Principal</u>    | <u>Interest</u>  | <u>Total</u>        |
|------|---------------------|------------------|---------------------|
| 2014 | \$0                 | \$ 75,730        | \$ 75,730           |
| 2015 | 2,073,467           | 113,637          | 2,187,104           |
| 2016 | 2,110,729           | 88,950           | 2,199,679           |
| 2017 | 2,135,635           | 63,897           | 2,199,532           |
| 2018 | 2,160,836           | 38,548           | 2,199,383           |
| 2019 | 2,186,334           | 12,899           | 2,199,233           |
|      | <u>\$10,667,000</u> | <u>\$393,661</u> | <u>\$11,060,661</u> |

**\$28.075M Taxable Public Improvement Revenue Bonds (Convention Center Hotel), Series 2013**

|                   | <b>Amount<br/>Budgeted</b> |
|-------------------|----------------------------|
| Principal         | \$560,000                  |
| Interest          | 1,230,363                  |
| Paying Agent Fees | 1,000                      |
| Total             | \$1,791,363                |

**Budget Comment**

This fund provides for the debt service on the Taxable Public Improvement Revenue Bonds, Series 2013 issued to provide funding for a contribution to the construction of a hotel at the Convention Center. The bonds mature in 2044 and pay an annual interest rate of 1% to 5.25%. The source of funding is legally available non-ad valorem revenues.

## Amortization Schedule

|      | <u>Principal</u>    | <u>Interest</u>     | <u>Total</u>        |
|------|---------------------|---------------------|---------------------|
| 2014 | \$0                 | \$ 629,372          | \$ 629,372          |
| 2015 | 550,000             | 1,242,163           | 1,792,163           |
| 2016 | 555,000             | 1,236,638           | 1,791,638           |
| 2017 | 560,000             | 1,230,363           | 1,790,363           |
| 2018 | 565,000             | 1,221,213           | 1,786,213           |
| 2019 | 580,000             | 1,209,763           | 1,789,763           |
| 2020 | 590,000             | 1,196,588           | 1,786,588           |
| 2021 | 605,000             | 1,180,894           | 1,785,894           |
| 2022 | 620,000             | 1,161,725           | 1,781,725           |
| 2023 | 645,000             | 1,138,781           | 1,783,781           |
| 2024 | 665,000             | 1,114,219           | 1,779,219           |
| 2025 | 690,000             | 1,088,813           | 1,778,813           |
| 2026 | 720,000             | 1,061,475           | 1,781,475           |
| 2027 | 745,000             | 1,031,244           | 1,776,244           |
| 2028 | 780,000             | 998,448             | 1,778,448           |
| 2029 | 810,000             | 963,258             | 1,773,258           |
| 2030 | 850,000             | 923,783             | 1,773,783           |
| 2031 | 890,000             | 880,283             | 1,770,283           |
| 2032 | 935,000             | 834,658             | 1,769,658           |
| 2033 | 980,000             | 786,783             | 1,766,783           |
| 2034 | 1,030,000           | 736,533             | 1,766,533           |
| 2035 | 1,085,000           | 683,115             | 1,768,115           |
| 2036 | 1,140,000           | 626,378             | 1,766,378           |
| 2037 | 1,195,000           | 566,835             | 1,761,835           |
| 2038 | 1,255,000           | 504,360             | 1,759,360           |
| 2039 | 1,320,000           | 438,698             | 1,758,698           |
| 2040 | 1,390,000           | 368,550             | 1,758,550           |
| 2041 | 1,460,000           | 293,738             | 1,753,738           |
| 2042 | 1,540,000           | 214,988             | 1,754,988           |
| 2043 | 1,620,000           | 132,038             | 1,752,038           |
| 2044 | 1,705,000           | 44,756              | 1,749,756           |
|      | <u>\$28,075,000</u> | <u>\$25,740,444</u> | <u>\$53,815,444</u> |

**\$17.8M Public Improvement Revenue Bonds (Palm Tran Connection Equipment), Series 2014**

|                   | <b>Amount<br/>Budgeted</b> |
|-------------------|----------------------------|
| Principal         | \$3,565,000                |
| Interest          | 125,512                    |
| Paying Agent Fees | 1,731                      |
| Total             | <u>\$3,692,243</u>         |

**Budget Comment**

This fund provides for the debt service on the Public Improvement Revenue Bonds, Series 2014 issued to provide funding for the purchase of equipment for Palm Tran Connection services. The bonds mature in 2019 and pay an annual interest rate of 1.16%. The source of funding is legally available non-ad valorem revenues.

## Amortization Schedule

|      | <u>Principal</u>    | <u>Interest</u>  | <u>Total</u>        |
|------|---------------------|------------------|---------------------|
| 2014 | \$0                 | \$ 45,387        | \$ 45,387           |
| 2015 | 3,485,000           | 206,828          | 3,691,828           |
| 2016 | 3,525,000           | 166,402          | 3,691,402           |
| 2017 | 3,565,000           | 125,512          | 3,690,512           |
| 2018 | 3,605,000           | 84,158           | 3,689,158           |
| 2019 | 3,650,000           | 42,340           | 3,692,340           |
|      | <u>\$17,830,000</u> | <u>\$670,627</u> | <u>\$18,500,627</u> |

**\$72.4M Public Improvement Revenue Refunding Bonds, Series 2014A**

|                   | <b>Amount<br/>Budgeted</b> |
|-------------------|----------------------------|
| Principal         | \$340,000                  |
| Interest          | 3,359,900                  |
| Paying Agent Fees | 1,500                      |
| Total             | \$3,701,400                |

**Budget Comment**

This fund provides for the debt service on the Public Improvement Revenue Refunding Bonds, Series 2014A issued to refund the Series 2007A and Series 2007B bonds and partially refund the Series 2006 and Series 2007C bonds. The bonds mature in 2028 and pay an annual interest rate of 3% to 5%. The source of funding is legally available non-ad valorem revenues.

Amortization Schedule

|      | <u>Principal</u>     | <u>Interest</u>      | <u>Total</u>          |
|------|----------------------|----------------------|-----------------------|
| 2015 | \$0                  | \$ 1,972,629         | \$ 1,972,629          |
| 2016 | 265,000              | 3,375,025            | 3,640,025             |
| 2017 | 340,000              | 3,359,900            | 3,699,900             |
| 2018 | 355,000              | 3,342,525            | 3,697,525             |
| 2019 | 5,755,000            | 3,189,775            | 8,944,775             |
| 2020 | 6,055,000            | 2,894,525            | 8,949,525             |
| 2021 | 6,360,000            | 2,584,150            | 8,944,150             |
| 2022 | 6,685,000            | 2,258,025            | 8,943,025             |
| 2023 | 7,025,000            | 1,915,275            | 8,940,275             |
| 2024 | 7,385,000            | 1,555,025            | 8,940,025             |
| 2025 | 7,755,000            | 1,176,525            | 8,931,525             |
| 2026 | 8,150,000            | 778,900              | 8,928,900             |
| 2027 | 8,570,000            | 403,750              | 8,973,750             |
| 2028 | 7,745,000            | 116,175              | 7,861,175             |
|      | <u>\$ 72,445,000</u> | <u>\$ 28,922,204</u> | <u>\$ 101,367,204</u> |

Refunding of Funds 2520 and 2521 on 10/01/2014

Partial Refunding of Funds 2040 and 2052 on 10/01/2014

**\$63.6M Public Improvement Revenue Refunding Bonds, Series 2015**

|                   | <b>Amount<br/>Budgeted</b> |
|-------------------|----------------------------|
| Principal         | \$2,320,000                |
| Interest          | 2,810,100                  |
| Paying Agent Fees | 1,200                      |
| Total             | \$5,131,300                |

**Budget Comment**

This fund provides for the debt service on the Public Improvement Revenue Refunding Bonds, Series 2015 issued to refund the Series 2008A bonds and partially refund the Series 2008-2 bonds. The bonds mature in 2029 and pay an annual interest rate of 3% to 5%. The source of funding is legally available non-ad valorem revenues.

Amortization Schedule

|      | <u>Principal</u>     | <u>Interest</u>      | <u>Total</u>         |
|------|----------------------|----------------------|----------------------|
| 2015 | \$0                  | \$ 414,528           | \$ 414,528           |
| 2016 | 2,330,000            | 2,926,350            | 5,256,350            |
| 2017 | 2,320,000            | 2,810,100            | 5,130,100            |
| 2018 | 950,000              | 2,728,350            | 3,678,350            |
| 2019 | 1,005,000            | 2,679,475            | 3,684,475            |
| 2020 | 5,385,000            | 2,519,725            | 7,904,725            |
| 2021 | 5,730,000            | 2,241,850            | 7,971,850            |
| 2022 | 4,830,000            | 1,977,850            | 6,807,850            |
| 2023 | 5,070,000            | 1,730,350            | 6,800,350            |
| 2024 | 5,330,000            | 1,470,350            | 6,800,350            |
| 2025 | 5,590,000            | 1,197,350            | 6,787,350            |
| 2026 | 5,870,000            | 910,850              | 6,780,850            |
| 2027 | 6,165,000            | 609,975              | 6,774,975            |
| 2028 | 6,405,000            | 327,750              | 6,732,750            |
| 2029 | 6,655,000            | 99,825               | 6,754,825            |
|      | <u>\$ 63,635,000</u> | <u>\$ 24,644,678</u> | <u>\$ 88,279,678</u> |

Refunding of Fund 2522 on 3/11/2015

Partial Refunding of Fund 2067 on 3/11/2015

\$121.035M Public Improvement Revenue Refunding Bonds, Series 2016

|                   |                            |
|-------------------|----------------------------|
|                   | <b>Amount<br/>Budgeted</b> |
| Principal         | \$0                        |
| Interest          | 6,118,992                  |
| Paying Agent Fees | 1,500                      |
| Total             | \$6,120,492                |

**Budget Comment**

This fund provides for the debt service on the Public Improvement Revenue Refunding Bonds, Series 2016 issued to partially refund the Series 2008 bonds. The bonds mature in 2038 and pay an annual interest rate of 5%. The source of funding is legally available non-ad valorem revenues.

Amortization Schedule

|      | Principal             | Interest             | Total                 |
|------|-----------------------|----------------------|-----------------------|
| 2017 | \$0                   | \$ 6,118,992         | \$ 6,118,992          |
| 2018 | 0                     | 6,051,750            | 6,051,750             |
| 2019 | 3,660,000             | 6,051,750            | 9,711,750             |
| 2020 | 3,845,000             | 5,868,750            | 9,713,750             |
| 2021 | 4,035,000             | 5,676,500            | 9,711,500             |
| 2022 | 4,240,000             | 5,474,750            | 9,714,750             |
| 2023 | 4,450,000             | 5,262,750            | 9,712,750             |
| 2024 | 4,670,000             | 5,040,250            | 9,710,250             |
| 2025 | 4,905,000             | 4,806,750            | 9,711,750             |
| 2026 | 5,150,000             | 4,561,500            | 9,711,500             |
| 2027 | 5,410,000             | 4,304,000            | 9,714,000             |
| 2028 | 5,680,000             | 4,033,500            | 9,713,500             |
| 2029 | 5,960,000             | 3,749,500            | 9,709,500             |
| 2030 | 6,260,000             | 3,451,500            | 9,711,500             |
| 2031 | 6,575,000             | 3,138,500            | 9,713,500             |
| 2032 | 6,900,000             | 2,809,750            | 9,709,750             |
| 2033 | 7,245,000             | 2,464,750            | 9,709,750             |
| 2034 | 7,610,000             | 2,102,500            | 9,712,500             |
| 2035 | 7,990,000             | 1,722,000            | 9,712,000             |
| 2036 | 8,390,000             | 1,322,500            | 9,712,500             |
| 2037 | 8,810,000             | 903,000              | 9,713,000             |
| 2038 | 9,250,000             | 462,500              | 9,712,500             |
|      | <u>\$ 121,035,000</u> | <u>\$ 85,377,742</u> | <u>\$ 206,412,742</u> |

Partial Refunding of Fund 2053 on 3/29/2016

**\$63.2M Public Improvement Revenue Bonds (Parking Garage and Airport Center Projects), Series 2015**

|                   | <b>Amount<br/>Budgeted</b> |
|-------------------|----------------------------|
| Principal         | \$2,320,000                |
| Interest          | 2,082,431                  |
| Paying Agent Fees | 1,000                      |
| Total             | \$4,403,431                |

**Budget Comment**

This fund provides for the debt service on the Public Improvement Revenue Bonds, Series 2015A issued to provide funding for the purchase of equipment for Convention Center Parking Garage and Airport Center renovations. The bonds mature in 2036 and pay an annual interest rate of 2% to 4%. The source of funding is legally available non-ad valorem revenues.

## Amortization Schedule

|      | <u>Principal</u>     | <u>Interest</u>      | <u>Total</u>         |
|------|----------------------|----------------------|----------------------|
| 2016 | \$0                  | \$ 2,005,488         | \$ 2,005,488         |
| 2017 | 2,320,000            | 2,082,431            | 4,402,431            |
| 2018 | 2,390,000            | 1,999,831            | 4,389,831            |
| 2019 | 2,485,000            | 1,927,181            | 4,412,181            |
| 2020 | 2,535,000            | 1,876,981            | 4,411,981            |
| 2021 | 2,585,000            | 1,825,781            | 4,410,781            |
| 2022 | 2,640,000            | 1,760,331            | 4,400,331            |
| 2023 | 2,715,000            | 1,680,006            | 4,395,006            |
| 2024 | 2,800,000            | 1,597,281            | 4,397,281            |
| 2025 | 2,880,000            | 1,497,681            | 4,377,681            |
| 2026 | 3,000,000            | 1,380,081            | 4,380,081            |
| 2027 | 3,120,000            | 1,257,681            | 4,377,681            |
| 2028 | 3,240,000            | 1,130,481            | 4,370,481            |
| 2029 | 3,370,000            | 998,281              | 4,368,281            |
| 2030 | 3,505,000            | 878,306              | 4,383,306            |
| 2031 | 3,610,000            | 769,325              | 4,379,325            |
| 2032 | 3,725,000            | 653,319              | 4,378,319            |
| 2033 | 3,845,000            | 531,238              | 4,376,238            |
| 2034 | 3,970,000            | 389,356              | 4,359,356            |
| 2035 | 4,125,000            | 227,456              | 4,352,456            |
| 2036 | 4,295,000            | 72,478               | 4,367,478            |
|      | <u>\$ 63,155,000</u> | <u>\$ 26,540,998</u> | <u>\$ 89,695,998</u> |

**\$18.8M Public Improvement Taxable Revenue Bonds (Max Planck), Series 2015B**

|                   | <b>Amount<br/>Budgeted</b> |
|-------------------|----------------------------|
| Principal         | \$1,660,000                |
| Interest          | 490,718                    |
| Paying Agent Fees | 0                          |
| Total             | \$2,150,718                |

**Budget Comment**

This fund provides for the debt service on the Public Improvement Taxable Revenue Bonds, Series 2015B issued to provide funding for the fourth and fifth of five grant installments to Max Planck. The bonds mature in 2025 and pay an annual interest rate of 2.73%. The source of funding is legally available non-ad valorem revenues.

Amortization Schedule

|      | <u>Principal</u>     | <u>Interest</u>     | <u>Total</u>         |
|------|----------------------|---------------------|----------------------|
| 2016 | \$0                  | \$ 323,712          | \$ 323,712           |
| 2017 | 1,660,000            | 490,718             | 2,150,718            |
| 2018 | 1,705,000            | 444,785             | 2,149,785            |
| 2019 | 1,755,000            | 397,556             | 2,152,556            |
| 2020 | 1,800,000            | 349,031             | 2,149,031            |
| 2021 | 1,850,000            | 299,208             | 2,149,208            |
| 2022 | 1,900,000            | 248,021             | 2,148,021            |
| 2023 | 1,955,000            | 195,400             | 2,150,400            |
| 2024 | 2,005,000            | 141,346             | 2,146,346            |
| 2025 | 2,060,000            | 85,859              | 2,145,859            |
| 2026 | 2,115,000            | 28,870              | 2,143,870            |
|      | <u>\$ 18,805,000</u> | <u>\$ 3,004,504</u> | <u>\$ 21,809,504</u> |

**\$65.36M Public Improvement Taxable Revenue Bonds (Professional Sports Facility), Series 2015C**

|                   | <b>Amount<br/>Budgeted</b> |
|-------------------|----------------------------|
| Principal         | \$0                        |
| Interest          | 2,546,382                  |
| Paying Agent Fees | 1,500                      |
| Total             | \$2,547,882                |

**Budget Comment**

This fund provides for the debt service on the Public Improvement Taxable Revenue Bonds, Series 2015C issued to provide funding for the construction of the Professional Sports Facility. The bonds mature in 2045 and pay an annual interest rate of 1.306% to 4.698%. The source of funding is legally available non-ad valorem revenues currently the first and fourth cent tourist development tax.

## Amortization Schedule

|      | Principal            | Interest             | Total                 |
|------|----------------------|----------------------|-----------------------|
| 2016 | \$0                  | \$ 1,216,605         | \$ 1,216,605          |
| 2017 | 0                    | 2,546,382            | 2,546,382             |
| 2018 | 420,000              | 2,543,640            | 2,963,640             |
| 2019 | 2,495,000            | 2,519,228            | 5,014,228             |
| 2020 | 2,535,000            | 2,471,524            | 5,006,524             |
| 2021 | 2,590,000            | 2,415,006            | 5,005,006             |
| 2022 | 2,650,000            | 2,350,230            | 5,000,230             |
| 2023 | 2,715,000            | 2,277,142            | 4,992,142             |
| 2024 | 2,795,000            | 2,196,476            | 4,991,476             |
| 2025 | 2,880,000            | 2,109,304            | 4,989,304             |
| 2026 | 1,440,000            | 2,040,486            | 3,480,486             |
| 2027 | 1,425,000            | 1,992,276            | 3,417,276             |
| 2028 | 1,470,000            | 1,940,636            | 3,410,636             |
| 2029 | 1,525,000            | 1,884,975            | 3,409,975             |
| 2030 | 1,585,000            | 1,825,225            | 3,410,225             |
| 2031 | 1,645,000            | 1,761,323            | 3,406,323             |
| 2032 | 1,710,000            | 1,689,998            | 3,399,998             |
| 2033 | 1,790,000            | 1,611,283            | 3,401,283             |
| 2034 | 1,870,000            | 1,528,970            | 3,398,970             |
| 2035 | 1,955,000            | 1,442,946            | 3,397,946             |
| 2036 | 2,040,000            | 1,353,098            | 3,393,098             |
| 2037 | 2,130,000            | 1,257,185            | 3,387,185             |
| 2038 | 2,230,000            | 1,154,768            | 3,384,768             |
| 2039 | 2,485,000            | 1,044,013            | 3,529,013             |
| 2040 | 2,600,000            | 924,566              | 3,524,566             |
| 2041 | 2,725,000            | 799,482              | 3,524,482             |
| 2042 | 2,850,000            | 668,525              | 3,518,525             |
| 2043 | 2,985,000            | 531,461              | 3,516,461             |
| 2044 | 3,125,000            | 387,937              | 3,512,937             |
| 2045 | 3,270,000            | 237,719              | 3,507,719             |
| 2046 | 3,425,000            | 80,453               | 3,505,453             |
|      | <u>\$ 65,360,000</u> | <u>\$ 48,802,863</u> | <u>\$ 114,162,863</u> |

**\$56.645M Public Improvement Revenue Bonds (Professional Sports Facility), Series 2015D**

|                   | <b>Amount<br/>Budgeted</b> |
|-------------------|----------------------------|
| Principal         | \$0                        |
| Interest          | 2,832,250                  |
| Paying Agent Fees | 1,500                      |
| Total             | \$2,833,750                |

**Budget Comment**

This fund provides for the debt service on the Public Improvement Taxable Revenue Bonds, Series 2015D issued to provide funding for the construction of the Professional Sports Facility. The bonds mature in 2045 and pay an annual interest rate of 5%. The source of funding is legally available non-ad valorem revenues currently the fourth cent tourist development tax as well as a State of Florida sales tax contribution.

Amortization Schedule

|      | Principal            | Interest             | Total                 |
|------|----------------------|----------------------|-----------------------|
| 2016 | \$0                  | \$ 1,353,186         | \$ 1,353,186          |
| 2017 | 0                    | 2,832,250            | 2,832,250             |
| 2018 | 0                    | 2,832,250            | 2,832,250             |
| 2019 | 0                    | 2,832,250            | 2,832,250             |
| 2020 | 0                    | 2,832,250            | 2,832,250             |
| 2021 | 0                    | 2,832,250            | 2,832,250             |
| 2022 | 0                    | 2,832,250            | 2,832,250             |
| 2023 | 0                    | 2,832,250            | 2,832,250             |
| 2024 | 0                    | 2,832,250            | 2,832,250             |
| 2025 | 0                    | 2,832,250            | 2,832,250             |
| 2026 | 1,530,000            | 2,794,000            | 4,324,000             |
| 2027 | 1,965,000            | 2,706,625            | 4,671,625             |
| 2028 | 2,065,000            | 2,605,875            | 4,670,875             |
| 2029 | 2,170,000            | 2,500,000            | 4,670,000             |
| 2030 | 2,275,000            | 2,388,875            | 4,663,875             |
| 2031 | 2,390,000            | 2,272,250            | 4,662,250             |
| 2032 | 2,510,000            | 2,149,750            | 4,659,750             |
| 2033 | 2,635,000            | 2,021,125            | 4,656,125             |
| 2034 | 2,765,000            | 1,886,125            | 4,651,125             |
| 2035 | 2,905,000            | 1,744,375            | 4,649,375             |
| 2036 | 3,050,000            | 1,595,500            | 4,645,500             |
| 2037 | 3,215,000            | 1,438,875            | 4,653,875             |
| 2038 | 3,380,000            | 1,274,000            | 4,654,000             |
| 2039 | 3,545,000            | 1,100,875            | 4,645,875             |
| 2040 | 3,725,000            | 919,125              | 4,644,125             |
| 2041 | 3,910,000            | 728,250              | 4,638,250             |
| 2042 | 3,075,000            | 553,625              | 3,628,625             |
| 2043 | 2,210,000            | 421,500              | 2,631,500             |
| 2044 | 2,325,000            | 308,125              | 2,633,125             |
| 2045 | 2,440,000            | 189,000              | 2,629,000             |
| 2046 | 2,560,000            | 64,000               | 2,624,000             |
|      | <u>\$ 56,645,000</u> | <u>\$ 58,505,311</u> | <u>\$ 115,150,311</u> |

## Airports Debt Service

|                       | <b>Amount<br/>Budgeted</b> |
|-----------------------|----------------------------|
| Principal             | \$2,815,000                |
| Interest              | 3,549,128                  |
| Paying Agent Fees     | 31,294                     |
| Recurring Issue Costs | 0                          |
| Debt Service Reserve  | 300,245                    |
| Total                 | <u>\$6,695,667</u>         |

**Budget Comment**

The Department of Airports currently has two outstanding bond issues.

- 1) **Airport System Taxable Revenue Refunding Bonds, Series 2006B - \$16,855,000** – The proceeds, together with certain other available funds, were used to advance refund a portion of the series 2001 and 2002 bonds. The debt service was structured to level the debt service in all outstanding airport bonds and will mature from 2015 to 2020.
  
- 2) **Airport System Revenue Refunding Bonds, Series 2016 - \$57,070,000** – The proceeds, together with certain other available funds, were used to currently refund the series 2006A bonds. The debt service was structured to level the debt service in all outstanding airport bonds and will mature from 2017 to 2036.

## Airports Debt Service Amortization Schedule

|      | <u>Principal</u>     | <u>Interest</u>      | <u>Total</u>         |
|------|----------------------|----------------------|----------------------|
| 2002 | \$0                  | \$845,442            | \$845,442            |
| 2003 | 0                    | 3,458,625            | 3,458,625            |
| 2004 | 0                    | 3,458,625            | 3,458,625            |
| 2005 | 14,740,000           | 3,458,625            | 18,198,625           |
| 2006 | 0                    | 3,034,850            | 3,034,850            |
| 2007 | 0                    | 4,253,977            | 4,253,977            |
| 2008 | 0                    | 7,024,843            | 7,024,843            |
| 2009 | 0                    | 7,024,843            | 7,024,843            |
| 2010 | 0                    | 7,024,843            | 7,024,843            |
| 2011 | 10,270,000           | 7,024,843            | 17,294,843           |
| 2012 | 10,995,000           | 6,434,316            | 17,429,316           |
| 2013 | 11,645,000           | 5,802,106            | 17,447,106           |
| 2014 | 12,500,000           | 5,132,518            | 17,632,518           |
| 2015 | 2,425,000            | 4,413,768            | 6,838,768            |
| 2016 | 2,565,000            | 4,784,885            | 7,349,885            |
| 2017 | 2,815,000            | 3,549,128            | 6,364,128            |
| 2018 | 2,980,000            | 3,385,808            | 6,365,808            |
| 2019 | 3,145,000            | 3,211,744            | 6,356,744            |
| 2020 | 3,325,000            | 3,027,936            | 6,352,936            |
| 2021 | 2,400,000            | 2,833,500            | 5,233,500            |
| 2022 | 2,520,000            | 2,713,500            | 5,233,500            |
| 2023 | 2,645,000            | 2,587,500            | 5,232,500            |
| 2024 | 2,775,000            | 2,455,250            | 5,230,250            |
| 2025 | 2,915,000            | 2,316,500            | 5,231,500            |
| 2026 | 3,060,000            | 2,170,750            | 5,230,750            |
| 2027 | 3,210,000            | 2,017,750            | 5,227,750            |
| 2028 | 3,370,000            | 1,857,250            | 5,227,250            |
| 2029 | 3,540,000            | 1,688,750            | 5,228,750            |
| 2030 | 3,715,000            | 1,511,750            | 5,226,750            |
| 2031 | 3,900,000            | 1,326,000            | 5,226,000            |
| 2032 | 4,095,000            | 1,131,000            | 5,226,000            |
| 2033 | 4,295,000            | 926,250              | 5,221,250            |
| 2034 | 4,505,000            | 711,500              | 5,216,500            |
| 2035 | 4,745,000            | 486,250              | 5,231,250            |
| 2036 | 4,980,000            | 249,000              | 5,229,000            |
|      | <u>\$134,075,000</u> | <u>\$113,334,224</u> | <u>\$247,409,224</u> |

Airports budgets the October 1 principal and interest payments in the current year; however, for financial statement purposes, it is recorded in the year of payment.

## Water Utilities Debt Service

|                      | <b>Amount<br/>Budgeted</b> |
|----------------------|----------------------------|
| Principal            | \$9,518,397                |
| Interest             | 7,583,796                  |
| Paying Agent Fees    | 54,600                     |
| Debt Service Reserve | 4,437,863                  |
| Total                | <u>\$21,594,656</u>        |

**Budget Comment**

The Water Utilities Department currently has five outstanding bond issues plus a State revolving loan participation with the City of West Palm Beach.

- 1) **Water & Sewer Revenue Bonds, Series 2006A - \$125,850,000** - The proceeds were used to pay for the acquisition of certain assets from the Village of Royal Palm Beach and certain additions to the County's water and sewer system per the five-year Capital Improvement Program.
- 2) **Water & Sewer Revenue Refunding Bonds, Series 2006B - \$12,485,000** - The proceeds from this issue were used to refund a portion of the Series 1998 Bonds.
- 3) **Water & Sewer Revenue Bonds, Series 2009 - \$68,115,000** - The proceeds from this issue were used for the acquisition, construction, improvements and additions to the County's water and sewer system for the FPL Reclaimed Water Project.
- 4) **Water & Sewer Revenue Refunding Bonds, Series 2013 - \$72,430,000** - The proceeds from this issue were used to refund a portion of the Series 2006A Bonds.
- 5) **GUA Wells Fargo - \$6,987,733** - Glades Utility Authority was absorbed by the County, including outstanding debt.
- 6) **GUA FDEP - \$9,706,404** - Glades Utility Authority was absorbed by the County, including outstanding debt.
- 7) **GUA Bank of NY - \$3,555,000** - Glades Utility Authority was absorbed by the County, including outstanding debt.
- 8) **Water & Sewer Revenue Refunding Bonds, Series 2015 - \$26,930,000** - The proceeds from this issue were used to refund a portion of the Series 2006A Bonds.

## Water Utilities Debt Service Amortization Schedule

|      | <u>Principal</u>     | <u>Interest</u>      | <u>Total</u>         |
|------|----------------------|----------------------|----------------------|
| 2006 | \$35,000             | \$2,888,342          | \$2,923,342          |
| 2007 | 2,075,000            | 6,421,725            | 8,496,725            |
| 2008 | 2,155,000            | 6,549,100            | 8,704,100            |
| 2009 | 2,225,000            | 7,119,399            | 9,344,399            |
| 2010 | 10,160,000           | 9,764,788            | 19,924,788           |
| 2011 | 3,450,000            | 9,487,513            | 12,937,513           |
| 2012 | 5,385,000            | 9,153,138            | 14,538,138           |
| 2013 | 6,266,928            | 9,413,976            | 15,680,904           |
| 2014 | 7,630,890            | 8,937,965            | 16,568,855           |
| 2015 | 8,303,201            | 8,534,848            | 16,838,049           |
| 2016 | 8,675,181            | 7,972,067            | 16,647,248           |
| 2017 | 9,518,397            | 7,583,796            | 17,102,193           |
| 2018 | 6,352,111            | 7,180,874            | 13,532,985           |
| 2019 | 6,488,078            | 6,926,142            | 13,414,220           |
| 2020 | 6,196,411            | 6,621,792            | 12,818,203           |
| 2021 | 5,875,647            | 6,333,324            | 12,208,971           |
| 2022 | 6,112,188            | 6,094,286            | 12,206,474           |
| 2023 | 6,353,955            | 5,862,715            | 12,216,670           |
| 2024 | 6,645,960            | 5,583,961            | 12,229,921           |
| 2025 | 6,953,202            | 5,271,469            | 12,224,671           |
| 2026 | 7,270,691            | 4,959,052            | 12,229,743           |
| 2027 | 7,595,451            | 4,616,065            | 12,211,516           |
| 2028 | 7,908,632            | 4,251,551            | 12,160,183           |
| 2029 | 8,136,530            | 3,869,578            | 12,006,108           |
| 2030 | 8,183,983            | 3,473,646            | 11,657,629           |
| 2031 | 8,578,387            | 3,061,706            | 11,640,093           |
| 2032 | 9,009,030            | 2,629,224            | 11,638,254           |
| 2033 | 9,410,606            | 2,174,556            | 11,585,162           |
| 2034 | 10,685,000           | 1,699,369            | 12,384,369           |
| 2035 | 11,080,000           | 1,306,400            | 12,386,400           |
| 2036 | 11,555,000           | 830,100              | 12,385,100           |
| 2037 | 3,650,000            | 393,750              | 4,043,750            |
| 2038 | 0                    | 211,250              | 211,250              |
| 2039 | 0                    | 211,250              | 211,250              |
| 2040 | 4,225,000            | 211,250              | 4,436,250            |
|      | <u>\$224,145,459</u> | <u>\$177,599,961</u> | <u>\$401,745,420</u> |

Water Utilities budgets the October 1 principal and interest payments in the current year; however, for financial statement purposes, it is recorded in the year of payment. Also, 2016 amortization schedule does not match budget due to rounding.



**Accrual**

Revenues or expenditures that have been recognized for that fiscal year but not received or disbursed until a subsequent fiscal year. Annually, accruals are included in the revenue and expenditure amounts reported in departments' budget documents and year-end financial statements. For budgetary purposes, departments' expenditure accruals also include payables and outstanding encumbrances at the end of the fiscal year for obligations attributable to the fiscal year.

**Ad Valorem Equivalent Funding**

Ad Valorem (Latin for according to value) is a tax levied on the assessed value of real or tangible personal property. It is also known as "Property Tax." Equivalent funding represents other non-Department specific revenues received in the General Fund, Sales Tax revenues, and Electric Utility Tax revenues.

**Aggregate Millage Rate**

The sum of all ad valorem taxes levied by the governing body of a county for countywide purposes excluding voted debt, plus ad valorem taxes levied for any district dependent to the governing body, divided by the total taxable value of the county, converted to a millage rate. Expresses an "average" tax rate.

**American Recovery and Reinvestment Act (ARRA)**

Funding received under the Federal economic stimulus package enacted in February 2009 (PL 111-5). ARRA funding includes assistance to states and localities, through both direct appropriations and competitive grants, for infrastructure investments, education, health care, public safety, green energy, and other programs.

**Amortization**

The systematic allocation of the discount, premium, or issue costs of a bond to expense over the life of the bond. It is also the systematic allocation of an intangible asset to expense over a certain period of time.

**Appropriation**

A legal authorization granted by a legislative body (e.g., Board of County Commissioners) to incur obligations and make expenditures for specific purposes.

**Assessed Value**

The fair market value of property (real estate or personal), as determined by the County's Property Appraiser. The assessed value less any exemptions allowed by law is the "taxable value."

**Assigned Fund Balance**

The assigned fund balance includes amounts that are intended to be used for specific purposes that are neither restricted or committed.

**Balanced Budget**

A budget in which estimated revenues and appropriations are equal.

Florida Statutes require that budgets must be balanced. The County complies with this after the inclusion of re-appropriated beginning fund balances.

**Base Budget**

Ongoing expense for personnel, contractual services, supplies, and the replacement of equipment required to maintain service levels previously authorized by the Board of County Commissioners.

**Benchmark**

A standard or point of reference used in measuring and/or judging the quality or value.

**Board of County Commissioners (BCC)**

The legislative and governing body of a county. Also referred to as the "County Commission."

**Bond**

A certificate of debt containing a promise to pay a specified sum of money (called the face value or principal) at a specified date or dates in the future (called the maturity date) together with periodic interest at a specified rate. Bonds are typically used for long-term debt to pay for specific capital expenditures.

**Bond Refinancing**

The issuance of bonds to obtain better interest rates and/or bond conditions by paying off older bonds.

**Budget**

A comprehensive financial plan of operations embodying an estimate of proposed expenditures for a given period and the proposed means of financing them and specifying the type and level of services to be provided. Most local governments have two types of budgets – the "Operating Budget" and the "Capital Improvement Budget."

**Budget Amendment**

An increase or decrease in revenues with a corresponding increase or decrease in appropriations within the same fund. The budgeted fund total is changed.

**Budget Document**

The official written statement which presents the proposed budget to the legislative body (e.g., County Commission).

**Budget Message**

A general discussion of the budget presented in writing as a part of or supplement to the budget document. The budget message explains principal budget issues against the background of financial experience in recent years and presents recommendations made by the County Administrator.

**Budget Transfer**

A transfer of appropriations or revenues between two or more accounts within the same fund. The budgeted fund total is not changed.

**Capital Equipment**

Equipment with a value in excess of \$1,000 and an expected life of more than one year; such as, automobiles, computers, and furniture.

**Capital Improvement**

Physical assets, constructed or purchased, that have a minimum useful life in excess of one year and a minimum cost of \$25,000. Capital improvements typically involve physical assets; such as, buildings, streets, water and sewage systems, and recreation facilities.

**Capital Improvement Budget**

A budget including those approved capital improvement projects contained in the first year of the Capital Improvement Program (CIP).

**Capital Improvement Program (CIP)**

A plan for capital expenditures to be incurred each year over a fixed period of years to meet anticipated capital needs. It sets forth each project or other contemplated expenditure in which the County is to have a part and specifies the full resources estimated to be available to finance the projected expenditures.

**Capital Outlay**

Expenditures which result in the acquisition of, or addition to, fixed assets; such as, buildings, land, and roads.

**Capital Project Fund**

A fund established to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by Proprietary or Trust Funds).

**Committed Fund Balance**

The committed fund balance includes amounts that are constrained for specific purposes that are internally imposed by the County's highest level of decision making authority, the Board of County Commissioners (BCC).

**Communication Services Tax**

A simplified tax structure for communications services, which was implemented in FY 2002. It combined seven different state and local taxes or fees and replaced them with a two tiered tax composed of a state tax and a local option tax on communications services, including cable television.

**Comprehensive Plan**

Required under Chapter 163 of the Florida Statutes, the Plan shall prescribe principles, guidelines, and standards for the orderly and balanced future economic, social, physical, environmental, and fiscal development of the County.

**Contingency**

A reserve of funds which are set aside to cover emergencies or unforeseen events that occur during the fiscal year; such as, new federal or state mandates, shortfalls in revenue, and unanticipated expenditures.

**County**

A political subdivision of the State which is empowered to levy and collect taxes and provide services to citizens within its boundaries.

**County Budget Officer**

Each Board of County Commissioners, pursuant to Florida Statutes, Section 129.025, may designate a county budget officer to carry out budget duties as set forth in Chapter 129. In Palm Beach County, the County Administrator has been designated the County Budget Officer.

**County Officers**

Independently elected officials including the Clerk & Comptroller, Property Appraiser, Sheriff, Supervisor of Elections, and Tax Collector. This is also referred to as "Constitutional Officers."

**Debt Service**

Payment of principal and interest related to long term debt.

**Debt Service Fund**

A fund used to account for the accumulation of resources for, and payment of, general long-term debt principal and interest.

**Deficit (Budget)**

The excess of budgeted expenditures over estimated revenues and receipts.

**Department**

An organizational unit responsible for carrying out a major governmental function; such as, Public Safety or Water Utilities.

**Dependent Taxing Districts**

Taxing Districts that appear separately on the tax bill and are under County control (e.g., County Library).

**Depreciation**

Expiration in the service life of fixed assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy, and obsolescence.

**Encumbrance**

An amount of money committed for the future payment for goods and services not yet received.

**Enterprise Fund**

A fund established to account for operations that are financed and operated in a manner similar to private business. The intent is that the full cost of providing the goods or services be financed primarily through charges and fees, thus removing the expense from the tax rate (e.g., Water and Sewer).

**Exemption**

A reduction to the assessed value of property. The most common exemption is the \$50,000 homestead exemption allowed if the owner uses the property as the principal residence. There are also exemptions for disability, government, non-profit owned property, and low-income senior citizens.

**Expenditures**

The incurring of a liability, the payment of cash, or the transfer of property for the purpose of acquiring an asset or service or settling a loss.

**Fiscal Year**

Any period of 12 consecutive months designated as the budget year. The fiscal year used by the County, which is set by State Statute, begins October 1st and ends September 30th of the following calendar year. The fiscal year is designated by the date on which it ends. For example, October 1, 2016 to September 30, 2017 would be Fiscal Year 2017.

**Five-Year Trend**

Represents the percentage change of a performance measure from the previous year actual and the five years previous.

**Fixed Assets**

Assets of a long-term character which are intended to continue to be held or used; such as, land, buildings, improvements other than buildings, machinery, and equipment.

**Franchise Fee**

A fee levied on a public service corporation in return for granting a privilege or permitting the use of public property. These fees are usually passed on to the corporation's customers as a cost of doing business. Electricity is subject to franchise fees.

**Full-time Equivalent (F.T.E.)**

The number of approved positions equated to full-time basis (e.g., two half-time positions equal one full-time equivalent position).

**Fund**

An accounting entity with a self balancing set of accounts, which is segregated for the purpose of carrying on specific activities or attaining certain objectives, in accordance with special regulations, restrictions, or limitations.

**Fund Balance**

The excess of fund assets over fund liabilities. A negative fund balance is sometimes called a deficit.

**GASB**

The Governmental Accounting Standards Board is an independent organization that establishes and improves standards of accounting and financial reporting for U.S. state and local governments.

**General Fund**

A fund containing revenues, such as property taxes, not designated by law for a special purpose. Some of the departments that are part of the General Fund include Purchasing, Human Resources, and the Office of Financial Management and Budget.

**Generally Accepted Accounting Principles (GAAP)**

Uniform minimum standards of, and guidelines for, financial accounting and reporting. They govern the form and content of the basic financial statements of an entity. GAAP encompass the conventions, rules, and procedures necessary to define accepted accounting practices at a particular time.

**Goal**

A long-range desirable result attained by achieving objectives designed to implement a strategy.

**Governmental Funds**

Funds generally used to account for tax-supported activities. There are five different types of governmental funds: the general fund, special revenue funds, debt service funds, capital projects funds, and permanent funds.

**Grant**

A contribution of assets (usually cash) by one governmental unit or other organization to another. Typically, these contributions are made to local governments from state and federal governments. Grants are usually made for specified purposes.

**Half-Cent Sales Tax**

A state-shared revenue source relying on a percentage of net sales tax revenues (one-half of the fifth cent) remitted to the state. Eligible county governments receive a distribution based on population-based formulas. Use of this revenue is restricted to countywide tax relief or governmental programs; as well, as long-term debt obligations related to capital projects.

**Homestead Exemption**

A deduction from the assessed value of property permanently occupied by the owner in the State of Florida. The exemption is now \$50,000 for all property owners who qualify.

**Impact Fee**

A charge to a developer and/or owner/builder to offset the cost of providing capital facilities to meet growth demands. The County assesses impact fees for capital facilities for parks, fire-rescue, library, law enforcement, public buildings, schools, and roads.

**Independent Taxing Districts**

Taxing districts that appear separately on the tax bill and are not under County control (e.g., Florida Inland Navigation District, Children Services).

**Interfund Transfer**

Movement of assets (usually cash) from one fund to another. Also referred to as "Transfers In/Out."

**Intergovernmental Revenues**

Revenues from other governments in the form of grants, entitlements, shared revenues, or payments in lieu of taxes.

**Internal Service Fund**

A fund established for the financing of goods or services provided by one department or agency to other departments or agencies on a cost reimbursement basis.

**Lease-purchase Agreements**

Contractual agreements which are termed "leases", but which in substance amount to purchase contracts for equipment and machinery.

**Legally Adopted Budget**

The total of the budgets of each County fund including budgeted transactions between funds.

**Levy**

To impose taxes, special assessments, or service charges for the support of County activities.

**Liability**

Debt or other legal obligations arising out of transactions in the past which must be liquidated, renewed, or refunded at some future date. The term does not include encumbrances.

**Line-Item**

A specific item or group of similar items defined by detail in a unique account in the financial records. Revenue and expenditure justifications are reviewed, anticipated, and appropriated at this level.

**Major Fund**

Funds whose revenues, expenditures/expenses, assets or liabilities are at least 10 percent of the total for their fund category (governmental or enterprise) and 5 percent of the aggregate of all governmental and enterprise funds in total.

**Management Team**

A “team” consisting of the County Administrator, Deputy County Administrator, the Assistant County Administrators, and Directors of major County Departments.

**Mandate**

Any responsibility, action, or procedure that is imposed by one sphere of government on another through constitutional, legislative, administrative, executive, or judicial action as a direct order or that is required as a condition of aid.

**Millage Rate**

Rate applied to taxable value to determine property taxes. A mill is 1/10th of a penny, or \$1.00 of tax for every \$1,000 of taxable value.

**Mission**

Describes what the organization does, who it does it for, and how it does it.

**Municipal Services Benefit District**

A special district created to provide for projects and/or services to a specifically defined area of the County and financed by a special assessment to only those citizens receiving the benefits of those projects or services.

**Municipal Services Taxing District**

A taxing district covering a segment of the County, with individual assessed values and millage rates, which provides municipal type services; such as, fire-rescue, and road and street improvements to residents of the area.

**Municipality**

A local government having governmental, corporate, and proprietary powers to enable it to conduct municipal government, perform municipal functions, and render municipal services.

**Net Budget**

The gross budget less all interfund transfers and interdepartmental charges.

**Non-Ad Valorem Assessments**

Charges that are not based on property value, but are levied for specific services on each parcel of property. Examples of Non-Ad Valorem Assessments include charges for solid waste disposal, lighting, drainage, and water.

**Non-Ad Valorem Revenues**

Revenues that are derived from a basis other than property value (e.g., Utility Tax, Gas Tax).

**Non-Countywide Revenues**

Revenue derived from unincorporated areas of the County (e.g., Franchise Fees).

**Non-Countywide Expenditures**

Expenditures for the benefit of the unincorporated areas of the County (e.g., Sheriff's Road Patrol, Zoning).

**Non-Major Fund**

Funds that does not meet the criteria to be classified as a major fund. Non-major funds can fall into four categories Special Revenue Funds, Debt Service Funds, Capital Projects Funds, or Permanent Funds. All non-major funds must be reported in a single column of the respective fund financial statement.

**Non-Operating Expenditures**

The costs of government services which are not directly attributable to a specific County program or operation. Examples of Non-Operating Expenditures include debt service obligations and contributions to

**Non-Operating Revenues**

The incomes received by the government which are not directly attributable to providing a service (e.g., interest on investments).

**Non-Spendable Fund Balance**

Fund balance amounts that cannot be spent either because it is not in spendable form or because of legal or contractual requirements (e.g., inventory, prepaid).

**Non-Tax Revenues**

The revenue derived from non-tax sources, including licenses and permits, intergovernmental revenue, charges for service, fines and forfeitures, and various other miscellaneous revenues.

**Objective**

Something to be accomplished expressed in specific, well-defined and measurable terms, and achieved within a specific time frame.

**Operating Budget**

A budget for general expenditures; such as, salaries, utilities, and supplies.

**Performance Measures**

Specific quantitative and qualitative measures of work performed.

**Personal Services**

Items of expenditures in the operating budget for salaries and wages paid for services performed by County employees; including fringe benefit costs.

**Portability**

Allows residential property owners with an existing Homestead Exemption to transfer all or a significant portion of their "Save Our Homes" property tax savings to a new property. Portability is an added benefit and is effective January 1, 2008.

**Property Tax**

Taxes derived from all non-exempt real property and tangible personal property used in a business located within the County. Property taxes are computed on the basis of multiplying the millage rate by the taxable value of real or personal property.

**Proprietary Fund**

A fund which operates similarly to the private sector and focuses on the measurement of net income.

**Reserve**

A specified amount of funds set aside for the purpose of meeting future expenses. Expenditures may not be charged directly to reserve accounts. A budget transfer establishing a new appropriation must first be approved by the Board of County Commissioners.

**Retained Earnings**

An equity account reflecting the accumulated earnings of an Enterprise or Internal Service Fund.

**Revenue**

Funds that the government receives as income. Revenue includes such items as tax payments, fees from specific services, receipts from other governments, fines, forfeitures, grants, shared revenues, and interest income.

**Restricted Fund Balance**

Restricted fund balance includes amounts that are constrained for specific purposes which are externally imposed by providers (such as grantors or creditors) or enabling legislation. Restrictions may be changed or lifted only with the consent of the resource providers.

**Revenue Bonds**

Bonds usually sold to finance the construction of a project that will produce revenue for the government. The revenue is used to pay the principal and interest of the bond.

**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 accounts for changes in the market value of property and represents "no tax increase." The only source of additional tax revenue under the rolled-back rate is taxes levied upon new construction.

**Save-Our-Homes**

Section 193.155(1), F.S. provides, beginning in 1995 or the year after the property receives homestead exemption, an annual increase in assessment shall not exceed the lower of 3% or the percentage change in the C.P.I.

**Senior Homestead Exemption**

Certain low-income seniors in Palm Beach County may qualify for an additional \$25,000 exemption on their property's assessed value. For example, a home valued at \$100,000 would be taxed by the county on only \$25,000 after the Homestead and Senior Citizen exemptions are applied. The county's senior exemption does not apply to other taxing authorities, such as the school district and municipalities.

**Service Level**

Services or products which comprise the actual or expected output of a given program.

**Single-Member District**

A form of representation in which the residents of a District are represented by one County Commissioner voted into office by that District's residents.

**Special Revenue Fund**

A fund used to account for specific revenue sources (other than special assessments, expendable trusts, or major capital projects) that are legally restricted to expenditures for specified purposes.

**Spendable Fund Balance**

Fund balances that are in spendable form include restricted, committed, assigned, and unassigned fund balances.

**Statute**

A law enacted by a duly organized and constituted legislative body.

**Statutory Reserve**

Florida Statute 129.01 (2)(b) requires revenues to be budgeted at 95% of reasonably anticipated receipts. Palm Beach County budgets a negative 5% Statutory Reserve to accomplish this.

**Supplemental Requests**

Departmental requests for additional funding in the budget year in order to increase or enhance existing service levels.

**Tax Equivalent Revenue**

Any revenue that can be used to reduce ad valorem funding requirements on a dollar for dollar basis (e.g., franchise fees, utility taxes).

**Tax Rate**

The amount of tax stated in terms of a unit of the tax base. For example, 4 mills equals \$4 per \$1,000 of taxable value; also referred to as the millage rate.

**Tax Rate Limit**

The maximum legal property tax rate at which a taxing authority may levy a tax. The limit may apply to taxes raised for a particular purpose or for general purposes.

**Taxable Value**

The value used for computing the ad valorem taxes levied against property. The taxable value is the "assessed value" less any exemptions allowed by law.

**Taxes**

Compulsory charges levied by a government for the purpose of financing services performed for the common benefit. This term does not include specific charges made against particular persons or property for current or permanent benefits such as special assessments. Nor does the term include charges for services rendered only to those paying such charges (e.g., sewer service charges).

**Transfers In/Out**

Amounts transferred from one fund to another to assist in financing the services of the recipient fund.

**TRIM Notice**

The Florida Truth in Millage Law of 1980 requires a notice be sent annually to property taxpayers explaining any changes in the millage rate of each taxing authority from the prior year. The notice also includes the time and place of the first public hearings on proposed millage rates and is designed to keep the public informed about the taxing intentions of the various taxing authorities.

**Trust and Agency Fund**

A fund used to account for assets held by the County in a trustee capacity or as an agent for individuals, private organizations, other governments, and/or other funds.

**Truth in Millage Law (TRIM)**

A 1980 Florida law which changed the budget process for local taxing governments. It was designed to keep the public informed about the taxing intentions of the various taxing authorities.

**Unassigned Fund Balance**

Unassigned fund balance includes amounts in the general fund that have not been classified as restricted, committed or assigned. Unassigned fund balance could also include deficit residual balances for any governmental funds after reporting amounts as restricted, committed, or assigned.

**Unincorporated Area**

That portion of the County which is not within the boundaries of any municipality.

**Unit**

A unit of financial reporting and management responsibility under the County's financial system.

**User (Fees) Charges**

The payment of a fee for direct receipt of a public service by the party benefiting from the service.

**Utility Tax**

A tax levied by the County on the customers of various utilities (e.g., electricity, metered or bottled gas, and water). The tax rate may be levied up to 10.0 percent of the sales price of such utility service or commodity.

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## A

**AAF** - Adopt-A-Family

**ACA** - Affordable Care Act

**ACI** - Abundant Community Initiative

**ADA** - Americans with Disabilities Act

**AIDS** - Acquired Immunodeficiency Syndrome

**APCO** - Association of Public Safety  
Communications Officials

**ARFF** - Aircraft Rescue Fire Fighting

**AT&T** - American Telephone and Telegraph

**CBD** - Central Business District

**CBIS** - Checked Baggage Inspection System

**CCNA** - Consultant Competitive Negotiations Act

**CCRT** - Countywide Community Revitalization  
Team

**CDBG** - Community Development Block Grant

**CEU** - Continuing Education Unit

**CERT** - Certified Emergency Response Team

**CHDC** - Community Housing Development  
Corporations

**CID** - Capital Improvements Division

**CILB** - Construction Industry Licensing Board

**CIP** - Capital Improvement/Infrastructure  
Program/Project/ Computer Information Planning

**CJC** - Criminal Justice Commission

**CLI** - Community Leadership Institute

**CMS** - Contract Management System

**CNA** - Certified Nursing Assistant

**CO** - Change Order

**COA** - Comprehensive Operational Analysis

**COBWRA** - Coalition of Boynton West Residential  
Associations

**COE** - Commission on Ethics

**CPE** - Cost per Enplanement

**CRA** - Community Redevelopment Agency

**CSA** - Consultant Service Authorization

**CSBG** - Community Services Block Grant

## B

**BBF** - Balance Brought Forward

**BCC** - Board of County Commissioners

**BEBR** - Bureau of Economics and Business  
Research

**BIM** - Budget Instruction Manual

**BRASS** - Budget Reporting and Analysis Support  
System

## C

**CAFR** - Comprehensive Annual Financial Report

**CAO** - County Attorney's Office

**CAP** - Community Action Program

**CAT** - Community Assistance/Action Team

**CBB** - Community Bulletin Board

**CST** - Communications Service Tax

**CW** - County Wide

**CWA** - Communications Workers of America

**D**

**DES** - Department of Economic Sustainability

**DM&C** - Digital Marketing and Communications

**DOA** - Department of Airports

**DOL** - Department of Labor

**DOJ** - Department of Justice

**DOR** - Department of Revenue

**DOSS** - Division of Senior Services

**DOT** - Department of Transportation

**DROP** - Deferred Retirement Option Plan

**DS** - Debt Service

**DTPB** - Discover the Palm Beaches

**E**

**EAP** - Employee Assistance Program

**EEO** - Equal Employment Office/Opportunity

**EEOC** - Equal Employment Opportunity Commission

**EFNEP** - Expanded Food and Nutrition Education Program

**EMS** - Emergency Medical Services

**EOC** - Emergency Operations Center

**ERC** - Electronic Review Comments

**ERM** - Environmental Resource Management

**EPA** - Environmental Protection Agency

**ESS** - Electronic Services & Security

**EZ** - Enterprise Zone

**F**

**FAA** - Federal Aviation Administration/Financially Assisted Agency

**FAMO** - Fixed Asset Management Office

**FAST** - Fixing America's Surface Transportation Act

**FAU** - Florida Atlantic University

**FCHR** - Florida Commission of Human Relations

**FCS** - Family Consumer Sciences

**FDEP** - Florida Department of Environmental Protection

**FDLE** - Florida Department of Law Enforcement

**FDO** - Facilities Development Organization/Operations

**FEMA** - Federal Emergency Management Agency

**FEP** - Fair Employment Programs

**FHLBA** - Federal Home Loan Bank of Atlanta

**FEP** - Fair Employment Programs

**FIRM** - Flood Insurance Rate Map

**FLGIS** - Florida Government Information Systems Association

**FLR** - Florida LambdaRail

**FLSA** - Fair Labor Standards Act

**FMLA** - Family Medical Leave Act

**FPL** - Florida Power and Light

**FRRS** - Finance Revenue Receipting System

**FRS** - Florida Retirement System

**FS** - Florida Statutes

**FSBDC** - Florida Small Business Development Center

**FSC** - Forest Stewardship Council

**FSA** - Finance Special Assessment System

**FTA** - Federal Transit Administration

**FTC** - Film and Television Commission

**FTE** - Full-Time Equivalent

**FY** - Fiscal Year

**G**

**GAAP**- Generally Accepted Accounting Principles

**GASB** - Governmental Accounting Standards Board

**GED** - General Education Development

**GFOA** - Government Finance Officers Association

**GI** - Group Insurance

**GIS** - Geographic Information System / General Industry Standards

**GO** - General Obligation

**GUA** - Glades Utility Authority

**H**

**HB** - House Bill

**HD** - High Definition

**HIPAA** - Health Insurance Portability and Accountability Act

**HIV** - Human Immunodeficiency Virus

**HMIS** - Homeless Management Information System

**HOME** - Home Investment Partnership Program

**HOPWA** - Housing Opportunity for People with AIDS

**HOT** - Homeless Outreach Team

**HR** - Human Resources

**HRIS** - Human Resources Information System

**HUD** - Housing and Urban Development

**HVAC** - Heating, Ventilating and Air Conditioning

**I**

**IFAP** - Impact Fee Assistance Program

**IFAS** - Institute of Food and Agricultural Sciences

**IFB** - Invitation for Bid

**ILA**- Interlocal Agreement

**IRP**- Intermediary Relending Program

**ISS** - Information Systems Services

**IT** - Information Technology

**J**

**JS** - Justice Services

**JVS** - Judicial Viewer System

**K**

**L**

**LAN** - Local Area Network

**LAS** - Legal Aid Society

**LC** - Loss Control

**LETf** - Law Enforcement Trust Fund

**LEX** - Law Enforcement Exchange

**LGBT** - Lesbian, Gay, Bisexual, and Transgender

**LIDAR** - Light Detection and Ranging

**LIHEAP** - Low Income Home Energy Assistance Program

**LOS** - Levels of Service

**LPN** - Licensed Practical Nurse

**LRTP** - Long Range Transportation Plan

**M**

**MBG** - Mounts Botanical Garden

**MBK** - My Brother's Keeper

**ME** - Medical Examiner

**MIH** - Mobile Integrated Health

**MPFC** - Max Planck Florida Corporation

**MPO** - Metropolitan Planning Organization

**MSBU** - Municipal Services Benefit Unit

**MSTD** - Multiple Service Taxing District

**MSTU** - Multiple Service Taxing Unit

**N**

**NACO** - National Association of Counties

**NATEF** - National Automotive Technicians Education Foundation

**NAV** - Non Ad Valorem

**NENA** - Northeast Everglades Natural Areas

**NER** - New Employee Requisition

**NFIP** - National Flood Insurance Program

**NOC** - Network Operations Center

**NOFA** - Notice of Funding Availability

**NPDES** - National Pollution Discharge Elimination System

**NSP** - Neighborhood Stabilization Program

**O**

**O&M** - Operations & Maintenance

**OCR** - Office of Community Revitalization  
**OEO** - Office of Equal Opportunity  
**OFMB** - Office of Financial Management & Budget  
**OHC** - Occupational Health Clinic  
**OIG** - Office of Inspector General  
**OJT** - On the Job Training  
**OSBA** - Office of Small Business Assistance  
**OSHA** - Occupational Safety & Health Administration  
**OTP** - On-Time Performance

**P**

**PA** - Personnel Action  
**PAFR** - Popular Annual Financial Reporting  
**PAPA** - Property Appraiser Public Access  
**PB** - Performance Budgeting  
**PBC** - Palm Beach County  
**PBCCC** - Palm Beach County Convention Center  
**PBCHD** - Palm Beach County Health Department  
**PBIA** - Palm Beach International Airport  
**PBSO** - Palm Beach Sheriff's Office  
**PC** - Personal Computer  
**PCI** - Property and Casualty Insurance  
**PE** - Provide Enterprise

**PEMT** - Public Emergency Medical Transportation  
**PM** - Preventative Maintenance  
**PPM** - Policies & Procedures Manual/Memoranda  
**PPO** - Preferred Provider Organization  
**PSA** - Public Service Announcement  
**PSAP** - Public Safety Access Points  
**PST** - Public Service Tax  
**PZB** - Planning, Zoning & Building

**Q**

**QTI** - Qualified Targeted Industry

**R**

**R&S** - Recruitment & Selection  
**REAP** - Resident Education Action Program  
**RESTORE** - Regional & State Transitional Offender Reentry  
**RFP** - Request for Proposal  
**RFQ** - Request for Quote  
**RFS** - Request for Submittal  
**RLF** - Revolving Loan Fund  
**ROI** - Return on Investment  
**RTFC** - Residential Treatment and Family Counseling

## S

**S/M/WBE** - Small/Minority/Women's Business Enterprise

**SAO** - State Attorney's Office

**SAMIS** - Services and Activities Management Information System

**SAN** - Storage Area Network

**SBE** - Small Business Enterprise

**SBFS** - Salaries and Benefits Forecasting System

**SELF** - Solar Energy Loan Fund of St. Lucie County

**SHIP** - State Housing Initiative Program

**SLA** - Service Level Agreement

**SMART** - Strengthening Marriage and Relationship Training

**SNAP** - Supplemental Nutrition Assistance Program

**SOE** - Supervisor of Elections

**STARS** - Senior Tracking and Referral System

**STAC** - State Attorney Case Management System

**STEM** - Science, Technology, Engineering, Mathematics

**SUID** - Sudden Unexpected Infant Deaths

## T

**TD** - Transportation Disadvantaged

**TDC** - Tourist Development Council

**TIP** - Transportation Improvement Program

**TOD** - Training and Organizational Development

**TPS** - Traffic Performance Standards

**TRIM** - Truth in Millage Law

## U

**UC** - Unified Communication

**UF** - University of Florida

**ULDC** - Unified Land Development Code

**USDA** - United States Department of Agriculture

**USGS** - United States Geological Survey

## V

**VAB** - Value Adjustment Board

**VoIP** - Voice over Internet Protocol

## W

**WC** - Worker's Compensation

**WHC** - Working in a Higher Classification

**WPS** - Worker Protection Standards

**WUD** - Water Utilities Department

## X

**Y**

**YASI** - Youth Assessment Screening Inventory

**YFC** - Youth Family Counseling

**YMHFA** - Youth Mental Health First Aid

**YSD** - Youth Services Department

**Z**



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## **COVER PHOTO**

This photograph was taken by Nick Bryan, Student Para-Professional for Environmental Resources Management. The photograph was taken at Cypress Creek Natural Area, around 7:30 a.m. He was on a scouting trip surveying the site for notable areas of trash deposits for a volunteer cleanup event to be hosted the next day. While walking the hiking trail, it opened up perfectly for the sun's morning rays to shine through with a hint of fog giving it a very soft glow. Nick's passion for photography and art in general sprouted from attending Bak Middle School of the Arts and Alexander W. Dreyfoos School of the Arts majoring in visual arts.



**Palm Beach County  
Board of County Commissioners**